



# ST. DOMINIC HIGH SCHOOL STRATEGIC PLAN

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JULY 2018

*Educating with a higher purpose*



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# ABOUT ST. DOMINIC HIGH SCHOOL

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## MISSION STATEMENT

St. Dominic is a Catholic, college preparatory high school offering young men and women an education rooted in the Gospel of Jesus Christ. Living the Dominican tradition of prayer, study, community and service, we encourage lifelong growth in faith, knowledge and leadership and involvement in the global community.

## VISION STATEMENT

St. Dominic will be recognized as a premier Catholic high school in the St. Louis Archdiocese for academic and co-curricular excellence. Guided by Catholic teaching, students will become leaders in the local and global communities.

## STRATEGIC PLAN STEERING COMMITTEE

Chair..... Mrs. Aimee Hood  
Catholic Identity ..... Mr. Paul Hagan  
Education..... Mrs. Tricia Bauche  
Technology..... Mr. Joe Susai  
Student Life ..... Mr. Tim Mueller  
Enrollment and Marketing..... Mrs. Catherine Sullivan  
Advancement and Charitable Giving ..... Mr. Bob Schmersahl  
Finance ..... Mr. Dennis Maher  
Facilities..... Mrs. Angie Baker

## ADMINISTRATION

President ..... Mr. Jim Welby  
Interim Principal ..... Ms. Cathy Fetter  
Assistant Principal..... Mr. Brad Dempsey  
Athletic Director..... Mr. Kevin Roberts  
Dean of Students ..... Mrs. Suzie Mennemeier  
Director of Advancement..... Mrs. Sarah Wehde



# ABOUT THIS STRATEGIC PLAN

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## A LIVING DOCUMENT

In the life of St. Dominic High School, it is critical to take time to look internally and externally and to develop a multi-year strategic plan to guide the immediate and long-term future of our community. The 2017-2018 school year entailed a year-long process of developing this strategic plan, engaging diverse groups of our community to seek feedback and ideas to help continue the advancement of St. Dominic High School.

The 2017 fall semester included a comprehensive analysis of strengths, weaknesses, opportunities and threats across eight components of the school: Catholic identity, education, technology, student life, enrollment and marketing, advancement and charitable giving, finance and facilities. The steering committee gathered and analyzed data. In January 2018, 81 individuals representing all constituencies of the St. Dominic community participated in a two-day retreat. That retreat converted the analysis, data, feedback and ideas into strategic objectives and action items.

Following the retreat, a first draft of this strategic plan was authored. Over the next three months, the steering committee vetted the draft across all constituencies to solicit additional feedback. That feedback has resulted in this strategic plan.

It is critical to understand that this strategic plan is a guide to the future of St. Dominic High School, but it is not a strict road map to follow. As with any strategic plan, this is a living document that will evolve as it is implemented over the next five years.



# STRATEGIC AREA: CATHOLIC IDENTITY

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Catholic identity is the very reason for our existence as a school. In the Dominican tradition of prayer, study, community and service, St. Dominic High School creates an environment of formation for our students. Catholic identity encourages lifelong growth in faith, knowledge, leadership and involvement in the global community. Critical in our students' faith formation is that they develop a deeper relationship with Christ through many means, including curriculum, service, retreats, sacraments and daily prayer. St. Dominic High School exists first as a vehicle for our students to deepen their understanding and relationship with God. We will enhance our Catholic identity through the following strategic goals:

1. Increase the presence of religious on campus
2. Enhance St. Dominic's service program
3. Increase faith-based and sacramental opportunities that engage the entire family
4. Examine the current retreat program to maximize students' ability to explore their relationship with Christ while most efficiently utilizing the school schedule

# STRATEGIC AREA: CATHOLIC IDENTITY

**GOAL:** Increase the presence of religious on campus

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Engage local area priests to help meet the sacramental needs of our students	<ul style="list-style-type: none"> <li>• Appropriate contacts</li> </ul>	<ul style="list-style-type: none"> <li>• Campus Ministry</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Engage professed religious to be more visible in our community	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Priest</li> </ul>	<ul style="list-style-type: none"> <li>• Campus Ministry</li> <li>• President</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>
Investigate the possibility of seminarian involvement within the academic program	<ul style="list-style-type: none"> <li>• Sponsor (administor, campus minister, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Campus Ministry</li> <li>• Principal</li> <li>• Department chairs</li> </ul>	<ul style="list-style-type: none"> <li>• 2020-2021</li> </ul>

# STRATEGIC AREA: CATHOLIC IDENTITY

GOAL: Enhance St. Dominic's service program

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Explore service week/mission trip opportunities	<ul style="list-style-type: none"> <li>• Research</li> <li>• Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Campus Ministry</li> <li>• Committee</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Conduct in-depth analysis of current 2020 Plan to identify strengths and weaknesses in advance of possible revision	<ul style="list-style-type: none"> <li>• Time for review</li> <li>• Staffing</li> </ul>	<ul style="list-style-type: none"> <li>• Campus Ministry</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>
Develop a faculty/staff service initiative	<ul style="list-style-type: none"> <li>• Research organizations</li> <li>• Administration/faculty commitment</li> </ul>	<ul style="list-style-type: none"> <li>• Administration</li> <li>• Campus Ministry</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>

# STRATEGIC AREA: CATHOLIC IDENTITY

**GOAL:** Increase faith-based and sacramental opportunities that engage the entire family

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Offer speakers or programs for parents and students to enhance their faith formation	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Committee to identify needs</li> </ul>	<ul style="list-style-type: none"> <li>• Campus Ministry</li> <li>• Administration</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Increase opportunities for families to participate in school-sponsored celebration of the Mass	<ul style="list-style-type: none"> <li>• Scheduling</li> <li>• Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Campus Ministry</li> <li>• President</li> <li>• Principal</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>

## STRATEGIC AREA: CATHOLIC IDENTITY

**GOAL:** Examine the current retreat program to maximize students' ability to explore their relationship with Christ while most efficiently utilizing the school schedule

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Review overarching strategy for retreats from freshman through senior year	<ul style="list-style-type: none"><li>• Committee</li></ul>	<ul style="list-style-type: none"><li>• Campus Ministry</li></ul>	<ul style="list-style-type: none"><li>• 2018-2019</li></ul>
Examine of the school schedule to coordinate multiple retreats to enhance schedule efficiency	<ul style="list-style-type: none"><li>• Retreat availability</li><li>• Scheduling consideration</li></ul>	<ul style="list-style-type: none"><li>• Campus Ministry</li><li>• Principal</li></ul>	<ul style="list-style-type: none"><li>• 2020-2021</li></ul>



# STRATEGIC AREA: EDUCATION

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The role of education within the life of St. Dominic High School is to develop a superior curriculum centered on college preparation and workforce readiness with a consistent presence of Catholic faith in all areas. Through implementing these initiatives, St. Dominic High School will foster a superior academic reputation and brand while distinguishing SDHS from alternative private and public schools. We will enhance our education through the following strategic goals:

1. Increase curriculum-focused professional development opportunities for teachers
2. Increase college-bound curriculum opportunities for students that will prepare them for future career opportunities
3. Increase partnerships to develop community-based learning opportunities while promoting global awareness
4. Implement school-wide Multi-Tier System of Support (MTSS)

# STRATEGIC AREA: EDUCATION

**GOAL: Increase curriculum-focused professional development opportunities for teachers**

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Examine current Professional Learning Communities model to best meet current curriculum needs.		<ul style="list-style-type: none"> <li>• Principal</li> <li>• Assistant Principal</li> <li>• Department chairs</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Establish sustainable funding models to support additional curriculum-focused professional development	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Time</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Finance Committee</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>
Enhance professional development reporting system to ensure all teachers are benefiting from professional development opportunities	<ul style="list-style-type: none"> <li>• Technical support</li> </ul>	<ul style="list-style-type: none"> <li>• Principal</li> <li>• Assistant Principal</li> <li>• Department chairs</li> </ul>	<ul style="list-style-type: none"> <li>• 2020-2021</li> </ul>
Establish a system that requires all faculty to engage in a level of professional development outside of school-sponsored opportunities	<ul style="list-style-type: none"> <li>• Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Principal</li> </ul>	<ul style="list-style-type: none"> <li>• 2021-2022</li> </ul>

## STRATEGIC AREA: EDUCATION

**GOAL: Increase college-bound curriculum opportunities for students that will prepare them for future career opportunities**

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Survey recent alumni to evaluate the curriculum	<ul style="list-style-type: none"> <li>• Survey mechanism</li> <li>• Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Principal</li> <li>• Assistant Principal</li> <li>• Director of Alumni</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Investigate curriculums in other Catholic schools		<ul style="list-style-type: none"> <li>• Principal</li> <li>• Assistant Principal</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Research adding the biomedical strand of Project Lead the Way	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Equipment</li> <li>• Space</li> </ul>	<ul style="list-style-type: none"> <li>• Administration</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>
Provide opportunities for online learning courses	<ul style="list-style-type: none"> <li>• Scheduling flexibility</li> </ul>	<ul style="list-style-type: none"> <li>• Principal</li> <li>• Assistant Principal</li> </ul>	<ul style="list-style-type: none"> <li>• 2020-2021</li> </ul>
Provide opportunities outside of our current curriculum for community college courses	<ul style="list-style-type: none"> <li>• Scheduling flexibility</li> </ul>	<ul style="list-style-type: none"> <li>• Principal</li> <li>• Assistant Principal</li> </ul>	<ul style="list-style-type: none"> <li>• 2020-2021</li> </ul>
Provide opportunities for technical school courses	<ul style="list-style-type: none"> <li>• Scheduling flexibility</li> </ul>	<ul style="list-style-type: none"> <li>• Administration</li> </ul>	<ul style="list-style-type: none"> <li>• 2021-2022</li> </ul>

## STRATEGIC AREA: EDUCATION

**GOAL:** Increase partnerships to develop community-based learning opportunities while promoting global awareness

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Participate in the Academy of Science of St. Louis' teen and teacher programs	<ul style="list-style-type: none"> <li>• Transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Principal</li> <li>• Assistant Principal</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Investigate opportunities for national and international learning experiences	<ul style="list-style-type: none"> <li>• Possible schedule modification</li> </ul>	<ul style="list-style-type: none"> <li>• Principal</li> <li>• Assistant Principal</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>
Investigate Centers for Advanced Professional Studies (CAPS) model	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Leader</li> </ul>	<ul style="list-style-type: none"> <li>• Principal</li> <li>• Assistant Principal</li> </ul>	<ul style="list-style-type: none"> <li>• 2020-2021</li> </ul>
Engage local businesses in educational opportunities for a formal mentor/internship program	<ul style="list-style-type: none"> <li>• Schedule flexibility</li> </ul>	<ul style="list-style-type: none"> <li>• Principal</li> <li>• Advancement team</li> <li>• President</li> <li>• College Guidance</li> </ul>	<ul style="list-style-type: none"> <li>• 2022-2023</li> </ul>

# STRATEGIC AREA: EDUCATION

## GOAL: Implement school-wide Multi-Tier System of Support (MTSS)

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Foundation Building <ul style="list-style-type: none"> <li>• Create teacher implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Trainer</li> <li>• Funding</li> <li>• Time</li> </ul>	<ul style="list-style-type: none"> <li>• Principal</li> <li>• Learning consultants</li> <li>• Department chairs</li> <li>• College Guidance</li> <li>• Counselor</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Tier 1 <ul style="list-style-type: none"> <li>• Collaboration</li> <li>• Planning</li> <li>• Problem solving</li> </ul>	<ul style="list-style-type: none"> <li>• Professional Development Time</li> </ul>	<ul style="list-style-type: none"> <li>• Principal</li> <li>• Learning consultants</li> <li>• Department chairs</li> <li>• College Guidance</li> <li>• Counselor</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>
Tier 2 <ul style="list-style-type: none"> <li>• Formalize plan</li> <li>• Begin implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Professional Development Time</li> <li>• Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Principal</li> <li>• Faculty</li> </ul>	<ul style="list-style-type: none"> <li>• 2020-2021</li> </ul>
Tier 3 <ul style="list-style-type: none"> <li>• Add differentiated instruction</li> </ul>	<ul style="list-style-type: none"> <li>• Professional Development Time</li> </ul>	<ul style="list-style-type: none"> <li>• Principal</li> <li>• Faculty</li> </ul>	<ul style="list-style-type: none"> <li>• 2021-2022</li> </ul>
Tier 4 <ul style="list-style-type: none"> <li>• Annually review program effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Professional Development Time</li> </ul>	<ul style="list-style-type: none"> <li>• Administration</li> </ul>	<ul style="list-style-type: none"> <li>• 2022-2023</li> </ul>



# STRATEGIC AREA: TECHNOLOGY

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Technology serves St. Dominic High School in three capacities. First, it provides the necessary infrastructure to allow the school to function at its highest potential. Second, it serves as a major vehicle in instruction and learning. Lastly, technology is an essential component of the curriculum. We currently offer classes through the Project Lead The Way Program in both computer science and engineering. As such, being on the front end of technology allows St. Dominic to best meet the needs of our students in their learning processes. Technology's role as an instructional tool and a part of the curriculum helps prepare our students for college and their future careers. Maintaining a position at the front of the academic technology curve should strengthen St. Dominic's ability to attract prospective students. Infrastructure is critical to promoting the use of technology as an instructional tool and part of the curriculum, while ensuring the school's viability, sustainability and growth. We will enhance our technology through the following strategic goals:

1. Research current trends and capabilities to ensure the best use of 1-to-1 technology as an instructional tool
2. Enhance the use of technology throughout all curriculum and instruction methods
3. Prepare students for acceptable use of technology
4. Optimize the current school information management system to increase capabilities and efficiencies

## STRATEGIC AREA: TECHNOLOGY

**GOAL: Research current trends and capabilities to ensure the best use of 1-to-1 technology as an instructional tool**

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Research best-practice schools using 1-to-1 technology and develop criteria to evaluate effectiveness of different technologies, particularly iPads and laptops	<ul style="list-style-type: none"> <li>• Skilled, trained support staff</li> <li>• Access to other schools to learn</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Principal</li> <li>• Technology team</li> <li>• Facilities Director</li> <li>• President</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Research current, short-term and long-term educational viability for producers of technology (ie, apps, iBooks, e-books, etc.)	<ul style="list-style-type: none"> <li>• Skilled, trained support staff</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Principal</li> <li>• Technology team</li> <li>• Principal</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>
Develop a plan for best use of 1-to-1 technology moving forward	<ul style="list-style-type: none"> <li>• Skilled, trained support staff</li> <li>• Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Principal</li> <li>• Technology team</li> <li>• Faculty</li> </ul>	<ul style="list-style-type: none"> <li>• 2020-2023</li> </ul>
Increase professional development opportunities in technology	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Time</li> <li>• Trainers</li> <li>• Tech support</li> </ul>	<ul style="list-style-type: none"> <li>• Technology Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• 2020-2021</li> </ul>

# STRATEGIC AREA: TECHNOLOGY

**GOAL:** Enhance use of technology throughout all curriculum and instruction methods

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Evaluate current use of technology within departments and coursework	<ul style="list-style-type: none"> <li>Evaluation tool to measure technology use</li> </ul>	<ul style="list-style-type: none"> <li>Principal</li> <li>Assistant Principal</li> </ul>	<ul style="list-style-type: none"> <li>2018-2019</li> </ul>
Prioritize departmental technology needs and desires annually	<ul style="list-style-type: none"> <li>Benchmarking</li> </ul>	<ul style="list-style-type: none"> <li>Department chairs</li> <li>Principal</li> <li>Assistant Principal</li> </ul>	<ul style="list-style-type: none"> <li>2018-2019</li> <li>2019-2020</li> </ul>
Develop a plan to support each department's technology needs	<ul style="list-style-type: none"> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>Department chairs</li> <li>Principal</li> <li>Assistant Principal</li> </ul>	<ul style="list-style-type: none"> <li>2019-2020</li> </ul>
Develop an evaluation procedure to ensure all teachers are utilizing technology in content areas.	<ul style="list-style-type: none"> <li>Evaluation tool to measure technology use</li> </ul>	<ul style="list-style-type: none"> <li>Department chairs</li> <li>Principal</li> <li>Assistant Principal</li> </ul>	<ul style="list-style-type: none"> <li>2020-2021</li> </ul>

# STRATEGIC AREA: TECHNOLOGY

GOAL: Prepare students for acceptable use of technology

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Create a comprehensive digital citizenship program	<ul style="list-style-type: none"><li>• Funding</li><li>• Industry experts</li><li>• Current product to best monitor student usage</li></ul>	<ul style="list-style-type: none"><li>• Dean of Students</li></ul>	<ul style="list-style-type: none"><li>• 2019-2020</li></ul>
Refine Internet content management	<ul style="list-style-type: none"><li>• Network support</li></ul>	<ul style="list-style-type: none"><li>• Technology Coordinator</li></ul>	<ul style="list-style-type: none"><li>• Annually</li></ul>

## STRATEGIC AREA: TECHNOLOGY

**GOAL: Optimize the current school information management system to increase capabilities and efficiencies**

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Evaluate the user journey of all stakeholders in the current school information system	<ul style="list-style-type: none"><li>• All key users of the school information system</li></ul>	<ul style="list-style-type: none"><li>• Assistant Principal</li><li>• Information/Database Manager</li></ul>	<ul style="list-style-type: none"><li>• 2019-2020</li></ul>
Optimize and apply best practices to the current school information systems	<ul style="list-style-type: none"><li>• Training</li><li>• Professional services</li></ul>	<ul style="list-style-type: none"><li>• Assistant Principal</li><li>• Information/Database Manager</li></ul>	<ul style="list-style-type: none"><li>• 2020-2021</li></ul>



# STRATEGIC AREA: STUDENT LIFE

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Student life represents student involvement outside of the formal classroom environment. These activities build character and confidence while promoting the mental, physical and moral development needed to be valuable members of society. Participation promotes leadership, teamwork, dedication, commitment, self-discipline, unity and school pride. St. Dominic encourages our students to become involved in activities of their interest. Athletics, performing arts and other non-classroom activities are critical in building a sense of community and school pride. These opportunities for participation, inclusion and leadership are essential for a well-rounded high school experience and directly correlate to our student enrollment and retention. We will enhance our student life through the following strategic goals:

1. Improve student body's access to emotional and mental support
2. Implement programs and procedures to heighten school spirit
3. Implement a strategy for sustainable intramural programs
4. Seek ways to identify uninvolved students to assist them in participation in at least one student life activity

## STRATEGIC AREA: STUDENT LIFE

**GOAL:** Improve student body's access to emotional and mental support

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Hire certified counselor	<ul style="list-style-type: none"><li>• Funding</li></ul>	<ul style="list-style-type: none"><li>• Administration</li></ul>	<ul style="list-style-type: none"><li>• 2018-2019</li></ul>
Integration with the MTSS program	<ul style="list-style-type: none"><li>• MTSS Team</li></ul>	<ul style="list-style-type: none"><li>• Counselor</li><li>• Principal</li></ul>	<ul style="list-style-type: none"><li>• 2018-2019</li></ul>
Develop an annual plan to include additional resources for all students (speakers, etc.)	<ul style="list-style-type: none"><li>• Funding</li><li>• Budget</li></ul>	<ul style="list-style-type: none"><li>• Counselor</li><li>• Principal</li></ul>	<ul style="list-style-type: none"><li>• 2019-2020</li></ul>

# STRATEGIC AREA: STUDENT LIFE

**GOAL: Implement programs and procedures to heighten school spirit**

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Implement home game halftime contests	<ul style="list-style-type: none"> <li>• Sponsorship or donation for prize, cash, etc.</li> <li>• Activities created</li> </ul>	<ul style="list-style-type: none"> <li>• Student Athletic Leadership Team</li> <li>• Spirit Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Advance notification of school activities for students and parents	<ul style="list-style-type: none"> <li>• Updated website</li> <li>• Classroom TVs</li> <li>• All clubs on Twitter</li> </ul>	<ul style="list-style-type: none"> <li>• Communications and Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Assign a Spirit Coordinator	<ul style="list-style-type: none"> <li>• Funding stipend</li> </ul>	<ul style="list-style-type: none"> <li>• Administration</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>
Enhance role of Athletic Leadership Team to engage students at athletic events		<ul style="list-style-type: none"> <li>• Athletic Director</li> <li>• Spirit Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>
Creation of house system for all students	<ul style="list-style-type: none"> <li>• Collaboration with other house system schools</li> </ul>	<ul style="list-style-type: none"> <li>• Student/faculty leaders</li> <li>• Dean of Students</li> <li>• House system leadership team</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>
Create a connection/check-in team to meet with sophomores and families	<ul style="list-style-type: none"> <li>• Scheduling</li> </ul>	<ul style="list-style-type: none"> <li>• College Guidance</li> </ul>	<ul style="list-style-type: none"> <li>• 2020-2021</li> </ul>
Create events or programs to recognize each class in a special manner (rites of passage)	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Scheduling</li> </ul>	<ul style="list-style-type: none"> <li>• Dean of Students</li> <li>• Administration</li> <li>• Support committee</li> </ul>	<ul style="list-style-type: none"> <li>• 2020-2021</li> </ul>

# STRATEGIC AREA: STUDENT LIFE

**GOAL:** Implement a strategy for sustainable intramural programs

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Organize one intramural program per athletic season	<ul style="list-style-type: none"><li>• Funding</li><li>• Equipment we already own</li></ul>	<ul style="list-style-type: none"><li>• Intramural Coordinator</li></ul>	<ul style="list-style-type: none"><li>• 2019-2020</li></ul>

## STRATEGIC AREA: STUDENT LIFE

**GOAL: Seek ways to identify uninvolved students and assist them in participation in at least one student life activity**

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Cross-reference athletic and club rosters to student body roster to determine participation	<ul style="list-style-type: none"> <li>• Data collection and entry on every student</li> </ul>	<ul style="list-style-type: none"> <li>• College Guidance</li> <li>• Athletic Administrative Assistant</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Integrate collected data into the house system to develop strategies to get students involved in at least one activity	<ul style="list-style-type: none"> <li>• Data collected above</li> </ul>	<ul style="list-style-type: none"> <li>• Head of house system</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>



# STRATEGIC AREA: ENROLLMENT AND MARKETING

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The role of enrollment and marketing is to make St. Dominic High School's attributes known to as many families and parish communities as possible while continually increasing student enrollment to reach optimal capacity. This should be done through the tracking of data and the development of strategy driven from that data. Through enhanced marketing and communication, St. Dominic will increase community affinity resulting in sustainable enrollment growth. Branding and outreach reflect both the mission of the school and a strong business model to provide sustainability through enrollment. We will enhance our enrollment and marketing through the following strategic goals:

1. Enhance community outreach by establishing strategic programs and initiatives
2. Articulate our St. Dominic brand by effectively communicating who we are, what we do, and what sets us apart
3. Develop a comprehensive enrollment management plan for student recruitment and retention

# STRATEGIC AREA: ENROLLMENT AND MARKETING

**GOAL: Enhance community outreach by establishing strategic programs and initiatives**

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Develop parish liaison program to improve communication and identify outreach opportunities	<ul style="list-style-type: none"> <li>Parish information on current families</li> </ul>	<ul style="list-style-type: none"> <li>Admissions</li> <li>Communications and Marketing</li> </ul>	<ul style="list-style-type: none"> <li>2018-2019</li> </ul>
Research establishing A+ tutoring program at the elementary and middle school levels	<ul style="list-style-type: none"> <li>Scheduling</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Principal</li> <li>College Guidance</li> </ul>	<ul style="list-style-type: none"> <li>2020-2021</li> </ul>
Research implementing mentorship program to connect St. Dominic students to participants in elementary and middle school activities	<ul style="list-style-type: none"> <li>Scheduling</li> </ul>	<ul style="list-style-type: none"> <li>Principal</li> <li>College Guidance</li> <li>Admissions</li> </ul>	<ul style="list-style-type: none"> <li>2020-2021</li> </ul>
Create additional opportunities for community service outreach (SDHS half days, clubs, organizations)	<ul style="list-style-type: none"> <li>Scheduling</li> </ul>	<ul style="list-style-type: none"> <li>Dean of Students</li> <li>Communications and Marketing</li> <li>Campus Ministry</li> </ul>	<ul style="list-style-type: none"> <li>2021-2022</li> </ul>

## STRATEGIC AREA: ENROLLMENT AND MARKETING

**GOAL:** Articulate our St. Dominic brand by effectively communicating who we are, what we do, and what sets us apart

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Conduct professional comprehensive branding exercise to establish graphic identity and brand guidelines	<ul style="list-style-type: none"> <li>• Focus groups</li> <li>• Printed materials</li> </ul>	<ul style="list-style-type: none"> <li>• Communications and Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Create and launch new website and develop mobile app	<ul style="list-style-type: none"> <li>• Finances</li> </ul>	<ul style="list-style-type: none"> <li>• Communications and Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2020</li> </ul>
Develop more dynamic and sophisticated high school night presentation with multimedia tools	<ul style="list-style-type: none"> <li>• Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Admissions</li> <li>• Communications and Marketing</li> <li>• Technology Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Identify and communicate St. Dominic stories using storytelling, brand journalism and testimonials	<ul style="list-style-type: none"> <li>• System to gather stories and perspectives</li> </ul>	<ul style="list-style-type: none"> <li>• Communications and Marketing</li> <li>• Journalism program</li> <li>• English department</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>
Implement a program for teachers and students to enhance shadow day experience	<ul style="list-style-type: none"> <li>• Training</li> <li>• Professional development time</li> </ul>	<ul style="list-style-type: none"> <li>• Admissions</li> <li>• Principal</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>

# STRATEGIC AREA: ENROLLMENT AND MARKETING

**GOAL: Develop a comprehensive enrollment management plan for student recruitment and retention**

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Analyze current enrollment management plan to evaluate how it aligns with the school's current needs	<ul style="list-style-type: none"> <li>• Focus groups</li> </ul>	<ul style="list-style-type: none"> <li>• Admissions</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Increase resources needed to effectively compete with other single-sex Catholic high schools	<ul style="list-style-type: none"> <li>• Finances</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Institute a data-driven strategy that examines data from elementary schools and from individual connections to St. Dominic by a potential student	<ul style="list-style-type: none"> <li>• Elementary school data</li> <li>• System to capture data</li> </ul>	<ul style="list-style-type: none"> <li>• Admissions</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>

# STRATEGIC AREA: ADVANCEMENT AND CHARITABLE GIVING

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The primary responsibility of advancement and charitable giving is to advance the mission of St. Dominic High School by engaging all stakeholders in the school's mission and vision. Advancement is key in enhancing the student experience and cultivating graduates' post-high school relationship with the school. It advances the school's mission through philanthropic support, keeping tuition manageable and facilities impeccable while developing lifelong relationships with all stakeholders. Stewardship is critical in sustaining St. Dominic High School for many generations. We will enhance our advancement and charitable giving through the following strategic goals:

1. Educate, communicate and engage the community to encourage giving of time, talent and treasure
2. Grow the St. Dominic Fund annual giving program by 7% in revenue and 5% in donors annually
3. Establish a general purpose endowment fund
4. Establish timeline and implement a blended campaign to fund major capital improvements, sustain annual giving and enhance planned giving

## STRATEGIC AREA: ADVANCEMENT AND CHARITABLE GIVING

**GOAL:** Educate, communicate and engage the community to encourage giving of time, talent and treasure

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Explore various communication tools to target our various constituent groups	<ul style="list-style-type: none"> <li>• Research</li> </ul>	<ul style="list-style-type: none"> <li>• Advancement</li> <li>• Communications and Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Review current advancement staff, identify roles, evaluate job descriptions and determine personnel needs	<ul style="list-style-type: none"> <li>• Current position descriptions</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Advancement</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Develop advancement business collateral	<ul style="list-style-type: none"> <li>• Funding</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Advancement</li> <li>• Communications and Marketing</li> <li>• Director of Alumni</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>
Create class ambassadors	<ul style="list-style-type: none"> <li>• Raiser’s Edge</li> <li>• Current relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Advancement</li> <li>• Director of Alumni</li> </ul>	<ul style="list-style-type: none"> <li>• 2020-2021</li> </ul>

## STRATEGIC AREA: ADVANCEMENT AND CHARITABLE GIVING

**GOAL: Grow the St. Dominic Fund annual giving program by 7% in revenue and 5% in donors annually**

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Evaluate effectiveness of annual fund changes made in 2017-2018	<ul style="list-style-type: none"> <li>• Donation data</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Director of Advancement</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Grow the annual fund to \$130,000 in 2018-2019	<ul style="list-style-type: none"> <li>• Donation data</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Director of Advancement</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Reevaluate gift amounts for each annual fund donor and increase the asking amount per evaluation	<ul style="list-style-type: none"> <li>• Donation data</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Director of Advancement</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Create specific messaging by constituency group to increase donor participation	<ul style="list-style-type: none"> <li>• Raiser's Edge</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Advancement</li> <li>• Communications and Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>

# STRATEGIC AREA: ADVANCEMENT AND CHARITABLE GIVING

GOAL: Establish a general purpose endowment fund

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Review donors to find potential seed donor	<ul style="list-style-type: none"> <li>Raiser’s Edge data</li> </ul>	<ul style="list-style-type: none"> <li>Director of Advancement</li> <li>President</li> </ul>	<ul style="list-style-type: none"> <li>2019-2020</li> </ul>
Ensure endowment is established within the parameters of the Archdiocese	<ul style="list-style-type: none"> <li>Archdiocesan contacts</li> </ul>	<ul style="list-style-type: none"> <li>Director of Advancement</li> <li>President</li> </ul>	<ul style="list-style-type: none"> <li>2020-2021</li> </ul>
Determine timing to establish fund	<ul style="list-style-type: none"> <li>Funding (\$25,000 to establish fund)</li> </ul>	<ul style="list-style-type: none"> <li>Director of Advancement</li> <li>President</li> </ul>	<ul style="list-style-type: none"> <li>2020-2021</li> </ul>

## STRATEGIC AREA: ADVANCEMENT AND CHARITABLE GIVING

**GOAL:** Establish timeline and implement a blended campaign to fund major capital improvements, sustain annual giving and enhance planned giving

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Determine capital needs of the school	<ul style="list-style-type: none"> <li>• Research</li> </ul>	<ul style="list-style-type: none"> <li>• Advancement</li> <li>• President</li> <li>• Advisory Board</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Conduct feasibility study	<ul style="list-style-type: none"> <li>• Consulting firm</li> </ul>	<ul style="list-style-type: none"> <li>• Advancement</li> <li>• President</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Identify campaign committee	<ul style="list-style-type: none"> <li>• Staffing</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Advisory Board</li> <li>• Advancement</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>
Initiate silent phase of capital campaign	<ul style="list-style-type: none"> <li>• Raiser’s Edge data</li> <li>• Wealth screening</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Advisory Board</li> <li>• Advancement</li> </ul>	<ul style="list-style-type: none"> <li>• 2020-2021</li> </ul>
Initiate public phase of capital campaign	<ul style="list-style-type: none"> <li>• Raiser’s Edge data</li> <li>• Wealth screening</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Advisory Board</li> <li>• Advancement</li> </ul>	<ul style="list-style-type: none"> <li>• 2021-2022</li> </ul>



# STRATEGIC AREA: FINANCE

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The role of finance within the life of St. Dominic High School is to sustain an affordable tuition rate while fostering growth through campus capital initiatives and enhanced academic and co-curricular opportunities for our students. A sound, long-term financial plan ensures St. Dominic High School's viability and sustainability for generations to come. A well-executed plan, properly communicated to all stakeholders, ensures strong enrollment and provides continued financial support from the school's supporters. We will enhance our finance through the following strategic goals:

1. Ensure strong financial oversight from board and finance committees
2. Proactively assist families with tuition planning and assistance
3. Explore diversifying, recurring and reliable non-tuition-based revenue sources
4. Build funding concepts extending to education programming, innovation and teacher retention

# STRATEGIC AREA: FINANCE

**GOAL: Ensure strong financial oversight from board and finance committees**

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Conduct annual financial assessments	<ul style="list-style-type: none"> <li>• Qualified individuals to serve on committees</li> <li>• Financial reports</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Advisory Board</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2023</li> </ul>
Review comparable schools' financial structure, tuition rate and financial oversight	<ul style="list-style-type: none"> <li>• Research</li> <li>• Data from other schools</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Advisory Board</li> <li>• President</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020, 2022-2023</li> </ul>
Maintain Archdiocesan oversight	<ul style="list-style-type: none"> <li>• Financial reports</li> <li>• Variance reports</li> </ul>	<ul style="list-style-type: none"> <li>• Archdiocesan accountant</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2023</li> </ul>

# STRATEGIC AREA: FINANCE

**GOAL: Proactively assist families with tuition planning and assistance**

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Educate School Advisory Board about tax changes and implications (529 Plan)	<ul style="list-style-type: none"> <li>• Expert advisor</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Director of Advancement</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> <li>• Annual re-education</li> </ul>
Bi-annual seminars for families interested in Catholic education in partnership with feeder parishes and current SDHS families, covering: <ul style="list-style-type: none"> <li>• 529 Plan grandparent contributions</li> <li>• Payment plan options</li> <li>• Scholarships available               <ul style="list-style-type: none"> <li>- Need-based</li> <li>- Merit-based</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Expert advisor</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Advancement</li> <li>• Communications and Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>

# STRATEGIC AREA: FINANCE

**GOAL: Explore diversified, recurring and reliable non-tuition based revenue sources**

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Attain sponsorships <ul style="list-style-type: none"> <li>• Specific to a field of study</li> <li>• Occupancy cost sponsorship</li> <li>• Creative sponsorships</li> <li>• Professional organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Database of current sponsors</li> <li>• Database of potential sponsors</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Advancement</li> </ul>	<ul style="list-style-type: none"> <li>• 2018-2019</li> </ul>
Pursue rental opportunities	<ul style="list-style-type: none"> <li>• Athletic venues</li> <li>• Performing Arts Center</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Athletic Director</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>
Research alternative funding sources <ul style="list-style-type: none"> <li>• Crowdfunding</li> </ul>	<ul style="list-style-type: none"> <li>• Constituent email stating a clear, compelling case</li> <li>• Set goal</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Director of Advancement</li> </ul>	<ul style="list-style-type: none"> <li>• 2020-2021</li> </ul>
Review best practices/benchmarking against other successful Catholic high schools	<ul style="list-style-type: none"> <li>• Partners in Mission</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> </ul>	<ul style="list-style-type: none"> <li>• 2020-2021</li> </ul>
Explore eScrip	<ul style="list-style-type: none"> <li>• St. Dominic eScrip account</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Oversight person</li> </ul>	<ul style="list-style-type: none"> <li>• 2020-2021</li> </ul>

## STRATEGIC AREA: FINANCE

**GOAL: Build funding concepts extending to education programming, innovation and teacher retention**

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Explore means to support teacher retention <ul style="list-style-type: none"> <li>• Job sharing</li> <li>• Loan forgiveness</li> <li>• Personal development</li> <li>• Increased pay</li> <li>• Increased reimbursement for advanced degrees</li> </ul>	<ul style="list-style-type: none"> <li>• Archdiocesan consensus</li> <li>• Rewrite pay scale to match Archdiocesan incremental increases</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Advisory Board</li> <li>• Finance Committee</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>
Seek Beyond Sunday innovation grants in area of teacher recruitment and retention	<ul style="list-style-type: none"> <li>• Grant writer = teachers</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>
Designate endowment funds to support specific innovation and educational programming	<ul style="list-style-type: none"> <li>• Endowment earnings investment</li> <li>• Annual line item</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Advisory Board</li> <li>• Finance Committee</li> </ul>	<ul style="list-style-type: none"> <li>• 2021-2022</li> </ul>



# STRATEGIC AREA: FACILITIES

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The role of facilities within the life of St. Dominic High School is to provide a safe, well-maintained, updated educational campus that ensures student opportunities for academic and extracurricular growth. It involves maintaining current buildings and property, updating areas with new technology (e.g. efficiencies for lighting, HVAC and similar) and planning for expansion based on a vision for growth. Having a safe, well-maintained, updated campus is essential to fostering a positive learning environment for current and future students. The quality of our facilities directly correlates to student enrollment and retention. We will enhance our facilities through the following strategic goals:

1. Improve St. Dominic's image and accessibility with site enhancements
2. Upgrade facilities to improve learning environments and enable expanded curriculum
3. Maintain a safe, efficient, reliable, up-to-date learning environment

# STRATEGIC AREA: FACILITIES

**GOAL:** Improve St. Dominic’s image and accessibility with site enhancements

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Add 100+ surface parking spaces on campus	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Space</li> <li>• Acquisition of property</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Facilities Manager</li> </ul>	<ul style="list-style-type: none"> <li>• 2019-2020</li> </ul>
Work with MoDOT to develop signage for new service road system	<ul style="list-style-type: none"> <li>• Communication with MoDOT representative</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Facilities Manager</li> </ul>	<ul style="list-style-type: none"> <li>• 2020-2021</li> </ul>
Install additional stadium seating – up to three blocks, with possible premium seating at midfield	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Time</li> <li>• Talent</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Athletic Director</li> <li>• SDAA</li> <li>• Facilities Manager</li> </ul>	<ul style="list-style-type: none"> <li>• 2020-2021</li> </ul>
Secure property for future Crusader Lane, allowing for visibility and direct access from West Terra Lane	<ul style="list-style-type: none"> <li>• Funding</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Facilities Manager</li> </ul>	<ul style="list-style-type: none"> <li>• 2021-2022</li> </ul>
Construct Crusader Lane and grand entrance for St. Dominic High School	<ul style="list-style-type: none"> <li>• Capital campaign</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Facilities Manager</li> </ul>	<ul style="list-style-type: none"> <li>• 2022-2023</li> </ul>

## STRATEGIC AREA: FACILITIES

**GOAL:** Upgrade facilities to improve learning environments and enable expanded curriculum

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Install bleacher seating in small gym	<ul style="list-style-type: none"> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>President</li> <li>Athletic Director</li> <li>Facilities Manager</li> </ul>	<ul style="list-style-type: none"> <li>2018-2019</li> </ul>
Update or replace science labs with STREAM-appropriate casework, stools, utilities, etc.	<ul style="list-style-type: none"> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>President</li> <li>Facilities Manager</li> <li>Principal</li> </ul>	<ul style="list-style-type: none"> <li>2020-2021</li> </ul>
Develop space for a broadcast studio with enhanced capabilities	<ul style="list-style-type: none"> <li>Funding</li> <li>Time</li> <li>Talent</li> </ul>	<ul style="list-style-type: none"> <li>President</li> <li>Facilities Manager</li> <li>Principal</li> </ul>	<ul style="list-style-type: none"> <li>2020-2021</li> </ul>
Renovate band, chorus and drama classrooms to create a more performance-based learning space	<ul style="list-style-type: none"> <li>Time</li> <li>Talent</li> </ul>	<ul style="list-style-type: none"> <li>President</li> <li>Facilities Manager</li> </ul>	<ul style="list-style-type: none"> <li>2021-2022</li> </ul>

# STRATEGIC AREA: FACILITIES

**GOAL: Maintain a safe, efficient, reliable, up-to-date learning environment**

STRATEGIC ACTION	RESOURCES NEEDED	RESPONSIBLE PARTY	TIMELINE
Continue LED and mechanical improvements	<ul style="list-style-type: none"> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>President</li> <li>Facilities Manager</li> </ul>	<ul style="list-style-type: none"> <li>2018-2019</li> </ul>
Continue to support technology infrastructure as needs change	<ul style="list-style-type: none"> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>President</li> <li>Facilities Manager</li> <li>Technology Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>2018-2023</li> </ul>
Improve current campus security, including cameras, locks and perimeter access controls	<ul style="list-style-type: none"> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>President</li> <li>Facilities Manager</li> </ul>	<ul style="list-style-type: none"> <li>2019-2020</li> </ul>
Improve aesthetics of landscaping and update exterior signage	<ul style="list-style-type: none"> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>President</li> <li>Facilities Manager</li> <li>Communications and Marketing</li> </ul>	<ul style="list-style-type: none"> <li>2019-2020</li> </ul>







