



## YEAR FOUR SCOPE OF WORK

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

**Measuring Academic Excellence: By 2018 Cape Fear Academy will be a school where all students discover and develop academic passion and communication skills required for success in a globally connected world.**

- 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.

OBJECTIVE	RESOURCES REQUIRED	PERSON(S) ACCOUNTABLE	SUCCESS CRITERIA
Implement a communications curriculum that prepares students to express themselves effectively and in a variety of contexts. Review the rubric created by US and create an appropriate tool for MS.	Faculty time for curriculum development. Possible faculty position and student broadcasting studio	Susan Boyer, Lower School Director, Carla Whitwell, Middle School Director	Successful completion of culminating communications projects. Curriculum indicate increased opportunities.
Implement additional opportunities for students to engage in in regional and national competitions in critical thinking and communication. Be researching spending more time and	Faculty and administrative time for research of potential competitions and implementation into their courses or the development of new courses or programs.	Susan Boyer, Lower School Director, Carla Whitwell, Middle School Director	Program(s) of excellence identified developed to achieve a high level

<p>es in current competitions so we win. (Counts, National History Day, Science ad, ?Battle of the Books?, National Spanish etc.)</p> <p>ind a competition in which to excel.</p>			
<p>plement Leadership Program in US through de Community Leaders program</p>	<ul style="list-style-type: none"> <li>-Funding for 9th grade class retreat and day trips</li> <li>-Community Leaders Program Coordinator position</li> <li>-Faculty Training</li> </ul>	<p>Audrey Holsten, Academic Dean</p>	<ul style="list-style-type: none"> <li>-9th grade student surveys about demonstrate above average level with program</li> <li>-Upon finishing program, ninth demonstrate understanding of resources and challenges</li> <li>-Down the road, we'll look to see has helped students commit to community service organization 12 grade years.</li> </ul>
<p>velop and implement a structured and well-ted program for international students that s clear admissions standards, testing arks, teacher training, potential odations for students, a clear scope and ce for ELL curriculum, and improvements to riculum.</p>	<ul style="list-style-type: none"> <li>Funding to pay for required TOEFL testing for students</li> <li>-Develop or purchase access to other assessments that we can give internally to determine student growth in speaking, reading, listening, and writing</li> <li>-iLits ELL program to assess and track student performance</li> <li>-Professional development for ELL teacher</li> </ul>	<p>Audrey Holsten, Academic Dean, Nelda Nutter, Admissions Director</p>	<ul style="list-style-type: none"> <li>-Admissions standards for inter clearly defined and followed</li> <li>-Program meets or exceeds NAI for international programs.</li> <li>-Student survey results for ELL c international program in gener: above average level of satisfact</li> <li>-Students demonstrate growth language learning as evidenced</li> </ul>
<p>elop a program to orient and support tional students academically, socially, and ly throughout the school year.</p>	<ul style="list-style-type: none"> <li>-Regular meetings to be run by the International Student Coordinator</li> <li>-US faculty training</li> </ul>	<p>Hugh McManus, Upper School Director</p>	<p>End-of-year student survey reve experience in these areas</p>
<p>2 - Develop a structured and well-articulated n to accept and support a broader range of s in 9th and 10th grades with special n paid to increasing diversity. This support olve pre-upper school orientation and n programs or summer study.</p>	<ul style="list-style-type: none"> <li>-Time to research how other schools are achieving this goal</li> <li>-Funding for pre-school or summer programs</li> <li>-Funding for academic support services for students who need the</li> </ul>	<p>Hugh McManus, Upper School Director</p>	<ul style="list-style-type: none"> <li>-Program developed and then c US Admissions Committee, adm Head of School to determine if admit more students who come not quite meet admissions stan</li> </ul>

	Skills program but cannot afford it.		
Develop a ninth grade student support program particularly aimed at proactively addressing the needs of those students who are academically or socially. Develop similar communication about other grade levels as well. New	-Meeting time (2x a month for first semester; 1 time a month for second semester) for 9th grade teachers and advisors	Hugh McManus, Upper School Director	Stronger retention of students in 9th grade. Reduction of critical 9th grade academic problems. 9th grade students positive about their experience
Implement a division-specific, systematic, team-approach to better support students who struggle with learning. Initiating	Faculty time. Money for PD (speakers who can address the specific learning needs)	Audrey Holsten, Academic Dean	Clearly documented learning supports for students. Clear process for determining when and how to exit a student when successful
Explore a Lower School Learning Specialist position - explore possibilities for LS Signature position. See A4 above	\$50,000	LS Director	Successful hire in place
Develop, record, and implement a scope and sequence of study skills directly taught in MS including but not limited to note taking, study skills, organization, writing consistencies, and work management. New	Faculty time and buy in; Becky Mill's leadership	Carla Whitwell, Middle School Director	A scope and sequence of study skills recorded in Atlas and are being implemented
Increase opportunities for students to develop problem-solving skills by infusing our curriculum with engineering and computer programming and content. Initiating Science Labs are being researched designed and implemented to incorporate the latest technology and equipment including but not limited to STEAM and robotics concepts. Initiating - explore possibilities for LS Signature position	Time: Science, math, technology teachers for curriculum development Money for new courses.	US, MS, LS Directors	By 2018, number of courses related to engineering and programming increased significantly. Strengthened middle and lower school curriculum in STEAM

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

- 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
will be an active "hub" of the school community by providing opportunities at school for parents to socialize, develop relationships, and discuss necessary and difficult topics. including Parents Association	Advancement office, Parents' Association	Audrey Tomosunas, PA President	Increased activities and survey Added a family picnic prior to school Added a Halloween party for parents
Develop a LE-12 leadership program that teaches leadership to every student and includes a teacher training component. including DB	Develop program budget; faculty, staff and parent support	Head of School	Faculty incorporating LFL behavior into their curricula; selected athletic events; parent workshop held; student input into aspects of the program
Develop more leadership opportunities LE-12, including clubs, organizations and in-class and strengthen current opportunities. Incorporating Leaders for Life into our fall grade trips and learning with Nourish NC and Special Olympics. Special Olympics service for 8th graders will become a "capstone" leadership project. Incorporation will likely include MS clubs which have	Head researches cost of clubs and orgs.	LS, MS, US Directors	Establish baseline data by surveying what we are offering now

ed this year and MSSGA. [redacted] grade Biz World will focus on leadership qualities; each [redacted] will choose a value and focus on it throughout the year [redacted]			
upon expertise in the community to teach leadership skills.	Trustees, Jennifer Sullivan, LFL Development Team	Head of School	Community leaders involved w to CFA students and providing program

ing CFA’s Regional Reputation: By 2018, Cape Fear Academy will be regarded as the undisputed regional leader in PK-12 educati  
nce.

- is **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 CRITERI
ne positioning and create specific messaging by [redacted] ing - JS/NN	Advancement staff, MAC, division directors	Nelda Nutter, Admissions Director, Jennifer Sullivan, Advancement Director	New messaging c and consumer va
relop ‘face of brand’ executional approach applicable all published communication and website that es consistent, brand building communication ing - JS	Update materials and increase overall quality. Board Admissions and Marketing Committee\$10K Advancement staff, IT Time, and MAC	Jennifer Sullivan, Advancement Director	Brand tracking ov Positioning launc Constituency Fee
ntify the highest opportunity targets (including tional) and the avenues to most effectively reach for 017 school year ing - NN	Advancement staff	Nelda Nutter, Admissions Director	Targets identifiec developed, succe tracked
ld an annual communications/marketing plan to ; internal and external audiences	Advancement staff and MAC	Jennifer Sullivan, Advancement Director	Plan established

out full relaunch/upgrade of website to reflect latest activities (Phase II). iing- Tech/JS	\$10K/year maintenance and upgrades	Jennifer Sullivan, Advancement Director Dave Sorenson, IT Director	Site Launch - Constituency Fee
ure a simpler, more effective means to electronically parents with current news and information. JS	IT staff \$8K	Jennifer Sullivan, Advancement Director	System launched
ine a CFA Ambassador Program to facilitate CFA community (parents, teachers, students, alums) playing a role within circles of influence. iing - Admissions	MAC, Advancement staff, PA	Alison Reid, Associate Admissions Director	Inquiry increases
relop a Professional Endorsement Program to increase number & quality of relationships among referral sources (early childhood learning centers, educational agents, medical professionals, and community leaders). - NN	MAC, Advancement staff	Nelda Nutter, Admissions Director	Inquiry increases
earch and evaluate effectiveness of developing a CFA referral/incentive program. - NN	MAC, Advancement staff \$10-20K (incentive fee & # of new families), Dir. Of Finance and Operations	Nelda Nutter, Admissions Director	Increased enrollm

uring Sustainable Finances: By 2018, Cape Fear Academy’s financial future will be increasingly secure.

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

TIVE	RESOURCES	PERSON(S) ACCOUNTABLE	SUCCESS CRITERIA
<p>verage asset base for incremental revenue via r camp/winter break programs. Explore quality immersion programs (ex. Math y, robotics)</p> <p>ing. Additional STEM opportunities added Summer program offerings for 15 and 16, to increase to 20 programs for 2017</p>	<p>Director (\$35k), online registration software (\$15k), Marketing (\$5k), instructors salaries set per camp</p>	<p>Mary Lyons Mitchell, Director of Auxiliary Programs</p>	<p>Financial Metrics, Enrollment in programs increases</p>
<p>and Facilities Rental initiatives to increase sis on athletic complex and FAC.</p> <p>ing pieces created in 2015, will distribute cally and with other state organizations in</p>	<p>Director of Auxiliary Programs, Marketing Campaign (\$10k)</p>	<p>Jay Kranchalk, Director of Auxiliary Programs</p>	<p>Increased revenue</p>
<p>and relationships with movie/film/television y to promote CFA as filming location.</p> <p>r 2016-2017</p>	<p>Director of Auxiliary Programs, Facilities Director, Tomosunas</p>	<p>Director of Auxiliary Programs, Shana Barlay, Director of Finance and Operations</p>	<p>CFA will be considered consistently as an option</p>
<p>sider expanding auxiliary programs/fee for programs (ie ACE, Clubs, ASP) for lower and school, non CFA students</p> <p>SchoolNights out offered in addition to LS 5. Will continue this for 2016-2017</p>	<p>Director of Auxiliary Programs, Marketing Campaign (\$10k)</p>	<p>Mary Lyons Mitchell, Director of Auxiliary Programs</p>	<p>New programs, increased revenue</p>
<p>uate offering corporate advertising opportunities: nis courts, and athletic complex.</p> <p>D JENNIFER TO RESPOND TO THIS</p>	<p>Directors of Aux Programs, Facilities, Athletics, Development</p>	<p>Director of Advancement</p>	<p>Acceptable 1-5 year sponsorship programs</p>

ess the attitude/expectations of the ent groups. Determine what each group : from CFA. Determine what CFA wants from oup.	Survey, focus groups for each constituent group	Jennifer Sullivan, Advancement Director	Survey complete
ess the current giving climate at CFA	Consultant	Jennifer Sullivan, Advancement Director	Climate described via consultant report
d the campaign structure	Campaign Leadership, Campaign Staff, Campaign materials, Advancement Staff, HOS	Jennifer Sullivan, Advancement Director	Campaign leadership, and staff engaged, structure build, campaign underway, \$ raised
uate the Business model of the school to include ibility analysis/ evaluation each of the divisions s of education)	Senior Systems, DFO, Financial Services Administrator, HOS	Shana Barclay, Director of Finance and Operations, Don Berger, Head of School	All analysis complete
ement a comprehensive student retention plan ing - NN	Faculty, Parents, Board, Leadership Team	Nelda Nutter, Director of Admissions	Reduce attrition to 6%