



# Battle Creek Area Catholic Schools

## 2018 - 2023 Strategic Plan

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## Background/Information

This document contains the Battle Creek Area Catholic Schools Strategic Plan for 2018-2023. In 2017 it was determined the school system needed to reestablish a strategic plan to set forth goals and shape the future direction of our schools. The prior strategic plan had concluded and it was time to refocus efforts.

In August of 2017, a core team of parents and school volunteers assembled to facilitate the plan's development and implementation strategy. The team embarked on a yearlong journey, analyzing the internal and external environment, seeking input from stakeholders, developing objectives and strategies, and identifying the right resources to execute the plan. Input was sought from the entire school community and through a series of workshops over fifty parents, teachers, administrators, board and committee leaders, and members of the community have come together to build the contents of the strategic plan. At the direction of the Pastor(s) and the BCACS Executive Committee, the objectives and/or strategies within the Strategic Plan could be modified. No other changes to the wording, objectives, or strategies will be permitted unless presented to, and approved by the Pastor(s) and the BCACS Executive Committee. Many of the strategies (especially those within "Catholic Identity" and "Facilities") will need to be implemented in coordination with the Pastor(s).

This strategic plan will provide focus and direction to the many clubs, committees, and organizations as well as administrators and staff all working to make BCACS the best it can be. A "living document", it will be revisited regularly throughout the next five years to ensure progress is made toward the objectives and the strategies remain applicable.

## Core Team

Lisa Thomas – Team Lead	Parent
Patrick Downey	Parent/School Board Member (Strategic Plan Manager)
Cathy Erskine	School Staff/School Board Member
Stacie Sadowski	Parent/School Board Member
Nicole Stevens	Parent/School Board Member/School Staff

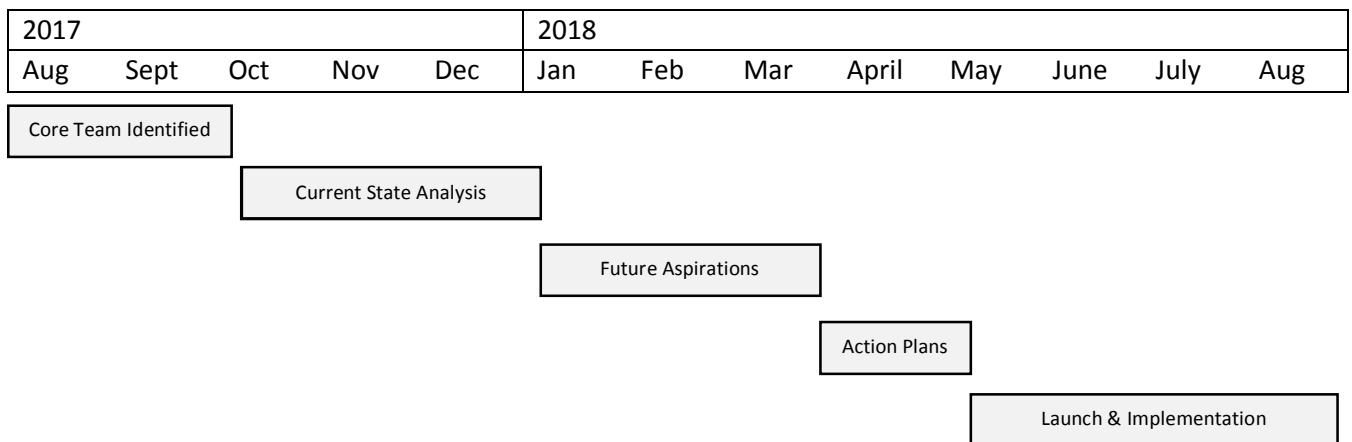
## Methodology

The core team developed a comprehensive process to encourage fact-based decision-making and maximize collaboration. The major phases of the process included:

- **Organizational & Guiding Principles** involved discussions with the pastors, school administrators and the school board to identify the "north star" for the strategic plan. The existing mission and vision statements were revisited and determined to be both relevant and still applicable to BCACS today. Additional core values to consider throughout the process were discussed and the focus areas for the plan were identified.
- **Current State Analysis** required the core team to do significant, thorough research regarding the inner workings of the schools and the external environment. This included a survey of BCACS and Religious Education families, interviews with staff and leadership in the BCACS community as well as data driven research of the school, parish, and community. This research was used to identify risks and opportunities to the success of BCACS.

- **Future Aspirations** consisted of a workshop with a large sample of BCACS stakeholders. The group was broken out into focus areas that matched their interest and/or expertise and tasked with identifying key objectives that the schools need to achieve. The research from the Current State Analysis was shared with the groups to aid in discussion. The core team then synthesized the outputs from the meeting, sought further input from the pastors, school administrators and school board and ultimately developed the list of objectives for the strategic plan.
- **Action Plans** involved another workshop with a similar large sampling of BCACS stakeholders. In this workshop everyone had an opportunity to brainstorm strategies for achieving the objectives. Smaller groups then pulled together the strategies and formed a recommendation. The core team utilized the recommendations and additional strategies along with the Current State data and input from Subject Matter Experts to further advance the strategies and prioritize them.
- **Launch & Implementation** required a rigorous discussion with the pastors, school administrators, and the school board to reach alignment and final approval of the strategic plan. Upon approval, leaders from the various clubs, committees, boards, and staff gathered to identify owners for each strategy. A member of the school board was appointed as the lead for progress tracking and on-going evaluation of the plan. A communication plan was developed to share the good news and align the school community behind the strategic plan.

## Timeline



## Objectives and Strategies

The primary purpose of the strategic planning process was to identify objectives that would further the BCACS mission, vision and goals outlined by the school and parish communities as well as ways to achieve them. The results of this process are outlined as follows:

Objective	A method of achieving the mission/vision/goals
Strategies	Specific tasks for completing the objective

## Role of the Owner(s)

The individuals/groups listed in the owner column next to each strategy is responsible for driving and leading the strategy to completion. Additional groups/individuals should be engaged in the execution of the strategy as needed.

## Mission

Battle Creek Area Catholic Schools, in partnership with parents, community and the Catholic Church, provide students with an excellent education and a solid faith formation. Students will know the Faith, share the Faith and live the Faith.

## Vision

Students are engaged in a meaningful, relevant and secure learning environment that utilizes current, state-of-the-art resources. We inspire, excite, and challenge a diverse student population to reach their potential. As the times change, we adapt and grow, always focusing on the most important part of what we do: creating and implementing Christ-centered, nurturing, and disciplined education programs.

St. Joseph Preschool and Elementary, St. Joseph Middle School, and St. Philip Catholic Central High School are dedicated to the deepest level of spiritual, moral, and academic growth for your students.

## Academics

Objective 1: Provide a student-centered learning environment that promotes top quality academic programs

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
1.1.1	Review AP class offerings and adjust to fit student needs			X			Administrators/Staff
1.1.2	Integrate technology into classroom learning across curriculum P-12		X				Teachers
1.1.3	Evaluate annually restoration of: technology, drama, dance, yearbook (MS); Spanish (EM); yearbook, choir, publications (HS) and anything else no longer offered in the secondary school profile	X					Administration/Finance
1.1.4	Have incoming high school students develop a college and career readiness plan (self-assessment, goal setting, planning)			X			Student Services
1.1.5	Establish an annual process to gather feedback from students, parents, and staff on academic offerings and delivery to affect teacher professional development, course offerings, etc.		X				School Improvement

1.1.6	Teachers accommodate different learning styles and needs through differentiation	X					Teachers / Diocese
1.1.7	Communicate to parents current opportunities at all grade levels for online teaching, AP courses, BCAMSC, and other advanced programs	X					Student Services (HS) / Administration (MS/EM)
1.1.8	Develop a partnership where the older students help to mentor the younger students on specific projects (writing assignment, technology, etc.)	X					Teachers (EM/MS) / Student Services

Objective 2: Go beyond standard textbook learning with programs that teach critical and strategic thinking

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
1.2.1	Incorporate critical "real world" scenarios into class time (debate, mock trial, 2nd grade supermarket, interviews, etc.) in all grades at least once each semester for various subjects		X				Teachers
1.2.2	Utilize our alumni base to create experiences that help support critical and strategic thinking (guest lectures/activities)			X			Foundation / Teachers / All Clubs
1.2.3	Structure clubs that promote critical and strategic thinking (debate, odyssey of the mind, destination imagination, coding)				X		Student Services (HS) / Enrichment Coordinator (EM) / Administration (MS)

1.2.4	Offer STREAM, STEAM, STEM professional development opportunities for teachers for the purpose of project based learning	X						Administration
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Objective 3: Give students exposure and proficiency in other cultures and languages that will give them a competitive advantage and prepare them to be global citizens

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
1.3.1	Design and implement a K-12 language program			X			Administration / Finance
1.3.2	Develop "sister school" relationship globally		X				School Improvement
1.3.3	Expand language options through shared time with colleges or other local schools and/or clubs and organizations			X			Administration / Business Manager
1.3.4	Develop a program that allows our existing Burmese and Hispanic communities to teach/promote/educate our students about their cultures				X		Diversity
1.3.5	Recognize and celebrate more multi-cultural holidays in all grades	X					Diversity

Objective 4: Develop partnerships with colleges, businesses and specialized programs to offer students unique academic experiences

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
1.4.1	Identify new business partners to expand current internship opportunities in the High School	X					Student Services
1.4.2	Offer and/or promote academic camps (i.e. Robotics) at all levels	X					Student Services (HS) / Secretaries
1.4.3	Continue to strengthen and grow current programs (STEAM, star base, crayons to college, JA, outdoor education center) at all levels. Include	X					Student Services (HS) / Administration - assign (MS / EM)



online class opportunities where/when available.							
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Objective 5: Promote our academic excellence in the community

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
1.5.1	Utilize our marketing resources (including FB alumni) to announce our academic achievements (standardized tests, college bound, etc.)	X					Marketing / Foundation
1.5.2	Work with alumni committee to identify alumni success stories	X					Marketing / Foundation
1.5.3	Create partnerships with local media outlets to get our achievements published more broadly		X				Marketing / Foundation
1.5.4	Share alumni success stories and school academic success stories in church communication materials (bulletin, website), and other marketing avenues (Facebook, Instagram, etc.)				X		Marketing / Foundation

## Catholic Identity

### Objective 1: Foster the development of faith by building a strong relationship with God

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
2.1.1	All students (K-12) will participate in student masses (offertory, readers, altar servers) on a rotational basis	X					Teachers
2.1.2	Reinforce active engagement during student masses (singing, using missalette)	X					Teachers / Priests
2.1.3	Provide all age appropriate students an opportunity to attend/pray adoration		X				Teachers / Priests
2.1.4	All K-3 teachers will be trained on appropriate Catechesis of the Good Shepherd level			X			Administration / Foundation
2.1.5	Pray a decade of the rosary every day with intentions (K-12)	X					Teachers
2.1.6	Strategically plan in lesson plans for 5 minutes of quiet time for children to pray/listen to God and/or start every class with prayer	X					Teachers
2.1.7	All classes/grades provide students an opportunity to be a prayer leader weekly			X			Teachers
2.1.8	Increase youth music exposure at masses and throughout the year				X		Music Teacher (EM/MS) / Pastor (HS)

### Objective 2: Catholic teachers, administrators, and support staff model their faith

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
2.2.1	Teachers encouraged to gather in the entrance before school each morning for prayer		X				Administration
2.2.2	Every BCACS staff member will participate in an annual spiritual retreat together as a group			X			Administration
2.2.3	A priest will attend one staff meeting a month at each school	X					Pastors

	level with an emphasis on spiritual guidance/training						
2.2.4	Provide regular (quarterly) professional development for our staff on faith sharing and Catholic Identity and Catholic Social Teaching				X		Administration
2.2.5	Teachers will incorporate their real life faith experiences and Catholic Faith into all areas of teaching (where applicable, note in lesson plans)	X					Teachers

Objective 3: Provide spiritual formation opportunities for the whole family

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
2.3.1	Work with the parishes/diocese to identify and communicate spiritual formation opportunities for families	X					Administration / Secretaries
2.3.2	Offer for any parents who are trained to be Eucharistic Ministers to do that at the school mass	X					Administration
2.3.3	Invite parents (on a rotation basis) to attend Atrium during student learning	X					Teachers
2.3.4	Provide regular family BCACS faith opportunities for parents and families (childcare provided) including materials to explain our faith to non-Catholics and testimonies of families			X			Executive Committee / Religious Ed
2.3.5	Provide resources for non-Catholics		X				Teachers / Priests

Objective 4: Connect our curriculum and service learning with the principles of Catholic Social Teaching

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
2.4.1	All students (P-12) will write/draw grade appropriate essays regarding their service experiences each year (one per year)		X				Teachers

2.4.2	Every grade will have a defined service-learning project connected to Catholic Social Teaching, and labeled as service through Corporal or Spiritual works of mercy each year (charitable union, food bank, etc.)		X				Teachers / Administration
2.4.3	Encourage student questions regarding their faith by leading an open Q&A in class (question box)			X			Teachers
2.4.4	All seniors will present their capstone presentation at least one time to religious education classes, younger HS/middle school students		X				Theology Teacher (MS / HS)
2.4.5	Use, when applicable, Catholic-based materials in the classroom (i.e. handwriting)	X					Teachers

## Diversity

Objective 1: Identify and support parents and students from underrepresented groups by providing resources

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
3.1.1	Interview/survey underrepresented parents and students and graduates on their needs and create an action plan to address	X					Diversity
3.1.2	Hire a Burmese/Hispanic translator/liaison		X				Finance / Administration
3.1.3	Provide an orientation for underrepresented families to welcome them and share our approach to the school community and involvement			X			Diversity / Mom's Club
3.1.4	Have a MS and HS Burmese and Hispanic club	X					Administration - assign
3.1.5	Ensure we structure fundraising/volunteer activities in a way that meets cultural preferences and encourages participation				X		Foundation / Finance

Objective 2: Provide diversity training and support for our students and staff

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
3.2.1	Conduct a needs assessment for staff and evaluate whether or not existing training programs are sufficient	X					Administration
3.2.2	Reach out to established community resources to get training (Burma center, Voces, KCC, etc.) and create an on-going relationship		X				Administration - assign
3.2.3	Develop a plan to support environment of inclusiveness for students and parents			X			School Improvement / Moms' Club / Dad's Club

3.2.4	Provide diversity training and/or resources to the volunteers (including boards and committees)			X			Administration / Finance / Foundation
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Objective 3: Ensure our enrollment reflects the diverse makeup of our community

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
3.3.1	Identify and understand how to reach out to underrepresented communities and seek ways to attract members of these communities			X			Marketing / Diversity
3.3.2	Translate recruitment materials and encourage word of mouth/testimonials			X			Marketing
3.3.3	Have a special recruitment event geared toward the underrepresented to share our offerings and assist with signing up, with translators on hand			X			Marketing / Diversity

Objective 4: Promote our inclusive environment to leverage our position in the community

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
3.4.1	Be present at community events	X					Marketing / Foundation
3.4.2	Make sure our marketing material and social media shows diversity		X				Marketing
3.4.3	Advertise our cultural events and educational activities	X					Marketing / Foundation
3.4.4	Get into Hispanic/Burmese/African American media				X		Marketing / Diversity
3.4.5	Have a booth with school representation at Hispanic fundraisers throughout the year			X			Diversity
3.4.6	Offer sponsorships/resources (location) for groups like Voces					X	Diversity / Finance
3.4.7	Work with the underrepresented communities to arrange events/school activities that celebrate their unique holidays		X				Diversity

## Facilities

Objective 1: As a top priority, provide a safe and secure learning environment for students, faculty and community

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
4.1.1	Establish a safety committee that reports to the school board	X					School Board President
4.1.2	Complete a security assessment and identify areas of immediate need (i.e. securing playgrounds)	X					Facilities
4.1.3	Create partnerships between the schools and the authorities	X					Facilities / Chaplin
4.1.4	Revisit and reinforce emergency procedure compliance (i.e. fire alarms)	X					Facilities / Administration

Objective 2: Ensure our public entrances and areas are physically attractive and inviting

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
4.2.1	Establish community work days (students and parents)			X			Dads' Club / Facilities
4.2.2	Establish a landscaping and environmental club (students and parents)			X			Administration
4.2.3	Create clear signs for direction (i.e. building entrances)				X		Facilities
4.2.4	Review exterior lighting and increase where needed					X	Facilities

Objective 3: Create a procedure for communicating facility needs and addressing them

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
4.3.1	Create a method for parents, students, and staff to report facility issues and repair needs to designated recipient		X				Administration / Facilities
4.3.2	Establish guidelines for issues that can be handled immediately and autonomously vs. large scale changes	X					School Board / Administration

4.3.3	Create a method for prioritizing and implementing large scale changes for each campus that includes seeking the appropriate approvals	X					Executive Committee
4.3.4	Create contact sheet of facilities resources	X					Facilities

Objective 4: Prioritize, improve, and maintain energy efficiency to reduce costs and create a comfortable learning environment

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
4.4.1	Conduct an energy audit to prioritize action items	X					Facilities
4.4.2	Partner with energy groups to implement		X				Facilities
4.4.3	Utilize science classes to create projects for students		X				Teachers

Objective 5: Establish building use policies for internal and external use to properly care for our facilities and grow our community

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
4.5.1	Revisit policy on building use and access (key issuance)		X				Administration / School Board
4.5.2	Explore feasibility and determine impact of allowing building rental, implement if appropriate			X			Administration / School Board / Finance

Objective 6: Ensure all school buildings are in good repair and are used efficiently

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
4.6.1	Create a long term facilities plan that takes enrollment into account	X					Facilities / Executive Committee
4.6.2	Evaluate distribution of grade levels throughout buildings				X		Facilities / Executive Committee
4.6.3	Create a timeline to update classrooms, bathrooms, and other facilities (prioritized by greatest need)	X					Facilities / Finance
4.6.4	Revisit use of common spaces and their purpose (i.e. library)			X			Administration



## Finance

Objective 1: Structure tuition scale to increase revenue, align education costs and tuition rate, and meet family financial needs/value expectations in order to increase enrollment

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
5.1.1	Clearly define fixed expenses and minimum operating costs	X					Business Manager
5.1.2	Identify variable expenses and the appropriate funding source	X					Business Manager / Finance
5.1.3	Develop a transitional plan to get to flat tuition and implement it		X				Finance / School Board President
5.1.4	Get tuition rate to cost of education and develop a plan to close any remaining gaps in funding		X				Finance
5.1.5	Evaluate and determine best method for tuition incentives (parishioner discount, long-term enrollment, alumni, etc.)		X				Finance
5.1.6	Communicate how value correlates to what is offered				X		Marketing

Objective 2: Prioritize support of the BCACS Foundation's mission

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
5.2.1	Re-establish alumni committee to identify a new pool of donors among other things	X					Foundation
5.2.2	Develop and implement a transparent communication strategy about foundation in the schools	X					Foundation / Marketing
5.2.3	Establish communication channels and networking opportunities between the School Board and Foundation to ensure common goals		X				School Board President / Foundation President
5.2.4	Engage stakeholders as volunteers for annual fund drive	X					Foundation / School Board

Objective 3: Identify additional revenue streams to support school operations

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
5.3.1	Consolidate and manage fundraising opportunities (target a few high value fundraisers throughout the year) in coordination with the parishes' fundraising calendar		X				Finance / Foundation
5.3.2	Explore opportunities for a side business that supports the school					X	Finance
5.3.3	Expand day care and preschool	X					Administration
5.3.4	Feasibility study to host summer camps and programs			X			Finance
5.3.5	Identify and apply for grant opportunities	X					Foundation
5.3.6	Communicate the value/impact of the parish and foundation subsidies on the school to families	X					Marketing / School Board / Foundation

Objective 4: Build a long-term financial roadmap for sustainability

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
5.4.1	Move to an actively reviewed 3 year budget model		X				Finance / Business Manager
5.4.2	Define target enrollment by grade to balance resources			X			Finance / Business Manager / Administration
5.4.3	Establish a method for surfacing and financing long-term expenses to the Finance Committee	X					Finance

## Leadership/Staffing

Objective 1: Establish aspirational system-wide (Bishop, Pastors, superintendent, school staff, committees, board, etc.) organizational structure including a staffing model that separates educational staff and administrative staff

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
6.1.1	Research best practices for organizational models	X					School Board
6.1.2	Develop org chart (including committees) that supports administrators and school needs	X					Executive Committee
6.1.3	Create roles, responsibilities, and job descriptions for each individual on the org chart	X					Executive Committee
6.1.4	Establish mission statements and purpose for each committee/group	X					School Board / Foundation
6.1.5	Implement annual leadership meeting to communicate goals, plans, etc. (include fdn.)		X				School Board/ Foundation
6.1.6	Ensure all committees are publishing reports and minutes (using a provided template) to a centralized, public location	X					School Board
6.1.7	Identify individual/team to maintain a holistic view of school and committee requests for time, money, and resources to oversee impact, efficiency, and volume	X					Executive Committee / Foundation Executive Committee

Objective 2: Attract and retain highly qualified teachers and staff

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
6.2.1	Update and implement a defined, robust compensation (scale compensation based on yrs. of service, additional education, etc.) and benefits (including free/discounted tuition) package	X					Finance

6.2.2	Explore options for merit-based (consider enrollment and returning students) bonuses				X		Finance
6.2.3	Establish a standardized process for recruitment of teacher, staff and administrator openings and hiring (LinkedIn, google jobs, EMM, Catholic Universities, RB, our website, alumni association)	X					Administration
6.2.4	Develop and implement years of service recognition program		X				Administration
6.2.5	Consider establishing a loyalty hiring bonus program for alumni returning to teach				X		Finance
6.2.6	Identify core teaching strategies (Kagan, Marzano, etc.) that should be used across all subjects		X				Diocese / Administration
6.2.7	Establish an onboarding list of current trainings for new staff		X				Administration
6.2.8	Establish a teacher buddy program for new teachers	X					Administration
6.2.9	Add education vocations to the prayer list at church	X					Priests
6.2.10	Have qualified teachers for every single class				X		Administration

Objective 3: Maximize shared time programs to reduce expenses while still maintaining course offerings and standards, ensuring dedication to our school community with respect to our mission

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
6.3.1	Analyze shared time subject areas for fit and purpose	X					Administration / Business Manager
6.3.2	Identify partnership models for all grade levels(i.e. Lake Michigan Catholic, KCC shared time) and work with school districts to implement model that best fits BCACS needs		X				Administration / Business Manager
6.3.3	Create and implement and on-boarding program to communicate values and standards and mission statement for any external shared time instructors		X				Administration

6.3.4	Identify partnership opportunities with other Catholic schools					X		Administration
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Objective 4: Secure parent engagement and involvement in school leadership boards and committees including new families and underrepresented groups

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
6.4.1	Identify way to get Protecting God's Children in Burmese		X				Diversity / Administration
6.4.2	Identify parent skill sets to target for leadership/committee involvement	X					School Board / Administration
6.4.3	List clubs and committees on enrollment packet and website (meeting times/dates/contact info)	X					Marketing
6.4.4	Have each club/committee establish their own recruitment plan		X				School Board
6.4.5	Revisit current parent volunteer program structure		X				School Board
6.4.6	Develop leadership succession models for school board and committees	X					School Board
6.4.7	Make best use of volunteer time by establishing efficient structure for school board meetings	X					School Board President

## Recruitment/Retention

Objective 1: Develop a very clear and focused message illustrating the connection between strong, cohesive family values (Catholic Identity) and academic success

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
7.1.1	Work with Advertising and Marketing subject matter experts to craft most impactful terminology based on target audiences	X					Marketing
7.1.2	Celebration event to announce future plans of graduating class with supporting promotional activities			X			Student Services / Administration
7.1.3	Better leverage alumni success stories in recruitment efforts (alumni newsletter, committee, announcements at mass, stories, Superfest)		X				Marketing

Objective 2: Recruit and retain school-aged children of parishioners to our Catholic schools

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
7.2.1	Create "congratulations" program (gift basket with BCACS goodies) for newly baptized parishioners with follow up touchpoints	X					Moms' Club
7.2.2	Develop method to regularly and consistently reach out to Religious Ed families (including email list)		X				Secretaries / Marketing
7.2.3	Assist the priests in creating messaging that can be shared regularly throughout the year encouraging enrollment	X					Executive Committee
7.2.4	Explore discounted tuition based on years in the school system				X		Finance
7.2.5	Provide teachers a retention tool kit (talking points to help teachers talk to parents)	X					Marketing
7.2.6	Streamline financial aid resource options (infographics)	X					Marketing / Foundation

Objective 3: Implement an intentional formal program to incorporate new families once enrolled

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
7.3.1	Create a new family program with a holistic calendar of welcoming activities (mom's club, dad's club, finance foundation, etc.) that share information about their specified topics		X				Moms' Club
7.3.2	Create a resource guide/directory for clubs/committees/FAQs		X				Marketing
7.3.3	Establish a family "buddy" system to partner and support each new family	X					Moms' Club

Objective 4: Implement strategy for retention of students at transitional/exit years

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
7.4.1	Create a multi-grade student buddy program (with a consistent buddy)		X				Teachers
7.4.2	Create special talking points for teachers in transitional years	X					Marketing
7.4.3	Have a "leap day" for students to experience the next grade level for a day			X			Teachers
7.4.4	Invite preschool students to attend elementary activities	X					Administration
7.4.5	Streamline newsletter to include all school level (segment by pre, elementary, MS, and HS but include it all)	X					Marketing
7.4.6	HS presentations to the MS students and parents on life at St. Philip (including videos, pictures, etc.)				X		Student Services / Marketing
7.4.7	MS presentations to the 5th grade students and parents on life at St. Philip (including videos, pictures, etc.)				X		Administration / Marketing

Objective 5: Recruit students from the broader community (outside of parish population), focusing on Christian families in BC area

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
7.5.1	Establish connections with Lutheran and other local churches inviting attendance	X					Executive Committee
7.5.2	Establish a connection with St. Mary's, St. Ann's and other outlying parishes to invite parishioners		X				Executive Committee
7.5.3	Participate in community events (parades, spooky science, chamber of commerce etc.)			X			Marketing / Moms' Club / Dads' Club
7.5.4	Leverage connections with local businesses (including realtors) to distribute school information for families relocating to BC	X					Marketing



7.5.5	Identify and target websites frequented by homebuyers and families relocating to BC			X			Marketing
7.5.6	Create a social media influencers program (enlist specific parents to share, post, etc. about their experiences), ensure there is multicultural involvement		X				Marketing
7.5.7	Hold events with local preschools to build the pipeline				X		Marketing / Administration

## Student Life

Objective 1: Create environment of inclusion that encourages the student to be their authentic self

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
8.1.1	Identify successful inclusion (anti-bullying) programs and implement them for all grade levels		X				Administration / Teachers
8.1.2	Monthly opportunities for "mix it up" activities (i.e. switching lunch tables, mixing grades, no phones) and provide networking tools for MS and HS	X					Teachers
8.1.3	Identify opportunities for students to express themselves (art projects, filmmaking, music, etc.)			X			Administration
8.1.4	Put a focus on acceptance and inclusion of diverse individuals in curriculum				X		Teachers
8.1.5	Allow for self-expression through regular out of dress code days that are free	X					Administration

Objective 2: Offer a variety of activities and extra-curricular that build fellowship and engage the student population

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
8.2.1	Expand and maintain our after school enrichment and clubs, especially in MS (recruit leaders beyond staff)		X				Enrichment Coordinators
8.2.2	Get student input on clubs that are offered. Create a process for students to advocate for starting a new club (recruit leaders beyond staff)	X					Student Services / Administration
8.2.3	Explore need and feasibility of a HS after school plan (i.e. art)			X			Student Services / Administration
8.2.4	Add one-time, family-oriented after school events (i.e. trunk or treat, fun fair)	X					Moms' Club

Objective 3: Provide student life opportunities that reflect our Catholic Identity and support spiritual growth

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
8.3.1	Reinvigorate campus ministry. Integrate other Catholic local youth opportunities(i.e. Catholic Heart Work Camps, NCYC, and the Presence)	X					Youth Ministry
8.3.2	Create a bible study program		X				Youth Ministry
8.3.3	Create hands on activities that bring Catholic Identity to life (i.e. dress like a saint on Halloween, bringing the donkey for Palm Sunday, etc.). Offer opportunities for high school students to participate			X			Teachers

Objective 4: Create partnerships between our students and our Catholic community

	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
8.4.1	Identify and reach out to our current church groups to identify opportunities to engage with our students (i.e. St. Vincent DePaul, etc.)		X				Administration / Executive Committee
8.4.2	Have school students (in uniform) facilitate weekend Mass once a month (by sports team, by grade, by club)		X				Administration / Pastors / Liturgical Director
8.4.3	Work with the church to identify ways the students already serving during mass can be recognized (bulletin, pulpit)	X					Marketing / Foundation / Pastors

Objective 5: Provide proactive and reactive social and emotional support for students

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
8.5.1	Partner with outside organizations to provide support for students while we instate a counselor	X					Administration / Finance
8.5.2	Hire a full time counselor for BCACS focused on emotional needs of students	X					Administration / Finance
8.5.3	Provide professional development for teachers and staff on how to identify and work with students who may need more support	X					Administration
8.5.4	Provide resources for parents of children who may be struggling (i.e. books, counselor lists, strategies, etc.)	X					Administration / Pastors / Teachers
8.5.5	Partner with the diocese to identify relevant topics and bring in speakers/workshops that offer parenting advice (i.e. Protecting Young Eyes, dealing with bullies, etc.) for families				X		Executive Committee
8.5.6	Develop program promoting peer to peer (i.e. building resilient kids) and personal safety			X			Administration
8.5.7	Explore peer to peer student support groups			X			Student Services / Administration
8.5.8	At the high school, have the school counselor visible, interacting with the students often			X			Administration / Chaplin

## Technology

Objective 1: Ensure a cohesive, consistent technology roadmap that includes an efficient, cost-effective manner of enacting and sun-setting technology platforms

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
9.1.1	Hire a contractor to fill the gap of a technology director	X					Business Manager / Technology
9.1.2	Hire a technology director			X			Administration
9.1.3	Update and publish the 3/5 year technology plan			X			Technology
9.1.4	Create a financial plan for technology needs and add it as a regular item in the budget			X			Technology / Finance
9.1.5	Create/implement a P-12 technology curriculum		X				Administration
9.1.6	Continue to emphasize technology professional development	X					Administration

Objective 2: Utilize technology platforms to enable communication between the school and families

#	Strategies	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Owner(s)
9.2.1	Centralizing all info to website (FB widget, tech corner)	X					Marketing
9.2.2	Funnel school communications through the website			X			Marketing
9.2.3	Create an app for the website (with notification options)					X	Marketing
9.2.4	Drive families to a consistent calendar of events for the schools, all committees, and clubs	X					Marketing / Secretaries