

Lake Forest Academy

Campus Master Plan

January 27, 2016



Prepared by the Ad Hoc Campus Master Planning Committee
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Approved by the Lake Forest Academy Board of Trustees
November 6, 2015

LFA MISSION STATEMENT

Lake Forest Academy strives to embody in its practices and to cultivate in its students excellence of character, scholarship, citizenship, and responsibility.

Character encompasses respect for others and their beliefs, dedication to honesty in every sphere of life, realization of moral clarity and conviction, and pursuit of virtue and value in life.

Scholarship encompasses acquisition of knowledge, development of critical thinking, enthusiasm for discovery and learning, and exercise of a powerful imagination.

Citizenship encompasses appreciation of diversity and multiculturalism, involvement in the LFA community, participation in service to others, and commitment to global awareness and understanding.

Responsibility encompasses development of self-reliance, ability to seek guidance, dedication to cooperation and teamwork, and action based upon informed decisions.

LFA's dedication to these four simple but powerful pillars of Character, Scholarship, Citizenship, and Responsibility has created a community, a climate, and a secondary education program that are inspiring. LFA students are motivated to take ownership of and pride in their role in maintaining a pluralistic environment. Thoughtful, devoted, and passionate adults in the community encourage student progress both academically and holistically, instilling a sense of shared humanity and helping students grow into kind, empathetic adults.

This vision of LFA as an independent college preparatory school remains unchanged in this updated Master Plan. The Master Plan seeks fulfillment of that vision through four complementary and synergistic objectives:

- Facilitate LFA's progress on its present path
- Provide a foundation for continuous improvement
- Insure LFA's long-term competitive strength
- Maintain and enhance LFA's stature and value as a Lake Forest and Midwestern metropolitan community asset

PURPOSE OF THE LFA CAMPUS MASTER PLAN

The LFA Campus Master Plan culminates more than a decade of ongoing campus planning and improvement guided by trustees, administrative leaders, planning professionals, and the Lake Forest community. It incorporates and integrates those contributions and is a comprehensive update of the 2004 Campus Master Plan.

Members of the Ad Hoc Campus Master Planning Committee sought input from City of Lake Forest officials and consulted with representatives of the Academy Woods Homeowners Association to further assist in the development of an optimal plan.

The LFA Campus Master Plan is a guide for trustees, faculty, staff, parents, students, community members, and city officials to gain an understanding of the strategic vision for Lake Forest Academy school facilities. Projects described in the plan are envisioned as long term possibilities; their realization is dependent upon donor interest and board support.

There will be opportunities for further refinement of the information presented in these pages through the development, design, and approval phases of any resulting specific project.

The Ad Hoc Campus Master Planning Committee has endeavored to present a current and all inclusive picture of the LFA Campus Master Plan. This document, however, is not intended to limit the design opportunities or location of any facility or preclude the possibility of proposing facilities not envisioned in this plan.

SCHOOL HISTORY

From its beginnings, Lake Forest Academy has been recognized as one of America's leading secondary schools. Innovative leaders have included LFA headmasters William Mather Lewis, who went on to lead George Washington University and Lafayette College, John Wayne Richards, E. Francis Bowditch, who would serve as dean at the Massachusetts Institute of Technology, and Harold Harlow Corbin, Jr., and Ferry Hall headmistress Eloise Ruthven Tremain. The first issue of *Time* Magazine included an article praising Richard's instructional program which featured small class sizes, advisory groups, and an emphasis on student-centered discussion.

LFA was established in 1857 as the boys' preparatory department of Lind University (later renamed Lake Forest College). The girls' preparatory department, originally called the "Young Ladies' Seminary at Ferry Hall," was founded in 1869. In 1887 it became known simply as Ferry Hall. In 1925 both LFA and Ferry Hall legally separated from Lake Forest College, becoming independent secondary educational institutions. In 1974, LFA and Ferry Hall merged into one coeducational independent school called Lake Forest Academy – Ferry Hall. In 1988, the school's name was shortened to Lake Forest Academy.

LFA was originally located on the campus of Lake Forest College, but in 1946 a fire destroyed the main Academy building. The school purchased the 700-acre former estate of J. Ogden Armour and converted it into a school campus. During the 1950s and 1960s, LFA facilities were improved with the additions of Glore Memorial Gymnasium, a swimming pool, Wood House head of school residence, Field House dormitory, Corbin and Korhumel academic centers, and athletic fields. Prior to the 1974 merger, which brought Ferry Hall onto LFA's campus, the Ferry Hall campus was located on Mayflower Road in Lake Forest. Further LFA campus improvements in the 1980s and 1990s included Hutchinson Commons, Keller Chapel, MacKenzie Ice Rink, Wetzel-Schoelhorn Track, and Atlass Hall dormitory. The Cressey Center for the Arts opened in 2001, and in 2003 two soccer fields were reconstructed east of the game field and track.

In the early years on the new campus, especially, land sales helped fund the move to the campus and necessary improvements. Some of that land is now held by Lake County Forest Preserves and Lake Forest Open Lands. The most recent land sale occurred in 1993. That transaction involved 31 acres which were used as the site for the residential development known as Academy Woods. The LFA campus now consists of 162 acres, and LFA is committed to retaining all of its current property.

LAKE FOREST ACADEMY TODAY

Lake Forest Academy is an independent college preparatory school consisting of about 435 students in grades 9 through 12. About one half of the student body is composed of boarding students who live on campus, and about three-quarters of the teaching faculty and their families live on campus. The total current residential population is approximately 330. Committed to the education of the whole child, LFA provides opportunities for participation in the arts, athletics, and community service as well as a rigorous academic program. LFA emphasizes global pluralism and strives to help all members of the community learn to approach diversity with empathy, understanding and self-awareness. An emphasis on technology is reflected in a one-to-one iPad program initiated in 2011 and creation of the Cowart Media Commons in 2013. LFA is accredited by the Independent Schools Association of the Central States and the State of Illinois, and is a member of the National Association of Independent Schools, the Lake Michigan Association of Independent Schools, The Association of Boarding Schools, and the Secondary School Admission Test Board.

LFA also uses its campus for ancillary functions such as social events, athletic practices and competitions, and summer camps. Many of these activities are responsive to high demand for access to the Academy's facilities in the Lake Forest area and all of them enhance the visibility, reputation, and public profile of Lake Forest Academy. In addition, rental income allows LFA to offer a first rate academic program despite its relatively small endowment. The highest-grossing ancillary activities are catered events (mostly weddings), summer programs, including LFA's acclaimed English as a second language program, and ice rink rentals. LFA also makes its pool available to the Lake Forest Swim Club and on occasion rents outdoor playing fields. These activities, generally limited to the summer, weekends, and evenings, are of critical importance in advancing LFA's educational mission. At the same time, the school's administration maintains a discipline of rigorous management of opportunities for ancillary income to insure that no ancillary activity conflicts with the general educational mission of the school or impairs the educational experience of the school's students or creates unmanageable, burdensome, or unsafe vehicular congestion. Any ancillary opportunity that risks any of these results is declined.

LFA also hosts events that include and benefit the larger community. Notable among these are College Night, academic testing, and meetings of civic and commercial organizations. It is LFA's policy to invite all members of the Lake Forest community to school performing arts and cultural events, including lectures and presentations that provide a global perspective. Featured speakers during the 2014-2015 school year included author Sherman Alexie, Holocaust survivor Aaron Elster, and survivor of the Cambodian Killing Fields Arn Chorn Pond.

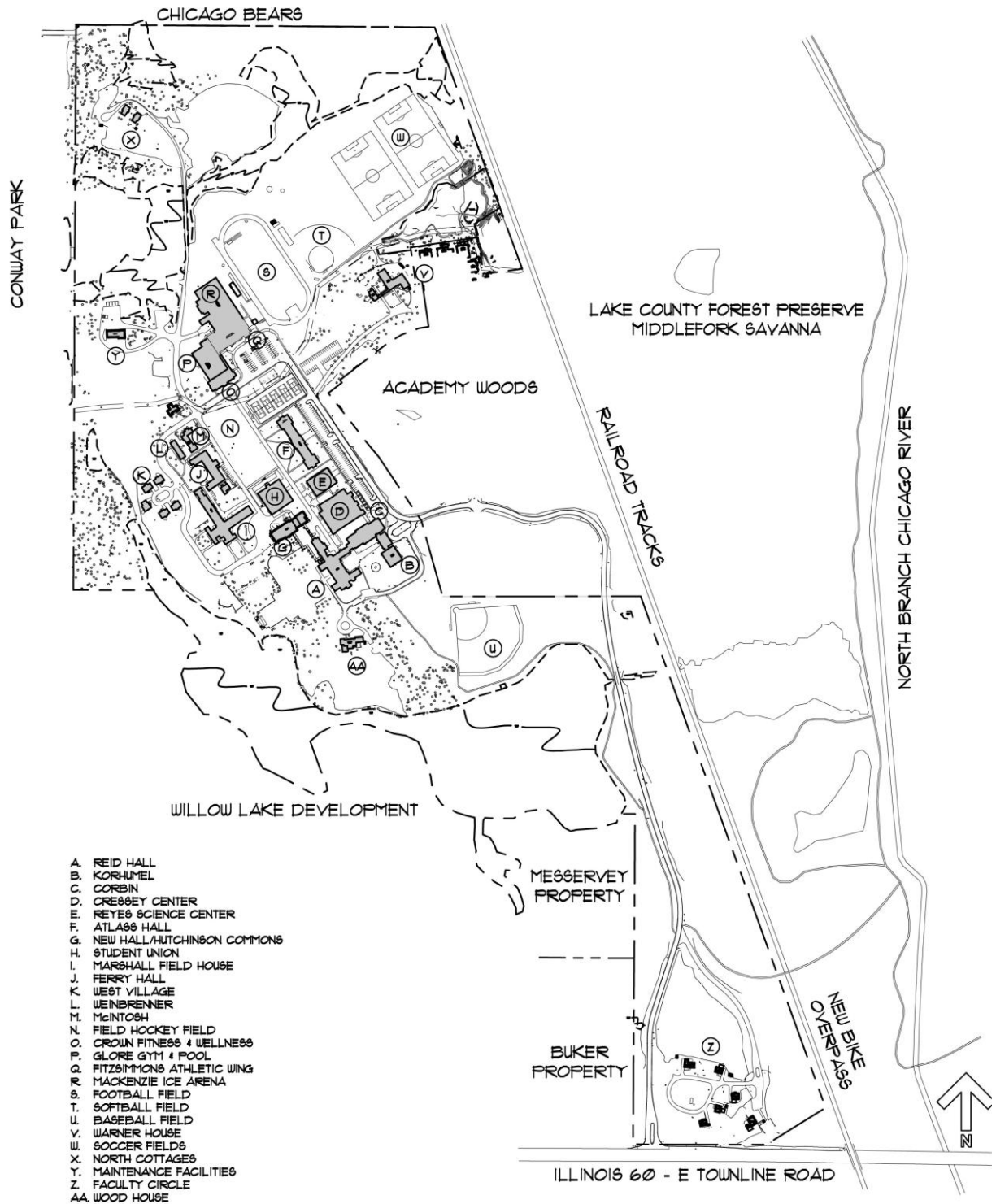
Geographically, LFA is bounded by Illinois Route 60 to the south, the railroad and Academy Woods on the east, the Chicago Bears property to the north, and Conway Office Park to the west. LFA's property includes all parts of Eagle Lake and Willow Lake, also known as East

Lake and West Lake. Access to LFA is provided by Academy Drive northbound at its intersection with Illinois Route 60. Academy Drive also provides access to the north and south sections of Academy Woods (via Yale Court and Academy Woods Drive). LFA and the Academy Woods Homeowners Association have agreements that allocate responsibility for upkeep of the protective berms and certain Academy Drive maintenance costs, including landscaping and snow and ice removal.

LFA maintains a variety of policies, procedures, and protocols governing traffic management and parking for all activities and functions. These are periodically reviewed for adequacy and effectiveness. They are more fully described below under the captions “Changes since the 2004 Master Plan – Traffic Management and Parking Plans; Campus Security” and “Campus Master Plan – Traffic Management and Parking Plans; Campus Security.” In general, LFA is dedicated to prudently planning and responsibly managing its activities and functions in a manner that strictly insures the safety, orderly movement, and quality of life for all its constituencies as well as other members of its neighborhood community. Moreover, as noted above, LFA’s educational mission and the quality of the students’ educational experience are of paramount priority in the selection and scheduling of all events and activities, and these criteria apply where traffic, parking, and safety are concerned as well. It should be emphasized parenthetically that LFA is the home and daily place of business or engagement for hundreds of people, including in particular children of families from around the world. LFA’s responsibility, interest, and absolute imperative to protect the safety and welfare of those hundreds of residents and daily arrivals and departures vastly exceeds that of any other individual or institution. It is also noteworthy that it has an exemplary record of fully discharging those obligations.

The map on the next page details LFA’s present geographic footprint.

LFA PROPERTY



WITMER & ASSOCIATES
ARCHITECTURE & INTERIOR DESIGN

**LAKE FOREST ACADEMY
MASTER PLAN
OVERALL SITE PLAN**

October 12, 2015

SCALE N.T.S.

STRATEGIC PLAN

LFA's vision, management, and scope of programs and operations are guided by strategic plans that are developed about every five years. Approved by the Board of Trustees in 2014, the current strategic plan consists of four initiatives:

The Educational Experience Initiative: Create inspired global citizens

- Provide an individualized curriculum and emphasize a global academic experience
- Maximize educational growth and college placement results
- Provide mastery of innovative academic technologies
- Improve faculty professional development and performance
- Improve student-life experiences and facilities

The Multicultural Initiative: Immerse students in a culture of inclusion

- Increase student recruitment from new and diverse domestic and international markets
- Embrace diversity and pluralism through new programs and activities
- Measure and improve LFA's commitment to multiculturalism and global pluralism
- Recruit and retain a faculty and staff whose diversity reflects the composition of the student body

The Marketing Initiative: Enhance the reputation and awareness of LFA

- Enhance the LFA brand, improve communications, and revitalize the LFA website
- Increase alumni involvement and connection to LFA
- Track LFA graduate experience and success
- Increase satisfaction of all LFA stake holders

The Financial Strength Initiative: Ensure the long-term strength of the school

- Increase the LFA endowment by establishing new student scholarships and faculty chairs, increasing participation in LFA's Richards & Tremain Planned Giving Society, and maximizing annual non-tuition revenue
- Increase and sustain alumni participation in annual giving
- Fund and build a new student union and dining facility
- Control expenditures to ensure the value of every dollar spent

LFA's mission and strategic plan result in operational targets that optimize the educational experience. Current targets include:

- A total enrollment of 435 students
- A 50/50 split by gender in the student body
- A 50/50 split between day students and boarding students
- International students comprising 25 percent of the student body
- Domestic students of color comprising 25 percent of the student body
- Dedication of 23 percent of gross tuition revenue to fund need-based financial aid
- An average class size of 12 students
- 80 percent or more of teaching faculty living on campus

The ability to achieve each target is dependent upon a range of variables. Enrollment numbers, in particular, are affected by retention and acceptance rates as well as changes in the local, national, and world economies. In addition, all targets are subject to review and reconsideration by the Board of Trustees. At present, however, LFA does not anticipate a significant change in these targets.

Successful execution of this operating model produces excellent results including:

- A transformative educational experience based on a culture of participation and characterized by rigorous academics, a global outlook, and Midwestern values
- Alumni who enjoy success in college and their careers, contribute to the strength and wellbeing of their communities, and continue to take an interest in Lake Forest Academy
- A safe, secure and beautiful environment for all members of the LFA community and its neighbors
- An attractive, admired, and prestigious institution that benefits the Lake Forest community, as well as the greater Midwestern metropolitan community of which it is a part

CHANGES SINCE THE 2004 CAMPUS MASTER PLAN

The two most significant changes since approval of the 2004 Campus Master Plan are (1) an increase in enrollment and (2) a substantial improvement of facilities on the LFA campus. These changes are interrelated. Improved facilities increased the capacity of the LFA campus to serve more students while also enhancing LFA's ability to compete with other schools for potential students. Increased enrollment expanded fundraising opportunities, resulting in continued improvement of facilities.

Enrollment

LFA's enrollment experienced a material increase in the years between publication of the 2004 Campus Master Plan and the 2011-2012 school year when the optimal enrollment was reached. In the past five years, enrollment has stabilized at 429 to 435 students.

School Year	Day Students	Boarding Students	Total Students
2004-2005	182 (50%)	185 (50%)	367
2005-2006	186 (49%)	195 (51%)	381
2006-2007	197 (51%)	190 (49%)	387
2007-2008	195 (50%)	195 (50%)	390
2008-2009	197 (51%)	193 (49%)	390
2009-2010	213 (53%)	192 (47%)	405
2010-2011	216 (53%)	192 (47%)	408
2011-2012	238 (55%)	191 (45%)	429
2012-2013	228 (53%)	202 (47%)	430
2013-2014	232 (53%)	202 (47%)	434
2014-2015	237 (54%)	198 (46%)	435
2015-2016	228 (52%)	207 (48%)	435

In LFA's enrollment numbers, the children of faculty and staff who attend LFA are counted as day students whether their family lives on campus or not. The number of faculty and staff children who are LFA students has increased from two in 2004-2005 to 17 in 2015-2016. Eleven of those 17 students live on campus. (If these 11 students were counted as boarding students, LFA would have 217 day students and 218 boarding students.) The increase in the number of faculty and staff children attending the school reflects LFA's becoming a stronger school and having a more experienced faculty with longer LFA tenures.

The increase in the number of students as well as the expansion of LFA's educational program have been accompanied by an increase in the number of LFA employees, moving from 84 during the 2004-2005 school year to 108 for the 2015-2016 school year.

LFA has no plans at this time to increase significantly its student body or number of employees.

Facilities

Between 2005 and 2014 LFA raised \$68.8 million in the first comprehensive capital campaign in the school's history. The vision and generosity of donors enabled LFA to effect dramatic and much-needed physical improvements on the campus. Many of the improvements were envisioned in the 2004 Campus Master Plan. Considerations of cost and historical preservation led to a greater emphasis on renovating existing structures than was contemplated in the 2004 Campus Master Plan.

Academics

Reid Hall, Cressey Center, Reyes Science Center, and Corbin and Korhumel Academic Centers. In 2005, the LFA library was relocated to the ground floor of Reid Hall, as called for in the 2004 Campus Master Plan. The seating capacity of the Cressey Center Auditorium was expanded in 2011. In August 2013, the Reyes Family Science Center opened. In conjunction with this project, academic space in the Corbin and Korhumel academic buildings was thoroughly renovated over three summers from 2012 to 2014 to include classrooms, departmental offices, and the Cowart Media Commons. These projects were not envisioned by the 2004 Campus Master Plan.

Student Union and Dining Facility. The Chapel was converted to a student center in 2010, as called for in the 2004 Campus Master Plan. In the summer of 2015, LFA began construction of a student union that will include a dining facility and student center. This project was contemplated in the 2004 Campus Master Plan. As it is now being constructed, it is located just to the north of the original site. The old student center will be repurposed as the home of LFA's instrumental music program, which will be much more commodious than its current venue in the Cressey Center.

Residential

Dormitory. Ferry Hall was completed in 2012. It accommodates 36 students and includes apartments for four faculty families. This project was part of the 2004 Campus Master Plan although as built it is located to the north of the original site.

Faculty housing. Four new faculty homes were completed in 2006 and another was built in 2011 all in a location west of Field Dormitory known as West Village. These facilities were contemplated in the 2004 Campus Master Plan. The 2004 Campus Master Plan anticipated the demolition of Durand House, but in 2010 the building was gutted, moved, and remodeled to include six new faculty apartments, and renamed Weinbrenner House. In 2011 the two faculty residences known

as the North Cottages were thoroughly renovated. Two homes at Faculty Circle were fully renovated in 2012 and 2014. None of these faculty residence renovation projects was envisioned in the 2004 Campus Master Plan.

Athletics

Indoor athletic space. The Fitzsimmons Athletic Wing, consisting of locker rooms, a training room, a laundry room, restrooms, a meeting room, and a concession area, opened in 2009. The Crown Family Fitness and Wellness Center, consisting of offices, a commons area, a multipurpose room, and a fitness center was completed in 2010. These buildings connected the ice rink with the pool and gym. An improvement of indoor athletic facilities was included in the 2004 Campus Master Plan; that plan called for construction of an athletic field house that has not been built but remains critically important to support the athletic program. Construction of Fitzsimmons and Crown was accompanied by renovations of the pool, Glore Gymnasium, and MacKenzie Ice Rink, projects not included in the 2004 Campus Master Plan.

Outdoor athletic space. In the fall of 2013 the baseball field was refurbished to include dugout areas and an outfield fence. The baseball field, in its current location since LFA moved to the Armour estate, appeared on the maps accompanying the 2004 Campus Master Plan.

Infrastructure

Pedestrian bridge. In conjunction with the Lake County Forest Preserves and the City of Lake Forest, a pedestrian bridge crossing the railroad tracks at the site of the old Armour bridge and an associated path is expected to be completed in the summer of 2016. This bridge and path will provide a pedestrian connection between the LFA campus and Lake County Forest Preserves land and Lake Forest Open Lands property beyond.

Traffic Management and Parking Plans; Campus Security

LFA maintains campus security staff, operating in three shifts, with at least one security officer on duty 24 hours a day, seven days a week. In special circumstances, additional LFA security personnel are available for duty. In addition, at any time that a special event or activity so requires, LFA has access to additional traffic management personnel through its property, building, and grounds management vendor, Sodexo. Campus security services and personnel are provided through a sub-vendor, Securitas. Through Securitas, LFA has a Campus Security Director who is responsible for safety and security throughout campus. All such traffic/parking/safety/security functions and personnel are supervised and directed by LFA's Chief Financial Officer.

A description of LFA's various policies, procedures, and protocols governing traffic management and parking follows.

- A senior boarding student may, upon request, obtain a parking permit to keep an automobile on campus during the school year which may only be used on weekends, subject to limited exceptions. About 15 such permits are issued each year.

- Included in the orientation for all students who can be expected to drive on campus is a set of regulations and safety prescriptions which students are mandated to observe and a warning that failure to do so will result in a loss of driving privileges.
- LFA maintains regularly scheduled weekday bus service transporting students to and from the two Lake Forest train stations.
- LFA currently maintains capacity to park approximately 410 vehicles at any given time. This includes approximately 100 spaces on unpaved areas utilized only in limited cases of necessity (Crown – 40; baseball field – 60). For any event, school-related or otherwise (e.g., College Night), that is expected to generate a parking demand exceeding LFA's maximum capacity, LFA applies access qualifications and uses shuttles to facilitate off-site parking.
- For each event or activity, school-related or otherwise, that is expected to attract attendance or participation that exceeds the normal, routine daily arrivals and departures (e.g., a cultural event, an athletic contest, or an ancillary activity such as a catered event or ice rink rental) the LFA administrator responsible for the event prepares an estimate of likely attendance and likely number of vehicles expected to arrive and require parking. Under the supervision of LFA's CFO, the Campus Security Director and Sodexo's Facilities Manager determine the requisite number of security personnel required to be on duty during the event and whether any special parking arrangements will be necessary. Generally, traffic receives direction beginning at the Corbin Circle in front of the Corbin-Korhumel academic buildings and thereafter down Caxy Drive to ensure orderly traffic movement to and from the parking areas being utilized.
- Generally events or activities not directly connected to or required by the regular school program may not be scheduled in conflict with any other event or activity such that together they would overburden the total parking capacity or create a risk of unreasonable traffic volume or congestion. Educational and cultural events and activities have absolute priority over an ancillary rental activity if there would be a conflict or logistical tension between the two.
- Catered events (principally weddings) may only be scheduled at times when there is no scheduled or extensive anticipated educational or scholastic use of Reid Hall (which is generally only on Friday evenings and weekends).
- For every scheduled baseball game, Wood House Drive (past the baseball field) is closed at its Corbin Circle entrance so no one (including visiting spectators) can park adjacent to the baseball field.

Five maps follow, which reflect the transformation of the LFA campus since 2004: the Existing Site Plan from the 2004 Campus Master Plan and an interim plan from the 2004 Campus Master Plan, both of which show only the central campus; the 2015 Existing Site Plan, showing the entire campus; the 2015 Existing Site Plan, showing only the central campus; and the 2015 Existing Site Plan showing open space for the entire campus.

Existing Site Plan from the 2004 Campus Master Plan



master plan

LAKE FOREST ACADEMY

existing site plan

KEY:

1. The Hacienda
2. MacKenzie Ice Arena
3. Gore Memorial Gym
4. Parking
5. Athletic Fields
6. Warner House
7. Tennis Courts
8. Atlass Hall
9. Parking
10. Cressey Center
11. Corbin Academic Center
12. Korhummel Wing
13. Entry Drive
14. Wood House
15. Reid Hall
16. Formal Gardens
17. New Hall
18. Hutchinson Commons
19. Field House
20. Durand Collage
21. Durand House
22. McInosh Collage
23. Richards Collage



October 2004
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Interim Master Plan from the 2004 Campus Master Plan



master plan

LAKE FOREST ACADEMY

interim master plan

KEY:

1. New Secondary Entry
2. New Parking
3. New And Renovated Athletic Complex
4. New Tennis Courts
5. New Parking
6. New Dormitory
7. Addition for Faculty Apartments
8. New Entry Signage
9. Remove Library
10. Renovate Front Court of Reid Hall
11. Relocate Library and some Classrooms to Reid Hall
12. Alumni Offices relocated to renovated New Hall
13. Student Center relocated to renovated Chapel
14. New Alumni Circle
15. Renovated play field and green spaces
16. New Faculty Housing



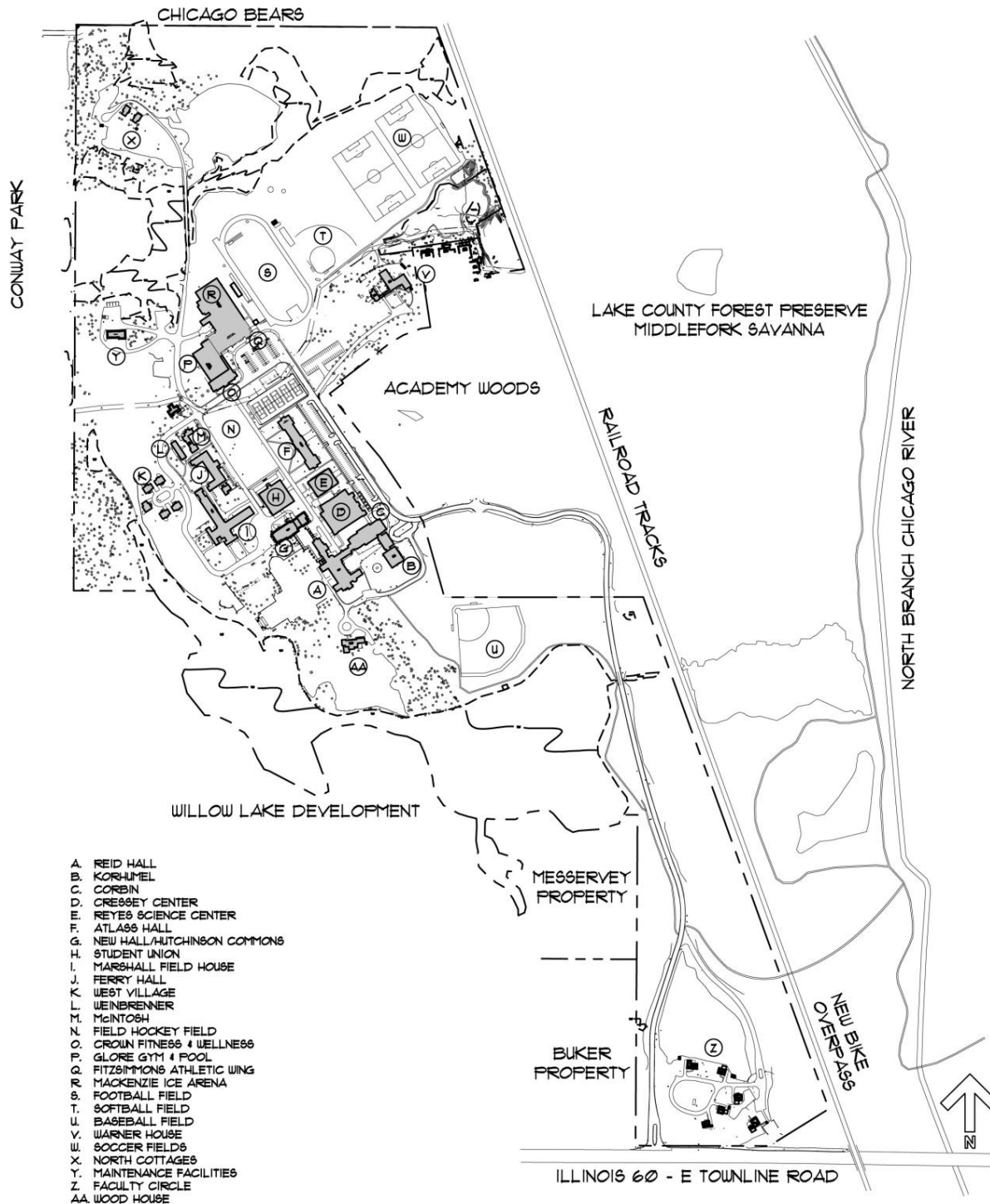
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2015 Existing Site Plan – Full Campus



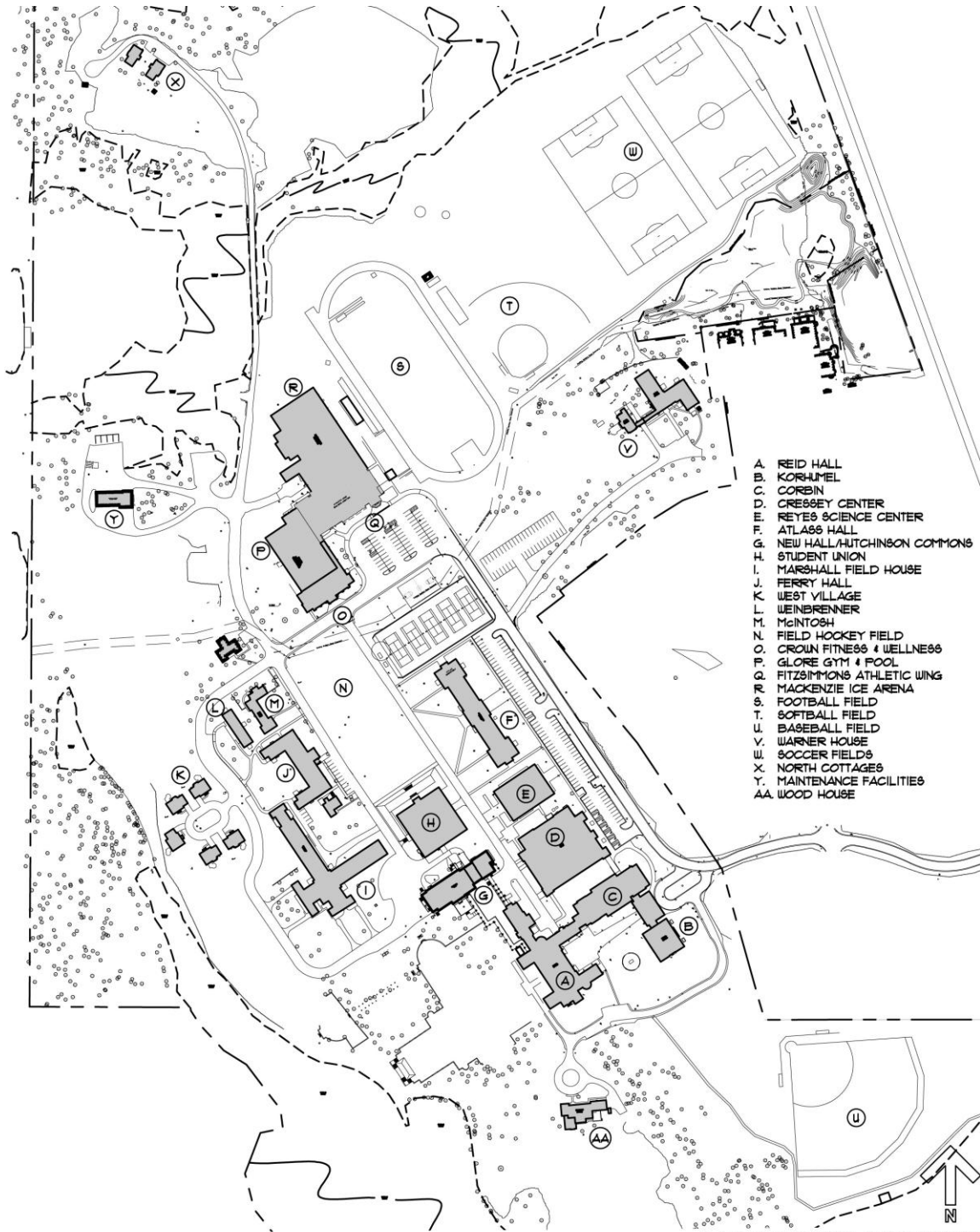
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**LAKE FOREST ACADEMY
MASTER PLAN
OVERALL SITE PLAN**

October 12, 2015

SCALE N.T.S.

2015 Existing Site Plan – Central Campus



- A. REID HALL
- B. KORHUMEL
- C. CORBIN
- D. CRESSEY CENTER
- E. REYES SCIENCE CENTER
- F. ATLAS HALL
- G. NEW HALL/HUTCHINSON COMMONS
- H. STUDENT UNION
- I. MARSHALL FIELD HOUSE
- J. FERRY HALL
- K. WEST VILLAGE
- L. WEINBRENNER
- M. McINTOSH
- N. FIELD HOCKEY FIELD
- O. CROWN FITNESS & WELLNESS
- P. GLORE GYM & POOL
- Q. FITZSIMMONS ATHLETIC WING
- R. MACKENZIE ICE ARENA
- S. FOOTBALL FIELD
- T. SOFTBALL FIELD
- U. BASEBALL FIELD
- V. WARNER HOUSE
- W. SOCCER FIELDS
- X. NORTH COTTAGES
- Y. MAINTENANCE FACILITIES
- AA. WOOD HOUSE

LAKE FOREST ACADEMY
MASTER PLAN
EXISTING SITE PLAN

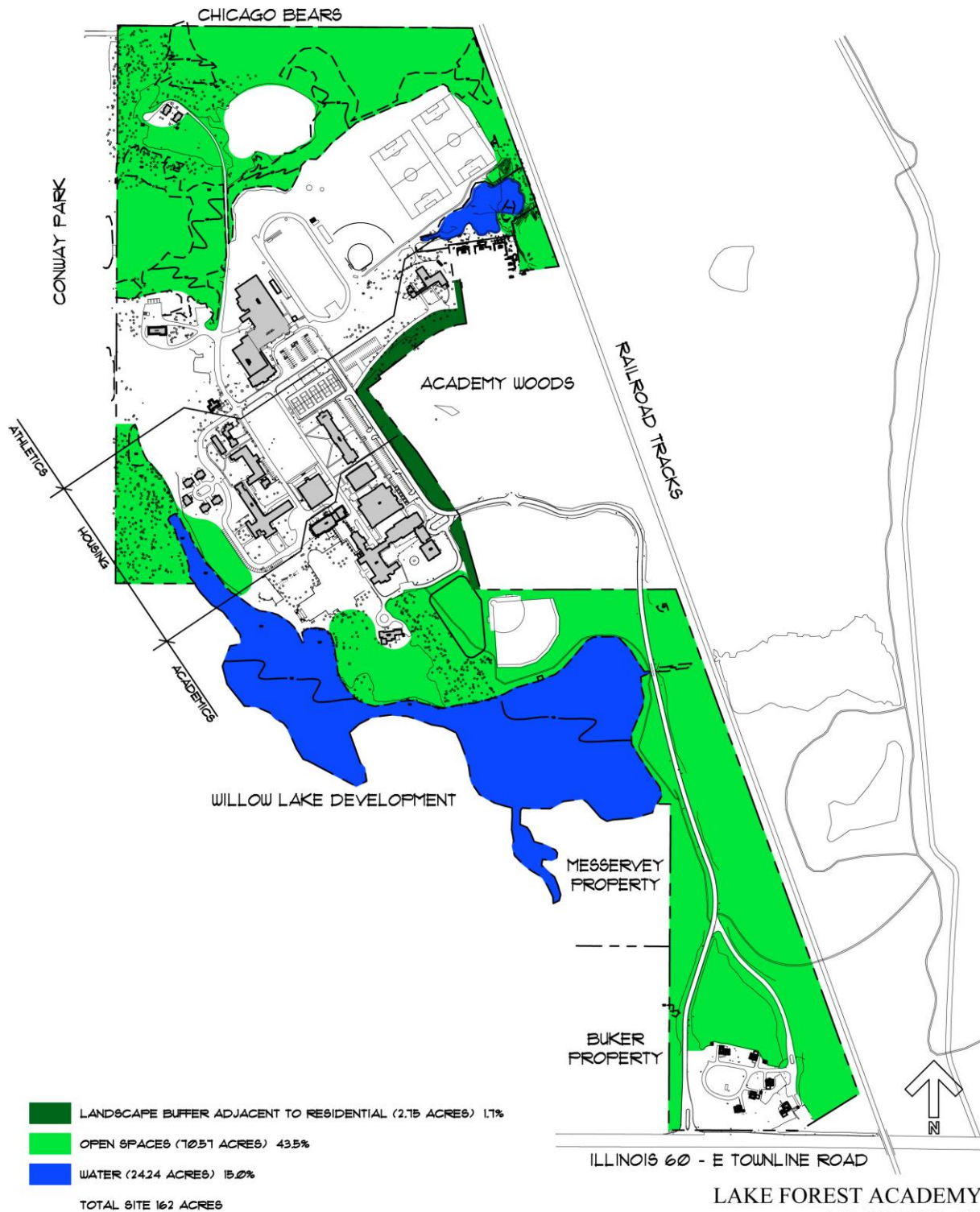
October 12, 2015

SCALE 1" = 300'



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2015 Existing Site Plan – Open Space



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**LAKE FOREST ACADEMY
MASTER PLAN
OPEN SPACES SITE PLAN**

October 12, 2015

SCALE N.T.S.

CAMPUS MASTER PLAN

While the LFA campus has been transformed since 2004, the school envisions a number of future projects over the next decade and beyond that would enhance the LFA experience and strengthen LFA's competitive position in the independent school world. Continued campus improvement is critical to maintaining and improving LFA's ability to attract the best students and faculty, gaining financial support, and assuring that LFA remains a strategic asset of the Lake Forest community and the greater metropolitan area. The Campus Master Plan includes projects that are possibilities in the near term as well as the longer term future. While some projects may be completed in the next few years, it is not envisioned that all of the projects listed will be accomplished in the near future. The projects undertaken and the timing of those projects will depend upon school priorities, donor interest, and board approval.

There is no plan to build facilities on green space between Route 60 and Academy Woods. No proposed buildings would be located adjacent to Academy Woods. In addition, there is no plan to increase the size of the student body. While some of the proposed facilities may offer opportunities for ancillary income, those opportunities would not be permitted to conflict with or impair LFA's overarching educational mission and would be realized gradually over a number of years as proposed facilities are built. Accordingly, any increase in traffic and related parking demands resulting from ancillary activities would be marginal and, in all events, incremental.

Academics

Corbin Academic Center. Remodel and extend the west stairwell to expand the women's bathroom and provide elevator access to both floors.

Corbin/Korhumel Bridge. Enclose and build out beneath the Corbin/Korhumel bridge to include a reception area, bathrooms, and lockers. This location would become the school's main point of entry for visitors.

Cressey Center for the Arts. Remodel the interior of the Cressey Center for the Arts to include gallery space, a departmental office, and additional classroom space.

Reid Hall. Renovate the courtyard to the east of Reid Hall and restore the concrete work in the formal gardens to the west of the building to preserve the historic nature of the building. Update Reid Hall's electrical and intra-/Internet infrastructure and add sprinklers. Provide elevator access to the second floor of Reid Hall and remove offices to create space for classrooms and an expanded English department office.

Residential

Dormitories. Build two new dormitories, each suitable for about 36 students and four faculty families, to replace Field Dormitory, which has a capacity of 68 students and includes six faculty apartments. Field Dormitory would be demolished as part of this project. Build a third dormitory for about 36 students and four faculty families to the north of Atlass to take the place of Warner House. To accommodate this project the tennis courts would be moved from their current location to the area south of the football field. Warner House would be repurposed as faculty housing or administrative offices. Any resulting increase in the number of student beds would allow LFA to increase the percentage of boarding students without increasing the overall size of the student body.

Faculty housing. Build four to eight additional faculty homes adjacent to West Village and/or North Cottages and add two faculty apartments on the east side of Atlass Hall. The additional faculty housing would allow LFA to bring more of its current faculty and administrators onto campus while also making it possible to repurpose two faculty apartments in New Hall and one faculty apartment in Reid Hall. The apartments attached to Atlass would provide a better ratio of faculty to students in that dorm. This additional faculty housing would allow a higher percentage of teaching faculty to be part of the residential program. There is no current plan to increase the number of faculty.

Athletics

Indoor athletic space. Build an athletic field house to the north and west of Glore Memorial Gymnasium. This facility, envisioned in the 2004 Master Plan, would contain a 200-meter track; floor space appropriate for basketball, volleyball, and practice sessions for outdoor sports; squash courts; and locker rooms. The field house would be used primarily by LFA students. The basketball and volleyball teams currently share a single gymnasium with a maximum of two practice courts. The field house would be sized to support LFA's strategic plan, would enable LFA to eliminate busing student athletes off campus for practices, and would provide a foul weather alternative for LFA athletic programs generally. Glore Memorial Gymnasium would remain the competition gym and accordingly only limited spectator seating would be provided in the field house. On occasion, when not used by LFA programs, the field house could be used by outside groups in the evening, on weekends, and in the summer. Events drawing large numbers of participants would be rare and would restrict simultaneous use of other campus facilities. Accordingly, completion of the field house will not significantly increase traffic or parking needs. If there were a significant increase on isolated occasions, it would be managed as the school does other peak traffic and parking demands. See "Traffic Management and Parking Plans; Campus Security." Removal of Richards Cottage and replacement of the Facilities Building are expected to be part of this project.

Outdoor athletic space. Resurface with artificial turf two existing natural turf fields to the east of the game field and track and construct a third artificial turf field to the north of the game field and track. The first two fields would be utilized substantially as at present; the third field would be a new playing field. All three fields would be primarily used by LFA's athletic teams and students and

would vastly improve spring and fall athletic programs for which weather conditions often make practice fields unplayable. The fields would also allow the field hockey teams to compete on an appropriate surface – as do virtually all of their peers and opponents. It is probably reasonable to expect demand for outside access to these fields from around the Lake Forest vicinity. Such demand would be addressed in the same fashion as such opportunities for existing facilities are addressed – always taking care to insure the integrity of the mission. Limited spectator seating, as is currently provided at the soccer, softball, and baseball fields, would be provided at each of the artificial turf fields. Completion of these fields is not expected to lead to a significant increase in traffic or demand for additional parking, but if there were a significant increase on isolated occasions, it would be managed as the school does other peak traffic and parking demands. See “Traffic Management and Parking Plans; Campus Security.”

Lighting. Add lighting to existing and proposed playing fields (not including the baseball field) and tennis courts in order to extend the time of day when they can be used by LFA students and outside groups. Lights would not be used past 10:00 PM and would be designed to limit both horizontal and vertical diffusion of light. In addition, LFA would insure the existence of a sufficient landscape buffer screening adjoining neighbors from undue illumination during use of the lights and would comply with all requirements imposed in connection with securing a building permit.

Seating and press box. Construct spectator seating to the east of the football field to accommodate fans of visiting teams. Replace the current press box on the west side of the football field. This project is necessary to better support the current athletic program. It is not expected to increase the number of fans who attend games and would not cause an increase in traffic.

Baseball scoreboard. Place a small solar-powered scoreboard adjacent to the baseball field, probably in right field.

Infrastructure and Administrative Support

Parking. Construct paved parking areas to the west of Warner House and to the west of Glore Memorial Gymnasium. Paved parking near Warner would take the place of an existing gravel lot and would be to the north of Warner Drive. Parking near the gym provides parking that is currently needed during major school events such as graduation and on days when multiple events are scheduled. This additional parking would reduce the number of occasions when it is necessary to park cars along Academy Drive or on LFA lawns. The addition of significant paved parking capacity would likely be accompanied by consultations with experts for the purpose of optimizing both inbound and outbound traffic flows, especially at times of peak traffic volumes and parking demand.

Pedestrian walkway. Convert East Drive to a pedestrian walkway open to vehicular traffic only under special circumstances.

Secondary emergency access. Create a secondary emergency access connecting the LFA campus to Field Drive in Conway Park. This is a school priority, but LFA has been unable to negotiate an access option that is not cost prohibitive.

Administrative offices. Renovate New Hall and/or Hutchinson Commons to provide appropriate space for administrative support staff and functions.

Traffic Management and Parking Plans; Campus Security

By reason of the restrictive criteria LFA applies to determine whether to accept a request for an ancillary activity that will yield rental revenues, LFA believes the components of the Master Plan should not (individually or in the aggregate) significantly increase the volume of traffic or the demand of parking on any given day. Nor should it significantly increase the number of days on which LFA experiences non-routine volumes of traffic and related increased parking demand. Said differently, upon full implementation of all new construction improvements contemplated in this Master Plan, it is reasonable to anticipate only a marginal increase in third-party usage of the campus with most events occurring on weekday evenings and weekends. Notwithstanding, LFA intends to continue to implement the policies, procedures, and protocols governing traffic management and parking currently in effect and will also continue its practice of periodically reviewing all policies, procedures, and protocols for adequacy and efficiency and will revise them as appropriate, including to deploy additional campus security personnel when and where needed.

LFA has received comments and suggestions from the Academy Woods Homeowners Association in response to a draft of this Master Plan provided to them by LFA (dated October 12, 2015). In response thereto, LFA will observe the following self-imposed restraints and limitations:

- LFA will use its best efforts to insure that all on-campus activities comply in all material respects with applicable City of Lake Forest ordinances and other rules and regulations, including the Noise Pollution Ordinance.
- It is a component of LFA's parking policies, procedures, and protocols to require and facilitate offsite parking for events where existing parking capacity is anticipated to be distended or inadequate.
- LFA will use its best efforts to prohibit parking on the grass areas or preserves south of Warner Drive and adjacent to Academy Woods homes. It is presently posted "No Parking."
- LFA will prohibit buses from parking along Caxy Drive adjacent to Academy Woods homes.

LFA's Activities Generating Ancillary Rental Income

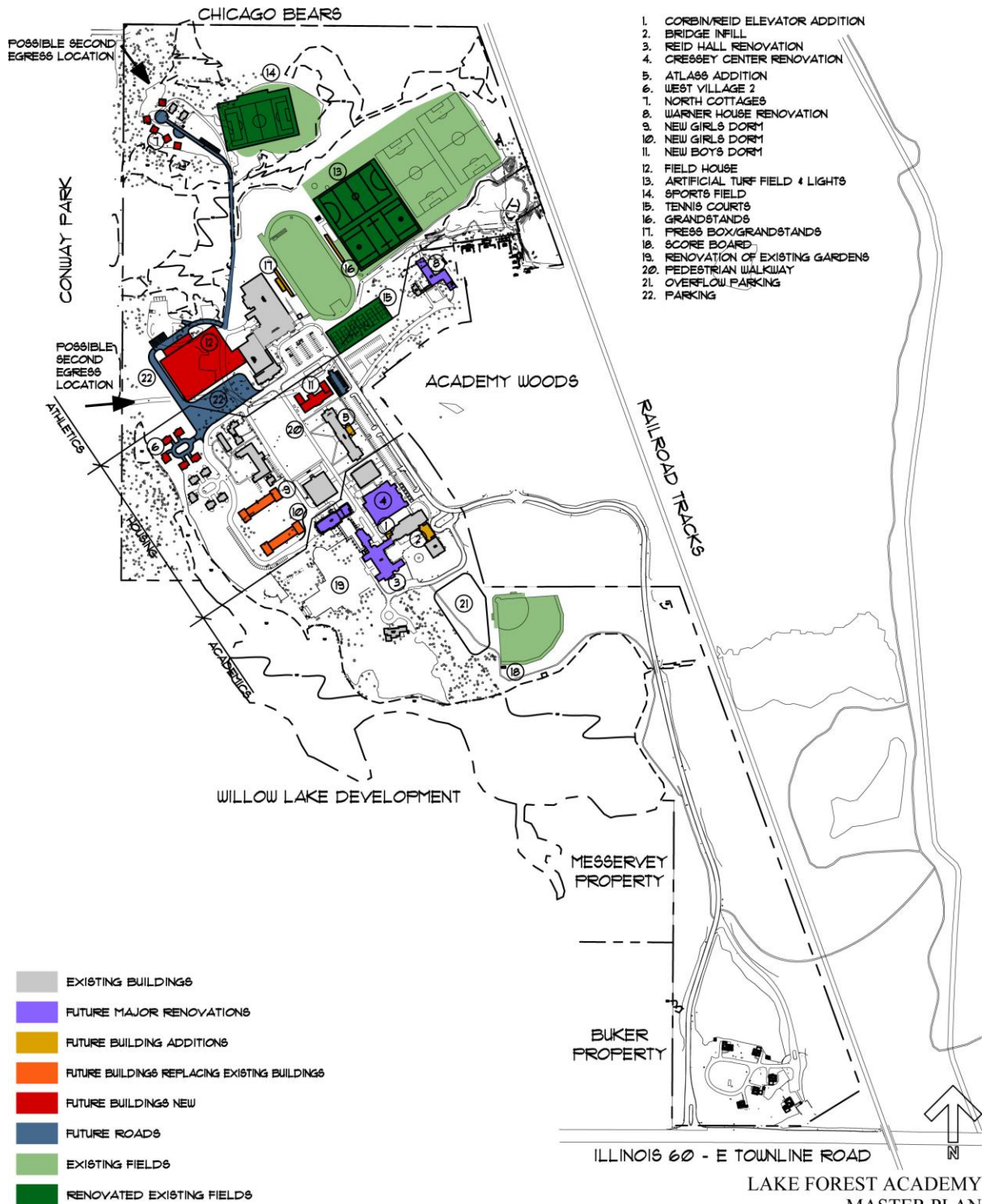
Over the years since moving to the Armour estate, LFA has offered a venue for unrelated activities for which its facilities are particularly felicitous and therefore in demand. Examples would include catered events (principally wedding receptions) and the Antique Show. Similarly, its athletic facilities were frequently in demand for use by various entities and organizations in the vicinity of Lake Forest. In the 70s and 80s LFA furnished the shooting location for several full length feature motion picture films, among them *Damien: Omen II*, *The Package*, and *The Babe*. In all these

circumstances – as well as the current circumstances – such requests for outside use of the facilities represented a fortuitous opportunity to serve the community and to create ancillary revenue. Such revenue provides an important source of financial support which is similar to the income received from returns on the endowment. It is particularly important to LFA given the very modest size of LFA's endowment and its even more modest size net of outstanding debt. To illustrate its importance, assuming a capitalizing multiple of 12.5 (which implies an average return of 8.0 percent), every dollar of ancillary income implies the existence of \$12.50 of endowment principal.

Apart from its catered event activities and summer programs, LFA does not promote or otherwise market its ancillary activities. At the same time, it does seek to realize the benefit of the opportunities which come to it, to the extent that it can do so harmoniously with its educational mission and purpose. This is because of the substantial support provided to the core mission. In sum, it is essential to the success of the academic mission.

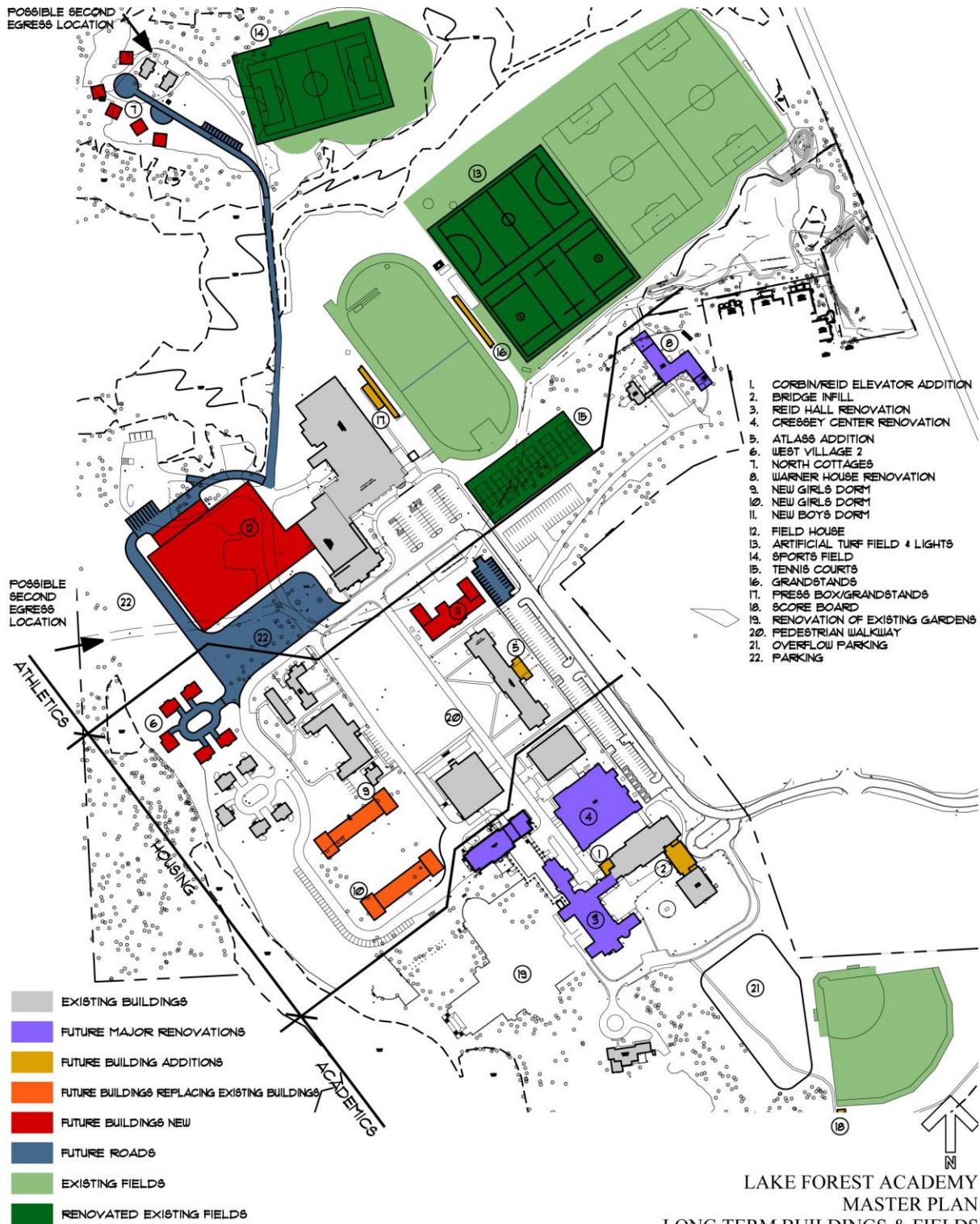
Site plans for the 2015 Campus Master Plan follow. The first shows the entire campus, and the second shows the central part of campus where new facilities are proposed.

2015 Campus Master Plan – Full Campus



WITMER & ASSOCIATES
 ARCHITECTURE & INTERIOR DESIGN

2015 Campus Master Plan – Central Campus



WITMER & ASSOCIATES
ARCHITECTURE & INTERIOR DESIGN

LAKE FOREST ACADEMY
MASTER PLAN
LONG TERM BUILDINGS & FIELDS
MASTER PLAN

October 7, 2015

SCALE 1" = 300'

SUMMARY

Lake Forest Academy was founded before the Civil War and before there was a City of Lake Forest. Ferry Hall welcomed its first students shortly after the Civil War. Nearly 70 years ago, LFA began its residency on the former estate of J. Ogden Armour after a fire destroyed LFA's main building on the campus of Lake Forest College. Conversion of the Armour property to a school campus required vision and determination on the part of school leaders, faculty, parents, and students. School legend has it that early classes of students carried bricks salvaged from existing structures on the property to be used to build Bates House, a dormitory located where the Cressey Center for the Arts is now situated. Vision and determination were again required a quarter century later when the merger with Ferry Hall called for the transition to a co-educational campus. Through this long history, traditions of character, scholarship, citizenship, and responsibility have been maintained; the physical plant and environs have developed to meet the needs of an exceptional educational community; and the profile and reputation of the school have expanded to an international scope.

Despite the enormous progress and success LFA has enjoyed, its challenges and opportunities today are substantial. It seeks outstanding students and the finest faculty from across the globe. It does so with a campus and facilities which – for all their recent expansion and improvement – are adequate to their purposes but not as elaborate and superbly equipped as those of many other schools. LFA is competitive primarily because of its people, program, and principles. These characteristics have brought great and notable success.

This new 2015 Campus Master Plan incorporates the vision of LFA's current stewards for the physical plant and environs that will maximize the school's capacity to execute its mission. It is designed to enrich the educational experience of LFA students and, by so doing, keep LFA on its path to becoming the best independent secondary school in the United States. Achievement of that ambition will benefit every member of LFA's various constituencies, including the communities of Lake Forest and the greater Midwestern metropolitan community in which it resides.