

MOUNT ST. MARY CATHOLIC HIGH  
SCHOOL  
STRATEGIC PLAN

2016 - 2021

## STRATEGIC GOALS

**GOAL 1: Academics and Curriculum**

**GOAL 2: Advancement**

**GOAL 3: Athletics**

**GOAL 4: Catholic Identity**

**GOAL 5: Enrollment Management**

**GOAL 6: Finance**

**GOAL 7: Ownership & Governance**

**GOAL 8: Student Life**

**GOAL 9: Technology**

**GOAL 10: Buildings & Grounds**

## ACADEMICS AND CURRICULUM GOALS AND OBJECTIVES

Objectives	By Whom	Ongoing	In Process	Completion Date
<p><b>1. Mount St. Mary Catholic High School will implement programs to serve the students with special needs, 2 per grade:</b></p> <ul style="list-style-type: none"> <li>• To support this effort through professional development</li> <li>• To evaluate curriculum requirement to meet the needs of all students yet still maintain the integrity of the college prep mission</li> <li>• To evaluate staffing and facility needs due to potential growth of the program</li> </ul>	Stacy Hawley	<p>X</p> <p>X</p> <p>X</p>		2017-2018 School Year
<p><b>2. Mount St. Mary Catholic High School will evaluate data of current programs as well as potentially implemented programs to determine efficacy</b></p> <ul style="list-style-type: none"> <li>• To commit staff to oversee and facilitate data collection to make curriculum and program recommendations</li> <li>• Survey Department Heads               <ul style="list-style-type: none"> <li>○ Where do they see their curriculum in five years</li> </ul> </li> </ul>	Administrative Team/Dean of Curriculum & Instruction	X		2017-2018

## ADVANCEMENT GOALS AND OBJECTIVES

Objectives	By Whom	Ongoing	In Process	Completion Date
<p><b>1. Mount St. Mary Catholic High School will develop an ongoing branding, marketing and communication plan to increase/attract regional growth and support</b></p> <ul style="list-style-type: none"> <li>• To develop and implement comprehensive alumni relations programs that cultivate time, talent and treasure               <ul style="list-style-type: none"> <li>○ Alumni Board and outline strategies &amp; activities, i.e. Alumni Weekend</li> <li>○ MSM – Director of Alumni Relations position</li> <li>○ Year-long community &amp; marketing plan</li> <li>○ Outsource writing of articles</li> </ul> </li> </ul>	Advancement Department	<p>X</p> <p>X</p> <p>X</p> <p>X</p>		<p>2022-2023</p> <p>2020-2021</p> <p>2019-2020</p> <p>2019-2020</p>
<p><b>2. Mount St. Mary Catholic High School will develop a 10-year Master Plan</b></p> <ul style="list-style-type: none"> <li>• To create a case for support to include but not limited to: Annual Fund, Endowment, Tuition Assistance, HVAC, Science Lab, Robotics, Fine Arts/Auditorium, Additional Classroom Space, 4<sup>th</sup> Floor and Attic</li> <li>• To conduct a feasibility study based on case for support</li> <li>• Next projects               <ul style="list-style-type: none"> <li>○ Athletics</li> <li>○ Fine Arts</li> </ul> </li> </ul>	Advancement Department	<p>X</p> <p>X</p>	X	2024-2025
<p><b>3. Mount St. Mary Catholic High School will continue to enhance the Annual Fund</b></p> <ul style="list-style-type: none"> <li>• Between 5 – 10% of operating budget</li> </ul>	Advancement Department	X		
<p><b>4. Mount St. Mary Catholic High School will continue to monitor and grow the school's Endowment</b></p> <ul style="list-style-type: none"> <li>• Maintain a level of 2 x's the school's current annual operating budget</li> </ul>	Advancement Department	X		

## ATHLETIC GOALS AND OBJECTIVES

Objectives	By Whom	Ongoing	In Process	Completion Date
<p><b>1. Mount St. Mary Catholic High School will leverage a superior athletic program to benefit the student-athletes, the student body, and all aspects of the school community</b></p> <ul style="list-style-type: none"> <li>• To conduct a comprehensive inventory of facility needs</li> <li>• To conduct a comprehensive study to research the expansion of campus, including an immediate-term and a 10-year plan (a master plan)                             <ul style="list-style-type: none"> <li>○ Study the expansion of campus, in accordance to the Master Plan</li> </ul> </li> </ul>	<p>Coaches</p> <p>Staff</p>	<p>X</p> <p>X</p>		
<p><b>2. Salaries/Stipends for coaches match and/or exceed surrounding public school districts of similar size</b></p>		<p>X</p>		
<p><b>3. New football facility</b></p> <ul style="list-style-type: none"> <li>• Visitors Bleachers</li> <li>• Elevated, clean retaining wall</li> <li>• Turf Field</li> <li>• New Field House &amp; Boys/Girls locker Rooms</li> <li>• Student Body section/Band Section</li> <li>• Track                             <ul style="list-style-type: none"> <li>○ 3 lanes</li> </ul> </li> <li>• New concession/bathroom areas</li> <li>• In-door hitting facility with locker rooms</li> </ul>			<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>2019-20</p> <p>2019-20</p> <p>2019-20</p> <p>2022-23</p> <p>2024-25</p> <p>2019-20</p> <p>2024-25</p> <p>2024-25</p>
<p><b>4. New Gymnasium</b></p> <ul style="list-style-type: none"> <li>• Coaches' offices</li> <li>• Weight room</li> <li>• Locker rooms</li> <li>• Hospitality room</li> </ul>				<p>2028-29</p>
<p><b>5. Tennis Courts – 2</b></p> <ul style="list-style-type: none"> <li>• Seating</li> <li>• Canopy</li> </ul>			<p>X</p>	<p>2018-19</p>

## CATHOLIC IDENTITY GOALS AND OBJECTIVES

Objectives	By Whom	Ongoing	In Process	Completion Date
<b>1. Mount St. Mary Catholic High School will implement a plan for service learning for students and staff:</b> <ul style="list-style-type: none"> <li>• To implement options for mission trips</li> <li>• To offer school-wide service opportunities</li> </ul>	Staff	X X		
<b>2. Mount St. Mary Catholic High School will increase opportunities for spiritual growth through sacraments and liturgical experiences</b> <ul style="list-style-type: none"> <li>• To invite visiting priests for weekly/monthly sacramental and liturgical experiences</li> <li>• To create a Campus Ministry Leadership Team comprised of students &amp; staff</li> <li>• To develop a description for the Leadership Team</li> <li>• To provide access to a Spiritual Director*</li> <li>• To create and build awareness of the roles and responsibilities of the Spiritual Director and their role within the school community</li> <li>• To continue to create opportunities for students to explore vocations</li> </ul>	Campus Ministry Department	X  X	  X  X  X  X	2018-19
<b>3. Mount St. Mary Catholic High School Theology Department will conduct an annual survey to students (ACRE) regarding the state of their spiritual life.</b>	Campus Ministry Department			2018-19

\*Definition of MSM Spiritual Director:

- Theology Degree
- Teaches various courses
- Certification in “Spiritual Direction” from Pastoral Center
- Relational Ministry emphasis
- Will guide our students to have a spiritual and vibrant love for Jesus Christ, developing a deeper relationship
- Will teach students about how the Holy Spirit is THE spiritual director
- Through sharing their knowledge of Theology and the Church, our students create the desire to learn how God is working through them



## FINANCE GOALS AND OBJECTIVES

Objectives	By Whom	Ongoing	In Process	Completion Date
<p><b>1. Mount St. Mary Catholic High School will evaluate different tuition models</b></p> <ul style="list-style-type: none"> <li>• To research different tuition models at peer schools and universities</li> </ul>	Francois Boda & Charley Finsel		X	
<p><b>2. Mount St. Mary Catholic High School will consolidate software systems related to Finance, Advancement, and Student Information System</b></p> <ul style="list-style-type: none"> <li>• To identify software providers that integrate all required facets</li> <li>• To determine feasibility of implementation and cost</li> <li>• To implement conversion if determined to be feasible</li> </ul>	Charley Finsel		X	
<p><b>3. Mount St. Mary Catholic High School will establish a standard review of endowment investment and drawdown policies</b></p> <ul style="list-style-type: none"> <li>• Tuition assistance from current amount to \$500,000</li> <li>• Operations</li> <li>• Building maintenance</li> <li>• With a cap of 425 students, how do we grow and pay for the infrastructure?</li> <li>• Other options remain as goals               <ul style="list-style-type: none"> <li>○ Planned giving</li> <li>○ Endowment</li> </ul> </li> </ul>	Charley Finsel w/ Finance Committee		X	1 year



## OWNERSHIP & GOVERNANCE GOALS AND OBJECTIVES

Objectives	By Whom	Ongoing	In Process	Completion Date
<p><b>1. Mount St. Mary Catholic High School will develop a succession plan for senior administrative staff</b></p> <ul style="list-style-type: none"> <li>• To identify key senior administrative staff positions</li> <li>• To identify necessary qualifications for each position</li> <li>• To identify potential individuals (inside and/or outside of MSM) for each position</li> <li>• To appropriately cultivate identified individuals</li> <li>• To put plan for each position into writing for reference</li> </ul>	<p>Talita DeNegri &amp; Whitney Faires, Board Driven</p>		<p>X</p>	<p>1 – 3 years</p>
<p><b>2. Mount St. Mary Catholic High School will communicate the roles of the Co-Sponsors, the Board, and Administration to the greater Mount community</b></p> <ul style="list-style-type: none"> <li>• To create a clear organization chart along with a description of each party's role and make this available to the community</li> </ul>	<p>Administrative Team</p>		<p>X</p>	<p>1 year</p>

## STUDENT LIFE GOALS AND OBJECTIVES

Objectives	By Whom	Ongoing	In Process	Completion Date
<p><b>1. Mount St. Mary Catholic High School will implement a Parent/Teacher/Student climate survey</b></p> <ul style="list-style-type: none"> <li>Performed between (at least) accreditation mandates (which is every 5 years)</li> </ul>	Staff		X	
<p><b>2. Mount St. Mary Catholic High School will increase student involvement in extra-curricular activities, striving for 100% participation</b></p> <ul style="list-style-type: none"> <li>Measure student participation every year with a goal of 100% student participation in extra-curricular activities</li> <li>Converse with those students with zero participation</li> </ul>	Staff		X  X	
<p><b>3. Mount St. Mary Catholic High School will develop a pre-alumni counseling program</b></p> <ul style="list-style-type: none"> <li>Equipping current students to be responsible, stewarding alumni</li> <li>Rocket Experience</li> <li>Advancement Department</li> <li>Guest Speakers</li> </ul>	Staff		X	
<p><b>4. Mount St. Mary Catholic High Schools will develop programs to increase parent engagement in student life</b></p> <ul style="list-style-type: none"> <li>Perform a parent survey</li> <li>Parent seminar</li> <li>Parent/student service</li> <li>Academic Program</li> <li>Parent/Teacher Student climate survey performed between accreditation surveys</li> </ul>				

## TECHNOLOGY GOALS AND OBJECTIVES

Objectives	By Whom	Ongoing	In Process	Completion Date
<p><b>1. Mount St. Mary Catholic High School will design a plan to fund technology needs</b></p> <ul style="list-style-type: none"> <li>• To explore and secure grants and educational discounts for technology</li> <li>• To implement a software provider that would allow the school to consolidate the academic with business and advancement data to avoid multiple input</li> <li>• Because of competitiveness of market – have short term contracts</li> </ul>	<p>Krystle Pierce Charley Finsel, Chris Stiles, Counselors DCI Team</p>	<p style="text-align: center;">X</p> <p style="text-align: center;">X</p>		<p style="text-align: center;">1 – 2 years</p>
<p><b>2. Mount St. Mary Catholic High School will design a plan to continue to ensure campus security is a priority</b></p> <ul style="list-style-type: none"> <li>• To ensure backup needs are current, are offline, in the cloud, and in-house are a part of the disaster preparedness plan</li> <li>• To review and enhance facilities' security</li> </ul>	<p>Leroy Cantrell</p> <p>Administra- tive Team</p>	<p style="text-align: center;">X</p> <p style="text-align: center;">X</p>		

**BUILDINGS & GROUNDS**

Objectives	By Whom	Ongoing	In Process	Completion Date
<p><b>1. Mount St. Mary Catholic High School will design a plan to fund Buildings and Grounds needs</b></p> <ul style="list-style-type: none"> <li>• Fine Arts</li> <li>• Endowment</li> <li>• Maintenance</li> <li>• Athletics</li> <li>• Auditorium Upgrade</li> <li>• Land</li> <li>• Campus Ministry</li> <li>• 4<sup>th</sup> Floor</li> </ul>				10 – 25 year plan
<p><b>2. 10-year Master Plan to include purchase of local properties for benefit of future campus growth</b></p>		7654321X		
<p><b>3. Upgrade Science Department labs to include a Robotics Facility</b></p>				

## Mount St. Mary Catholic High School

### Faculty/Staff

Talita DeNegri – Principal

Whitney Faires – Vice-Principal

Chris Stiles – Advancement Director

Charles Finsel – Finance Director

John Keilty – Athletic Director

Mallory Tecmire – Counselor

Donna Williams – Counselor

David Anderson – Social Studies Department Chairperson

Francois Boda – World Languages Department Chairperson

Linda Brown - Fine Arts Department Chairperson

Leroy Cantrell – Business Information/Technology Department Chairperson

David Roberts – English Department Chairperson

Mark Woodward – Mathematics Department Chairperson

Holly Zacher – Science Department Chairperson