



Elevating Education

Five-Year Strategic Plan
2018 – 2023





Lake Tahoe School Vision, Mission, Motto, Honor Code

Vision

Offering a world-class education at a world-class institution in Lake Tahoe.

Mission

To nurture a lifelong love of learning in our students with the purpose of developing critical thinkers and articulate, confident leaders for the 21st century.

Motto

Where disciplined minds, sound character, healthy bodies, and creative spirits thrive.

Honor Code

At Lake Tahoe School we strive as individuals and as a whole to create a learning experience that promotes honesty, integrity, and respect. Together, we build a school that enhances the ways in which we learn, grow, and thrive as a community.

Dear Lake Tahoe School Community,

For over 20 years, Lake Tahoe School (“LTS”) has given our children – future civic, social, athletic, educational, artistic, and entrepreneurial leaders – an unparalleled education within a safe, nurturing, and challenging environment in the Lake Tahoe Basin. It is only through years of strong commitment from faculty, staff, students, and our community that Lake Tahoe School has become the school we love today. Now, LTS aspires to focus its resources even more to ensure its long future. The Board of Trustees and Administration are honored to present our Five-Year Strategic Plan, Elevating Education at Lake Tahoe School.

This strategic plan is built on work that began two years ago with the NWAIS accreditation process, and has culminated through several months of focus groups that included trustees, faculty, administration, staff, and parents at Lake Tahoe School. After careful reflection on Lake Tahoe School’s unique and exceptional learning environment, this broad-based and inclusive exploration resulted in a mandate to 1) sustain Lake Tahoe School’s core culture and values, 2) enhance our strengths, and 3) invest in our people and new areas to build on the student learning experience, with the goal of truly elevating education at Lake Tahoe School.

The key priorities and strategic pillars found in this plan synthesize the most important areas – defined by so many of you – for the future of Lake Tahoe School, our students, and our community. Our charge now is to implement these strategic priorities, and we hope you are as excited as we are to take on this transformative work.

We have so much to be proud of in our young school’s history: a challenging academic program that fosters creativity, collaboration, and critical thinking; a unique experiential education program that brings learning to life both inside and outside the classroom; a commitment to the social/emotional and physical well-being of each student; a resolve to support STEM, classical education, and fine arts education; and a vibrant, engaged community that makes it all possible.

We will continue to be guided by our mission and core values as together, we write the next exciting chapter of our unfolding story. We invite, encourage, and challenge you to join us on this journey.

Robert E. Graves
Head of School

Rob Alston
Chairman of the Board

Dana Kirkland
Co-Chair
Strategic Planning Committee

Jennifer Watts
Co-Chair
Strategic Planning Committee

**20 Years
and Counting!**
1998 – 2018



Strategic Pillars

Given the challenges our budding leaders will face in their future, and to achieve our vision and accomplish our mission, we must: **Solidify** the future of LTS with an enduring foundation, and **Recruit, support, strengthen, and retain** world-class and diverse leadership. Both will secure our ability to: **Empower** personal success of LTS graduates through an exceptional educational experience, and **Grow** the LTS student community to maximize its success. These four strategic pillars will guide the investment of our resources – time, talent, and treasure – truly Elevating Education at Lake Tahoe School.

Our Vision

Offering, world-class education at a world-class institution in Lake Tahoe

Our Mission

To nurture the lifelong love of learning in our students with the purpose of developing critical thinkers and articulate, confident leaders for the 21st century

Academic Excellence

Empower personal success of LTS graduates through an exceptional educational experience

Optimized Enrollment

Grow the LTS student community to maximize its success

Strong Leadership

Recruit, support, strengthen, and retain world-class and diverse leadership

Enduring Foundation

Solidify the future of LTS with an enduring foundation

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Current Landscape

Lake Tahoe School's ongoing maturation from its start-up phase requires more sophisticated and measured financial management and thoughtful development of our internal and external relationships. To that end, the restructuring of our long-term debt in early 2017 creates more predictability in our long-term debt financing. The opportunity to further reduce our debt principal, through a creative and generous matching agreement for LTS community contributions to our capital campaign and campus expansion, represents a huge step forward that allows us to consider and invest in our future in unprecedented ways, while maintaining sound financial management.

Aspirational Goals

LTS is recognized as a long-standing, stable educational institution, deeply active and engaged, and representative of its surrounding community. LTS is also recognized as a leading community resource for educational trends in the PreK-8 grade years.

Specific, Time-Bound Goals

Achieve NWAIS re-accreditation by August 2018

Accomplish the long-range campus master plan -- completing new construction in the near term and upgrading existing facilities to support our objectives

- Complete our new campus construction within budget (2019)
- Achieve capital campaign goals (Ongoing)
- Complete Phase 3 - the renovation of space made available in the main building - to support programmatic needs (2023)

Build and maintain reserves of greater than 6 months of operating capital and establish a permanent endowment by 2023

- Hire a Director of Development (2019 - 2020)
- Design specific campaigns for the creation of a permanent endowment by end 2023 (2021)

Implement a sustainable approach to equity and inclusion that strengthens all elements of the school

- Create and establish the charter for a committee to: (2019)
 - Promote the shared LTS goals of accepting, respecting, and valuing differences that include learning, age, race, gender, ethnicity, religion, sexual orientation, gender expression, sexual identity, socio-economic, ability, language, family circumstances, and cultural backgrounds
 - Strengthen the curriculum and educational experience to advance understanding of and support services for our diverse community
- Design and execute on a plan to strengthen diversity within our student body, faculty, and administration (Ongoing)

Improve our internal school community and our relationship with the local community-at-large

- Strengthen relationships in the local community by leveraging programmatic strengths and the new facility to provide more school-sponsored community events, including hosting conferences, community conversations, speaker series, parenting, or professional learning seminars utilizing the LTS campus (Ongoing)
- Deepen our internal community by growing the number of educational and collaborative opportunities in which families, students, and faculty mutually engage and improving participation in such activities.



Strong Leadership

Recruit, support, strengthen, and retain world-class and diverse leadership

Current Landscape

As Lake Tahoe School becomes a more seasoned educational institution, its leadership and organizational functions must also evolve to tackle the challenges that institutional growth brings. The school is poised to expand its goal of becoming a world-class institution by supporting a strong leadership foundation. Enhancing the Board's leadership through refined governance practices and increased focus on the strategic vision of the school allows all elements of leadership to advance themselves and their contributions to LTS.

Aspirational Goals

Continue to develop a strong Board whose governance focuses on the long-term success of our institution and exhibits best practices of board governance and communications.

Sustain, support, and inspire our faculty insuring that our commitment to our students is bolstered through ongoing professional learning and the resources to live comfortably in our community.

Select and support new Head of School to serve as an educational steward of our school and a recognized leader in our region.

Position LTS as a leader in teacher learning and professional development.



Specific, Time-Bound Goals

Exemplify a well-run and well-governed school, managed and operated according to appropriate best practices established by the National Association of Independent Schools

- Review, evaluate, and update as needed Board by-laws and committee charges (Ongoing)
- Establish an effective Board self-evaluation process for individual trustees and the Board as a group and set annual goals and success metrics (2018-2019)
- Establish and encourage professional development opportunities for all Trustees (Ongoing)
- Ensure thoughtful succession plan by building a pipeline of prospective trustee candidates who are appropriately reflective of the needs and the diversity of the school community (Ongoing)

Recruit, support, strengthen, and retain a world-class faculty and administration that best fit Lake Tahoe School's educational approach and culture

- Develop and implement a compensation and benefits plan for staff that moves LTS to the 50%ile, or above, of all independent schools (by 2023)
- Select and transition to new Head of School
- Create a formal program through which staff may apply to participate in relevant and innovative professional development opportunities (2020)
- Explore ways the school can support the availability and cost of faculty and staff housing close to school (2019-2023)
- Create transparency relating to salary scales, evaluation system, and hiring practices (2019-2021)
- Participate in hiring fairs and association-supported conferences and workshops to increase the diversity of LTS staff and to ensure greater equity and inclusion (Ongoing)



**Congratulations to our Regional
SCIENCE fair medalists!**

Academic Excellence

Empower personal success of LTS graduates through an exceptional educational experience

Current Landscape

LTS has a long tradition of student-centered, joyful learning that balances academic excellence with the development of the advanced social/emotional skills our students need to navigate and lead in our increasingly complex society. As noted in the 2016 accreditation study, LTS has moved from a “gifted and talented” institution to an education institution, “that is more inclusive and differentiates for its students.”

LTS’s commitment to providing a well-rounded education stays strong, positioning each of our graduates to pursue personal areas of curiosity and passion with the skills, resiliency, and curiosity to thrive. The school will invest in those areas that strengthen our faculty, our well-rounded academic excellence, our cultivation of students’ social/emotional understanding and leadership skills, our compassion for others, and our stewardship of the environment.

Aspirational Goals

Lake Tahoe School students graduate with the confidence, intrinsic motivation, academic skills, and social/emotional skills to thrive in high school, college, and beyond. They possess a mature understanding of their own learning profile and capacity for leadership coupled with the resilience, integrity, and compassion to effectively impact their rapidly changing world.



Specific, Time-Bound Goals

Implement a systematic way of reviewing and revising our core programs and curriculum, reflecting on student experience and drawing from best practices and innovations

- Evaluate the school schedule and calendar to bring the highest level of intention to the student experience – balancing breadth of exposure versus depth of practice, and time spent in classroom learning versus extracurricular activity (2018–2019)
- Establish curriculum focused task forces (PreK–8th) to create growth strategies for:
 - 2019–2020: Language Arts, Outdoor and Experiential Education
 - 2020–2021: Science, Technology, and Project Based Learning
 - 2021–2022: Spanish and Physical Education
 - 2022–2023: Math, Fine Arts, and Performing Arts
- Create plan to “repurpose” space in main building made available through major campus expansion (2019–2020)

Invest in faculty professional learning, research, and collaboration

- Strategically balance faculty time between providing a robust educational program and allocating time for planning, collaboration, and professional learning (2019–2020)
- Develop and implement an effective model for faculty coaching and observation (2018–2021)
- Provide faculty with increased access to models of curricular and educational excellence
- Launch fund supporting faculty professional development as part of endowment formation (2022–2023)

Formalize school-wide approaches to cultivating social/emotional skills, citizenship, and leadership

- Adopt and implement a schoolwide Social/Emotional Learning (“SEL”) curriculum (2018–2020)

Expand Lake Tahoe School’s capacity to best support the diversity of learning styles and abilities represented in our student body

- Expand faculty fluency and proficiency around differentiation, universal teaching strategies, and language-based learning challenges (2018–2020)
- Assess staffing levels needed to provide adequate student support (2020)
- Develop additional onsite options for student support (2020)

Sustain and build on experiential and outdoor educational offerings

- Articulate definitions and long term goals for the outdoor and experiential learning programs (2018–2020)
- Capitalize on our areas of strength, including math, science, arts, technology, athletics, and outdoor learning, to develop additional extracurricular and camp programs (2020–2021)
- Explore opportunities to further connect LTS students beyond our campus through service work, internships, travel study, and extended school partnerships (2019–2020)

Create a series of annual workshops to increase parent understanding and awareness:

- The natural social/emotional development stages of children
- Responsible use of social media and technology
- Essential qualities to build a strong partnership between home and school

Optimized Enrollment

Grow the LTS community to maximize its success

Current Landscape

The Lake Tahoe Basin, which can be a somewhat transient community, has its own unique challenges for creating an environment with stable enrollment. Maintaining a strong enrollment while creating the appropriate class mix is essential to enhancing our community and student learning experience. Growth must be thoughtful and deliberate as we a) admit and retain successful, mission-appropriate students, b) review our financial aid approach, and c) increase our diversity. Articulating LTS's educational experience, its unique strengths, its focus on the growth of the entire student, and the benefits of an independent school education are critical to attracting and retaining students who can find personal success in an academically challenging environment.

Target Enrollment: 170 - 180 by 2023

PreK	20	22
Lower School	97	103
Middle School	53	55
Total	170	180

Aspirational Goals

Achieve strong growth rates in the face of declining numbers, while simultaneously embracing a student body reflective of the surrounding community. LTS's mission and program admittance requirements guide the enrollment process of mission-appropriate students, and our "Portrait of the Ideal LTS Graduate" guides our methods and intentions to support the success of the student during his/her tenure at LTS.

Specific, Time-Bound Goals

Reach a target enrollment of 170 - 180, carefully considering culture, program, and finances by 2023

- Expand outreach to local community members, with specific focus on the Latino community
- Understand, explore, and refine, if necessary, the proportion of financial aid to achieve optimal enrollment
- Create new strategies to market to local area preschools (2018-2019)
- Explore opportunity for commuting students, whether from the greater Reno/Carson/Truckee communities and/or possible alternatives for Bay Area families (2019-2021)

Refine and expand the reach of the marketing message

- Own the narrative about LTS; clearly articulate the LTS brand, educational experience, and overall LTS environment (Ongoing)
- Identify other mechanisms and metrics to ensure the Incline Village and greater Lake Tahoe communities understand the LTS educational experience (Ongoing)
- Incorporate more parent/alumni/faculty engagement in the recruitment and marketing process (i.e., Admissions Ambassadors, alumni success stories, etc.) to personalize the benefits of the LTS education with prospective families (Spring 2019)
- Hire a part-time Marketing Director (2019-2020)

Enroll and retain successful, mission-appropriate students

- Review and refine the enrollment process to ensure that each accepted candidate fits the profile of a mission-appropriate student (2018-2020)
- Seek new financial aid opportunities and explore creative tuition payment programs to attract and retain a diverse student body
- Engage external, independent market study to review enrollment trends and identify areas for process or program enhancement (2018-2019)





Are **Confident** and
Intrinsically Motivated

Strive to Achieve **Personal
Academic Success** Through
Intellectual Curiosity

Develop Strong
**Social/Emotional
Intelligence**

Lake Tahoe School Graduates

Seek **Leadership Roles**
and Embrace Team Success

Embody **Empathy,
Resilience, Integrity
and Self-awareness**

Demonstrate **Local
and Global Awareness**



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05.11.2018