



#### MISSION

Millennium's mission is to design and disseminate developmental-science-based methods of education that advance human well-being.

January 2023

Dear Millennium Community,

It's with great enthusiasm that I share with you Millennium's new strategic plan, *Re-Imagining Whole-Self Education for the Next Millennium*, which you will hear more about throughout the year.

In the Fall of 2021, we embarked on an ambitious and inclusive process, inviting our community of students, alumni, parents, advisors, staff, and Trustees, to envision a path for Millennium for the next five years. The work led to an exciting, collaborative, and ambitious strategic plan that outlines a vision and priorities to advance our organization's mission: "to design and disseminate developmental-science-based methods of education that advance human well-being."

The four goal areas outlined in this plan – Align, Create, Transform, and Sustain – establish the priorities for Millennium to flourish over the next 5 years. Recognizing that Millennium is still young, the goals focus on both clarifying and articulating our programs while also building the foundation that will allow them to mature and impact their intended audiences, whether students or adults. These priorities also address the operational and financial conditions necessary to achieve our goals.

We are filled with gratitude for our Strategic Planning Committee and everyone who has been involved directly and indirectly in the process. We are so appreciative of everyone's dedication, commitment, love, and wisdom to make the process comprehensive, thoughtful, and inclusive.

Thank you to all of you for giving your input, sharing your time and resources, and helping to construct this exciting and bold new strategic vision and plan. Now we can commence with the most critical phase of the process... making our vision a reality!

Warmly,

Jeff Snipes  
Board Chair

Roberto d'Erizans  
Head of School

# OUR STRATEGIC PLANNING PROCESS BY THE NUMBERS

1

Community worked collaboratively to map the future of Millennium

11

Strategic Advisors provided input and feedback

28

Interviews were conducted by committee members with internal and external experts

1

Year of data collection, outreach, and ideating

17

parents, board members, faculty and staff participated in a year-long strategic planning committee

54

students, parents, alumni, Board members, strategic advisors, faculty and staff came together for a strategic plan design day

## OUR STRATEGIC PLANNING TIMELINE



## NEXT STEPS

Following the publication of this summary of our strategic priorities, Millennium will convene a series of sub-committees, composed of diverse internal and external Millennium community stakeholders, to translate the various initiatives outlined below into specific projects with timelines, deliverables, and resource requirements. Please let us know if you would like to join!

### WITH DEEP GRATITUDE TO OUR STRATEGIC PLANNING COMMITTEE MEMBERS

Lindsay Berk  
Roberto d'Erizans  
Jeff Gray  
Abigail Henderson  
Todd Holcomb  
Stephanie Kinkel

Nina Lalich  
Xiaoan Li  
Newton Martin  
Kate Moriarty  
Ashley Nickels  
Simon Olavarria

Jessica Pahler  
Daniel Rechtschaffen  
Behnman Sarafpour  
Jeff Snipes  
James Wilcox

### AND OUR PARTICIPATING STRATEGIC ADVISORS & BOARD OF TRUSTEES

Wendy Baron  
Katherine Dinh  
Rick Hanson  
Madeline Levine  
Rhonda Magee

Evan Marwell  
Lisa Miller  
Meagan Nye  
Denise Pope  
Kim Smith

Jeff Snipes  
Meena Srinivasan  
Christy Walther Tripp  
Jenny Wade  
James Wilcox

MILLENNIUM.ORG  
5-YEAR STRATEGIC PLAN

# RE-IMAGINING WHOLE-SELF EDUCATION FOR THE NEXT MILLENNIUM





# EDUCATION TODAY

“The purpose of education today is not to produce mere scholars, technicians and job hunters, but integrated individuals who are free of fear; for only between such human beings can there be enduring peace. The highest function of education is (therefore) to bring about an integrated individual who is capable of dealing with life as whole.”

- J. Krishnamurti

The world has changed. The accelerating pace of technology and ubiquitous access to media and information, the polarization of wealth, race and politics, the changing environmental landscape, and the complexity of shifting demographics and globalization... have produced a very challenging world to navigate.

Together these forces have compressed the amount of time available for youth to construct a healthy foundation of human development. They have changed the skills students need to be successful in the world; and they have created a perfect storm for increased isolation, stress, and deteriorating mental health.

So the role of education must change as well.

We believe that the challenges humanity faces today can only be resolved through a fundamental shift from mindsets grounded in fear and motivated by individual and extrinsic reward, to mindsets grounded in love and motivated by serving the greater good. When the inner life of students is cultivated in combination with engaging academics and real-world skills, students instead emerge prepared and inspired to fulfill their own unique potential in the world.

We believe that this shift can be implemented through methods of education that foster the development of a “Whole Self”, integrating the spiritual, emotional, mental and physical aspects of each student. We believe these methods must be grounded in the embodiment of the educators themselves, and that well-being emerges through their modeling, mentoring, and daily practice in relationship with students and each other.

Millennium’s mission is to design and disseminate developmental science-based methods of education that advance human well-being. Inherent in this mission is the understanding that humanity has emerged from interconnected living systems, and that our well-being is inseparable from, and forever interdependent on, each other. This understanding offers us the opportunity to redefine success for our students... from making the top grade, to living a life filled with awareness, compassion, wisdom and purpose.

With your help, and the courage to re-imagine Whole-Self education, we believe that Millennium can be the change that education is waiting for.

# OUR VISION

As an organization, we envision Millennium.Org will be unique in three ways:

1

If you build a learning environment in the model of a factory, it will produce widgets. If, however, you create a **living innovation lab** in which the students themselves are the explorers of their own learning journey, you will produce change agents. Our student-centered design process fuels unparalleled academic engagement, inspires creativity, and cultivates a love of learning for its own sake. Our lab school involves students actively in the action research process, experimenting with and co-creating developmental methods of education while immersing them in real-world experiences that matter.

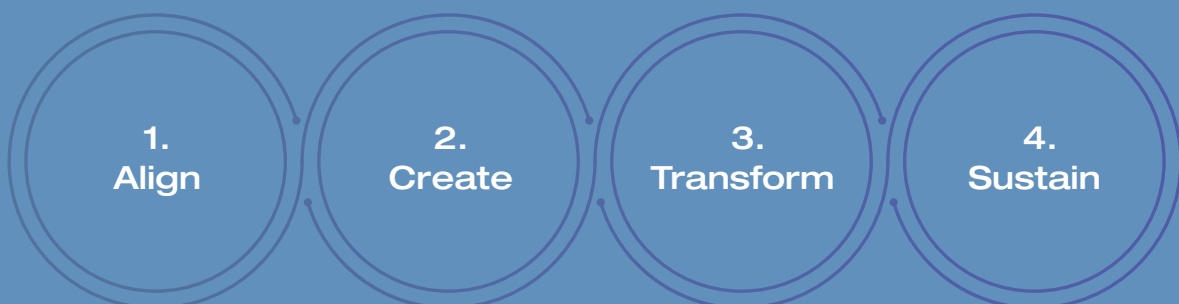
2

We believe that ‘who you are’ is more important than ‘what you know.’ Inspired academic learning alone, no matter how diverse the subject matter, is a critical, yet incomplete foundation for lifelong success. We define success broadly as feeling fully alive and possessing the knowledge, skills, and dispositions for conscious engagement in the world. Adolescence, in particular, is a formative period in human development when we establish a foundation for our identity, beliefs, and values. During middle school, students begin to explore their authentic sense of Self, learn how to relate to others with kindness and equity, and form a vision for how they might contribute to a better world. The learning environment, experiences, and competencies must therefore reflect an *authentically integrated* roadmap for both academic excellence - and - the **development of the Whole Self**.

3

We believe that educators themselves are the primary catalyst for whole-self development (our **“Theory of Change”**). In addition to providing inspired and experiential academic instruction, they embody our ideal values and serve as models, mirrors, and mentors for our students. Millennium is partnering with leading researchers to design innovative methods of education that promote well-being directly to educators first, and through them to their students. We will then **disseminate these methods broadly** through digital media, communities of practice, professional development programs, and whole-school consulting services.

Millennium.org is passionate about its mission to actively re-imagine and share methods of education that advance whole-self well-being. We anticipate our work together falling into four interconnected strategic priorities:



# STRATEGIC PRIORITIES

The following strategic priorities outline how our vision will come to life over the next five years. The plan is not chronological; Various priorities may overlap and be worked on simultaneously.

Over the Spring of 2023, we will share more details of specific initiatives we will undertake as part of each strategic priority. For example, as part of our JEDI goals, we plan to “implement a process to continually audit and update our curricular and experiential program through a JEDI lens to ensure all students see themselves reflected in our curriculum and resources.” For now, we are publishing this summary of our strategic priorities to share the story of our aspirations, which we hope will bring excitement and a unified vision to the organization.



# 1. ALIGN

**Aligning** the community on an updated mission, vision, shared meaning, and 5-year operating plan that is grounded in four key areas:

- 1.1 **Whole-Self** Update and publish the “**Millennium Way**”: the organization’s mission, vision, developmental framework, school model, unique programs, and approaches to guiding, academic excellence, action research, and measurement, organized around our Whole-Self framework:



- 1.2 **JEDI Values (Justice, Equity, Diversity and Inclusion)** Become a transformative, anti-oppression multicultural organization that continually expands its definition of community, emphasizes accountability practices, and fosters inclusion and belonging as core principles by centering restorative practices, prioritizing difficult conversations, and actively creating spaces for all identities to be honored and expressed.
- 1.3 **Real-World Impact** Ground all components of our curriculum, programs, and Guide roles in real-world contexts and lived experiences, inspiring students and educators to reflect on how their own learning and personal development can be applied to make a positive social impact.



## 2. CREATE

**Creating** the actual methods, roles, processes and programs that enable effective whole-self development:

- |     |                                     |   |
|-----|-------------------------------------|---|
| 2.1 | <b>Transdisciplinary Curriculum</b> | Publish and implement a research-based academically rigorous and whole-self curricular framework that equips and empowers students to reach their full potential, emphasizes trans-disciplinary skills, honors our commitment to humanistic education, internal exploration, and positive social impact.  |
| 2.2 | <b>Experiential Programs</b>        | Design and implement an integrated system of learning experiences, mapped to transdisciplinary competencies, including all academic subjects, Quests, Forum, Advisory, Real-World Expeditions, Wilderness, Village Roles, Mindfulness, and more.  |
| 2.3 | <b>Holistic Assessment</b>          | Evaluate, update, and publish an integrated approach to Whole-Student and Whole-Guide assessment that is reflective of Millennium's beliefs about adolescent development, including social-emotional, spiritual, and academic assessment of core competencies.  |
| 2.4 | <b>Role of the Guide</b>            | Define the multi-faceted role and professional development path for Whole-Self Education Guides, both within and beyond Millennium. Continue to attract, develop, support and retain top-tier embodied educators, compensated to reflect their unique value, and empowered to fully engage in the Millennium model of action-research and Whole-Self instruction. |



# 3. TRANSFORM

**Transforming** the educational landscape by sharing Millennium methods broadly within our local community and beyond:

- 3.1 **Authentic Community**      Establish authentic, mutually-beneficial relationships with partners in the local SF community to expand our diverse community, enhance our real-world immersion, and make a positive social impact.
- 3.2 **Storytelling Engine**      Implement a well-branded and sustainable digital communications platform that appeals to diverse constituencies and shares Millennium ideas and methodologies broadly across multiple platforms in service of our target constituents.
- 3.3 **Innovation & Design**      Select innovative methods and programs surfaced through our action research process and determined to be worthy of sharing broadly. Design the business models, implementation materials, trainer preparation, impact measurement, and ongoing support systems.
- 3.4 **Teaching Institute**      Design & launch high-quality professional development offerings based on the needs of educators to train other schools and teachers in our methods. Examples of these programs include Forum and Whole-Self educator training.





# 4. SUSTAIN

**Sustaining** ongoing programs and initiatives by securing necessary resources, governance, and infrastructure:

- 4.1 **Governance** Strategically recruit and sustain a diverse governing & research advisory board to define, guide, and hold accountable the organization’s performance to achieve our mission.
- 4.2 **Facilities** Secure the long-term facilities needed to realize our vision as an impactful innovation lab and teaching institute.
- 4.3 **Funding** Ensure sustainable financial models and multiple sources of revenue and fundraising are aligned with our JEDI values and successfully implemented to support the long-term facilities and talent resource needs of the mission.
- 4.4 **Staffing** Continue to attract, develop, retain and appropriately compensate the outstanding, mission- aligned staffing required to implement the Millennium mission across all program areas.

