



CROSSNORE

school & children's home

Strategic Plan 2017-2020

goodness grows here

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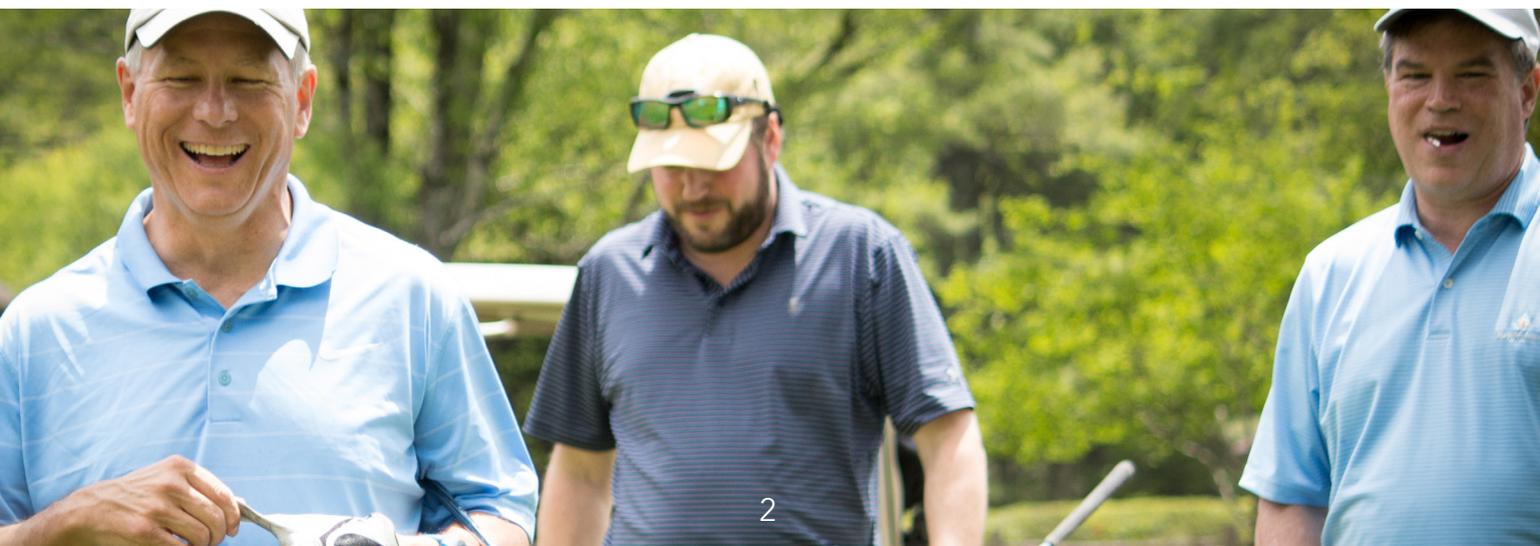
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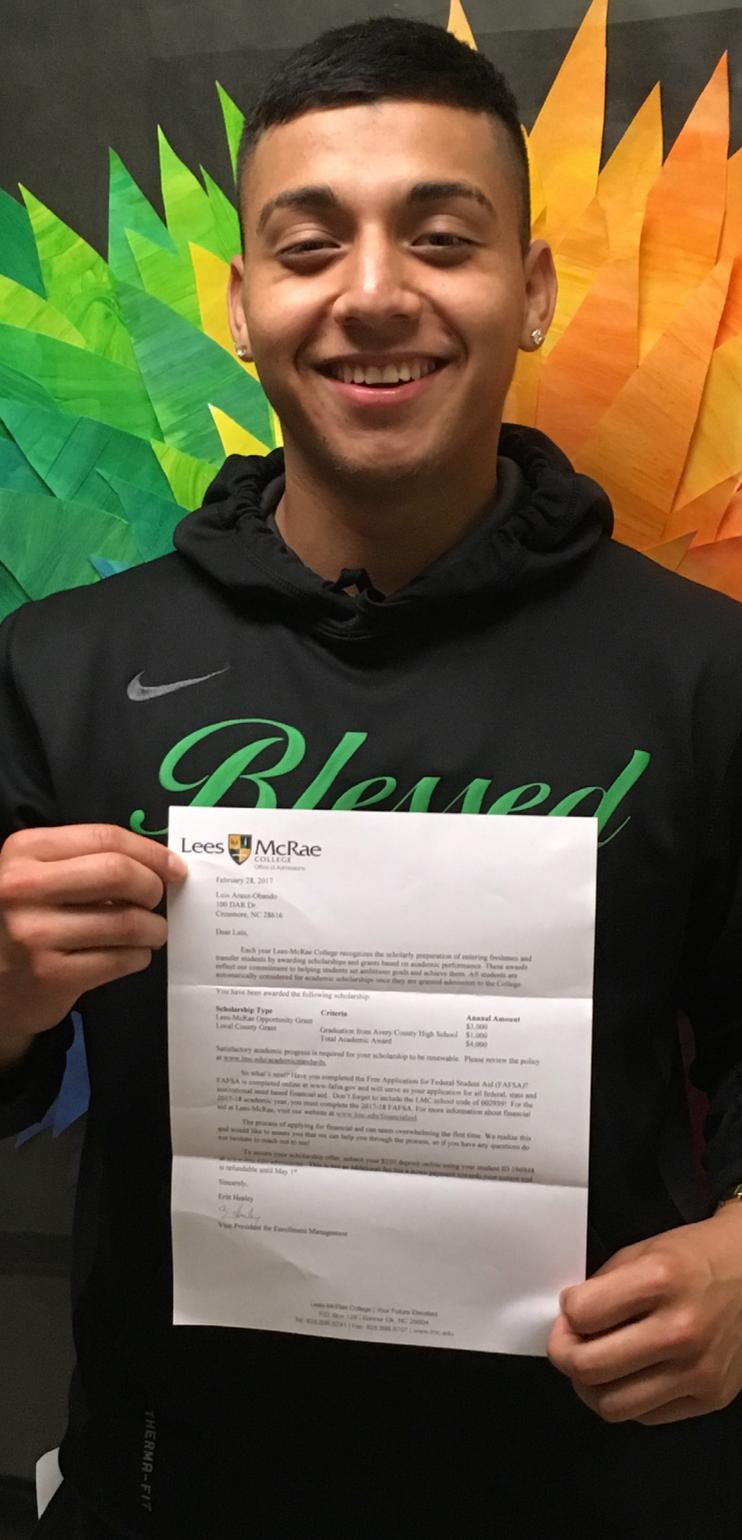
From the Strategic Planning Committee Chair...

Our goal as a committee was to set a three-year template for Crossnore School & Children's Home that will direct the decisions of the Board and the efforts of the staff to improve the lives and health of the precious children in our care. This Board-approved plan has been well-vetted by executive leadership, staff, and the committee, and it is intended to be both directive and aspirational.



Bick Cardwell
*Board of Trustees Member and
Chair of the Strategic Planning
Committee*





Lees-McRae College
 190 DAR Dr
 Crossen, NC 28616

February 28, 2017
 Lees-McRae College
 190 DAR Dr
 Crossen, NC 28616

Dear Lee,

Each year Lees-McRae College recognizes the scholarly preparation of entering freshmen and transfer students by awarding scholarships and grants based on academic performance. These awards reflect our commitment to helping students set ambitious goals and achieve them. All students are automatically considered for academic scholarships since they are granted admission to the College.

You have been awarded the following scholarship:

Scholarship Type	Criteria	Annual Amount
Lees-McRae Opportunity Grant	Graduation from Avery County High School	\$1,000
Local County Grant	Total Academic Award	\$4,000

Satisfactory academic progress is required for your scholarship to be renewable. Please review the policy at www.lees-mcrae.edu/academic.

So what's next? First, you completed the Free Application for Federal Student Aid (FAFSA). FAFSA is completed online at www.fafsa.gov and will serve as your application for all federal, state and institutional award based financial aid. Don't forget to include the LAC school code of 002939. For the 2017-18 academic year, you must complete the 2017-18 FAFSA. For more information about financial aid at Lees-McRae, visit our website at www.lees-mcrae.edu/financial.

The process of applying for financial aid can seem overwhelming the first time. We realize this and would like to assure you that we can help you through the process, so if you have any questions do not hesitate to reach out to us!

For more information, please contact our financial aid office, submit your 2017 deposit online using your student ID 1001643 or visit our website at www.lees-mcrae.edu/financial.

Sincerely,
 Erin Hasky
 Vice President for Enrollment Management

Lees-McRae College | Your Future Deserves
 190 DAR Dr | Crossen, NC 28616
 Tel: 800-888-2244 | Fax: 800-888-8107 | www.lees-mcrae.edu

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Elizabeth Graham
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 Winston-Salem, NC

Dr. William Satterwhite
 Winston-Salem, NC

Alex Stacy
 Winston-Salem, NC

Iris Sunshine
 High Point, NC

Quincy Foil White
 Charlotte, NC

Every child is worthy of
 and deserving of an
 opportunity to .

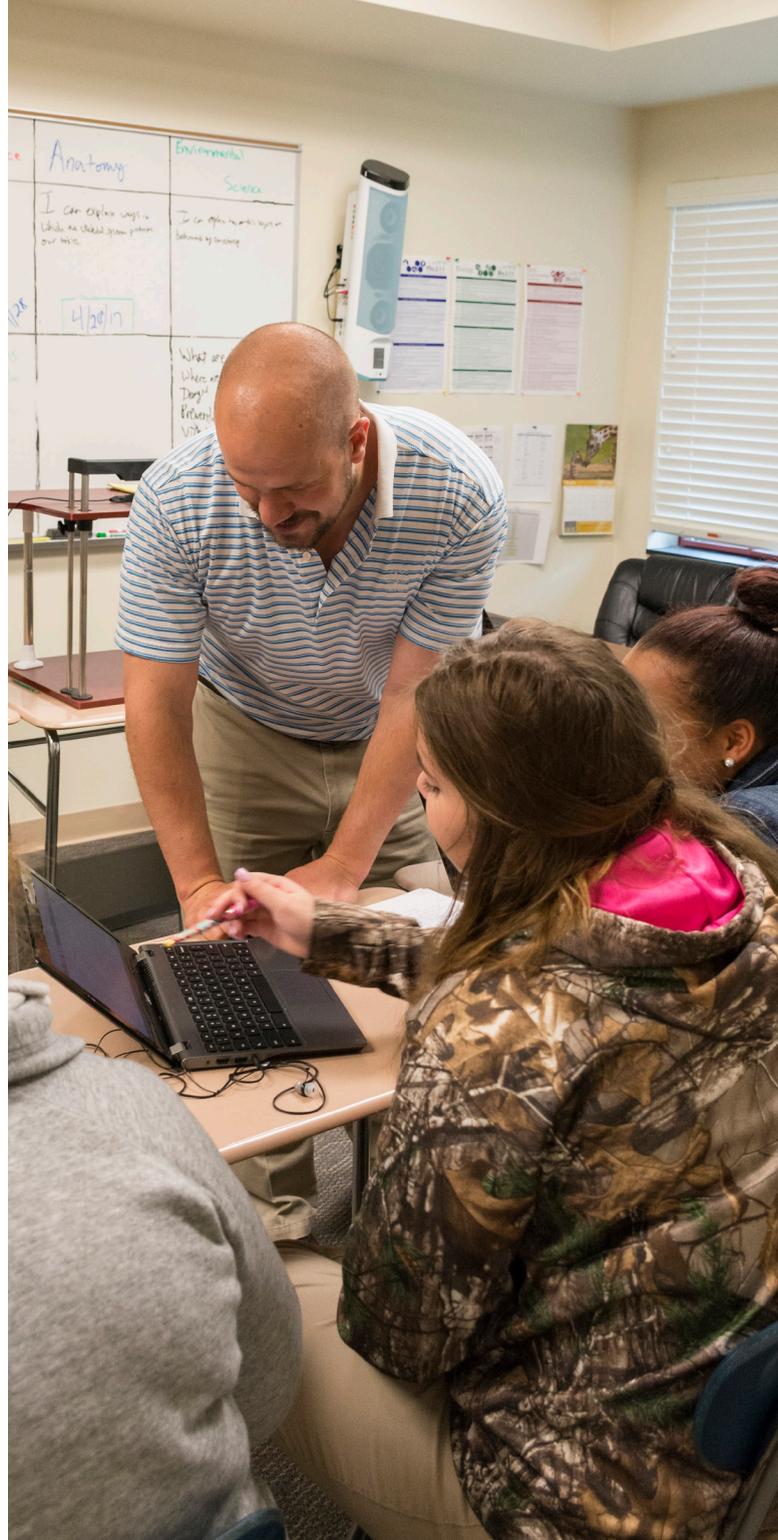
- Katheryn Northington



THE NEED

The trauma of childhood abuse and neglect is the single greatest public health crisis facing children in America. Every year, more than 500,000 children cycle through the child welfare system. Millions more go unprotected. Trauma has lasting effects that impact every aspect of a child's life, and those impacts can last over the course of a lifetime. Nationally, 1 in 8 children suffer from a diagnosable mental health disorder, and for children who have experienced trauma, the rates are even higher. Children often do not get the help they need to heal and recover so that they can break intergenerational cycles of abuse, poverty, mental illness, and addiction.

Nationally, children in the foster care system have very poor life outcomes. Poverty, homelessness, early pregnancy, addiction, educational failure, early mortality, and continuing cycles of violence all plague children after they leave "the system." In NC alone there are nearly 11,000 children in foster care on any given day. Tens of thousands of other children face trauma with little or no intervention. Without support, the long-term outcomes for these children are bleak. These children are **OUR CHILDREN**, and they need **OUR HELP**.







GOAL 1 GROW PROGRAMS that provide a healing sanctuary for children

Grow two Sanctuary campuses with holistic services to help children and sibling groups heal by nurturing their minds, bodies, and spirits (serving 150-200 children in 3-5 years).

Create a network of Sanctuary family foster homes and therapeutic foster homes in Western NC (serving children in 100 foster homes in 3-5 years).

Build and maintain Sanctuary schools through existing on-campus schools, Williams Academy and Kingswood School, and through expanded school partnerships (Crossnore and Winston-Salem).



and families in their homes, schools, and communities.

Expand the reach of trauma-informed community services (Outpatient Therapeutic Services, Medical and Medication Management Services, and Day Treatment Services).

Become the regional training site for Sanctuary and partner with other organizations to build trauma-informed organizations and communities.



Build a culture of excellence through full implementation of Sanctuary, state of the art staff training, and leadership development program.

Develop and implement a staff recruitment, retention, and evaluation plan.

Conduct a full evaluation of staff total compensation and develop, as well as implement, a plan to be highly competitive in staff compensation and benefits.



GOAL 3

DEVELOP A SUSTAINABLE BUSINESS MODEL that strives for excellence in Governance, Facilities, and Advancement.

Develop and implement a plan for board recruitment, orientation, and evaluation.

Improve and maintain the physical infrastructure on both campuses to support the programs and to build a physical sanctuary for children and staff.

Provide accurate and timely financial and program outcome data to the leadership team and board in order to make informed decisions.

Develop and implement fundraising, communications, and marketing plans to meet the needs of a regional organization with a national reputation.

