

2023-2028



# STRATEGIC PLAN



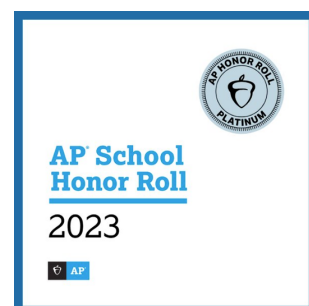
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# AT A GLANCE

Pine Lake Preparatory (PLP) is a tuition-free college-preparatory public charter school serving grades kindergarten through twelve. Located 30 minutes north of Charlotte in the southernmost portion of Iredell County, PLP draws students from ten surrounding counties and has a total enrollment of nearly 1900 students and a staff of nearly 200.

Established in 2006, PLP is accredited by the North Carolina State Board of Education and has consistently received top ratings according to the NC School Performance Scoring system. Pine Lake Preparatory has established a reputation as an academic leader among North Carolina charter schools.

Committed to our five core values of Perseverance, Respect, Integrity, Drive to Excellence, and Empathy, Upper School students complete 40 hours per year of community service learning to fulfill a minimum of 160 hours as part of their graduation requirement. PLP provides students with college preparatory coursework that opens opportunities for higher education. Students receive instruction in the Arts, Spanish, and STEM beginning in kindergarten and continuing through high school.



## PINE LAKE PREPARATORY GRADUATES HAVE BEEN ACCEPTED INTO SOME OF THE TOP SCHOOLS IN THE COUNTRY

Acceptances include but are not limited to:

University of Alabama, Appalachian State University, Auburn University, Baylor University, Boston University, University of Colorado at Boulder, Campbell University, Carnegie Mellon, Carson-Newman University, The Citadel, Clemson University, College of Charleston, College of Wooster, Colorado School of Mines, Columbia College - Chicago, Columbus College of Art & Design, DePaul University, Dickinson College, Duke University, East Carolina University, Eckerd College, Elon University, Embry-Riddle Aeronautical University, Emory & Henry College, Emory University, Florida Gulf Coast University, Florida State University, University of Florida, Furman University, George Mason University, George Washington University, Georgetown College, Georgia Institute of Technology, University of Georgia, Hawaii Pacific University, University of Hawaii - Manoa, Hofstra University, Hult International Business School, Indiana University at Bloomington, James Madison University, University of Kansas, University of Kentucky, Liberty University, Marquette University, Mars Hill College, University of Mary Washington, Massachusetts Institute of Technology (MIT), University of Miami, University of Michigan, Michigan State University, University of Mississippi, Monmouth University, North Carolina State University, University of North Carolina at Asheville, University of North Carolina at Chapel Hill, University of North Carolina at Charlotte, University of North Carolina at Greensboro, University of North Carolina at Pembroke, University of North Carolina at Wilmington, University of North Carolina School of the Arts, North Carolina Wesleyan College, Ohio State University, Ohio University, University of Oregon, Pennsylvania State University, University of Pennsylvania, University of Pittsburgh, Purdue University, University of Richmond, Roanoke College, Savannah College of Art & Design, University of South Carolina, University of Southern California, Southern Methodist University, Stanford University, University of Tampa, Temple University, University of Tennessee - Knoxville, Tulane University, United States Coast Guard Academy, United States Military Academy at West Point, United States Naval Academy, Vanderbilt University, Virginia Tech, Wake Forest University

## A LETTER FROM THE EXECUTIVE DIRECTOR

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Over the past 15 years, I have had the privilege of watching Pine Lake grow and expand in what used to seem like unimaginable ways. We have grown from a K-2 school with just a few hundred students to a community of nearly 1,900 students and 200 passionate and committed educators. Together, we have built a fine arts building (2013), an Athletic and Community Center (2013), a state-of-the-art STEM Building (2016), and an Athletic Complex (2016). Through a commitment to providing our students with a competitive advantage, we adopted a dual language Immersion program, created STEM opportunities, grew access to college-level courses, invested in our teachers, and expanded club and athletic opportunities. Pine Lake is an experience and opportunity that can not otherwise be replicated, and it has been a product of big goals, creative vision, and the generosity of our community.

An outcome of this growth, focus, and investment has created a tradition of student acceptance to some of the top universities in the country: Massachusetts Institute of Technology, Duke University, University of Michigan, West Point, Stanford University, Carnegie Mellon University, Vanderbilt, and the United States Naval Academy, among many others. Our latest graduating class was awarded more than 11 million dollars in merit-based scholarships.

As proud as we are of the present state, we recognize that the rest of the world isn't and will never stand still. In this rapidly changing world, the needs of new and existing programs are changing, and we are responsible for reimagining and reinvesting therein. Schools can significantly influence a student's life trajectory by providing education, mentorship, and access to resources that shape their skills, knowledge, and opportunities. The latest strategic plan was developed with that in mind; we will always challenge the status quo and trailblaze the trajectory of forward thinking. We have a great understanding of what academic rigor has meant for the past 15 years; our challenge now is understanding what academic rigor and preparedness look like for the years to come. Our academic offerings will need to expand, our community partnerships will need to grow, and our educational space and school facilities will all need to follow suit.

I look forward to partnering with our families and community members on the goals outlined within this strategic plan. Together, we are going to continue our legacy of excellence and provide an experience for children that will prepare them for the future that lies ahead. I am excited for all that is in store - our best years are ahead of us.

Sincerely,

Andrew Mocerì



# Our Approach

*Strategic Planning is a process by which we can envision the future and develop the necessary procedures and operations to influence and achieve that future.*



## The Strategic Planning Process at Pine Lake Preparatory.



**Discovery &  
Strategy**

**Design &  
Development**



**Communication &  
Implementation**



- A purposeful collection of stakeholder input, including extensive data and an understanding of the strengths and growth opportunities from the perspective of families, administration, teachers, students, and alumni.
- Thoughtful research and reflection on future educational trends, career pathway predictions, and the durable skills necessary to offer Pine Lake Preparatory graduates a competitive advantage over their counterparts worldwide.
- Conceptualizing those perspectives and research into a set of informed priorities and goals that can be used to drive an Annual Operating Plan (AOP) over the next five years.



# MISSION

Pine Lake Preparatory prepares students for college, career, and a purposeful life.

A commitment and comprehensive approach to developing the necessary skills, knowledge, and mindset to succeed in both higher education and their future professional endeavors



## STATEMENT OF AFFIRMATION A Collective Responsibility

At Pine Lake Preparatory, we recognize our collective responsibility to model growth and acceptance as we build a community of trust and courage.

Each day, we strive to practice empathy through meaningful experiences and appreciation for each student, staff member, and family to create a sense of belonging for everyone in the PLP community.

# THE WAY WE ACT: CORE VALUES

Our core values support the Mission of Pine Lake Preparatory. They provide the answer to the question, “What are the values that drive our culture, shape our behavior, and facilitate a path towards achieving our mission?”

## Perseverance

Embracing challenges, pushing boundaries, and evolving through every setback; the journey holds as much importance as the destination.

## Respect

Ensuring that all individuals, regardless of their differences are valued, and included. We embrace diversity and promote equity, fostering a sense of belonging.

## Integrity

Doing the right thing regardless of circumstance.

## Drive to Excellence

Committing to become your best self through continuous growth and hard work.

## Empathy

Seeing beyond yourself, to understand and connect to others’ feelings, and experiences to show compassion.



# OUR PRIORITIES

## A STRATEGIC DIRECTION



### ACADEMIC EXCELLENCE

PLP accelerates student outcomes through academic rigor, innovative experiences, and the development of durable skills to ensure students excel in their chosen college and career pursuits.



### AN INCLUSIVE AND ENGAGED COMMUNITY

PLP fosters a community of inclusivity, belonging, and engagement.



### PRIORITIZING RESOURCES

PLP prioritizes capital and human resource investment to strengthen our foundation and further expand the impact on students lives and the surrounding community.



### STRENGTHENING SOCIAL AND EMOTIONAL WELL-BEING

PLP strengthens the social and emotional well-being of its students and staff through a commitment to creating, implementing, and maintaining mental health supports, resources, and services.

# Goal 1: Academic Excellence

PLP accelerates student outcomes through academic rigor, innovative experiences, and the development of durable skills to ensure students excel in their chosen college and career pursuits.

## 1.1 Establish a formal continuous improvement process.

**Goal 1.1a:** Create and maintain a routine process of continuous improvement and documentation in which matters of instruction, assessment, and pedagogy are deliberately assessed, analyzed, and refined to meet the needs of future-ready students.

**Goal 1.1b:** Create, maintain, and prioritize a list of instructional programs and policies to be examined through the continuous improvement process.

**Goal 1.1c:** Select one instructional program or policy per year to examine through the continuous improvement process.

## 1.2 Design and promote four-year Upper School pathways that detail opportunities to earn tuition-free college credits, credentials, and recognition through academic and community partnerships.

**Goal 1.2a:** Document and evaluate existing pathways for value and effectiveness.

**Goal 1.2b:** Research and develop credentialed pathways to provide students with the skills necessary to succeed in their chosen career.

**Goal 1.3c:** Create awareness and access around academic differentiators like the AP Capstone Scholar, Seal of Biliteracy, etc.

## 1.3 Develop the durable skills necessary for students to thrive in future work.

**Goal 1.3a:** Identify and integrate Artificial Intelligence (AI) and other modern tools responsibly and with integrity across subjects.

**Goal 1.3b:** Develop instructional rubrics to enable the collection of data outlining instructional strategies used to engage students in critical thinking, verbal and written communication, problem-solving, collaboration, and Spanish language acquisition.

## 1.4 Establish a continuous improvement process for Spanish Immersion program.

**Goal 1.4a:** Create an effective model of continuous improvement and evaluation to ensure students develop a high level of listening, speaking, reading, and writing proficiency in the English and Spanish languages.

**Goal 1.4b:** Establish a trusted and reliable semester or summer abroad program for immersion students in Spanish-speaking countries around the world.

# Goal 2: An Inclusive and Engaged Community

PLP fosters a community of inclusivity, belonging, and engagement.

## 2.1 Create a community that is inclusive and welcoming for all students, staff and families of Pine Lake Preparatory.

**Goal 2.1a:** Create a cycle of continuous improvement and documentation modalities, whereby matters of Diversity, Equity, Inclusion, and Belonging efforts are assessed, analyzed, and refined.

**Goal 2.1b:** Establish and deploy a strategy around increasing the diversity of students and staff at PLP, strengthening the culture of inclusion and belonging, and creating culturally competent students.

## 2.2 Increase prevention and intervention efforts that address unsafe student behavior, bullying, bias, discrimination and harassment.

**Goal 2.2a:** Establish and promote a common language and set of behavioral expectations that are understood and consistently reinforced by all stakeholders, including students, staff, administrators, and families, to ensure a positive and unified school climate.

**Goal 2.2b:** Establish and promote a universal understanding of prosocial behavior, social-emotional support practices, and effective character education for students.

## 2.3 Promote family engagement as a means of promoting student success and building a strong community.

**Goal 2.3a:** Increase opportunities to engage with families and community organizations to build partnerships that promote student success.

**Goal 2.3b:** Increase opportunities to engage with more families in order to continue to build a strong sense of community and trust.

- Recognize and commemorate Pine Lake's 20th anniversary by celebrating its successes, recognizing its impact, and celebrating its students, staff and families past and present.

**Goal 2.3c:** Implement sustained community and family education programs.

**Goal 2.3d:** Increase promotion and awareness of the accomplishments of Pine Lake Preparatory, its students, and its programs through media and public relations.

# Goal 3: Prioritizing Resources

**PLP prioritizes capital and human resource investment to strengthen foundation and further expand impact on students lives and the surrounding community.**

**3.1**

**Create and maintain an innovative, comprehensive master plan that intentionally addresses future facility, staffing, and programming needs.**

**Goal 3.1a:** PLP will develop and execute a plan to address class and office space limitations through a fiscally responsible approach.

**Goal 3.1b:** PLP will project and prioritize future staffing and program needs in line with Finance and Fundraising goals.

**Goal 3.1c:** Develop a long-range athletic facility and program plan that considers necessary additions, upgrades, and plans including, but not limited to a field house and track. Execution and investment therein should not increase the school's financial burden.

**3.2**

**Recruit and retain high-quality staff who exemplify the PLP core values.**

**Goal 3.2a:** Implement an effective recruitment process to attract high quality staff and increase applicants in hard to fill positions.

**Goal 3.2b:** Expand the New Teacher Orientation program to a year long induction program for teachers new to the profession and new to PLP.

**Goal 3.3c:** Promote positive working conditions and staff engagement to ensure staff feel valued, are fully invested in students' success, and feel that they receive the support they need to be highly impactful employees.

**3.3**

**Continually evaluate financial opportunities to strengthen our impact.**

**Goal 3.3a:** Examine investment and debt structure strategies to ensure the school is benefiting from the most financially sound terms and conditions.

**Goal 3.3.b:** Create a culture in which the Pine Lake Preparatory community takes pride in giving, with a shared purpose, and at their capacity, in recognition of the value PLP provides its students.

**3.4**

**Renew Charter Agreement with the North Carolina Department of Public Instruction on or before June 1st 2027.**

**Goal 3.4a:** Secure a 10 year charter renewal by evidence of financially sound audits, effective academic outcomes, and compliance with state, federal and local laws.

# Goal 4: Strengthening Social and Emotional Well-Being

PLP strengthens the social and emotional well-being of its students and staff through a commitment to creating, implementing, and maintaining mental health supports, resources, and services.

## 4.1 PLP will prioritize the social and emotional wellbeing of our students, teachers, and staff.

**Goal 4.1a:** Provide professional development aimed at increasing the knowledge of staff to support student mental health and well-being.

**Goal 4.1b:** Provide a Comprehensive School Counseling program with a focus on academic, collegiate and career advising, while supporting social-emotional wellness of all students.

## 4.2 PLP will support onsite mental health services and resources to promote student well-being.

**Goal 4.2a:** Provide access to school-based mental health therapists through partnership with community healthcare providers.

**Goal 4.2b:** Establish appropriate student/counselor ratios in each school.





# Contact Us



**Website**

[PineLakePrep.org](http://PineLakePrep.org)



**Phone**

704.237.5304



**Social Media**

[www.Facebook.com/PineLakePreparatory](https://www.Facebook.com/PineLakePreparatory)



**Executive Director**

Andrew Mocerì: [Andrew.Mocerì@PineLakePrep.org](mailto:Andrew.Mocerì@PineLakePrep.org)



**Support PLP: Ways to Give**

Anna Drury: [Anna.Drury@PineLakePrep.org](mailto:Anna.Drury@PineLakePrep.org)