



Vision 2018: CFA will be a diverse community of learners widely recognized for their academic excellence, strength of character, and global awareness.

Goal 1: Empowering Academic Excellence: By 2018 Cape Fear Academy will be a school where all students discover and develop academic passions and excel at critical thinking and communication skills required for success in a globally connected world.

- Strategies
- A) Significantly build students' capacity for critical thinking & communicating through a clearly articulated, well-coordinated program.
 - B) Students in all divisions will have opportunities to engage in meaningful global learning experiences.
 - C) Teachers will demonstrate increased capacity to engage and teach a broad range of learners
 - D) CFA will continue to lead in technology that helps students achieve learning outcomes most vital to success in college and life.

INITIATIVE	RESOURCES REQUIRED	PERSON(S) ACCOUNTABLE	SUCCESS CRITERIA
A1. Oral communications curriculum that prepares students to express themselves effectively and clearly in a variety of contexts.	Faculty time for curriculum develop. Possible faculty position and student broadcasting studio	Academic Dean, LS, MS, US Directors	Successful completion of culminating oral communications projects. Curriculum maps indicate increased opportunities.
A2. Information and media literacy program teaches students to identify, analyze, interpret, evaluate, manage, and effectively use information and media sources.	Faculty time and money for professional development as well as online databases to facilitate skill development	Academic Dean, LS, MS, US Directors	Students demonstrate proficiency on information literacy skills test (TRAILS?) Culminating student projects demonstrate skill in this area
A3. Review writing curriculum and make adjustments to ensure that students are prepared for the specific written communication demands of school, college and life.	Faculty time for curriculum develop. Money for professional development, online writing programs, and normed testing	Academic Dean, LS, MS, US Directors	Normed essay test results. Alumni survey results demonstrating student satisfaction with CFA writing preparation for college

A4. Implement additional opportunities for students to engage in in regional and national competitions in critical thinking and communication.	Faculty time for research of potential competitions and implementation into their courses	Academic Dean, LS, MS, US Directors	A 50% increase in the number opportunities provided in each division.
B1. Meaningful global exchange and/or cross-cultural communication in all divisions.	Faculty time for curriculum develop. Money for a Global Exchange Coord.to build partnerships with sister schools	Academic Dean, LS, MS, US Directors	# of exchange students & CFA students on exchange trips increases. Curriculum maps indicate increased cross-cultural opportunities. Sustained relationship with 1-2 partner schools
B2. Increase frequency and length of Spanish classes in lower school to increase language proficiency.	\$20,000 for full time LS Spanish instructor.	LS Division Head, Spanish Dept. Head	Proficiency testing in Spanish measuring LS outcome
B3. Modify social studies curriculum K12 to increase student engagement in global current events.	Faculty time for research	History Department Chair	Student demonstrate increase in current events knowledge
B4. Create a global speaker and film series for the CFA community.	Faculty time	Academic Dean	A 50% increase in the number of these opportunities we provide in each division
C1. Increase opportunities at all levels of the curriculum for students to discover unique interests and to develop passions	Faculty time for curriculum develop. Money for software maintaining record of student interests, learning styles, and passions	Academic Dean	Student portfolios demonstrate developed interests & passions. Alumni surveys confirm that their CFA education fostered interests and passions
C2. Evaluate effectiveness of the Learning Skills and other Student Support programs	Faculty time	Directors of Skills Program, Writing Center, Math Lab, and Reading Specialist	Testing and grade data that clearly demonstrate student supported by these programs. Comparison vs other NAIS schools
C3. Implement a division-specific, systematic, team-based approach to better support students who struggle with learning	Faculty time. Money for PD (speakers who can address the specific learning needs)	Academic Dean, LS, MS, US Directors	Clearly documented learning support plans for students. Clear process for determining when and how to exit a student when supports are not successful
C4. Hire a Lower School Learning Specialist position	\$50,000	LS Director	Successful hire in place
C5. Research the feasibility of systematically implementing differentiated instruction to enhance student learning in Middle and Upper School.	Money for professional development. Faculty time and money to travel to see schools doing this successfully	Academic Dean, LS, MS, US Directors	Faculty and administration understanding of what DI is and proper role at CFA. Improved student learning.
D1. Define a clear scope and sequence of technology skills for each division and assess current student proficiency.	Faculty time	Academic Dean	Scope and sequence identified and included in curriculum maps

D2. Support faculty in the acquisition and application of skills, knowledge, and behaviors to integrate technology into their curriculum.	Faculty and Director of Technology time.	Academic Dean	Increase in # of units taught with technology component.
D3. Increase opportunities for students to develop problem-solving skills by infusing our curriculum with engineering and computer programming courses and content	Time: Science, math, technology teachers for curriculum development Money for new courses.	Division Heads	By 2018, number of courses related to engineering and programming has increased significantly
D4. Research and implement digital storage and sharing solutions that will increase parent access to student online work and facilitate creation of student digital portfolios in grades 6-12	Portfolio software	Academic Dean	By 2018, all students in grades 6-12 will have a digital portfolio w/ examples of their communication, information and media literacy, and critical thinking skills.

Goal 2 Strengthening our Community's Character: By 2018, Cape Fear Academy will be a diverse community with a campus culture that reflects the best of the human spirit in beliefs, actions, and relationships.

Strategies

- A) Students will demonstrate growth in the qualities of admirable character.
- B) CFA will build its capacity to develop outstanding leaders.
- C) CFA will develop relationships with organizations that provide significant service learning opportunities (local & global)
- D) CFA will increase diversity among its Board of Trustees, administrators, faculty, staff, and students

INITIATIVES	RESOURCES	PERSON(S) ACCOUNTABLE	SUCCESS CRITERIA
A1 Define and develop a common language for our core values of integrity, respect, resiliency, and accountability that clearly describes what these values look like for students in each division.	All faculty and staff	LS, MS, US Directors	Language and descriptions developed and conveyed to all constituents and published on our website and in other publications.
A2 Develop clear expectations for student, staff and parent behavior and an effective means of communicating these expectations	All faculty and staff	LS, MS, US Directors	Expectations clarified in handbooks and communication paths established. Improved behavior throughout the community.
A3 Develop programs in each division that recognize students demonstrating our core values and exemplary behavior.	Division directors and faculty	LS, MS, US Directors	Programs in place
A4 Display the mission and core values throughout the school and have the lower school illustrate values for display.	Faculty time, \$150 supplies.	Head of School	Mission and core values displayed prominently in 80% of rooms on campus

A5 Faculty, club advisors and coaches will incorporate our core values into their curricula and programs.	Faculty, coaches, Academic Dean	Academic Dean, Athletic Director	Curricula included in maps and program documentation
A6 Create a buddy or mentoring programs, where students from older grades work with students in younger grades, and includes character development as major component of the program.	Faculty, division heads, school counselors	LS, MS, US Directors	At least two programs per division
A7 CFA will be an active "hub" of the school community by providing opportunities at school for parents to socialize, develop strong relationships, and discuss necessary and difficult topics.	Advancement office, Parents' Association	PA President	Increased activities and surveying parents
B1 Develop a LE-12 leadership program that teaches leadership skills to every student and includes a teacher training component.	Develop program budget by May 2014	Head of School	Program selected or developed by Aug. 1, 2014. Means of measuring leadership skills by Aug. 1, 2015
B2 Develop more leadership opportunities LE-12, including clubs, organizations and in-class and strengthen current opportunities.	Head researches cost of clubs and orgs.	LS, MS, US Directors	Establish baseline data by surveying staff as to what we are offering now
B3 Draw upon expertise in the community to teach leadership skills.	Administration	Head of School	Community leaders involved with teaching leadership to CFA students
C1 Advisories and classes in all three divisions will cultivate sustained relationships with selected organizations in Wilmington. (See initiative D1)	Part-time service learning coordinator – \$10K Faculty, Admin.	Service Learning Coordinator or LS, MS, US Directors	Sustained and impactful relationships with three organizations established
C2 Ensure that all junior and senior class advisory groups have quality community service projects.	US Director, US faculty	Upper School Director	Students will document and reflect on their experiences.
C3 CFA will team advisories and classes from each division for the purpose of cross-divisional service initiatives, and providing fun activities during the year	Part-time service learning coordinator – \$10K Faculty, Admin.	Service Learning Coordinator or LS, MS, US Directors	Increasing number of cross divisional service and social activities
C4 Expand participation in global service initiatives	Part-time service learning coordinator – \$10K Faculty, Admin.	Service Learning Coordinator or LS, MS, US Directors	Document current initiatives and increase number of initiatives in each division
C5 Strengthen communication of service program via Weekly Inbox and other vehicles	Dir. of Advancement, faculty	Director of Advancement	Service work in weekly Inbox and community better aware of our students' service
1D Develop relationships and partnerships with organizations in Wilmington that reflect a wide range of diversity. Coordinate with initiative C1.	Half-time Diversity Director -- \$25K Div. Directors, Head of School, faculty	Diversity Director or Div. Directors, Head of School	Sustained and impactful relationships with three organizations established
2D Design a strategy for hiring employees of color	Head of School, Dir. of Finance and Operations	Head of School	Hiring process in place and increasing numbers of minority applicants and interviews

3D Increase minority representation on the Board of Trustees	Board Chair, Committee on Trustees	Chair of Board of Trustees	Percentage of minority trustees is at least as high as the percentage of minority students
4D Create a summer academic skills development program targeting low socioeconomic students in NHC	Seek corporate funding	Head of School	Summer program up and running
5D Create a Diversity Advisory Board comprised of community leaders, faculty, staff, students, and parents who guide the school's efforts to strengthen minority representation in our community and efforts to develop a community that values all its members.	Head of School, Board of Trustees, Advancement staff, community leaders	Head of School	Diversity Advisory Board established and meeting
6D Create a part-time Diversity Director position	Head of School, Half-time Diversity Dir. \$25K	Head of School	Position description written and position filled

Goal 3 Enhancing CFA's Regional Reputation: By 2018, Cape Fear Academy will be regarded as the undisputed regional leader in PK-12 educational excellence.

- Strategies**
- A) Build CFA Marketing Expertise**
 - B) Tell the CFA story with a consistent, brand building communication strategy**
 - C) Increase Internet/electronic media effectiveness**
 - D) Harness Strong Word of Mouth & Professional Endorsement to tell CFA story to prospective families.**

INITIATIVES	RESOURCES	PERSON(S) ACCOUNTABLE	SUCCESS CRITERIA
A1. Identify independent schools best practices in marketing.	Advancement staff and MAC	Advancement Director	Documented report
A2. Increase near-term CFA marketing expertise via establishing a Marketing Advisory Council (MAC) capitalizing on professional expertise within the CFA community.	Advancement staff and MAC	Advancement Director	Committee established and operating
A3. Identify organization requirements to best address CFA marketing on a long term/ongoing basis.	Advancement staff. Potential new marketing position: \$50K or Part-time consultant: \$25-30K	Advancement Director	Documented report

B1. Define positioning and create specific messaging by division	Advancement staff, MAC, division directors	Advancement Director	New messaging created and consumer validation
B2. Develop 'face of brand' executional approach applicable across all published communication and website that facilitates consistent, brand building communication	Update materials and increase overall quality	Admissions Director and D.Beecher	Brand tracking over time
B3. Identify the highest opportunity targets (including international) and the avenues to most effectively reach for 2013/2014 school year	Advancement staff	Admissions Director	Tactical calendar
B4. Build a 2014-2015 annual communications/marketing plan to address internal and external audiences	Advancement staff and MAC	Advancement Director	Plan established
C1. Assessment of industry best practices re. use of Internet/website (vs CFA current practices)	MAC and IT staff	MAC-led by Tom Porter	Report generated
C2. Incorporate new positioning/messaging in current website (Phase I).	\$10K Advancement staff, IT Time, and MAC	Advancement Director	Positioning launched, Constituency Feedback
C3. Rollout full relaunch/upgrade of website to reflect latest best practices (Phase II).	MAC, IT Time \$30K site production \$10K/year maintenance	Advancement Director IT Director	Site Launch - Constituency Feedback
C4. Ensure a simpler, more effective means to electronically reach parents with current news and information.	IT staff \$8K	Advancement Director	System launched
C5. Evaluate and recommend best use of social media to communicate and connect with prospective student/parent, current CFA students/parents, and alumni	MAC, Advancement staff, IT staff	MAC – led T.Porter	Increased use of social media; constituent surveys on effectiveness
D1. Develop a CFA Ambassador Program to facilitate CFA community (parents, teachers, students, alums) playing a critical role within circles of influence.	MAC, Advancement staff, PA	Admissions Director	Inquiry increases
D2. Create a process with area businesses that has CFA a part of their corporate recruiting, relocation and marketing process.	Trustees, HOS, Advancement staff	Head of School	Relationships established and new students enrolled
D3. Develop a Professional Endorsement Program to increase the number & quality of relationships among referral sources (such as early childhood learning centers, educational consultants, medical professionals, and community leaders).	MAC, Advancement staff	Advancement Director	Inquiry increases
D4. Research and evaluate effectiveness of developing a CFA parent referral/incentive program.	MAC, Advancement staff \$10-20K (incentive fee & # of new families), Dir. Of Finance and Operations	Advancement Director	Increased enrollment

July 30, 2013

D5. Investigate increasing tuition remission for teachers to cement teacher's role as CFA ambassador and fill seats.	Advancement Team, Director of Finance and Operations	Advancement Director	Increased enrollment
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Goal 4 Securing Sustainable Finances: By 2018, Cape Fear Academy’s financial future will be increasingly secure.

- Strategies:**
- A) CFA will explore and implement feasible non-tuition revenue sources.**
 - B) CFA will cultivate a culture of philanthropy among its constituencies**
 - C) CFA will assess the feasibility of a capital campaign for endowment or other purposes.**
 - D) CFA will seek to continually optimize its business model to deliver the highest value to CFA constituents**

INITIATIVE	RESOURCES	PERSON(S) ACCOUNTABLE	SUCCESS CRITERIA
A1. Leverage asset base for incremental revenue via summer camp/winter break programs. Explore higher quality immersion programs (ex. Math Academy, robotics)	Director (\$35k), online registration software (\$15k), Marketing (\$5k), instructors salaries set per camp	Director of Auxiliary Programs, Director of Finance and Operations	Financial Metrics, Enrollment in programs increases
A2. Expand Adult Education programs (ex, cooking, child development). Expand use of outside workshop leaders for content/parent education.	Outside speakers, workshop leaders Dir. of Auxiliary Programs (\$5k over Summer programs)	Director of Auxiliary Programs, Director of Finance and Operations	Year round profitable programs that attract both CFA and non CFA adults
A3. Expand Facilities Rental initiatives to increase emphasis on athletic complex and FAC.	Director of Auxiliary Programs, Marketing Campaign (\$10k)	Director of Auxiliary Programs, Director of Finance and Operations	Increased revenue
A4. Expand relationships with movie/film/television industry to promote CFA as filming location.	Director of Auxiliary Programs, Facilities Director, Tomasunas	Director of Auxiliary Programs, Director of Finance and Operations	CFA will be considered consistently as an option
A5. Consider expanding auxiliary programs/fee for service programs (ie ACE, Clubs, ASP) for lower and middle school, non CFA students	Director of Auxiliary Programs, Marketing Campaign (\$10k)	Director of Auxiliary Programs, Director of Finance and Operations	New programs, increased revenue
A6. Evaluate offering corporate advertising opportunities: gym, tennis courts, and athletic complex.	Directors of Aux Programs, Facilities, Athletics, Development	Director of Advancement	Acceptable 1-5 year sponsorship programs
B1. Identify constituencies important to building sustainable finances	List of CFA Constituencies	Director of Advancement	Report created and maintained annually
B2. Assess the current culture of CFA.	Survey, focus groups for each constituent group	Director of Advancement, HOS, Director of Annual Fund	Survey complete

B3. Assess the attitude/expectations of the constituent groups. Determine what each group expects from CFA. Determine what CFA wants from each group.	Survey, focus groups for each constituent group	Director of Advancement	Survey complete
C1. Identify Capital Needs- annual, long-term: a) capital, b) endowment, c) restricted, d) unrestricted	Consultant, preferably an organizational behaviorist	Head of School	BOT and Leadership Team agree on critical capital needs
C2. Assess the current giving climate at CFA	Consultant	Director of Advancement	Climate described via consultant report
C3. Build the case model (justification) for a capital campaign, and assess the institutional readiness for a campaign. What are best practices?	Development Consultant	Board of Trustees Chair	Campaign case model designed. Feasibility study completed.
C4. Build the campaign structure	Campaign Leadership, Campaign Staff, Campaign materials, Advancement Staff, HOS	Board of Trustees Chair	Campaign leadership, and staff engaged, structure build, campaign underway, \$ raised
D1. Explore different pricing models.	Benchmark Schools data, Excel, Director of Finance & Operations, Financial Services Administrator, Board Finance Committee, HOS	Director of Finance and Operations, Head of School	Research complete
D2. Evaluate the Business model of the school to include a profitability analysis/ evaluation each of the divisions (business of education)	Senior Systems, DFO, Financial Services Administrator, HOS	Director of Finance and Operations, Head of School	All analysis complete
D3. Implement a comprehensive student retention plan	Faculty, Parents, Board, Leadership Team	Director of Admissions	Reduce attrition to 6%