Dear Colleagues,

Over the course of this fall and winter, Jarratt, Jon, and I had the opportunity to meet individually with many of you. I'm grateful for the honesty, care, and thoughtfulness that characterized these conversations. I want to share a brief synthesis of *themes* that emerged as reflections on our shared experience.

First and foremost, there is deep affection for Millbrook. Many of you spoke about loving this place and community, believing in our mission and the "known and needed" culture, and feeling proud of the work we do with students.

At the same time, several common tensions surfaced across roles and departments:

- **The cumulative weight of the work.** The pace and breadth of boarding school life feel meaningful but exhausting. Many described the challenge of sustaining quality amid competing demands and limited time for rest or reflection.
- **Advising and high-need students.** Advising is often the most emotionally demanding and unpredictable aspect of the job. Faculty seek shared responsibility for handling advisees in precarious, though not yet a crisis, situations.
- **Support and feedback.** There is concern for colleagues and a desire for more proactive mentoring, clearer feedback, and earlier intervention—for others and for oneself.
- **Faculty parents.** Several raised concerns about how policies and practices affect their children, suggesting an opportunity to examine the alignment between our values and lived experience.
- **Teaching and learning.** Despite challenges, there is real energy around pedagogy, curriculum, and cross-department conversations about teaching and student engagement.
- **Communication.** Faculty want clearer, more predictable communication regarding students—fewer surprises and a stronger sense of community support for all of our students.

These reflections highlight a faculty that is deeply committed and caring, while also posing important questions about sustainability and support. Our hope is that sharing these themes helps normalize experiences many of you are having and affirms that these conversations matter. I would be happy to discuss these in more detail and will work with a smaller group to explore potential paths forward.

Thank you for your candor, your care for students, and for one another.

Best,

Jasper Turner
Assistant Head and Dean of Faculty