

2019-2022 Strategic Plan



Program/Academics
Year #1
2019-2020

Goal #1: Develop technology plan to guide student development and school decisions

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
1a	Develop technology team and secure planning leadership/consultant	President, principals group, technology directors	2019-2020	Operating budget
1b	Evaluate current technology position and lead/guide technology goal setting in light of best practices	President, principals group, technology working group	2019-2021	Minimal cost
1c	Implement AP Computer Science Principles course offering	JPII Principal, Assistant Principal, Guidance staff	2019-2020	Title II-A funds, operating budget

Goal #2: Develop vertical Pre-K -12 curriculum content and format

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
2a	Develop academic leadership committee to investigate best practices for Pre-K - 12 curriculum	President, principals group	2019-2020	Minimal cost
2b	Develop common curriculum writing and mapping format	Principals group, academic leadership committee	2019-2021	No cost
2c	Identify and explore areas for curriculum improvement Explore and implement options for online AP course offerings	JPII Principal, Assistant Principal, Guidance staff	2019-2021	Operating budget, Title funds

2019-2022 Strategic Plan



Program/Academics
Year #1
2019-2020

		Explore and implement options for Pre-AP coursework	JPII Principal, Assistant Principal, Guidance Dept.	2019-2021	Operating budget, Title funds
		Examine health education for middle years students	SFXP Principal, SFXP Staff	2019-2021	Operating budget, Title funds
		Review and unify summer work expectations across all grade levels	President, principals group	2019-2020	No cost
		Address continuity and consistency in world languages instruction	President, principals group	2019-2022	Operating budget

Goal #3: Meet SEL needs of all students

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
3a	Cultivate staff members' ability and willingness to meet SEL needs of students through the provision of ongoing professional development and time	President, principals group	2019-2022	Title funds, operating budget
3b	Engage middle school counselor (social/emotional)	President, SFXP Principal	2019-2021	Title IV funds, operating budget
3c	Explore peer-to-peer and student ability to assist in creating healthy SEL environment	Principals group	2019-2020	No cost

2019-2022 Strategic Plan



Program/Academics
Year #1
2019-2020

Goal #4: Ensure that students maximize their academic achievement

	<i>Action Steps</i>		<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
4a	Use student performance data (MAP skills, College Board) to improve curriculum and instruction	Incorporate student self-analysis and action planning to strengthen performance	Principals group, teaching staff	2019-2021	Minimal cost
4b	Enhance explicit curriculum for leadership and presentation skills	Examine current presentation skills curriculum and develop as appropriate	President, principals group	2019-2022	Minimal cost
4c	Revive 'Options' proposal designed to welcome students with cognitive disabilities. Follow-up with consistent marketing to educate families that we are welcoming of such students.		President, principals group	2019-2022	Initial fundraising effort. Self-funded following establishment.

Goal #5: Attract, develop, and retain high-quality teachers

	<i>Action Steps</i>		<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
5a	Explore alternative compensation programs and structures		President, Advisory Board, principals group, CSO staff	2019-2020	No cost
5b	Review orientation process to fully inform and prepare newly hired staff		President, principals group	2019-2020	Minimal cost
5c	Strengthen mentoring and training opportunities for newly hired staff		Principals group, teacher leaders	2019-2022	No cost

2019-2022 Strategic Plan



Program/Academics
Year #1
2019-2020

5d	Prioritize regular salary increases for staff in the annual budget process	President, Advisory Board	2019-2022	Operating budget
5e	Collect and utilize exit interview feedback to improve staff hiring and retention	President, Advisory Board, principals group	2019-2022	No cost

Goal #6: Explore program innovations to meet current and future needs

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
6a	Explore dual enrollment opportunities with Stonehill College, CCCC, others	President, JPII principal, Academic Council	2019-2021	Minimal cost
6b	Implement full-year early childhood program	President, SMRS Principal, SMRS staff	2019-2020	Self-funding program

2019-2022 Strategic Plan



Program/Academics
Year #2
2020-2021

Goal #1: Develop technology plan to guide student development and school decisions

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
1a	Evaluate current technology position and lead/guide technology goal setting in light of best practices	President, principals group, technology working group	2019-2021	Minimal cost
1b	As part of technology plan, develop comprehensive and articulated technology curriculum	President, principals group, technology working group, teaching staff	2020-2022	Minimal cost
1c	Determine library/media goals for Pre-K through 12	President, principals group, technology working group, library staff	2020-2022	Minimal cost

Goal #2: Develop vertical Pre-K -12 curriculum content and format

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>	
2a	Develop common curriculum writing and mapping format	Principals group, academic leadership committee	2019-2021	No cost	
2b	Convene sessions to jointly review and map Pre-K - 12 curriculum	Principals group, academic leadership committee	2020-2022	Operating budget	
2c	Provide professional development for teachers on curriculum writing	Principals group, academic leadership committee	2020-2022	Operating budget	
2d	Identify and explore specific	Explore and implement options for online AP course offerings	JPII Principal, Assistant Principal, Guidance Dept.	2019-2021	Operating budget, Title funds

2019-2022 Strategic Plan



Program/Academics
Year #2
2020-2021

areas for curriculum improvement				
	Explore and implement options for Pre-AP coursework	JPII Principal, Assistant Principal, Guidance Dept.	2019-2021	Operating budget, Title funds
	Examine health education for middle years students	SFXP Principal, SFXP Staff	2019-2021	Operating budget, Title funds
	Address continuity and consistency in world languages instruction	President, principals group	2019-2022	Operating budget

Goal #3: Meet SEL needs of all students

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
3a	Cultivate staff members' ability and willingness to meet SEL needs of students through the provision of ongoing professional development and time	President, principals group	2019-2022	Title funds, operating budget
3b	Engage middle school counselor (social/emotional)	President, SFXP Principal	2019-2021	Title IV funds, operating budget

2019-2022 Strategic Plan



Program/Academics
Year #2
2020-2021

Goal #4: Ensure that students maximize their academic achievement

	<i>Action Steps</i>		<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
4a	Use student performance data (MAP skills, College Board) to improve curriculum and instruction	Incorporate student self-analysis and action planning to strengthen performance	Principals group, teaching staff	2019-2021	Minimal cost
4b	Secure special education teacher for identified students		President, principals group	2020-2022	Operating budget
4c	Enhance explicit curriculum for leadership and presentation skills	Examine current presentation skills curriculum and develop as appropriate	President, principals group	2019-2022	Minimal cost
4d	Revive 'Options' proposal designed to welcome students with cognitive disabilities. Follow-up with consistent marketing to educate families that we are welcoming of such students.		President, principals group	2019-2022	Initial fundraising effort. Self-funded.

Goal #5: Attract, develop, and retain high-quality teachers

	<i>Action Steps</i>		<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
5a	Strengthen mentoring and training opportunities for newly hired staff		Principals group, teacher leaders	2019-2022	No cost
5b	Prioritize regular salary increases for staff in the annual budget process		President, Advisory Board	2019-2022	Operating budget
5c	Collect and utilize exit interview feedback to improve staff hiring and retention		President, Advisory Board, principals group	2019-2022	No cost

2019-2022 Strategic Plan



Program/Academics
Year #2
2020-2021

Goal #6: Explore program innovations to meet current and future needs

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
6a	Develop comprehensive medical science education and practicum program in conjunction with community leaders	President, JPII principal, Academic Council	2020-2022	Fundraising initiative, operating budget
6b	Explore dual enrollment opportunities with Stonehill College, CCCC, others	President, JPII principal, Academic Council	2019-2021	Minimal cost

2019-2022 Strategic Plan



Program/Academics
Year #3
2021-2022

Goal #1: Develop technology plan to guide student development and school decisions

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
1b	As part of technology plan, develop comprehensive and articulated technology curriculum	President, principals group, technology working group, teaching staff	2020-2022	Minimal cost
1c	Determine library/media goals for Pre-K through 12	President, principals group, technology working group, library staff	2020-2022	Minimal cost

Goal #2: Develop vertical Pre-K -12 curriculum content and format

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
2b	Convene sessions to jointly review and map Pre-K - 12 curriculum	Principals group, academic leadership committee	2020-2022	Operating budget
2c	Provide professional development for teachers on curriculum writing	Principals group, academic leadership committee	2020-2022	Operating budget
2d	Identify and explore specific areas for curriculum improvement	Address continuity and consistency in world languages instruction President, principals group	2019-2022	Operating budget

2019-2022 Strategic Plan



Program/Academics
Year #3
2021-2022

Goal #3: Meet SEL needs of all students

	<i>Action Steps</i>		<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
3a	Cultivate staff members' ability and willingness to meet SEL needs of students through the provision of ongoing professional development and time		President, principals group	2019-2022	Title funds, operating budget

Goal #4: Ensure that students maximize their academic achievement

	<i>Action Steps</i>		<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
4a	Provide teachers professional development in personalized learning initiatives	Invite internal cohort to implement personalized learning initiatives as appropriate	President, principals group	2021-2022	Title funds, special grant funding
4b	Secure special education teacher for identified students		President, principals group	2020-2022	Operating budget
4c	Enhance explicit curriculum for leadership and presentation skills	Examine current presentation skills curriculum and develop as appropriate	President, principals group	2019-2022	Minimal cost
4d	Revive 'Options' proposal designed to welcome students with cognitive disabilities. Follow-up with consistent marketing to educate families that we are welcoming of such students.		President, principals group	2019-2022	Initial fundraising effort. Self-funded following establishment.

2019-2022 Strategic Plan



Program/Academics
Year #3
2021-2022

Goal #5: Attract, develop, and retain high-quality teachers

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
5a	Strengthen mentoring and training opportunities for newly hired staff	Principals group, teacher leaders	2019-2022	No cost
5b	Prioritize regular salary increases for staff in the annual budget process	President, Advisory Board	2019-2022	Operating budget
5c	Collect and utilize exit interview feedback to improve staff hiring and retention	President, Advisory Board, principals group	2019-2022	No cost

Goal #6: Explore program innovations to meet current and future needs

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
6a	Develop comprehensive medical science education and practicum program in conjunction with community leaders	President, JP II principal, Academic Council	2020-2022	Fundraising initiative, operating budget

2019-2022 Strategic Plan



Marketing/Enrollment
Year #1
2019-2020

Goal #1: Widen school's recognition with particular focus on one-school identity

		<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
1a		Determine Marketing/Communications Plan	President, principals group, Admissions Director, CSO Marketing Staff	2019-2021	Operating budget
1aa		Develop unified mission statement, vision statement, and marketing branding identity	President, principals group, Admissions Director, CSO Marketing Staff	2019-2020	No cost
1ab		Review/refine/unify message and value proposition	President, principals group, Admissions Director, CSO Marketing Staff	2019-2021	No cost
1ac		Determine target audiences-message/market	Brazilian Catholic and Hispanic Catholic communities, transfers, non-Catholic Christian, International, SMRS to SFXP, SFXP to JPII President, principals group, Admissions Director, CSO Marketing Staff, Diocesan recruitment liaison	2019-2022	No cost
1ad		Develop and refine a marketing communication calendar	Expand regular and frequent communication President, principals group, Admissions Director	2019-2022	No cost
1ae		Develop and refine social media calendar	Specific programs, profiles -- holistic approach President, principals group, Admissions Director	2019-2022	No cost
1af		Evaluate/unify/update marketing materials - print/brochures, flyers, signage, website	President, principals group, Admissions Director, CSO	2019-2022	Operating budget

2019-2022 Strategic Plan



Marketing/Enrollment
Year #1
2019-2020

				Marketing Staff		
1b	Review enrollment data/demographics in conjunction with findings of Diocesan study	Determine areas that need attention and what may be implemented		Diocesan staff, President, Principals group, Admissions Director, Admissions/Enrollment Committee	2019-2020	No cost

Goal #2: Achieve level or increased new student enrollment at SMRS, SFXP, and JP II

	<i>Action Steps</i>		<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
2a	Examine demographic trends in conjunction with Diocesan study, for optimal enrollment and school configuration		Diocesan staff, President, principals group, Admissions Director, Admissions/Enrollment Committee	2019-2020	No cost
2b	Implement full-year early childhood program		President, SMRS Principal, SMRS staff	2019-2020	Independent operating program
2c	Determine marketing/admissions approach for primary ages/ Buzzards Bay-area market		President, SMRS Principal	2019-2021	No cost
2d	Increase outreach to Brazilian Catholic and Hispanic Catholic communities by one new event/initiative annually	Employ admissions/enrollment subcommittee to identify and execute initiatives	President, principals group, Admissions Director, Admissions/Enrollment Committee, Diocesan recruitment liaison	2019-2022	No cost

2019-2022 Strategic Plan



Marketing/Enrollment
Year #1
2019-2020

2e	Identify and market transfer-in options in order to achieve net increase at each grade level	President, principals group, Admissions Director, Admissions/Enrollment Committee	2019-2022	No cost
2f	Develop relationships with non-Catholic Christian communities through one new initiative annually	President, Admissions Director, Admissions/Enrollment Committee	2019-2022	No cost
2g	Create opportunities for homeschooled students integration	President, principals group, Admissions Director	2019-2022	No cost
2h	Revive 'Options' proposal designed to welcome students with cognitive disabilities. Follow-up with consistent marketing to educate families as to opportunity.	President, principals group	2019-2022	Initial fundraising effort. Self-funded following establishment.
2i	Diversify international student enrollment while not exceeding 10% international student enrollment	International Student Coordinator, JP II Principal, Admissions Director	2019-2022	Operating budget

Goal #3: Increase retention rate at each grade level

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
3a	Engage school families purposefully to create a community environment throughout the year in diverse approaches	President, principals group, Admissions Director, Admissions/Enrollment Committee	2019-2020	No cost
3b	Explore, promulgate, and implement continuous enrollment process	President, principals group, business staff, Admissions Director, Admissions/Enrollment Committee	2019-2021	No cost

2019-2022 Strategic Plan



Marketing/Enrollment
Year #1
2019-2020

3c	Assess Parent Satisfaction Survey, promulgate results, and address areas of concern	President, principals group	2019-2022	No cost
3d	Develop and implement a student satisfaction survey, assess results, address areas of concern	President, principals group	2019-2022	No cost
3e	Develop spring exit survey of grades 4 and 8 families to understand enrollment/non enrollment factors- based on results, adjust programs, marketing as appropriate	President, principals group, Admissions Director	2019-2021	No cost

2019-2022 Strategic Plan



Marketing/Enrollment
Year #2
2020-2021

Goal #1: Widen school's recognition with particular focus on one-school identity

		<i>Action Steps</i>		<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
1a		Determine Marketing/Communications Plan		President, principals group, Admissions Director, CSO Marketing Staff	2019-2021	Operating budget
	1aa	Develop unified mission statement, vision statement, and marketing branding identity		President, principals group, Admissions Director, CSO Marketing Staff	2019-2020	No cost
	1ab	Review/refine/unify message and value proposition		President, principals group, Admissions Director, CSO Marketing Staff	2019-2021	No cost
	1ac	Determine target audiences-message/market	Brazilian Catholic and Hispanic Catholic communities, transfers, non-Catholic Christian, International, SMRS to SFXP, SFXP to JPII	President, principals group, Admissions Director, CSO Marketing Staff, Diocesan recruitment liaison	2019-2022	No cost
	1ad	Develop and refine a marketing communication calendar	Expand regular and frequent communication	President, principals group, Admissions Director	2019-2022	No cost
	1ae	Develop and refine social media calendar	Specific programs, profiles -- holistic approach	President, principals group, Admissions Director	2019-2022	No cost

2019-2022 Strategic Plan



Marketing/Enrollment
Year #2
2020-2021

	1af	Evaluate/unify/update marketing materials - print/brochures, flyers, signage, website		President, principals group, Admissions Director, CSO Marketing Staff	2019-2022	Operating budget
1b		Review enrollment data/demographics in conjunction with findings of Diocesan study	Determine areas that need attention and what may be implemented	Diocesan staff, President, Principals group, Admissions Director, Admissions/Enrollment Committee	2019 - 2020	No cost

Goal #2: Achieve level or increased new student enrollment at SMRS, SFXP, and JP II

	<i>Action Steps</i>		<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
2a	Examine demographic trends in conjunction with Diocesan study, for optimal enrollment and school configuration		Diocesan staff, President, principals group, Admissions Director, Admissions/Enrollment Committee	2019-2020	No cost
2b	Implement full-year early childhood program		President, SMRS Principal, SMRS staff	2019-2020	Independent operating program
2c	Determine marketing/admissions approach for primary ages/ Buzzards Bay-area market		President, SMRS Principal	2019-2021	No cost
2d	Increase outreach to Brazilian Catholic and Hispanic Catholic communities by one new event/initiative annually	Employ admissions/enrollment subcommittee to identify and execute initiatives	President, principals group, Admissions Director, Admissions/Enrollment Committee, Diocesan recruitment liaison	2019-2022	No cost

2019-2022 Strategic Plan



Marketing/Enrollment
Year #2
2020-2021

2e	Identify and market transfer-in options in order to achieve net increase at each grade level	President, principals group, Admissions Director, Admissions/Enrollment Committee	2019-2022	No cost
2f	Develop relationships with non-Catholic Christian communities through one new initiative annually	President, Admissions Director, Admissions/Enrollment Committee	2019-2022	No cost
2g	Create opportunities for homeschooled students integration	President, principals group, Admissions Director	2019-2022	No cost
2h	Revive 'Options' proposal designed to welcome students with cognitive disabilities. Follow-up with consistent marketing to educate families as to opportunity.	President, principals group	2019-2022	Initial fundraising effort. Self-funded.
2i	Diversify international student enrollment while not exceeding 10% international student enrollment	International Student Coordinator, JPII Principal, Admissions Director	2019-2022	Operating budget

Goal #3: Increase retention rate at each grade level

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
3a	Engage school families purposefully to create a community environment throughout the year in diverse approaches	President, principals group, Admissions Director, Admissions/Enrollment Committee	2019-2020	No cost
3b	Explore, promulgate, and implement continuous enrollment process	President, principals group, business staff, Admissions Director, Admissions/Enrollment Committee	2019-2021	No cost

2019-2022 Strategic Plan



Marketing/Enrollment
Year #2
2020-2021

3c	Assess Parent Satisfaction Survey, promulgate results, and address areas of concern	President, principals group	2019-2022	No cost
3d	Develop and implement a student satisfaction survey, assess results, address areas of concern	President, principals group	2019-2022	No cost
3e	Develop spring exit survey of grades 4 and 8 families to understand enrollment/non-enrollment factors- based on results, adjust programs, marketing as appropriate	President, principals group, Admissions Director	2019-2021	No cost

2019-2022 Strategic Plan



Marketing/Enrollment
Year #3
2021-2022

Goal #1: Widen school's recognition with particular focus on one-school identity

	<i>Action Steps</i>		<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
1a	Determine target audiences-message/market	Brazilian Catholic and Hispanic Catholic communities, transfers, non-Catholic Christian, International, SMRS to SFXP, SFXP to JP II	President, principals group, Admissions Director, CSO Marketing Staff, Diocesan recruitment liaison	2019-2022	No cost
1b	Develop and refine a marketing communication calendar	Expand regular and frequent communication	President, principals group, Admissions Director	2019-2022	No cost
1c	Develop and refine social media calendar	Specific programs, profiles -- holistic approach	President, principals group, Admissions Director	2019-2022	No cost
1d	Evaluate/unify/update marketing materials - print/brochures, flyers, signage, website		President, principals group, Admissions Director, CSO Marketing Staff	2019-2022	Operating budget

Goal #2: Achieve level or increased new student enrollment at SMRS, SFXP, and JP II

	<i>Action Steps</i>		<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
2a	Increase outreach to Brazilian Catholic and Hispanic Catholic communities	Employ admissions/enrollment subcommittee to identify and execute initiatives	President, principals group, Admissions Director, Admissions/Enrollment Committee, Diocesan recruitment liaison	2019-2022	No cost

2019-2022 Strategic Plan



Marketing/Enrollment
Year #3
2021-2022

2b	Identify and market transfer-in options		President, principals group, Admissions Director, Admissions/Enrollment Committee	2019-2022	No cost
2c	Develop relationships with non-Catholic Christian communities		President, Admissions Director, Admissions/Enrollment Committee	2019-2022	No cost
2d	Create opportunities for homeschooled students integration		President, principals group, Admissions Director	2019-2022	No cost
2e	Diversify international student enrollment		International Student Coordinator, JPII Principal, Admissions Director	2019-2022	Operating budget
2f	Revive 'Options' proposal designed to welcome students with cognitive disabilities. Follow-up with consistent marketing to educate families regarding opportunity.		President, principals group	2019-2022	Initial fundraising effort. Self-funded.
2g	Develop new opportunities to bring students to campus	Summer programs, camps	President, principals group, athletics staff, International Student Coordinator	2020-2022	Independently Funded and/or Grant Funded

Goal #3: Increase retention rate at each grade level

	<i>Action Steps</i>		<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
3a	Assess Parent Satisfaction Survey, promulgate results, and address areas of concern		President, principals group	2019-2022	No cost
3b	Develop and implement a student satisfaction survey, assess results, address		President, principals group	2019-2022	No cost

2019-2022 Strategic Plan



Marketing/Enrollment
Year #3
2021-2022

	areas of concern			
3c	Survey school families regarding current and proposed methods of parent involvement, analyze results and assess as appropriate, establish grade-level parent gatherings with principals	President, principals group	2020-2022	No cost

2019-2022 Strategic Plan



Governance
Year #1
2019-2020

Goal #1: Increase efficacy of school's Advisory Board

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
1a	Formalize additional standing sub-committees	President, Executive Committee, board members	2019-2022	No cost
1b	Develop annual Board retreat	President, Executive Committee, school staff	2019-2020	Minimal cost
1c	Develop Board leadership succession	President, Executive Committee, Board Development Committee	2019-2022	No cost
1d	Implement Advisory Board introductions to major constituencies; staff, students, and parents	President, Executive Committee, principals group, board members	2019-2021	No cost

Goal #2: Develop an administrative team model for effective collaboration and leadership

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
2a	Implement administrator and staff member evaluation process	Diocesan staff, president, principals group	2019-2020	No cost
2b	Develop unified mission statement, vision statement, and marketing branding identity	President, principals group, Admissions Director, CSO Marketing Staff	2019-2022	Operating budget
2c	Coordinate school database integration	President, business staff, principals group	2020-2021	Operating budget
2d	Assemble and guide NEASC steering committee	President, principals group	2019-2022	Minimal cost
2e	Bolster administrative support (SFXP) through development of Assistant	President, SFXP Principal	2019-2020	Operating

2019-2022 Strategic Plan



Governance
Year #1
2019-2020

	Principal role			budget
2f	Review and unify school policies across levels and in conjunction with Diocesan policies	Principals group	2019-2021	No cost

Goal #3: Ensure accountability to the school's strategic plan

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
3a	Develop Advisory Board Strategic Plan Oversight Committee	President, Executive Committee, Board Development Committee	2019-2020	No cost
3b	Implement regular and on-going communication of strategic plan and progress in advancing plans	President, Executive Committee, Board Development Committee	2019-2022	Minimal cost

2019-2022 Strategic Plan



Governance
Year #2
2020-2021

Goal #1: Increase efficacy of school's Advisory Board

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
1a	Formalize additional standing sub-committees	President, Executive Committee, board members	2019-2022	No cost
1b	Develop Board leadership succession	President, Executive Committee, Board Development Committee	2019-2022	No cost
1c	Implement Advisory Board introductions to major constituencies; staff, students, and parents	President, Executive Committee, principals group, board members	2019-2021	No cost

Goal #2: Develop an administrative team model for effective collaboration and leadership

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
2a	Develop unified mission statement, vision statement, and marketing branding identity	President, principals group, Admissions Director, CSO Marketing Staff	2019-2022	Operating budget
2b	Coordinate school database integration	President, business staff, principals group	2020-2021	Operating budget
2c	Assemble and guide NEASC steering committee	President, principals group	2019-2022	Minimal cost
2d	Review and unify school policies across levels and in conjunction with Diocesan policies	Principals group	2019-2021	No cost

2019-2022 Strategic Plan



Governance
Year #2
2020-2021

Goal #3: Ensure accountability to the school's strategic plan

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
3a	Implement regular and on-going communication of strategic plan and progress in advancing plans	President, Executive Committee, Board Development Committee	2019-2022	Minimal cost

2019-2022 Strategic Plan



Governance
Year #3
2021-2022

Goal #1: Increase efficacy of school's Advisory Board

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
1a	Formalize additional standing sub-committees	President, Executive Committee, board members	2019-2022	No cost
1b	Develop Board leadership succession	President, Executive Committee, Board Development Committee	2019-2022	No cost

Goal #2: Develop an administrative team model for effective collaboration and leadership

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
2a	Develop unified mission statement, vision statement, and marketing branding identity	President, principals group, Admissions Director, CSO Marketing Staff	2019-2022	Operating budget
2b	Assemble and guide NEASC steering committee	President, principals group	2019-2022	Minimal cost

Goal #3: Ensure accountability to the school's strategic plan

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
3a	Implement regular and on-going communication of strategic plan and progress in advancing plans	President, Executive Committee, Board Development Committee	2019-2022	Minimal cost

2019-2022 Strategic Plan



Finance
Year #1
2019-2020

Goal #1: Formalize "one-school" advancement plan to support strategic initiatives

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
1a	Develop a timeframe and steps leading to the creation of a comprehensive advancement plan	President, principals group, Admissions Director, Annual Fund Coordinator	2019-2020	No cost
1b	Include consideration of alumni, parents, alumni parents, grandparents, friends, staff, business community, other organizations	President, principals group, Admissions Director, Annual Fund Coordinator, Advancement Committee	2019-2020	No cost
1c	Maximize functionality of donor database management (Little Green Light)	President, Admissions Director, Annual Fund Coordinator, List Manager	2019-2022	Operating budget

Goal #2: Develop alumni outreach and relationships for greater financial support

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>	
2a	Formalize alumni association(s), leadership, structure	President, Admissions Director, principals group, Annual Fund Coordinator	2019-2021	Minimal cost	
2b	Develop annual alumni events calendar	Include giving component in events as appropriate	President, Admissions Director, principals group, Annual Fund Coordinator, Alumni Association	2019-2022	No cost
2d	Empanel alumni on Advisory Board	President, Board Development Committee	2019-2022	No cost	

2019-2022 Strategic Plan



Finance
Year #1
2019-2020

Goal #3: Increase fundraising revenue

	Action Steps	Responsible Parties	Timeframe	Resources
3a	Recruit volunteers to assist in donor cultivation and solicitation	President, Annual Fund Coordinator, Advancement Committee	2019-2022	No cost
3c	Explore and implement alternative fundraising strategies that increase annual fund participation	President, Annual Fund Coordinator, Advancement Committee, Admissions Director, principals group	2019-2022	Minimal cost; operating budget
3d	Review and enhance cultivation events	President, Annual Fund Coordinator, Advancement Committee	2019-2022	Operating budget

Goal #4: Examine financial policies and procedures for greater efficacy

	Action Steps	Responsible Parties	Timeframe	Resources
4a	Examine fees moving toward a single-pay system	President, business staff, Admissions Director	2019-2021	No cost
4b	Examine financial aid funding and the financial aid award process in conjunction with Diocesan initiatives	President, principals group, business staff, Admissions Director	2019-2021	No cost
4c	Review scholarship funds and distribution process	President, principals group, business staff, Admissions Director	2019-2021	No cost
4e	Implement and monitor financial transition from CSO to school	Business office staff	2019-2020	Operating budget
4f	Review internal procedures (financial, communications,	President, principals group, Admissions	2019-2020	No cost

2019-2022 Strategic Plan



Finance
Year #1
2019-2020

	admissions/enrollment) for sameness as appropriate	Director, Business office staff		
4g	Unify school budget process and administration	President, business office staff	2019-2020	No cost

2019-2022 Strategic Plan



Finance
Year #2
2020-2021

Goal #1: Formalize "one-school" advancement plan to support strategic initiatives

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
1c	Maximize functionality of donor database management (Little Green Light)	President, Admissions Director, Annual Fund Coordinator, List manager	2019-2022	Operating budget

Goal #2: Develop alumni outreach and relationships for greater financial support

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>	
2a	Formalize alumni association(s), leadership, structure	President, Admissions Director, principals group, Annual Fund Coordinator	2019-2021	Minimal cost	
2b	Develop annual alumni events calendar	Include giving component in events as appropriate	President, Admissions Director, principals group, Annual Fund Coordinator, Alumni Association	2019-2022	No cost
2c	Grow Alumni Association	Deepen and develop alumni contact information and social network presence	President, Admissions Director, principals group, Alumni Association	2020-2022	Operating budget
2d	Impanel alumni on Advisory Board	President, Board Development Committee	2019-2022	No cost	

2019-2022 Strategic Plan



Finance
Year #2
2020-2021

Goal #3: Increase fundraising revenue

	Action Steps	Responsible Parties	Timeframe	Resources
3a	Recruit volunteers to assist in donor cultivation and solicitation	President, Annual Fund Coordinator, Advancement Committee	2019-2022	No cost
3b	Formalize planned giving and estate initiatives	President, Admissions Director, Annual Fund Coordinator, Advancement Committee	2020-2022	Minimal cost
3c	Explore and implement alternative fundraising strategies that increase annual fund participation	President, Annual Fund Coordinator, Advancement Committee, Admissions Director, principals group	2019-2022	Minimal cost; operating budget
3d	Review and enhance cultivation events	President, Annual Fund Coordinator, Advancement Committee	2019-2022	Operating budget

Goal #4: Examine financial policies and procedures for greater efficacy

	Action Steps	Responsible Parties	Timeframe	Resources
4a	Examine fees moving toward a single-pay system	President, business staff, Admissions Director	2019-2021	No cost
4b	Examine financial aid funding and the financial aid award process in conjunction with Diocesan initiatives	President, principals group, business staff, Admissions Director	2019-2021	No cost
4c	Review scholarship funds and distribution process	President, principals group, business staff, Admissions Director	2019-2021	No cost
4e	Implement and monitor financial transition/CSO to school	Business office staff	2019-2020	Operating budget

2019-2022 Strategic Plan



Finance
Year #3
2021-2022

Goal #1: Formalize "one-school" advancement plan to support strategic initiatives

Action Steps		Responsible Parties	Timeframe	Resources
1c	Maximize functionality of donor database management (Little Green Light)	President, Admissions Director, Annual Fund Coordinator, List Manager	2019-2022	Operating budget

Goal #2: Develop alumni outreach and relationships for greater financial support

Action Steps		Responsible Parties	Timeframe	Resources
2b	Develop annual alumni events calendar Include giving component in events as appropriate	President, Admissions Director, principals group, Annual Fund Coordinator, Alumni Association	2019-2022	No cost
2c	Grow Alumni Association Deepen and develop alumni contact information and social network presence	President, Admissions Director, principals group, Alumni Association	2020-2022	Operating budget
2d	Empanel alumni on Advisory Board	President, Board Development Committee	2019-2022	No cost

Goal #3: Increase fundraising revenue

Action Steps		Responsible Parties	Timeframe	Resources
3a	Recruit volunteers to assist in donor cultivation and solicitation	President, Annual Fund Coordinator, Advancement Committee	2019-2022	No cost

2019-2022 Strategic Plan



Finance
Year #3
2021-2022

3b	Formalize planned giving and estate initiatives	President, Admissions Director, Annual Fund Coordinator, Advancement Committee	2020-2022	Minimal cost
3c	Explore and implement alternative fundraising strategies that increase annual fund participation	President, Annual Fund Coordinator, Advancement Committee, Admissions Director, principals group	2019-2022	Minimal cost; operating budget
3d	Review and enhance cultivation events	President, Annual Fund Coordinator, Advancement Committee	2019-2022	Operating budget
3e	Assess the feasibility of a capital campaign	President, Executive Committee, Annual Fund Coordinator, Advancement Committee, principals group, Diocesan Superintendent	2021-2022	Fundraising initiative

Goal #4: Examine financial policies and procedures for greater efficacy

	Action Steps	Responsible Parties	Timeframe	Resources
4a	Implement continuous enrollment process	President, principals group, business office staff, Admissions Director	2020-2022	Minimal cost

2019-2022 Strategic Plan



Capital Needs
Year #1
2019-2020

Goal #1: Improve exterior condition and appearance of campus buildings

Action Steps		Responsible Parties	Timeframe	Resources
1a	Upgrade SMRS signage	Entrance signage (2 entrances), naming on school building, examine other exterior signage President, SMRS Principal, Facilities Committee	2019-2020	Operating budget
1b	Complete JPII exterior EIFS renovation and repair previously completed work	Determine with Diocesan consultant and leadership proper completion date President, Diocesan contractor, JPII Principal, Facilities Committee	2019-2020	Diocesan loan
1c	Initiate window replacement program across all three buildings	President, Diocesan contractor, principals group, Facilities Committee	2019-2022	Operating budget

Goal #2: Develop and improve campus grounds

Action Steps		Responsible Parties	Timeframe	Resources
2a	Renovate softball field to 'state of the art' natural grass field	Convene working group with CPC for design, approval and renovate President, JPII Principal, Facilities Committee, CPC Working Group	2019-2020	Operating budget, school fundraising, CPC funding

2019-2022 Strategic Plan



Capital Needs
Year #1
2019-2020

Goal #3: Ensure campus safety and security

	Action Steps		Responsible Parties	Timeframe	Resources
3a	In conjunction with SFX Church, dialogue with town concerning Cross Street acquisition	Explore traffic possibilities for Cross Street for improved safety, with consideration of berm along the length of the school	President, SFX Pastor, SFXP Principal, Safety Committee	2019-2020	No cost
3b	Continue carpet replacement program (SFXP)		SFXP Principal	2019-2022	Operating budget

Goal #4: Develop systems replacement and improvement cycle

	Action Steps		Responsible Parties	Timeframe	Resources
4a	Develop systems audit and priorities schedule		President, Facilities Committee	2019-2020	Minimal cost
4b	Initiate window replacement program across all three buildings		President, Diocesan contractor, principals group, Facilities Committee	2019-2022	Operating budget

Goal #5: Ensure that technology infrastructure is current and relevant to students' current and future needs

	Action Steps		Responsible Parties	Timeframe	Resources
5a	Develop comprehensive technology plan led by unified vision of student technology platforms across all grade levels		President, principals group, Technology Directors	2019-2020	Minimal cost/Operating budget

2019-2022 Strategic Plan



Capital Needs
Year #2
2020-2021

Goal #1: Improve exterior condition and appearance of campus buildings

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
1a	Develop SMRS playground area and assess overall landscaping	President, SMRS Principal, Facilities Committee	2020-2021	Fundraising initiative
1b	Initiate window replacement program across all three buildings	President, Diocesan contractor, principals group, Facilities Committee	2019-2022	Operating budget

Goal #2: Develop and improve campus grounds

	<i>Action Steps</i>		<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
2a	Renovate softball field to 'state of the art' natural grass field	Convene working group with CPC for design, approval and renovate	President, JPII Principal, Facilities Committee, CPC Working Group	2020-2021	Operating budget, school fundraising, CPC funding
2b	Identify proper usage of tennis courts/basketball court area		President, JPII Principal, Facilities Committee, CPC working group	2020-2021	Operating budget, school fundraising, CPC funding
2c	Redesign exterior play spaces at SMRS	Examine use of back entrance area	President, SMRS Principal, Facilities Committee	2020-2021	Operating budget
2d	Review/replace/add parking to JPII campus		President, JPII Principal, Facilities Committee	2020-2021	Diocesan loan

2019-2022 Strategic Plan



Capital Needs
Year #2
2020-2021

Goal #3: Ensure campus safety and security

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>	
3a	Examine and complete all relevant fire department, police, insurance, crisis planning and other mandates	Principals Group, Safety Committee	2020-2021	Operating budget	
3b	Explore SFXP parking lot improvement -- Dialogue with town concerning Cross Street acquisition	Explore traffic possibilities for Cross Street for improved safety, with consideration of berm along the length of the school	President, SFXP Principal, SFX Pastor, Safety Committee	2020-2021	No cost
3c	Continue carpet replacement program (SFXP)		SFXP Principal	2019-2022	Operating budget

Goal #4: Develop systems replacement and improvement cycle

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
4a	Initiate window replacement program across all three buildings	President, Diocesan Contractor, Principals Group, Facilities Committee	2019-2022	Operating budget
4b	Explore gymnasium floor restoration/renovation - wood floor (SMRS)	President, SMRS Principal, Facilities Committee	2020-2021	Fundraising initiative

2019-2022 Strategic Plan



Capital Needs
Year #2
2020-2021

Goal #5: Ensure that technology infrastructure is current and relevant to students' current and future needs

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
5a	Based on technology plan, implement recommendations	President, Principals Group, Technology Directors	2020-2021	Operating budget



Goal #1: Improve exterior condition and appearance of campus buildings

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
1a	Develop SMRS playground area and assess overall landscaping	President, SMRS Principal, Facilities Committee	2021-2022	Fundraising initiative
1b	Initiate window replacement program across all three buildings	President, Diocesan Contractor, principals group, Facilities Committee	2019-2022	Operating budget

Goal #2: Develop and improve campus grounds

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
2a	Follow up with plan for usage of tennis courts/basketball court area	President, JPII Principal, Facilities Committee, CPC Working Group	2021-2022	Operating budget, school fundraising, CPC funding
2b	Examine CPC-funded renovation of Town-owned back field	President, JPII Principal, Facilities Committee, CPC Working Group	2021-2022	Operating budget, school fundraising, CPC funding
2c	Redesign exterior play spaces at SMRS Examine use of back entrance area	President, SMRS Principal, Facilities Committee	2021-2022	Operating budget
2d	Review/replace/add parking to JPII campus	President, JPII Principal, Facilities Committee	2021-2022	Diocesan loan

2019-2022 Strategic Plan



Capital Needs
Year #3
2021-2022

Goal #3: Ensure campus safety and security

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
3a	Examine and complete all relevant fire department, police, insurance, crisis planning and other mandates	Principals Group, Safety Committee	2021-2022	Operating budget
3b	Based on determination of Cross Street status, take steps to improve safety. Operate in conjunction with SFX Church	President, SFXP Principal, SFX Pastor, Safety Committee	2021-2022	No cost
3c	Continue carpet replacement program (SFXP)	SFXP Principal	2019-2022	Operating budget

Goal #4: Develop systems replacement and improvement cycle

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
4a	Initiate window replacement program across all three buildings	President, Diocesan contractor, principals group, Facilities Committee	2019-2022	Operating budget
4b	Explore gymnasium floor restoration/renovation - wood floor (SMRS)	President, SMRS Principal, Facilities Committee	2021-2022	Fundraising initiative

2019-2022 Strategic Plan



Capital Needs
Year #3
2021-2022

Goal #5: Ensure that technology infrastructure is current and relevant to students' current and future needs

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
5a	Based on technology plan, implement recommendations	President, principals group, Technology Directors	2021-2022	Operating budget

2019-2022 Strategic Plan



Catholic Identity
Year #1
2019-2020

Goal #1: Foster prayer and personal relationships with Jesus Christ

	<i>Action Steps</i>		<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
1a	As part of the curriculum review process, identify and assess the teaching and practice of prayer	Model and utilize prayer practices	Principals group, theology faculty members	2019-2021	None
1b	Increase attendance and fidelity to Eucharistic Adoration and Benediction, daily Mass, and the sacrament of reconciliation		Principals group, campus ministry staff, faculty members, chaplain(s)	2019-2022	None
1c	Help students find Jesus through the practice of the corporal and spiritual works of mercy		Principals group, campus ministry staff, chaplain(s)	2019-2022	None

Goal #2: Evangelize students, staff, families, and the wider community

	<i>Action Steps</i>		<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
2a	Strengthen the ability of staff members to speak about their faith lives	Focus retreat/professional time for faith sharing and articulation. Invite small group staff faith sharing	President, principals group, campus ministry staff, chaplain(s)	2019-2022	Operating budget
2b	Integrate adoption of annual school themes/virtues		President, principals group, campus ministry staff, faculty representatives, chaplain(s)	2019-2022	None
2c	Strengthen the presentation of distinct charism of patronal saints		Principals group, campus ministry staff, theology faculty members, chaplain(s)	2019-2020	Minimal cost

2019-2022 Strategic Plan



Catholic Identity
Year #1
2019-2020

2d	Develop Catholic professionals speaker series whereby students, staff and families hear how faith is integrated into daily living	President, principals group, campus ministry staff, chaplain(s)	2019-2021	Operating budget
----	---	---	-----------	------------------

Goal #3: Increase knowledge of Church practices and traditions

	<i>Action Steps</i>		<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
3a	As part of curriculum review process, identify and assess Catholic identity and knowledge via ACRE or locally-developed assessment		Principals group, campus ministry staff, theology faculty members, chaplain(s)	2019-2020	Operating budget
3b	Strengthen the presentation of distinct charism of patronal saints		Principals group, campus ministry staff, theology faculty members, chaplain(s)	2019-2021	Minimal cost
3c	As part of curriculum review process, identify and assess the teaching and practice of prayer	Model and utilize prayer practices	Principals group, theology faculty members	2019-2021	None

Goal #4: Enhance active participation in faith life

	<i>Action Steps</i>		<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
4a	Increase participation in liturgy planning through the establishment of a worship committee		Principals group, campus ministry staff, theology faculty members, chaplain(s)	2019-2020	None
4b	Develop opportunities for students to minister in school Masses and para-liturgical services		Principals group, campus ministry staff, chaplain(s)	2019-2021	None

2019-2022 Strategic Plan



Catholic Identity
Year #1
2019-2020

4c	Promote and provide access to parish opportunities for service, fellowship, and ministry	President, principals group, campus ministry staff, chaplain(s)	2019-2022	None
----	--	---	-----------	------

Goal #5: Expand opportunities for students and staff to serve others

	<i>Action Steps</i>		<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
5a	Enhance existing social justice programs and field trips that promote Catholic identity	Assess follow-up and integration of school service activities for greater impact	Principals group, campus ministry staff, theology faculty members, chaplain(s)	2019-2020	Self-funded
5b	Explore the schoolwide adoption of one Catholic organization to strengthen the impact and understanding of our Christian obligation to serve others		President, principals group, campus ministry staff, theology faculty members, chaplain(s)	2019-2021	None

2019-2022 Strategic Plan



Catholic Identity
Year #2
2020-2021

Goal #1: Foster prayer and personal relationships with Jesus Christ

	<i>Action Steps</i>		<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
1a	As part of the curriculum review process, identify and assess the teaching and practice of prayer	Model and utilize prayer practices	Principals group, theology faculty members	2019-2021	None
1b	Expand and enhance voluntary spirituality groups for students across grade levels		Campus ministry staff, chaplain(s)	2020-2021	Minimal cost
1c	Increase attendance and fidelity to Eucharistic Adoration and Benediction, daily Mass, and the sacrament of reconciliation		Principals group, campus ministry staff, faculty members, chaplain(s)	2019-2022	None
1d	Help students find Jesus through the practice of the corporal and spiritual works of mercy		Principals group, campus ministry staff, chaplain(s)	2019-2022	None

Goal #2: Evangelize students, staff, families, and the wider community

	<i>Action Steps</i>		<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
2a	Strengthen the ability of staff members to speak about their faith lives	Focus retreat/professional time for faith sharing and articulation. Invite small group staff faith sharing	President, principals group, campus ministry staff, chaplain(s)	2019-2022	Operating budget
2b	Explore additional opportunities for religious life witness		Principals group, campus ministry staff, chaplain(s)	2020-2022	None
2c	Integrate adoption of annual school themes/virtues		President, principals group, campus ministry staff, faculty	2019-2022	None

2019-2022 Strategic Plan



Catholic Identity
Year #2
2020-2021

		representatives, chaplain(s)		
2d	Develop Catholic professionals speaker series whereby students, staff and families hear how faith is integrated into daily living	President, principals group, campus ministry staff, chaplain(s)	2019-2021	Operating budget

Goal #3: Increase knowledge of Church practices and traditions

	<i>Action Steps</i>		<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
3a	Strengthen the presentation of distinct charism of patronal saints		Principals group, campus ministry staff, theology faculty members, chaplain(s)	2019-2021	Minimal cost
3b	As part of curriculum review process, identify and assess the teaching and practice of prayer	Model and utilize prayer practices	Principals group, theology faculty members	2019-2021	None

Goal #4: Enhance active participation in faith life

	<i>Action Steps</i>		<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
4a	Develop opportunities for students to minister in school Masses and para-liturgical services		Principals group, campus ministry staff, chaplain(s)	2019-2021	None
4b	Consider optional field trips to regional shrines, incorporating fellowship		Principals group, campus ministry staff, theology faculty members, chaplain(s)	2020-2022	Self-funded
4c	Promote and provide access to parish opportunities for service, fellowship, and ministry.		President, principals group, campus ministry staff, chaplain(s)	2019-2022	None

2019-2022 Strategic Plan



Catholic Identity
Year #2
2020-2021

4d	Develop modes of ecumenical and interreligious dialogue in which students may participate and grow	Principals group, campus ministry staff, theology faculty members, chaplain(s)	2020-2022	Minimal cost
----	--	--	-----------	--------------

Goal #5: Expand opportunities for students and staff to serve others

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
5a	Explore the schoolwide adoption of one Catholic organization to strengthen the impact and understanding of our Christian obligation to serve others	President, principals group, campus ministry staff, theology faculty members, chaplain(s)	2019-2021	None

2019-2022 Strategic Plan



Catholic Identity
Year #3
2021-2022

Goal #1: Foster prayer and personal relationships with Jesus Christ

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
1c	Increase attendance and fidelity to Eucharistic Adoration and Benediction, daily Mass, and the sacrament of reconciliation	Principals group, campus ministry staff, faculty members, chaplain(s)	2019-2022	None
1d	Help students find Jesus through the practice of the corporal and spiritual works of mercy	Principals group, campus ministry staff, chaplain(s)	2019-2022	None

Goal #2: Evangelize students, staff, families, and the wider community

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
2a	Strengthen the ability of staff members to speak about their faith lives	Focus retreat/professional time for faith sharing and articulation. Invite small group staff faith sharing	President, principals group, campus ministry staff, chaplain(s)	2019-2022 Operating budget
2b	Explore additional opportunities for religious life witness	Principals group, campus ministry staff, chaplain(s)	2020-2022	None
2c	Integrate adoption of annual school themes/virtues	President, principals group, campus ministry staff, faculty representatives, chaplain(s)	2019-2022	None

2019-2022 Strategic Plan



Catholic Identity
Year #3
2021-2022

Goal #3: Enhance active participation in faith life

	<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeframe</i>	<i>Resources</i>
3a	Consider optional field trips to regional shrines, incorporating fellowship	Principals group, campus ministry staff, theology faculty members, chaplain(s)	2020-2022	Self-funded
3b	Promote and provide access to parish opportunities for service, fellowship, and ministry.	President, principals group, campus ministry staff, chaplain(s)	2019-2022	None
3c	Develop modes of ecumenical and interreligious dialogue in which students may participate and grow	Principals group, campus ministry staff, theology faculty members, chaplain(s)	2020-2022	Minimal cost