

# LAKE FOREST ACADEMY

## 2018 Strategic Plan

### Midwestern Heart – Global Mind



**June 2018**

“I am often asked what can people do to become a good global citizen?  
I reply that it begins in your own community.”  
*Kofi Annan – UN Secretary General, 1997-2006*



## 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.

## Vision Statement

The 2018 strategic plan allows Lake Forest Academy to examine where we are, where we want to go, and how to get there. It is deliberately aspirational and, at the same time, practical and real.

*“LFA aspires to be the best boarding and independent school in the United States. Our goal is that the LFA experience will provide the highest quality academic, pluralistic, and values-based learning opportunity for each of our students in all areas of their development and growth.”*

**The basis of this vision for an exceptional educational experience stems from our mission and a commitment to:**

- global citizenship and respect.
- service to others and building a strong community.
- diversity and open-mindedness.
- leadership and integrity.
- creativity and collaboration.
- optimism and the spirit of adventure.
- passion and perseverance.



# An Appraisal of LFA's Strategic Development

LFA has achieved a high level of success in the past 20 years. Guided by the strategic plans of 2003, 2008, and 2014, LFA has witnessed significant improvement in all areas of the school. Recently, the Academy has been systematic in fulfilling the 55 individual action steps of the 2014 Strategic Plan. Some of the larger strategic goals require ongoing attention and focus, but it is apparent that LFA has made significant progress towards the promise and stated strategic initiatives from the 2014 Plan.

The promise of the 2014 strategic plan was that “LFA develops global citizens through unique educational experiences within a diverse and caring community.” LFA is living up to and exceeding this promise.

For the past 30 years, Howard Gardner has led the call for strategic school reform and improvement stating: “... new ways of thinking and, more importantly, learning ... and a person's cognitive abilities will command a premium in the years ahead.” Gardner has argued persuasively that schools should develop new approaches to curriculum and teaching to expand not only traditional academic skills but also students' cognitive competencies. Gardner contends that applied skills will continue to increase in importance, in particular: critical thinking and problem solving, technology applications, teamwork and collaboration, creativity and innovation, diversity, compassion, and leadership. These points remain extremely relevant to LFA today.

More recently, Gary Marx from the Center for Public Outreach has set out *Twenty-One Trends for the 21st Century*, identifying three specific trends in the Education and Learning Sphere.

1. Personalization: In a world of diverse talents and aspirations, we will increasingly discover and accept that one size does not fit all.
2. Ingenuity: Releasing ingenuity and stimulating creativity will become primary responsibilities of education and society.
3. Depth, Breadth, and Purposes of Education: The breadth, depth, and purposes of education require an increasingly global approach and will constantly be clarified to meet the needs of a fast-changing world.

LFA's core values and vision embrace Gardner's curriculum and teaching approaches – especially experimental and experiential learning – as well as Marx's concepts of personalization, ingenuity, and depth and what they mean for students, faculty, and school improvement. Through initiatives that will help the school achieve these goals, LFA will provide students with increased opportunities to acquire all of the competencies required for success in the future while realizing the institution's aspirational vision.



## Strategic Initiatives for LFA

The Strategic Planning Steering Committee and the Board of Trustees have identified the following five core initiatives as the basis of LFA's strategic plan for the next three years. The school will develop specific action steps and tactics in order to achieve these strategic initiatives as well as monitor and measure progress on a regular basis.

### Increased Endowment Growth

- Increase the LFA Endowment, with a goal of \$50 million by 2021, to improve the long-term financial strength of the school.
- Generate a significant and sustained increase in major and planned gifts.
- Identify and solicit donors to establish endowed support of Student Financial Aid, Faculty Chairs, and Speaker Funds.
- Establish the goal that at least 25% of all monies raised each year is put into the endowment.

### Enhanced Faculty & Staff Quality

- Increase faculty and staff salaries and benefits over time to be commensurate with our place among the best independent boarding schools nationally.
- Expand and improve faculty housing to support the attraction and retention of faculty and increase the number of teaching faculty living on campus.
- Increase professional development opportunities.
- Increase the number of Faculty Chairs to stimulate innovation and faculty development.

### Mission-Driven School Leadership

- Ensure the successful hiring and transition of a new Head of School who is committed to leading and advancing the school's educational excellence, including the established focus on pluralism, a global educational experience, and a boarding school culture.
- Enhance efforts to recruit, mentor, and retain faculty, staff, and trustees who advance the LFA mission and mirror the demographic diversity of the student body.
- Examine the optimal size and composition of the student body, including a consideration of the benefits and costs of increasing the size of the school.
- Broaden the access to an LFA education, thereby advancing equality of opportunity and the diversity and quality of the student body.



## **Creative, Innovative, and Personalized Education**

- Strengthen the personalized educational experience of every student in order to prepare them for a successful college experience.
- Develop and implement a vision for innovative education specifically through academic technology, collaborative teaching, and interdisciplinary programs.
- Improve multicultural competencies and integrate and facilitate meaningful cross-cultural interactions in all areas of school life.
- Strengthen LFA's commitment to and leadership of "Educating Global Citizens."

## **Communication of Vision and Achievement**

- Improve and expand the LFA website as well as other marketing and communication resources and materials, particularly for admissions, alumni relations, and athletics.
- Strengthen LFA's identity, presence, and leadership in the local community.
- Increase and enhance LFA's institutional identity in national and global markets.



## **Strategic Planning Steering Committee – Membership**

Kim Graham – *English Faculty*

Kassandra Hayes P'18 - *Associate Dean of Admission*

Duane Jackson '01 – *Trustee*

Greg Jones P'12, '14 – *Trustee*

Scott Kaeser '96 – *Trustee Elect*

Susan Krivoshik P'14, '18 – *PA President 17-18*

John Marlatt '65 – *Trustee*

Sarah Davis Priest P'20 – *Parent*

Emily Sammon '91 – *Trustee*

Adam Schlipmann – *Fine & Arts Department Chair, Director of Instrumental Music*

Teneice Stegall – *Associate Dean of College Counseling*

John Strudwick P'13, '15, '18 – *Head of School*

Chris Tennyson – *Asst. Head of School and Dean of Students & Academic Affairs*

Kristine von Ogden P'18 – *Dean of Curriculum & Innovation*

Erica Wood – *Science Faculty*

