

# **Thetford Academy**

**\*\*\*\*\***

## **Mission Statement**

### **Core Values**

## **Strategic Plan (Update) for the Years 2013-1018\***

Ever mindful of the legislative and demographic uncertainties facing Thetford Academy, this updated strategic plan reflects the Board of Trustee's total and unconditional commitment to TA's independence and mission.

- 
- This is the November 2015 updated copy of the TA Strategic Plan. Revisions and updates from the original version are underlined.

# THETFORD ACADEMY

## A Sense of Community – A Source of Challenge **Strategic Plan Update\* for the Academic Years 2013- 2018**

Thetford Academy is an independent school community that educates a wide diversity of students from a number of communities in the Upper Valley and beyond. Our academic, co-curricular, and campus activities promote five core principles: excellence, commitment, cooperation, caring, and diversity. By creating a thoughtful and comprehensive strategic plan every three to five years, we establish meaningful guideposts and goals for the entire school community. This is our roadmap for the near future.

It is by design that the first two sections of this five-year plan focus on enrollment and development. These are especially timely and significant concerns during a time of both demographic fluctuations and legislative uncertainty. While the faculty is our most important resource, robust enrollment and development strategies are essential if we are to adequately support our faculty and the creative programs they have put in place for the benefit of Academy students, and thereby enhance our impact and reputation in the Upper Valley and beyond.

In addition, it is the Board's responsibility to do everything possible to support the leadership provided by Head of School and the administrative team. They, along with the faculty, are responsible for carrying out our mission and for preserving TA's reputation for excellence. It is our collective duty to be sure that the Academy remains fiscally healthy in order to best serve its students and preserve its independent heritage. In addition, the Board is ever mindful of our shared need to practice active stewardship of the school's natural setting, and to continuously improve our buildings, grounds and equipment. And as the Academy approaches its bicentennial, we will be especially cognizant of our desire to celebrate the school's rich history, its strong spirit of community, and its traditions of service on campus and beyond.

## **Thetford Academy Mission Statement**

**Thetford Academy is an independent school community with a public purpose. Our mission is to celebrate the unique worth of all students, to nurture their strengths, and to challenge them to fulfill their potential.**

### **Core Values of the Thetford Academy Community**

#### **Excellence**

**We set high expectations.  
We challenge all members of the  
school community to reach their highest potential.**

#### **Commitment**

**We value initiative, courage and dedication.  
We take personal responsibility for the goals we set  
and work hard to achieve them.**

#### **Cooperation**

**We work and learn together.  
We see teachers as coaches, students as team members,  
families as partners, and learning as practice and action.**

#### **Caring**

**We provide individuals with personalized support and guidance.  
We care about each other and the larger community.**

#### **Diversity**

**We respect differences among people.  
We welcome the contribution of varied perspectives  
to a rich and flexible school culture.**

## **I.) ENROLLMENT**

**It is essential that the school increase its recruiting efforts to maintain the high quality academic and extracurricular programs at Thetford Academy and to counter the cyclical fluctuations in student population across the Upper Valley.**

### **Outcome:**

**1) In the face of serious demographic and legislative challenges, stabilize and grow enrollment.**

### **Actions:**

- a) Establish and fund a separate Office of Admissions and Enrollment, and designate a person to be the full time “Director” with appropriate funding for travel, receptions, marketing and professional development. (July 2014, Head of School, Board of Trustees)
- b) Continually gather data on student withdrawals (including reasons) in order to maintain the highest possible retention rate. (Ongoing, Director of Admissions, Administration and Faculty)
- c) Increase the catchment area beyond TES, Strafford and Lyme by expanding marketing and recruiting efforts and by enlisting the active support of students, faculty, parents and trustees. (2013-2018; Director of Admissions)
- d) Explore a plan for recruiting and enrolling tuition-paying students from the Upper Valley, including the possibility of financial aid program. (SY 2015-16 and ongoing; Head of School, Director of Admissions, Director of Finance, Futures Task Force)
- e) Evaluate transportation strategies and schedules to facilitate enrollment growth from new locales. (June 2014 and ongoing; Director of Finance, Head of School)
- f) Respond appropriately to Act 46 in order to position the Academy to emerge in as strong a financial position as possible by maintaining existing and developing new partnerships in light of evolving school redistricting. (SY 2015-16 and ongoing; Head of School, Board Chair, Futures Task Force, Director of Finance.)

**Outcome:**

- 2) Develop a comprehensive outreach program and devise appropriate publicity strategies as a coordinated part of TA's enrollment initiative.**

**Actions:**

- a) Ensure that the Advancement Committee, with input from faculty, meets at least two times a year with the Head of School and Director of Admissions to brainstorm and strategize on issues of recruitment and enrollment. (2013- 2018; Head of School, Director of Admissions)
- b) Investigate the desirability of splitting the Advancement Committee into two Board committees, Development and Admissions. (SY 2015-16. Advancement Comm., Head of School, Board of Trustees)
- c) Engage and educate faculty about the importance of recruitment and admissions for Thetford Academy. (Ongoing; Director of Admissions, Head of School)
- d) Create and fund viable and authentic publicity strategies, using all available media options, and promulgate the special features, strengths, and programs at TA, with the goal of promoting TA as the “**A School of Choice**” in the Upper Valley. (SY 2015-16; Director of Admissions, Head of School, Director of Development and Communications, Director of Finance)
- e) Establish and strengthen relations with school boards and elementary school administrators in Upper Valley communities in order to foster a greater awareness of TA's strengths. (2013-2018; Head of School, Board of Trustees, Counseling Office, and Director of Admissions)

**Outcome:**

- 3) Develop new and cost effective plans for achieving enrollment goals beyond local day students and the existing International Student Program (ISP).**

**Actions:**

- a) Maximize the International Student Program's size, diversity, and quality. (SY 2015-16 and ongoing; Director of Finance, Resources Committee, Head of School, International Student Program Coordinator)
- b) Develop and document describing the preparation, expectations, and academic prerequisites in order for incoming international students to be successful at Thetford Academy. (To be completed by June 2016. Director of ISP, ISP Committee, Head of School.)
- c) Study the feasibility of boarding students. (Futures Task Force Sub-committee; Report to Board by June 2016.)
- d) Conduct impact analysis (financial and logistical) of summer programming for TA students and/or students from elsewhere who wish to enroll in remediation, extension or enrichment programs. (Group appointed Sept. 2014, to report by June 2016; Head of School, Academic Council, Dean of Students, Director of Finance)

\*\*\*\*\*

**II.) DEVELOPMENT AND COMMUNICATIONS**

A robust development program, with a comprehensive strategy, appropriate funding, and qualified staff, is essential to the continued success of the Academy. Building a culture of philanthropy must be a priority and an ongoing responsibility of everyone in the Thetford Academy community.

**Outcome:**

- 1) Develop a comprehensive strategy to double donor participation and Annual Fund contribution by 2019 (Baseline, June 2013).**

**Actions:**

- a) Educate faculty, staff, students, parents, alumni, alumnae, and the entire Thetford Academy community about the primacy of the Annual Fund. (Ongoing; Advancement Committee, Director of Development, Director of Communications, Head of School, Board of Trustees)

- b) Establish guidelines for all Thetford Academy fundraising projects and coordinate efforts with Thetford Academy Parents Association (TAPA) and other support organizations. (Sept. 2014-16; Head of School, Advancement Committee, Director of Development, Director of Communications)
- c) Create a networking strategy to recruit ambassadors of Thetford Academy who will promote the school's message. (SY 2015-16 and ongoing; Board Management Committee, Advancement Committee, Director of Development, Director of Communications.)
- d) Ensure that key stakeholders meet bi-annually, first in September to establish the internal (budget) amount for the following year's annual fund, and then in May to set the public annual fund goal. (Annually; Head of School, Director Development, Director of Communications, Director of Finance, Advancement Committee)

**Outcome:**

**2) Strengthen alumni and alumnae relations.**

**Actions:**

- a) Provide funding and necessary support staff (note 4c below) to increase the number and scope of regular publications to alumni and other interested parties. (SY 2015-16; Board of Trustees, Director of Development, Director of Communications, Director of Finance)
- b) Make provisions for additional staff support to continue to do donor research, coordinate with the website, and communicate regularly and on a personal level with Thetford Academy alumni and alumnae. (SY 2015-16; Board of Trustees, Advancement Office)
- c) Coordinate non-tuition fund raising efforts between the Development Office and Thetford Academy Alumni Association (TAAA). (Sept. 2014 and ongoing; Head of School, Director of Development and Director of Communications, Advancement Committee)
- d) Sponsor and help coordinate regular reunions on the Thetford Academy campus. (June 2015 and ongoing; Director of Development and Director of Communications, Advancement Office)

**Outcome:**

**3) Devise a strategy for building the Thetford Academy endowment, including initiatives in coordination with the Bicentennial celebration.**

**Actions:**

- a) Educate faculty, staff, students, parents, alumni, alumnae, and the entire Thetford Academy community about the importance of the endowment. (Ongoing; Advancement Committee, Director of Development and Director of Communications, Head of School, Board of Trustees)
- b) Develop and publicize strategies for planned giving. (Ongoing; Advancement Committee, Director of Development and Director of Communications)
- c) Continue donor research and develop strategies to cultivate major gifts. (SY 2013-14 and ongoing; Advancement Committee, Director of Development and Director of Communications)

**Outcome:**

**4) Create a consistent and high quality identity for Thetford Academy.**

**Actions:**

- a) Provide funding and planning to rejuvenate the Thetford Academy website and create a regular communication program. (Sept. 2015-19; Board of Trustees, Advancement Committee, Director of Development and Director of Communications)
- b) Establish a consistent branding and graphic identify for Thetford Academy. (Sept. 2015 and ongoing; Advancement Committee, Head of School, Director of Development and Director of Communications)
- c) Define and coordinate the responsibilities of the Director of Development and the Director of Communications. (SY 2015-16; Head of School, Advancement Committee)

\*\*\*\*\*

### **III.) ACADEMIC**

**The academic program provides the heart of the Academy. It is designed to provide a challenging and engaging curriculum for every student, and to prepare him or her to be a productive citizen in the 21<sup>st</sup> century.**

#### **Outcome:**

**1) Enhance and develop curricular offerings to provide academic opportunities for our diverse learning community.**

#### **Actions:**

- a) Build out, refine, or retire course work across areas of study such as STEM, environmental studies, humanities, global studies, arts, and courses which address the interests and needs of the student body and utilize the credentials, interests, and competencies of the TA faculty. (SY 2015-16 and ongoing; Academic Council)
- b) Launch and foster high school honors-level offerings, either imbedded within or separate from regular coursework, to challenge our highest achievers. (SY 2013-14 and ongoing; Academic Council)
- c) Expand TA's offerings in experiential and place-based learning throughout the curriculum, by enhancing existing classes and creating new classes and programs. (SY 2013-14, to be implemented Sept. 2015; Academic Chair for Experiential Learning)
- d) Implement opportunities for online, distance, and off-site learning for Thetford Academy in SY 2015-16 and beyond. (Ongoing; Academic Council, Technology Team. Counseling Office)

#### **Outcome:**

**2) Ensure that the six-year progression through TA enables a variety of learning formats and transformational experiences.**

#### **Actions:**

- a) Gather data on the scope and sequence of the TA curriculum, and adjust the academic program, as necessary, to meet the needs of all students. (SY 2013-14 and ongoing; Academic Council)

- b) Explore innovative and state-of-the-art learning and teaching strategies, courses and programs. (SY 2013-14 and ongoing; Academic Council)
- c) Provide an integrated system of differential instruction and timely intervention that support individual learning profiles. (Ongoing; Academic Council, Director of Counseling; Director of International Student Program)

**Outcome:**

**3) Review the Vermont State Education Quality Standards and align our programs with those standards to the extent consistent with Thetford Academy's governance and mission.**

**Actions:**

- a) Develop a curriculum mapping exercise that will show where each student is in terms of meeting the most recent Vermont performance standards, and develop flexible pathways outside of regular programs to help students show proficiency in the standards. (SY2015-16 and ongoing; Academic Council.)
- b) Repurpose the useful elements of the TAGS program in order to assure that standards align with state standards. Develop a plan for proficiency-based graduation based on curricular goals in seven areas (literacy, mathematical content and practices, scientific inquiry and content knowledge, global citizenship, physical education, artistic expression, and transferable skills) consistent with the training offered by the Great Schools Partnership in SY 2014-15. (SY 2015-16; Academic Council.)
- c) Create an instruction and assessment program that is proficiency-based, including a plan to develop new reporting systems that will show student progress towards meeting performance standards as defined by the State Board of Education. (SY2015-16; Academic Council.)
- d) Fine-tune the design and implementation of student PLP's in order to become the central part of the advisory program. (January 2014, to be implemented SY 2015-16; Academic Council)

**Outcome:**

**4.) Strengthen existing partnerships such as Dartmouth College and develop new relationships with academic, business, and cultural partners in the Upper Valley.** (2013- 2018; Academic Council, Head of School, Dean of Academics, Board of Trustees, Advancement Office. Director of Communications)

**Action:**

- a) Continue to explore the creation of new teaching and learning opportunities in the wider community. (Ongoing; Head of School, Academic Council.)

**Outcome:**

**5) Nurture existing and emerging areas of excellence in environmental studies and outdoor education as well as in other areas such as social justice and the arts.**

**Actions:**

- a.) Implement the Woodbury Foundation-funded initiative in environmental studies and outdoor education. (Ongoing. Academic Council, Outdoors Initiative Coordinator, Outdoors Advisory Team.)
  
- b.) Identify and articulate curricular and extra-curricular programs that promote the arts and social justice. (SY 2015-16 and ongoing; Dean of Academics, Director of Communications, Outdoor Initiative Coordinator, Outdoor Advisory Team.)

**Outcome:**

**6) Create new offerings that expand student educational opportunities beyond the traditional TA academic experience.**

**Action:**

- a) Enable students and faculty to develop additional after-school and weekend programs in the arts, sciences, and other areas to allow students to cultivate their diverse passions and develop new ones. (SY 2015-16 and beyond; Student Life Committee, Academic Council, Dean of Students, Dean of Academics, Head of School)

#### **IV.) STUDENT LIFE**

**Thetford Academy places a high priority on being a caring, inclusive and supportive community. The Academy has a very strong commitment to enhancing the safety and the intellectual, physical and social well being of each student at the Academy. TA is a learning community in which every member feels safe, respected, and confident to become an active contributor to the common good.**

##### **Outcome:**

- 1) Enhance the strong TA commitment to a supportive and egalitarian school culture in which each member of the community is respected, valued as an individual, and feels a strong sense of belonging within the larger community of learners.**

##### **Actions:**

- a) Charge the Student Life Committee and the Student Council with the ongoing assessment of school spirit and community culture, as well as initiating actions to enhance positive school spirit. (2013-2018; Head of School, Dean of Students)
- b) Charge the Student Life Committee and the Student Council with promoting and enhancing student participation in all school events. (Ongoing; Dean of Students, Student Life Committee, Student Council)
- c) Charge the faculty advisors and the entire adult community with ensuring that each student is known and valued and can identify at least one adult on campus who could provide guidance and support. (SY 2015-16 and ongoing. Dean of Students, Dean of Counseling.)

##### **Outcome:**

- 2) Create and expand existing co-curricular programs to nurture student interests, present and emergent, and to provide more opportunities for students to interact with each other as part of the TA community.**

**Actions:**

- a) Explore the feasibility and appetite (financial and otherwise) for robust after-school and weekend co-curricular and club activities. (Begin September 2014 and ongoing; Head of School, Dean of Students)
- b) As resources permit, institute a program of intramural and other non-competitive athletic activities which will be available during the after school hours on a seasonal basis. (SY 2015- 2016 and ongoing; Director of Athletics, Dean of Students)
- c) Create weekend offerings for the International Students Program that are also available to all domestic TA students, and encourage wide participation. As resources allow, plan and implement specific weekend activities that will increasingly integrate International Students with TA students while taking advantage of local community and regional resources. (Sept. 2015 -2018; ISP Coordinator, Dean of Students)

**Outcome:**

- 3) Through the efforts of highly qualified staff, thoughtful programming, and a strong social support system, the physical and social well being of each student will be enhanced.**

**Actions:**

- a) Ensure equal access to TA athletic programs and activities for all students, regardless of income or ability. (Ongoing; Head of School, Director of Athletics, Dean of Students.)
- b) Adequately fund the Athletic Department to meet the needs of the TA students. (SY 2015-16 and ongoing; Board of Trustees.)
- c) Align the PE curriculum with the Education Quality Standards and with the National PE Standards. (SY 2015-16 and ongoing; Dean of Academics, Academic Council.)
- d) Adjust the operational budget to support a full time school nurse. (SY 2015-18; Head of School, Director of Finance, Board of Trustees)
- e) Provide developmentally appropriate prevention and education in drug, alcohol and tobacco use to all students through resources in the nurse's and counseling offices and through workshops provided by outside professional organizations. (SY 2015-16 and ongoing; School Nurse, Dean of Students)

- f) In partnership with TA parents, law enforcement, and the Thetford community, develop common community standards on substance and alcohol use, hazing, bullying, and harassment (including online). (SY 2015-16 and ongoing; School Nurse, Dean of Students)

\*\*\*\*\*

### **V.) BOARD OF TRUSTEES:**

**The Board of Trustees at TA is committed to providing the resources, financial, physical and human, to enable the administration and faculty to carry out the Academy’s mission as an approved independent school, and to ensure the future growth of the school.**

#### **Outcome:**

- 1) Move the Thetford Academy Board of Trustees toward becoming a more diverse body.**

#### **Action:**

- a) Identify and recruit, as vacancies allow, new Board of Trustee members who come from a more diverse geographic setting, have a defined expertise in an area that will complement Board work, and/or have the capacity to offer substantive financial support. (June 2013- 2018, annually; Board Management Committee)

#### **Outcome:**

- 2) Examine and clarify the Board’s oversight role, taking into consideration best independent school practices and the need for Thetford Academy to be accountable as a public institution.**

#### **Actions:**

- a) Direct the Board Management Committee to more clearly define the responsibilities of the Board and the role it plays in the management of the Academy, to report by July 2016. (SY 2015-16; Board Management Committee, Board President)

- b) Continue to review and update Board policies with the active support of appropriate committees. (SY 2015-16 and ongoing; BMC, Board of Trustees)
- c) Ensure the administration possesses the resources necessary to manage all aspects of the school's operations. (Ongoing; Resources Committee)

**Outcome:**

**3) Examine the Board meetings schedule to accommodate expanded membership and responsibilities of the Board.**

**Action:**

- a) Study the possibility of reducing the total number of Board of Trustee meetings, and to include one weekend meeting. This would require a change in the By-Laws. (Report to Board by Jan. 2016; Board President, Board Management Committee)

**Outcome:**

**4) Create a formal Board-approved document articulating what it means to be an independent town academy as well as the strengths of that model.**

**Action:**

- a) Assemble appropriate members of the TA community to gather input and to prepare a document that identifies the distinguishing attributes of Thetford Academy as an 'approved independent school' and historic New England town academy. (For presentation to the Board in June 2016; Head of School, Director of Communications; Futures Task Force)

\*\*\*\*\*

## VI.) FACULTY, STAFF, AND ADMINISTRATION

The faculty and staff at Thetford Academy are the heart and soul of the operation; the high quality of their work, their professionalism, their diversity, and their strong commitment to young people are a top priority at the Academy. The TA administration is responsible for executing the strategic plan; for ensuring that the academic, social, and physical needs of students are met; for assuring that TA meets its educational, legal, fiscal, and ethical obligations; and for creating a work environment in which faculty and staff may be effective in their various areas of responsibility.

### Outcome:

- 1) **Provide members of the faculty, staff and administration access to professional development opportunities beyond what can be provided through existing professional development budget allocations.**

#### Actions:

- a) Raise funds and/or increase budget allocations to support increased professional development opportunities for faculty, staff and administration. (2014-15 and ongoing, Director of Finance, Advancement Committee, Resources Committee)
- b) Provide professional training for all faculty members to better support English Language Learners. (2014-15 and ongoing; Dean of Academics, Director of International Student Program, Director of Finance, Resources Committee)

### Outcome:

- 2) **Create an environment in which members of the Administration play an active role in teaching and learning.**

#### Action:

- a) Ensure that one or more administrators have the opportunity to teach a class as their responsibilities, academic credentials and licensing allow. (2014-15 and ongoing; Head of School, Dean of Academics, Academic Council)

**Outcome:**

- 3) Ensure that the administration, faculty and staff have the personnel resources necessary to meet the needs of Thetford Academy and its students, parents, faculty, staff, alumni, and community.**

**Actions:**

- a) Sufficiently staff for projected demands on English Language Learning classes as the number of international students increases. (SY 2015-16 and ongoing; Director of the International Student Program, Dean of Academics, Director of Finance)
- b) Sufficiently staff for projected demands on the Learning Center as the number and needs of students served under IDEA (Individuals with Disabilities Act) and Section 504 increase. (SY 2015-16 and ongoing; Director of Special Education and Special Education Services, Director of Finance, Dean of Academics)
- c) Sufficiently staff the maintenance department for increasing demands on the school's physical plant. (2014-15 and ongoing; Director of Finance. Director of Buildings and Grounds)
- d) Provide time and resources, as needed, to support faculty and administrators for curriculum development, committee work, and other special projects. (SY2015-16 and ongoing; Dean of Academics, Director of Finance)
- e) Explore the feasibility and impact of an improved safety program and examine the advantages and disadvantages of hiring of a part or full-time school resource officer or security guard. (SY 2015-16; Board of Trustees, Head of School, Director of Finance, Safety and Emergency Preparedness Committee, Resources Committee)

\*\*\*\*\*

## VII.) TECHNOLOGY

**A modern educational environment requires a robust, stable and up to date technology platform.**

### Outcome:

- 1) Create forward-thinking technologies plan that identifies costs for system and equipment replacement well in advance of the requirement.**

### Actions:

- a) Create a five-year technology strategic plan to be delivered by November 2013, documenting current systems and making specific recommendations for the following areas: communications, infrastructure, point of sale for food services, end user technology support, academic systems, administrative system, library systems and technology staffing. (Completed in February 2015; Head of School, Technology Systems Administrator, Technology Team)
- b) As resources allow, fund and implement the recommendations. (June 2014 and ongoing; Resources Committee, Director of Finance, Head of School, Technology Systems Administrator)

\*\*\*\*\*

## VIII.) BUILDINGS AND GROUNDS

**The Board recognizes, and seeks to maintain, the unique beauty of our campus and seeks to provide the best facilities possible.**

### Outcome:

- 1) Create long-term plans for maintaining the Academy's facilities at the highest possible level.**

### Actions:

- a) Create a Campus Master Plan. (Completed in 2015)
- b) Hire an independent firm to produce an Operations and Maintenance Plan to include strategic goals for a 20-year forward-thinking replacement schedule for facilities that have been fully depreciated and require replacement based on their projected

functional life. (SY 2015-16; Director of Buildings and Grounds, Director of Finance, Resources Committee, Building and Grounds Committee, Board of Trustees.)

- c) Fund and implement the Operations and Maintenance Plan. (2016 and beyond. Board of Trustees, Resources Committee, Head of School, Director of Finance, Director of Buildings and Grounds, Buildings and Grounds Committee)

**Outcome:**

- 2) **Identify priorities from the Campus Master Plan for possible bicentennial capital financing. (By October 2016; Board of Trustees, Bicentennial Steering Committee.)**

\*\*\*\*\*

**IX.) THE BICENTENNIAL**

**The Bicentennial is a signature opportunity to honor the legacy of the Academy, to recognize and publicize its many strengths, and to generate widespread support for TA and its future.**

**Outcome:**

- 1) **Create working committees to plan a series of events to celebrate the school's Bicentennial.**

**Actions:**

- a) Launch TA Bicentennial Steering Committee and charge it to oversee the formation of action committees to plan the 2019 celebration. (SY 2015-16; Bicentennial Committee, Head of School)
- b) Finalize schedule of initiatives and events for the Bicentennial celebration. (By May 2016; Bicentennial Steering Committee.)
- c) Finalize a complete Alumni Directory. (2015-17; Director of Development and Director of Communications.)
- d) Investigate the feasibility of funding and finding persons to write the history of Thetford Academy since 1819, to be published as

part of the Bicentennial celebration. (January 2016; Director of Development, Director of Communications, Bicentennial Steering Committee.)

**Outcome:**

**2) Establish the major focus for the special Bicentennial fundraising initiative.**

**Action:**

- a) Create a Bicentennial Board Task Force to explore, in coordination with the Buildings and Grounds Committee, a possible Bicentennial buildings and grounds initiative. (To report to Board by June 2016; Bicentennial Steering Committee; Head of School; Board President)

**Outcome:**

**3) Create a comprehensive fund raising strategy and incorporate the Bicentennial development goals defined by the Board.** (June 2016; Director of Development, Advancement Committee, Head of School)

**Actions:**

- a) Launch the silent phase of Bicentennial Fund Raising Campaign. (Summer 2016; Director of Development, Advancement Committee, Head of School)
- b) Create a graphic identity for all school publications and the website to promote the Academy's Bicentennial. (SY 2015-16; Director Development and Director of Communications, Advancement Committee)
- c) Announce public phase of Bicentennial Fund Raising Campaign. (SY 2017; Advancement Committee, Director of Development, Director of Communications, Board of Trustees)

Respectfully submitted by Thetford Academy Strategic Plan Task Force.  
(Jim Wilson, Chair; Kate Hesser, Marc Chabot, William Bugg, William Weyrick, Jennifer Gernhard, Torrelee Fisher-Sass)