Crystal 2020 Strategic Plan

At CSUS we inspire motivated learners to lead meaningful lives in a rapidly changing world. Our intimate, collaborative community encourages students to pursue passions, explore new interests, build confidence, develop compassion and thrive in an environment of academic excellence.

At its core, the mission of Crystal Springs Uplands School is to promote and nurture the intellectual and personal growth of our students. We do this through the experiences our school crafts and delivers to our students. The fundamental purpose of a Crystal education is to serve students in their pursuit of becoming...becoming informed, becoming compassionate, becoming courageous, becoming creative, becoming expressive, becoming aware, becoming responsible, becoming mindful, becoming engaged, and becoming inspired during their years at Crystal and beyond.

It is important to note that as we write this strategic plan in 2014-2015, we are preparing for increased enrollment on two campuses. Central to this plan is our intention to seek out and capitalize on programmatic opportunities that will arise from expanding our enrollment and becoming a two-campus school.

This plan incorporates recommendations from our California Association of Independent Schools/Western Association of Schools and Colleges 2014 accreditation, as well as best practices in education and research on learning and the brain, and sets a direction for our school for the next six years.
Over the next six years, Crystal will...

I Enrich the learning experiences that enable our students to develop literacies, master content and acquire the skills necessary to thrive at Crystal and beyond.

II Strengthen programs designed to help our students develop greater self and social awareness and the ability to navigate an increasingly complex world.

III Sustain and cultivate the vibrancy of the Crystal community.

IV Provide the financial and operational resources necessary for Crystal to fulfill its mission over time.
Enrich the learning experiences that enable our students to develop literacies, master content and acquire the skills necessary to thrive at Crystal and beyond.
Because we are serving students in their pursuit of becoming **INFORMED**, becoming **EXPRESSIVE** and becoming **INSPIRED**, we will:
Enhance robust curricula and pedagogies

- leverage increased enrollment to introduce new academic and Fine Arts offerings
- establish a programmatic and organizational framework to ensure a cohesive curricular experience across the Middle and Upper Schools
- implement the methodology needed to ensure that the Upper School’s advanced courses meet Crystal’s academic standards

Expand opportunities for intellectual development and expression

- further the use of non-traditional instruction, including project based learning and assessments, in our Middle and Upper Schools
- create additional inter-disciplinary projects and courses to deepen student understanding

Enhance academic support for our students

- augment the level and type of academic support provided to our growing student population
Because the most meaningful learning experiences are created and delivered by the most SKILLED and INVESTED teachers, we will:
Recruit and hire outstanding teachers

• deploy thorough and creative techniques to identify the most promising candidates
• continue to offer competitive salaries and benefits
• cultivate a more diverse faculty population to foster inclusivity and promote broad-minded learning
• include a candidate of color in every full-time faculty and staff search

Develop and support exceptional and inspirational teachers

• sustain a significant level of professional development funds
• build a cadre of educational leaders by targeting specific opportunities for faculty and staff who have demonstrated the desire and ability to innovate and affect positive change
• supply the training and support needed to ensure all faculty are exceeding our level of required technological expertise
• provide robust and extended training, mentoring, and support for all new faculty
Crystal will strengthen programs designed to help our students develop greater self and social awareness and the ability to navigate an increasingly complex world.
Because we are serving students in their pursuit of becoming ENGAGED, becoming COMPASSIONATE, becoming RESPONSIBLE, and becoming MINDFUL of the importance of leading meaningful and balanced lives, we will:
Extend community service opportunities

- research, develop and implement additional community service programs for students, parents, teachers and alumni
- integrate service learning into the curriculum across all grades
- cultivate service learning offerings that foster meaningful community engagement

Optimize and expand the Global Initiatives Program

- evaluate the burgeoning international internship program and, if worthy, expand the program
- explore the possibility of bringing international students to our campuses for semester programs
- explore the possibility of creating summer academic and cultural programs for international students
- evaluate international semester programs to expand student options for learning abroad
Because we are serving students in their pursuit of becoming **COURAGEOUS**, becoming **RESPONSIBLE**, and becoming **COMPASSIONATE**, we will:
Continue to assess and modulate academic stress levels and provide students with the tools necessary to lead healthy, balanced lives

- position Crystal at the forefront of thought and action on the topics of academic stress and student life balance
- investigate and adopt best practices in mindfulness education
- provide students with skills needed to become their own, best self-advocates

Expand Social Emotional Learning (SEL) Programming

- develop a more robust SEL program that includes conflict resolution, empathy training and development, and anti-bullying programs
- weave SEL curriculum into the advising and academic experiences
- through “how I learn” programs, assist students’ growing understanding of their individual learning styles
- study and create digital citizenry protocols
Create and deliver more extensive leadership development opportunities

• research and develop comprehensive programs that promote the development of collaborative leadership
• implement leadership training for captains of sports teams
• expand peer helping opportunities in our Upper School and implement a formal Middle School peer-helping initiative
• establish a Middle School clubs program

Optimize and expand Crystal Athletics

• enhance the athletics experience for Crystal students and families
• promote life lessons through sports, including teamwork, leadership, hard work and perseverance
• recruit, train, and support dedicated and talented coaches
• expand the quality and number of Junior Varsity team offerings
• explore and develop new sports opportunities for our Middle and Upper School students
• evaluate current athletic league memberships

Evaluate and implement programs to assist parents in supporting their students

• investigate and, if worthy, offer parent education opportunities
• enhance parent connections with other parents, their own students and the school
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Because we are committed to our students’ pursuit of becoming ENGAGED with the entire Crystal community, we will:
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Sustain a singular Crystal culture by maintaining traditions that define our school while leveraging the community-building opportunities that result from growth and expansion.

- create and implement a plan to foster community and unite our Middle and Upper School campuses
Because we believe our vibrancy is the result of our deliberate efforts to foster INCLUSIVENESS within a diverse Crystal community, we will:
Leverage the work of the Multicultural Leadership Team

- equip all faculty with the skills needed to lead and facilitate conversations with students and colleagues regarding diversity
- provide teachers with the skills and content knowledge they need to ensure that their classrooms include as many perspectives as possible and encourage mindful discourse
- assess Crystal’s culture to ensure it is as inclusive as possible and deepen the trust among students, faculty, administration, and staff

Evaluate and strengthen outreach and admissions practices to pursue quality applicants who bring a variety of life experiences to our community

- review and refine admissions objectives
- establish a financial aid framework that creates greater accessibility to the Crystal educational experience
- implement recommendations from the Financial Aid task force
- broaden and enable geographic diversity
- expand transportation options for all students to facilitate geographic diversity and ensure the lowest possible impact on our environment and neighbors
Because we believe our vibrancy is also dependent on meaningful RELATIONSHIPS with our alumni, former parents and trustees, and the communities of Belmont and Hillsborough, we will:
Nurture and actively advance alumni relations and engagement through efforts such as the Alumni Technology Committee, the Alumni Arts Council, and enhanced networking opportunities

- further the work of Crystal’s Alumni Board and Alumni Office to expand programming for alumni of all ages

Improve engagement efforts with former parents, trustees, faculty, and staff members

- identify and create forums to sustain meaningful connections

Identify opportunities to collaborate with the communities of Belmont and Hillsborough
Crystal will provide the financial and operational resources necessary for Crystal to fulfill its mission over time.
Because we seek to provide the **CRYSTAL EXPERIENCE** to future generations of motivated learners, Crystal Springs Uplands School will:
Ensure financial sustainability

- develop and implement a focused and continued effort to increase our endowment
- grow our facilities reserve fund to ensure continued investment in a first-rate physical plant
- explore innovative capital and annual fundraising opportunities

Advance Crystal’s reputation as a local and national educational leader through focused marketing and communications efforts

- define and fill a strategic communications position
- distill and communicate what differentiates Crystal in the marketplace
- encourage faculty and administrative thought leaders to share their expertise at national conferences and in publications
- support these efforts through deployment of professional development funds

Seize and capitalize on financial and operational opportunities that arise from becoming a two-campus school

- identify, study, and implement new opportunities to raise revenue through the use of our facilities on both campuses
- identify, study, and implement new opportunities to improve efficiencies and reduce costs through the economies of scale embedded in increased enrollment

Ensure that our school’s financial aid resources can support the students who need them