



# ST. DOMINIC HIGH SCHOOL STRATEGIC PLAN | 2023

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*Educating with a higher purpose*

## **MISSION STATEMENT**

St. Dominic High School is a Catholic coeducational college preparatory community that forms disciples of Jesus Christ in the Dominican tradition of prayer, study, community and service.

## **VISION STATEMENT**

St. Dominic High School will lead Catholic education in an ever evolving, complex world.

### **Strategic Plan Steering Committee**

Chairman	Mr. Tim Mueller
Catholic Identity	Mrs. Suzanne Keppel
Education	Mrs. Jeni Willis '00
Technology	Mr. Mark Kwapiszesk
Student Life	Mr. Joe Reid
Enrollment and Marketing	Mrs. Krista Bush
Advancement	Mrs. Sarah Heiney
Finance	Mr. Kevin Call
Facilities	Mr. Tim Wies '78

### **Administration**

President	Mr. Jim Welby
Principal	Mrs. Stacy Stewart '89
Vice President for Mission and Identity	Rev. Patrick Russell
Assistant Principal of Curriculum	Mrs. Suzie Mennemeier
Assistant Principal of Student Life	Mrs. Nikki Schuler
Athletic Director	Mr. Kevin Roberts
Dean of Students	Mr. Nathan Tock '03
Director of Advancement	Mrs. Stacie Ballard

## **Catholic Identity**

Catholic Identity serves as the very reason for our existence as a school. St. Dominic High School is a Catholic coeducational college preparatory community that forms disciples of Jesus Christ in the Dominican tradition of prayer, study, community and service. 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. Enhance current Catholic Identity through upgrades and additions
2. Enhance student faith formation opportunities
3. Enhance opportunities to engage in faith formation opportunities for faculty, staff, parents, and grandparents

## Strategic Area: Catholic Identity

**Goal: Enhance Catholic Identity through upgrades and additions.**

Strategic Area	Resources Needed	Responsible Party	Timeline
Increase the presence of religious art, photos, and bible verses throughout the school in academic settings	<ul style="list-style-type: none"> <li>• Finances</li> <li>• Facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Campus Ministry</li> <li>• Facilities Team</li> </ul>	<ul style="list-style-type: none"> <li>• 2023-2024</li> </ul>
Examine the feasibility to create a chapel on campus with a minimum seating capacity of 350 people	<ul style="list-style-type: none"> <li>• Financial Resources</li> <li>• Feasibility Study</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Director of Advancement</li> <li>• Vice-President for Mission and Identity</li> </ul>	<ul style="list-style-type: none"> <li>• 2025-2026</li> </ul>
Engage professed religious to serve at St. Dominic High School	<ul style="list-style-type: none"> <li>• Contact persons</li> </ul>	<ul style="list-style-type: none"> <li>• Vice-President for Mission and Identity</li> <li>• President</li> <li>• Principal</li> </ul>	<ul style="list-style-type: none"> <li>• 2023-2028</li> </ul>
Evaluate and implement a new liturgical music ministry to better engage the spiritual needs of our students	<ul style="list-style-type: none"> <li>• Student Surveys</li> <li>• Financial Support</li> </ul>	<ul style="list-style-type: none"> <li>• Campus Ministry</li> </ul>	<ul style="list-style-type: none"> <li>• 2024-2025</li> </ul>

## Strategic Area: Catholic Identity

### Goal: Enhance student faith formation opportunities

Strategic Area	Resources Needed	Responsible Party	Timeline
Create opportunities for guest speakers to present on Catholic teachings to our students	<ul style="list-style-type: none"> <li>• Research</li> <li>• Time within the school schedule</li> <li>• Financial Support</li> </ul>	<ul style="list-style-type: none"> <li>• Campus Ministry</li> <li>• Principal</li> <li>• President</li> <li>• Vice-President for Mission and Identity</li> </ul>	<ul style="list-style-type: none"> <li>• 2023-2024</li> </ul>
Create and implement an on campus RCIA program for students and faculty interested in becoming Catholic	<ul style="list-style-type: none"> <li>• Archdiocesan Approval</li> <li>• Financial Support</li> </ul>	<ul style="list-style-type: none"> <li>• Vice-President for Mission and Identity</li> <li>• President</li> </ul>	<ul style="list-style-type: none"> <li>• 2024-2025</li> </ul>
Investigate the addition of elective theology classes for underclassmen within the structure of the academic course offering schedule	<ul style="list-style-type: none"> <li>• Curriculum</li> </ul>	<ul style="list-style-type: none"> <li>• Principal</li> <li>• Head of Religion PLC Group</li> <li>• Assistant Principals for Curriculum and Instruction</li> </ul>	<ul style="list-style-type: none"> <li>• 2023-2024</li> </ul>
Evaluate potential opportunities to improve the current retreat offerings for Freshmen and Sophomores	<ul style="list-style-type: none"> <li>• Research of other programs</li> <li>• Financial Support</li> </ul>	<ul style="list-style-type: none"> <li>• Campus Ministry</li> <li>• President</li> <li>• Vice-President for Mission and Identity</li> </ul>	<ul style="list-style-type: none"> <li>• 2025-2026</li> </ul>
Investigate the opportunities for additional optional retreats for students beyond the required annual retreat	<ul style="list-style-type: none"> <li>• Research of other programs</li> <li>• Financial Support</li> </ul>	<ul style="list-style-type: none"> <li>• Campus Ministry</li> <li>• Vice-President for Mission and Identity</li> </ul>	<ul style="list-style-type: none"> <li>• 2026-2027</li> </ul>
Create opportunities for further engagement following retreats such as discipleship groups or other formation opportunities	<ul style="list-style-type: none"> <li>• Research of other programs</li> <li>• Student feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Campus Ministry</li> <li>• Vice-President for Mission and Identity</li> </ul>	<ul style="list-style-type: none"> <li>• 2024-2025</li> </ul>
Examine the ability to increase the current Mission Trip program	<ul style="list-style-type: none"> <li>• Research of other programs</li> <li>• Financial Support</li> <li>• Student feedback</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Vice-President for Mission and Identity</li> </ul>	<ul style="list-style-type: none"> <li>• 2025-2026</li> </ul>
Investigate the potential for Days of Recollection during the seasons of Advent and Lent	<ul style="list-style-type: none"> <li>• School Schedule</li> </ul>	<ul style="list-style-type: none"> <li>• Campus Ministry</li> <li>• Principal</li> </ul>	<ul style="list-style-type: none"> <li>• 2025-2026</li> </ul>

		<ul style="list-style-type: none"> <li>• Vice-President for Mission and Identity</li> </ul>	
Create a leadership position of “faith ambassador” in each house to better integrate our Catholic faith into the house system activities	<ul style="list-style-type: none"> <li>• Leadership structure change</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Principal for Student Life</li> <li>• Vice-President for Mission and Identity</li> </ul>	<ul style="list-style-type: none"> <li>• 2023-2024</li> </ul>
Evaluate the mission for every faith based club to determine where students needs are being met, and examine the possible restructuring to better align with the schools formation plan	<ul style="list-style-type: none"> <li>• Student Feedback</li> <li>• Moderator input</li> </ul>	<ul style="list-style-type: none"> <li>• Campus Ministry</li> <li>• Assistant Principal for Student Life</li> <li>• Vice-President for Mission and Identity</li> </ul>	<ul style="list-style-type: none"> <li>• 2023-2024</li> </ul>

**Strategic Area: Catholic Identity**

**Goal: Enhance opportunities to engage in faith formation for faculty, staff, parents and grandparents**

Strategic Area	Resources Needed	Responsible Party	Timeline
Develop a faculty and staff day of service	<ul style="list-style-type: none"> <li>• Professional Development Day</li> <li>• Financial Support</li> </ul>	<ul style="list-style-type: none"> <li>• Campus Ministry</li> <li>• Principal</li> <li>• President</li> <li>• Vice-President for Mission and Identity</li> </ul>	<ul style="list-style-type: none"> <li>• 2027-2028</li> </ul>
Enhance parent discipleship program	<ul style="list-style-type: none"> <li>• Parent Feedback</li> <li>• Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Campus Ministry</li> <li>• Vice-President for Mission and Identity</li> </ul>	<ul style="list-style-type: none"> <li>• 2024-2025</li> </ul>
Further develop the faculty and staff faith formation program	<ul style="list-style-type: none"> <li>• Professional Development Time</li> <li>• Research of opportunities</li> <li>• Financial Support</li> </ul>	<ul style="list-style-type: none"> <li>• Campus Ministry</li> <li>• President</li> <li>• Principal</li> <li>• Vice-President for Mission and Identity</li> </ul>	<ul style="list-style-type: none"> <li>• 2025-2026</li> </ul>
Review the faith opportunities offered to Grandparents by the school and determine if any changes are needed or additional opportunities should be considered	<ul style="list-style-type: none"> <li>• School Schedule</li> <li>• Grandparent Input</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Advancement</li> <li>• Vice-President for Mission and Identity</li> </ul>	<ul style="list-style-type: none"> <li>• 2026-2027</li> </ul>
Investigate the opportunity for a school led pilgrimage to the Holy Land that would be offered to all members of a St. Dominic family.	<ul style="list-style-type: none"> <li>• Financial Support</li> <li>• Research</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Vice-President for Mission and Identity</li> </ul>	<ul style="list-style-type: none"> <li>• 2027-2028</li> </ul>

## **Education**

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 help foster the superior academic reputation and brand while further distinguishing SDHS from alternative private and public schools. St. Dominic High School will lead Catholic education in an ever evolving, complex world. We will enhance our Education through the following strategic goals:

1. Investigate and implement Industrial Arts opportunities for all students
2. Enhance the Guidance Department through a focus on career opportunities and professional mentorship for both college bound and career bound students
3. Continue to grow in unique course offerings within the curriculum



## Strategic Area: Education

### Goal: Investigate and implement Industrial Arts opportunities for all students

Strategic Area	Resources Needed	Responsible Party	Timeline
Research future needs of job market in the Industrial Arts	<ul style="list-style-type: none"><li>• Research of College Technical Schools and trades programs</li></ul>	<ul style="list-style-type: none"><li>• Principal</li><li>• Trades Support Team</li></ul>	<ul style="list-style-type: none"><li>• 2023-2024</li></ul>
Collect data within student population of desires/wants in the Industrial Arts	<ul style="list-style-type: none"><li>• Survey current students and recent graduates</li></ul>	<ul style="list-style-type: none"><li>• Principal</li><li>• Trades Support Team</li></ul>	<ul style="list-style-type: none"><li>• 2023-2024</li></ul>
Engage unions and contractors in partnering in this program	<ul style="list-style-type: none"><li>• Contacts for Unions</li><li>• Professionals (alumni, trades, other)</li></ul>	<ul style="list-style-type: none"><li>• President</li><li>• Director of Advancement</li><li>• Trades Support Team</li></ul>	<ul style="list-style-type: none"><li>• 2024-2025</li></ul>
Develop curriculum	<ul style="list-style-type: none"><li>• Review state and other schools' curriculum</li></ul>	<ul style="list-style-type: none"><li>• Principal</li></ul>	<ul style="list-style-type: none"><li>• 2024-2025</li></ul>
Implement Industrial Arts curriculum Phase 1 of courses	<ul style="list-style-type: none"><li>• Facilities</li><li>• Equipment</li><li>• Instructors</li></ul>	<ul style="list-style-type: none"><li>• Principal</li></ul>	<ul style="list-style-type: none"><li>• 2025-2026</li></ul>
Implement Industrial Arts curriculum Phase 2 of courses	<ul style="list-style-type: none"><li>• Facilities</li><li>• Equipment</li><li>• Instructors</li></ul>	<ul style="list-style-type: none"><li>• Principal</li></ul>	<ul style="list-style-type: none"><li>• 2026-2027</li></ul>

## Strategic Area: Education

**Goal: Enhance the Guidance Department through a focus on career opportunities and professional mentorship for both college bound and career bound students.**

<b>Strategic Area</b>	<b>Resources Needed</b>	<b>Responsible Party</b>	<b>Timeline</b>
Develop a model that respects current schedule and instructional time	<ul style="list-style-type: none"><li>• Student Interest Data</li></ul>	<ul style="list-style-type: none"><li>• Guidance Department</li><li>• Principal</li><li>• Teacher Committee</li></ul>	<ul style="list-style-type: none"><li>• 2024-2025</li></ul>
Identify potential opportunities for partnerships with professionals	<ul style="list-style-type: none"><li>• Contact Information</li><li>• Student/Professional Input</li></ul>	<ul style="list-style-type: none"><li>• Advancement Team</li><li>• Principal</li><li>• Teacher Committee</li></ul>	<ul style="list-style-type: none"><li>• 2025-2026</li></ul>
Scaffold opportunities and level of exposure to professionals based on student grade level	<ul style="list-style-type: none"><li>• Plan for each grade level</li></ul>	<ul style="list-style-type: none"><li>• Guidance Department</li></ul>	<ul style="list-style-type: none"><li>• 2026-2027</li></ul>
Evaluate program for success and opportunities for growth	<ul style="list-style-type: none"><li>• Data Results from Implementation</li><li>• Student/Professional Input</li></ul>	<ul style="list-style-type: none"><li>• Guidance Department</li><li>• Principal</li></ul>	<ul style="list-style-type: none"><li>• 2027-2028</li></ul>

## Strategic Area: Education

### Goal: Continue to grow in unique course offerings within the curriculum

Strategic Area	Resources Needed	Responsible Party	Timeline
Implement a model of a 5-year curriculum review (year 1-research/write, year 2-implement, year 3-review, years 4-5 teach)	<ul style="list-style-type: none"><li>Religion, Social Studies, Business</li></ul>	<ul style="list-style-type: none"><li>Department Teachers</li><li>Principal</li><li>Guidance Department</li></ul>	<ul style="list-style-type: none"><li>2023-2024</li></ul>
Implement a model of a 5-year curriculum review (year 1-research/write, year 2-implement, year 3-review, years 4-5 teach)	<ul style="list-style-type: none"><li>English, Art, Music, Theatre, PE, Health</li></ul>	<ul style="list-style-type: none"><li>Department Teachers</li><li>Principal</li><li>Guidance Department</li></ul>	<ul style="list-style-type: none"><li>2024-2025</li></ul>
Implement a model of a 5-year curriculum review (year 1-research/write, year 2-implement, year 3-review, years 4-5 teach)	<ul style="list-style-type: none"><li>Math, Science, PLTW, World Language</li></ul>	<ul style="list-style-type: none"><li>Department Teachers</li><li>Principal</li><li>Guidance Department</li></ul>	<ul style="list-style-type: none"><li>2025-2026</li></ul>
Develop AP courses within curriculum area	<ul style="list-style-type: none"><li>Current AP Curriculum</li><li>ACT Strands</li><li>State Standards</li></ul>	<ul style="list-style-type: none"><li>Department Teachers</li><li>Principal</li><li>Guidance Department</li></ul>	<ul style="list-style-type: none"><li>2023-2025</li></ul>
Develop elective courses within curriculum area	<ul style="list-style-type: none"><li>Teacher Availability</li><li>Student interest</li></ul>	<ul style="list-style-type: none"><li>Department Teachers</li><li>Principal</li><li>Guidance Department</li></ul>	<ul style="list-style-type: none"><li>2023-2028</li></ul>

## Technology

The role of technology serves St. Dominic High School in three capacities. First, it provides the necessary infrastructure to allow the school to function at its highest capacity. 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 process. Technology as an instructional tool and a part of the curriculum will only better help prepare our students for college, and for their future careers. Being seen as a school on the forefront of the technology curve in academics should strengthen St. Dominic's ability to attract students for enrollment. Infrastructure is critical to ensuring the use of technology as an instructional tool and part of the curriculum, as well as having the ability to grow to help ensure viability and sustainability for our school. We will enhance our Technology through the following strategic goals:

1. Implementation of a student tech safety program
2. Integrated technology leadership and plan
3. Improve communications and technology for non-student/staff community including prospective students

## Strategic Area: Technology

### Goal: Implementation of a student tech safety program

Strategic Area	Resources Needed	Responsible Party	Timeline
Create a one semester freshman required tech safety class	<ul style="list-style-type: none"> <li>Curriculum</li> <li>Time in freshman schedule</li> <li>Faculty member</li> </ul>	<ul style="list-style-type: none"> <li>Principal</li> <li>Technology Director</li> </ul>	<ul style="list-style-type: none"> <li>2025-2026</li> </ul>
Phishing and smishing testing program (students and staff)	<ul style="list-style-type: none"> <li>Software as a service provider</li> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>Technology Director</li> </ul>	<ul style="list-style-type: none"> <li>2023-2024</li> </ul>
Re-establish individual network authorization	<ul style="list-style-type: none"> <li>Leadership approval</li> </ul>	<ul style="list-style-type: none"> <li>Technology Director</li> </ul>	<ul style="list-style-type: none"> <li>2023-2024</li> </ul>
Explore options for Mental health apps	<ul style="list-style-type: none"> <li>App evaluation</li> <li>Grants/Sponsorship</li> </ul>	<ul style="list-style-type: none"> <li>Wellness counselor</li> <li>Technology Director</li> </ul>	<ul style="list-style-type: none"> <li>2023-2024</li> </ul>
Ongoing parent education (Technology addiction programs)	<ul style="list-style-type: none"> <li>Programming</li> <li>Space</li> <li>Funding</li> <li>Teaching resource</li> </ul>	<ul style="list-style-type: none"> <li>Wellness counselor</li> </ul>	<ul style="list-style-type: none"> <li>2024-2025</li> </ul>
Ongoing training for faculty and staff on technology safety	<ul style="list-style-type: none"> <li>Programming</li> <li>Professional Development Time</li> </ul>	<ul style="list-style-type: none"> <li>Principal</li> <li>Technology Director</li> </ul>	<ul style="list-style-type: none"> <li>2025-2026</li> </ul>
Ongoing cyber safety training, videos, speakers, and programs for students	<ul style="list-style-type: none"> <li>Programming</li> <li>Student time (Possible eLearning Day)</li> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>Principal</li> <li>Technology Director</li> </ul>	<ul style="list-style-type: none"> <li>2024-2025</li> </ul>

## Strategic Area: Technology

### Goal: Integrated technology leadership and plan

Strategic Area	Resources Needed	Responsible Party	Timeline
Inventory all technology, technology vendors, and technology expenses school wide	<ul style="list-style-type: none"><li>• Time &amp; Focus</li></ul>	<ul style="list-style-type: none"><li>• Technology Director</li></ul>	<ul style="list-style-type: none"><li>• 2023-2024</li></ul>
Build a technology integration plan with periodic review/update to administration	<ul style="list-style-type: none"><li>• Time &amp; Focus</li></ul>	<ul style="list-style-type: none"><li>• Technology Director</li></ul>	<ul style="list-style-type: none"><li>• 2024-2025</li></ul>
Establish and implement a technology security policy & acceptable use policy with annual or periodic review	<ul style="list-style-type: none"><li>• Legal review</li><li>• Time &amp; Focus</li></ul>	<ul style="list-style-type: none"><li>• President</li><li>• Technology Director</li></ul>	<ul style="list-style-type: none"><li>• 2023-2024</li></ul>
Comprehensive tech device replacement plan and execution (start with zSpace tech)	<ul style="list-style-type: none"><li>• Funding/Capital</li><li>• Time &amp; Focus</li></ul>	<ul style="list-style-type: none"><li>• President</li><li>• Technology Director</li></ul>	<ul style="list-style-type: none"><li>• 2024-2025</li></ul>
Increase technology support staff	<ul style="list-style-type: none"><li>• Funding</li></ul>	<ul style="list-style-type: none"><li>• President</li></ul>	<ul style="list-style-type: none"><li>• 2026-2027</li></ul>
Require training completion prior to signing acceptable use policy	<ul style="list-style-type: none"><li>• Programming/Software as a Service</li></ul>	<ul style="list-style-type: none"><li>• Technology Director</li></ul>	<ul style="list-style-type: none"><li>• 2025-2026</li></ul>
Evaluate ongoing effectiveness of 3D and virtual reality learning technology	<ul style="list-style-type: none"><li>• Time &amp; Focus</li></ul>	<ul style="list-style-type: none"><li>• Principal</li><li>• Technology Director</li></ul>	<ul style="list-style-type: none"><li>• 2024-2025</li></ul>

## Strategic Area: Technology

**Goal: Improve communications and technology for non-students, faculty and staff, and the community including prospective students**

Strategic Area	Resources Needed	Responsible Party	Timeline
Investigate a potential app for parents similar to "Slack" perhaps with the potential to replace the current Connect 5 technology	<ul style="list-style-type: none"><li>• Software as a Service</li><li>• Funding</li><li>• Parent data</li></ul>	<ul style="list-style-type: none"><li>• Director of Communications</li></ul>	<ul style="list-style-type: none"><li>• 2027-2028</li></ul>
Extend the network range to be campus wide (parking, stadiums, practice fields, etc.) to support e-commerce goals for ticketing, concessions, increase support for livestreams, and increase emergency response	<ul style="list-style-type: none"><li>• Funding</li></ul>	<ul style="list-style-type: none"><li>• Technology Director</li></ul>	<ul style="list-style-type: none"><li>• 2028-2029</li></ul>
Partner with the Communications team around analytics on communications and potential additional or enhanced channels	<ul style="list-style-type: none"><li>• Software</li><li>• Visualization software</li></ul>	<ul style="list-style-type: none"><li>• Director of Communications</li><li>• Technology Director</li></ul>	<ul style="list-style-type: none"><li>• 2026-2027</li></ul>

## **Student Life**

Student Life represents student involvement outside of the formal classroom environment. These activities build character, confidence and promote mental, physical and moral development needed to be valuable members in 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, Clubs 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. Foster an environment where every student can become the best versions of themselves
2. Implement and support programs that instill and build a sense of belonging, ownership and pride in St. Dominic High School
3. Increase opportunities for student involvement in athletics
4. Provide additional student leadership training and opportunities



## Strategic Area: Student Life

**Goal: Foster an environment where every student can become the best versions of themselves**

Strategic Area	Resources Needed	Responsible Party	Timeline
Examine the process to monitor and support the well-being of every student including means to request help or allow faculty and staff to request the engagement of school resources	<ul style="list-style-type: none"> <li>• Technology check-in program/app</li> <li>• Financial Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Wellness Counselor</li> <li>• Assistant Principal for Student Life</li> </ul>	<ul style="list-style-type: none"> <li>• 2024-2025</li> </ul>
Research a potential student designed “calming spaces” with sensory tools, smells and sounds	<ul style="list-style-type: none"> <li>• Facility appropriately outfitted</li> <li>• Financial Resources</li> <li>• Space</li> </ul>	<ul style="list-style-type: none"> <li>• Wellness Counselor</li> <li>• Assistant Principal for Student Life</li> <li>• President</li> <li>• Director of Facilities</li> </ul>	<ul style="list-style-type: none"> <li>• 2026-2027</li> </ul>
Identify the need for an additional Wellness Counselor (both a male and female would be preferred)	<ul style="list-style-type: none"> <li>• Financial Resources</li> <li>• Space within our school building</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative Team</li> </ul>	<ul style="list-style-type: none"> <li>• 2025-2026</li> </ul>
Ongoing programming specific to Social Emotional Learning (SEL) for students	<ul style="list-style-type: none"> <li>• Free videos/TED talks/presentations</li> <li>• Financial Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Wellness Counselor</li> <li>• Principal</li> <li>• Assistant Principal for Student Life</li> </ul>	<ul style="list-style-type: none"> <li>• 2023-2024</li> </ul>
Further develop a strategy to engage teachers and staff in student wellness including continued professional development and the potential for an established mentorship program	<ul style="list-style-type: none"> <li>• Financial Resources</li> <li>• Training Resource</li> </ul>	<ul style="list-style-type: none"> <li>• Wellness Counselor</li> <li>• Administrative Team</li> </ul>	<ul style="list-style-type: none"> <li>• 2024-2025</li> </ul>

## Strategic Area: Student Life

**Goal: Implement and support programs that instill and build a sense of belonging, ownership and pride in St. Dominic High School**

Strategic Area	Resources Needed	Responsible Party	Timeline
Create a system of alumni involvement in the House System	<ul style="list-style-type: none"> <li>Research of other schools' best practices</li> <li>Marketing</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Principal for Student Life</li> <li>Director of Marketing</li> <li>Advancement Office</li> </ul>	<ul style="list-style-type: none"> <li>2026-2027</li> </ul>
Increase awareness and communication of club offerings	<ul style="list-style-type: none"> <li>Scheduling</li> <li>Marketing</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Principal for Student Life</li> </ul>	<ul style="list-style-type: none"> <li>2023-2024</li> </ul>
Develop consistent guidelines and expectations regarding structure and resources for club activities	<ul style="list-style-type: none"> <li>Analysis of current club structures and resources</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Principal for Student Life</li> <li>Club moderators</li> </ul>	<ul style="list-style-type: none"> <li>2024-2025</li> </ul>
Expand intramural opportunities	<ul style="list-style-type: none"> <li>Financial Resources</li> <li>Space</li> <li>Student interest feedback</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Principal of Student Life</li> <li>Intramural Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>2025-2026</li> </ul>
Hire a Spirit Coordinator	<ul style="list-style-type: none"> <li>Financial Resources</li> <li>List of expectations</li> </ul>	<ul style="list-style-type: none"> <li>Administrative Team</li> <li>Assistant Principal of Student Life</li> </ul>	<ul style="list-style-type: none"> <li>2024-2025</li> </ul>
Form a Spirit Club to serve all extra-curricular student activities	<ul style="list-style-type: none"> <li>Research of other schools' best practices</li> <li>Marketing</li> </ul>	<ul style="list-style-type: none"> <li>Spirit Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>2024-2025</li> </ul>
Research interest, cost, and viability for other co-curricular programs beyond athletics (marching band, stage choir, etc.)	<ul style="list-style-type: none"> <li>Financial Resources</li> <li>Research of other schools' best practices</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Principal for Student Life</li> <li>Administrative Team</li> </ul>	<ul style="list-style-type: none"> <li>2026-2027</li> </ul>
Ensure the promotion of all student life programs including fine arts, clubs, and activities	<ul style="list-style-type: none"> <li>Financial Resources</li> <li>Marketing</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Principal for Student Life</li> <li>Director of Communications</li> <li>Spirit Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>2024-2025</li> </ul>

## Strategic Area: Student Life

### Goal: Increase opportunities for student involvement in athletics

Strategic Area	Resources Needed	Responsible Party	Timeline
Explore opportunities to introduce additional sports and/or additional teams within existing programs	<ul style="list-style-type: none"><li>Financial Resources</li><li>Student interest data</li></ul>	<ul style="list-style-type: none"><li>Athletic Director</li><li>Administrative Team</li></ul>	<ul style="list-style-type: none"><li>2023-2028</li></ul>

## Strategic Area: Student Life

### Goal: Provide additional student leadership training and opportunities

Strategic Area	Resources Needed	Responsible Party	Timeline
Explore external leadership programs	<ul style="list-style-type: none"><li>Research of other schools' best practices</li></ul>	<ul style="list-style-type: none"><li>Administrative Team</li><li>Assistant Principal for Student Life</li></ul>	<ul style="list-style-type: none"><li>2023-2024</li></ul>
Develop and host an internal leadership summit for students	<ul style="list-style-type: none"><li>Financial Resources</li><li>Research of other schools' best practices</li></ul>	<ul style="list-style-type: none"><li>Administrative Team</li><li>Assistant Principal for Student Life</li></ul>	<ul style="list-style-type: none"><li>2024-2025</li></ul>

## **Enrollment and Marketing**

The role of Enrollment and Marketing is to make known the attributes of St. Dominic High School to as many families and parish communities as possible with the goal of sustaining optimal capacity or student enrollment. This should be done through the tracking of data and execution of strategies driven from that data. Through enhanced marketing and communication, St. Dominic will increase community affinity resulting in sustainable optimal enrollment. 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. Personify the St. Dominic brand in a more intentional manner that represents the pride of the Vision and Mission of our school community
2. Protect the St. Dominic brand through developing the proper means and protocols around overall messaging to provide timely and accurate communications
3. Enhance the Admissions strategy to provide a world class experience from perspective student to accepted student to an enrolled students to a student's first day of attendance

## Strategic Area: Enrollment and Marketing

**Goal: Personify the St. Dominic brand in a more intentional manner that represents the pride of the Vision and Mission of our school community.**

Strategic Area	Resources Needed	Responsible Party	Timeline
Enhance our tagline of “Educating with a Higher Purpose” to create a visible representation of our vision and mission to be known by all in the community	<ul style="list-style-type: none"> <li>• Analysis of current printed and digital materials</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Director of Communication</li> <li>• Vice President for Mission and Identity</li> <li>• Principal</li> </ul>	<ul style="list-style-type: none"> <li>• 2023-2024</li> </ul>
Develop brand guidelines that clearly define rules and standards that communicate how SDHS should be represented. Define and share logo use policy for internal and external parties. Incorporate brand logo more consistently in uniforms, social media, website, events, sports, etc. This will ensure consistency and demonstrate who SDHS is, what we do and stand for	<ul style="list-style-type: none"> <li>• Message Map Template</li> <li>• Hootsuite/multiplatform control center</li> <li>• Printed materials review</li> <li>• Digital material review</li> <li>• Marketing materials audit</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Communication</li> <li>• Administrative Team</li> <li>• President</li> <li>• Principal</li> <li>• Director of Admissions</li> </ul>	<ul style="list-style-type: none"> <li>• 2024-2025</li> </ul>
Invite business and journalism classes to help develop ideas from participation in the branding and publications of the school	<ul style="list-style-type: none"> <li>• Teacher and student collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Principal</li> <li>• Business Department Head</li> </ul>	<ul style="list-style-type: none"> <li>• 2025-2026</li> </ul>

## Strategic Area: Enrollment and Marketing

**Goal: Protect the St. Dominic brand through developing the proper means and protocols around overall messaging to provide timely and accurate communications**

Strategic Area	Resources Needed	Responsible Party	Timeline
Form a Marketing and Communications Focus Group to help test marketing and communication strategies for the St. Dominic brand (i.e. Brand, School Updates, Admissions info, events, athletics, etc.)	<ul style="list-style-type: none"> <li>Available volunteers to fill board</li> <li>Constituent analysis</li> </ul>	<ul style="list-style-type: none"> <li>President</li> <li>Director of Communication</li> <li>Director of Admissions</li> <li>Athletic Director</li> <li>Assistant Principal for Student Life</li> </ul>	<ul style="list-style-type: none"> <li>2025-2026</li> </ul>
Further define a schedule for brand messaging	<ul style="list-style-type: none"> <li>Scheduling Timeline</li> <li>Hootsuite</li> </ul>	<ul style="list-style-type: none"> <li>Director of Communication</li> </ul>	<ul style="list-style-type: none"> <li>2023-2024</li> </ul>
Research a Parent App to provide necessary information that can be provided via notifications in addition to social media	<ul style="list-style-type: none"> <li>Digital App</li> <li>Finalsite Add-On</li> <li>Development Phase</li> </ul>	<ul style="list-style-type: none"> <li>Director of Technology</li> <li>President</li> <li>Director of Communication</li> </ul>	<ul style="list-style-type: none"> <li>2026-2027</li> </ul>
Further define distribution groups and develop a strategy within Constant Contact to target specific audiences for specific information	<ul style="list-style-type: none"> <li>Constant Contact</li> <li>Most up to date contact lists from school Database</li> </ul>	<ul style="list-style-type: none"> <li>Director of Communication</li> <li>Administrative Assistant to President and Principal</li> <li>Director of Annual Giving</li> </ul>	<ul style="list-style-type: none"> <li>2023-2024</li> </ul>
Develop a social media strategy to define the purpose and oversight of social media communications not led by St. Dominic employees	<ul style="list-style-type: none"> <li>Facebook</li> <li>Twitter</li> </ul>	<ul style="list-style-type: none"> <li>Director of Communication</li> <li>Parent Captains</li> <li>Director of Admissions</li> </ul>	<ul style="list-style-type: none"> <li>2024-2025</li> </ul>
Develop data analytics dashboard to provide meaningful insights to better target marketing efforts for Admissions and Advancement	<ul style="list-style-type: none"> <li>Google Analytics</li> <li>Facebook Ads/Insights</li> <li>Geofencing</li> <li>Niche Profile-Enhance</li> </ul>	<ul style="list-style-type: none"> <li>Director of Communication</li> <li>President</li> </ul>	<ul style="list-style-type: none"> <li>2025-2026</li> </ul>
Formulate a Crisis Communication Plan to respond to potential Public Relations and/or Social Media crisis	<ul style="list-style-type: none"> <li>Research of other schools</li> </ul>	<ul style="list-style-type: none"> <li>President</li> <li>Director of Communication</li> <li>Administration</li> </ul>	<ul style="list-style-type: none"> <li>2024-2025</li> </ul>

**Strategic Area: Enrollment and Marketing**

**Goal: Enhance the Admissions strategy to provide a world class experience from perspective student to accepted student to an enrolled students to a student’s first day of attendance**

Strategic Area	Resources Needed	Responsible Party	Timeline
Assess current Admissions strategy to ensure we have adequate data, tools and resources to drive our brand, marketing efforts, and process	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Admissions</li> <li>• Return on Investment Audit</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Director of Admissions</li> </ul>	<ul style="list-style-type: none"> <li>• 2024-2025</li> </ul>
Further develop our data driven strategy for Admissions by engaging local parish principals and pastors in an effort to enhance student success	<ul style="list-style-type: none"> <li>• System/Tool to capture data or gather necessary data</li> <li>• Data Collection</li> <li>• Review of Data</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Admission</li> <li>• Principal</li> <li>• President</li> <li>• Guidance Department</li> <li>• Director of Communications</li> </ul>	<ul style="list-style-type: none"> <li>• 2025-2026</li> </ul>
Following “All Things New” develop a strategy to assist in targeting schools and parishes directly affected in an effort to keep engagement with St. Dominic High School	<ul style="list-style-type: none"> <li>• System/Tool to capture applications and data</li> <li>• Finance</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Principal</li> <li>• Director of Communications</li> <li>• Director of Admissions</li> </ul>	<ul style="list-style-type: none"> <li>• 2024-2025</li> </ul>
Prepare for a new application process should the Archdiocese continue to remove itself from the current process	<ul style="list-style-type: none"> <li>• Outside Knowledge Base</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Admissions</li> <li>• President</li> <li>• Director of Communications</li> </ul>	<ul style="list-style-type: none"> <li>• 2026-2027</li> </ul>
Review current strategies of engaging potential future students and families through on campus experiences	<ul style="list-style-type: none"> <li>• Volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Admissions</li> <li>• Athletic Director</li> </ul>	<ul style="list-style-type: none"> <li>• 2023-2024</li> </ul>

## **Advancement**

The primary responsibility in Advancement is to advance the mission of St. Dominic High School. This is done by engaging all stakeholders in the mission and vision of St. Dominic. Advancement is key towards increasing the student experience and the post high school relationship with the school. Advancement has the opportunity to change the life of St. Dominic High School. It serves to advance the mission through philanthropic support keeping tuition manageable, facilities impeccable, and developing lifelong relationships with all stakeholders. Advancement is the life blood of keeping St. Dominic High School viable and sustainable for many generations. We will enhance our Advancement through the following strategic goals:

1. Enhance the Endowment/Planned Giving Program with a goal of recording eight new planned gifts over the next five years
2. Grow the St. Dominic Fund annual giving by 10% in dollars and 5% in donors annually
3. Grow special event revenue by 10% annually
4. Grow sponsorship program proceeds by 10% annually
5. Re-envision, promote and grow alumni relations through communications and fellowship to create and foster a culture of belonging #ForeveraCrusader



**Strategic Area: Advancement**

**Goal: Enhance the Endowment/Planned Giving Program with a goal of recording eight new planned gifts over the next five years**

<b>Strategic Area</b>	<b>Resources Needed</b>	<b>Responsible Party</b>	<b>Timeline</b>
Establish a dedicated endowment team	<ul style="list-style-type: none"><li>• Raiser’s Edge data</li><li>• Research</li></ul>	<ul style="list-style-type: none"><li>• President</li><li>• Director of Advancement</li><li>• Advisory Board</li></ul>	<ul style="list-style-type: none"><li>• 2023-2024</li></ul>
Create greater St. Dominic Guzman Society awareness	<ul style="list-style-type: none"><li>• Raiser’s Edge data</li><li>• Marketing</li></ul>	<ul style="list-style-type: none"><li>• President</li><li>• Director Advancement</li><li>• Marketing</li><li>• Advisory Board</li></ul>	<ul style="list-style-type: none"><li>• 2024-2025</li></ul>
Develop operating plan for yearly major asks	<ul style="list-style-type: none"><li>• Raiser’s Edge data</li><li>• Wealth Screening/Target Analytics</li></ul>	<ul style="list-style-type: none"><li>• President</li><li>• Director Advancement</li><li>• Advisory Board</li></ul>	<ul style="list-style-type: none"><li>• 2024-2025</li></ul>

**Strategic Area: Advancement**

**Goal: Grow the St. Dominic Fund annual giving program by 10% in dollars and 5% in donors annually**

Strategic Area	Resources Needed	Responsible Party	Timeline
Create strategic electronic campaign	<ul style="list-style-type: none"> <li>Raiser’s Edge</li> <li>Current relationships</li> </ul>	<ul style="list-style-type: none"> <li>Director of Advancement</li> <li>Director of Annual Giving</li> <li>Director of Communications</li> </ul>	<ul style="list-style-type: none"> <li>2023-2024</li> </ul>
Implement alumni class challenge	<ul style="list-style-type: none"> <li>Raiser’s edge data</li> <li>Social Media</li> </ul>	<ul style="list-style-type: none"> <li>President</li> <li>Director of Advancement</li> <li>Director of Communications</li> </ul>	<ul style="list-style-type: none"> <li>2026-2027</li> </ul>
Evaluate giving societies	<ul style="list-style-type: none"> <li>Raiser’s Edge</li> </ul>	<ul style="list-style-type: none"> <li>President</li> <li>Director of Advancement</li> <li>Director of Annual Giving</li> </ul>	<ul style="list-style-type: none"> <li>2023-2024</li> </ul>

**Strategic Area: Advancement**

**Goal: Grow special event revenue by 10% annually**

Strategic Area	Resources Needed	Responsible Party	Timeline
Better educate, communicate and engage current families to encourage giving of time, talent and treasure	<ul style="list-style-type: none"> <li>Research</li> <li>Existing relationships</li> </ul>	<ul style="list-style-type: none"> <li>President</li> <li>Director of Advancement</li> <li>Director of Communications</li> </ul>	<ul style="list-style-type: none"> <li>2024-2025</li> </ul>
Research big ticket fundraisers (raffles)	<ul style="list-style-type: none"> <li>Research</li> </ul>	<ul style="list-style-type: none"> <li>Director Advancement</li> <li>Director of Special Events</li> </ul>	<ul style="list-style-type: none"> <li>2026-2027</li> </ul>
Develop volunteer job descriptions	<ul style="list-style-type: none"> <li>Research</li> </ul>	<ul style="list-style-type: none"> <li>Director Advancement</li> <li>Director of Special Events</li> </ul>	<ul style="list-style-type: none"> <li>2023-2024</li> </ul>
Research creating a Parent Ambassador Club	<ul style="list-style-type: none"> <li>Current relationships</li> <li>Parent volunteers</li> </ul>	<ul style="list-style-type: none"> <li>President</li> <li>Director of Advancement</li> </ul>	<ul style="list-style-type: none"> <li>2025-2026</li> </ul>

## Strategic Area: Advancement

### Goal: Grow sponsorship program proceeds by 10% annually

Strategic Area	Resources Needed	Responsible Party	Timeline
Evaluate current sponsorship levels and introduce diamond package	<ul style="list-style-type: none"><li>• Current sponsorship program data</li><li>• Research</li></ul>	<ul style="list-style-type: none"><li>• Director of Advancement</li><li>• Director of Communications</li></ul>	<ul style="list-style-type: none"><li>• 2025-2026</li></ul>
Consider additional ala carte sponsorship opportunities	<ul style="list-style-type: none"><li>• Current sponsorship program data</li></ul>	<ul style="list-style-type: none"><li>• Director of Advancement</li><li>• Director of Communications</li></ul>	<ul style="list-style-type: none"><li>• 2023-2024</li></ul>
Create sponsorship program committee	<ul style="list-style-type: none"><li>• Research</li><li>• Existing relationships</li></ul>	<ul style="list-style-type: none"><li>• Director of Advancement</li></ul>	<ul style="list-style-type: none"><li>• 2025-2026</li></ul>
Evaluate current sponsorship levels and introduce diamond package	<ul style="list-style-type: none"><li>• Current sponsorship program data</li><li>• Research</li></ul>	<ul style="list-style-type: none"><li>• Director of Advancement</li><li>• Director of Communications</li></ul>	<ul style="list-style-type: none"><li>• 2025-2026</li></ul>

## Strategic Area: Advancement

**Goal: Re-envision, promote and grow alumni relations through communication and fellowship to create and foster a culture of belonging #ForeveraCrusader**

<b>Strategic Area</b>	<b>Resources Needed</b>	<b>Responsible Party</b>	<b>Timeline</b>
Create alumni/class ambassadors	<ul style="list-style-type: none"><li>• Raiser's Edge data</li><li>• Current relationships</li></ul>	<ul style="list-style-type: none"><li>• President</li><li>• Advancement</li></ul>	<ul style="list-style-type: none"><li>• 2024-2025</li></ul>
Engage alumni with strategic Friend Raisers	<ul style="list-style-type: none"><li>• Alumni/Class Ambassador</li><li>• Current relationships</li></ul>	<ul style="list-style-type: none"><li>• Advancement</li><li>• Director of Communications</li></ul>	<ul style="list-style-type: none"><li>• 2026-2027</li></ul>
Develop a standard class reunion program	<ul style="list-style-type: none"><li>• Research</li></ul>	<ul style="list-style-type: none"><li>• President</li><li>• Advancement</li><li>• Director of Communications</li></ul>	<ul style="list-style-type: none"><li>• 2025-2026</li></ul>

## **Finance**

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

1. Sustain current strong financial oversight of Advisory Board and Finance Committee and identify and execute any modifications needed due to transition in St. Dominic relationship with Archdiocese
2. Identify electronic commerce accessibility opportunities
3. Establish a formal tuition review process
4. Create and implement a comprehensive faculty recruiting and retention plan

**Strategic Area: Finance**

**Goal: Sustain current strong financial oversight of Advisory Board and Finance Committee and identify and execute any modifications needed due to transition in St. Dominic’s relationship with the Archdiocese.**

Strategic Area	Resources Needed	Responsible Party	Timeline
Identify qualified members of the Finance Committee and the Board of Directors	<ul style="list-style-type: none"> <li>• Search of Raiser’s Edge for Careers</li> <li>• Internal recommendations of current and former board members.</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> </ul>	<ul style="list-style-type: none"> <li>• 2023-2028</li> </ul>
Conduct annual financial assessments	<ul style="list-style-type: none"> <li>• Qualified individuals to serve on committees.</li> <li>• Review of Quarterly Financial Reports</li> <li>• Board approval of annual budget</li> </ul>	<ul style="list-style-type: none"> <li>• Board of Directors</li> <li>• Finance Committee</li> </ul>	<ul style="list-style-type: none"> <li>• 2023-2028</li> </ul>
Continue current analysis and fact finding on structure of St. Dominic as financially independent <ul style="list-style-type: none"> <li>• Begin reorganization process for Human capital</li> <li>• Begin restructuring process for Capital</li> <li>• Begin exploratory process of needed legal and financial structure</li> </ul>	<ul style="list-style-type: none"> <li>• Board oversight</li> <li>• Diocesan expectations and requirements</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Assigned individuals</li> </ul>	<ul style="list-style-type: none"> <li>• 2023-2028</li> </ul>

## Strategic Area: Finance

### Goal: Identify electronic commerce accessibility opportunities

Strategic Area	Resources Needed	Responsible Party	Timeline
[A] Identify current electronic commerce use and platforms used [B] Evaluate efficiencies, capabilities, and limitations, of each identified platform.	<ul style="list-style-type: none"> <li>• Tuition usage</li> <li>• Advancement usage</li> <li>• SDAA usage</li> <li>• Performing Arts usage</li> </ul>	<ul style="list-style-type: none"> <li>• Business Manager</li> <li>• IT</li> <li>• Archdiocese Finance Office</li> </ul>	<ul style="list-style-type: none"> <li>• 2023-2024</li> </ul>
Identify qualified platforms for the following areas of e-commerce <ul style="list-style-type: none"> <li>• Ticket Sales at events</li> <li>• Concessions</li> <li>• Spirit Wear sales</li> </ul>	<ul style="list-style-type: none"> <li>• Finance Office</li> </ul>	<ul style="list-style-type: none"> <li>• IT</li> <li>• Archdiocese Finance Office</li> <li>• Facilities Director</li> </ul>	<ul style="list-style-type: none"> <li>• 2023-2024</li> </ul>
Research more fully integrated platform versus multi-platforms; reduce number of overall platforms used	<ul style="list-style-type: none"> <li>• Research other educational institutions</li> </ul>	<ul style="list-style-type: none"> <li>• IT</li> <li>• Business Manager</li> </ul>	<ul style="list-style-type: none"> <li>• 2024-2025</li> </ul>
Research alternatives to current Archdiocese platform for donations; preparation for possible status change within the Archdiocese	<ul style="list-style-type: none"> <li>• Mobile device capabilities</li> <li>• Alternative giving platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Advancement Office</li> <li>• Archdiocese Finance Office</li> <li>• Facilities Director</li> </ul>	<ul style="list-style-type: none"> <li>• 2024-2025</li> </ul>

## Strategic Area: Finance

### Goal: Establish a formal tuition review process

Strategic Area	Resources Needed	Responsible Party	Timeline
Define methodology by which tuition rates are determined	<ul style="list-style-type: none"><li>• Past Budgets</li><li>• Industry Standards</li></ul>	<ul style="list-style-type: none"><li>• President</li><li>• Finance Committee</li><li>• Tuition Business Office</li></ul>	<ul style="list-style-type: none"><li>• 2023-2024</li></ul>
Create template for yearly analysis of tuition rate determination	<ul style="list-style-type: none"><li>• Past Budgets</li><li>• Industry Standards</li></ul>	<ul style="list-style-type: none"><li>• Finance Committee</li><li>• President</li></ul>	<ul style="list-style-type: none"><li>• 2023-2024</li></ul>
Prepare and present tuition rate analysis to President and Board of Directors for budgeting process	<ul style="list-style-type: none"><li>• Enrollment Projections</li><li>• Capital Improvements Plan</li><li>• Salary &amp; Benefit Increases</li></ul>	<ul style="list-style-type: none"><li>• Finance Committee</li><li>• President</li><li>• Business Office</li></ul>	<ul style="list-style-type: none"><li>• Annually 4 weeks prior to Finance Committee budget meeting</li></ul>



## Strategic Area: Finance

### Goal: Create and implement a comprehensive faculty recruiting and retention plan

Strategic Area	Resources Needed	Responsible Party	Timeline
Identify all indirect compensation and benefits currently offered to faculty and associated costs	<ul style="list-style-type: none"> <li>• Current Benefits Package</li> <li>• Current and future Salary Schedules</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Principal</li> <li>• Finance Committee</li> <li>• Business Office</li> </ul>	<ul style="list-style-type: none"> <li>• 2023-2024</li> </ul>
Identify potential indirect compensation, benefits and perks not currently offered to faculty and associated costs	<ul style="list-style-type: none"> <li>• Local schools' benefits packages</li> <li>• Other industry benefits</li> <li>• Current faculty feedback</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Principal</li> <li>• Finance Committee</li> <li>• Governance Committee</li> </ul>	<ul style="list-style-type: none"> <li>• 2023-2024</li> </ul>
Stepped roll out of plan	<ul style="list-style-type: none"> <li>• Comprehensive Benefits Package</li> <li>• Faculty and Staff feedback</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Principal</li> <li>• Finance Committee</li> <li>• Governance Committee</li> </ul>	<ul style="list-style-type: none"> <li>• 2024-2025</li> <li>• Annual</li> </ul>

## **Facilities**

The role of facilities within the life of St. Dominic High School is to provide a safe, well-maintained, updated educational campus that insures opportunity for academic and extracurricular growth of our students. Critical in this role is to maintain current buildings and property, update areas with new technology, and plan for expansion based on a vision for growth. Having a safe, well-maintained, updated campus is essential to fostering a good learning environment for current and future students. Being able to offer this directly correlates to student enrollment and retention. We will enhance our Facilities through the following strategic goals:

1. Add additional onsite surface parking
2. Secure or develop a facility to house Industrial Arts
3. Research cost and benefit of capital improvements to provide more adequate Chapel space, Cafeteria space and Fine Arts facilities
4. Add additional security measures and equipment to provide the safest possible student and staff facility

## Strategic Area: Facilities

### Goal: Add additional onsite surface parking

Strategic Area	Resources Needed	Responsible Party	Timeline
Identify immediate potential areas on campus for onsite parking to support the current student body, faculty, and staff	<ul style="list-style-type: none"><li>• Cost to develop the current south parking lot to add approximately 90 additional parking spaces</li><li>• Time frame to be able to complete the project</li></ul>	<ul style="list-style-type: none"><li>• President</li><li>• Facilities Director</li><li>• Facilities Committee</li></ul>	<ul style="list-style-type: none"><li>• 2023-2024</li></ul>
Identify potential areas and associated expense for onsite parking to support the athletic complex on the north side of campus	<ul style="list-style-type: none"><li>• Scope of work to renovate the existing baseball stadium into baseball/softball complex</li><li>• Cost associated with project</li><li>• Major Gift solicitations</li><li>• Budget surplus</li></ul>	<ul style="list-style-type: none"><li>• President</li><li>• Facilities Director</li><li>• Advancement Director</li><li>• Facilities Committee</li><li>• Board of Directors</li></ul>	<ul style="list-style-type: none"><li>• 2024-2028</li></ul>
Identify potential adjacent properties that could be secured for additional event parking, and the cost/liability associated with this.	<ul style="list-style-type: none"><li>• Business relationships with neighboring businesses, particularly near the stadium</li><li>• Standard event leasing agreement</li><li>• Budget resources</li></ul>	<ul style="list-style-type: none"><li>• Facilities Director</li><li>• President</li><li>• General Counsel</li></ul>	<ul style="list-style-type: none"><li>• 2024-2025</li></ul>

## Strategic Area: Facilities

### Goal: Secure or develop a facility to house Industrial Arts

Strategic Area	Resources Needed	Responsible Party	Timeline
Investigate potential facilities that are adjacent to our current campus for availability to purchase or lease	<ul style="list-style-type: none"> <li>• Owners and operators of adjacent buildings</li> <li>• Lease or purchase parameters</li> <li>• Dedicated financial resources</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Principal</li> <li>• Dedicated Donors</li> <li>• Facilities Committee</li> <li>• Finance Committee</li> </ul>	<ul style="list-style-type: none"> <li>• 2023-2024</li> </ul>
If there are no purchase or lease opportunities, then identify required structural needs to build an on campus facility	<ul style="list-style-type: none"> <li>• Scope of curriculum needs</li> <li>• Square footage requirements</li> <li>• Cost estimates for new construction</li> <li>• Zoning restrictions, if any</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Principal</li> <li>• Dedicated Donors</li> <li>• Facilities Committee</li> <li>• Finance Committee</li> </ul>	<ul style="list-style-type: none"> <li>• 2023-2024</li> </ul>
Develop the necessary space to support the Industrial Arts curriculum	<ul style="list-style-type: none"> <li>• Scope of curriculum needs</li> <li>• List of required tools</li> <li>• Floor plan layout</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Principal</li> <li>• Facilities Director</li> <li>• Dedicated Donors</li> </ul>	<ul style="list-style-type: none"> <li>• 2024-2025</li> </ul>
Begin operating in this space.	<ul style="list-style-type: none"> <li>• Completed dedicated space</li> </ul>	<ul style="list-style-type: none"> <li>• Principal</li> </ul>	<ul style="list-style-type: none"> <li>• 2025-2027</li> </ul>

## Strategic Area: Facilities

**Goal: Research cost and benefit of capital improvements to provide more adequate Chapel space, Cafeteria space and Fine Arts facilities.**

Strategic Area	Resources Needed	Responsible Party	Timeline
Research square footage and costs needed to renovate the existing Cafeteria into a Chapel to seat minimum of 350 people	<ul style="list-style-type: none"> <li>• Floor plan of existing cafeteria</li> <li>• Seating capacity diagram</li> <li>• Construction costs</li> <li>• Renovation timeline</li> </ul>	<ul style="list-style-type: none"> <li>• Vice President for Mission and Identity</li> <li>• President</li> <li>• Facilities Director</li> <li>• Facilities Committee</li> <li>• Advancement Director</li> </ul>	<ul style="list-style-type: none"> <li>• 2024-2028</li> </ul>
Research needs, square footage requirements, access, and costs to build a new Cafeteria with a greater seating capacity and more efficient serving area to connect to the existing building	<ul style="list-style-type: none"> <li>• Architectural concept</li> <li>• Needs from current food service provider</li> <li>• Construction costs</li> <li>• Construction timeline</li> </ul>	<ul style="list-style-type: none"> <li>• President</li> <li>• Facilities Director</li> <li>• Facilities Committee</li> <li>• Advancement Director</li> </ul>	<ul style="list-style-type: none"> <li>• 2024-2028</li> </ul>
Identify needs and costs to renovate an existing space into an updated Band and Choral room.	<ul style="list-style-type: none"> <li>• Floor plan of existing spaces, such as the old stage</li> <li>• Space requirements from Band and Choral Director</li> <li>• Renovation costs</li> <li>• Renovation timeline</li> </ul>	<ul style="list-style-type: none"> <li>• Band and Choral Director</li> <li>• President</li> <li>• Facilities Director</li> <li>• Principal</li> </ul>	<ul style="list-style-type: none"> <li>• 2026-2028</li> </ul>

## Strategic Area: Facilities

**Goal: Continue to ensure student and employee safety by reviewing and adding as necessary additional security measures and equipment.**

Strategic Area	Resources Needed	Responsible Party	Timeline
Add additional electronic keypads as necessary to ensure easier access for faculty and staff to the building.	<ul style="list-style-type: none"> <li>• Current schematic of existing electronic keypads</li> <li>• Assessment of needed keypads</li> <li>• Cost bid</li> <li>• Installation timeline</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities Director</li> <li>• President</li> </ul>	<ul style="list-style-type: none"> <li>• 2023-2024</li> </ul>
Increase the number of security cameras on campus, and replace older outdated cameras with more to date equipment.	<ul style="list-style-type: none"> <li>• Current schematic of existing security cameras</li> <li>• Age of all existing security cameras</li> <li>• Assessment of needed keypads</li> <li>• Cost bid</li> <li>• Installation timeline</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities Director</li> <li>• President</li> <li>• Dean of Students</li> </ul>	<ul style="list-style-type: none"> <li>• 2023-2025</li> </ul>
Install panic buttons throughout the school building that allow certain areas of the building to be sealed off from the rest of the building.	<ul style="list-style-type: none"> <li>• Floor plan for school building</li> <li>• Research of capability of such equipment</li> <li>• Cost bid</li> <li>• Installation timeline</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities Director</li> <li>• President</li> <li>• Dean of Students</li> <li>• Facilities Committee</li> </ul>	<ul style="list-style-type: none"> <li>• 2026-2027</li> </ul>