



# Lexington Christian Academy

Lexington, MA

Mark Davis, Head of School



## Project Summary

The project, *A New Compensation Model for Lexington Christian Academy*, was chosen to address the current and future need to have competitive salary constructs for our faculty. We believe improving the current model will help meet the demand to attract and retain excellent teachers.

Lexington Christian Academy is an independent, co-educational, college preparatory, Christian day school of 350 students in grades 6 –12, located in suburban Boston, MA.

The primary goals:

- To build a compensation model which supports our Purpose Statement and Core Values of LCA
- To make better use of “salary bands” within our compensation model, define criteria for the bands, and develop a system for compensating our teachers within the appropriate band.
- To develop a model that would allow for more financial flexibility with hiring, and compensating faculty to meet the growing demand of our school community’s expectations.

## Project Results

Results were achieved through the following process:

- A benchmark on best practices on alternative compensation models in the field of education was conducted by the administration.
- Rather than speaking to our faculty about a “New Compensation Model,” we emphasized the importance of determining what we value in our faculty culture. Several sessions with faculty, Associate Head of School, and Head of School were conducted to determine a “Top Five Values List.”
- We adjusted how we worked with our current compensation model, which had some usefulness for developing “bands”, and used it as a springboard for assessing faculty performance./ compensation.
- Based on this new evaluation criteria and subsequent compensation awards, numerous teachers were very pleased with the process and felt highly valued and a small number of teachers were discouraged to the degree where they may no longer be employed at LCA.



## What We Have Learned

- This project has turned out to be a multiple–phase endeavor which will be implemented in phases over the next five years in accordance with our school’s strategic plan.
- Assessing the mood of the faculty was critical. Taking on this project with low faculty morale would have been an even greater challenge.
- Taking the time to work through a process of involving faculty in determining “top values” gave them much needed ownership.
- The Head of School consulting with a compensation expert from both Harvard Business School and Independent School Management proved invaluable.