

Strategic Plan DRAFT

January 4, 2022

# Saint Catherine of Siena School



# Strategic Priorities / Planning Committees

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- ◆ Student Learning, Program Development & Innovation
- ◆ Catholic Faith & Character
- ◆ Student Life
- ◆ Campus & Infrastructure
- ◆ Institutional Stewardship & Governance



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# Student Learning, Program Development & Innovation

# Strategic Goal #1:

**Develop a comprehensive learning support program that provides grade- and developmentally-appropriate services for students with academic challenges and needs.**

# **Strategic Goal #2:**

**Explore the development of a program to support and foster the demonstrated and potential abilities of gifted and talented students and those with high abilities.**

**Such students need the stimulation of advanced academic challenge and enrichment, and the support of social needs. With appropriate teacher training and programming, SCS can meet the needs of its brightest students and give them every chance to thrive.**

# **Strategic Goal #3:**

**Continue to develop and strengthen our teaching and curriculum to support our commitment to holistic, personalized, student-centered learning. This learning recognizes a student's individual strengths and interests and actively engages those through a variety of appropriate, hands-on activities. Our goal is to educate students who love to learn and are empowered with confidence and skills to become lifelong, self-directed learners.**

# Strategic Goal #3:

- **Initiative 1:** Implement problem- and project-based learning through multi-sensory activities that facilitate hands-on and group engagement. Explore the development of a dedicated Makerspace.
- **Initiative 2:** Explore new experiential learning opportunities (on- and off-campus, field trips, and other engaging enrichment activities).
- **Initiative 3:** Further development of STREAM (multi-year implementation and financing plan), including continued support and training through WPI.

# Strategic Goal #3:

- **Initiative 4:** To further develop and align curriculum by implementing Zearn Math, American Reading.
- **Initiative 5:** Establish SCS Essential Learning Outcomes (ELO's), the priority learning goals that are fostered and developed across the SCS educational experience. Begin initiative with 8th Graders for ELA, Math, Spanish and Science. Use ELO's to help develop a Profile of a SCS Graduate.
- **Initiative 6:** Provide faculty and staff professional development and support in the implementation of student-centered learning. Successfully integrate within one academic discipline (e.g., mathematics), as a model for broader, curriculum-wide implementation.
- **Initiative 7:** Expand opportunities and student experiences that foster social-emotional growth. Consider programs that empower our students to live our school motto (e.g., could include the Second Step Curriculum, Bullying Prevention, Theater Presentations).



# **Strategic Goal #4:**

**Reinvigorate and develop the distinctiveness of the Little Hawks Early Childhood Program.**

# Strategic Goal #4:

- **Initiative 1:** Utilize the ECERS assessment to define strengths, opportunities, learning expectations, and goals for our early childhood program, including teaching practices, space and resource needs, desired innovation and enhancements, and overall program identity and image.

# **Strategic Goal #5:**

**Reinvigorate and strengthen the Middle School program and experience.**

# Strategic Goal #5:

- **Initiative 1:** Conduct a comprehensive assessment of the Middle School program, reviewing its needs and opportunities, including:
  - program philosophy, purpose, and outcomes
  - student leadership and character formation
  - course scheduling to cultivate innovative and independent learning
  - curriculum and teaching models - student-centered, project- and problem- based
  - learning spaces, to cultivate creativity and collaboration
  - learning and mentoring partnerships
  - other considerations that will drive a more dynamic, student affirming, enriching, competitively distinctive and impactful middle school program.
  - examine possible new leadership position to support the growth of curriculum, professional development and teacher support, and student formation



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Catholic Faith & Character

# **Strategic Goal #1:**

**In an intentional and prayerful way, mentor faith-filled teachers and staff who will continue to ignite the SCS community with the fire of divine love.**

# Strategic Goal #1:

- **Initiative 1:** Nurture within Saint Catherine of Siena School “a new culture of life” where the sanctity and dignity of every life from the moment of conception till natural death is loved, appreciated, and cultivated.
- Form partnerships with community Pro-Life advocates like Friends for the Unborn in Quincy, Pregnancy Care in Merrimack Valley, and the like.
- Include Catholic Faith and Identity speakers and presenters to enhance Catholic Development (CD) among teachers and staff, mirroring teacher Professional Development (PD). Consider Pro Life speakers who will proclaim the Gospel of Life. (Reference Pope John Paul II “Gospel of Life – Evangelium Vitae”, chapter IV) Encourage periodic student collections (Advent & Lent) of needed goods for places like “Friends for the Unborn” in Quincy and other organizations which support the lives of pregnant women and their children.

# Strategic Goal #1:

- **Initiative 2:** Continue to offer opportunities and programs for teachers and staff to renew and nurture their faith and spiritual well-being.
  - Encourage faculty and staff to attend Mass together, and explore the scheduling of a monthly faculty and staff Mass.
  - To help increase knowledge and engagement of our Catholic faith, Church teaching and practices, prayer and spirituality, etc., encourage teachers to use the Catholic formation websites, such as FORMED, Hallow, etc.
- **Initiative 3:** Emphasize the Saints as models of Christian living. Because our goal as Christians is to be saints, it helps for us to learn about those who are saints!



## **Strategic Goal #2:**

**Establish a Spiritual Life Committee inclusive of parents, teachers, and clergy to research and provide programs and opportunities to deepen and enrich the faith lives of families, allowing parents to hand on the faith and teachings to their children. These programs and activities may include forming a Saints Louis and Zelig Martin Society and other means of spiritual enrichment, Catholic solidarity, and fellowship.**

# Strategic Goal #2:

**Initiative 1:** Develop a Parent Fellowship through predominantly social events. Ideas not limited to: Theology on Tap, Holy Hour, Walks to Lewis' or bowling, Evening Prayer, movie showings, and service projects.

**Initiative 2:** Provide Parent Faith Enrichment Programs. Ideas not limited to Evenings of Reflection, Speaker Series, Book Group, Bible Study, Advent or Lent Groups, Study Group and Open RCIA.

**Initiative 3:** Develop Programs for Families to Practice their Faith. Ideas would be in addition to those already offered by the Parish and not limited to: Rosary, Holy Hours and Stations of the Cross during Lent.

**Initiative 3:** Establish a liaison (a member of the parish Pastoral Council who is also a school parent) responsible for communicating parish events to the SCS community; and collaborate, where possible, on events offered for faith-centered activities and family events (example, Little Flowers).

# **Strategic Goal #3:**

**Enrich the Sacramental life of the school and cultivate a deeper understanding of and appreciation for the graces communicated through the Sacraments.**

# Strategic Goal #3:

- **Initiative 1:** Foster a greater reverence, love, understanding, and more meaningful and proper participation in the Liturgy. This would include the review of Mass responses and other appropriate liturgical instruction not exclusive of learning within the classroom setting or as part of religion class curriculum at the beginning of each academic year.
- **Initiative 2:** Begin a regular schedule of Masses for individual or combined classes, in addition to the monthly school-wide Masses.
- **Initiative 3:** Explore opportunities to provide students, parents, and faculty more frequent access to the Sacrament of Penance.

# Strategic Goal #4:

**Institute an integrated, school-wide emphasis/program on the formation of character, virtue, and servant leadership.**

# Strategic Goal #4:

- **Initiative 1:** Review our Virtues and Sophia Programs for emphasis on the Theological and Cardinal virtues. Determine how service projects and class collaboration can tie into these programs. Involve the home community to strengthen parent support.
- **Initiative 2:** Establish a formal Christian Leadership Formation program, involving all grades but with a particular emphasis on the Middle School (for example, *Pathways*).
- **Initiative 3:** Develop and expand student service programs, within and outside school, involving students, faculty, parents, alumni, and community. Start a student service club (inclusive of lower grades).



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# Student Life Planning

# Strategic Goal #1:

**Increase extra- and co-curricular programs to support learning enrichment, faith and character formation, the arts, and community service. This should include consideration of partnerships with various Pro Life and pregnancy care organizations. (See *Catholic Identity Goal #1*)**



# Strategic Goal #1:

- **Initiative 1:** Engage faculty, staff, parents and students to explore opportunities for new extra- and co-curricular and enrichment activities.
- **Initiative 2:** Explore partnerships to strengthen community relationships and expand opportunities for students to develop and share their God-given talents within the greater Norwood community and area.

# **Strategic Goal #2:**

**To foster greater knowledge, involvement and participation, improve communications between and among students, faculty and families.**

# Strategic Goal #2:

- **Initiative 1:** Provide school community with information regarding available service opportunities and religious activities. As part of a new student service club, consider establishing a student-supported outreach (publication, blog, etc.) that promotes upcoming service opportunities, projects, fundraising needs, and other related initiatives.
- **Initiative 2:** Develop a process to follow up with students and families who are not involved in school activities to invite and encourage their participation.



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# Campus & Infrastructure Planning

# Strategic Goal #1:

**Develop a Campus Master Plan (infrastructure for general operations), aligned with the school's long-range strategic plan, that envisions priority capital needs and improvements to support current and future learning and operational needs of the school.**

# Strategic Goal #1:

- **Initiative 1:** Review safety and security measures of the campus to determine any critical deficiencies and prioritize any needed improvements. The goal is to provide the safest possible learning environment for all students, faculty and staff.
- **Initiative 2:** Evaluate the campus for needs aimed at creating a more aesthetically pleasing and welcoming environment, and to optimize space usage and functionality in support of an improved overall campus experience. Include considerations for “ideal enrollment” and potential classroom or other expansions.

# Strategic Goal #1:

- **Initiative 3:** Review infrastructure systems and determine needs & life expectancy and efficiency. Identify issues before they become “emergency” status, and address any deficiencies in code compliance as part of capital improvements.
- Conduct review of MEP/FP (mechanical, electrical, plumbing, fire protection) systems for the following: Mechanical / HVAC capabilities to ensure optimal air quality and conditioning requirements.
- Electrical to confirm adequate power to support the building systems
- Plumbing for general conformance with modern codes, or opportunities for cost-saving improvements or better experience.
- Fire Protection (Alarm/Sprinkler) for adequate coverage, building code compliance.
- Security and safety monitoring

# Strategic Goal #1:

- **Initiative 4:** Evaluate and incorporate, wherever possible, sustainable & green practices into recommendations of the campus plan assessment. These will provide for longer life cycles of new equipment while potentially reducing annual electric and maintenance costs. Explore the implementation of a school-wide Recycling Program.
- **Initiative 5:** Develop a prioritized capital outlay projects list and sequencing, taking into account the programmatic and operational needs of the school moving forward.



# Strategic Goal #2:

**Technology Improvements: Create a Master Plan for Technology to support both existing teaching needs and anticipated growth and expansion of the computer science & technology curriculum.**

# Strategic Goal #2:

- **Initiative 1:** Evaluate existing technology infrastructure such as proper cabling and switches, internet service providers, back-up systems, etc. with a focus on growth and flexibility for change.
- **Initiative 2:** Determine required investments to support the curriculum and learning goals, as well as future growth of technology and computer science as a new class subject.
- **Initiative 3:** Create a system to support and effect technology upgrades as needed using old hardware. Develop annual investment budgets to provide new hardware at the end of life cycle.



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# Institutional Stewardship and Governance

# Strategic Goal #1:

**Create a Mission Formation Committee to review, and as needed, to revise or rewrite our school mission statement.**

# Strategic Goal #1:

- **Initiative 1:** Through increased communication and education throughout the school community, foster a greater understanding of and appreciation for the SCS Mission Statement.
- **Initiative 2:** Acknowledge and celebrate staff and students who demonstrate “living the mission” on a regular basis.
- **Initiative 3:** Survey constituents for knowledge of and exposure to the mission.
- **Initiative 4:** Educate students to know, understand, and support our mission.

# Strategic Goal #2:

**Develop and support a renewed Advisory Board model that upholds best practices in Catholic school governance, attracts and develops a highly effective Board to serve as a vital asset to school leadership, and advances the mission of SCS.**

# Strategic Goal #2:

- **Initiative 1:** Define the purpose, roles, and responsibilities of the School Advisory Board including:
  - a) Review and update the Advisory Board's bylaws;
  - b) Develop a clear plan for board member recruitment and transition planning;
  - c) Create a nominating committee to identify new board members with the necessary qualities and commitment; provide clear expectations of responsibilities and expectations;
  - d) Have the Administration provide the Advisory Board with information and/or training on best practices of Catholic school boards and governance.

# Strategic Goal #2:

- **Initiative 2:** Improve the quality and frequency of communication about the Board's purpose, goals, and activities to the SCS community.
- **Initiative 3:** Form a Board-directed Strategic Plan Implementation Committee to oversee the ongoing management, progress, assessment, and reporting of the Plan throughout the year.



# **Strategic Goal #3:**

**Strengthen our ability to attract, retain, and support a thriving community of employees who successfully live and share the SCS mission.**

# Strategic Goal #3:

- **Initiative 1:** Examine options to enhance salary & benefits package to attract and retain qualified staff aligned with our mission.
- **Initiative 2:** Provide opportunities for regular professional collaboration among teachers and staff, examining school scheduling, planning spaces, and other possible improvements.
- **Initiative 3:** Develop regular opportunities for faculty professional development in areas related to the SCS academic curriculum, learning philosophy and goals, and overall integration of the school's mission. Collaborate with the Archdiocesan Catholic Schools Office for possible support.

# Strategic Goal #4:

**Secure our long-term financial stability through practices that ensure success in managing enrollments and institutional resources, growing philanthropic support, and advancing the visibility and reputation of the school.**

# Strategic Goal #4:

- **Initiative 1:** Identify optimal enrollment goals based on current campus facilities and continue to develop strategies to attract and retain students and families.
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- **Initiative 2:** Increase communications concerning overall school financial management, both internally (SAB, Finance Council, Leadership Team) and externally through the inclusion of the Financial Report in the Week at a Glance.
- **Initiative 3:** Develop and cultivate current and new relationships and community partnerships to support SCS marketing, enrollment, and advancement needs and initiatives.
- **Initiative 4:** Implement advancement best-practices and strategies to increase support for SCS and develop our institutional image and reputation.