

5 YEAR PLAN



Lynnhaven
— ACADEMY —
LEARN, THINK, GROW

2015-2020



EXECUTIVE SUMMARY

With only a 3-year history, Lynnhaven Academy has developed new traditions that will echo in years to come. Regardless of our short history, our goal has been educating and preparing students for the rigors of college and life beyond high school. We are committed to educating our students in order to become leaders and stewards in their community.

To ensure our school's future vitality and strength going forward, our strategic planning team has evaluated our internal and external environment, identified opportunities and challenges, and established our school's most important priorities. The initial planning team, comprised of the board of directors, headmaster, and teachers, focused on core strategic areas. Together, they established a formal strategic plan that reinforces our mission, vision, and values. With a long-term strategic focus, we will be well established to continue providing an excellent academic education with solid comprehensive curricula for college preparation. Elements of the curriculum will include enrichment in foreign language, fine arts, as well as extracurricular programs that promote teamwork, leadership, social development, and physical wellbeing. We will prepare students with the skills necessary to meet the challenges of the 21st Century and for leadership in a global world.

Lynnhaven Academy's strategic plan establishes a clear direction for the course of the school during the next five years. The strategic plan outlines Lynnhaven's goals and objectives for the school's improvement and advancement. We will monitor, measure, and report on the achievement of the action plan quarterly beginning in the 2015-2016 school year. Parents will be solicited during the next phase of the strategic plan prior to the school year starting.

It is with sincere confidence that Lynnhaven Academy will fully implement its five-year plan. The achievement of the goals and objectives of the plan is paramount for our school's improvement and success over the next five years.

Sincerely,

Johnathan Harris, M.Ed.

Headmaster



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HISTORY OF LYNNHAVEN ACADEMY

Lynnhaven Academy (Lynnhaven) started three years ago in the basement of an insurance company with a handful of students, one teacher, and a vision for a new kind of education: an intimate, first-rate, academic experience with high learning expectations. Lynnhaven was to be a place where students could learn how to learn and succeed on many levels, both in and out of the classroom through experiential learning.

Over the years, LA has grown, expanded facilities and reach, but it has never strayed from the core mission. We understand that not every student has had an unending string of successes in his or her learning career. That failure is actually an important part of the process that ultimately creates success. We help bright students learn that recognizing and rising above their individual challenges is ultimately the key to their success. Our commitment is delivering on our promise to prepare students for success in colleges and challenge them to become exemplary citizens of a changing global society.

The faculty now consists of 5 teachers with most having earned advanced degrees in their field. Our student body has grown from a handful of students to 20 within one year. Lynnhaven has developed a tradition of excellence, graduating students who received full academic scholarships at the school of their choice.

Lynnhaven will continue to thrive as a college preparatory school, live up to its founding mission of academic excellence, experiential learning, and community reverence.



MISSION STATEMENT

Lynnhaven Academy will educate students in an independent, comprehensive school setting and environment, thereby fusing experiential learning, academic excellence, and community reverence.

VISION STATEMENT

All Lynnhaven Academy students will achieve personal success in their learning and become responsible and productive citizens.

- We will provide a holistic approach to education by means of experiential learning.
- We will focus on academic excellence by demonstrating, integrity, respect, fairness, responsibility and trust.
- We will encourage leadership and active learning, and intentionally encourage critical thinking and technological skills to assist students in realizing their full potential.
- We will focus on external factors that enable them to retain facilities that will allow for the full implementation of our mission.



ACADEMIC APPROACH

Lynnhaven Academy faculty, staff and board of directors believe that it is important to adopt a learning model that can benefit all students who enter the school. In order to provide a rigorous college preparatory curriculum for our students, we believe that students should master the material they learn in and outside the classroom. We do not want students to move through a curriculum without mastering smaller units of study. It is also equally essential for students to master-fully anchor what they have learned in the classroom through meaningful experiential learning activities, which is the academic cornerstone at Lynnhaven.

OUR VALUES

Lynnhaven students, faculty, staff and parents understand our values. They are specific to our organization and are ingrained in how we conduct ourselves on a day-to-day basis.

- **RESPECT** for others and the learning process to demonstrate academic honesty.
- **TRUST** in others to act with academic and social honesty as a positive community.
- **RESPONSIBILITY** is recognized by all to demonstrate their best effort to prepare and complete academic tasks.
- **FAIRNESS** is demonstrated so that every student can experience an academic environment that is free from the injustices caused by any form of intellectual dishonesty.
- **INTEGRITY** of all members of the school community as demonstrated by a commitment to academic honesty and support.



GOALS AND OBJECTIVES

Academics

GOAL 1: Provide a tailored educational experience that challenges students to achieve.

- Evaluate the current classroom assessment techniques to ensure that all disciplines are focusing on the application of the Mastery Learning Model in preparing students for college and life beyond Lynnhaven.
- Develop course offerings that are in step with a college preparatory curriculum; to include Honors and Advanced Placement (AP) courses.
- Plan and design experiential trips based on class assignments.
- Integrate low and high technology in the classroom as part of the core lesson plan.
- Create a vertical and horizontal curriculum and ensure they are implemented in concert of one another.

GOAL 2: Plan and design a fine arts program and continue to investigate ways to improve and expand program offerings to enhance the overall experience for the students.

- Increase student involvement as creators, performers, critics, and consumers of fine arts through the creation of drama, art, and music curriculum.
- Explore options for providing summer academic related enrichment programs.

GOAL 3: Recruit, hire, and retain qualified and effective teachers and staff.

- Assist new teachers with special orientations and ongoing mentoring.
- Create a school professional development program based on LA staff identified needs.
- Develop faculty evaluation documents that specifically reflect the changing expectations of teachers in the 21st century.
- Hire appropriate staff that will further implement the mission of the school.



GOAL 4: Plan and design a rigorous academic culture that engages the full community and encourages all students to embrace life-long learning.

- Identify ways to inspire students to challenge themselves and think outside of the box.
- Revise the student code of conduct policy and honor code.
- Provide alumni and parents an opportunity to become and remain active members of the LA community.
- Provide our students with a broader exposure to world cultures by adding appropriate new courses in history, the humanities, and the arts.

GOAL 5: Explore options for school accreditation.

- Conduct a self-study of the organization to determine the benefits of accreditation.
- Examine current types and levels of accreditations.
- Review the cost and budget constraints.

Infrastructure

GOAL 1 : Review current organizational structure in order to develop appropriate systems of leadership, management, and communication.

- Create an organizational flow chart.
- Implement faculty and staff code of conduct and ethics.
- Review systems of communication and protocol for the organization.

GOAL 2: Revise and implement human resources and personnel processes.

- Retain virtual HR representative in order to maintain and abide by employment and right-to-work practices.
- Create and adopt a human resources and personnel manual for faculty and staff.
- Review and develop job descriptions, applications, and hiring processes.



Leadership

GOAL 1: Create evaluation and professional development processes for faculty, staff and board members to reflect the changing climate in education.

- Create job descriptions for the headmaster to clearly and accurately reflect his duties and responsibilities.
- Publish annual goals for each committee established by the president of the board of directors.
- Create and implement training and professional development plans to support the board in the future.

GOAL 2: The board of directors will make its role in resource development a priority to ensure the future financial viability of Lynnhaven Academy.

- The board's role will be to define policies, funding and development opportunities. The board president will annually update the five-year strategic plan and financial projection.
- Create a board structure and process to support donor cultivation and solicitation.

GOAL 3: Create orientation activities for new faculty, staff and board members to enable them to appreciate and participate in the values and mission of the school.

- Educate the board on their role as promoters of the school's mission.
- Selection of board members will be balanced with expertise of candidates.

GOAL 4: The school's administrative structure and composition will ensure accountability for the coordinated implementation of the strategic plan.

- The strategic plan is to be championed and assessed by the board, in cooperation with the headmaster, with an annual audit, review and renewal of plan.
- Develop a plan to select future board members in alignment with the priorities identified in the strategic plan.
- Structure regular meetings of the administrative team to assure oversight of the strategic plan implementation.



Communication

GOAL 1: Utilize a variety of media to maximize awareness and support of Lynnhaven Academy's goals, objectives, and programs.

Web

- Redesign the website to reflect current information about the school.
- Implement and maintain minimal social media tools.
- Manage one centralized school calendar on the external site.
- Train teachers for effective use of file sharing.
- Create systems for parents to make online payments for tuition and community giving.

Video

- Produce video/media of Lynnhaven Academy special events.
- Utilize instructional video/media to build awareness in the community.

Financial

GOAL 1: Create a budget that will provide financial support for Lynnhaven's short-and-long term operations.

- Control tuition increases while continuing to enhance student outcomes, collaboration, and accountability.
- Maintain a comprehensive 5-year projected budget with appropriate staffing patterns and student growth.
- Provide on-going training and support for faculty so they can most effectively plan curricula that are in step with the school's mission.

GOAL 2: Create additional revenue streams to help supplement and stabilize tuition costs for students.

- Foster relationships with community partners and parents to explore common financial ends.
- Explore local, regional and national short and long-term grants as a source of operational in-come.
- Increase the sources of operational auxiliary income through summer camp for area public and private school students.



GOAL 3: Develop an aggressive, needs-based tuition assistance program, responsive to families' needs.

- Establish a relationship with families and businesses willing to contribute to student financial assistance.
- Re-evaluate on a regular basis the student financial assistance program in order to best serve the Lynnhaven community.

Facilities

GOAL 1: Locate an appropriate facility that will further assist in carrying out the mission of Lynnhaven Academy.

- Explore and identify property that will allow for student growth to at least 60 students over a period of five years.
- Ensure the grounds are conducive to appropriate outdoor teachings and student recreation.
- Plan, prioritize, and project costs for deferred maintenance on the building.

GOAL 2: Continually strive to improve the safety, functionality, energy efficiency, and security of the campus.

- Identify and take actions to correct areas of security vulnerability.
- Ensure there is appropriate outdoor signage.
- Create an identification system with the use of verifications (school IDs) and educate the en-tire school community on security protocol.
- Integrate sophisticated technology in support of teaching and learning opportunities.



GOAL 3: Develop a “Best Practices Guide” with the overall goal of moving toward an environment of sustainability through good stewardship and planning.

- Set up a committee that will be charged with seeking grants and cooperative partnerships that will enhance the energy efficiency of the facility.
- Develop a set of policies and procedures that define the following:
 - Who may use facilities
 - What the facilities may be used for
 - When the facilities may be used
 - Rules for the facility care and upkeep
 - Expectations of conduct within the facilities

Marketing and Advancement

GOAL 1: Establish the Lynnhaven Academy brand and color scheme.

- Redesign the logo, color, font and tagline.
- Define the educational philosophy and approach in terms that can be clearly understood in the community.
- Actively pursue means by which accomplishments of students, faculty, and alumni will be high-lighted and promoted in local and regional media outlets, as well as in the community.
- Define school wide communication needs, social media and marketing opportunities that will help Lynnhaven to regularly share campus news and updates with constituents.

GOAL 2: Create and implement a sustainable financial and fundraising model that will support the strategic plan.

- Enroll the board of directors in a non-profit fundraising and development program at the University of Richmond to ensure we are operating on sound marketing and advancement processes.
- Work actively and tactfully, to reach out to new donors and inspire support from those who have never before supported Lynnhaven.
- Create and implement a development program and create plans that adapt and grow according to the needs and available resources of the school.



GOAL 3: Maintain enrollment at approximately 30 students for the first two years.

- Redefine and implement the admissions and student enrollment process.
- Create new admissions and enrollment documents.
- Develop recruitment strategies that ensure enrollment numbers account for attrition.
- Enlist the help of teachers, coaches, students, alumni, current and past parents, and other friends of the school, in order to identify prospective students and shepherd them through the admissions process.
- Annually evaluate the admissions process, policies, tools, and materials to ensure effective recruitment and retention strategies.

GOAL 4: All members of the Lynnhaven Academy community will be actively involved in promoting the school's advancement priorities.

- Educate every member of the school community to recognize and fulfill his/her role in building a positive image for the school.
- Aggressively cultivate mutually beneficial partnerships with the school's largest constituency, through consistent, high-quality communication and engagement.

Student Life

GOAL 1: Encourage and support more student-to-student and student-to-adult interaction.

- Create opportunities for older students to support younger students through programs that will promote one-on-one mentoring.
- Provide a place on campus or within the schoolhouse for students to pursue extra curricular, and social activities that enhance student interaction.
- Establish regular communication between mentors and mentees at all grade levels.



GOAL 2: Develop a comprehensive and varied activity program that encourages more participation from the student body.

- Evaluate the current activity program to ensure alignment with the school's mission and vision and usefulness to the student body.
- Design and implement a system of required units for after school and during school co-curricular activities that will be independent of the academic credits, while allowing students the flexibility to pursue their own interests.

GOAL 3: Build school community through involvement in both internal and external opportunities.

- Formalize a program for bringing invited speakers and special assemblies to the schoolhouse to inform, challenge, and inspire our students.
- Design and develop appropriate service and volunteer opportunities and activities for all students, emphasizing the importance of community reverence.

GOAL 4: Provide a wholesome, well-balance, and safe environment for the students.

- Foster an environment where faculty, students, and parents are committed to honor and integrity.
- Educate, prepare, and empower students to deal with or address bullying, peer pressure, and other adolescent issues.
- Maintain a wholesome family environment and atmosphere.

Technology

GOAL 1: Create and implement a school technology plan.

- Secure additional funding sources beyond tuition to support the school's technology efforts.
- Ensure the schoolhouse has a reliable network infrastructure.
- Revise and upgrade existing infrastructure and resources to support all working and learning environments, as well as the learning needs of the students.



GOAL 2: Provide teachers with the current technological tools and the training necessary to fully utilize them to allow for classroom instruction to enhance the learning environment.

- Ensure all faculty are trained to use new academic technology resources.
- Create a technology library/data base of usable material for teachers to use in the classroom.
- Provide instructional technology hardware for use in the curriculum integration, record keeping, and stakeholder communications.
- Secure educational software to enhance and improve the curriculum.
- Research and implement an online learning program for courses not offered at Lynnhaven Academy.

GOAL 3: Engage and empower students to become more active and meaningful participants in the learning experiences that are relevant to their lives and the global marketplace.

- Investigate establishing a student technology team.
- Increase student experiences with online courses.
- Implement standards and learning objectives using technology in all content areas.



THE NEXT PHASE

During this strategic planning process, we will reaffirm Lynnhaven's mission and vision, identify and analyze the internal and external environments, and examine market trends and opportunities. We will set our sights on Lynnhaven's future through careful analysis and anticipation of the diverse needs of our students, faculty and staff; and we will develop the road-map for sustaining the school while increasing its vitality, strength, and success. As we embark on the implementation and achievement of the strategic plan goals, we will continuously evaluate the current situation and make any necessary adjustments in order to maintain the best course of action.

The plan's viability is based largely upon the support of the Lynnhaven family—faculty, alumni, parents, students and friends—and their commitment to give their time, talent to the school. In order to achieve the goals and objectives of the strategic plan's core areas, each facet of the plan will be executed within a specified time frame. Some courses of action are being initiated immediately and others will be implemented over a longer term. There are some goals that have already been completed. The next phase will call upon the generosity of the Lynnhaven Academy family to share their gifts in order to carry out the many goals set forth to ensure our school's future success and prosperity.

School Leadership

Board of Directors

Courtney Harris, President

Grant Hill, Treasurer

Johnathan Harris, Secretary

Christina Owens

Vickie Hill