



# Lee-Scott Academy

A College Preparatory School

Dear Faculty, Staff, Parents, Students, Alumni, and Friends:

During the past year, the faculty, staff, parents and students at Lee-Scott Academy have been engaged in a strategic planning process. There were several reasons for undertaking this effort, including the fact that Lee-Scott had just completed a comprehensive self study as part of a successful regional accreditation process and the acknowledgement that the challenges and opportunities that we face today are quite different from those envisioned when the last plan was created in 2011.

This new plan, is the result of careful attention to the key variables affecting the environment for a college preparatory school like Lee-Scott Academy, both now and in the future, and to the actions that the Academy can take to respond to these realities while sustaining programs of the highest quality.

The Board of Trustees gave its approval to *this plan* on April 20, 2017. I am pleased to report that we began implementing parts the plan before the process was completed, a sure sign that the plan is focused on the right priorities and provides the right direction.

Cordially,

Dr. Stan Cox  
Head of School



## **LEE-SCOTT ACADEMY STRATEGIC PLAN FALL 2016/ SPRING 2017**

### **INTRODUCTION**

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Lee-Scott Academy's (LSA) strategic planning process began in fall 2016 with three primary objectives: (1) to actively engage members of the LSA family in an inclusive process; (2) to provide a strategic foundation designed to advance LSA's academic mission, and (3) to identify priorities and strategies that uniquely advance LSA. Using an exhaustive approach, the process successfully engaged key LSA stakeholders in a constructive and comprehensive dialogue that informed and enriched the school's future planning efforts.

Through focus groups, data assessment, surveys, and interviews, the Board of Trustees' Strategic Planning Sub-Committee worked diligently to develop a new five-year plan for LSA. More than 700 individuals participated in the process, and the following plan represents the ideas and perspectives from current and former LSA students, parents, faculty and staff, alumni, and trustees.

### **NOTABLE ACCOMPLISHMENTS FROM THE 2013 LSA STRATEGIC PLAN**

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- Completion of new preschool and upper school classrooms
- Completion of new locker rooms
- Completion of a new track
- Development of a long-term succession plan for leadership, including the hiring of a new head of school
- Continuing implementation of the complete curriculum to match the Academy's college preparatory mission
- Continuing development of a sustainable funding model to ensure the long term fiscal health of the Academy

### **STRATEGIC PLANNING PROCESS**

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The LSA Board of Trustees charged a Strategic Planning Sub-Committee to complete an assessment of its current performance relative to its mission. This group provided a situational analysis following an evaluation of the internal school environment and identified key opportunities for LSA as well as potential barriers to success. Following completion of a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, the committee engaged groups of students, teachers, staff, alumni and administrators in a meaningful dialogue to assess strategic directions for LSA.

During October 2016, the committee conducted listening sessions with parents and families to capture ideas, areas of strength, and opportunities for improvement. Following these sessions, a structured survey was administered to further solicit opinions of the LSA Family. The survey provided an opportunity for the committee and the Board of Trustees to confirm themes identified from the listening sessions and begin to identify strategic priorities.

| AREAS RATED BY RESPONDENTS AS EFFECTIVE  | AREAS RATED BY RESPONDENTS AS INEFFECTIVE  |
|--|--|
| <input type="checkbox"/> Availability of extracurricular activities<br><input type="checkbox"/> Emphasis on small class sizes<br><input type="checkbox"/> Improved athletic facilities for students (gym, locker rooms, etc.)<br><input type="checkbox"/> Reputation for high-quality lower school programs<br><input type="checkbox"/> Quality of academic programs in social studies<br><input type="checkbox"/> Technology-enhanced instruction<br><input type="checkbox"/> Improved academic facilities for students<br><input type="checkbox"/> Retention of students | <input type="checkbox"/> Consistent policy enforcement by administration<br><input type="checkbox"/> Consistent policy enforcement by teachers<br><input type="checkbox"/> Communication of decisions by school administrators<br><input type="checkbox"/> Quality of academic programs in mathematics<br><input type="checkbox"/> Reputation for high-quality upper school programs<br><input type="checkbox"/> Emphasis on college preparation<br><input type="checkbox"/> Quality of academic programs in writing<br><input type="checkbox"/> Quality of academic programs in science |

*Table 1: Summary of Strategic Planning Survey responses measuring perceived areas of effectiveness/ineffectiveness.*

### STRATEGIC THEMES IDENTIFIED

Building on the initiatives of the last strategic plan, the current plan articulates an exciting direction for LSA, with careful emphasis given to six key areas:

1. Instruction and Academic Preparation
2. Faculty and Staff
3. School Governance and Use of Fiscal Resources
4. Communication and Transparency
5. Campus Facilities
6. Development Opportunities

| HIGH LSA PRIORITIES IDENTIFIED FOR THE NEXT 3-5 YEARS  |
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| <ul style="list-style-type: none"> <li>• Recruiting Strong Teachers</li> <li>• Mathematics Instruction</li> <li>• Science Instruction</li> <li>• Reputation for Academic Rigor</li> <li>• Cognitive Development</li> <li>• Reading Instruction</li> <li>• College Counseling</li> <li>• Advanced Placement (AP) Courses</li> <li>• Professional Development for Teachers</li> <li>• ACT ASPIRE Scores</li> <li>• Access to Teachers</li> <li>• Elective Courses</li> <li>• Policy Enforcement</li> </ul> |

*Table 2: Areas identified by survey respondents as high priorities.*

The following strategic goals and action steps will guide the school’s work over the next five years with careful attention given to appropriate metrics that will demonstrate LSA’s progress and effectiveness:

**LEE-SCOTT ACADEMY  
STRATEGIC PRIORITIES AND GOALS  
2017-2022**

**PRIORITY #1: STRENGTHEN INSTRUCTION AND ACADEMIC RIGOR**

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**Goal 1.** Building on the assessment, coordination, and implementation of existing academic programs, LSA will continue to integrate advanced skills with its academic mission in all programs, and regularly evaluate its progress.

*Rationale: Building on LSA's college preparatory mission, the school will strengthen its curriculum and rigor, particularly among the STEM subject areas. The school will utilize ACT ASPIRE scores to identify areas of academic strength as well as opportunities to strengthen the existing curriculum. Doing so will establish a culture of continuous improvement among all aspects of LSA's academic programs.*

**Action Items:**

- Enhance and deepen LSA's assessment of student learning outcomes across the grades and utilize this data to adjust the curriculum.
- Develop and implement a plan to increase standardized assessment score, including but not limited to ACT and ACT Aspire, particularly in Mathematics and Science.
- Increase enrichment opportunities for students both in and out of the classroom that emphasize content and concept-based learning, particularly in the STEM subjects.
- Strengthen the culture of academic success through the development of new academic honor societies and competitive academic teams.
- Identify opportunities to provide academic support services for students across the curriculum, including increased individual assistance and peer tutoring programs.
- Clarify, assess and communicate LSA's integration with and use of technology as a learning tool.
- Identify opportunities to expand the menu of elective course offerings for students in the upper school.
- Develop and implement a plan to increase Advanced Placement (AP) programs for students in the upper school.
- Increase resources to strengthen support for college counseling and address college preparatory topics.

**PRIORITY #2: ENHANCE FACULTY AND STAFF**

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**Goal 2.** Continue to attract, retain, and develop outstanding faculty in the lower and upper schools.

*Rationale: In order to enhance academic rigor, LSA will develop a recruitment plan to attract the best educated, best trained, and best supported faculty while retaining strong teachers.*

Action Items:

- Strategically invest in the recruitment of high-quality teachers in Mathematics, Science and Writing instruction, particularly in the upper school.
- Increase faculty salaries and benefits to levels commensurate with the local and regional market while addressing areas of compression.
- Enhance and expand the work of the faculty, focusing on best practices.
- Increase recognition for teachers who excel.

**Goal 3. Establish clear expectations for faculty and staff professional development.**

*Rationale: LSA must ensure it maintains a robust program for professional development and evaluation to support the continuous growth of new and existing teachers. Faculty and staff members must develop personal professional development plans that strategically align individual professional goals to those of the school.*

Action Items:

- Formalize faculty, administrative, and staff responsibilities and development plans to address opportunities for increased efficiency as well as increased areas of proficiency and professionalism.
- Enhance evaluation processes to ensure evaluation consistency schoolwide, incorporating opportunities for feedback and the development of professional development plans for teachers.
- Create forums for increased collaborations through the development of vertical teams.

**PRIORITY #3: ENHANCE SCHOOL GOVERNANCE AND USE OF FISCAL RESOURCES**

**Goal 4. Continue to strengthen the existing organizational and administrative structure to support LSA's fiscal responsibility.**

*Rationale: As LSA continues to advance its role as a premiere AISA school, its governance groups (including the Board of Trustees and the administration) must operate within a shared vision that results in a professionally managed school that is able to fulfill its mission and embody its values.*

Action Items:

- Effectively address the academic, staffing and facilities needs of the school identified as "high-priority" through careful enrollment management and the

allocation of tuition/fee funds, with consideration given to appropriate increases necessary to accomplish LSA's strategic goals.

- Evaluate current admissions processes, specifically addressing capacity issues, how enrollment is affected by Pre-K admissions processes, and the impact on the recruitment of new students.
- Continue improving the development of the Board of Trustees through transparent recruitment of new Trustees, as well as clear policies designed to increase the effectiveness and leadership of all aspects of board work.
- Increase the recognition of parents and families as important voices in school decisions and promote the accessibility and effectiveness of the parent representative entities.

#### **PRIORITY #4: ENHANCE COMMUNICATION AND TRANSPARENCY**

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**Goal 5. LSA must remain engaged with its stakeholders through enhanced communication, education, and outreach, and provide increased opportunities for a greater dialogue and inclusion.**

*Rationale: It is essential that the LSA Board of Trustees, administration, teachers and staff continue to promote and develop meaningful communication opportunities with students, parents, alumni, and other stakeholders that also offer opportunities for feedback and input.*

Action Items:

- Broaden LSA's communication with parents and families to include regular opportunities for engagement with the school's leadership.
- Achieve greater message communication regarding key decisions made by the Board and the LSA administration.
- Develop a clearer and more compelling marketing strategy that emphasizes LSA's shared values and attributes.

#### **PRIORITY #5: ENHANCE CAMPUS FACILITIES**

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**Goal 6. Develop a Campus Master Plan focused on short and long-term enhancements, including additional academic enhancements, instructional space functionality, anticipated building renovations, and future construction in support of program developments.**

*Rationale: Moving forward, LSA must establish a flexible framework that guides future decisions and enhancements regarding campus facilities. A comprehensive master plan will enable LSA to assess and prioritize current and future facility needs, taking into account existing building maintenance and future facility needs by incorporating feedback from the school's stakeholders.*

Action Items:

- Invest in the existing structures of the School in order to bring all spaces to a level of functionality and attractiveness that will contribute to an excellent learning environment and a pleasant and welcoming campus.
- Adopt a long-term plan for regular and significant capital spending during summer breaks that will, over the course of this plan, result in improving virtually every interior space that requires attention.
- The Head of School and/or Director of Finance/Operations will work together with the Property Committee to create a plan for campus upkeep.
- The Head of School and/or Director of Finance/Operations will work with the school's leadership team to create a campus-use plan that will ensure safety, security, and sensible use of the property.
- The Head of School and Director of Finance/Operations in conjunction with the school's leadership team create a budget for annual maintenance of the grounds and facilities.
- The Property Committee will improve signage so that it clearly directs visitors around our campus.
- Develop a plan for sustainable progress on deferred maintenance to include funding and scheduling of maintenance of campus buildings, building components, and infrastructure.

## **PRIORITY #6: STRENGTHEN DEVELOPMENT OPPORTUNITIES**

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**Goal 7. Create a stable and sustainable model for fundraising and community engagement in order to more fully realize donor potential.**

*Rationale: Implementation of LSA's strategic plan requires careful attention to its philanthropic structure and use of resources to foster a culture of fiscal support necessary to sustain the school's mission and reputation for strong curricular and co-curricular programs.*

### **Action Items:**

- Conduct a review of LSA philanthropy efforts and annual giving to identify recommendations regarding organization structure, resources and budgets, prospect management, communications, and alumni engagement.
- Increase overall effectiveness of the Development Office through improvements and investments in stewardship programs and strategies. Define a clear program for (1) the elimination of debt management and success of LSA's operational budget and (2) continued growth of the current endowment.
- Increase alumni engagement and giving to support improvements to existing facilities and fund new facilities.
- Evaluate and implement donor-funded grant support for projects that advance LSA's mission.