



LAKE  
FOREST  
ACADEMY



1857



# LAKE FOREST ACADEMY

Midwestern Heart. Global Mind.

## Head of School

1500 W Kennedy Rd | Lake Forest, IL 60045

Applications Due: **July 6, 2018**

Independent Boarding & Day School: Co-ed

**For July 1, 2019**

# LAKE FOREST AT A GLANCE

## Number of students

- 435

## Day

- 52%

## Boarding

- 48%

## International students

- 26%

## Domestic students of color

- 30%

## 2017 – 18

### Day Tuition

- \$43, 150

### Boarding Tuition

- \$57, 700

### Financial Aid Awarded

- \$5.1 million

### Students receiving Financial Aid

- 33%

### Faculty and Staff

- 113

### Student – Teacher Ratio

- 7:1

### Faculty with Advanced Degrees

- 70%

### Operating Budget

- \$28.6 million

### Endowment

- \$35.7 million

### Total Annual Giving 16–17

- \$4,091,955

### Accreditation

- ISACS, State of Illinois

### Professional Affiliations

- ISACS, LMAIS,  
NAIS, TABS

## ABOUT US

### Who We Are

Lake Forest Academy is a co-educational boarding and day college preparatory school for 9th to 12th graders. The campus is located in the Chicago suburb of Lake Forest, Illinois. School community members enjoy a vibrant boarding school environment characterized by a culture of participation, rigorous academics, a global outlook, and Midwestern values.

The Academy is an international school with 435 students who come from 40 countries and 16 states in search of rich and rewarding learning experiences. The 113 faculty and staff are committed individuals who are passionate about education.

### Mission

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

## HISTORY

LFA was established in 1857 as the boys' preparatory department of Lind University. The girls' preparatory department, Ferry Hall, opened in 1869. In 1925, LFA and Ferry Hall legally separated from the university to become secondary educational institutions. In 1974, the two schools merged into a co-educational independent school.

Since 2001, under the leadership of Dr. John Strudwick, LFA has built ten new buildings, renovated or improved nearly all other existing facilities and implemented three strategic plans (2003, 2008, 2014). The [website timeline](#) furnishes additional historical detail.

## CAMPUS

LFA sits at the western edge of the city of Lake Forest, a small lakeside municipality overlooking Lake Michigan. The 150-acre campus is on the former estate of J. Ogden Armour and now consists of a complementary mix of historical and modern buildings. The area is private, secluded, and surrounded by extensive woods, wooded trails, gardens, and ponds.

The Academy is located 30 miles north of Chicago, a major metropolis brimming with opportunities to engage LFA students in art, sporting, cultural and educational activities. LFA's proximity to O'Hare International Airport and the Illinois Tri-State Tollway provides convenient access to the airport for domestic and international air travel, as well as to Chicago and neighboring states in the tri-state area.

# CURRICULUM

## Academics



## 4-YEAR PROGRAM

The Academy's four-year sequential program offers students various opportunities to pursue their unique interests. In addition to required courses, students may take independent studies as upper-classmen to seek more in-depth subject matter, partner with local experts, or explore a subject that is not traditionally offered. Visit [the curriculum page](#) to see descriptions of LFA courses.

LFA's Library Media Services offers an expansive collection of digital resources, and the [one-to-one iPad program](#) encourages interactive learning activities within the classroom. Other distinctive curricular features include the English Language Program and the [summer program](#).

## UNIQUE OPPORTUNITIES

### Global Concentration

LFA offers the Global Concentration Program, a two-year academic experience for juniors who are interested in political, historical, and cultural issues at the international level. Currently, 11 students are collaborating on projects as a cohort and developing their own individualized programs under the guidance of the Assistant Dean of Academic Affairs – Director of Curriculum. In 2018-2019, the program will be housed under the new Global Department, which will offer interdepartmental courses.

### Biochemistry Research using Chromatography

Juniors and seniors interested in complex scientific research topics have the opportunity to collect and analyze data using high performance liquid chromatography, gas chromatography, and thin layer chromatography. In the spring, each student presents his or her findings at a poster session open to the entire LFA community.

### Dr. Ray Bird Colloquia

The Bird Colloquia is a series that aims to emphasize the power of writing and speaking as acts of courage and to help students become active participants in complex conversations. In addition to in-class exercises, students attend special workshops with prolific writers and speakers to hone their writing and speaking skills. For example, this past year, [LFA hosted Irshad Manji](#), Creator and Director of the Moral Courage Project, for an All-School Meeting, as a feature of the program.

### Video Project –The Global Generation

NBC Network News & Features correspondent Mike Leonard '66 and his co-creator at [Leonard Films](#), multiple Emmy Award winner Mary Kay Wall, are partnering with LFA in an innovative, nationally unprecedented educational mentorship and film project entitled "The Global Generation." Through instruction on production fundamentals combined with exploring youngsters' unique perspectives as a global generation, the project will create a documentary to air on public television. Twenty-five students are directly involved, but the project is engaging the entire LFA community in multiple ways. Its goal is to tap LFA's diverse student body as a voice of their generation and to establish the project as a regular annual offering.



# CURRICULUM

Academics con't

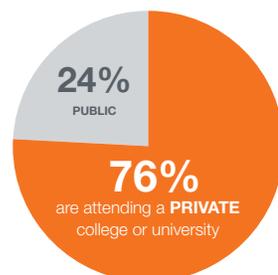
## ARTS

Students at LFA have a multitude of opportunities to show off their talents through the fine and performing arts program. Arts offerings include Choir, Orchestra, the Fall Play, the Winter Musical, VOX (musical theater performance group), Co-ax (student/faculty rock band), 2D and 3D art, and Yearbook. Concerts and other events are uploaded to the official [LFA Youtube channel](#). Visual arts students enter the [Scholastic Art and Writing Awards](#) every year.

## COLLEGE COUNSELING

LFA college counselors know the students. They live on campus and act as advisors, dorm parents, and coaches. They each advise 30 students and begin meeting regularly with students the second semester of junior year. In the process they serve as editors, interview coaches, and liaise frequently with the parents. Admission officers from over 200 American and international universities visit LFA annually. Last year, 115 students from the Class of 2017 matriculated at 72 different institutions.

## CLASS OF 2017



10 STUDENT ATHLETES are playing 6 different sports at 10 schools at the DI and DIII levels

## BOARDING SCHOOL ENVIRONMENT

Life at LFA is 24/7. On any given day during the academic year, there are over 300 people on campus. Boarding students live in one of five single-sex dormitories. Each dorm is supervised by residential faculty members – known as dorm parents – who either live in the apartments attached to the dorm or in faculty houses nearby. Many day students stay for evening study hours and attend weekend activities like the annual Six Flags trip or hiking excursions to nearby state parks.

## PLURALISM AND MULTICULTURAL AFFAIRS

LFA dedicates consistent and comprehensive efforts to create and sustain a safe, inclusive environment. The Dean of Pluralism and Multicultural Affairs leads these efforts with help from the Assistant Dean of Pluralism and Multicultural Affairs, the Diversity Advisory Council, and the [Multicultural Affairs Committee](#). The school strives to cultivate appreciation for the enriching aspects of cultural diversity, to foster respect for the integrity of every individual's life experiences, and to develop an understanding of the multiple vocabularies with which individuals interpret their lives.

LFA is a racially, ethnically, culturally, and socio-economically diverse school, and there are multiple opportunities throughout the year to continue conversations about diversity and pluralism, such as

- [multicultural dialogues](#)
- affinity group discussions
- presentations from speakers
- [Multicultural Celebration Day](#)
- LFA Book Club



# LIFE AT LFA

## SERVICE

Service at LFA allows students to apply classroom concepts directly to programs and activities that address social concerns. These experiences expand world views while developing initiative, compassion, and commitment. All students participate in the [Service Learning Program](#), and the entire community engages in the annual [Service Learning Day](#) in April by visiting over 20 different sites throughout Lake County, Illinois, to pack food, fill sandbags, plant trees, and interact with local residents.

## ATHLETICS

The athletic program offers many athletic opportunities, ranging from preparing for collegiate athletic competition to physical fitness and personal development. The essence of the program is the promotion of sportsmanship. Whether it be varsity athletics, intramurals, physical education, or general recreation, LFA honors participation, achievement and effort. Success is measured not only in victories, but also in the individual development of each athlete.

[Visit the team pages here.](#)

In addition to numerous soccer, field hockey, and baseball fields, as well as football, lacrosse and many other sports, students have access to LFA's modern [athletics facilities](#) to practice with teammates and work with LFA's own athletic trainers. Faculty typically coach two seasons a year, allowing them to bond with the students outside the classroom.

## TRADITIONS

The Academy upholds many of the traditions established throughout its history. The school year opens with the All-School Handshake, where every single member of the LFA community — approximately 600-plus people, including students, faculty, and staff — gathers in the Formal Gardens in a large circle. The Head of School and the All-School President lead the entire group in individually greeting one another.

### Other traditions include:

- [LFA Charter Day](#)
- [Ferry Hall Anniversary](#)
- [Homecoming Chariot Races](#)
- [Faculty v. Seniors sports games](#)
- [Move-Up Day](#),  
*a traditional Ferry Hall ceremony that celebrates student accomplishments, the promotion of each class, and the winner of the House Cup*



# MEET THE CAXYS

## ENROLLMENT

Each year, LFA welcomes approximately 130 new students into the community. Typically this includes 90 freshmen, 25 new sophomores, and 15 new juniors and seniors.

In 2016 – 2017, LFA dedicated more than \$5.1 million of financial support to qualified students to promote and maintain a diverse, inclusive, and excellent student body. The Academy also awards a modest number of Head of School Scholarships designed to recognize and attract students of high academic achievement.

### **2016–2017 Admissions Stats**

**Total Applications: 775**

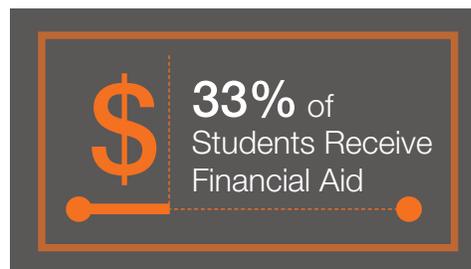
**Total Accepted: 225**

**Total Enrollment: 435**

**Newly Enrolled: 143**

**Acceptance Rate: 29%**

**Yield Rate: 64%**



## STUDENTS

LFA students are as unique and distinctive as a group as they are individually. Their communal spirit and identity are unmistakably displayed at sporting events, House Cup competitions, and school trips. They also contribute their cultures, languages, and passion for adventure, thereby enriching LFA's campus life. They take independent studies in criminal profiling, raise funds to donate dictionaries to teachers abroad, and make presentations to inform the whole community about political situations in their home countries.

In addition to planning student council initiatives, like school dances or puppy playtime before exams, students fulfill the roles of prefect and proctor to guide their peers in the classroom and in the dorm. Prefects assist with major school events, such as the Opening of School, and serve on committees related to discipline and student activities. Proctors run Dorm Council and help their fellow boarding students manage safe, successful routines in the dorms.

Students are at the heart of LFA, and their development into young adults with aspirations is of paramount importance.

### **Demographics**

**Caucasian American: 44%**

**African American: 6%**

**Asian American: 10%**

**Latino/Hispanic American: 6%**

**Multi-Racial American: 7%**

**International Students: 26%**

**Domestic Students: 74%**



# MEET THE CAXYS



## FACULTY & STAFF

LFA's faculty and staff endeavor to create an educational experience that students will cherish throughout their lives. Seventy percent of LFA teachers have advanced degrees, and more than 75% of faculty live on campus. In addition to teaching, coaching, and supervising dorms, faculty and staff help guide students as advisors. Each advisory consists of five to eight students, and advisors see their advisees almost every day.

Twenty-nine percent of the faculty self-identify as people of color; eight percent identify as Caucasian International. The Board, the Administration, and the current strategic plan make it a priority to recruit and retain a faculty and staff whose diversity reflects the composition of the student body.

## ALUMNI & PARENTS

### Alumni

LFA graduates join a network of more than 5,000 alumni and alumnae who remain connected to the school as trustees, parents, grandparents, donors, panelists at school events, and mentors for current students. A multitude of alumni return to campus for annual class reunions, and the school hosts a variety of alumni events across the U.S. and around the world. Additionally, the Alumni Advisory Board consists of 35 members who serve as ambassadors for the Academy.

### Parents

Wherever they live, over 800 parents and guardians remain active participants in LFA's daily campus life. The Parents Association organizes a plethora of local events, from class coffees to on-campus volunteer activities. Members also lead fundraising events such as the Caxy Life Auction and Spring Gala. International parents support LFA considerably by hosting new students at admission recruitment events, showing hospitality to visiting faculty, and inviting alumni and parents to receptions abroad.

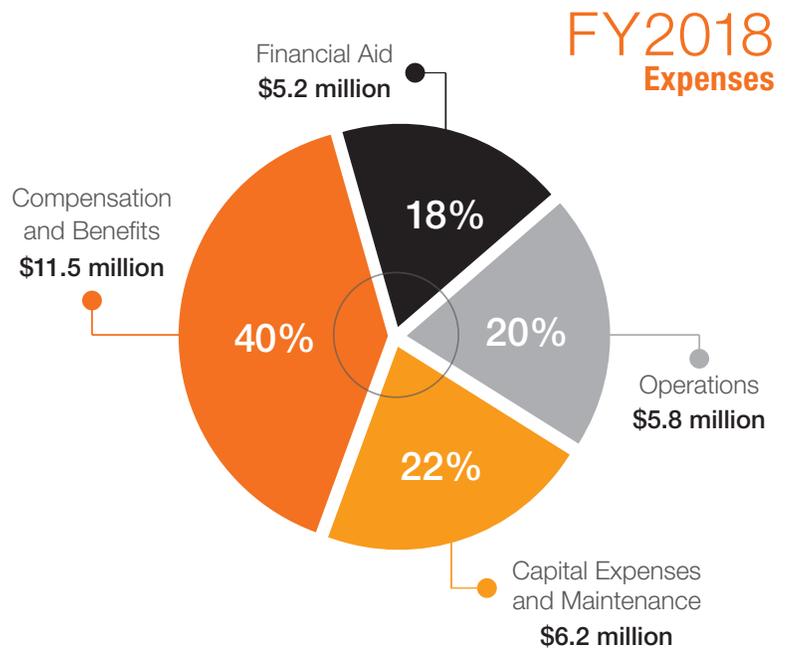
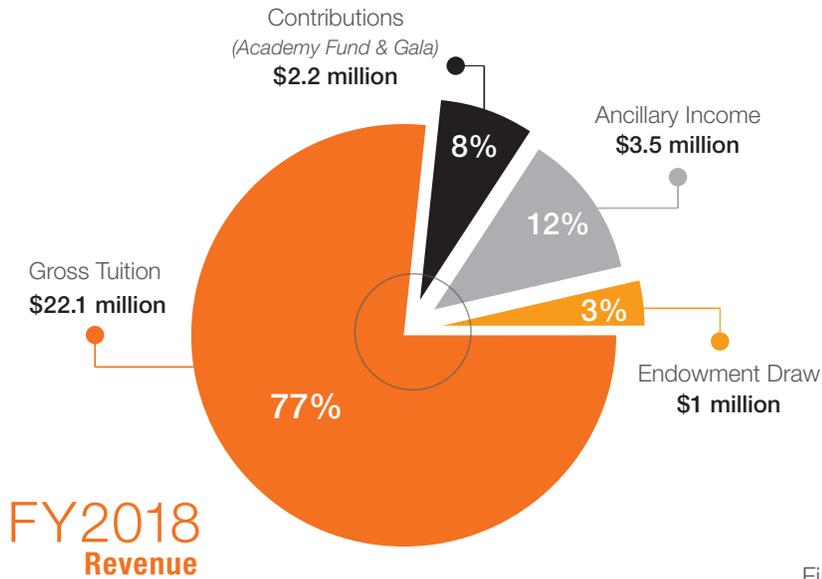
## GOVERNANCE

LFA's Board of Trustees consists of 40 members serving three-year staggered terms. The Board meets three times annually in the late fall, mid-winter, and spring. Trustees serve on seven standing committees and four ad hoc committees. The Board focuses on fundamental long-range and strategic issues, and actively supports the school's mission.

The Head of School, the Associate Head of School, and 10 deans meet regularly as the Deans Council to carry out initiatives in specific areas of administration. The Deans Council administrators provide written reports to the Board of Trustees and manage the administrative faculty and staff in their departments.



## Fiscal 2018 Operating Budget



# \$90 million raised 2001–2017

Academy Fund | Endowment Gifts | Capital Improvements

## 2018 – Endowment Growth Campaign Begun

### Fiscal Year 2017

Capital & Endowment \$1,900,000 + Academy Fund \$1,600,000 + Gala Dutch Auction \$530,000 + Other Charitable Events \$37,000 = **\$4.1 million**

**62**  
PEOPLE HAVE GIVEN  
**25+**  
CONSECUTIVE  
YEARS to LFA

**1,279**  
DONORS DURING THE 2016–17  
SCHOOL YEAR;  
236 PEOPLE VOLUNTEERED  
THEIR TIME + TALENT

**24**  
FAMILIES HAVE LIFETIME  
GIVING OF  
**\$1**  
MILLION  
OR MORE TO LFA

  
**100%**  
of the Class of 2017  
donated to the  
Senior Class Gift

[Full Impact Report 2017](#)

## LOOKING AHEAD

LFA's 2014 Strategic Plan, *Educating for Tomorrow: Developing Global Citizens*, focuses on developing global citizens through unique educational experiences within a diverse and caring community. The Strategic Plan Steering Committee has been working for several months updating goals within the four main initiatives -- educational experience, multiculturalism, marketing, and financial strength. The Committee made a comprehensive report and recommendation to the Board in May, and it is expected the Committee's work will be approved as an updated 2018 Strategic Plan.

For over 161 years, the Academy has stayed true to its core values of educating the innovative minds of the next generation. The institution and its people are poised to achieve even higher levels of success and look forward enthusiastically to a new chapter in LFA's history.

# FUTURE LEADERSHIP OF LFA

## INTERVIEW BASE

The Board of Trustees of Lake Forest Academy is conducting a national and international search to identify a new Head of School. Deirdre Ling, Partner in Educators' Collaborative, solicited input from key stakeholders during an on-campus visit. Based on this experience and the impressions she received, as well as input from the Search Team, the following summary represents Lake Forest Academy's strengths, the challenges it faces in the next three to five years, and the qualities and traits the trustees and the Academy seek in the next Head of School.

## STRENGTHS OF LAKE FOREST ACADEMY

- a beautiful campus and physical plant with close proximity to the outstanding educational and cultural opportunities of Chicago
- a dedicated faculty--passionate about their respective disciplines and enthusiastic about living and working in a boarding school environment
- a collaborative and well-respected leadership team
- a diverse student body that exemplifies the school's commitment to a global perspective
- academic excellence coupled with innovative approaches to teaching and learning
- fiscally sound management
- an outstanding college placement record
- a culture of continuous improvement

## CHALLENGES AND OPPORTUNITIES FOR LAKE FOREST ACADEMY AND THE NEW HEAD

- sustain the momentum that has made LFA the premier Midwestern boarding school
- safeguard the sense of community while maintaining the unique balance boarding and day students
- build endowment toward the goal of long-term financial sustainability
- continue to refine and articulate the unique identity of the school and the value of its program in continued pursuit of a higher profile and increased strength in all regions from which it currently draws students—metropolitan Chicago, the United States, and foreign countries that value the educational opportunities offered in the U.S.
- preserve and improve the school's beautiful and well-maintained campus



# FUTURE LEADERSHIP OF LFA

## LEADERSHIP ROLES, TRAITS AND QUALIFICATIONS OF THE NEXT HEAD OF SCHOOL

### Roles

- **Charismatic Visionary:** Inspiring, dynamic in energizing innovation by a powerful vision for the academy
- **Expert Manager:** Skilled in finance, advancement, team-building and coaching, hiring, change management, and benchmarking
- **Mentor:** Modeling integrity; approachability; warmth; growth mindset; humility; can-do spirit; humor; coaching that helps develop great teachers
- **Advocate:** For diversity and inclusion; for a classical/progressive blend of pedagogy; for student-centeredness

### Traits

- **Emotional Intelligence (EQ):** Especially empathy and social judgment, particularly valued in schools
- **Focus:** Knowing what's important and strategic, balanced by flexibility and pragmatism
- **Open-mindedness:** "Approaching differences with curiosity not judgment"; cross- culturally competent
- **Trustworthiness:** Basic honesty, consistency, fairness, willingness to admit mistakes
- **Gravitas:** Composed, reflective, respected, steady in both times of stability and times of conflict, stress or crisis

### Qualifications

- **Academic Credentials:** Undergraduate B.A./B.S. plus an advanced subject area or professional degree
- **Business Acumen:** Strong financial management and planning skills; capable negotiator
- **College-preparatory Philosophy:** Consistent with that of Lake Forest Academy
- **Advancement Track Record:** Demonstrated ability to promote and lead fundraising and marketing efforts
- **Educational Experience:** Knowledge about best educational practices across the Grade 9 –12 spectrum
- **Managerial Skills:** Directing and delegating effectively; consensus-seeking as appropriate
- **Communication Fluency:** Communication Fluency: Writing and speaking frequently to the constituencies

# FUTURE LEADERSHIP OF LFA

## SUMMARY OF THE SEARCH PROCESS

Lake Forest Academy seeks a Head of School whose professional experiences and personal qualities will advance the mission of an outstanding school.

The ideal candidate will be an inspiring educator who builds upon the momentum that has made the Academy the premier Midwestern boarding school. S/he will be student-centered, fully immersed in the day-to-day life of the School, and eager to be a presence in the lives of students. Approachable and collaborative, the successful candidate must be an eloquent communicator who is willing to play a major role in partnering with the Board to build support for the School and chart a bright future.

Candidates interested in this position are asked to submit the following materials by July 6, 2018:

- EC Summary Sheet and Disclosure Form
- Letter of Interest addressed to the Search Team
- Resume
- Personal Statement/Educational Philosophy
- List of five references with phone numbers and email addresses

Deirdre A. Ling  
Educators' Collaborative, LLC  
daling@comcast.net  
508-696-7708

Applications are to be sent electronically via email as a single, merged document to:

Candidates are encouraged to speak personally with Deirdre Ling.

In late August, the Search Team plans to identify a preliminary list of candidates whom they will interview. From this group they will narrow the selection to candidates who will be invited for further interviews. The Trustees expect to reach a decision and appoint a new Head of School by late September/early October with the term of office to commence on or about July 1, 2019. Salary and benefits are competitive.

