Dear Pine Crest School Community,

For more than 80 years, Pine Crest School has been at the forefront of providing an educational experience rooted in academic rigor and excellence and complemented by outstanding athletics and arts. The Pine Crest of today remains dedicated to this tradition while being inspired by innovation, the modernization of education, and the importance of 21st century learning skills.

As we remember and respect the past, we are also focused on the future. In December 2014, our Board of Trustees approved a strategic plan - driven by a forward-thinking leadership team and based on faculty input and knowledge — to chart Pine Crest School’s course for the next five years.

This strategic plan defines the Pine Crest graduate of the future as a competitive participant in the global economy who thrives in a technology-driven world. A Pine Crest graduate will possess leadership skills and perseverance. He or she will be an effective and articulate communicator with the ability to take calculated risks, and think independently, globally, and collaboratively to create opportunities and innovative solutions to real-life, complex challenges with integrity and character. A Pine Crest graduate will accomplish all of this and more while maintaining the resilience to discover and follow his or her passion.

Several meaningful initiatives from the strategic plan that positively impact our faculty and students have already been implemented, including an increased focus on professional development and workload reduction for faculty; a School-wide curricular review; expanded rich and diverse curricular and extracurricular opportunities for students; and the initiation of innovation labs on both campuses equipped with high-tech, manipulative materials and staffed by professional innovation specialists.

Many factors go into delivering an extraordinary education – outstanding faculty, state-of-the-art facilities, innovative curriculum and programming, and opportunities for collaborative work and creative problem-solving. This is the most exciting time to be a part of Pine Crest School, and I look forward to partnering with the Pine Crest community in supporting our strategic vision so that we can move forward with clarity, commitment, and common goals.

Sincerely,

Dana Markham, Ed.D.
President
The vision for Pine Crest School’s strategic plan is the culmination of many months of research, analysis, and discussion to identify the opportunities and challenges for our School through 2019 and beyond.

The plan reinforces the mission of Pine Crest within a modern educational context, seeking to leverage our foundation in ways that will support the School’s continued success and prepare our students for a society destined to be global, technology-driven, and fluid. This plan will ensure that we continue to strengthen our institutional identity as a school of academic rigor in core curriculum and excellence in athletics and the arts, with a strong focus on character and leadership. In addition, the plan directs our attention to key external trends affecting all educational institutions. The areas of strategic focus are:

1: Faculty Recruitment and Retention page 4
2: Student Enrollment and Affordability page 6
3: Learning Beyond the Traditional Classroom page 8
4: Facilities that Support 21st Century Learning page 10
PINE CREST MISSION STATEMENT  To offer a challenging academic experience complemented by excellence in the arts and athletics; to develop the character, independence, and leadership of each student; and to provide a collaborative learning community that prepares students to meet the global challenges of our future.

PINE CREST DIVERSITY STATEMENT  Pine Crest promotes a diverse environment that supports and strengthens the School’s culture as an excellent college preparatory school. We honor and celebrate a range of cultures, backgrounds, talents, experiences, and opinions in our students, faculty, and administration, and foster a community of complete inclusion and openness.
RECRUITING and RETAINING SUPERB FACULTY

PINE CREST STANDARDS OF EXCELLENCE REQUIRE INTELLIGENT, PASSIONATE, HIGHLY-SKILLED TEACHERS COMMITTED TO THE INTELLECTUAL AND EMOTIONAL GROWTH OF OUR STUDENTS.

Pine Crest School has identified the building, strengthening, and retention of highly-qualified faculty as one of its highest priorities. Pine Crest provides its faculty, both in resources and climate, with opportunities that complement their professional expectations and needs in the classroom. Programs and policies are designed to enhance their professional growth and assure faculty success and longevity. This investment in our faculty will allow us to develop students who are well-prepared for integrated and diverse academic opportunities and challenges.

GOAL 1: Ensure that faculty compensation is highly competitive with peer schools.

GOAL 2: Provide robust professional development opportunities for faculty. Identify appropriate faculty training and develop Professional Learning Communities.

GOAL 3: Grow Pine Crest School as a resource and teaching site to address best practices, pedagogy, and student learning.

GOAL 4: Obtain student feedback through surveys and interviews to optimize the overall Pine Crest experience.
“WE CONTINUALLY SEEK OUT AND SUPPORT THE BEST AND BRIGHTEST FACULTY. PINE CREST TEACHERS ARE PASSIONATE ABOUT THE DIFFERENCE THEY CAN MAKE IN A YOUNG PERSON’S LIFE. THEY GO ABOVE AND BEYOND FOR THEIR STUDENTS.”

— David Clark, Head of School, Boca Raton Campus
PINE CREST SCHOOL IS A COLLEGE PREPARATORY SCHOOL NATIONALLY RECOGNIZED FOR EXCELLENCE. OUR RIGOROUS ADMISSION CRITERIA, COUPLED WITH A STRINGENT RE-ENROLLMENT PROCESS, ATTRACT AND RETAIN IDEAL NUMBERS OF HIGHLY-QUALIFIED STUDENTS.

Pine Crest’s academic class size, along with appropriate faculty loads, allows for differentiated instruction. Academic, athletic, and arts facilities are purpose-built to the highest industry standards. Students study in state-of-the-art educational facilities.

Tuition is comparable with other highly ranked schools in similar geographic markets. Need-based financial aid packages allow qualified students admission regardless of their ability to pay, and some additional funding is available for academic and arts merit-based scholarships. A full Pine Crest School experience including class trips, athletic and artistic experiences, and after-school enrichment classes is financially available.

GOAL 1: Maintain optimum student enrollment. Consider stresses on facilities, resources, faculty, staff, and budget, continually evaluate processes, and research and implement best practices in independent school admission and enrollment management.

GOAL 2: Increase the scope of financial aid. Capture a wider base of student eligibility and socioeconomic diversity. Continue to focus on a fundraising plan to increase the percentage of dedicated dollars for endowment.

GOAL 3: Build and sustain a diverse community. Maintain a support system to ensure the success of a diverse community. Strengthen connections with multicultural communities, and establish new resources for the recruitment of diverse students, faculty, and administration.
LEARNING BEYOND the CLASSROOM

PINE CREST SCHOOL GRADUATES WILL BE PREPARED TO THRIVE IN A TECHNOLOGY-DRIVEN WORLD, AND WILL BE INDEPENDENT AND WILLING TO TAKE RISKS WHILE MAINTAINING THE RESILIENCE TO FOLLOW THEIR PASSION.

Pine Crest School of 2019 will further its tradition of excellence through innovative instruction and student-driven learning. A Pine Crest graduate will possess leadership skills, perseverance, and problem-solving strategies to be competitive participants in the global economy. The Pine Crest graduate will be an effective communicator with the ability to think independently, globally, and collaboratively to create opportunities and innovative solutions to real-life challenges with integrity and character.

Pine Crest School graduates will be prepared to solve complex challenges that relate to the field of computer science and programming. They will be prepared with the digital skills necessary to be thoughtful and responsible digital citizens within academic, social, and global communities. Students and faculty will have access to innovative tools and resources that will maximize the use of technology to improve teaching and learning.
GOAL 1: Continue to increase project-based learning through the identification and articulation of existing as well as new project-based learning and alternative assessment opportunities. Provide professional development for teachers on research-based teaching strategies. Source high quality leadership, service learning, and character development programs that follow a continuum from Lower through Upper School.

GOAL 2: Increase participation in academic competitions. Qualify and enter high quality and reputable competitions and symposiums. Focus on programs that promote both teamwork and individual talents.

GOAL 3: Implement a School-wide computer science program. Focus on programs that promote student learning and problem-solving skills; provide instruction on modern computing systems along with a basic understanding of computer science concepts and theories; prepare students to continuously learn a rapidly changing discipline; and emphasize digital citizenship. Include a comprehensive, competitive robotics program.

GOAL 4: Become a leader in STEM education. Design and implement a vertically and horizontally aligned STEM program to prepare and inspire learners to meet the challenges of a global society through innovation, collaboration, inquiry, and creative problem solving. Integrate STEM disciplines into real world, rigorous, and relevant learning experiences. Expand the STEM program to include the Arts in a STEAM initiative.

GOAL 5: Expand the Science/Curricular Research Program. Provide all students with an opportunity to engage in a research-based curricular offering. Explore the expansion of the existing Science Research Program and addition of non-science opportunities for research, including assessment of additional personnel, physical space, and other budgetary considerations.
FACILITIES *that* SUPPORT 21ST CENTURY LEARNING

Optimal learning takes place in an aesthetically pleasing environment, in facilities that are up-to-date, and in classrooms, labs, and auxiliary spaces that support a rigorous, flexible, and well-rounded education.

**GOAL 1:** Engage in a master planning process to examine current and future facility needs and upgrades.

**GOAL 2:** Build and staff innovation labs for pre-kindergarten to twelfth-grade students. Provide students with dedicated spaces in which to critically think, explore, investigate, and engage as problem solvers in a technology-rich environment. Guide students from play to purpose by harnessing student-driven creativity, innovation, and collaboration. Enhance their understanding of concepts through observation, inquiry, research, and discovery.

**GOAL 3:** Reimagine the Pine Crest libraries to provide students with next generation facilities that offer functions to serve our 21st century learners, including access to an electronic library of books and textbooks available to all Pine Crest students.