LINCOLN ACADEMY

PREPARING OUR FUTURE

School Action Plan
Members of the Lincoln Academy
Family and Community,

Over the past twelve months, Lincoln Academy has engaged in a comprehensive strategic planning process. In an effort to make this process as inclusive as possible, we have used internal and external research, community surveys, and personal and group interviews to engage students, parents, faculty and staff, trustees, alumni, and members of our broader community to identify our strengths and weaknesses, as well as our challenges and opportunities. More than 50 members of the school community have served on the Strategic Planning Steering Committee and subcommittees to analyze the results of the research and to identify the areas of focus and objectives presented in this plan.

Lincoln Academy is one of the oldest secondary schools in the country and enjoys a proud history and tradition of meeting the educational needs of a diverse community of learners. We have a responsibility to continually examine how best to meet our mission to serve students in the 21st century. This plan reflects our understanding of the need to seek out the best practices in teaching and learning, provide the best possible facilities for our students and community, and ensure our future by providing the resources and structures to sustain a healthy institution for generations to come.

As we launch this plan, we realize that the work of planning the future of Lincoln Academy has just begun. We will continue to work with the school community as we implement the ideas in the plan, and we invite you to join us on this exciting venture.

Sincerely,

David B. Sturdevant
Head of School

Robert J. Nelson
Trustee; Strategic Planning
Steering Committee Chair
Lincoln Academy was founded in 1801 and the words that ended the charter are as important now as they were 215 years ago. This plan provides a roadmap to ensure that students at Lincoln Academy develop those qualities essential for a meaningful and productive life. Following 12 months of collaborative effort by many, Lincoln’s Plan intentionally challenges, directly inspires and will ultimately propel Lincoln to even greater heights, advancing its status as a leader for growing our coastal community.

Great schools are defined sustained by an educational program that equips students not only to learn but also to think critically and innovate. Schools must evolve and intentionally embrace evolving pedagogies and curriculum, as well as recruit and retain faculty capable of delivering an aspirational program.

Adjustments to the student academic and extracurricular life must create a balanced educational experience. Additionally, further integrating experiential opportunities into the educational program should serve to heighten awareness of the greater world.

Lincoln is at a critical time, with numerous philanthropic opportunities, including alumni, parents, and sources outside the Lincoln family. Heightened visibility and improved communications are fundamental elements to engaging present and future members of our community. The importance of increasing non-tuition income sources, improving general operating facilities and making ongoing improvements to Lincoln infrastructure cannot be overstated as Lincoln endeavors to remain vibrant for future generations.

We have chosen to examine and make recommendations in the three distinct aspects of LA: people and programs, second: facilities and operations, and third, sustainability, in its broadest sense. Accordingly, this report addresses each of these areas sequentially.
STRATEGIC FOCUS ONE:
*Invest in Our Program and People*

We enjoy a rich history of providing students from our community, region, and, most recently, the world, a deep and diverse learning experience. During the next five years, we will enhance our educational program by guiding and empowering our students to develop the skills they need to build lives of meaning and purpose. We will advance the school’s leadership in promoting citizenship, problem solving, creativity, and critical thinking skills as we prepare our students for an increasingly complex and interconnected world. We will leverage our naturally beautiful and ecologically significant location as an educational learning environment. We will make the recruitment and retention of our employees a top priority—and then work with them to stay current in their fields of expertise. We will model behavior for students by fostering opportunities for our faculty and staff to continue to be life-long learners. We will inject the attainment of personal achievement into the Lincoln Academy culture so that we inspire all members of our community to be the best version of themselves.

**OBJECTIVE ONE:**
Develop and articulate a mission, vision, and clear set of school core values, that reflects Lincoln’s commitment to developing young people who are productive and ethical citizens and inspiring all members of our community to be the best version of themselves.

**OBJECTIVE TWO:**
Ensure that our curriculum reflects our independence, mission, and remains rigorous, compelling and relevant as we prepare students for achieving excellence in the next step in life.

**OBJECTIVE THREE:**
Develop one or more signature educational programs that differentiate Lincoln and offer our students unique opportunities for growth.

**OBJECTIVE FOUR:**
Bring consciousness of student wellness and personal growth into the forefront of our programs. Reexamine and redesign the daily schedule and annual academic calendar to support excellence and achieve balance in the student experience.

**OBJECTIVE FIVE:**
Create a professional, collegial and congenial culture that empowers faculty, encourages innovation, collaboration, cross-disciplinary work, a love of students, and a desire to grow professionally.
STRATEGIC FOCUS TWO:
Build a Long Term Vision for Our Campus

An outstanding program requires a deep commitment to cultivating an excellent place for learning. Our investment in and focus upon our educational program will drive our facility needs. We will develop plans and for our campus and the stewardship of it that will serve Lincoln Academy students and faculty for generations. Strategic Focus Two contains three core objectives.

OBJECTIVE ONE:
Develop a long range campus master plan that will provide the necessary vision for our campus and facilities. Our Master Plan will address improvements, sustainability, new facilities, renovations, and acquisition of new properties that will strengthen the connection of our educational goals to our campus.

OBJECTIVE TWO:
Develop a protocol for new campus building projects including Design and Construction Committees

OBJECTIVE THREE:
Bring consciousness of environmental stewardship into all aspects of our programs
STRATEGIC FOCUS THREE:
*Cultivate the Sustainability of Our School Community*

A quality educational experience requires the necessary resources to sustain and recreate itself over generations. During the next five years, we will create a sustainable financial model that supports the values of the school and advances its mission. We will position Lincoln Academy as a first class educational institution driving the economic future of mid-coast Maine and a community hub of learning and growth. Strategic Focus Three contains four core objectives.

**OBJECTIVE ONE:**
Become established as the high school of choice in a region with multiple options, while also securing an increased presence in the global marketplace. Examine our outreach, admission, and financial aid models to ensure that the school continues to build and benefit its targeted learning community.

**OBJECTIVE TWO:**
Explore ways to engage the community while generating revenue from auxiliary enterprises. Position Lincoln Academy as an academy actively participating in the educational and economic future of Coastal Maine and a community hub of learning.

**OBJECTIVE THREE:**
Implement financial and fundraising strategies that provide long-term stability and new opportunities for the school.

**OBJECTIVE FOUR:**
Enhance our institutional leadership through ongoing board education, self-reflection, evaluation, and use of best practices, thus strengthening our governance system. Inaugurate a governance assessment and development program. Better define trustee roles and responsibilities.