



CHARLES RIVER  
SCHOOL

# FORWARD TOGETHER

2024-2029 STRATEGIC PLAN











# OUR MISSION

*Charles River School honors the pursuit of academic excellence and the joy of childhood. We nurture each child by igniting curiosity, encouraging creativity, and cultivating intellectual engagement. Our graduates know themselves, understand others, and shape the future of our diverse world with confidence and compassion.*





# STRENGTH IN COMMUNITY

Dear CRS Community,

**IN 1911, FOUR SETS OF PARENTS FOUNDED CHARLES RIVER SCHOOL AS THEY SOUGHT TO FIND A BETTER WAY TO EDUCATE THEIR CHILDREN.**

They established a school where children develop a love of learning and benefit from a foundational partnership between home and school. Our founders were dedicated to helping students build academic and character skills and inspiring them to use those skills to lead and serve their communities throughout their lives.

It is in this spirit that we created our strategic plan as we continue CRS' legacy of academic excellence, joyful learning, innovation, and partnership.

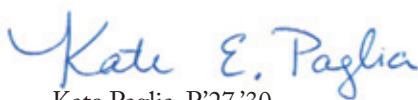
Community has always been our strength. We kicked off the calendar year in 2024 by leaning on that strength and inviting our entire community to take part in our inclusive and transparent process to dream together about the future of our special school. Over six months, we heard from hundreds of community members including faculty and staff, students, parents and caregivers, the Board of Trustees, alumni, and parents of alumni. We centered our work on our students' needs and joyfully collaborated with one another, following the example they set for us every day.

Our strategic vision will guide our work for the next five years. It is rooted in our tradition and holds us accountable to our future. We invite you to join us in the important work ahead.

In partnership,



Gabe Burnstein P'30 '30 '34  
*Head of School*



Kate Paglia, P'27 '30  
*President, Board of Trustees*





**March 2024: The Board of Trustees met for a Strengths, Opportunities, Aspirations, and Results (SOAR) planning night.**



**Amit Mathew P'28 '31 '33 shares at "Dream. Design. Do." session.**



**February 2024: Faculty and staff worked together to complete a SOAR analysis.**

# COMMUNITY SNAPSHOTS

*A look at the strategic planning process in photos*



**Spring 2024: Opening screen from Student Dreams for the Future of CRS video.**



**May 2024: Parents, caregivers, and Trustees gathered for a "Dream. Design. Do." session.**



# OUR CORE VALUES

At Charles River School, the values of **Community, Equity, and Inclusion**

are an essential part of our curriculum and our community. These values are central tenets to each pillar of our strategic plan.

Through our teaching practices and the authentic learning experiences we provide for our students inside and outside of the classroom, Charles River School shows a deep dedication to graduating well-rounded students who “know themselves, understand others, and shape the future of our diverse world with confidence and compassion.”



# CORE PLANNING TEAM AND BOARD OF TRUSTEES

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We are very grateful to the various stakeholders and diverse perspectives on our Core Strategic Planning Team and Board of Trustees who worked hard to plan and execute an inclusive process.

## Core Strategic Planning Team

**Gabe Burnstein** P'30 '30 '34,  
Head of School

**Erin Byrnes** P'28 '29 '31

**Elizabeth Clayton** P'17 '20,  
Associate Head of School

**Veena and Amit Mathew** P'28 '31 '33

**James McElligott** P'25 '27 '30,  
Trustee

**Rachel Miller**,  
Grade 5 Co-teacher

**Mica Moellering** P'18,  
Head of Performing Arts

**Ayan Osman**,  
PreK/K Co-teacher

**Kate Paglia** P'27 '30,  
Trustee

**Will Rico** P'26 '30,  
Trustee

**Paul Rupprecht**,  
Director of Athletics

**Kim Scotland**,  
Director of Marketing  
and Communications

**Sarah Wong**,  
Math Specialist and Coordinator

Special thank you to  
**Jen Silbert and Damien  
Ewens at Spartina Consulting**  
for their partnership in our  
strategic planning process.

## 2023–2024 Board of Trustees

Tracy-Ann Bain P'18 '20

Gabe Burnstein P'30 '30 '34,  
*Head of School*

Molly Carney P'29 '31,  
*Parent Association Chair*

Aqueela Culbreath-Britt P'24

John Frantz P'00 '02

Nancy Galindo-Rodriguez P'23 '28

Andrew Gallinaro P'27 '29

Steve Ginsberg P'25 '28

Rebecca Grimm P'23 '25

David Itzkovits P'24 '25

Leslie Judge '91 P'24 '26

Laura Kunkemueller '80

Bruce Levine P'28 '32

James McElligott P'25 '27 '30

Beth Newmark P'24 '27

Kate Paglia P'27 '30

Fred Ramos P'22 '24

Mark Stanek

Tessa Steinert-Evoy,  
*Faculty Trustee*

Joanna Travis P'19 '21

Kristi Westerling P'26 '27

Heather Willis P'23 '30

Will Willis '88 P'23 '30

Guoping Zhou P'22 '26







# HONORING OUR HISTORY AS WE LOOK TO THE FUTURE

*As we grow, move forward, and adapt, we will stay true to our timeless values.*

“Have you ever thought of your importance?... You are of great importance to this school—you have attained the highest average of scholarship—better still you have shown real generosity of heart and real loyalty to what is good and right. The younger girls and boys want to be like you.”

HEAD OF SCHOOL WINONA K. ALGIE 1917-1947

**Winona Algie,  
Second Head  
of School**



“One of the first aims of the school is to encourage self-dependent clear thinking. The child is led to investigate, weigh, and deduce for himself, for textbook information merely accepted without thinking does not develop responsibility either in thought or in action.”

CHARLES RIVER SCHOOL'S 30TH ANNIVERSARY PUBLICATION, 1941



# FORWARD TOGETHER

ONE

## Innovating

for the Future of  
Teaching and Learning

TWO

## Growing

and Engaging Our Community

THREE

## Investing

in our People, Programs,  
and Places

FOUR

## Sharing

Our Story





**FORWARD  
TOGETHER**







# ONE Innovating

*We will innovate for the future of teaching and learning.*

We will serve as a leader in progressive education by fusing the foundations of a Charles River School education into every student experience “the pursuit of academic excellence and the joy of childhood.” CRS faculty will model curiosity and collaboration as we design a modern curriculum, schedule, and experiential learning opportunities to meet the unique needs of each student now and in the future.

## STRATEGIES

- Implement new PreK-8 math program to more effectively challenge and support each student
- Create and implement an ongoing process to vertically align curriculum to better balance teacher creativity with consistent learning objectives, outcomes, and assessment methods from PreK-8
- Create new processes to support continuous faculty professional development, growth, and evaluation
- Redesign academic schedule to provide for deeper learning, interdisciplinary connections, and faculty collaboration
- Increase individualized enrichment and experiential learning opportunities to honor the curiosity and creativity of our students



## TWO Growing

*We will grow and engage our community.*

We will make a CRS education more accessible and expand our classes alongside our students in order to meet their developmental needs. We will foster opportunities for alumni to meaningfully serve and impact our community and cultivate new partnerships to inspire and prepare our students “to shape the future of our diverse world with confidence and compassion.”

### STRATEGIES

- Strategically increase racial and socioeconomic diversity of our student body
- Increase enrollment and class size in the Middle School to support academic, social, and emotional needs and growth of young adolescents
- Develop programs to enhance alumni relations and share their stories to spotlight the impact of a Charles River School education
- Develop strategic partnerships with nonprofits, local universities, and organizations to support innovative experiential learning and service learning opportunities









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## THREE Investing

*We will invest in our people,  
programs, and places.*

Our investments in our campus will demonstrate our stewardship to living our mission long into the future and serving students and families for generations to come. Improving our capacity to recruit and retain world-class faculty is a reflection of our dedication to the teachers who will help us build and live our forward vision.

### STRATEGIES

- Ensure that CRS can recruit and retain expert faculty by reimagining compensation and benefits
- Significantly grow our endowment to support the long-term sustainability of Charles River School
- Create dynamic auxiliary programming to develop revenue streams in order to support the operating budget
- Design a campus master plan for future investment in buildings and grounds
- Complete a feasibility study to launch CRS' next successful capital campaign



## FOUR Sharing

*We will widely share the story and value of a CRS education.*

As thought leaders in progressive education, we will continue to create opportunities for our faculty to showcase their expertise. Every member of our community will be equipped to speak about CRS with confidence. Charles River School will be known for our joy and excellence far beyond the Greater Boston region.

### STRATEGIES

- Define our messaging to tell the story and “why” of our school clearly, succinctly, and in a format that allows all members of our community to participate authentically and consistently
- Design a comprehensive marketing strategy that activates our story, communicating the joy and excellence of a CRS education
- Increase opportunities for faculty to share their experiences locally and nationally to showcase CRS’ leadership and innovation in progressive pedagogy
- Create a community ambassador program to support our marketing and enrollment efforts









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**CHARLES RIVER**  
SCHOOL



Photography: Leah LaRiccia,  
Kim Scotland, Steve Trust