



NEW ENGLAND ASSOCIATION
OF SCHOOLS AND COLLEGES

Sample Strategic Plan C

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's Vision 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 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 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 Students Faculty Youth Minister	N/A	9/2021 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 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		N/A	9/2021	6/2025
	The faculty will organize class retreats. Refer to Excellence in Teaching and Learning Goal #1.	Principal	Faculty	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.	<p>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 and staff activities.</p> <p>Invite Board members to participate in all recruitment initiatives.</p>	Principal President 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 Pastor 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
Strengthen the functionality of the Finance Committee of the School Board	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
	Increase the membership of the Finance Committee to include the Pastor, Principal, Business Manager, and at least two School Board members. Institute at quarterly meetings of the Finance Committee to review Profit and Loss, Balance Sheet and other budget documents,	School Board Chair	Committee Members	N/A	9/2021	12/2021

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 9/2022 9/2023 9/2024	6/2022 6/2023 6/2024 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 Classroom teachers				9/2020

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 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. Provide PD in the areas of daily school safety procedures and school security. Provide PD in the area of allergy awareness and Best Practices in exposure prevention	School nurse DARE officer and Principal School nurse	Faculty/Staff Faculty/Staff 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. In conjunction with the Parish, develop a comprehensive, long-term facilities plan for the entire Parish including the school	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
	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 plan include 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

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)						
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 to religious 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

GOAL #4: *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. Prepare and mail appeal letter. 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.