



St. John Neumann Regional Catholic School

Strategic Plan

2014-2019

STRATEGIC PLANNING COMMITTEE

We are grateful to the members of the strategic planning committee who dedicated countless hours in the development of this document.

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Acknowledgement is also made to all of the members of the School Advisory Council subcommittees for their invaluable input and assistance in this project.

INTRODUCTION

St. John Neumann Regional Catholic School has been providing for the educational needs of students in the Gwinnett area for over 25 years. In that time, SJNRCS has received national accreditation as well as recognition as a National Blue Ribbon school. One of the reasons for our school's continued success is our unwillingness to rest on our laurels. We believe that regular self-reflection and a focus on continuous improvement are the hallmarks of a healthy and vibrant educational institution.

During the course of the 2013-2014 academic year, the school advisory council, in conjunction with the home and school association and members of the administrative staff and faculty, embarked on the strategic planning process. Using data gathered during our most recent accreditation self-study, parent satisfaction survey results, and informal feedback from members of our school community, the strategic planning committee conducted a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis in order to determine the school's strengths, weaknesses, opportunities, and threats. This information was then used to develop and prioritize goals for the school to work toward over the course of the next five years.

Additionally, the strategic planning committee reviewed and updated the school's mission, vision, and values. The updated mission, vision, and values were disseminated to the entire school community with a request for feedback, which was then reviewed and used to further tweak and finalize the mission, vision, and values statements.

The end result of the strategic planning process is included in the pages that follow. It is important to note that this is not a static document. Rather, this is a dynamic plan that will serve to keep our improvement efforts focused, but yet give us enough latitude to adapt to ever changing situations at the school and in our community.

VALUES

The value statements listed below represent who we are as a school community. They represent what we stand for and describe our character as an educational institution.

The values that inform, inspire, and distinguish St. John Neumann Regional Catholic School are:

- Faith—We believe that Christ and the teachings of the Catholic Church form the core of everything we do.
- Service—We are committed to serving others with humility. It is through service that we live out our faith in our community.
- Excellence—We seek to lead and encourage our students to achieve the highest level of performance in all aspects of their lives.
- Integrity—We adhere to the highest standards of Christian ethical conduct to guide us in meeting our commitments.
- Respect—Recognizing we are all created in God’s image, we believe that learning to respect and accept others is an important component of our students’ development. We also value the need of everyone to respect oneself.
- Community—We believe in working together as a team for the common good of the school and the Church.
- Courage—We seek to prepare our students to have the strength and courage to stand firm in the teachings of the Gospel and to serve and lead in our changing world.

VISION

If you don't know your destination, you are destined to wander aimlessly about with no clear purpose. Having a clear vision is vital to the success of our school. The vision statement below paints a picture of what we want to be; it is why we exist. It is a statement that represents our ultimate dreams for SJNRCS.

The Vision statement for SJNRCS is as follows:

St. John Neumann Regional Catholic School aspires to be the leading K-8 Catholic School in the Atlanta Archdiocese for educating, preparing, and challenging students to actively serve their community.

MISSION

A mission statement is designed to provide a brief description of the purpose of an organization. It is what we do. The mission statement translates our vision and values into something tangible.

SJNRCS's Mission is to:

Challenge students to reach their full potential in spirit, mind, heart, and body by providing a quality education that fosters academic excellence and reflects Gospel values in a safe, Christian environment.

OVERALL STRATEGY

Overall strategy is the particular means by which SJNRCS seeks to move toward our vision and fulfillment of our mission within the context of our values. Overall strategy recognizes the dominant forces that drive the decision making process. Dominant forces were identified as:

- Maintaining healthy student enrollment levels;
- Raising sufficient operating and capital funds from multiple sources;
- Hiring quality school staff and teachers;
- Securing meaningful involvement from parents, grandparents, volunteers, and pastors;
- Maintaining the condition/appearance of facility and capital equipment;
- Providing quality educational programs;
- Maintaining currency in technology;
- Branding, marketing and advertising SJNRCS;
- Providing quality communication;
- Capitalizing on the school's regional status;
- Keeping expenses under budget;
- Obtaining grants and scholarships;
- Accommodating the needs of non-English speaking parents;
- Promoting our diverse school community.

St. John Neumann's Overall Strategy is:

To provide a quality, Catholic education to a culturally diverse K to 8th grade student population through outstanding academic instruction, inspirational religious teaching, and the use of premier facilities enabled by sufficient financial resources, highly qualified teachers and staff, and active support from parents and pastors.

GOALS

Upon review of the driving forces, school community feedback, and the results of the SWOT analysis, SJNRCS identified seven goals that must be met in order to achieve SJNRCS's vision. They are:

1. Reverse the declining enrollment at SJNRCS;
2. Implement an effective plan to market SJNRCS to families in our region;
3. Increase and broaden SJNRCS's financial resources;
4. Improve the appearance of the school facility;
5. Ensure that technology and school facilities support optimal learning;
6. Recruit school volunteers in both quantity and quality;
7. Maintain and strengthen the quality of SJNRCS' learning environment to achieve academic excellence and reinforce Catholic values.

GOAL #1: Reverse the declining enrollment at SJNRCS

Strategic objective 1: Develop and implement a plan to increase the student enrollment at SJNRCS by 5% annually.

Actions:

1. Develop a plan to improve Open House events.
2. Develop an alumni recognition program in order to promote the strong academic and spiritual foundation received by our students.
3. Provide training to faculty and staff regarding enrollment and retention best practices.
4. Provide training to faculty, staff and volunteers regarding customer service and public relations best practices.
5. Develop a plan to capitalize on social media outlets such as Facebook and Twitter.
6. Develop a plan to increase the school's presence at local community events.
7. Develop and implement a plan to ensure positive reviews on online school rating sites.
8. Establish a formal procedure for assessing progress toward this objective.

Strategic objective 2: Develop and implement a "Come Home!" plan to reach out to Catholic parents and promote the merits and desirability of a Catholic school education for their children.

Actions:

1. Conduct research to gather data that supports the value of a Catholic education.
2. Obtain statistical data on SJNRCS alumni in regards to college scholarships awarded, honors, and other awards earned in high school, and use that data to promote the strong academic and spiritual foundation received by our students.

Strategic objective 3: Develop and implement ideas for attracting students from a wider geographic area.

Actions:

1. Explore transportation solutions that would make the school more accessible for students outside of our immediate geographical area.

Strategic objective 4: Develop and implement ideas for improving communication with parents for whom English is not the primary language in order to better help those families assimilate into the school community.

Actions:

1. Create a Language Ambassador Program which will provide translation services and other resources to our non-English speaking parents.

Strategic objective 5: Develop and implement a plan to collaborate with parish pastors and churches to recruit new students.

Actions:

1. Develop and implement a process to identify and recruit prospective students in parish churches.
2. Recruit a school family in each parish church to be an on-site recruiter and liaison for SJNRCS.
3. Actively develop relationships with parish pastors.
4. Explore the possibility of placing SJNRCS school information in new parishioner welcome packets, church offices, and church narthexes.
5. Establish a presence at parish festivals.
6. Develop and implement a parish pre-school outreach program.
7. Explore the possibility of making pulpit announcements at Mass in order to promote the school.

Strategic objective 6: Develop and implement a plan to retain current students.

Actions:

1. Develop an alumni recognition program in order to promote the strong academic and spiritual foundation received by our students.
2. Provide training to faculty and staff regarding enrollment and retention best practices.
3. Provide training to faculty, staff and volunteers regarding customer service and public relations best practices.
4. Hold 5th grade “move up” day and parent meeting in January instead of May.
5. Hold “Parent Night” meeting in January/February to disseminate information regarding budget, tuition, and program changes, if any.
6. Develop a SJNRCS Pride Initiative involving various activities and contests that promote school spirit.
7. Develop a program to promote faculty achievements to the school community.

GOAL #2: Implement an effective plan to market SJNRCS to families in our region

Strategic objective 1: Develop a strategy to promote the school to parents of Catholic pre-school children, PSR, and other pre-k children within our geographic area.

Actions:

1. Develop a plan to help parents understand the difference in cost between Archdiocesan Catholic schools and independent private schools.

Strategic objective 2: Develop and implement a marketing plan to increase community awareness of the benefits of a Catholic education at SJNRCS.

Actions:

1. Recruit a volunteer to serve as the school's marketing coordinator whose responsibilities would be to facilitate activities and events related to marketing and public relations.
2. Develop a comprehensive, realistic, and affordable marketing plan.
3. Develop a plan to enlist the assistance of local parishes in promoting the merits of a Catholic education at SJNRCS.
4. Explore the possibility of having an "SJNRCS Sunday" at parish churches in order to publicize the school.

Strategic objective 3: Develop an advertising/media plan to publicize SJNRCS.

Actions:

1. Update the school website to make it more informative and user friendly.
2. Ensure that advertising materials publicize the strengths of SJNRCS.
3. Expand current advertising to include culture-specific newspapers (i.e. Vietnamese language) and all parish bulletins.

Strategic objective 4: Develop a comprehensive promotional strategy that fosters a culture of pride and excitement among the school community.

Actions:

1. Develop a plan to increase the role of the student council
2. Develop a plan to utilize a school mascot costume using student volunteers at various school and community events.

GOAL #3: Increase and broaden the school's financial resources

Strategic objective 1: Develop financial plans that keep SJNRCS fiscally responsible.

Actions:

1. Annually develop and implement a balanced operating budget.
2. Develop procedures to regularly monitor, analyze, and compare budgeted revenues and expenditures to actual revenues and expenditures.
3. Annually audit vendor contracts and pricing to ensure that the school is receiving the most cost effective services.
4. Develop procedures that establish more efficient oversight of expenditures.
5. Develop procedures that ensure efficient and timely collection of revenues and decrease the number of delinquencies per academic year to less than 1% of total revenue.

Strategic objective 2: Develop plans to increase the school's financial resources.

Actions:

- A. Develop and implement a plan to increase annual fund giving.
 1. Develop and implement a plan to increase parent participation in the annual fund by 10% annually.
 2. Research, develop, and implement best practices that will help increase annual fund giving by 10% annually.

- B. Develop and implement a plan to increase planned giving.
 - 1. Develop and implement a plan to grow existing endowment funds.
 - 2. Establish and develop relationships with members of the extended school community.
 - 3. Develop and implement a plan to educate the school community in regards to the purpose and function of the school endowment funds.
 - 4. Develop and implement a plan to begin working with the school community to encourage estate planning that includes gifts to SJNRCS.
- C. Develop and implement a plan to appeal to SJNRCS feeder parishes and friends for philanthropic donations.
 - 1. Develop and implement a plan to increase participation in the GRACE Scholars program.
 - 2. Develop a plan to obtain unrestricted charitable gifts.
- D. Develop and implement a plan to increase grant and foundation funds.
 - 1. Identify members of the school community that possess grant writing experience.
 - 2. Provide training and resources to members of the school community who express an interest in grant writing.
 - 3. Identify a point person to head a committee of grant writers.
- E. Develop an improved strategy for fundraiser events that will increase this source of revenue by 10% annually.
 - 1. Identify dates and events/activities for annual fundraising by July 15 of each year.
 - 2. Research, develop, and implement best practices regarding fundraising.
 - 3. Develop and implement a plan to regularly disseminate information regarding fundraising efforts.
 - 4. Educate the school community regarding passive fundraisers
 - 5. Develop and implement a plan to regularly publicize passive fundraisers.
- F. Develop a plan to build business support for the school.
 - 1. Identify and build relationships with local businesses that would be open to providing financial and/or material support for the school.
 - 2. Develop and implement a plan to ensure that the school fulfills its commitments to the business owners.

GOAL #4: Improve the appearance of the school facilities

Strategic objective 1: Develop a plan to improve the outside signage of SJNRSC to enhance visibility of the school facility to the community.

Actions:

1. Develop a plan to modify the existing sign on Tom Smith Road to distinguish it from the church sign.
2. Explore the possibility of installing a directional sign at the corner of Tom Smith Road and Five Forks Trickum.
3. Develop and implement a plan to improve signage on campus to better identify the school and the school office.

Strategic objective 2: Develop and implement a capital improvement plan that is consistent with the vision and mission of SJNRCS.

Actions:

1. Identify and prioritize capital improvement needs for the next five years.
2. Develop and implement a projected capital improvement budget for the next five years.
3. Annually review the capital improvement budget and adjust as necessary.

Strategic objective 3: Develop a long-term plan to refresh the look of the entire school facility.

Actions:

1. Develop and implement a plan to design a more attractive lobby and cafeteria.
2. Develop and implement a plan to increase the overall curb appeal of the school.

GOAL #5: Ensure that technology and school facilities support optimal learning

Strategic objective 1: Develop a strategy to maintain and continuously improve the school's technology infrastructure.

Actions:

1. Annually review and update the school's technology plan.
2. Develop and implement a plan to secure funding for technology improvements through grants and donations.
3. Ensure that the annual budget provides for regular maintenance and upkeep on all existing technology.

Strategic objective 2: Develop plans to provide ongoing technology training to faculty and staff.

Actions:

1. Develop and implement a plan to assess the technological skill levels of faculty and staff.
2. Provide training to all faculty and staff based upon the needs identified in the technology skills assessment.
3. Develop and implement a plan to ensure regular and effective integration of technology into the school curriculum.

Strategic objective 3: Develop a long range facility master plan that identifies and prioritizes the maintenance and improvement of the school facility.

Actions:

1. Develop and implement a plan for regular inspection and maintenance of the school facility.

Strategic objective 4: Develop and implement a strategy to continue efforts to enhance the facility's energy efficiency and move towards becoming a "green" campus.

Actions:

1. Develop and implement a plan to ensure efficiency of current utilities (water, electric, HVAC).
2. Develop and implement a plan to increase recycling efforts at the school.

GOAL #6: Recruit school volunteers in both quantity and quality

Strategic objective 1: Develop and implement a plan to increase the number of volunteers.

Actions:

1. Develop and launch a volunteer recruiting campaign that includes parents, grandparents, alumni, and community volunteers.
2. Develop and launch a plan to use St. Pius High School students as volunteers.
3. Develop a plan to increase volunteer participation by working parents and non-English speaking families.
4. Develop and implement a plan to create a school culture where volunteerism is considered an expectation.
5. Explore the viability of implementing a mandatory volunteer policy.

Strategic objective 2: Develop a strategy to review and improve the current process for selecting advisory council sub-committee members.

Actions:

1. Develop an outline of the skills and expertise needed for membership on each advisory council sub-committee.
2. Develop and implement a plan to identify committee-specific skills and expertise among our school and feeder parish communities.

Strategic objective 3: Develop a plan to recruit bilingual volunteers to help enlist non-English speaking volunteers.

Actions:

1. Annually identify the languages spoken by non-English speaking members of the school community.
2. Annually recruit bilingual volunteers to assist with disseminating important school information and volunteer opportunities to non-English speaking parents.
3. Provide opportunities for non-English speaking parents to enroll in free English as a second language instruction.

GOAL #7: Maintain and strengthen the quality of SJNRCS' learning environment to achieve academic excellence and reinforce Catholic values.

Strategic objective 1: Develop and implement a strategy to recruit and retain the best school staff and teachers.

Actions:

1. Provide regular opportunities for comprehensive and relevant professional development.
2. Develop and implement a plan for faculty and staff appreciation events.
3. Develop and implement a plan to expand the cultural diversity of our faculty and staff to better reflect the school's student demographics.
4. Conduct regular faculty and staff evaluations and provide feedback and assistance to help improve performance.
5. Develop and implement a mentoring program for new/beginning teachers.
6. Develop and implement a plan to ensure that faculty and staff have access to appropriate and necessary resources.

Strategic objective 2: Develop a strategy to build a school-wide culture that promotes academic excellence and Catholic values.

Actions:

1. Develop and implement a plan to increase student performance in areas of relative weakness as determined by academic and faith-based standardized assessments and other relevant data.
2. Develop and implement research-based methods and strategies to improve student achievement through innovative and effective instructional delivery.
3. Develop and implement a plan to enhance classroom instruction through the use of technology.
4. Develop and implement a peer tutoring program.
5. Continue to develop and expand the school's service learning programs.

Strategic objective 3: Develop and implement a plan to validate that SJNRCS 8th grade students are academically prepared to enter a high school of their choice.

Actions:

1. Establish regular communication with high school department chairs and administrators for the purpose of soliciting feedback regarding the preparedness of SJNRCS graduates.
2. Review relevant academic data to ensure that 8th grade students are performing at or above grade level.
3. Publicize the achievements of SJNRCS alumni.

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #1: Reverse the declining enrollment at SJNRCS.				
Strategic Objective #1: Develop and implement a plan to increase the student enrollment at SJNRCS by 5% annually.				
Actions: <ol style="list-style-type: none"> 1) Develop a plan to improve Open House events. 2) Develop an alumni recognition program in order to promote the strong academic and spiritual foundation received by our students. 3) Provide training to faculty and staff regarding enrollment and retention best practices. 4) Provide training to faculty, staff, and volunteers regarding customer service and public relations best practices. 5) Develop a plan to capitalize on social media outlets such as Facebook and Twitter. 6) Develop a plan to increase the school's presence at local community events. 7) Develop and implement a plan to ensure positive reviews on online school rating sites. 8) Establish a formal procedure for assessing progress toward this objective. 	<p>Fall 2014</p> <p>Fall 2016</p> <p>Fall 2015</p> <p>Fall 2015</p> <p>Winter 2015</p> <p>Fall 2014</p> <p>Fall 2016</p> <p>Winter 2016</p>	<p>Admissions Director, Marketing Committee</p> <p>Admissions Director, Development Personnel</p> <p>Principal, Marketing Committee</p> <p>Principal, Marketing Committee, HSA Volunteer Chairperson</p> <p>Development Personnel, Marketing Committee</p> <p>Admissions Director, Parish Liaisons, Marketing Committee</p> <p>Admissions Director, Marketing Committee</p> <p>Principal, Advisory Council</p>	<p>\$0</p> <p>\$0</p> <p>\$1000</p> <p>\$1000</p> <p>\$0</p> <p>\$500</p> <p>\$0</p> <p>\$0</p>	<p>Completed</p> <p></p> <p></p> <p></p> <p>In process</p> <p>Completed</p> <p>In process</p> <p></p>

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #1: Reverse the declining enrollment at SJNRCS.				
<u>Strategic Objective #2:</u> Develop and implement a “Come Home!” plan to reach out to Catholic parents and promote the merits and desirability of a Catholic school education for their children.				
<u>Actions:</u> <ol style="list-style-type: none"> 1) Conduct research to gather data that supports the value of a Catholic education. 2) Obtain statistical data on SJNRCS alumni in regards to college scholarships awarded, honors, and other awards earned in high school, and use that data to promote the strong academic and spiritual foundation received by our students. 3) Develop a plan to incorporate alumni statistical data and Catholic education qualitative data into a marketing campaign targeted at Catholic parents. 	<p>Ongoing</p> <p>Ongoing Annually</p> <p>Winter 2015</p>	<p>Marketing Committee</p> <p>Principal, Admissions Director, Counselor</p> <p>Admissions Director, Marketing Committee</p>	<p>\$0</p> <p>\$0</p> <p>\$0</p>	<p>Ongoing</p> <p>Ongoing</p>

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #1: Reverse the declining enrollment at SJNRCS.				
<u>Strategic Objective #3:</u> Develop and implement ideas for attracting students from a wider geographic area.				
<u>Actions:</u> 1) Explore transportation solutions that would make the school more accessible for students outside of our immediate geographical area.	Spring 2015	Admissions Director, Marketing Committee, Principal	\$0	Completed

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #1: Reverse the declining enrollment at SJNRCS.				
<u>Strategic Objective #4:</u> Develop and implement ideas for improving communication with parents for whom English is not the primary language in order to better help those families assimilate into the school community.				
<u>Actions:</u> 1) Create a Language Ambassador Program which will provide translation services and other resources to our non-English speaking parents.	Fall 2016	Admissions Director, Principal, HSA Volunteer Coordinator, Spanish Teacher	\$0	

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #1: Reverse the declining enrollment at SJNRCS.				
<u>Strategic Objective #5:</u> Develop and implement a plan to collaborate with parish pastors and churches to recruit new students.				
<u>Actions:</u> <ol style="list-style-type: none"> 1) Develop and implement a process to identify and recruit prospective students in parish churches. 2) Recruit a school family in each parish church to be an on-site recruiter and liaison for SJNRCS. 3) Actively develop relationships with parish pastors. 4) Explore the possibility of placing SJNRCS school information in new parishioner welcome packets, church offices, and church narthexes. 5) Establish a presence at parish festivals. 6) Develop and implement a parish pre-school outreach program. 7) Explore the possibility of making pulpit announcements at Mass in order to promote the school. 	<p>Winter 2014</p> <p>Annually</p> <p>Winter 2014</p> <p>Fall 2014</p> <p>Fall 2014</p> <p>Fall 2015</p> <p>Winter 2015</p>	<p>Admissions Director, Parish Liaisons</p> <p>Admissions Director, HSA Volunteer Coordinator</p> <p>Principal, Parish Liaisons</p> <p>Admissions Director, Parish Liaisons</p> <p>Admissions Director, Parish Liaisons</p> <p>Admissions Director, Marketing Committee</p> <p>Principal, Parish Liaisons</p>	<p>\$0</p> <p>\$0</p> <p>\$0</p> <p>\$500</p> <p>\$0</p> <p>\$0</p> <p>\$0</p>	<p>Completed</p> <p>Ongoing</p> <p>Ongoing</p> <p>Completed</p> <p>Completed</p> <p></p> <p></p>

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #1: Reverse the declining enrollment at SJNRCS.				
<u>Strategic Objective #6:</u> Develop and implement a plan to retain current students.				
<u>Actions:</u> <ol style="list-style-type: none"> 1) Develop an alumni recognition program in order to promote the strong academic and spiritual foundation received by our students. 2) Provide training to faculty and staff regarding enrollment and retention best practices. 3) Provide training to faculty, staff, and volunteers regarding customer service and public relations best practices. 4) Hold 5th grade “Move Up” day and parent meeting in January instead of May. 5) Hold “Parent night” meeting in January/February to disseminate information regarding budget, tuition, and program changes, if any. 6) Develop a SJNRCS Pride Initiative involving various activities and contests that promote school spirit. 7) Develop a program to promote faculty achievements to the school community. 	<p>Fall 2015</p> <p>Fall 2015</p> <p>Fall 2015</p> <p>Winter 2014</p> <p>Winter 2015</p> <p>Winter 2015</p> <p>Fall 2016</p>	<p>Principal, Development Director, Faculty</p> <p>Principal, Marketing Committee</p> <p>Principal, Marketing Committee, HSA Volunteer Coordinator</p> <p>Principal, Middle School Coordinator</p> <p>Principal, Business Manager, Advisory Council, HSA</p> <p>Faculty, Parents, Students, Mission Effectiveness Committee</p> <p>Principal, Administrative Team</p>	<p>\$0</p> <p>\$1000</p> <p>\$1000</p> <p>\$0</p> <p>\$0</p> <p>\$500</p> <p>\$0</p>	<p></p> <p></p> <p></p> <p>Completed</p> <p></p> <p></p> <p></p>

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #2: Implement an effective plan to market SJNRCS to families in our region.				
<u>Strategic Objective #1:</u> Develop a strategy to promote the school to parents of Catholic pre-school children, PSR, and other pre-k children within our geographic area.				
<u>Actions:</u> 1) Develop a plan to help parents understand the difference in cost between Archdiocesan Catholic schools and independent private schools.	Winter 2015	Principal, Finance Committee	\$0	

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #2: Implement an effective plan to market SJNRCS to families in our region.				
<u>Strategic Objective #2:</u> Develop and implement a marketing plan to increase community awareness of the benefits of a Catholic education at SJNRCS.				
<u>Actions:</u> <ol style="list-style-type: none"> 1) Recruit a volunteer to serve as the school’s marketing coordinator whose responsibilities would be to facilitate activities and events related to marketing and public relations. 2) Develop a comprehensive, realistic, and affordable marketing plan. 3) Develop a plan to enlist the assistance of local parishes in promoting the merits of a Catholic education at SJNRCS. 4) Explore the possibility of having an “SJNRCS Sunday” at parish churches in order to publicize the school. 	<p>Fall 2014</p> <p>Winter 2014</p> <p>Winter 2014</p> <p>Winter 2015</p>	<p>Principal, Marketing Committee</p> <p>Marketing Committee</p> <p>Marketing Committee, Parish Liaisons</p> <p>Marketing Committee, Parish Liaisons</p>	<p>\$0</p> <p>\$0</p> <p>\$0</p> <p>\$0</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #2: Implement an effective plan to market SJNRCS to families in our region.				
<u>Strategic Objective #3:</u> Develop an advertising/media plan to publicize SJNRCS.				
<u>Actions:</u> <ol style="list-style-type: none"> 1) Update the school website to make it more informative and user friendly. 2) Ensure that advertising materials publicize the strengths of SJNRCS. 3) Expand current advertising materials to include culture-specific newspapers (i.e. Vietnamese language) and all parish bulletins. 	<p>Fall 2014</p> <p>Fall 2014</p> <p>Fall 2015</p>	<p>Principal, Admissions Director</p> <p>Admissions Director, Marketing Committee</p> <p>Admissions Director, Marketing Committee, Language Ambassadors</p>	<p>\$1000</p> <p>\$1500</p> <p>\$1000</p>	<p>Completed</p> <p>Completed</p>

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #2: Implement an effective plan to market SJNRCS to families in our region.				
<u>Strategic Objective #4:</u> Develop a comprehensive promotional strategy that fosters a culture of pride and excitement among the school community.				
<u>Actions:</u> 1) Develop a plan to increase the role of the student council. 2) Develop a plan to utilize a school mascot costume using student volunteers at various school and community events.	Fall 2015 Winter 2016	Principal, Student Council Moderator, Student Council President Student Council, HSA, Principal	\$0 \$300	

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #3: Increase and broaden the school's financial resources.				
<u>Strategic Objective #1:</u> Develop financial plans that keep SJNRCS fiscally responsible.				
<u>Actions:</u> <ol style="list-style-type: none"> 1) Annually develop and implement a balanced operating budget. 2) Develop procedures to regularly monitor, analyze, and compare budgeted revenues and expenditures to actual revenues and expenditures. 3) Annually audit vendor contracts and pricing to ensure that the school is receiving the most cost effective services. 4) Develop procedures that establish more efficient oversight of expenditures. 5) Develop procedures that ensure efficient and timely collection of revenues and decrease the number of delinquencies per academic year to less than 1% of total revenue. 	<p>Winter Annually</p> <p>Fall 2015</p> <p>Spring Annually</p> <p>Fall 2014</p> <p>Winter 2014</p>	<p>Principal, Business Manager, Finance Committee</p>	<p>\$0</p> <p>\$0</p> <p>\$0</p> <p>\$0</p> <p>\$0</p>	<p>Ongoing</p> <p>In process</p> <p>In process</p> <p>In process</p> <p>Completed</p>

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #3: Increase and broaden the school's financial resources. (Continued...)				
Strategic Objective #2: Develop plans to increase the school's financial resources. (Continued...)				
<u>Actions: (Continued...)</u> C) Develop and implement a plan to appeal to SJNRCS feeder parishes and friends for philanthropic donations. 1) Develop and implement a plan to increase participation in the GRACE Scholars program. 2) Develop a plan to obtain unrestricted charitable gifts. D) Develop and implement a plan to increase grant and foundation funds. 1) Identify members of the school community that possess grant writing experience. 2) Provide training and resources to members of the school community who express an interest in grant writing. 3) Identify a point person to head a committee of grant writers.	 Fall 2014 Fall 2016 Fall 2014 Winter 2014 Fall 2014	 Development Personnel, Development Committee Development Personnel, Development Committee Development Personnel, Development Committee, HSA Volunteer Coordinator Principal Development Personnel, HSA Volunteer Coordinator, Principal	 \$0 \$0 \$0 \$500 \$0	 Completed Completed Completed Completed Completed

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #3: Increase and broaden the school's financial resources. (Continued...)				
<u>Strategic Objective #2:</u> Develop plans to increase the school's financial resources. (Continued...)				
<u>Actions:</u> E) Develop an improved strategy for fundraiser events that will increase this source of revenue by 10% annually. 1) Identify dates and events/activities for annual fundraising by July 15 of each year. 2) Research, develop, and implement best practices regarding fundraising. 3) Develop and implement a plan to regularly disseminate information regarding fundraising efforts. 4) Educate the school community regarding passive fundraisers. 5) Develop and implement a plan to regularly publicize passive fundraisers.	 Summer Annually Fall 2015 Fall 2015 Fall 2014 Fall 2015	 Principal, Development Personnel, HSA President HSA, Development Committee Principal, HSA President, HSA Treasurer HSA Principal, HSA President, Development Personnel	 \$0 \$0 \$0 \$0 \$0	 Ongoing Ongoing

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #4: Improve the appearance of the school facilities.				
<u>Strategic Objective #1:</u> Develop a plan to improve the outside signage of SJNRCS to enhance visibility of the school facility to the community.				
<u>Actions:</u> <ol style="list-style-type: none"> 1) Develop a plan to modify the existing sign on Tom Smith Road to distinguish it from the church sign. 2) Explore the possibility of installing a directional sign at the corner of Tom Smith Road and Five Forks Trickum. 3) Develop and implement a plan to improve signage on campus to better identify the school and the school office. 	<p>Summer 2016</p> <p>Winter 2014</p> <p>Spring 2015</p>	<p>Facilities Committee</p> <p>Facilities Committee</p> <p>Facilities Committee</p>	<p>\$1000</p> <p>\$0</p> <p>\$500</p>	<p></p> <p>Completed</p> <p>In process</p>

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #4: Improve the appearance of the school facilities.				
Strategic Objective #2: Develop and implement a capital improvement plan that is consistent with the vision and mission of SJNRCS.				
<u>Actions:</u> 1) Identify and prioritize capital improvement needs for the next five years. 2) Develop and implement a projected capital improvement budget for the next five years. 3) Annually review the capital improvement budget and adjust as necessary.	Fall 2014 Winter 2015 Winter Annually	Maintenance Supervisor, Facilities Committee Maintenance Supervisor, Facilities Committee, Finance Committee, Principal Maintenance Supervisor, Facilities Committee, Finance Committee, Principal	\$0 \$0 \$0	Completed In process Ongoing

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #4: Improve the appearance of the school facilities.				
<u>Strategic Objective #3:</u> Develop a long-term plan to refresh the look of the entire school facility.				
<u>Actions:</u> 1) Develop and implement a plan to design a more attractive lobby and cafeteria. 2) Develop and implement a plan to increase the overall curb appeal of the school.	Summer 2016 Summer 2015	Facilities Committee, Marketing Committee Facilities Committee, Marketing Committee	\$10000 \$7500	Completed In process

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #5: Ensure that technology and school facilities support optimal learning.				
<u>Strategic Objective #1:</u> Develop a strategy to maintain and continuously improve the school's technology infrastructure.				
<u>Actions:</u> <ol style="list-style-type: none"> 1) Annually review and update the school's technology plan. 2) Develop and implement a plan to secure funding for technology improvements through grants and donations. 3) Ensure that the annual budget provides for regular maintenance and upkeep on all existing technology. 	<p>Winter Annually</p> <p>Spring 2015</p> <p>Winter Annually</p>	<p>Technology Committee, Technology Coordinator, IT Consultant</p> <p>Technology Committee, Principal, Development Personnel, Development Committee</p> <p>Technology Committee, IT Consultant, Finance Committee, Principal</p>	<p>\$0</p> <p>\$0</p> <p>\$0</p>	<p>Ongoing</p> <p>Completed</p> <p>Ongoing</p>

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #5: Ensure that technology and school facilities support optimal learning.				
<u>Strategic Objective #2:</u> Develop plans to provide ongoing technology training to faculty and staff.				
<u>Actions:</u> <ol style="list-style-type: none"> 1) Develop and implement a plan to assess the technological skills of faculty and staff. 2) Provide training to all faculty and staff based upon the needs identified in the technology skills assessment. 3) Develop and implement a plan to ensure regular and effective integration of technology into the school curriculum. 	<p>Spring 2016</p> <p>Ongoing</p> <p>Winter 2015</p>	<p>Technology Committee, Principal</p> <p>Technology Coordinator, Independent Contractor, Principal</p> <p>Technology Committee, Principal, School Improvement Team</p>	<p>\$0</p> <p>\$3000</p> <p>\$0</p>	<p>Ongoing</p>

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #5: Ensure that technology and school facilities support optimal learning.				
<u>Strategic Objective #3:</u> Develop a long range facility master plan that identifies and prioritizes the maintenance and improvement of the school facility.				
<u>Actions:</u> 1) Develop and implement a plan for regular inspection and maintenance of the school facility.	Fall 2014	Maintenance Supervisor, Maintenance Staff, Facilities Committee	\$0	Completed

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #5: Ensure that technology and school facilities support optimal learning.				
<u>Strategic Objective #4:</u> Develop and implement a strategy to continue efforts to enhance the facility's energy efficiency and move towards becoming a "green" campus.				
<u>Actions:</u> <ol style="list-style-type: none"> 1) Develop and implement a plan to ensure efficiency of current utilities (water, electric, HVAC). 2) Develop and implement a plan to increase recycling efforts at the school. 	<p>Winter 2016</p> <p>Winter 2016</p>	<p>Maintenance Supervisor, Facilities Committee</p> <p>Maintenance Supervisor, Facilities Committee</p>	<p>\$0</p> <p>\$0</p>	

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #6: Recruit school volunteers in both quantity and quality.				
<u>Strategic Objective #1:</u> Develop and implement a plan to increase the number of volunteers.				
<u>Actions:</u> <ol style="list-style-type: none"> 1) Develop and launch a volunteer recruiting campaign that includes parents, grandparents, alumni, and community volunteers. 2) Develop and launch a plan to use St. Pius High School students as volunteers. 3) Develop a plan to increase volunteer participation by working parents and non-English speaking families. 4) Develop and implement a plan to create a school culture where volunteerism is considered an expectation. 5) Explore the viability of implementing a mandatory volunteer policy. 	<p>Fall 2016</p> <p>Fall 2016</p> <p>Winter 2016</p> <p>Winter 2016</p> <p>Winter 2015</p>	<p>HSA, Mission Effectiveness Committee</p> <p>HSA, Mission Effectiveness Committee, Faculty Liaison</p> <p>HSA, Mission Effectiveness Committee</p> <p>HSA, Mission Effectiveness Committee</p> <p>HSA, Advisory Council</p>	<p>\$0</p> <p>\$0</p> <p>\$0</p> <p>\$0</p> <p>\$0</p>	

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #6: Recruit school volunteers in both quantity and quality.				
<u>Strategic Objective #2:</u> Develop a strategy to review and improve the current process for selecting advisory council sub-committee members.				
<u>Actions:</u> <ol style="list-style-type: none"> 1) Develop an outline of the skills and expertise needed for membership on each advisory council sub-committee. 2) Develop and implement a plan to identify committee-specific skills and expertise among our school and feeder parish communities. 	<p>Spring 2016</p> <p>Spring 2016</p>	<p>Advisory Council, Principal</p> <p>Advisory Council, Principal</p>	<p>\$0</p> <p>\$0</p>	

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #6: Recruit school volunteers in both quantity and quality.				
<u>Strategic Objective #3:</u> Develop a plan to recruit bilingual volunteers to help enlist non-English speaking volunteers.				
<u>Actions:</u> <ol style="list-style-type: none"> <li data-bbox="142 500 814 565">1) Annually identify the languages spoken by the non-English speaking members of the school community. <li data-bbox="142 605 814 743">2) Annually recruit bilingual volunteers to assist with disseminating important school information and volunteer opportunities to non-English speaking parents. <li data-bbox="142 784 846 889">3) Provide opportunities for non-English speaking parents to enroll in free English as a second language instruction. 	<p data-bbox="884 500 1045 532">Fall Annually</p> <p data-bbox="884 605 1045 638">Fall Annually</p> <p data-bbox="884 784 1003 816">Fall 2015</p>	<p data-bbox="1075 500 1318 532">Admissions Director</p> <p data-bbox="1075 605 1402 638">HSA Volunteer Coordinator</p> <p data-bbox="1075 784 1371 816">Principal, Parish Liaisons</p>	<p data-bbox="1551 500 1591 532">\$0</p> <p data-bbox="1551 605 1591 638">\$0</p> <p data-bbox="1551 784 1591 816">\$0</p>	<p data-bbox="1696 500 1801 532">Ongoing</p> <p data-bbox="1696 605 1801 638">Ongoing</p> <p data-bbox="1696 784 1833 816">Completed</p>

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #7: Maintain and strengthen the quality of SJNRCS' learning environment to achieve academic excellence and reinforce Catholic values.				
<u>Strategic Objective #1:</u> Develop and implement a strategy to recruit and retain the best school staff and teachers.				
<u>Actions:</u> <ol style="list-style-type: none"> 1) Provide regular opportunities for comprehensive and relevant professional development. 2) Develop and implement a plan for faculty and staff appreciation events. 3) Develop and implement a plan to expand the cultural diversity of our faculty and staff to better reflect the school's student demographics. 4) Conduct regular faculty and staff evaluations and provide feedback and assistance to help improve performance. 5) Develop and implement a mentoring program for new/beginning teachers. 6) Develop and implement a plan to ensure that faculty and staff have access to appropriate and necessary resources. 	<p>Ongoing</p> <p>Fall 2014</p> <p>Spring 2015</p> <p>Ongoing</p> <p>Fall 2015</p> <p>Fall 2014</p>	<p>Administrative Team, Principal</p> <p>Principal, Ad Hoc Faculty/Staff Committee</p> <p>Principal, Advisory Council, Mission Effectiveness Committee</p> <p>Principal, Administrative Team</p> <p>Principal, Administrative Team, School Improvement Team</p> <p>Principal, Administrative Team, School Improvement Team</p>	<p>\$4000</p> <p>\$1000</p> <p>\$0</p> <p>\$0</p> <p>\$0</p> <p>\$1000</p>	<p>Ongoing</p> <p>In process</p> <p>Completed</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #7: Maintain and strengthen the quality of SJNRCS' learning environment to achieve academic excellence and reinforce Catholic values.				
<u>Strategic Objective #2:</u> Develop a strategy to build a school-wide culture that promotes academic excellence and Catholic values.				
<u>Actions:</u> <ol style="list-style-type: none"> 1) Develop and implement a plan to increase student performance in areas of relative weakness as determined by academic and faith-based standardized assessments and other relevant data. 2) Develop and implement research-based methods and strategies to improve student achievement through innovative and effective instructional delivery. 3) Develop and implement a plan to enhance classroom instruction through the use of technology. 4) Develop and implement a peer tutoring program. 5) Continue to develop and expand the school's service learning programs. 	<p>Spring/Summer Annually</p> <p>Ongoing</p> <p>Winter 2014</p> <p>Winter 2014</p> <p>Ongoing</p>	<p>Principal, School Improvement Team</p> <p>Principal, School Improvement Team</p> <p>Principal, Technology Coordinator, School Improvement Team</p> <p>Academic Coaching Team, Student Council</p> <p>Religion Coordinator, Counselor, Mission Effectiveness Committee</p>	<p>\$5000</p> <p>\$0</p> <p>\$500</p> <p>\$0</p> <p>\$0</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p></p> <p>Ongoing</p>

GOALS, OBJECTIVES, AND ACTIONS	TIME FRAME	RESPONSIBILITY	BUDGET	COMPLETED
Goal #7: Maintain and strengthen the quality of SJNRCS' learning environment to achieve academic excellence and reinforce Catholic values.				
<u>Strategic Objective #3:</u> Develop and implement a plan to validate that SJNRCS 8 th grade students are academically prepared to enter a high school of their choice.				
<u>Actions:</u> 1) Establish regular communication with high school department chairs and administrators for the purpose of soliciting feedback regarding the preparedness of SJNRCS graduates. 2) Review relevant academic data to ensure that 8 th grade students are performing at or above grade level. 3) Publicize the achievements of SJNRCS alumni.	Ongoing Spring Annually Ongoing	Principal, Counselor Principal, Middle School Teachers Principal, Marketing Committee	\$0 \$0 \$0	Ongoing Ongoing Ongoing