



## Strategic Priorities & Goals 2026-2030

### Priority 1: Academic Excellence

Sustain and strengthen St. Croix Preparatory Academy's rigorous classical education academic program by ensuring clarity and coherent alignment of curriculum and instruction, supporting continuous improvement across all divisions while remaining responsive to evolving needs and expectations.

#### **Goal 1.1: Consistent Academic Rigor Across Divisions**

Ensure students experience a consistently rigorous, high-quality classical academic program across Lower, Middle, and Upper School, regardless of classroom or division.

#### **Goal 1.2: Integrated Curricular Alignment**

Establish sustainable practices for reviewing and improving curriculum, instruction, and assessment across all divisions, ensuring strong vertical alignment from Lower School through Upper School so that students are well prepared for transitions and responsive to evolving student needs and state standards.

#### **Goal 1.3: Comprehensive Student Support Systems**

Strengthen systems for identifying, supporting, and monitoring students with diverse learning needs, including those requiring academic intervention, enrichment opportunities, emotional support, or behavioral guidance, and ensure families and students clearly understand academic expectations, standards, and measures of progress across divisions.

## **Priority 2: Culture and Organizational Alignment**

Strengthen a unified, mission-aligned, collaborative school culture by clarifying expectations, reinforcing shared norms and accountability, and improving coherence across divisions, ensuring that students, families, and staff experience St. Croix Preparatory Academy as one connected, purposeful institution.

### **Goal 2.1: A Cohesive, Safe, and Accountable “One School” Culture**

Strengthen a shared sense of identity, purpose, expectations, accountability, and norms so students, families, and staff experience St. Croix Preparatory Academy as one connected institution where all feel safe, respected, and supported.

### **Goal 2.2: Living Our Commitment to Classical Education**

Clarify, define, and align around the school’s commitment to classical education, and ensure students, staff, and teachers consistently understand and live out the character traits and principles central to classical education in daily practice.

### **Goal 2.3: Operational Excellence and Service**

Improve the effectiveness, consistency, and responsiveness of administrative and operational functions so that families, students, and staff experience seamless, mission-aligned support across all touchpoints with the school.

## **Priority 3: People and Professional Excellence**

Strengthen St. Croix Preparatory Academy’s ability to attract, develop, and retain exceptional faculty and staff by intentionally investing in people and culture through recruiting strategies, competitive compensation practices, professional growth, and authentic engagement that support long-term excellence.

### **Goal 3.1: Competitive and Sustainable Total Compensation**

Articulate and implement a transparent, competitive, and financially sustainable approach to compensation, benefits, and workload that supports recruitment and retention.

### **Goal 3.2: Organizational Effectiveness and Shared Ownership**

Enhance organizational effectiveness by clarifying roles, aligning external compliance with internal systems, strengthening collaboration and leadership practices, and establishing processes that ensure faculty and staff expertise meaningfully informs how work is structured and accomplished.

### **Goal 3.3: Strategic Recruiting and Selection**

Develop and implement a comprehensive recruitment process that attracts, identifies, and selects prospective faculty who demonstrate both pedagogical excellence and strong alignment with the school's mission and culture.

## **Priority 4: Financial Sustainability and Stewardship**

Advance long-term financial sustainability by strengthening *stewardship*, diversifying revenue sources, supporting the Foundation, and aligning resources with strategic priorities to ensure the school's mission and academic model remain strong and viable for future generations.

### **Goal 4.1: Financial Health and Planning**

Build long-term financial strength to support academic excellence by partnering effectively with the Foundation, expanding internal and external revenue sources, and establishing rigorous financial planning, forecasting, stewardship, and resource alignment practices that inform strategic decisions and ensure sustainability.

### **Goal 4.2: Transparency and Shared Understanding of Financial Realities**

Improve financial transparency with the school community and shared understanding among key stakeholders about the school's financial realities, constraints, and tradeoffs.

## **Priority 5: Strategic Communication and Brand Development**

Strengthen strategic communication and brand development to ensure St. Croix Preparatory Academy builds trust, transparency, and connection across the school community, increases external recognition and credibility, and proactively tells its story to current and prospective families, partners, and the broader community.

### **Goal 5.1: Clear, Consistent, and Timely Communication**

Improve the clarity, consistency, and timeliness of communication systems and processes with all stakeholders so information is shared effectively, predictably, and responsively across the school community.

### **Goal 5.2: Strengthen and Amplify Our Story**

Strengthen how the school tells its story to current and prospective families and external stakeholders to increase understanding, recognition, confidence, and credibility in St. Croix Preparatory Academy.

# Strategic Plan Structure

## Strategic Priorities

*3–5 priorities | 3–5 year horizon*

Define where the school is choosing to focus its strategic energy over the life of the plan. Strategic Priorities are broad, enduring areas of emphasis that guide decision-making and resource allocation.

## Strategic Goals

*2–4 goals per priority | 3–5 year horizon*

Describe what success looks like within each priority. Strategic Goals articulate the outcomes the school seeks to achieve over time and provide clarity about what progress will mean.

## Strategies

*2–5 strategies per goal | 1–3 year horizon*

Define how the school will pursue each goal. Strategies outline the intentional approaches the school will use to advance each goal and guide leadership decisions without prescribing specific tasks.

## Annual Work Plans

*Updated annually | 12-month horizon*

Translate strategies into specific actions, timelines, responsibilities, and measures of progress. Annual Work Plans allow the school to adapt to changing conditions while remaining aligned with long-term strategic direction.