



Strategic Planning Process and Goals

The SLC reviewed the strategic plans from 2011, 2015, and 2020 and the NEASC letter from July 9, 2021. Given that Crossroads has had a hectic few years, undertaking and surpassing a major fundraising building campaign while undergoing a leadership change all during the COVID pandemic, the committee felt that the updated Crossroads strategic plan be elemental and adopt the following three objectives/goals from the 2011 strategic plan (attached) and add a goal to advance diversity.

And from this work, we created the four following strategic goals:

- Our first goal is based on the fact that, like many schools, Crossroads is almost 100% tuition-driven, and like many schools, Crossroads' enrollment faces unpredictable headwinds. Adding to those challenges are the fact that Crossroads sits in a comparatively rural area with very high property taxes that fund excellent, highly-ranked public schools, offers very little in terms of learning support, and is recognized as an academically rigorous institution. Our enrollment is niche. Crossroads has never had a strategic enrollment plan. Therefore, we look **to establish and pursue optimal enrollment by attracting, enrolling, and retaining mission-appropriate students to support a vibrant school community and to offer need-based financial aid to qualified applicants.**
- Second, Crossroads Academy deploys two twin curricula, the Core Knowledge Sequence, and the Core Virtues curriculum. The unique Core Knowledge Sequence begins early with its specific, sequenced, and circular approach, which can be difficult to adapt for teachers without experience in it. It takes experience, patience, and guidance. Therefore, we endeavor **to attract, retain, compensate, and develop accomplished, motivated, and dedicated faculty and an administrative structure that ensures the successful delivery of our CK and CV programs.**
- Third, Crossroads has always been buoyed by the generosity of a handful of donors at critical times. Careful management of available resources, responsible budgeting, and securing annual gifts has kept the momentum of our small but mighty school going. However, building a nest egg to offset faculty salaries, financial aid, and deferred maintenance is the next step in Crossroads' evolution that will assure a solid foundation for future evolutions. Therefore, we will soon have to undertake a strategic development effort **to solicit major gifts to build an endowment while protecting the assets and resources of Crossroads by using them responsibly.**
- Fourth, Crossroads is nestled in the hills of New Hampshire, a state not known for its diversity, and has historically been able to attract students of diverse backgrounds in

terms of race, religion, ethnicity, and perspective. This has happened as an outcome of families' desire for their children to attend the most rigorous academic K-8 in the region, not through intentional and deliberate effort or planning. Unknown to us is how welcoming, safe, and inclusive the culture was for those students and families. Therefore, we must **actively, intentionally, and strategically advance diversity, equity, and inclusion initiatives that help all feel a sense of welcome, safety, and belonging.**