



Crossroads Academy 2023 Strategic Plan

The Strategic Plan for Crossroads Academy is divided into four goals that span throughout a five-year time frame. Each goal has been established with the intention of building upon the school’s mission of inspiring students to love learning, act honorably, and contribute actively to intellectual, cultural, and civic life through the Core Knowledge Sequence and Core Virtues Curriculum. In order to maintain this mission, we have articulated specific areas of focus in which Crossroads Academy strives to improve.

Goal One:

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.

Action Step	Area	Who is Responsible	Deliverable	Measure of Success	Start Date	End Date
Evaluate tuition models	<ul style="list-style-type: none"> • Enrollment • Finance 	<ul style="list-style-type: none"> • Strategic Program Committee (SPC) • Head of School (HOS) • Assistant Head of School for External Affairs • Financial Consultant 	Modeling (using Clarity sandbox and historical enrollment and aid data) of various tuition discounts, incentives, and financial aid as it impacts enrollment over the course of 9-year matriculation	A deliberate and intentional and tactical approach to net tuition revenue	Summer 2023	January 2024

Action Step	Area	Who is Responsible	Deliverable	Measure of Success	Start Date	End Date
Evaluate area demographics in order to strategically penetrate untapped markets and more deeply grow name recognition and understanding of Crossroads' mission in known markets	<ul style="list-style-type: none"> • Enrollment • Finance 	<ul style="list-style-type: none"> • SPC • HOS • Asst. Head Ext. Affairs • Marketing and Communications (Marcomms) • Finance Consultant 	<ul style="list-style-type: none"> • Analyze census data for 2023 - 2027 to identify markets with tuition-capable families. • Analyze ways to get messaging to those areas 	Inquiries from identified areas	Summer 2023	September 2023
Remove barriers that limit understanding and requesting of financial aid	<ul style="list-style-type: none"> • Enrollment • Finance 	<ul style="list-style-type: none"> • SPC • HOS • Asst. Head Ext. Affairs • Finance Consultant • Marcomms 	Update Financial Aid page on Crossroads website to be more inviting for prospective families and de-mystify the aid process	Updated website	Summer 2023	October 2023

Action Step	Area	Who is Responsible	Deliverable	Measure of Success	Start Date	End Date
Ensure Academic Rigor	<ul style="list-style-type: none"> • Academics • Finance 	<ul style="list-style-type: none"> • HOS • Assistant Head of School for Academic Affairs • Asst. Head Ext. Affairs 	<ul style="list-style-type: none"> • Review and compare historical ERB/CTP4 scores with the most recent scores • Update end-of-year Core Knowledge (CK) "Curriculum Referenced Test" • CK Self-Evaluation Tool 	<ul style="list-style-type: none"> • Report on CTP4's to individual faculty and Board of Trustees (CABOT) • Give teachers self evaluation in the beginning of the school year and then test students at the end of the school year 	September 2023	Ongoing
Demonstrate Return on Investment (ROI) through outcomes	<ul style="list-style-type: none"> • Academics • Enrollment 	<ul style="list-style-type: none"> • HOS • Asst. Head Ac. Affairs • Asst. Head Ext. Affairs • Marcomms 	<ul style="list-style-type: none"> • Review and compare historical ERB/CTP4 scores with the most recent scores • List matriculations at selective high schools and colleges • Post on social media and use testimonials 	Make updates to Crossroads website and plan regular intentional and deliberate social media postings	Summer 2023	Ongoing

Action Step	Area	Who is Responsible	Deliverable	Measure of Success	Start Date	End Date
Engage realtor/relocation experts and local HR leaders with visits and on-campus events	<ul style="list-style-type: none"> • Enrollment • Finance 	<ul style="list-style-type: none"> • HOS • CABOT • Asst. Head Ext. Affairs • Marcomms 	Develop relationships w/area realtors and relocation experts and hiring leaders through campus events and outreach	On-campus events for listed Individuals	Spring 2024	Ongoing
Define how we support neuro diverse students	<ul style="list-style-type: none"> • Academics • Enrollment 	<ul style="list-style-type: none"> • HOS • Asst. Head Ac. Affairs • Asst. Head Ext. Affairs 	Work with local leaders in the area of neuro-diversity to determine how best to support students who learn differently	Codified and accepted support plan for learning differences and levels, along with a professional development plan	Summer 2024	June 2025
Demonstrate Crossroads' leadership as a regional expert in K-8 development	<ul style="list-style-type: none"> • Academics • Enrollment • Marketing 	<ul style="list-style-type: none"> • HOS • Marcomms 	<ul style="list-style-type: none"> • Create a "Speaker Series" that educates parents and interested community members about best practices in education, literacy, and numeracy, especially accentuating Core Knowledge • Record and publish the series 	Bi-monthly "Speaker Series" that addresses a wide swath of topics related to K-8 education	Summer 2025	Ongoing

Action Step	Area	Who is Responsible	Deliverable	Measure of Success	Start Date	End Date
Revitalize "Take a Look Tuesdays" and "Coffee with Crossroads" events	<ul style="list-style-type: none"> • Academics • Enrollment 	<ul style="list-style-type: none"> • HOS • Marcomms • Asst. Head Ext. Affairs 	<p>Revitalize two events that had been popular pre-pandemic.</p> <ul style="list-style-type: none"> • Parents and community members were invited to campus to see Crossroads in action. • Coffee events were set up to specifically discuss the Core Knowledge Sequence. 	Host "Take-a-Look Tuesdays" once a month and "Coffee with Crossroads" events twice a year.	Summer 2024	Ongoing

Goal Two:

Attract, retain, compensate, and develop accomplished, motivated, and dedicated faculty and an administrative structure that ensures the successful delivery of our Core Knowledge and Core Virtues programs.

Action Step	Area	Who is Responsible	Deliverable	Measure of Success	Start Date	End Date
Review workload across divisions	<ul style="list-style-type: none"> Human Resources Academics 	<ul style="list-style-type: none"> Asst. Head Ac. Affairs HR/Title IX Coordinator HOS All Teachers 	Published workload expectations for employees	Published workload expectations for employees	January 2024	Ongoing
Review hiring process including: <ul style="list-style-type: none"> Advertising Accentuating CK & CV Curricula Interview Committees Interview Process 	<ul style="list-style-type: none"> Human Resources Academics 	<ul style="list-style-type: none"> Asst. Head Ac. Affairs HR/Title IX HOS 	Renewed, vetted, and published hiring process that better gauges alignment and competency	Employee retention	Summer 2024	October 2024
Create a robust mentor program: <ul style="list-style-type: none"> Experienced teachers mentor newly hired teachers at least once a week 	<ul style="list-style-type: none"> Human Resources Academics 	<ul style="list-style-type: none"> Asst. Head Ac. Affairs HR/Title IX Coordinator HOS 	Mentor program	Employee retention, satisfaction and smooth deployment of CK/CV	Summer 2024	Ongoing

Action Step	Area	Who is Responsible	Deliverable	Measure of Success	Start Date	End Date
Formalize more consistent division meetings with time to share teaching tips, curricular challenges, and connection	<ul style="list-style-type: none"> Academics 	<ul style="list-style-type: none"> Asst. Head Ac. Affairs HOS All Teachers 	Review meeting schedule and formalize "sharing" time	Specific times for employees to share best practices in the delivery of CK/CV	Fall 2023	Ongoing
Research and consider bringing back grade level pairings, possibly around CV lessons in which we pair experienced faculty with new faculty	<ul style="list-style-type: none"> Academics 	<ul style="list-style-type: none"> Asst. Head Ac. Affairs HOS CK & CV Coordinators All Teachers 	Create a teacher committee to discuss possible sharing and partnering	Decision on grade level pairing	October 2023	Ongoing
Create and offer robust professional development opportunities	<ul style="list-style-type: none"> Academics 	<ul style="list-style-type: none"> Asst. Head Ac. Affairs HOS All Teachers 	Create and fund a slate of offerings for faculty in the areas they deem necessary	Slate of offerings with finding for teachers	See Goal 3	See Goal 3

Action Step	Area	Who is Responsible	Deliverable	Measure of Success	Start Date	End Date
Bring teachers salaries and benefits to highest/best in region	<ul style="list-style-type: none"> • Academics • Finance 	<ul style="list-style-type: none"> • HOS • Asst. Head Ext. Affairs • CABOT 	Create an endowment that supports or offloads teachers salaries and benefits	<ul style="list-style-type: none"> • Market Study on area compensation and benefits • Publish pay scale based on experience and degrees 	See Goal 3	See Goal 3
Create a partnership with other New Hampshire Independent K-8 schools for shared professional development and networking opportunities	<ul style="list-style-type: none"> • Academics 	<ul style="list-style-type: none"> • HOS 	Partner with: <ul style="list-style-type: none"> • World Academy: Nashua, NH • Sant Bani: Sanbornton, NH • Well School: Peterborough, NH • Shaker Road School: Concord, NH • Barnard Academy: Barnard, VT 	Regular meetings with HOS at these schools to plan and execute partnerships	July 2023	Ongoing

Goal Three:

Ensure short-term financial stability through careful management of available resources, responsible budgeting. Secure recurring annual gifts while soliciting major gifts through a capital campaign. Protect the assets and resources of Crossroads by using them responsibly.

Action Step	Area	Who is Responsible	Deliverable	Measure of Success	Start Date	End Date
Continue to budget responsibly and be transparent with internal community	<ul style="list-style-type: none"> • Finance 	<ul style="list-style-type: none"> • HOS • Financial Consultant 	<ul style="list-style-type: none"> • Regular updates on budget • Demonstrated savings or flat costs 	<ul style="list-style-type: none"> • Flat costs • Closing the shortfall gap 	October 2021	Ongoing
Engage alumni	<ul style="list-style-type: none"> • Finance • Enrollment 	<ul style="list-style-type: none"> • HOS • Marcomms • Asst. Head Ext. Affairs 	<ul style="list-style-type: none"> • Newsletter and gatherings • Annual Report • Alumni updates • Alumni Reunions • Create an “Alumni Notes” page on our website. 	Increase in alumni engagement and support	January 2022	Ongoing
Action Step	Area	Who is Responsible	Deliverable	Measure of Success	Start Date	End Date

Engage Grandparents	<ul style="list-style-type: none"> • Finance • Enrollment 	<ul style="list-style-type: none"> • HOS • Marcomms • Asst. Head Ext. Affairs 	<p>Specific newsletters regarding:</p> <ul style="list-style-type: none"> • Academics • Acceptances • Achievements • Intentional and deliberate messaging 	Increase in grandparent engagement and support	January 2024	Ongoing
Research and apply for grants	<ul style="list-style-type: none"> • Finance 	<ul style="list-style-type: none"> • CABOT 	Research appropriate grants and apply for them.	Increase in grant funding	October 2024	Ongoing
Launch a capital campaign to support financial aid and faculty salaries	<ul style="list-style-type: none"> • Finance 	<ul style="list-style-type: none"> • HOS • CABOT • Asst. Head Ext. Affairs 	<ul style="list-style-type: none"> • Determine feasibility and set target • Identify capable community members • Target legacy giving • Build relationships and solicit community members 	Completion of endowment building	January 2025	October 2028

Goal Four:

Advance diversity, equity, and inclusion initiatives that help all Crossroads Academy community members feel a sense of welcome, safety, and belonging.

Action Step	Area	Who is Responsible	Deliverable	Measure of Success	Start Date	End Date
Perform diversity climate study and share results with community	<ul style="list-style-type: none">• Student Life	<ul style="list-style-type: none">• HOS• CABOT	Deploy AISNE, NAIS, or NEASC diversity climate study	Review of survey results	January 2024	July 2024
Along with the SLC, and an ad hoc committee, create a Diversity Strategic Plan	<ul style="list-style-type: none">• Student Life	<ul style="list-style-type: none">• HOS• CABOT	Diversity Strategic Plan	Approval of the plan by the Board which is then shared with our community	July 2024	June 2025
Draft Key Performance Indicators (KPI) based on study responses	<ul style="list-style-type: none">• Student Life	<ul style="list-style-type: none">• HOS• CABOT	Dashboard	Update KPI dashboard and review with CABOT and SLC monthly	June 2025	Ongoing

Action Step	Area	Who is Responsible	Deliverable	Measure of Success	Start Date	End Date
Continue to leverage and expand relationships with regional centers (DC, DHMC, Hypertherm, UVMC, Arts Academy, UVAC, etc.)	<ul style="list-style-type: none"> • Student Life 	<ul style="list-style-type: none"> • HOS • CABOT 	Outreach to these groups	Update KPI dashboard and review with CABOT and SLC monthly	October 2023	Ongoing
Specific partnering with UVBA BIPOC Network	<ul style="list-style-type: none"> • Student Life 	<ul style="list-style-type: none"> • HOS • CABOT 	Partnership with this network	Update KPI dashboard and review with CABOT and SLC monthly	September 2023	Ongoing