



M A R I N   H O R I Z O N   S C H O O L

# The Next Horizon Campaign



# A MESSAGE FROM BILL PERRINE, HEAD OF SCHOOL

It is with great excitement that I present our **Next Horizon Campaign**, which will address pressing needs for the school as well as markedly enhance the daily experience for our students.

Advancing Marin Horizon's high-quality program and ensuring that the school can meet the needs of future generations will require commitment and resources. The **Next Horizon Campaign** — with its goal of \$6 million — will fuel our vision for the future while deepening our dedication to our mission.

This campaign is the result of an extensive planning

effort involving more than 100 members of the community, including parents, faculty, trustees, former parents, and alumni. This process yielded an ambitious but achievable vision to make major improvements to our outdoor facilities and to create a new endowment fund specifically to support faculty retention and recruitment. These critical priorities—facilities and faculty—remain at the heart of Marin Horizon and will provide an important platform for future success.

The information below outlines our plan and goals. I hope you will join us in supporting this exciting and critical endeavor.

## LOOKING TOWARD THE NEXT HORIZON

**At Marin Horizon, we constantly evolve to meet the ever-changing needs of our students and the ever-changing times we live in.**

This means both preserving the best of our signature experience and exploring new ways in which to learn, support, challenge, and inspire.

Ensuring that we can meet the needs of future generations calls for renewed commitment and resources.



**We are now launching our Next Horizon Campaign** to fuel this vision for the future while deepening our dedication to our students' ability to grow and thrive in this unique environment.

### **Our campaign's key priorities:**

- Further enhancing Marin Horizon's outdoor facilities to benefit both our students and the entire community.
- Strengthen our financial foundation through growing a more robust endowment. This will allow us to stand ready to respond rapidly, flexibly, and creatively to challenges ahead and have impact on our ability to retain and recruit the best educators.





# OUR FORMULA FOR STUDENT SUCCESS EXCELLENCE + INNOVATION

**Since 1977, Marin Horizon School has lived our commitment to educational rigor and student independence and creativity. Among our accomplishments:**



## Student Success

**Marin Horizon students continually excel throughout the curriculum.**

- A recent study of 5th to 7th grade outcomes among independent schools showed that 75 to 84 percent of our students were at or above the independent-school average in areas of reading comprehension, quantitative reasoning, and writing skills and concepts.
- After graduation from Marin Horizon, students take their place at some of the most prestigious and highly competitive public and independent high schools in the Bay Area.

## Fostering Diversity, Equity, Inclusion

- Nurturing respect, awareness, and curiosity about one another and the world is woven into the fabric of the Marin Horizon School experience.
- Our founding and support for the Horizon Community School in Marin City provides an early childhood education program that advances educational equity and social justice.
- Scholarship support for families helps ensure that all students have the educational opportunities they deserve—29 percent of our students now receive this support.







## Providing a Rich Experiential Education

- Marin Horizon has established a five-year experiential education priority, integrating the current curriculum with outdoor education, enhancing outdoor education trips, and expanding service-learning opportunities across all grades.
- These programs develop leadership and teamwork, promote problem-solving, and reinforce the importance of community and the environment.

## Enhancing Learning Spaces

**Generous support from the Marin Horizon School community has made possible:**

- A new 4,000-square-foot building, completed in 2020, that houses state-of-the-art classrooms for kindergarten and first grade and a new light-filled, dedicated library.



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*There is always something new happening in the classroom, whether it's a new way to teach an idea, a new perspective, a new question... no day is the same. And the kids are so open to pushing themselves. As adults, we sometimes can lose track of how challenging it can be to learn something new. But the kids do it for hours a day, every day. Being a part of that keeps me motivated to always push myself, too.”*

**— Sean How, Upper School Math Teacher**





“

*The outward campus should match the quality of the academic program offered here at Marin Horizon School.”*

— Ashley MacDonald,  
Parent, Trustee, and  
Campaign Co-Chair



## EYES ON MARIN HORIZON'S BRIGHT FUTURE

**Many hands and much effort were involved in planning the Next Horizon Campaign.**

More than 100 members of the community, including current and former parents and donors, participated in our 2021 feasibility study that focused on the priorities outlined here.

The vast majority of respondents had a very positive perception of Marin Horizon School, considered it a philanthropic priority, and believed that the initiatives that this campaign would target would greatly benefit the school and our students.

Therefore, the Board of Trustees of the Marin Horizon School has established a campaign goal of \$6 million over the next two years, for two major priorities:

- \$3 million to support major improvements in our outdoor facilities; and
- \$3 million to support a Board-designated endowment fund focused on faculty recruitment and retention.





# Creating a Vibrant Outdoor Campus

As part of our commitment to experiential education and environmental stewardship, a priority was set within our 2016-2021 strategic plan, to enhance our outdoor space, the importance of which was reaffirmed during the pandemic. Now is the time to retire our aging (45-year-old) portable classrooms and make room for a more vibrant and expanded outdoor campus.

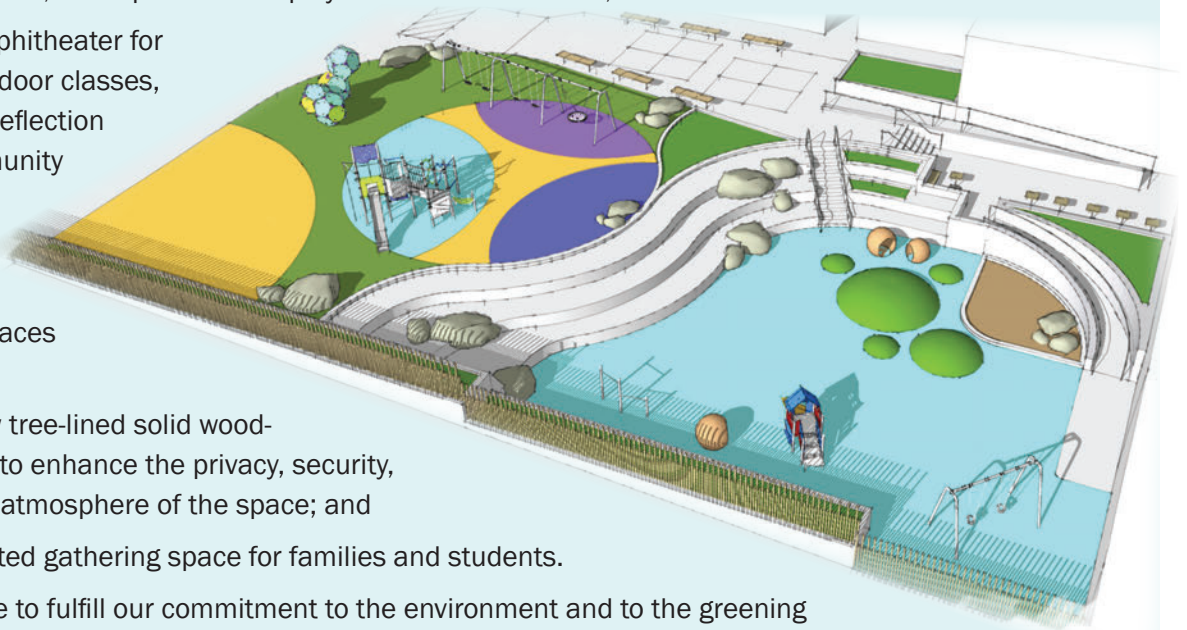
Our goal of \$3 million will allow us to expand and modernize our outdoor areas to provide greater opportunity for creative and physical play, as well as a gathering space for assemblies, outdoor classes, and events to welcome the community. It will afford ample opportunities for multiple grades to use the space simultaneously.



## With this investment, we will:

- Transform the existing play area into two multi-use outdoor and playground areas;
- Add an additional 6,000 square feet of play area for our students;
- Build a mini-amphitheater for assemblies, outdoor classes, performances, reflection time, and community gatherings;
- Renovate the current engineered surfaces and blacktop;
- Construct a new tree-lined solid wood-and-steel fence to enhance the privacy, security, and garden-like atmosphere of the space; and
- Create a dedicated gathering space for families and students.

We will also be able to fulfill our commitment to the environment and to the greening of our campus with the addition of trees and gardens (including a community garden) in the new outdoor campus.



# Investing in Our Future and Our Faculty

A strong endowment will ensure Marin Horizon School's success in the years to come, allowing us to respond to emerging needs, make critical investments, sustain us during uncertain times, and stabilize rising tuition costs.

## A robust endowment:

- Ensures a healthy future while providing the flexibility to respond to market demands.
- Focuses on long-term growth, to generate income in perpetuity. Thus, gifts to endowment continue to give long after they are made. The pandemic has demonstrated the importance of sustainable financial resources beyond tuition and annual fundraising.

Currently, Marin Horizon's endowment of \$4 million ranks in the lower third of other Bay Area independent school endowments. The National Association of Independent Schools recommends an endowment of twice the annual budget. With a current annual budget of \$10 million, Marin Horizon's endowment falls significantly short of this benchmark.



## Fostering Faculty Excellence

Our school is immensely proud of our 51 faculty members, who are extraordinary in their knowledge, dedication, and creativity. Our student-to-faculty ratio of 6:1 provides individualized attention and fosters a passion for learning. It is vital to our school and our students that we retain our superb faculty, have the ability to recruit other top educators, and compensate them fairly. Therefore, one of the most critical long-term investments that Marin Horizon needs to make is in faculty compensation.

In 2021, we ranked sixth among eight comparable independent schools in the Bay Area in average and median faculty salaries.

We must do better to ensure that their income steadily grows

toward the 75th percentile of other independent school salaries so that we can remain competitive and provide our teachers with the compensation they deserve.

We have set a goal of \$3 million to establish a Board-designated endowment fund focused on faculty retention. Income from this endowment will allow us to attract and retain outstanding and valued faculty, who are at the heart of Marin Horizon School.



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*If you ask our Lower School students why they are at Marin Horizon, you will often hear how they feel seen, heard, and love their school, classmates, teachers, and community. There is a lot to love about Marin Horizon!”*

— **Victoria Huerta-Miller,**  
**Director of Lower School**

## BECOME A PART OF THE NEXT HORIZON

**Our Marin Horizon community is a generous one. From volunteering for projects, to supporting our students, to record-setting annual fundraising and support for key initiatives, our community steadfastly responds to current and emerging needs with guidance, counsel, and generous resources.**

**The Next Horizon Campaign** will make great strides toward ensuring Marin Horizon School’s current and future success as a vibrant educational institution. Our community is once again the key to realizing this important effort. We invite parents, alumni, friends, and foundations to join us as champions and advocates as we kick off this ambitious campaign.

Whether you or a loved one are grateful for the education a child received at Marin Horizon, are a leader in the community, or simply believe that supporting educational achievement is a worthwhile endeavor, your participation is essential to the success of the Next Horizon Campaign. Your support will also send an important signal to others about your commitment to Marin Horizon and its incredible value to the community-at-large.

We thank you for considering a gift to support the unique educational experience that is Marin Horizon School’s hallmark. Together we can reach our next horizon.

**For more information or to discuss giving opportunities, please contact Mary Bishop, Director of Development, at [mary@marinhorizon.org](mailto:mary@marinhorizon.org).**



**Marin  
Horizon  
School**

### **CAMPAIGN LEADERSHIP**

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