

SAMPLE STRATEGIC PLAN A

Journeying Together: Strategic Plan 2023 – 2026

July 1, 2023

Journeying Together

“If we journey together, young and old, we can be firmly rooted in the present, and from here, revisit the past and look to the future.” – Pope Francis, *Christus Vivit* 199

“Your word is a lamp for my feet, a light for my path.” Psalm 119:105.

In recent years _____ has experienced great change as an institution through the merger of the Elementary School and the Middle School. This merger coupled with a global pandemic and a turnover of leadership and staff has led the institution to a moment of rebirth, an opportunity to reflect on what we have been and what we aspire to be. As we emerge from this period of transition, the faculty, staff, students, families, and leadership are eager to create the school and community we envision for ourselves. This plan is the result of a series of listening and brainstorming sessions across our constituent groups, compiled by various members of the staff. Our aspiration is that this plan will serve as a roadmap as we prepare for our accreditation in a few years.

The theme of “Journeying Together” speaks to the disposition of our community at this point in time. Inspired by the words of Pope Francis, we hope to continue our journey as a community and institution rooted in the here and now while respecting the future and planning for the future. This all supported by our firm faith that God will light the right path for us on our journey.

Our plan is formatted in a user-friendly style with the understanding that this is a living document intended to be used regularly and not destined for a bookshelf. Each of the eight areas seek to touch upon the benchmarks of the NEASC accreditation while also serving as general areas of focus for our ongoing efforts for self-improvement.

Table of Contents

Strategic Plan 2023-2026

- Strategy Area: Mission, pages 3-5
- Strategy Area: Curriculum, pages 6-8
- Strategy Area: Pedagogy and Classroom Resources, pages 9-10
- Strategy Area: Technology, pages 11-13
- Strategy Area: Facilities and Campus Maintenance, pages 14-16
- Strategy Area: Enrollment Management, pages 17-19
- Strategy Area: Finance, pages 20-22
- Strategy Area: Marketing and Communications, pages 23-25

Strategy Area: Mission

Goal #1: will demonstrate and maintain a strong understanding of the mission statement and motto across all constituent groups.

Action	Owner	Cost/Funding	Due Date	Status
Familiarize staff with new Mission Statement and Motto.	New School Year Introduction, HOS & AHOS		Begin September 2023 Back-to-School Meetings Review each semester	
Educate student body in the spirit of the mission statement and mission of the school. <ul style="list-style-type: none"> Laminated posters of Mission Statement in classrooms and common areas Develop standardized lesson plans for consistent delivery Seek new ways to incorporate mission into schoolwide events 	Faith Formation Committee and classroom teachers		September 2023 September 2023 October 2023 September 2023	
New Mission statement incorporated into school media.	Marketing Director & Development Director		July 2023	
Develop plan for parent education in school mission and charism. <ul style="list-style-type: none"> Mission statement included in slide for BTS Mission incorporated into regular communications to all Engage parents in critical reflection of mission statement Incorporate mission statement in admissions materials 	Faith Formation Committee Classroom teachers Marketing Director School Leadership Team Admissions Director		September 2023 September 2023 October 2023 January 2024 September 2023	

Strategy Area: Mission

Goal #2: Develop an understanding and appreciation for the Patron of our school, and the charism associated with his sainthood.

Action	Owner	Cost/Funding	Due Date	Status
Educate faculty, staff, and students in the spirit and charism of <ul style="list-style-type: none"> Develop understanding for what it means to walk the way of Dedicate a portion of professional development time to staff/faculty education 	Faith Formation Committee		December 2023	
Investigate and review virtue-based education materials for schoolwide instruction and norms setting. <ul style="list-style-type: none"> Implement “Education in Virtue” or something comparable with the goal of teaching mission aligned virtues 	Faith Formation Committee Lead Teachers & AHOS/HOS		January 2024	
Develop meaningful and enriching activities around the feast day of the patron saint. <ul style="list-style-type: none"> Establishing meaningful traditions that reinforce mission goals and aspirational character development in students 	Faith Formation Committee		March 2024	

Strategy Area: Mission

Goal #3: Provide opportunities for faculty/staff faith formation and development.

Action	Owner	Cost/Funding	Due Date	Status
Facilitate informed, consistent, and dynamic catechismal instruction across grade levels. <ul style="list-style-type: none"> Establish team of teachers who can assemble classroom materials and resources consistent with classroom use (i.e. – prayers, rosary visuals, mass instructions, etc.) Provide professional development and coaching connected with religion curriculum and the appropriate instructional materials 	Faith Formation Committee Faith Formation Committee AHOS		September 2023 October 2023 March 2024	
Faculty faith formation opportunities with the goal of supporting the personal development of faculty faith. <ul style="list-style-type: none"> Continue opportunities such as faculty retreat, faculty bible study, and faith sharing. Promote faith development tools such as Hallow, “Give us this day,” and others. 	Faith Formation Committee	\$1,000 - \$3,000 Annually	September 2023	

Strategy Area: Curriculum

Goal #1: will evaluate, develop, and implement the “Wonders” English language arts curriculum for grades K-5.

Action	Owner	Cost/Funding	Due Date	Status
Faculty will engage in review and discussion of the Wonders curriculum. <ul style="list-style-type: none"> Faculty will share best practices during specified professional development opportunities and regular PLC meetings. Utilize peer observations within or among grade level teams, focusing on instruction techniques and utilization of new tools associated with curriculum Increase PLC meeting times to focus on the English Language Arts curriculum Develop grade level curriculum maps outlining the targeted units and lessons utilized Collaboration vertically to ensure alignment of curriculum utilization 	AHOS		2023-2024 School Year	
Conduct collaborative review of English Language Arts curriculum(s). <ul style="list-style-type: none"> Determine the viability of long-term adoption of the Wonders curriculum using faculty driven assessment and feedback measures. If necessary, investigate different options or approaches prior to curriculum expiration date 	AHOS	\$50,000 (+/-)	2024-2025 School Year	

Strategy Area: Curriculum

Goal #2: Ensure fidelity to commitment of character development and moral instruction through continued efforts to whole child education and formation.

Action	Owner	Cost/Funding	Due Date	Status
<p>Develop, implement, and integrate SEL and PBIS techniques throughout the PS-8 classrooms as a means of educating the whole child and ensuring vertical consistency.</p> <ul style="list-style-type: none"> Faculty SEL team will continue to serve as in-house representatives and trainers. Team will develop implementation plan and professional development The SEL team will continue coaching through the Boston College SEL Academy Faculty and staff will attend specific, tailored SEL training during professional development days Faculty and staff will be provided with PBIS training and support materials Faculty will engage in ongoing review and discussion of practices ensuring consistent adoption 	AHOS School Counselors SEL Team	\$5,000	2023-2024 School Year May 2024	
<p>Continue to utilize the Second Step curriculum for social emotional based classroom lessons.</p> <ul style="list-style-type: none"> Ensure appropriate materials are available for all grade levels School counselors will provide support with instruction and follow-up services Teachers will adopt consistent instruction schedule for each grade level ensuring consistency 	School Counselors SEL Team	\$5,000	2023-2024 School Year	

Strategy Area: Curriculum

Goal #3: will conduct a comprehensive review of the K-8 Math curriculum scope and sequence.

Action	Owner	Cost/Funding	Due Date	Status
Review survey of Math curriculum, scope, and sequence. <ul style="list-style-type: none"> Faculty will participate in survey of current materials and curriculum Ensure short term continuity between grade levels 	AHOS		2023-2024 School Year	
Faculty will engage in review and discussion of the Math related benchmarks and learning goals. <ul style="list-style-type: none"> Review curriculum maps across Lower School and Middle School divisions Discuss desired learning goals by grade level and develop connection between learning goals and current curriculum With the Portrait of a Learner and Graduate in mind, develop desired graduation benchmarks for math achievement and mastery 	AHOS		2024-2025 School Year	
Conduct collaborative review of Math curriculum(s). <ul style="list-style-type: none"> Review existing curriculum subscriptions and materials on hand. Determine viability for K-8 adoption of universal curriculum materials If necessary, investigate different options or approaches prior to curriculum expiration date 	AHOS	\$50,000 (+/-)	2025-2026 School Year	

Strategy Area: Pedagogy and Classroom Resources

Goal #1: Establish a consistent classroom and behavior management strategies across the institution.

Action	Owner	Cost/Funding	Due Date	Status
<p>Improve classroom management and student behavior to improve quality of learning.</p> <ul style="list-style-type: none"> • Provide Responsive Classroom in-service training for all faculty in grades PS-8 with appropriate trainers • Establish faculty working group to provide strategies and support to faculty in conjunction to mentorship programs and evaluations • Create comprehensive behavior management plan outlining interventions and steps of escalation • Include classroom management support in existing RTI/Student Support team meetings 	<p>AHOS</p> <p>AHOS</p> <p>Lead Teachers</p> <p>Faculty Working Group</p> <p>Student Support Team</p>	<p>\$5,000</p>	<p>2023-2024 School Year</p> <p>August 2023</p> <p>November 2023</p> <p>March 2024</p> <p>March 2024</p>	
<p>Investigate designated faculty positions to student behavior.</p> <ul style="list-style-type: none"> • Review newly established Dean of Student Life job responsibilities and outcomes • Consider intermediary levels of discipline enforcement and student behavior management • Investigate conduct committee or other committee-based methods to behavior management and discipline 	<p>HOS</p>	<p>\$10,000</p> <p>\$20,000 - \$30,000</p>	<p>June 2024</p> <p>September 2024</p> <p>September 2024</p>	

Strategy Area: Pedagogy and Classroom Resources

Goal #2: Investigate and review the leadership needs of the Early Childhood Program in support of teaching and pedagogy.

Action	Owner	Cost/Funding	Due Date	Status
Conduct Faculty needs assessment to identify areas in need of support or leadership.	HOS		April 2024	
Investigate ECE teaching best practices and pedagogy. <ul style="list-style-type: none"> Review best practices and compare to current practices and methods in place. Identify teachers utilizing best practices as teacher mentors or leaders 	HOS		June 2024	
Based on feedback, investigate the need for academic leader/administrator for Early Childhood Building.	HOS / Advisory Board	\$75,000	June 2024	

Strategy Area: Technology

Goal #1: Develop a five-year repair, upgrade, and replacement plan for school technology hardware.

Action	Owner	Cost/Funding	Due Date	Status
<p>To enhance the curriculum and minimize downtime of the existing technology, the school will assess, upgrade, and replace hardware as needed.</p> <ul style="list-style-type: none"> For the following hardware, assess and document repairs needed and performance; determine items and parts to be repaired, upgraded, or replaced: Chromebooks, staff laptops, casting devices Conduct repairs and upgrades as needed, annually 	Technology Director	\$5,000	September 2023 Annually Annually	
<p>Identify devices for replacement and purchase new hardware.</p> <ul style="list-style-type: none"> Annually replace 15 – 20 chromebooks 10 Staff devices 1 – 4 Casting devices and other classroom hardware 	Technology Director	\$15,000	Annually	



Strategy Area: Technology

Goal #2: Improve and upgrade internal network infrastructure.

Action	Owner	Cost/Funding	Due Date	Status
Conduct thorough review of all wall surface network wiring and internal network wiring infrastructure. <ul style="list-style-type: none"> Examine wiring to detect used and unused connections/terminations Trace wires in each room to determine if additional drops or repairs are needed to assist the learning experience Replace and repair network wiring runs as needed 	Technology Director	\$2,000	January 2024	
Identify network devices and hardware for replacement and repair. <ul style="list-style-type: none"> Consolidate existing switches with Aruba 48 port switches Renew current server from 2012R to 2019 	Technology Director	\$10,000 \$8,000	June 2024 September 2024	
Conduct a needs assessment for future network enhancement and/or anticipated substantial changes to network. <ul style="list-style-type: none"> Review network capacity and strengths in light of academic and operational needs 	Technology Director		September 2024	

Strategy Area: Technology

Goal #3: Improve school operations and safety through efficient management of technology.

Action	Owner	Cost/Funding	Due Date	Status
Upgrade phone services, evaluate best options for school operations and safety. <ul style="list-style-type: none"> Review and evaluate options from Verizon, Microsoft, and other major carriers Expand VOIP plan to extend to each classroom 	Technology Director	\$2,000	August 2023	
Improve cybersecurity defenses, standardize cybersecurity software. <ul style="list-style-type: none"> Evaluate current firewall and its efficacy Evaluate current antivirus and determine its efficiency, pricing, number of licenses, etc. 	Technology Director		June 2024	

Strategy Area: Facilities and Campus Maintenance

Goal #1: Develop Campus Master Plan.

Action	Owner	Cost/Funding	Due Date	Status
<p>In conjunction with school advisory board, parish finance committee, facilities committee, Pastor, and school leadership, develop Campus Master Plan.</p> <ul style="list-style-type: none"> • Conduct needs assessment of the operation and programs • Conduct site review and evaluation of various buildings and projects • Review previous master plans and capital projects 	<p>Advisory Board, HOS, Pastor</p>		September 2025	
<p>In consultation with current maintenance and capital project manager, prepare accompanying budget for necessary projects outlined in the Campus Master Plan.</p>	<p>Advisory Board, Finance Chair, HOS & Pastor</p>		March 2026	

Strategy Area: Facilities and Campus Maintenance

Goal #2: Continue ongoing deferred maintenance projects.

Action	Owner	Cost/Funding	Due Date	Status
<p>Currently in year 2 of 5 of project maintenance targeting deferred maintenance.</p> <ul style="list-style-type: none"> Essential life support infrastructure Asbestos abatement and Encapsulation Programmatic and operational improvements and repairs 	<p>Advisory Board, HOS, Facilities Committee</p>		<p>May 2023 – September 2026</p>	
<p>Establish preventative maintenance cycles to avoid future backlog of regular maintenance.</p> <ul style="list-style-type: none"> Paint cycles/schedules Anticipated replacements Budgeted repairs and regular maintenance 	<p>HOS & Facilities Committee</p>		<p>June 2024</p>	

Strategy Area: Facilities and Campus Maintenance

Goal #3: Develop five-year upgrade and replacement scheduled for classroom furniture and utilities.

Action	Owner	Cost/Funding	Due Date	Status
<p>In order to avoid future maintenance and improve marketability, aesthetics, and efficiency, conduct needs assessments for each classroom.</p> <ul style="list-style-type: none"> • Furniture • Technology • Resources • Flooring, ceilings, lighting 	<p>Advisory Board, HOS, Facilities Committee</p>		<p>May 2023 – September 2024</p>	
<p>Develop budget and plan for meeting the needs outlined in the assessment and survey of classroom spaces.</p>	<p>HOS, Facilities Committee & Finance Chair</p>		<p>May 2025</p>	

Strategy Area: Enrollment Management

Goal #1: Create comprehensive enrollment management plan.

Action	Owner	Cost/Funding	Due Date	Status
Establish Enrollment subcommittee from school advisory board.	Advisory Board		January 2024	
<ul style="list-style-type: none"> Recruit knowledgeable members and chairperson 	Admissions Director			
In collaboration with school leadership and Enrollment Subcommittee develop and implement an enrollment management plan.	Advisory Board & Admissions Director		May 2024	

Strategy Area: Enrollment Management

Goal #2: Orient Admissions to department to data driven decision making and planning.

Action	Owner	Cost/Funding	Due Date	Status
Conduct necessary survey and research of school admissions and enrollment in the area. Generate meaningful data points to track internally and externally.	Advisory Board & Admissions Director		2023-2024 School Year	
Create “Enrollment Dashboard” tracking school enrollment, admissions cycle, and prospect funnel to allow for more accurate planning and management. <ul style="list-style-type: none"> Track Year 1 (24-25 SY) on dashboard and measure efficacy. 	Advisory Board & Admissions Director		May 2024	
Collaborate with local feeder schools to outline shared value proposition in connection to shared data and analysis. <ul style="list-style-type: none"> HOS/Admissions and subcommittee should create strong connections with local HS schools 	Admissions Director & HOS		May 2024	

Strategy Area: Enrollment Management

Goal #3: Establish Parent Ambassador program.

Action	Owner	Cost/Funding	Due Date	Status
<p>Through collaborative efforts of PSA Liaison, PSA leadership, and Admissions Director, develop and implement Parent Ambassador Program.</p> <ul style="list-style-type: none"> • Parent Ambassadors will support general admissions process and onboarding of new families. • Identify new market opportunities and prospects – connect ambassador selection to these targets 	Admissions Director, PSA Liaison & PSA Leadership		August 2023	
<p>Review and measure efficacy of program.</p> <ul style="list-style-type: none"> • Collect feedback from new families and parent ambassadors 	Admissions Director, PSA Liaison & PSA Leadership		May 2024	

Strategy Area: Finance

Goal #1: Achieve 90% Net Tuition Revenue coverage.

Action	Owner	Cost/Funding	Due Date	Status
Continue to evaluate and assess school expenses in an effort to solidify the cost of education per student. <ul style="list-style-type: none"> Review historical expenses and current budgets Formulate a true cost of education and compare to average income/tuition per student 	School Leadership & Advisory Board		October 2023	
Based on analysis and review, prepare new tuition rates appropriate to the per pupil cost of education. <ul style="list-style-type: none"> Communicate value proposition to families and rationale for adjustment in annual tuition 	HOS & Advisory Board		January 2024	
Set annual benchmarks for review of Net Tuition Revenue coverage. Continue to evaluate cost of education and value proposition.	Advisory Board		2024 - 2026	

Strategy Area: Finance

Goal #2: Improve budget tracking for smaller projects and aspects of school operations.

Action	Owner	Cost/Funding	Due Date	Status
Establish clear process and procedure for budget planning and tracking at the level of faculty and staff. <ul style="list-style-type: none"> • Create process for planning and tracking expenses for various programs and experiences • Centralize budget management through the front office, specifically for projects such as field trips, classroom supplies, and textbooks 	School Leadership		October 2023	
Establish a committee of faculty and staff who are responsible for operating funds. <ul style="list-style-type: none"> • Create regular quarterly meetings to review project budget management • Consolidate and standardize reports for further contextualization of formal financial reports • Share with finance committee and School Advisory Committee • Utilize detail budgets for institutional budget planning for Fiscal Year 2025 	HOS, Advisory Board & Finance Chair		January 2024	

Strategy Area: Finance

Goal #3: Improve giving stability by generating through further diversification of donor base.

Action	Owner	Cost/Funding	Due Date	Status
Generate a major gifts donor prospect list. <ul style="list-style-type: none"> Identify 5 – 10 prospects for annual major gifts or capital improvement projects Work to shift \$150,000 (30% of annual giving budget) of fundraising dollars to major gifts donations 	Development Director, HOS & Advisory Board		August 2024	
Identify new corporate partners and local business sponsors. <ul style="list-style-type: none"> Identify 10 – 15 new community partners and/or donors Diversify and target asks based on event alignment with business/donor goals Target completely new sponsors for 2nd annual golf tournament (Fall 2024) Increase annual fund donations generated through local businesses and corporate partners 	Development Director & HOS		February 2024	

Strategy Area: Marketing and Communications

Goal #1: Build the most preferred and reputable Catholic school brand in

Action	Owner	Cost/Funding	Due Date	Status
Develop clear brand identity. <ul style="list-style-type: none"> • Mission, vision and values (internal and external facing) • Portrait of learner • Portrait of a graduate 	Marketing Director & School Leadership Classroom Teachers Classroom Teachers		Summer-Fall 2023	
Create Brand Book, Style Guide and Visual Identity and deploy across all brand touchpoints.	Marketing Director		Summer-Fall 2023	
Develop process for ongoing community insights (satisfaction, preferences, etc.). <ul style="list-style-type: none"> • Brand Health Semi-annual Survey • Develop and implement new family survey • Parent feedback forum - create sub-committee or maybe as part of quarterly PSA meetings 	Marketing Director & HOS		Ongoing	

Strategy Area: Marketing and Communications

Goal #2: Build excellence in integrated marketing (one consistent story on all channels) with demonstrated, measurable performance.

Action	Owner	Cost/Funding	Due Date	Status
Define channels and establish toolbox of assets.	Marketing Director			
Develop process of “test and learn” for new campaigns, media, and assets, followed by deployment of successful initiatives.	Marketing Director			
Identify cross-functional implication of marketing initiatives and metrics of measurements (curriculum, admissions, and development).	Marketing Director & School Leadership			
Develop dashboard to measure performance of campaigns/assets through key metrics. <ul style="list-style-type: none"> Look to industry best practices for key indicators of successful measures (i.e. traffic, tours, enrollment) 	Marketing Director & School Leadership			

Strategy Area: Marketing and Communications

Goal #3: Develop best-in-class communication strategy.

Action	Owner	Cost/Funding	Due Date	Status
High quality operational communications (day to day) with existing families.	Marketing Director			
Robust PR program. <ul style="list-style-type: none"> • Develop School Leadership Team “talking points’ • Highlight Development Initiatives • Celebrate academic successes 	Marketing Director & School Leadership			