# BOARD OF TRUSTEES

<table>
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<tr>
<th>Officers:</th>
<th>Trustees:</th>
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| Carolyn S. Moretz, Chair  
*Hickory, NC/Linville, NC* | Rush S. Dickson, III  
*Charlotte, NC/Linville, NC*  
Traci D. Royster  
*Boone, NC* |
| Katheryn Northington, Vice-Chair  
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*High Point, NC/Linville, NC*  
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*Hendersonville, NC* |
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*Asheville, NC*  
Dr. William Satterwhite  
*Winston-Salem, NC* |
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*Charlotte, NC/Linville, NC* | B. Kelly Graves  
*Charlotte, NC/Linville, NC*  
Alex Stacy  
*Winston-Salem, NC* |

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- John Blackburn  
*Linville, NC*
- Bick Cardwell, Jr.  
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*Winston-Salem, NC*
- Carol B. Dabbs  
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- Kathy Izard  
*Charlotte, NC/Linville, NC*
- Hunter M. Peak  
*Gastonia, NC*
- Robert A. Quick  
*Winston-Salem, NC*
- David P. Riggins  
*Charlotte, NC*
- Iris Sunshine  
*High Point, NC*
- Buddy Thomas  
*Winston-Salem, NC*
- Peggy Troxell  
*Hillsborough, NC*
- Philip P. Vineyard  
*Charleston, SC/Linville, NC*
- Quincy Foil White  
*Charlotte, NC*
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
Every child is worthy of love and deserving of an opportunity to heal.

- 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.
WHAT WE CAN DO
We believe that every child can heal, learn, and develop healthy attachments with expert interventions and supports. Current research shows that trauma-informed interventions and healthy attachments can help children’s brains heal and reduce the effects of the trauma so that children can grow into happy, productive adults. By building trauma-informed, Sanctuary HOMES, SCHOOLS, and COMMUNITIES, we can change the futures for our children.

THE SANCTUARY MODEL
Crossnore School & Children’s Home is a Sanctuary-certified agency. The Sanctuary Model creates a theory-based, trauma-informed, and evidence-supported organizational culture. Commitment to the shared values of Sanctuary enables us to build an intentional healing community where we no longer ask, “What’s wrong with you?”, but rather, “What’s happened to you?” Sanctuary also equips our staff to understand and handle the vicarious trauma common among those in helping professions.
STRATEGIC GOALS

1. GROW PROGRAMS that provide a healing sanctuary for children and families in their homes, schools, and communities.

2. BUILD AN ORGANIZATIONAL CULTURE based on our Sanctuary commitments that values our people as our greatest resource.

3. DEVELOP A SUSTAINABLE BUSINESS MODEL that strives for excellence in Governance, Facilities, and Advancement.
GOAL 1

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.
GOAL 2  BUILD AN ORGANIZATIONAL CULTURE based on our Sanctuary commitments that values our people as our greatest resource.

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

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.

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