

The Lawrenceville School

A PROGRESS REPORT ON **LAWRENCEVILLE 20/20: THE STRATEGIC PLAN FOR THE LAWRENCEVILLE SCHOOL**

March 28, 2023

Dear Lawrenceville Alumni, Parents, and Friends,

When we published a new strategic plan for The Lawrenceville School in fall 2016, we positioned it as “an ambitious vision for the future, a stretching set of aspirations that will focus our time, energy, and resources for the coming years ... [building on] foundations that come from strong traditions, famously loyal alumni and parent support, and a world-class faculty and staff.”

The plan sought to elevate and strengthen the transformational nature of the Lawrenceville experience by drawing on our historical assets: the sense of belonging to a community grounded in character and integrity; engaging and challenging academics that inspire creativity and instill confidence; and life-changing role models dedicated to bringing out the best in every student. Our vision was informed by the challenges facing independent schools and a year-long process of gathering input from students, parents, alumni, faculty, and staff.

Six years have elapsed, during which Lawrenceville launched a fundraising campaign as ambitious and aspirational as its plans, *Emerge Transformed: The Campaign for Lawrenceville*. As we enter the final months of this Campaign, and with fundraising for the major capital projects in the plan completed, it seems prudent to take stock of our progress in pursuit of our original goals.

We called our strategic plan *Lawrenceville 20/20*, a nod to its visionary perspective, and it was structured around four pillars:

- Celebrate and reinforce community, because we believe growth and development occur best in the context of close, supportive relationships.
- Energize academic culture, developing head and hands and leading the way with experiential learning.
- Further promote the professional community, because the essential student experience rests on the quality of the faculty and staff.
- Strengthen our financial foundations, critical to our future.

Each of these pillars was tied to specific projects or initiatives, as outlined below. As you review our key objectives and assess our progress, I hope you will agree that, with your support, together we have made great strides on behalf of this extraordinary School.

CELEBRATE AND REINFORCE COMMUNITY

Goal: Design and build an architecturally compelling field house that dynamically draws the community together, and rethink the dining facility for Second, Third, and Fourth Forms to build community through mealtimes.

Phase I of Tsai Field House, incorporating Tsai Commons for dining, a new ice rink, and a new state-of-the-art pool, opened in fall 2022. Phase II, a full renovation of the existing field house, including our basketball gyms and squash courts, indoor track, field house arena, wrestling room, and community fitness and sports performance centers, is set to open in early 2024.

Goal: Adjust the pace of life for all members of the community to allow for reflection and engagement driven by individual choices.

A series of initiatives under the banner of Explorations, which incorporates religious, spiritual, and wellness opportunities, plus yoga and meditation sessions, seek to provide the community with a range of choices for relaxation and relief from daily stressors. More recently, we have undertaken a year-long study of our academic schedule and its impact on the community, with guidance from consulting firm Independent School Management. One outcome of this study is a pilot rollback of Saturday classes for Spring Term, with plans to consider additional scheduling alternatives.

Goal: Further enrich and support our diverse community with additional recruitment of faculty and administration of color.

Four members of the current senior administrative staff are people of color, including an Assistant Head of School, the Dean of Students, Dean of Athletics and Co-curricular Education, and Dean of Diversity, Inclusion, and Community Engagement (DICE). Lawrenceville has moved from 16% to 28% faculty of color over the past three years. A targeted search strategy will sustain the effort to hire a talented and diverse faculty.

ENERGIZE ACADEMIC CULTURE

Goal: Expand on the models of the Hutchins Scholars in science and Heely Scholars in history to provide real-world research opportunities in additional academic disciplines.

We now offer students real-world research opportunities across five academic pursuits: the Hutchins Scholars in Science Research, which has grown to include the Hutchins Stanford Scholars, affiliated with the Seung Kim Lab at Stanford University, and the Hutchins Jefferson Scholars, a seven-week internship with leading labs at Jefferson University Hospital; the Heely Scholars in Historical Research; the Merrill Scholars in Literature and Creative Writing; the Leopold Scholars in Sustainability and Environmental Ethics; and the Hutchins Social Justice Scholars.

Goal: Enhance the creative spaces in the Gruss Center of Visual Arts to provide for more interdisciplinary hands-on design and project-based problem solving in a makerspace.

The Gruss Center for Art and Design, a 15,000-square-foot expansion of the existing visual arts center, opened in February 2020 as a state-of-the-art makerspace, featuring sophisticated design and fabrication capabilities.

Goal: Further develop the experiential learning opportunities of the School Camp and Big Red Farm, including summer positions that teach initiative and responsibility.

Paid summer internships at the Big Red Farm and a Lifetime Farming co-curricular provide students with lessons in sustainable farming, animal care, food production and distribution, and food equity. Following pandemic closures in summers 2020 and 2021, the Lawrenceville School Camp resumed operation in summer 2022, with a full program planned for 2023. School Camp offers multiple counselor, head counselor, lifeguard and program director opportunities.

Goal: Launch an entrepreneurship program applicable to a wide range of interests and enterprises.

A new endowed fund for experiential learning, established in 2022, will support the implementation of an entrepreneurship program focused on integrating innovation and entrepreneurial thinking into the School curriculum, challenging student participants with developing viable solutions to social or practical problems.

FURTHER PROMOTE THE PROFESSIONAL COMMUNITY

Goal: Develop clear performance standards, a growth-oriented evaluation system, and a funded professional growth trajectory for faculty and staff.

We expanded staffing of our Human Resources Department from 1.5 to 5 full-time employees to enable this work and in 2019 published our first-ever comprehensive Employee Handbook. A market-based compensation study is planned for 2023 and we continue to work toward an enhanced faculty evaluation system, to be implemented in 2023-24. Our Education Fund for Professional Growth is available to both faculty and staff.

Goal: Further empower the faculty voice through standing committees of department chairs, Heads of House, and head coaches.

A Faculty Advisory Committee considers issues and opportunities impacting Lawrenceville's teachers. A Staff Advisory Committee is in the planning stage.

Goal: Implement a survey to better understand professional life at Lawrenceville and develop data-driven tools for improvements. Utilize Gallup Q12 Polling to measure employee engagement and professional well-being over time.

Annual Gallup Q12 Polling is giving us a clear picture of employee engagement and satisfaction and where improvement may be needed. In addition, in March we shared the results of a survey of parent, student, and employee satisfaction, with the goal of understanding how these data points intersect and can inform future planning.

STRENGTHEN OUR FINANCIAL FOUNDATIONS

Goal: Increase the endowments for scholarship aid, student programs, faculty salaries, and facilities maintenance to reduce the pace of tuition growth and ensure our competitive position among peer schools. Continue to grow the Unrestricted Reserve portion of the School's endowment as a hedge against volatility and unforeseen events.

Between July 1, 2017, and December 31, 2022, an additional \$104.5 million was raised for Scholarship Aid, \$64.1 million for Faculty and Academic Support, and \$21.9 million in new building endowments. In the same five-year period, the School raised \$36.2 million in unrestricted endowed funds. We have increased the portion of Scholarship Aid funded by the endowment from 49% to 55% (expected to be 58% next year, well on our way to our goal of 70%), and from 2017 to 2022 we brought tuition increases down from 3.9% to 1.5%, at or below the rate of inflation. Since then, with inflation (and the School's costs) now running much higher, tuition increases remain well below inflation for both the current year and next year (2.5% below inflation).

Goal: Commission a master plan to address campus renovation needs, with particular focus on capital projects that impact the student experience. Among these: our field house, Second through Fourth Form student dining, and our Facilities complex.

In 2017, Lawrenceville engaged design firm Sasaki to develop a campus master plan to include Tsai Field House, with Tsai Commons for dining, and a modern and efficient Facilities complex based on the School's commitment to financial and environmental sustainability. The master plan also incorporates a new main entrance, a new roadway to draw traffic away from the center of campus, and creation of a carless Bowl. All but the Bowl project have been funded and will be completed in early 2024.

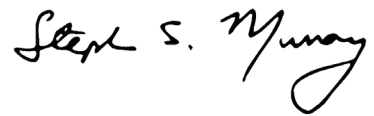
Goal: Invest in faculty housing to address an on-campus housing shortage and eliminate reliance on rental properties.

Absent funding for new construction, the School has been engaged in the strategic purchase of existing homes adjacent to the campus.

Goal: Increase the staff retirement contribution to match the contribution for faculty to build the loyalty of a valuable asset.

In 2017, we raised the School's retirement contribution for hourly employees so that all employees now receive 12.5%. In 2019, we raised the minimum wage of hourly workers to \$15/hour, and in 2022 we raised it to \$17/hour, as we continue to invest in keeping salaries competitive. We have also taken steps to make the School's health insurance plans more affordable, especially for hourly workers.

When we announced the strategic plan in 2016, we did not attach a specific timeframe to it, but we expected it would provide a framework for the next seven to eight years. We also aspired to increase the impact of The Lawrenceville Fund, our School's annual funding vehicle, from an average of \$5 million per year to a sustainable \$7.5 million or more annually. We have made stunning progress in both aspects. Lawrenceville 20/20 will have met virtually all its goals by this time next year, helped greatly by the success we're experiencing with the Emerge Transformed campaign. As we move ahead in our planning for the future, I look forward to once again soliciting the input of the entire Lawrenceville community in setting our direction and priorities. In the meantime, thank you for your overwhelming support of our shared aspirations.



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