# Sample Strategic Plan C
# (2y Report Form)

# 2020 - 2025

# Summary of Planning Process

- **Committee Activities**

  Organization of Strategic Planning Committees and meeting times
  Review of progress on goals and objectives of current Three-Year Strategic Plan (2017-2020),
  SCOT Analysis (Strengths, Challenges, Opportunities, and Threats) and discussions

- **Members of Strategic Planning Committees**

*Mission Formation*
Chair
School Board member
School Board member
Youth Minister

*Excellence in Teaching and Learning*
Chair
Teacher MS SS
Teacher KindergartenMelissa
Teacher grade 4

*Leadership and Governance*
Chair
Principal

*Operational Vitality: Facilities and Technology*
Chair
School Board member
Business Manager
School Board member
Facilities Mgr.
Principal

*Operational Vitality: Recruitment and Enrollment*
Chair
Director of Admissions
School Board member
School Board member
Parent
Parent

*Operational Vitality: Development and Advancement*
Chair
Development Director
School Board member
Parent
Community Rep.
School Board member

# SCOT Analysis Results

STRENGTHS

- Close to full enrollment
- Strong Home and School Association
- Sound financial resources
- State-of-the-art technology
- Security system

CHALLENGES

- Family Mass attendance
- Increasingly diverse student population in terms of previous school experience and academic needs
- Ongoing facilities maintenance and improvements

OPPORTUNITIES

- Increase advancement/development efforts
- Increase involvement of new parents
- Increase marketing efforts to include expanded demographics
- Continue School Board Self –Evaluation as a guide for improving board effectiveness

THREATS

- Ongoing need for additional financial aid
- Increased employee insurance costs

# 2020-2021

# School Board Members

Pastor

Principal

Business Manager

Chair

Member

Member

Member

Member

Member

# The Strategic Plan
# 2020-2025

## Philosophy and Mission Statement

## School Vision

**Part I. Mission and Evangelization**

**Part II. Leadership and Governance**

**Part III. Excellence in Teaching and learning**

**Part IV. Operational Vitality: Facilities and Technology**

**Part V. Operational Vitality: Marketing and Enrollment Management**

## Part I. Mission Formation and Evangelization

Goal 1: For students, faculty, and the School community to understand, internalize and promote the Mission of the School.

Goal 2: To provide faith formation opportunities for the leadership and faculty of the School.

Goal 3: To continually foster the Catholic faith and an understanding of Franciscan Identity within our students.

Goal 4: For students to have first-hand experiences in the cause of social justice and service to others.

**GOAL #1**: ***Mission and Evangelization*** **For students, faculty, and the School community to understand, internalize and promote the Mission of the School.**

**Benchmark 1:** All constituents know, understand, and advance the mission of the school.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS * | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| Ensure understanding of the School'sVision and Mission Statement | In addition to the traditional mission statement, develop a child-friendly mission statement, with student input. | MS Religious Studies Teacher/Fourth Grade Teacher | Classroom teachers, students Youth Minister | N/A | 9/2021 | 12/2021 |
| | Revisit the Vision and Mission Statement annually, created by the faculty, approved by the school board. | Faculty | School Board | N/A | Annually starting October 2020 | Annually through 2025 |
| | Post mission statement prominently. | Faculty | School Board | N/A | Fall, 2020 | Annually Through 2025 |
| Align both internal and external messaging with the school mission statement. | During annual review of mission statement, review school creed and school motto, as well as external communications (e.g. website, advertising, Alumni newsletter), in the context of the mission statement and assure consistency of the message | Principal, Faculty | School Board Admissions and Development Directors | N/A | Annually starting October 2020 | Annually through 2025 |
| The School Community will live by the school's mission statement. | Assess the vitality of the school community and activity to ensure consistency with the mission of the school, including but not limited to the following: meeting minutes PLC meeting minutes Student and parent surveys School Board minutes | Pastor/School Board Principal | Faculty Chair | N/A | Ongoing | Through 2025 |

**GOAL #2**: ***Mission and Evangelization*** **To provide faith formation opportunities for the leadership and faculty of the School**

**Benchmark 2:** The leadership and faculty engage in ongoing formation in faith, the Catholic intellectual tradition, and teachings of the Church, and understanding of Franciscan Identity in order to advance the Mission of the school more effectively.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS * | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| Deepen the faculty's understanding of the Catholic Faith and their Franciscan identity. | Attend annual faculty retreats. Refer to Excellence in Teaching and Learning Goal #3. | Holy Family Retreat staff | Friars | $XX | 8/2020 | 8/2025 |
| | Participate in Professional Development sessions reinforcing their faith and Franciscan identity. | Pastor | Friars | N/A | 11/2020 | 6/2025 |
| | The faculty will assist students in a teaching Mass and educate them on each aspect of the Mass in addition to Mass etiquette. | Faculty | Friars | N/A | 9/2020 | Ongoing through 2025 |
| | Develop a program of Mass preparation at each grade level | Youth Minister<br>Faculty | Principal | N/A | 9/2020 | 6/2021 |
| | Using the Church and the classrooms, the Youth Minister will co-teach specific units with the classroom teachers | Youth Minister | Faculty<br>Friars | N/A | 9/2020 | 6/2025 |

**GOAL #3:** ***Mission and Evangelization*** **To regularly foster the Catholic faith within our students**

**Benchmark 3:** Every student is offered timely and regular opportunities to learn about and experience the nature and importance of personal and communal prayer, the Eucharist, liturgy, age-appropriate retreats, and other spiritual experiences.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS * | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| Create familiarity within the student body of the workings and purposes of the physical, spiritual, and ritualistic elements of Catholicism, particularly regarding Mass and the celebration of the Eucharist. | Hold an educational Children's Mass to teach and/or remind students about why Catholic Mass is celebrated, and the purpose behind the different parts of the Mass and the Church. | Friars | Principal<br>Students<br>Faculty<br>Youth Minister | N/A | 9/2021<br>At least annually for each grade level | 6/2025 |
| | MS students to participate in Eucharistic Adoration (e.g. after monthly Mass) | Friars, MS Religion Teacher | Principal<br>Youth Minister | N/A | 9/2021 | 6/2025 |
| Provide opportunities for students to deepen their faith through prayer and reflection. | Friars will visit K-8 classrooms at least monthly | Friars, Faculty | Faculty | N/A | 9/2021 | 6/2025 |
| | The faculty will organize class retreats. Refer to Excellence in Teaching and Learning Goal #1. | Principal | | N/A | 9/2021 | 6/2025 |
| | All students are to participate in monthly School Mass with grade levels alternating in planning and serving Mass, morning prayer, confession (grades 4-8), Stations of the Cross, May Crowning, student-led prayer services | Friars, Faculty, Principal, Students | | N/A | Ongoing and to the extent possible in 2020 | 6/2025 |

**GOAL #4:** ***Mission and Evangelization*** **For students to have first-hand experiences in the cause of social justice and service to others.**
**Benchmark 4:** Every student will participate in Christian service programs to promote social justice.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS * | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| The School community will help local and global communities through giving time, talent, treasure for the betterment of society and themselves. | Middle school students will visit local nursing homes and interact with the residents | MS Religious Studies teacher | Principal, MS students | N/A | 9/2021 | 6/2025 |
| | All students will participate in donation and outreach (writing) activities for local hospitals, police, fire fighters, and health care workers. | Faculty | Principal | N/A | 9/2020 | 6/2025 |
| | All students will participate in food drives for the Food Pantry | Honor Society advisors | Principal Faculty | N/A | 9/2020 | 6/2025 |
| | Kindergarten students will hold an annual mitten drive. | Kindergarten teacher | Faculty | N/A | 12/2021 | 12/2025 |
| | Middle school studies will be required to complete a minimum number of service hours each year. | MS Religious Studies teacher | Youth Minister | N/A | 9/2021 | 6/2025 |

# The Strategic Plan
# 2020 - 2025

## Part II. Leadership and Governance

Goal 1: For the School Board to maintain a constructive, open and beneficial relationship with the school leaders, represent the diversity of stakeholders and function according to its approved constitution and bylaws.

Goal 2: For the School Board to engage in self-evaluation to ensure faithful execution of responsibilities.

Goal 3: For the School Board and Leadership team to articulate a clear mission and vision for the school and communicate initiatives and changes to school programs to all constituents.

**GOAL #1**: ***Leadership and Governance*** **For the School Board to maintain a constructive, open and beneficial relationship with the school leaders, represent the diversity of stakeholders and function according to its approved constitution and bylaws.** **Benchmark 5:** The local school board, in accordance with its constitution and by-laws, maintains a constructive and beneficial relationship with the school leader/leadership team marked by mutual trust, close cooperation, and continuing dialogue. The local school board, representing the diversity of stakeholders, functions according to its approved constitution and by-laws.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS * | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| Enhance openness and trust between Board and school leaders with the goal of better utilizing the talents of the Board. | Develop a formal structure for sharing information that may benefit from Board involvement, including but not limited to inclusion of Board members in receipt of weekly newsletters from the Principal, Honor Roll, student awards, plans for Catholic Schools Week, service projects and social justice initiatives, initiatives, and all faith-based student andstaff activities.<br><br>Invite Board members to participate in all recruitment initiatives. | Principal<br>President<br>Admissions Director | Finance Director and Board Chair | N/A | 9/2020 | 9/2025 |
| Effectively represent the diversity of the school and local community. | Increase the number of Board members with an eye on diversity of talents and backgrounds. | Chair of Nominating Committee | Board Chair<br>Pastor<br>Nominating committee | N/A | 9/2020 | 9/2025 |

**GOAL #2:** ***Leadership and Governance*** **For the School Board to engage in a self-evaluation to ensure faithful execution of responsibilities.** **Benchmark 6:** The school board engages in formation and ongoing training and self-evaluation for itself and the leadership team to ensure the faithful execution of their respective responsibilities.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS * | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| Complete School Board Self Evaluation in the spring of each school year. | Continue the annual formal process for self-evaluation of the School Board and School Board members. | School Board Chair | Principal, Pastor, School Board members | N/A | 5/2021 | 5/2025 |
| | Complete the self-evaluation process and summarize results with a focus on the effectiveness of the School Board in the areas of evangelization and advancement (identified as areas of need in previous self-evaluation. | School Board Chair | School Board members | N/A | 6/2021 | Annually through 6/2025 |
| | Create an action plan for School Board improvement based on self-evaluation results. | School Board Chair, Principal, Pastor | School Board members | N/A | 9/2021 | Annually through 9/2025 |

**GOAL #3:** ***Leadership and Governance*** **For the School Board and leadership team to articulate a clear mission and vision for the school and communicate initiatives and changes to school programs to all constituents.** **Benchmark 7.1:** The school board and principal articulate a clear mission and vision for the school and engages the school community to ensure a school culture that embodies the mission and vision. **Benchmark 7.2:** The principal in collaboration with the school board, assumes responsibility for communicating new initiatives and changes to school programs to all constituents.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS * | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| Provide better clarity of purpose and ensure actions are consistent with the mission and vision of the school. | Develop a process for annual review of the School Board Constitution, Bylaws and Handbook to assure alignment with the Mission and Vision of the school. | School Board Chair | Principal Pastor | N/A | 9/2021 | 6/2022 |
| Create positive dialogue between the Board and parents, teachers, and other constituents of the school. | Develop a process for sharing Board initiatives and key developments as appropriate. | School Board Chair | Principal, Pastor, School Board members | N/A | 9/2021 | 6/2022 |
| | Develop a process for identifying the roles of standing and ad hoc committees and determining their membership. | School Board Chair | School Board members | N/A | 9/2020 | 6/2022 |
| Strengthen the functionality of the Finance Committee of the School Board | Increase the membership of the Finance Committee to include the Pastor, Principal, Business Manager, and at least two School Board members. | School Board Chair | Committee Members | N/A | 9/2021 | 12/2021 |
| | Institute at quarterly meetings of the Finance Committee to review Profit and Loss, Balance Sheet and other budget documents, | Finance Committee Chair | Committee Members | N/A | 9/2021 | 6/2022 |

# The Strategic Plan
# 2020 - 2025

## Part III. Excellence in Teaching and Learning

Goal 1: To assure that our students develop into 21st century learners and problem solvers and to support their growth intellectually, spiritually, and socially.

Goal 2: To assess, evaluate, and adjust curriculum to ensure its rigor as well as its alignment with Archdiocesan Curriculum Standards.

Goal 3: To improve the effectiveness of instruction by expanding and supporting professional learning communities and high quality professional development, including religious formation, for all staff.

Goal 4: To utilize curriculum-based assessments to generate student and school-wide data as the basis for evaluation of curriculum and instructional practice.

**GOAL #1**: ***Teaching and Learning*** **To assure that our students develop into 21st century learners and problem solvers and to support their growth intellectually, spiritually, and socially.** **Benchmark 8:** Curriculum and instruction for 21st century learning provide students with the knowledge, understanding, and skills to become creative, reflective, literate, critical, and moral evaluators, problem solvers, decision makers, and socially responsible global citizens.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS * | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| Students will develop empathy skills and strengthen peer relationships. | Develop and implement role - play lessons for each trimester as part of their study of literature at each grade level PK-8. | Principal | Classroom teachers; ELA teachers (MS) | N/A | 9/2020 | 9/2025 |
| | Implement SEL and anti-bullying resources K-8 | Principal | Classroom teachers, MS team | $XX | 9/2021<br>9/2022<br>9/2023<br>9/2024 | 6/2022<br>6/2023<br>6/2024<br>6/2025 |
| Students will develop faith-based skills in conflict resolution. | Conduct at least one age-appropriate student retreat activity for each grade level K-8. | Youth Minister | Classroom teachers; MS team | $XX per year | 9/2021 | 6/2025 |
| | The youth minister will prepare and teach at least one religion class per week for grades 1-8. | Youth Minister<br>Classroom teachers | | | 9/2020 | 6/2025 |

**GOAL #2**: ***Teaching and Learning*** **To assess, evaluate, and adjust curriculum to ensure its rigor as well as its alignment with archdiocesan standards.** **Benchmark 9.1:** The curriculum adheres to appropriate, delineated standards and is vertically aligned to ensure that every student successfully completes a rigorous and coherent sequence of academic courses based on standards and rooted in Catholic values.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS * | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| Continue to strengthen the math program K -8. | Review and evaluate Envision Math K-5 using student data analysis. | Teacher - Committee Chair | Teachers K-5 | N/A | 9/2020 | 9/2025 |
| | Review and evaluate MS math texts and materials using student data. Implement pre-algebra for all students in grade 7. | MS math teacher | MS math teacher and principal | $XX | 9/2020 | 6/2022 |
| | Increase the integration of educational technology in the math program. | Teacher - Committee Chair | Elementary and MS math teachers | $XX/year for software licenses | 9/2020 | 6/2025 |
| | Expand peer tutoring program. | Advisers | Elementary and MS teachers | N/A | 9/2020 | 6/2025 |
| Continue to strengthen the elementary science program, K-5. | Fully implement the Science Program K-5 | Principal | Teachers Grades K-5 | $XX/year for replacement kit materials | 9/2020 | 6/2025 |
| | Add supplementary science resources as appropriate including Mystery Science for Kindergarten | Principal | | | | |

**GOAL #2, continued**: ***Teaching and Learning*** **To assess, evaluate, and adjust curriculum to ensure its rigor as well as its alignment with archdiocesan standards.** **Benchmark 9.2:** The curriculum adheres to appropriate, delineated standards and is vertically aligned to ensure that every student successfully completes a rigorous and coherent sequence of academic courses based on standards and rooted in Catholic values.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS * | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| Expand and update elementary social studies program resources | Explore additional social studies resources for grades K-2 | K-2 Teachers | Principal | N/A | 9/2020 | 6/2022 |
| | Implement new social studies resources for grades 3-5. | 3-5 Teachers | Principal | $XX | 9/2020 | 6/2025 |
| Improve reading comprehension and phonics for grades K-4. | Purchase and implement additional phonics resources for grades K-4. | Principal | Teachers K-4 | $XX/year | 9/2021 | 6/2025 |
| | Expand reading comprehension program component K-2 - anthologies, read aloud and chapter books. | Principal | Teachers K-2 | $XX | 9/2021 | 6/2022 |
| Expand the drama component of middle school literature program. | Develop drama units for the study of literature for grades 6-8 including the study of Shakespeare. | MS ELA teacher | MS ELA teachers | $XX | 9/2020 | 6/2025 |
| | Implement at least one drama unit per grade level for grades 6-8. | MS ELA teacher | MS ELA teachers | N/A | 9/2021 | 9/2022 |

**GOAL #3:** ***Teaching and Learning*** **To improve the effectiveness of instruction by expanding and supporting professional learning communities and high quality professional development, including religious formation, for all staff.** **Benchmark 10:** Faculty collaborate in professional learning communities to develop, implement, and continuously improve the effectiveness of the curriculum and instruction to achieve high levels of student achievement. **Benchmark 8.6:** Faculty & staff engage in high quality professional development, including religious formation and are accountable for implementation that supports student learning.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| Expand the Faith Formation program for all teachers. | Implement a schedule for teacher faith formation activities provided by the OEEC and our friars to include at least two half days and one retreat day per year. | Principal | Franciscan Friars | OEEC rates Estimated at $XX/year | 9/2020 | Annually through 6/2025 |
| Provide teacher resources for the development of interdisciplinary projects at all grade levels. | Provide for bi-monthly PLC Meetings<br>Provide live and/or digital professional development sessions during scheduled half days. | Principal | Faculty | Title II Funding | 9/2020 | 6/2025 |
| Expand teacher skills in working with students with special learning and mental health needs. | Provide live and/or digital professional development sessions. | Principal | Faculty | OEEC and Title II and Special Education grants. | 9/2020 | 9/2025 |
| Provide teachers with access to presentations by nationally recognized educational leaders. | Provide live and/or digital professional development sessions. | Principal | Faculty | Title II | 9/2021 | 6/2025 |
| Assure a continued focus on student health and safety | Provide annual CPR training for all staff.<br>Provide PD in the areas of daily school safety procedures and school security.<br>Provide PD in the area of allergy awareness and Best Practices in exposure prevention | School nurse<br>DARE officer and Principal<br>School nurse | Faculty/Staff<br>Faculty/Staff<br><br>Faculty/Staff | $XX/year | 9/2021 | 6/2025 |

**GOAL #4:** ***Teaching and Learning*** To utilize curriculum-based assessments to generate student and school-wide data as the basis for evaluation of curriculum and instructional practice. **Benchmark 11:** Faculty use a variety of curriculum-based assessments aligned with learning outcomes and instructional practices to assess student learning, including formative, summative, authentic performance, and student self-assessment. **Benchmark 4.2:** School-wide and individual student data, generated by a variety of tools, are used to monitor, review, and evaluate the curriculum and co-curricular programs; to plan for continued and sustained student growth; and to monitor and assess faculty performance.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| Provide for the generation of school wide, grade level, and individual student data. | Implement STAR Assessments in Reading and Math for grades K-8 – three times each year. | Faculty | Principal | Grant Funding Est. $1500/year | 9/2020 | 6/2025 |
| Increase the use of data analysis to improve instructional practice. | Provide professional development in the analysis and use of STAR Assessments to differentiate and individualize instruction. | STAR Renaissance staff | Principal | Grant Funding Est. $XX/year | 9/2020 | 6/2021 |
| | Provide resources and professional development to address diverse student reading levels on a trimester basis. | Reading Intervention teacher | Elementary teachers | $XX | 9/2021 | 6/2025 |
| | Explore alternative scheduling options to address student needs based on group and individual assessment data. | MS Team | Principal | N/A | 9/2021 | 6/2022 |

# The Strategic Plan
# 2020 - 2025

## Part IV. Operational Vitality: Facilities and Technology

Goal 1: To maintain and improve the School's physical plant, facilities and equipment to support the mission, educational program and goals of the school and its accessibility for all students.

Goal 2: To maintain and improve the School's technological resources to support the mission, educational program, security, and goals of the school and its accessibility for all students.

**GOAL #1:** ***Operational Vitality*** **To maintain and improve the School's physical plant, facilities and equipment to support the mission, educational program and goals of the school and its accessibility for all students.** **Benchmark 12:** The school's facilities, equipment and technology management plan include objectives to support the delivery of the educational program of the school and its accessibility for all students. **Benchmark 13:** The school's purchasing and physical and technological improvements are aligned with the mission, strategic plan, and curricular goals, and consistent with good stewardship.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| To maintain and improve the School's physical plant, facilities and equipment. | Investigate replacement of all lockers on 1st and 2nd floors. Replace existing lockers | Pastor, Principal School Board Facilities Committee Chair | School Business Manager, Grant Writer. School Board Facilities Committee | $XX in grant funding | 9/2020 | 6/2022 |
| In conjunction with the Parish, develop a comprehensive,long-term facilities plan for the entire Parish including the school | Investigate grant programs or other means of funding for replacement of existing boilers. | Pastor, Principal, Business Manager, School Board Chair | School and Parish Planning Committee | TBD Est. $XX | 9/2021 | 6/2022 |
| | Inspect and maintain existing main roof system. Determine need and time frame for replacement if necessary. | Pastor, Principal, Business Manager, School Board Chair | School and Parish Planning Committee | TBD | 9/2021 | 9/2022 |

**GOAL #2:** ***Operational Vitality*** To maintain and improve the School's technological resources to support the mission, educational program and goals of the school and its accessibility for all students. **Benchmark 14.1:** The school's facilities, equipment and technology management planinclude objectives to support the delivery of the educational program of the school and its accessibility for all students. **Benchmark 14.2:** The school's purchasing and physical and technological improvements are aligned with the mission, strategic plan, and curricular goals, and consistent with good stewardship.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| To maintain and improve the School's technology program including hardware systems, software upgrades, security features and supporting infrastructure for both administrative and educational purposes. | Maintain a Technology Plan in accordance with the requirements of the Office of Education, Evangelization, and Catechesis of the Archdiocese. The School's Technology Plan is a part of its Strategic Plan. A copy of the Technology Plan may be affixed to this Strategic Plan or made available upon request. | Pastor, Principal, Business Manager | Facilities Committee of the school board | N/A | 1/2021 | 6/2025 |
| | As part of the Parish Physical Plant Assessment, investigate scope and costs of electrical upgrades necessary to maintain and increase use of technology in individual classrooms including additional outlets. | Pastor, Principal, Business Manager, Parish Council and Facilities Committee | Facilities Committee of the School Board | TBD | 9/2021 | 12/2021 |
| | Monitor and maintain all school security equipment and software including cameras and emergency alert system | Pastor, principal, business manager | Tech (IT) support | $XX annually | 9/2020 | 6/2025 |

# The Strategic Plan
# 2020 - 2025

## Part V. Operational Vitality: Marketing and Enrollment Management

Goal 1: Student Recruitment and Retention: To continue to attract new students, and to maintain and grow student retention.

Goal 2: Public Relations: To further establish the School brand.

Goal 3: Alumni Relations: To build alumni relationships which translate into increased alumni involvement and garners their support.

Goal 4: Alumni Fund: To increase funds 10% each year, over the next three years.

**GOAL #1**: ***Operational Vitality*** **Student Recruitment and Retention: To continue to attract new students, and to maintain and grow student retention.** **Benchmark 15:** The local school board is required to review and the school leader is required to supervise annual and continuous measurement and analysis of both enrollment and retention patterns and take proactive actions when necessary.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| Continuously attract new students to the School. | Explore viability of a "grant" for PK4 students who enroll in Kindergarten for one year. | Admissions Director | Pastor, Principal, Business Manager, Parents, Teachers, Recruitment Committee | $XX - $XX | 9/2020 | 9/2025 |
| | Leverage school website as marketing tool, keep information fresh and appealing. Advertise tours and visits. | Admissions Director | | N/A | 9/2020 | Ongoing |
| | Continue to leverage the Recruitment Committee, focusing on recruiting new families to the school. Ensure key constituents are represented on the committee. | Admissions Director | | N/A | 9/2020 | Ongoing |
| | Continue to explore and create new programs to market the school: Kindergarten Countdown, Back to School Night, participation in local and state events, partnerships with Catholic high schools or civic organizations, preschool fairs at local libraries. Provide virtual tours for prospective families on social media. | Admissions Director | Teachers, Principal | $1000 | 9/2020 | Annually through 2025 |

**<u>GOAL #1, continued</u>: *Operational Vitality* Student Recruitment and Retention: To continue to attract new students, and to maintain and grow student retention. Benchmark 15:** The local school board will review and the school leader will supervise annual and continuous measurement and analysis of both enrollment and retention patterns and take proactive actions when necessary.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| Continuously attract new students to the School. | Determine target audiences/markets by examining current student population, trends, demographics of surrounding communities and data on decision-makers. | Admissions Director | Advancement Director | N/A | 9/2020 | Ongoing |
| | Provide news-worthy communication pieces to all news outlets, church website and bulletins, OEEC website, Facebook and other social media. | Admissions Director | Advancement Director, Parish Staff, School Staff | N/A | 9/2020 | Ongoing |
| | Conduct annual Open House events aimed at target audiences. | Admissions Director | Recruitment Committee | $XX | 9/2020 | Annually through 2025 |
| | Extend outreach with religious education students and families. | Admissions Director | Director of Religious Education | N/A | 9/2020 | Ongoing |
| | Explore a multi-year scholarship for a religious education family. | Admissions Director | Director of Religious Education | Grant funding | 9/2020 | 6/2021 |
| | Engage staff, parents, students and alumni in the marketing and recruiting process. | Admissions Director | Advancement Director, Parents, Staff | N/A | 9/2020 | Ongoing |

**GOAL #1, continued**: ***Operational Vitality*** **Student Recruitment and Retention: To continue to attract new students, and to maintain and grow student retention.** **Benchmark 15:** The local school board will review and the school leader will supervise annual and continuous measurement and analysis of both enrollment and retention patterns and take proactive actions when necessary.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| Define and implement metrics that can be used to manage enrollment. | Include enrollment-related information on a regular basis in both parent and alumni communications. | Admissions Director | Advancement Director | N/A | 9/2020 | 6/2025 |
| | Re-evaluate Program, utilizing baptism lists from 3, 4, 5 years prior; develop marketing plan specific to this group. | Admissions Director | Parish Staff | N/A | 9/2021 | 6/2022 |
| | Track opportunities for students to engage in service work with the community. | Admissions Director | Teachers Grade 8 HR teacher | N/A | 9/2020 | Ongoing |
| | Conduct annual meeting to assess recruitment and retention levels. | Admissions Director | Recruitment and Enrollment Committee of the School Board | N/A | 6/2021 | Annually |

**GOAL #1, continued**: ***Operational Vitality*** **Student Recruitment and Retention: To continue to attract new students, and to maintain and grow student retention.** **Benchmark 15:** The local school board will review and the school leader will supervise annual and continuous measurement and analysis of both enrollment and retention patterns and take proactive actions when necessary.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| Identify ways to increase retention of current students. | Track enrollment statistics (new students, retention, optimal class size, where students live, sources of leads/inquiries, wait lists, etc.). | Admissions Director | Recruitment Committee | N/A | 9/2020 | Ongoing |
| | Track usage of our school website. | Admissions Director | Staff | N/A | 9/2020 | Ongoing |
| | Use enrollment data to drive advertising and recruiting related activities/decisions. | Admissions Director | Recruitment Committee | N/A | 9/2020 | Ongoing |
| | Establish a Retention Committee, focused on retaining current families. Ensure key constituents are represented on the committee. | Admissions Director | Staff, Parents | N/A | 9/2020 | 6/2021 |
| | Create a buddy-student-parent system for new families. Testimonial videos marketed on social media and mobile marketing platforms. Collect written testimonials from families to be shared on social media, in newsletters, local newspaper articles, and Parish Bulletin. Production of videos by students and parents. | Admissions Director | Staff, Parents | $XX | 9/2020 | 6/2022 |

**GOAL #1, continued**: ***Operational Vitality*** **Student Recruitment and Retention: To continue to attract new students, and to maintain and grow student retention.** **Benchmark 15:** The local school board will review and the school leader will supervise annual and continuous measurement and analysis of both enrollment and retention patterns and take proactive actions when necessary.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| Develop a multi-faceted plan to increase retention. | Conduct a "pulse check" of new families on experiences so far at the School. | Admissions Director | Principal | N/A | 9/2020 | Ongoing |
| | Ensure that an Exit Survey and data analysis is conducted annually to identify reasons why families leave the School. | Admissions Director | Principal | N/A | 9/2020 | Annually through 6/2025 |
| | Identify opportunities to "re-market" the School to current families, giving them "points of pride" to use when talking to prospective parents. | Admissions Director | Recruitment Committee | N/A | 9/2020 | Ongoing |

**GOAL #2**: ***Operational Vitality*** **Public Relations: To further establish the School brand.** **Benchmark 16:** The school leader and staff will ensure the implementation of contemporary, multiple information technologies to reach targeted audiences and to establish reliable and secure databases and accountability to stockholders.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| Design and implement multifaceted marketing plan that reflects the School brand | Publicize successes of the School alumni through school website, church bulletin and Principal's newsletter. | Advancement Director | Admissions Director | N/A | 9/2020 | 6/2025 |
| | Promote the possibility of students and the Social Action Committee of the Church working together on joint projects. | Advancement Director | Admissions Director | N/A | 9/2021 | 6/2025 |
| | Continue to increase the community's knowledge of the school, development objectives, and alumni events. | Advancement Director | Admissions Director, Faculty, Staff | N/A | 9/2020 | 6/2025 |
| | Investigate the possibility of student/family outreach volunteer programs with Habitat for Humanity, soup kitchens, hospital volunteer efforts, etc. | | | | 9/2021 | 6/2025 |

**GOAL #2, continued**: ***Operational Vitality*** **Public Relations: To further establish the School brand.**

**Benchmark 16:** The school leader and staff will ensure the implementation of contemporary, multiple information technologies to reach targeted audiences and to establish reliable and secure databases and accountability to stakeholders.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| Design and implement multi-faceted marketing plan that reflects the School brand. | Design and implement volunteer position for publicity. | Officers | Admissions Director, Advancement Director | N/A | 9/2021 | 9/2025 |
| | Collect informational/contact data on attendees at school events. | Admissions Director | Recruitment Committee | N/A | 9/2021 | 9/2025 |
| | Continue to distribute school brochure and enrollment packages through community Welcome Wagons, realtors, and new parishioners. | Admissions Director | Advancement Director, Parish Staff | $XX | 9/2020 | 9/2025 |
| | Supply area Catholic High Schools with school brochure for younger siblings of high school students. | Admissions Director | Principal | $XX | 9/2020 | 9/2025 |

**GOAL #2, continued**: ***Operational Vitality*** **Public Relations: to further establish the School brand.**

**Benchmark 16:** The school leader and staff will ensure the implementation of contemporary, multiple information technologies to reach targeted audiences and to establish reliable and secure databases and accountability to stakeholders.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| Increase the community's knowledge of the school, development objectives and alumni events. | Leverage social media options such as Facebook, Instagram and Twitter. | Admissions Director | | N/A | 9/2020 | Ongoing |
| | Contact owners of town/community boards to advertise admissions and other school activities. | Admissions Director | | N/A | 9/2020 | Ongoing |
| | Use free advertisements in the area church bulletins for registration and private tours. | Admissions Director | | N/A | 9/2020 | Ongoing |
| | Use digital signage at the School to market toreligious education and current the School's families. | Admissions Director | | $XX | 9/2020 | 6/2022 |
| | Implement analytic marketing via Facebook, iHeart media, local highway billboard ads, YouTube, and postcard mailings to 5,000 homes | Admissions Director | Recruitment and Enrollment Committee of the School Board | $XX | 9/2020 | 6/2025 |

**GOAL #3**: ***Operational Vitality*** **Development and Advancement: To build alumni relationships that translate into increased alumni involvement and garner their support.** **Benchmark 17:** The Advancement Director's plan will include strategies to identify, grow, and maintain significant funding prospects.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| Increase alumni support and involvement in the life of the school. | Continue to maintain and update database information in Little Green Light software. | Advancement Director | Parish Staff | N/A | 9/2020 | 6/2025 |
| | Continue to provide a benefactors' reception for constituents donating $100 or more during the prior year. | Advancement Director | Development Committee of the School Board | $XX | 11/2021 | Annually |
| | Continue to provide an Annual Mass for Deceased Alumni. | Advancement Director | Principal, Clergy | $XX | 9/2020 | Annually |
| | Increase alumni participation in the annual Golf Tournament. | Advancement Director | Parent Golf Committee | N/A | 9/2020 | Annually |
| | Showcase graduates to increase pride among alumni, students, faculty and staff, by utilizing alumni success as a recruitment tool. | Advancement Director | Principal, School Staff | N/A | 9/2020 | Ongoing |
| | Using the school website, include an alumni page to market and promote alumni events, as well as to provide a networking site. Also, consider alumni interviews with alumni photos and Grandparents Circle. | Advancement Director | Development Committee of the School Board | N/A | 9/2020 | 6/2021 |
| | Form Pre-Alumni Club utilizing local high school as a core group. | Advancement Director | Faculty School staff | $XX | 9/2020 | 6/2021 |

**GOAL #3, continued**: ***Operational Vitality*** **Development and Advancement: To build alumni relationships that translate into increased alumni involvement and garner their support.** **Benchmark 17:** The Advancement Director's plan will include strategies to identify, grow, and maintain significant funding prospects.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| Create a viable alumni association for the School. | Develop a web-based interactive Alumni network. | Advancement Director | School Staff | N/A | 9/2020 | 6/2022 |
| | Include an Alumni Profile/Class Notes column in the alumni newsletter. | Advancement Director | School Staff | N/A | 9/2020 | 6/2022 |
| | Develop and maintain a system of finding missing classmates. | Advancement Director | Parish Staff, School Staff | N/A | 9/2020 | 6/2022 |

**<u>GOAL #4</u>: *Operational Vitality* Development and Advancement: To increase the Annual Fund by 10% each year, over the next three years. Benchmark 17:** The Advancement Director's plan will include strategies to identify, grow and maintain significant funding prospects.

| OBJECTIVE | MAJOR TASKS | LEAD | SUPPORT / PARTNERS | BUDGETARY NEEDS | START DATE | END DATE |
|---|---|---|---|---|---|---|
| | | | | * Budgetary Needs: Must be included in budget (income & expense) | | |
| Increase long range development and funding through alumni outreach and annual business drives. | Prepare and mail out the alumni newsletter.<br>Prepare and mail appeal letter.<br>Institute an Annual Day of Giving for the school | Advancement Director | School Staff | $XX/year | 6/2020 | Semi-annually through 6/2025 |
| Establish **Teacher Retention through Competitive Salaries** as a long-range goal of development funding. | Leverage constituents individually and collectively: alumni, parents, and the business community | Advancement Director | Development/ Advancement Committee of the School Board | $XX/year | 11/2020 | Annually |
| | Integrate a business drive reaching out to area businesses as part of the Annual Fund Drive | Advancement Director | School Board | $XX/year | 9/2021 | Ongoing |
| | Introduce the Young Givers Club for all School alumni who have graduated within the last 10 years. | Advancement Director | School Board | $XX/year | 9/2020 | 6/2025 |

# Closing Out Each Year:
# Keeping the Strategic Plan alive and current

- Review the goals that have been completed.
- Check them as completed.
- Indicate remaining goals as ongoing or changed in plan.
- Together with school board replace completed goals with new goals and advance the year span of strategic plan document.
- Inform the school board chair of all additions.