

# **Lawrence Academy**

## **Strategic Plan**

**2009-2017**

**Presented by the Strategic Planning Committee of the Board of Trustees  
To the Board of Trustees  
For Adoption**

**Mr. Braxton Gillam  
Chair of the Strategic Planning Committee**

June 15, 2009

**\*\*Extend thru June 30, 2017 by the Board of Trustees (November 10, 2014)**

# Lawrence Academy

## Strategic Plan

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## **Introduction**

The Lawrence Academy Strategic Plan will operate from July 2009 through June 2014. It was written by the Strategic Plan Steering Committee under the following basic assumptions:

- ❑ Lawrence Academy will re-examine the total school curriculum and assure that it meets and exceed state and national standards and leads to the development of students with critical thinking skills.
- ❑ Lawrence Academy will always keep the health and safety of its students, faculty and staff as its highest priority.
- ❑ Lawrence Academy will strive to maximize the number of students enrolled in each class without jeopardizing the personal attention to students' needs while retaining small class sizes.
- ❑ Lawrence Academy will maximize the teaching loads of the faculty before adding additional new faculty positions.
- ❑ Lawrence Academy will institute a tuition plan that will reflect the needs of the school while attempting to hold tuition increases to a manageable level for parents.
- ❑ Lawrence Academy will strive to improve the use of technology within the classrooms that will prepare its graduates with the skills and knowledge to retrieve information, make informed decisions and be critical thinkers.

## **Strategic Direction**

Lawrence Academy Board of Trustees, faculty, staff and parents will rededicate their energies and resources to enhancing the academic standards of the school to become the premier independent school located within the Northeast and Central North Carolina Coastal area.

Lawrence Academy will strive to improve its support of the faculty and staff and its programs with the goal of servicing the intellectual, social, physical and emotional needs of the students and their families. Foremost, the Academy will strive to continue to improve the academic offerings and the intellectual challenges through a study of the discipline curriculums that best prepare students for entering institutions of higher education and develops an educational foundation that will serve students throughout their lives. Students will develop knowledge and skills that will assist them in problem solving, through helping students develop sound learning skills, through teaching students reliable decision making processes and through integrating character education into all curricular and co-curricular activities. The rigors of the curriculum will assist students becoming critical thinkers.

## **Mission**

Lawrence Academy's mission is that each student will experience the following:

- A challenging academic program that establishes a foundation for the pursuit of higher education while practicing the thinking processes necessary for the lifetime acquisition and utilization of knowledge.
- A safe, nurturing environment conducive to his or her development.
- An opportunity to develop individual potential by involvement in academic and co-curricular activities focused on excellence, sense of pride, leadership development and dedication.
- An atmosphere of morality marked by enforcement of rules and procedures that demonstrate respect for others as well as courage in upholding principles.

## Initiatives and Goals

### 1. Faculty and Staff

Lawrence Academy will continue to attract, retain, support and empower outstanding faculty members who are committed to the Academy's mission, trained to assist, inspire and motivate students to learn how to learn and are dedicated to ongoing professional development.

#### Goal 1.1

**Lawrence Academy will develop a salary system that is competitive with other Pre K-12 independent schools located in northeastern and central coastal regions of North Carolina.**

#### Objectives:

1. To identify and develop a standard for teacher compensation.
2. To gather statistical information from North Carolina Association of Independent Schools (NCAIS) and the National Association of Independent School (NAIS) to compare Lawrence Academy salaries to similar independent schools in the coastal region of North Carolina.
3. To study the possibilities of raising teacher salaries to a specific benchmark in relation to the salary information received from NCAIS and NAIS.
4. To offer equity increases to identified teacher and staff members whose salary should be increased because of past inequities.
5. To provide cost-of-living raises to all faculty and staff based on state and/or national increases.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

#### Goal 1.2

**Lawrence Academy will offer an affordable fringe benefit package that is attractive to both current and future faculty members.**

#### Objectives:

1. To survey the faculty and staff asking them to rank the fringe benefits they would like to receive from a checklist of possible benefits.
2. To evaluate the utility and financial impact that the fringe benefits identified by the faculty and staff would have on the annual operating budget.
3. To evaluate possible benefits of increasing school 403(b)/401K match.

4. To study and recommend changes, if any, to the tuition remission program as part of the fringe benefits package for faculty and staff.
5. To evaluate the impact of medical benefits in attracting and retaining future teachers.
6. To identify fringe benefits' benchmarks as to where the school is currently and what needs to be offered to attract and retain excellent faculty and staff.

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### Goal 1.3

**Lawrence Academy will have an ongoing recruitment effort to identify, employ and retain qualified faculty members and staff.**

#### Objectives:

1. To aggressively pursue hiring qualified faculty members
2. To maintain an updated file of prospective employees.
3. To retain qualified faculty members who motivate students to do their best work and become active participants in the learning process.
4. To develop a new teacher orientation and mentoring program.
5. To study the tuition remission program as an effective tool to attract and retain faculty and staff.

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### Goal 1.4

**Lawrence Academy will investigate programs to promote professional development for the faculty and staff.**

#### Objectives:

1. To identify additional funding for professional development.
2. To identify in-house programs for professional development.
3. To explore available programs and instruction with neighboring universities.

4. To offer professional development opportunities for all coaches.
5. To provide computer classes for teachers to fulfill the technology requirement for re-certification.
6. To develop a standard or requirement regarding annual continuing education.

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### Goal 1.5

**Lawrence Academy will develop a comprehensive teacher evaluation program.**

#### Objectives:

1. To design a model example of what an exemplary teacher at Lawrence Academy should be.
2. To identify other examples of programs for comparison.
3. To develop a program to achieve desired model.
4. To implement a reward/reprimand system that encourages development.
5. To implement a system for annual individual summary evaluation interviews between the Headmaster and all faculty members.

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### Goal 1.6

**Lawrence Academy will investigate extension programs to reduce teacher loads.**

#### Objectives:

1. To identify programs outside of normal teaching parameters such as community colleges and four-year institutions of higher education.
2. To investigate the utility of part-time and share-time teacher assignments.
3. To encourage more participation of campus on-line programs currently available and additional avenues for on-line classes.

4. To explore the development of a partnership or partnerships between the Lawrence faculty and the faculty of a college or university education department for research, development, training and implementation of educational models directed at the educational advancement of small independent schools.

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## 2. Communications

Lawrence Academy will explore avenues for fostering and promoting an environment of improved communication among all facets of the school community while promoting an understanding of the interrelated roles of the various components of the school community.

### Goal 2.1

**Lawrence Academy will strive to promote communication between faculty and administration and faculty and parents.**

#### Objectives:

1. To design an internal electronic program to provide communication from administration to faculty/staff and community.
2. To improve communications to faculty and staff by having regularly scheduled faculty and staff meetings.
3. To implement procedures insuring availability of faculty to parents.
4. To investigate the feasibility of teacher maintained websites for ease of communicating routine classroom matters with parents and students.

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### Goal 2.2

**Lawrence Academy will develop a school-wide communications plan that will be used by all faculty and staff to communicate with the school's constituents.**

#### Objectives:

1. To develop a 48-hour communications policy for all employees as it relates to voice mail, email, and written requests for information from any constituent.
2. To re-design the school's website for greater value, more timely and accurate information.
3. To continue to use the school's ALERTNOW automatic calling system for routine and emergency communications.
4. To investigate the publishing of additional print materials (brochures, pamphlets, etc.) as it relates to routine communications with parents.
5. To ensure, on at minimum on an annual basis and preferably more often, the Emergency Crisis Plan is articulated to and understood by faculty and staff.



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**Goal 2.3**

**Lawrence Academy Board of Trustees will strive to improve avenues of communication among all facets of the school community.**

**Objectives:**

1. To establish ways to strengthen communication between the Board and the Headmaster where board policy and administrative policy converge.
2. To develop a communication plan with parents concerning the role and work of the Board of Trustees.
3. To investigate enhanced and more structured channels of communication between the Board of Trustees and various organizations of the school, such as the PTO, Booster Club and Alumni Association.

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**Goal 2.4**

**Lawrence Academy will improve its communications regarding facilities related issues.**

**Objectives:**

1. To identify ways to better communicate with the school community at large regarding facility and equipment needs.
2. To encourage parental, student, and faculty/staff involvement in facility evaluations and solutions.
3. To improve communications between groups within the school as to facility related issues.
4. To communicate with the marketing/public relations person(s) regarding facility related issues.

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**Goal 2.5**

**Lawrence Academy will improve its athletic communications within the school and the outside communities.**

**Objectives:**

1. To appreciate that the athletic teams are the most publically recognized representatives of the school and carry the name of the school to many communities, so the members of the teams (coaches, players and parents) must always represent themselves and the school in the most positive light.
2. To improve the school website by including an area dedicated to interscholastic athletics that is informative and up-to-date with athletic results.
3. To build excellent relationships with the mass media that covers the geographic areas served by the school.
4. To develop a *Coaches Handbook* so all coaches have a set of policies and expectations to be followed as coaches and representatives of the school.

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**Goal 2.6**

**Lawrence Academy will seek to improve communication as it relates to co-curricular activities.**

**Objectives:**

1. To inform parents, students and staff of progress and successes within each program in order to better promote activities.
2. To include communication of program meetings, campaigns and objectives as one person's responsibility via website, newspaper and other mediums.
3. To encourage student participation and spirit through stronger and more frequent coverage of events.
4. To fund 100% of the cost for student publications (The Shield, the student literary magazine).

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### 3. Curriculum – Middle & Upper Schools

Lawrence Academy will maintain, further develop, and offer challenging, participatory, and exciting programs that will not only meet students' academic needs, but also encourage their character development. These programs will be designed to take advantage of the geographical area, educational opportunities from field trips and the strengths of a committed and caring faculty who believe in student-centered learning activities.

#### Goal 3.1

**Lawrence Academy will continue the development of the Honor Code and to consistently stress its importance to all students, faculty and staff.**

#### Objectives:

1. To continue the Honor Code ceremony during student orientation and to also highlight areas of importance throughout morning assemblies.
2. To require the Honor Pledge to be written and signed on all assignments and examinations.
3. To visibly display the Honor Code in each building and classrooms.
4. To require students to place the signed Honor Pledges on the inside of the doors of their lockers.
5. To emphasize the responsibilities and the prestige of being a member of the Honor Council to all students.
6. To place a faculty advisor in charge of the Honor council.
7. To communicate to parents and students the role and responsibilities of the Honor Code and Honor Council procedures.

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#### Goal 3.2

**Lawrence Academy will implement a comprehensive writing program, including the mechanics of writing a paper and research techniques and procedures.**

#### Objectives:

1. To study and assess the writing procedures and techniques currently recommended by institutions of higher education and adopt one standardized writing style manual.
2. To expose 11<sup>th</sup> and 12<sup>th</sup> grade honor and Advanced Placement (AP) students to different writing formats.
3. To emphasize exposure of each student to creative writing.
4. To investigate a vertical curriculum alignment of the writing program for all grades.

5. To study, and if feasible, to create a writing program coordinator's position with responsibilities of the oversight of the school writing program.
6. To investigate the value and need of a writing lab.
7. To provide professional development activities for faculty members in the area of writing across the curriculum.

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 Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

### Goal 3.3

**Lawrence Academy will enhance the Advanced Placement (AP) program.**

#### Objectives:

1. To continue to ensure the school continues to offer AP courses that meet the College Board's AP audits.
2. To encourage the hiring of new Upper School faculty members who have experience in teaching AP courses.
3. To expand the AP offerings by at least one course per year in additional disciplines until the goal of one AP course offering in each discipline is achieved.
4. To ensure that AP teachers are aware of course changes and attend the workshops necessary to be AP certified.

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### Goal 3.4

**Lawrence Academy will maintain the focus on aligning curricular standards to meet and exceed, when possible, both the state and national standard levels.**

#### Objectives:

1. To continue to study and assess the curriculum (an always evolving document) and to integrate the state and national standards into the curriculum.

2. To ensure all faculty members shall meet and exceed, when possible, the state and national standards for all course they are teaching.
3. To publish the curriculum standards for all courses offered at the School.

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### Goal 3.5

**Lawrence Academy will strive to ensure each student gains an understanding of modern trends in the late 20<sup>th</sup> and early 21<sup>st</sup> centuries.**

#### Objectives:

1. To incorporate recent trends into the curriculum in all disciplines.
2. To research methodologies to be incorporated into the curriculum, such as the “en Gauge” program for building “21<sup>st</sup> Century Skills” as published by the NCREL education research lab.
3. To capitalize on the Technology Plan as a vehicle for arrainging a 21<sup>st</sup> century curriculum.

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### Goal: 3.6

**Lawrence Academy will offer structures field trips and overnight class trips aligned with the curriculum.**

#### Objectives:

1. To study fee structures for planning overnight classes trips and investigate the feasibility of including the cost of these trips into the cost of tuition.
2. To publish a matrix of overnight class trips in order to publicize and build interest as well as to allow teachers to implement cross curricular activities.
3. To ensure that the pre and post activities are included for overnight class trips and field trips.

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Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

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#### **4. Curriculum - Lower School**

Lawrence Academy will maintain, further develop, and offer challenging, participatory, and exciting programs that will not only meet students’ academic needs, but also encourage their character development. These programs will be designed to take advantage of the geographical area, educational opportunities from field trips and the strengths of a committed and caring faculty who believe in student-centered learning activities.

##### **Goal 4.1**

**Lawrence Academy will design and implement a rubric for writing at each grade level, K-5.**

##### **Objectives:**

1. To offer professional development activities for lower school faculty in narrative and expository writing.
2. To analyze grade appropriate writing skills in grades K-5.
3. To establish a sentence-paragraph-essay plan that builds sequentially in grades K-5.
4. To maintain an authentic portfolio assessment of writing for each student.
5. To train faculty in the use of the portfolio process.
6. To teach students to present portfolios of writing to parents at conference times.
7. To prepare students in grades K-3 for the narrative writing assessment administered in grade 4.
8. To prepare students in grade 5 for the persuasive/clarification/point of view assessment in the middle and upper schools
9. To encourage writing across curricula areas
10. To teach basic research skills/writing for proper reporting

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##### **Goal 4.2**

**Lawrence Academy will encourage the Lower School faculty to include increased experiential instructional opportunities in mathematics.**

##### **Objectives:**

1. To provide staff development opportunities.
2. To encourage faculty to join the North Carolina Council of Teachers of Mathematics (NCCTM) and to attend annual convention.
3. To provide additional math manipulative for “centers” or workshops, at each grade level.



4. To re-visit/utilize the manipulative kits available at each grade level.
5. To encourage critical thinking based on a strong foundation of basic math skills.

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### Goal 4.3

**Lawrence Academy will maintain high standards in both the content and the instruction of science that meet or exceed the current state standards at each lower school grade level.**

#### Objectives:

1. To follow grade level science standards.
2. To include “hands on” instructional techniques.
3. To increase the availability of lab time for each grade level and stress the need for lab process.
4. To encourage the use of the scientific process-drawing conclusions from observations.
5. To continue the annual Science Fair at the Academy.
6. To participate in the regional and perhaps the state Science Fair competition.
7. To encourage faculty “buy-in” and enthusiasm for science instruction.

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Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

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### Goal 4.4

**Lawrence Academy will develop a healthy living educational program for the Lower School students.**

#### Objectives:

1. To develop an awareness of the reality of healthy living and the impact that diet and exercise have on student learning.
2. To inform and educate the parent community of the same.

3. To utilize the Healthful Living Standards Course of Study from the North Carolina Extension Service.
4. To meet or exceed the proper physical education instruction program for each grade level.
5. To encourage/require healthy snacks for lower school students.

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### Goal 4.5

**Lawrence Academy will continue to require the instruction of both manuscript (Grades K-2) and cursive (Grades 2-5) handwriting at each grade level, grades K-5.**

#### Objectives:

1. To continue to provide proper handwriting instruction at grade levels K-3.
2. To continue to provide proper handwriting instruction at grade level 4 and require that students utilize cursive handwriting for designated assignments.
3. To continue handwriting instruction at grade level 5 and require that students utilize cursive handwriting for designated assignments and tasks.
4. To promote dialogue between the Lower School and the Middle School faculty as to the importance of proper cursive handwriting.

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### Goal 4.6

**Lawrence Academy will add drama, if financially feasible, to the lower school co-curricular rotation.**

#### Objectives:

1. To investigate the possibility of including drama with music instruction.
2. To encourage dramatic presentations at each grade level.

3. To use drama already included in the *Open Court* curriculum.
4. To utilize parents who are talented/interested in drama.
5. To incorporate a “play-day” for the Lower School community for class performances.

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## 5. Administration

Lawrence Academy will provide the school community qualified and experienced leadership with management skills designed to support students' learning and meet the needs of its students, faculty and families.

### Goal 5.1

**Lawrence Academy will operate an enrollment program that will strive to be fully enrolled with students who are mission-appropriate.**

#### Objectives:

1. To study the demographic realities/constraints/opportunities of the school.
2. To identify the profile of the student served by the school.
3. To establish the FTE student population with maximum class size recommended and ensure that the school successfully meets annual FTE enrollment projections/targets.
4. To ensure that student enrollment is based on established criterion from admissions testing
5. To increase the amount of need-based financial aid awarded on an annual basis.
6. To create a plan for the increased diversification of the Board of Trustees, faculty, staff and students that will broaden the cultural make-up of the school.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

### Goal 5.2

**Lawrence Academy will develop a comprehensive student advisory program to promote student development, goal setting, career exploration, college search and college preparation.**

#### Objectives:

1. To expand the advisory program in the middle school.
2. To investigate the need for a full-time guidance counseling department or staff position.
3. To provide on-site SAT prep seminars available to all juniors and seniors in addition to a semester course elective.
4. To investigate the utility of inviting outside speakers and consultants to counsel students on college and career choices.
5. To enhance the advisory program in the upper school by earmarking professional development funds for faculty members to attend workshops, seminars, and conferences for advisors.

Operating Budget Costs: \$ \_\_\_\_\_  
Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_  
Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

### Goal 5.3

**Lawrence Academy will employ a full-time professional Director of Development, if financially feasible, who will be responsible for the development and operation of the Annual Fund, capital projects and formation of an endowment fund.**

#### Objectives:

1. To develop relationships with Executive Directors of local, regional and state foundations for the purposes of understanding their guidelines and informing the foundations of the school's special needs.
2. To be responsible for the writing of grants and developing a planned giving program.
3. To create a functioning Alumni Association.
4. To be responsible for the approval of all fundraising activities conducted for the school and support of its programs.
5. To develop and operate an annual marketing and public relations plan that keeps the people in the geographic areas served by the school well informed about the school.

Operating Budget Costs: \$ \_\_\_\_\_  
Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_  
Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description: Director of Development; responsible for the operation of the Annual Giving Program and the cultivation and solicitation of external gifts to support of the goals found within the Strategic Plan.

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

### Goal 5.4

**Lawrence Academy will ensure that the administrative staff supports the needs of the school.**

#### Objectives:

1. To conduct an administrative staff audit benchmarking the school's current administrative staffing levels to levels as they exist in other comparable independent day school.
2. To review administrative job descriptions as they relate to best practices versus current realities.

3. To provide continual budget allocations for support the appropriate level of administrative staffing.
4. To ensure that the individual appointed to an administrative position is properly credentialed, receives continual professional development support, and executes the responsibilities of the position in a professional manner.
5. To ensure that each administrator develops with the headmaster short and long range goals for their positions.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

### Goal 5.5

**Lawrence Academy will continue to enhance its mission by maintaining a safe, nurturing environment.**

#### Objectives:

1. To ensure that students, faculty, and staff have daily access to a clean, safe physical environment in which to learn, teach, and work.
2. To develop a comprehensive plan of character education throughout the school (K-12).
3. To investigate programs to promote teacher and student accountability.
4. To promote and support the Honor Code throughout the school emphasizing its focus on trustworthiness, and responsibilities within the school community.
5. To conduct background checks on all school personnel, volunteers, coaches, and other adults who come in contact with students on a routine basis.
6. To ensure that all faculty and staff employed by the opening day of academic year are certified on an annual basis in first aid, CPR, and use of a defibulator.
7. To purchase one or more portable defibulators to be placed on campus.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

## 6. Technology

Lawrence Academy will offer technological instruction that will provide advanced understanding of the skills needed in communications and information retrieval and prepare students to better meet the demands of instruction and higher education.

### Goal 6.1

**Lawrence Academy will promote the school as an area leader in technological education needed to distinguish the Lawrence student in the college application process, achieve success at the higher education level and to compete at a high level in the Twenty-First Century work force.**

#### Objectives:

1. To emphasize the goal of educating the students with a high commitment to and command of the use of technology.
2. To attract the attention of parents seeking technological education as a primary variable of education.
3. To establish the school's reputation as one that produces students equipped to enter the worlds of higher education and the work force.
4. To create a competitive edge for the students when applying for admissions to institutions of higher education by developing a reputation that emphasizes and prepares its students in technology.

Operating Budget Costs:

\$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs

\$ \_\_\_\_\_

Personnel Costs: State the position needed

\$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

### Goal 6.2

**Lawrence Academy will create and maintain a set of goals and objectives geared toward developing the technological proficiency of every student.**

#### Objectives:

1. To examine the curricula of the Lower, Middle and Upper Schools for the purposes of identifying the goals of the technology requirement.
2. To visit similar PreK-12 independent schools in Northeastern and central coastal North Carolina for the purpose of determining the technology expectations those school require of their students.
3. To develop technology proficiency levels that students will be expected to demonstrate at the Lower, Middle and Upper School.
4. To offer supplemental learning tools in support of conventional practices.
5. To improve communication and information retrieval skills of students.

Operating Budget Costs: \$ \_\_\_\_\_  
 Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_  
 Personnel Costs: State the position needed \$ \_\_\_\_\_  
 Check one: ( ) Full-time ( ) Part-time  
 Position description:  
 Who/Committee responsible for planning this goal: \_\_\_\_\_  
 Planning Timetable: Month and year planning will be completed: \_\_\_\_\_  
 Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

**Goal 6.3**

**Lawrence Academy will make available technology training for teachers and administrators so that technology may be integrated into classroom instruction and faculty record keeping.**

**Objectives:**

1. To provide professional development activities for faculty and administrators in the areas of resources available to teachers and classroom instruction.
2. To provide professional development activities to enhance the integration and utilization of available technologies and software.
3. To develop a level of comfort in using technology in the classrooms, thus encouraging students to become comfortable with technology use.
4. To encourage students to become proficient in computer skills and the use of the Internet.
5. To offer supplemental learning tools in support of conventional educational practices.

Operating Budget Costs: \$ \_\_\_\_\_  
 Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_  
 Personnel Costs: State the position needed \$ \_\_\_\_\_  
 Check one: ( ) Full-time ( ) Part-time  
 Position description:  
 Who/Committee responsible for planning this goal: \_\_\_\_\_  
 Planning Timetable: Month and year planning will be completed: \_\_\_\_\_  
 Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

**Goal 6.4**

**Lawrence Academy will employ a Computer Coordinator who will be responsible to teach computer classes, for the internal operations of the technology system, to offer professional development support to faculty and administrators and to be responsible for the school’s website.**

**Objectives:**

1. To teach specific technology courses in the Middle and Upper School curricula.
2. To offer professional development workshops for the faculty and administrative staff.
3. To maintain the infrastructure of the technology system.
4. To keep the school’s website current and post up-to-date information daily.



5. To develop a program that states homework assignments by teachers and courses at the end of each school day.
6. To trouble shoot any technology problems for teachers and administrators in a timely manner.
7. To enforce the rules of the use of the Internet when using schools computers.
8. To be a member of the Technology Committee.

Operating Budget Costs: \$ \_\_\_\_\_  
 Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_  
 Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

### Goal 6.5

**Lawrence Academy will create a Technology Committee charged with the responsibilities of providing input relative to present and future technological needs and the infrastructure to support the needs.**

#### Objectives:

1. To support the curricula of the Lower, Middle and Upper Schools by recommending equipment and services needed to keep technology hardware and software current.
2. To visit similar PreK-12 independent schools in Northeastern and central coastal North Carolina for the purpose of being educated and viewing the hardware and software of like schools.
3. To act as the sounding board for the improvement of technology services offered to faculty, administrators, students and parents.
4. To serve as the policy body pertaining to the use of the Internet while using the school's computer on campus.
5. To communicate with faculty, administrators, students and parents to receive suggestions for improvements to the school's website.

Operating Budget Costs: \$ \_\_\_\_\_  
 Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_  
 Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

## 7. Finance

Lawrence Academy will develop a five-year financial plan based on tuition, fees and other revenue sources and the expenses required to support the annual operation of the school. The plan will be written to project annual revenues and expenses, additional personnel, if needed, capital initiatives, the acquisition of needed equipment to support faculty and administrative needs and establish a reserve fund.

### Goal 7.1

**Lawrence Academy will develop a five-year financial plan showing projected balanced annual operating budgets including revenues and expenses (broad categories).**

#### Objectives:

1. To project the revenue and expenses of the annual operating budgets over the next five years.
2. To establish annual enrollment figures and plan the budgets according to the revenues that will be produced.
3. To project the annual tuition increases needed to implement some of the goals within the Strategic Plan.
4. To continue to grow the Annual Fund Programs on support of the annual operating budget.
5. To determine the funds that will be needed for improving faculty and staff salaries and fringe benefits.
6. To identify funds for the support of professional development activities for faculty, administration and coaches.
7. To determine the costs of some of the needs within the academic program, athletics and co-curricular activities and auxiliary services.
8. To develop projected costs of purchasing needed technology for the faculty and the administration.
9. To identify additional funds for the support of the financial aid program.
10. To develop an endowment or reserve fund.
11. To develop a zero based budgeting process for the development of the annual operating budget.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

## 8. Transportation and Safety

Lawrence Academy will continue its relationships with the Bus Associations, which provide safe and cost efficient systems of transportation for children attending the School. The School will investigate the safest ways of transporting athletic teams and children, faculty and chaperones on School sponsored field trips. A safe, clean and attractive environment throughout the physical plant and on the campus grounds will be maintained by the School.

### Goal 8.1

**Lawrence Academy will identify safety problems as they relate to automobile and bus traffic on campus.**

#### Objectives:

1. To study the current traffic pattern flow and identify all safety problems associated with it, including student arrivals, departures and after school and evening traffic flows.
2. To design new traffic patterns that lowers or excludes current hazardous traffic flow conditions.
3. To study if the construction of a new access road from Merry Hill Road (Old State Route 45) into campus could help alleviate many of the safety concerns about the school's parking lots and student traffic flow.
4. To design speed controls within the student parking area.
5. To identify, develop and properly mark handicapped and visitor parking spaces on campus.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

### Goal 8.2

**Lawrence Academy will request its insurance carriers to complete an insurance audit and report its findings to the Headmaster and the Board of Trustees.**

#### Objectives:

1. To ensure that school's physical plant and environment, including parking lots, athletic field and playgrounds are deemed as safe.
2. To inform all employed personnel and volunteers as to the insurance coverage the School supplies them concerning liability and negligence while performing their duties and responsibilities.
3. To determine any safety problems or issues that the School will need to address immediately and ones that will need attention in the near future.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_  
 Personnel Costs: State the position needed \$ \_\_\_\_\_  
 Check one: ( ) Full-time ( ) Part-time  
 Position description:  
 Who/Committee responsible for planning this goal: \_\_\_\_\_  
 Planning Timetable: Month and year planning will be completed: \_\_\_\_\_  
 Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

**Goal 8.3**

**Lawrence Academy will investigate the establishment of an athletic transportation system that will provide safe, school owned or rented vehicles and drivers for all teams.**

**Objectives:**

1. To study the costs of instituting an athletic transportation system that is safe and operated by the school through the use of school owned or rented vehicles and ensure the system is covered by the school's liability policy.
2. To establish an athletic transportation system that will be school operated to improve the mode of transportation while keeping safety the primary concern.

Operating Budget Costs: \$ \_\_\_\_\_  
 Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_  
 Personnel Costs: State the position needed \$ \_\_\_\_\_  
 Check one: ( ) Full-time ( ) Part-time  
 Position description:  
 Who/Committee responsible for planning this goal: \_\_\_\_\_  
 Planning Timetable: Month and year planning will be completed: \_\_\_\_\_  
 Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

## 9. Co-curricular Activities

Lawrence Academy will offer co-curricular programs that will permit students to join clubs and organizations, develop leadership and management skills, teach character education, and encourage understanding about giving back to their communities.

### Goal 9.1

**Lawrence Academy will initiate an administrative plan for managing all co-curricular programs within a deliberate strategic and integrated vision.**

#### Objectives:

1. To involve teachers in developing more structure with organized goals and evaluations in all of the co-curricular activities.
2. To enhance the value of programs by offering some opportunities for compensation to leaders.
3. To evaluate the co-curricular sponsors including leadership as part of standard staff job descriptions.
4. To improve the value and productivity of the co-curricular activities.
5. To identify parents with specific talents and interest in supporting program leaders and their student participants.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

### Goal 9.2

**Lawrence Academy will place more emphasis on the development of community service activities for all Upper School students.**

#### Objectives:

1. To define and carefully design a community service program.
2. To determine the need for a coordinator of the Co-Curricular Program, that would include the responsibilities of the Community Service Program.
3. To identify new opportunities for services that may have more of a positive impact on the surrounding communities.
4. To identify methods for recognizing students' work in co-curricular activities.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

**Goal 9.3**

**Lawrence Academy will seek to improve the student leadership of co-curricular activities.**

**Objectives:**

1. To identify standards and goals for each student leader.
2. To coordinate staff recruiting with high demand programs needing leadership.
3. To increase student responsibilities in leadership.
4. To evaluate making one staff member responsible for day to day management of co-curricular programs with objectives and evaluations based on program successes.
5. To develop a lower school environment intended to identify talents and groom future members and leaders in programs.
6. To tie career exploration and goals and leadership of programs together for students more deliberately.
7. To recognize the talents of students within programs by lauding their praises more openly and with rewards, such as Odyssey of the Mind.
8. To harness the talents of students earlier and promote more participation in co-curricular activities.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

## 10. Governance

The Board of Trustees will strive to offer dedicated and enlightened leadership of Lawrence Academy by exploring ways to increase its understanding of and strengthen its role as the governing body of Lawrence Academy.

### Goal 10.1

**The Board of Trustees will give increased emphasis to the Board's leadership role in fundraising for Lawrence Academy.**

#### Objectives:

1. To more effectively educate the school community of the increasing financial needs of Lawrence Academy in a competitive educational environment.
2. To study the function of the Board of Trustees in fundraising as a part of its larger role in preserving the financial security of the school, and to formulate and implement a more proactive plan for fundraising by the Board.
3. To develop new and alternative sources of school funding such as grant writing, endowment fund campaign, and charitable giving/estate planning programs.
4. To conduct fundraising training for the members of the Board of Trustees to help them better understand their roles and responsibilities related to the Annual Fund Program and capital initiatives.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

### Goal 10.2

**The Board of Trustees will continue to study its role and function as the governing body of a nonprofit independent school.**

#### Objectives:

1. To continue to work with the Headmaster in delineating and understanding the distinctions between board policy and administrative policy.
2. To utilize resources outside of the school community in educating the Board concerning its role as the policy-making body of the school.
3. To design an improved, more comprehensive orientation program for new Trustees.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed

\$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_



## 11. Athletics

Lawrence Academy will offer a competitive interscholastic athletics program for all students in grades 9-12 who are interested in competing on athletic teams. A participation program operated for the purposes of having fun and learning athletic skills will be offered for the Middle School students. The athletics program will support the mission of the school and will be an integral part of the total education program.

### Goal 11.1

**Lawrence Academy will study the possibilities of employing full and part-time coaches, who are qualified and knowledgeable about the skills of the games they coach, know how to positively motivate young people and understand the positive values learned through competitive activities.**

#### Objectives:

1. To employ, when possible, qualified teachers who also want to coach by allotting them release time during the school day, offering a coaching stipend or a combination of both.
2. To study the ways of funding paid coaching positions, both full and part-time, to be able to compensate coaches for their time committed to coaching.
3. To examine the daily time commitment to the athletics program by the Athletics Director and adjust his/her teaching load accordingly.
4. To encourage coaches to be enthusiastic about their teams through planning and operating excellent practice sessions, ability to motivate athletes and demonstrate an honest concern for players.
5. To encourage coaches to become active in the developmental skill program because it is proven that excellent leadership and the personalities of coaches are essential for students to want to participate on the teams.
6. To determine if there is a need for part-time clerical support for the athletic program.
7. To emphasize the importance of sportsmanship to all participants, coaches, parents and spectators.
8. To financially support professional development activities for coaches.
9. To write job descriptions, expectations and evaluation methods for all coaching positions.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

### Goal 11.2

**Lawrence Academy will ensure that all associated with the interscholastic athletic program, including administrators, coaches, players, managers, statisticians, officials, teachers, and parents, will know, practice and enforce the rules pertaining to sportsmanship.**

**Objectives:**

1. To develop, accept and communicate a Sportsmanship Code.
2. To educate the school community, including all who will be representatives of the school, about the rules that will be enforced pertaining to the sportsmanship code.
3. To publicize a sportsmanship code throughout the school, including the outdoor facilities.
4. To develop, distribute and emphasize a set of rules that will be enforced when any member of the school community acts in an unsportsman-like manner.
5. To actively emphasis sportsmanship to players, coaches, teachers, parents and other spectators so to improve it on campus.
6. To ensure that the Director of Athletics or a member of the administrative team will be present at all home athletic contests conducted on the campus to enforce sportsmanship by coaches, players and fans.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

**Goal 11.3**

**Lawrence Academy will institute an athletic developmental skills program for students in the Lower and Middle Schools.**

**Objectives:**

1. To design and initiate developmental programs for selected athletic skills conducted by school employed personnel for the purpose of having fun and improving athletic skills.
2. To initiate a developmental skills program in the Lower and Middle Schools to increase the number of student-athletes who may want to participate on the interscholastic athletic teams.
3. To emphasize the enjoyment of teamwork and competition while developing physical skills and sportsmanship.
4. To increase the number of student-athletes interested in participating in the interscholastic athletics program.
5. To offer after-school and weekend activities and students.
6. To offer coaches opportunities to earn supplemental income by operating the after-school and weekend activities.
7. To generate revenue for the athletics program of the school.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time      Position description:

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

**Goal 11.4**

**Lawrence Academy will continue to support the Athletic Booster Club with the emphasis on parent participation through financial support of and volunteerism for the athletics program.**

**Objectives:**

1. To operate fundraising activities, with the approval of the Advancement Office, for the support of the interscholastic athletics program.
2. To forecast the financial effects that moving to the 2A Division of the conference will have upon the financial support needed through the Athletic Boosters Club.
3. To increase the number of active participants in the Athletic Booster Club.
4. To meet the needs of the athletics program through active volunteerism.
5. To actively emphasis sportsmanship to players, coaches, teachers, parents and other spectators so to improve it on campus.
6. To build esprit de corps and school spirit on campus.
7. To assist in crowd behavior control at home and away contests.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

**Goal 11.5**

**Lawrence Academy will study the financial impact, the amount of students' and teachers' missed class time and the competitive level of competition by moving to the 2A Division within the athletic conference.**

**Objectives:**

1. To forecast the financial effects that moving to 2A Division in the athletic conference will have upon the school's operating budget and the financial support needed through the Athletic Boosters Club.
2. To study the impact that a larger enrollment of Upper School students will have on the teachers' loads, the need for more upper school teachers and the space available to house additional students.

3. To determine the impact of scheduling away athletic trips to distant schools that will require more missed class time for the student athletes and coaches.
4. To determine if the teams and the student-athletes can be competitive in the 2A Division of the conference.
5. To identify other areas of concern and address them prior to deciding to attempt to enroll more Upper School students.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

### Goal 11.6

**Lawrence Academy will determine the interscholastic athletic teams that will be offered on an annual basis.**

#### Objectives:

1. To determined athletic teams to be annually offered on past numbers of participants, anticipated future participants, availability of qualified coaches, facilities available and financial considerations.
2. To identify facilities, both rented and donated, that are not located on campus that will allow the school's teams to practice and conduct home contests on those facilities.
3. To comply with North Carolina Independent Schools Athletic Association (NCISAA) membership and rules.
4. To ensure compliance with Title IX.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

## 12. Facilities

Lawrence Academy will plan for and provide facilities supporting the mission of the school. The school will strive to maintain, develop, and enhance school facilities, recognizing the crucial role such efforts play in fulfilling the mission, and the huge impact facilities utilization has on all aspects of the Strategic Plan.

### Goal 12.1

**Lawrence Academy will strive to provide a healthy physical environment for students, faculty and staff while promoting ecological sustainability and environmental responsibility.**

#### Objectives:

1. To establish a “Green Team” or “Eco Committee” charged with making recommendations to relevant school decision makers, coordinating many of the “Greening” activities, and facilitating communication among and actions by the whole school community.
2. To encourage student involvement and leadership, and to further integrate “Greening” into the curriculum.
3. To adopt an “Environmental Vision Statement” setting out what the students and school community are striving to achieve.
4. To conduct a comprehensive school environmental survey, assessing such issues as indoor air quality, building inefficiencies, and exterior environmental impact.
5. To create a “Green School Action Plan” that identifies key priorities for change, and to monitor and evaluate the progress toward meeting the goals.
6. To recognize, communicate, and celebrate the achievements through classroom displays, school assemblies, newsletters, and special events such as the annual “Earth Day” celebration.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

### Goal 12.2

**Lawrence Academy will conduct a space utilization study to determine current space usage and the need for additional classroom, labs, dining facilities, multipurpose space and storage space.**

#### Objectives:

1. To survey faculty, staff, parents, and students to ascertain space needs and wants.
2. To implement an annual safety audit of all facilities and grounds.
3. To determine the most cost effect method of adding additional classrooms, labs, dining facilities for the Lower School and special purpose rooms.

4. To study the dining room space as it relates to the need for an enlarged facility to service the needs of the Lower, Middle and Upper School students.
5. To determine ways that additional storage space could be developed on campus from a range of options including donated container, trailer, used portable classrooms, etc to the construction of a frame, concrete block or steel storage building.
6. To determine if the old gymnasium should be used only for storage and students and faculty would not have access to the building.
7. To encourage the Buildings and Grounds Committee to maintain and improve the existing facilities.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

### Goal 12.3

**Lawrence Academy will institute an initiative to improve classroom furnishings, including student and teacher desks.**

#### Objectives:

1. To survey all classrooms and develop a prioritized “needs list”.
2. To adopt a systematic replacement plan for all furnishing needs.
3. To encourage PTO participation in evaluating and supporting furnishing needs.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

### Goal 12.4

**Lawrence Academy will study ways to expand and improve the library/media center in an effort to better serve the needs of students and faculty.**

**Objectives:**

1. To enroll the assistance of collegiate professional librarians to brainstorm and recommend the best use of the current library space as it pertains to current and future need for students and faculty.
2. To develop a written plan for the library/media center that would include accepted recommendations from the collegiate librarians.
3. To ensure the SAIS standards will be met or exceeded by the new plan for the library/media center.
4. To survey students, faculty, and staff as to ways to enhance the current library/media center.
5. To study the feasibility of purchasing laptop computers, docking stations, and any software needed, to extend the reach of our library/media center to the classroom.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

**Goal 12.5**

**Lawrence Academy will identify present and future infrastructure needs and implement a plan to address those needs.**

**Objectives:**

1. To survey faculty, staff, parents, and students to ascertain infrastructure needs and wants.
2. To implement an annual safety audit of all facilities and grounds.
3. To develop a position for an on-call facilities maintenance and housekeeping person for infrastructure emergency needs and develop a budget for support of this position.
4. To identify school community families that can offer infrastructural services that can be beneficial to the school.
5. To encourage the Buildings and Grounds Committee to maintain and improve the existing infrastructure.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

**Goal 12.6**

**Lawrence Academy will develop a comprehensive security plan with emphasis on student and staff safety and protection of property.**

**Objectives:**

1. To evaluate adequacy of existing exterior lighting and make changes as needed.
2. To take the necessary steps to secure our buildings including installation of security system(s).
3. To address security and fire issues as they relate to student records and other vital information.
4. To develop internal controls to deal with theft or vandalism from within our school.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

**Goal 12.7**

**Lawrence Academy will study ways to enhance the exterior appearance of the buildings and grounds.**

**Objectives:**

1. To develop a written comprehensive plan for improving the overall appearance of the campus.
2. To address any and all drainage issues and to seek a permanent solution.
3. To coordinate all grounds related issues including plantings, drainage, outside furnishings and play areas.
4. To maintain the integrity of our septic system and monitor any public actions that may bring a sewerage system to the Merry Hill area.
5. To meet the needs of the Buildings and Grounds committee by encouraging active volunteerism.
6. To develop pride in the school by encouraging students to participate in a campus beautification program.
7. To develop and enforce littering policy and recycling program.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_



**Goal 12.8**

**Lawrence Academy will explore the possibility and practicality of expanded use of the old gymnasium.**

**Objectives:**

1. To enroll the assistance of contractors and other building professionals in our efforts to study any possible renovation plan(s).
2. To determine if the building could be renovated for physical education, athletics and other uses or should it be razed.
3. To survey our students, faculty and staff, and others as to possible uses for the old gym.
4. To enroll the guidance of the Bertie County Building Inspector relative to any proposed renovations prior to the 2008-09 academic year.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

### 13. Food Service

Lawrence Academy will provide a variety of nutritious, cost-effective meals and snacks for students and faculty in an appropriate educational environment.

#### Goal 13.1

**Lawrence Academy will investigate current nutritional guidelines and provide the means to implement them.**

#### Objectives:

1. To identify current nutritional guidelines and compare them to current food selections
2. To provide meals and snacks with proper nutritional balance
3. To increase nutritional value while maintaining the cost-effectiveness and appeal

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

#### Goal 13.2

**Lawrence Academy will explore and investigate the viability of outsourcing its food service.**

#### Objectives:

1. To survey and identify the food services needs/desires of parents.
2. To study similar independent schools that outsources food service to use as models.
3. To investigate and study various vendors for outsourcing.
4. To attract more students to purchase food at school through increased selection and decreased cost.
5. To investigate the need for providing breakfast choices.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

### Goal 13.3

**Lawrence Academy will provide nutritional education through its food service program.**

#### Objectives:

1. To design a program for nutritional education for all students.
2. To teach nutritional values of food choices.
3. To promote the importance of proper food choices for overall health/performance.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

### Goal 13.4

**Lawrence Academy will improve traffic flow, seating and ambience in the dining room.**

#### Objectives:

1. To enhance the décor of the dining area.
2. To improve the flow of traffic at the change of lunch shifts.
3. To offer adequate areas for book bags.
4. To study scheduling of lunch periods for better traffic flow.
5. To address large numbers (6<sup>th</sup> – 12<sup>th</sup>) at break and the time spent in line.
6. To provide adequate seating for 6<sup>th</sup> – 12<sup>th</sup> at break and at lunch.

Operating Budget Costs: \$ \_\_\_\_\_

Capital Costs: List equipment, new construction, renovation costs \$ \_\_\_\_\_

Personnel Costs: State the position needed \$ \_\_\_\_\_

Check one: ( ) Full-time ( ) Part-time

Position description:

Who/Committee responsible for planning this goal: \_\_\_\_\_

Planning Timetable: Month and year planning will be completed: \_\_\_\_\_

Implementation Date: Month and year this goal will be operational: \_\_\_\_\_

# Lawrence Academy

## Strategic Planning Committee Membership

Began Work: September 11, 2007

Completed Work: May 25, 2009

### **Chair**

Braxton Gillam

Fran Bryum, Current Parent

Edward McFarlane, Board of Trustees Member

Eric Meadows, Headmaster

Jeanne Meggison, Faculty Member and Current Parent

Julien Mortecai, Current Parent

Lisa Street, Faculty Member and Current Parent

Richard Taylor, Current Parent

### **Guests**

Edward Clouse, Assistant Headmaster for Middle & Upper Schools

Edna Harvey, Assistant Headmaster for Lower School

Robert Kravitz, Athletics Director

Dale Mitchell, BOT Member