



North Cross School Strategic Plan

The North Cross School Strategic Plan is intended to adapt as new information and opportunities arise. The Board of Trustees will review the Strategic Plan on an annual basis to evaluate its implementation and ensure its continued relevance.

Academic Affairs

Goal: *Develop students that are rigorous, innovative, and distinctive.*

Strategy One: Create an environment that attracts, develops, and retains a talented, diverse faculty. Currently the emphasis should be on the “develop and retain” portion of this.

Action Items:

1. Strengthen Professional Development opportunities for faculty and staff.
 - a. Establish a subcommittee of the Academic Affairs and Strategic Oversight Committee to focus on professional development opportunities.
 - b. For the immediate future and in the absence of read funding for these activities, the group thinks that we need to provide some sort of “bridge” activities together with a commitment to the faculty to reinstate a budget for this next year. The bridge activities could include using local college resources, using online education like TED Talks, doing in-house presentations from alumni in the education field and doing several VAIS school visits during the year. Even these activities will require a small amount of funding.
 - c. The Academic Affairs and Strategic Oversight Committee should appoint a board liaison and a faculty liaison to work hand in hand to ensure this happens.
2. Implement a salary-banding strategy, if appropriate.
 - d. In process by the faculty, but stalled. Faculty sees this as a moot issue without an increase in budget.
3. Continue to review salary-benchmarking information to ensure North Cross remains competitive.

Strategy Two: Ensure implementation, evaluation, and continued funding of existing strategic initiatives.

Action Items:

1. Evaluate existing initiatives and measure success.
2. Grow the number of students proficient in a second language.
3. Continue to grow the Global Studies program.
4. Continue to improve technology campus-wide.
5. Synthesize writing assessment and instruction. Publicize writing as a distinguishing factor for NCS in marketing materials.

Strategy Three: Develop an ECP–12 Ethics/Leadership/Integrity/Life Skills Program.

Action Items:

1. Review existing programs.
2. Decide whether program should be integrated or stand alone.
3. Develop and implement a program for ethics, leadership, integrity, and life skills.

Strategy Four: Establish a progressive STEM-D program.

Action Item:

- Develop a strategy to enhance and promote our current STEM-D offerings.

Strategy Five: Investigate online offerings to augment current programs.

Strategy Six: Evaluate the potential of increasing North Cross School's regional presence.

Action Items:

1. Evaluate the feasibility of, and optimal locations for, additional campuses using demographic data and financial forecasting.
2. Determine type of programs and tuition structure appropriate for each target community.

Strategy Seven: Establish distinctive partnerships with local colleges, universities, and community organizations.

Action Items:

1. Establish a faculty development program with Hollins University.
2. Investigate a partnership with Virginia Tech for opportunities in STEM-D and Institute for Creative Arts and Technology for faculty, staff, and students.
3. Investigate a partnership with Jefferson College of Health Sciences and Virginia Tech Carillion School of Medicine for faculty, staff, and students.
4. Evaluate dual enrollment opportunities to expand current program offerings.
5. Develop a process to evaluate potential partnerships.
6. Evaluate the possibility of a North Cross Cohort for MAT degree at a discounted rate.

Strategy Eight: Develop an innovative parent education program to foster a sense of trust and community.

Action Items:

1. Develop topics for parent education programming.
2. Develop programming using various delivery modes, including the use of technology.

Institutional Advancement

Goal: *Advance public awareness and support, attract and retain students, create, build and strengthen relationships, and enhance philanthropy for North Cross School.*

Strategy One: Develop and implement a comprehensive marketing and public relations plan that communicates the value of North Cross School to identified constituencies to attract and retain an academically talented, diverse, and socially conscious body of 500 students.

Action Items:

1. Identify constituency groups and define messaging to them.
2. Identify most appropriate mode of communication for each constituency group.
3. Evaluate website for more efficient communication with constituency groups.
4. Develop and implement marketing and public relations plan for each group.
5. Develop and implement a plan to utilize the head of school and willing members of the Board of Trustees for external relations.
6. Develop and implement a plan to position North Cross as a thought leader in education by leveraging faculty, staff, head of school, parents, and alumni to speak, write, perform, and participate in and for appropriate venues and events.
7. Develop a recruitment plan to focus on recruitment of primary level students including relationships with pre-schools, utilization of current parents, and the leverage of current campus activities that attract non-North Cross students.
8. Design and implement mechanism(s) to gather pertinent data to define and communicate the value of a North Cross education to various constituencies.
9. Develop and implement a plan to increase retention at transition points.

Strategy Two: Develop comprehensive fundraising and volunteer plans to support the strategic plan initiatives and annual operating budget that engages alumni, current parents, former parents, and others in efforts that are the most critical to North Cross as well as increasing the number of geographic variation of engaged alumni.

Action Items:

1. Develop and implement an integrated data management system, including needed training.
2. Determine fundraising goals in conjunction with HOS and Finance for strategic plan initiatives and annual operating budget.
3. Determine dollar amount of goals to come from annual fund, fundraising events, corporations, foundations, and major gifts.
4. Ensure successful completion of annual fund.
5. Evaluate current fundraising events and make recommendation for continuing, replacing, or eliminating.
6. Develop and implement a plan in conjunction with the head of school for the head to spend 15% of his time fundraising.
7. Develop and implement a plan for willing Board of Trustees members to assist in fundraising.
8. Develop and implement a Corporate and Foundation fundraising strategy that includes prospect visits, the writing of grants and proposals, and stewardship.
9. Develop and implement a Fat Pencil Society to increase alumni support.
10. Improve web-site design for ease of donations.
11. Expand the list of needed functions that could be performed by volunteers.
12. Prioritize the list based upon criteria to ensure successful implementation of the Strategic Plan.
13. Develop and update brief description of volunteer activity and identify staff/faculty whom volunteers would work.

14. Develop and implement a call for volunteers to alumni, current parents, former parents, and friends.
15. Place volunteers in positions.
16. Conduct a satisfaction survey of volunteers and faculty/staff members.
17. In conjunction with the Alumni Board, develop and implement an alumni communications plan that increases the frequency and quality of contacts.
18. Increase engagement and participation of alumni in a variety of areas including events, special programming, recruitment, and publications.
19. Fully implement the alumni networking and mentoring program for students, faculty, and staff.

Strategy Three: Evaluate Institutional Advancement staffing relative to the achievement of Strategic Plan goals and strategies.

Action Items:

1. Review Strategic Plan and existing operations to parse activities into categories including communications, fundraising, recruitment, data operations, events, volunteer engagement and coordination, alumni relations, community relations, and others.
2. Plot existing staffing against categories and identify gaps and opportunities to consolidate functions.
3. Conduct a cost/benefit analysis on any additional staffing.

Strategy Four: Evaluate a modest boarding program.

Action Items:

1. Research existing five- and seven-day boarding programs.
2. Determine market conditions for a successful boarding program.
3. Develop a financial model for boarding program.

Buildings and Grounds

Goal: *Create and sustain a unique learning campus that is safe, secure, environmentally friendly, and reflects programmatic needs.*

Strategy One: Implement appropriate elements of the consolidated Master Plan.

Action Item:

1. Review Campus Master Plan.
2. Create a plan to update Willis Hall, which would include science laboratories and technology.
3. Create a long-term plan for addressing library, auditorium, and office needs.
4. Complete Cook Field and implement maintenance plan.
5. Review needs for Thomas Field and practice fields.

Strategy Two: Continue to prioritize deferred maintenance and implement plan to complete deferred maintenance..

Finance

Goal: *Create a Sustainable Financial Model*

Strategy One: Work with Institutional Advancement to monitor results of tuition model.

Action Items:

1. Monitor results.
2. Make changes as necessary.
3. Role of annual fund.

Strategy Two: Improve cash flow management.

Action Items:

1. Develop a cash flow model that enables the school to operate efficiently, and reduce reliance on credit line.

Strategy Three: Develop multi-year plan for China (Xinhe and Wuxi) revenue. .

Potential Uses:

1. Eliminate long-term debt.
2. Complete deferred maintenance/fund PRRSM
3. Other uses.

Audit

Goal: *To foster good Board governance through effective strategic management of the bylaws and policies, ensure the practices of the school conform to Board approved bylaws and policies, and oversee all aspects of the Audit process.*

Strategy One: Continuously evaluate the School's Bylaws and Policies.

Action Items:

1. Review the Bylaws on an annual basis to confirm they meet the needs of the school and incorporate the best practices recommended by NAIS and VAIS.
2. Review all policies on an annual basis to confirm they meet the needs of the school and incorporate the best practices recommended by NAIS and VAIS.
3. Determine whether we need to add new policies to meet the needs of the school.

Strategy Two: On an annual basis review the management of the Endowment Fund.

Action Items:

1. Review the financial statements of the Endowment Fund to ensure the management of the fund conforms to the Investment Policy Statement.
2. Confirm disbursements fall within the allowable amount and are being used for the intended purpose.

Strategy Three: On an annual basis review the risk management policies and actions the school is taking to eliminate or reduce risk.

Action Items:

1. Review the summary scorecard of risks currently known to the School (from greatest to least).
2. Review actions taken by the School to deal with risks known a year ago.
3. Ensure the School has a strategy in place to effectively eliminate or reduce each known risk.

Strategy Four: Oversee the audit relationship and the production of the annual audit and tax returns.

Action Items:

1. In advance of the expiration of the current contract with CBH issue a RFP and interview at least 3 vendors to determine whether a change in audit firm should be made.

Strategy Five: Provide oversight on the management of the 403(b) retirement plan.

Action Items:

1. Ensure the School is conducting regular investment committee meetings.
2. Confirm the School is offering a diversified menu of investment options and is monitoring those investment options on a regular basis.
3. Confirm the Schools is providing the employees of the School with the tools and education necessary to successfully plan for their retirement.