CAPE FEAR ACADEMY

CFA Campus Master Plan: Talking Points & FAQ

Q: What is a Campus Master Plan?

A campus master plan is a strategic document that guides the physical development of an educational institution. It aligns infrastructure with the school's mission, vision, and long-term goals and serves as a blueprint for future growth and change. Its primary goal is to ensure that facilities meet current needs while remaining adaptable to support future academic, student life, and administrative demands.

Q: What inspired CFA to develop a Master Plan?

- **The 2022 Land Acquisition:** In May 2022, CFA's Board of Trustees authorized the purchase of 11.4 acres of land adjacent to our campus, formerly owned by Trinity United Methodist Church. This acquisition, coupled with increasing enrollment, presented a once-in-a-generation opportunity to reimagine our campus.

The 2023 Enrollment Projections and Market Analysis

During the 2022-2023 school year, CFA's board and leadership conducted a detailed analysis to answer two key questions:

1. What is CFA's ideal enrollment?
2. Is there sufficient market demand to support this growth?

Following an internal review and a comprehensive market analysis, we are confident that CFA can grow from its current enrollment of 812 students to 880 within the next few years.

The 2024 Strategic Plan

With enrollment goals established, the 2023-2024 school year focused on two major efforts:

- Developing a Strategic Plan, organized around five key pillars and 18 institutional priorities.
- Procuring the Middle School Annex (Building H), which opened in fall 2024 to positive feedback from students and faculty. However, we recognize the need for a more permanent solution for these classrooms.

To support the next phase of our vision, CFA selected the architectural design firm LS3P to lead the planning process.

Q: What is the timeframe for completing Phase 1?

Construction on Phase 1 will begin no earlier than August 2026, pending final design drawings, permitting, and fundraising. Once started, construction is expected to take approximately two to three years.

Q: What is included in Phase 1?

Phase 1 addresses immediate needs across all divisions and lays the foundation for long-term transformation. Highlights include:

- **New Wing on Cameron Hall for Middle School:** Middle School students will relocate from Building H, allowing Lower School to fully occupy Godwin Hall.
- **Renovated Lower School Library:** Room 115 in Godwin Hall will be repurposed into a new 1,100 sq. ft. library for Lower School.
- **Expanded and Renovated Penton Dining Hall:** Music and visual art classrooms will move to the Science and Innovation Center, allowing for a larger, more functional dining hall and flexible gathering space.
- **Renovated Athletic Center and New Community Fitness Center:** Upper School math classrooms currently in the Athletic Center will move to Cameron Hall, freeing space for a modern fitness center and other updates.
- **Upgraded McNeill Fine Arts Center:** Improvements will include increased seating with better sightlines and a state-of-the-art technical design workshop.

Q: How will daily routines be impacted during construction?

We will partner with experienced local construction firms who are adept at working on active campuses. While some disruption is inevitable, all necessary steps will be taken to minimize impact. Construction areas will be securely separated from student spaces.

Q: How many phases are in the Master Plan?

There are five total phases. Phases 1 and 2 must be completed in order; the remaining phases will proceed based on enrollment growth and donor support.

Q: How long will it take to complete the entire plan?

The full master plan may take 10-12 years or more to complete. Phase 1 is expected to take two to three years from the start of construction.

Q: Could the Master Plan be delayed or changed?

Yes. As a long-term initiative, the plan is subject to change based on factors such as enrollment trends and fundraising outcomes.

CAPE FEAR ACADEMY

Q: How much will Phase 1 cost?

While it is too early to determine an exact figure, preliminary estimates suggest Phase 1 could cost up to $24 million. We hope to reduce this cost as planning progresses.

Q: How will CFA determine what it can afford?

We have engaged moss + ross, a respected fundraising consulting firm, to conduct a feasibility study. This will help us evaluate our fundraising capacity and guide our planning. The study will be completed by the end of May 2026.

Q: How will CFA pay for the Master Plan?

Funding will come from a comprehensive fundraising campaign, relying on donations from the CFA community. Our goal is to raise as much of the cost as possible through philanthropic support.

Q: Why not borrow the money?

While CFA has borrowing capacity, independent schools traditionally rely on donations for capital improvements. Borrowing may be used as a supplement, but our goal is to minimize long-term debt.

Q: Has CFA always funded construction through donations?

Yes. From Godwin Hall in 1967 to today's campus landmarks, CFA has grown thanks to the generosity of trustees, parents, grandparents, alumni, and friends. Public funds are not used to support our capital projects.

Q: Will tuition increase to fund the Master Plan?

No. Tuition is based on annual operating needs, primarily driven by faculty and staff salaries. Capital projects will be funded through donations, not tuition.

Q: What will happen to the Annual Fund during the campaign?

The Annual Fund will continue to support daily operations. Capital fundraising for the Master Plan is separate and will not replace or reduce the importance of Annual Fund participation.

Q: Will everyone be asked to contribute to the campaign?

Yes. Every member of the CFA community will be invited to participate. Every gift matters, regardless of size, and there are many meaningful ways to support this effort—through giving, volunteering, and serving as informed ambassadors for CFA. Together, we can create a campus that supports our students and teachers for generations to come.