

FISHBURNE MILITARY SCHOOL



STRATEGIC PLAN *2016–2021*

June 2016

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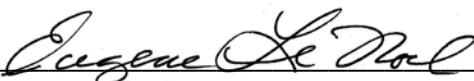
Introduction



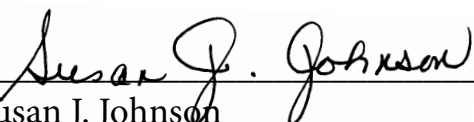
Almost one hundred forty years ago, James Abbott Fishburne founded Fishburne Military School in Waynesboro, Virginia. A graduate of what is now Washington and Lee University, James Fishburne was heavily influenced by the president of that university, General Robert E. Lee. Lee's love of duty, honor, loyalty, education and his fellow man was indelibly imbued on James Fishburne and as such on Fishburne Military School. As the school rapidly approaches its sesquicentennial anniversary, the sacred duty of educating the "whole man" remains a cornerstone of the school's mission and a driving force behind the development of this strategic plan.

The Fishburne Military School Strategic Plan for fiscal years 2016-2021 provides a multi-year, comprehensive, realistic plan for carrying out the School's mission. It is oriented toward achieving our vision by establishing ten major goals and corresponding major objectives that must be met to reach those goals. It provides to the Board of Trustees, Faculty and Staff, Alumni, Parents and Cadets a blueprint for success and a tool to measure our ability to meet and solve the problems and challenges the School faces in the years ahead and the goals and objectives we have set for ourselves. It is both a reaffirmation of our fundamental commitment to educate young men and a promise to be accountable for our progress.


Approved this 1st day of June, 2016:



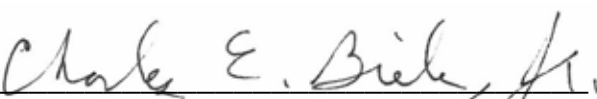
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Vision

Our vision is to educate young men to excel in the opportunities, challenges and responsibilities of life.

Mission

To provide each cadet with a sound academic foundation, a healthy mental and physical environment, and leadership training for a better understanding of the obligations of honor, citizenship and self-discipline.

Educational Philosophy Statement

Since its founding, Fishburne Military School's goal has been to provide a quality educational program for its students involving more than the activities in the classroom. This requires a commitment to academic excellence, training for citizenship and the acceptance for responsibility for one's actions. Fishburne's multifaceted approach integrates academics, the Junior Reserve Officer Training Corps (JROTC) program, residential life and athletics to accomplish this goal.

Academic growth and development are paramount at Fishburne Military School. Challenging academic experiences and real world authentic learning stimulate intellectual growth and provide the solid foundation required to be successful in the future. The academic goal of Fishburne's mission is accomplished by bringing together a variety of instructional methods and use of the latest technology. A traditional college preparatory curriculum instills in the students the importance of being a lifelong learner. The individual attention made possible by small classes allows for personal guidance and interaction with the faculty

Goals and Objectives

Academics

Goal - Ensure Fishburne Military School offers a rigorous academic program that provides every student with the essential skills in a small classroom environment to become a lifelong learner who is prepared for college.



Objectives

- Develop policies and programs to ensure each student's responsibility, accountability and time management skills to ensure lifelong success.
- Implement cutting-edge technology to develop authentic learning and accomplishment of STEM initiatives.
- Recruit and retain faculty who stimulate the intellectual growth of each cadet by turning potential into achievement.
- Ensure 100% participation for faculty professional development

Admissions and Marketing

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REAL on line education

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- **ATHLETICS**
- **LEADERSHIP TRAINING**

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Fishburne Military School, a U.S. Army JROTC Honor Unit with Distinction,
is **one of only four** programs in the nation
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U.S. ARMY JROTC

Goal - Optimize advertising and public relations strategies to maximize enrollment and retention of quality students.

Objectives

- Develop an enrollment management plan, strategy and budget that identifies specific target markets.
- Market to and only accept quality students who are a good match for our school.
- Develop and implement a retention strategy, separate from admissions, engaging all stakeholders.
- Develop an annual system of surveying all stakeholders (parents, faculty and staff, alumni, etc.) to find out what is working and what needs improvement.

Alumni & Development



Goal - Develop a multi-faceted department to increase fundraising capacity, to generate additional assets to be used to advance the mission of Fishburne Military School.

Objectives

- Develop and staff a fundraising program comprised of annual, planned, major and foundation giving.
- Create and staff a position to develop and manage an enhanced image and profile with alumni, foundations, corporate partners, and others for a long range development plan.
- Develop a strategic, integrated alumni communications program.
- Increase and improve board involvement in all fundraising activities.

Athletics



Goal - Provide an athletic program that develops teamwork, sportsmanship, leadership and physical fitness.

Objectives

- Require 100% participation in athletics to develop the skills necessary to overcome challenges.
- Develop the ideals of a healthy and active lifestyle.
- Instill in our cadets the value of sportsmanship on their teams as well as in competition.
- Upgrade our facilities to include more gymnasium space, a wrestling room, an updated weight room, and more locker room space.
- Find ways to incentivize coaches as to create more time for them to focus on cadet improvement.

Buildings, Grounds and Vehicles



Goal - Ensure Fishburne Military School has resources to adequately maintain and improve buildings, grounds and vehicles that will sustain the school for the next five years.

Objectives

- Develop a campus master facilities plan.
- Provide a well maintained and visually attractive campus.
- Provide a fleet of safe, road worthy and attractive vehicles to support the needs of Fishburne Military School.
- Create and maintain a systematic and preventative maintenance program.

Crisis, Safety, Security and Risk Management



Goal - Provide on a continuing basis an environment that will promote the safety of the school community and visitors and mitigate risks.

Objectives

- Develop an enterprise risk management program.
- Develop and implement effective crisis, safety and security plans.
- Formulate and implement safety, security and health related strategies designed to maintain a safe and secure campus.

Financial Health



Goal - Improve the efficiency of the school's financial management to ensure the effective and ethical use of financial resources.

Objectives

- Develop and execute budgets and financial plans that support the overall financial stability of the school and achieve an annual surplus.
- Review and improve the financial risk management practices, fiduciary oversight, education and internal efficiency of the foundation and the school's financial operations.
- Reduce and/or eliminate long term debt on an annual basis.
- Effectively use the funding stream from donations and endowments to provide Fishburne Military School with a competitive advantage to attract and retain students.

Governance



Goal - To develop, implement and support the school's vision, mission and educational philosophy by setting policies and financial resources that ensure that they are accomplished.

Objectives

- Effectively manage the school's endowment and investments.
- Effectively manage the school's debt.
- Require 100% of trustees to annually participate in the major donor funding programs.
- Involve each trustee in active fundraising and recruiting.
- Educate each trustee to know and meet the NAIS principles of good practices for independent school trustees.
- Conduct annual trustee self-evaluations and an overall evaluation of the board.

JROTC



Goal - Ensure Fishburne Military School offers a world-class JROTC program that continues to establish Leadership for Life.

Objectives

- Exceed national standards of Army JROTC Cadet Command.
- Ensure full participation in JROTC teams.
- Require all new cadets to successfully complete New Cadet Training within the specified time period.
- Train and develop student leaders and teams by conducting an intensive formal leadership training program supported by real-world leadership lab experience.

People



Goal - Recruit and retain highly dedicated and competent faculty and staff.

Objectives

- Develop faculty and staff recruitment and hiring practices to attract a talented and diverse workforce to Fishburne Military School.
- Give priority to retention of highly qualified faculty and staff in valued positions.
- Provide job skills training, continuing education, technology and other resources to faculty and staff.
- Ensure adequate budget to support faculty and staff compensation and benefits needs.

FISHBURNE MILITARY SCHOOL



LEADERSHIP *for* LIFE
Preparing Boys for College and Beyond



- › ACADEMICS
- › ATHLETICS
- › ARMY JROTC STRUCTURE

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