

EA 2020 and Beyond is not the end of the conversation but the beginning of one.

Financial discipline

- re-alignment of divisions
 - Upper School Division Head remains
 - combination of Lower School and Middle School under one Division Head
- re-examination of operational spending
- targeted fundraising
- a continuation of debt repayment
- balance debt pay-down with cash flow requirements

Revenue Generation and Remodeled Offerings

- Creation of a summer school to accompany our existing summer programs
- Modest enrollment growth
- LS Library remains the same, MS/US relevant collections relocated and space reallocated
- Research potential expansion of Early Childhood program (365-day model)
- Continued growth across all grade levels of our emphasis on social-emotional learning
- The use of Professional Development money to spur innovation-- a fund set up to which teachers can apply to innovate in their classrooms
- Continued look at our co-curricular programs
 - athletics
 - class schedule
- Continued analysis of our educational program, looking for ways to be efficient while also expanding student experiences

Conclusions

- 2020 & Beyond is about being fiscally responsible while providing a premier education to current and future students
- Despite disruptions in our enrollment, we have been strong in paying down our debt by half in the past 10 years while maintaining our endowment
- We are making near-term changes to meet macro demands that will build the long-term future for the school
- We are excited about this opportunity to build on our many strengths and innovate to the benefit of our current and future students
- 2020 & Beyond builds an innovative and adaptive culture
- We are an organization that continually evolves and we will continue to do so through an iterative process
- As we move forward, we will not lose sight of our mission: offering an educational experience where kids become creative, courageous and compassionate

Visit the Elgin Academy 2020 and Beyond [webpage](#) often for updates and a schedule of further opportunities for discussion.