



# **Saint Joseph High School Strategic Plan 2019-2024**

*Building Faith, Character, and Excellence*



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## **General Information**

### **Mission Statement**

Saint Joseph High School is a Catholic secondary school dedicated to transforming students in heart and mind, preparing them to serve God, the Church, and the world.

### **Vision Statement**

Saint Joseph High School will be a diverse Catholic community engaged in the process of preparing our students to live exemplary lives, committed to sharing wisdom, showing courage, and supporting justice in the world. We believe that every member of the Saint Joseph High School community will:

- Practice faith in God
- Commit to excellence
- Seek knowledge
- Live ethically
- Promote justice
- Act with a global awareness

### **Motto**

Building Faith, Character, and Excellence

### **Animating Principle**

God Calls; We Answer.

### **Core Values**

Reach Higher

Build Family

Serve with Joy

Discover our Gifts

### **Accreditation**

Saint Joseph High School (SJHS) is accredited by the State of Indiana and North Central Association (AdvancED).



## **Graduate Outcomes**

A Saint Joseph High School graduate is:

### Intellectually Competent

- Possesses an intellectual curiosity
- Searches for Truth
- Approaches situations using critical and creative thinking
- Pursues excellence

### Faith-Filled

- Possesses a sense of awe of God's creation
- Understands the fundamental teachings of the Catholic faith
- Practices faith in God, progressing in his/her faith journey
- Is inspired to live life according to God's teachings

### Globally Responsible

- Demonstrates social, civic, and global awareness and responsibility
- Commits to service
- Promotes justice in the world
- Demonstrates respect for self and others
- Develops a moral conscience, accepting responsibility for choices and actions



# **Strategic Plan 2019-2024: Context and Process**

## **Introduction and Context**

Since the creation of the 2014-2019 Strategic Plan, Saint Joseph High School transitioned into a new building on a new campus; implemented an animating principle and core values to guide school culture; became a technology-rich 1:1 school; further developed the North Fields athletic complex; and made strides in the area of student diversity. Saint Joseph High School continued its tradition of excellence through a rigorous and varied curriculum, engaging co-curriculars, opportunities for spiritual development, and a successful athletics program. In short, the strengths that have characterized Saint Joseph High School over the years continue to this day, and Saint Joseph High School remains a leader in Catholic secondary education.

Bolstered by a collaborative, growth-minded approach and this new roadmap for living its mission, Saint Joseph High School is ready to embrace opportunities and tackle challenges. This document, the 2019-2024 Strategic Plan, will guide the school as it aims to prepare each student to live an exemplary life, share wisdom, show courage, and support justice in the world.

## **Strategic Planning Process**

The 2019-2024 Strategic Planning process commenced in the fall of 2018. A Strategic Planning Committee was formed, and members of the Saint Joseph High School School Board and board committees (consisting of administration, faculty, and parents) were engaged throughout the process. Saint Joseph High School invited all faculty, staff, current parents, alumni, and alumni parents to participate in an electronic survey. More than 200 constituents responded. In the winter of 2019, the Strategic Planning Committee launched a series of seven town hall meetings to gather input from constituents and to solicit ideas for each component of the emerging strategic plan. These meetings were facilitated by members of the Strategic Planning Committee, administrators, and school board members, and promoted through social media, school newsletters, and various electronic communications. In addition to their participation in town hall meetings, faculty provided insight and ideas in multiple faculty meetings dedicated to strategic planning. Individually and in groups, students participated in lunchtime and after school sessions facilitated by school administration. In a series of meetings in the spring of 2019, the Strategic Planning Committee and members of the school board evaluated the feedback from constituents, articulated strategic priorities, and completed a draft of the 2019-2024 Strategic Plan. The committee circulated the draft to each of the key constituencies for further review and comment, and ultimately finalized the plan. The 2019-2024 Strategic Plan outlined herein is the product of the insight gained throughout the strategic planning process.



# Strategic Plan 2019-2024: Components and Goals

## Components of the 2019-2024 Strategic Plan:

1. Catholic Identity
2. Academic Excellence
3. Student Life and School Culture
4. Marketing and Enrollment Management
5. Mission Advancement and Finance
6. Facilities and School Safety

While all of these areas are interrelated, Catholic Identity is unique in its central importance. Thus, while much of the direction for Catholic Identity is articulated within Section 1 of the 2019-2024 Strategic Plan, Saint Joseph High School maintains its commitment to integrate Catholic Identity into all aspects of the school. This commitment is supported by the underlying belief that Catholic Identity is essential to effectively carry out the school mission.

## 2019-2024 Strategic Goals:

**Catholic Identity:** Maintain a vibrant Catholic school community anchored by faith and guided by mission, in which all members can more deeply live their faith.

**Academic Excellence:** Provide a rigorous, engaging, and supportive learning experience that prepares students for college and careers in the 21<sup>st</sup> Century.

**Student Life and School Culture:** Develop and sustain a positive and joyful school climate that embraces diversity, fosters community, and supports the well-being, personal and spiritual growth, and success of every student.

**Marketing and Enrollment Management:** Raise awareness, improve brand recognition and maximize enrollment.

**Mission Advancement and Finance:** Expand and deepen the culture of philanthropy to position the school for long-term financial sustainability and growth.

**Facilities and School Safety:** Provide safe, sound, effective, efficient facilities and grounds, and plan for future needs.



# **Catholic Identity**

**Strategic Goal: Maintain a vibrant Catholic school community anchored by faith and guided by mission, in which all members can more deeply live their faith.**

**Objective 1: Infuse all subject areas and school activities with Catholic identity and values.**

**Action Steps:**

- 1.1 Challenge our school community to answer God's call everyday, and to embrace, teach, and live our core values of Reach Higher, Build Family, Serve with Joy, and Discover our Gifts.
- 1.2 Explore best practices and traditions at leading Catholic high schools to discover and implement new and exciting ways to integrate Catholic identity into student life and school culture.
- 1.3 Cultivate a spiritual community that fosters fellowship among students, faculty, staff, and the broader Saint Joe family.

**Objective 2: Provide inviting, inclusive, and student-centered faith formation for all students.**

**Action Steps:**

- 2.1 Provide engaging opportunities for each student to seek and pursue individual vocations and spiritual growth.
- 2.2 Develop a plan to increase and broaden student participation and engagement in campus ministry experiences.
- 2.3 Continue to evaluate, evolve, and implement student retreat experiences that result in communal faith formation.
- 2.4 Develop and implement service-based learning.

**Objective 3: Empower faculty and staff to support and strengthen the mission of Saint Joseph High School and carry out their ministry in the Catholic faith.**

**Action Steps:**

- 3.1 Provide faith formation, resources, and support to faculty and staff.
- 3.2 Explore new opportunities for faculty and staff to engage in retreats.
- 3.3 Support faculty and staff in identifying ways to incorporate Catholic identity and our core values in academic coursework, student life, and school culture.



## **Academic Excellence**

**Strategic Goal: Provide a rigorous, engaging, and supportive learning experience that prepares students for college and careers in the 21<sup>st</sup> Century.**

**Objective 1: Implement the Graduation Pathways Initiative and broaden academic opportunities for all students.**

**Action Steps:**

- 1.1 Maintain existing Honors and AP courses and expand dual credit course offerings.
- 1.2 Investigate the paths needed for students to earn a Technical Honors Diploma, including the possibility of offering career and technical courses.
- 1.3 Strengthen learning opportunities in STEM and explore becoming a STEM certified school through AdvancEd.
- 1.4 Implement service-based, project-based, and/or work-based learning opportunities.
- 1.5 Create school-wide learning outcomes aimed at developing 21<sup>st</sup> Century skills.
- 1.6 Expand opportunities in art, music, and drama.

**Objective 2: Expand support for at-risk students.**

**Action Steps:**

- 2.1 Develop a plan to be more data-driven to determine areas in need of academic support.
- 2.2 Increase support and staffing for students with skill deficiencies and/or individual learning needs.
- 2.3 Improve before and after school academic support.

**Objective 3: Provide engaging, robust, and coordinated professional development opportunities for teachers.**

**Action Steps:**

- 3.1 Assess faculty learning needs and develop professional growth goals.
- 3.2 Engage faculty in coordinated professional growth based on goals and emerging trends.
- 3.3 Implement a faculty recognition program that honors growth and proficiency.

**Objective 4: Assess and strengthen technology use to support student learning.**

**Action Steps:**

- 4.1 Achieve consistency and effectiveness in the use of Canvas and eLearning.
- 4.2 Provide training and resources for faculty and staff to improve skills in using technology for learning and productivity.
- 4.3 Create a task force to assess student screen-time and the use of electronic versus physical textbooks.



## **Student Life and School Culture**

**Strategic Goal: Develop and sustain a positive and joyful school climate that embraces diversity, fosters community, and supports the well-being, personal and spiritual growth, and success of every student.**

**Objective 1: Develop a school culture that celebrates diversity and promotes inclusion.**

**Action Steps:**

- 1.1 Create a diversity task force and seek assistance from diversity experts in our community.
- 1.2 Set goals for diverse student involvement in student government, clubs, and activities.
- 1.3 Develop an annual calendar of activities to celebrate diversity and promote inclusion.
- 1.4 Explore, plan, and hold an annual student-led conference on diversity.
- 1.5 Examine and update the student handbook policies on bullying, harassment, and derogatory speech.

**Objective 2: Promote increased collaboration, empowerment, and school spirit.**

**Action Steps:**

- 2.1 Include collaboration in faculty and staff meetings, promote collaboration between departments, and provide teacher training in collaborative techniques.
- 2.2 Implement a plan to increase student voice and teacher voice.
- 2.3 Incentivize and support innovation through in-house faculty/staff grants.
- 2.4 Appoint a school spirit task force to examine ways to increase school spirit.

**Objective 3: Implement a social-emotional learning (SEL) initiative.**

**Action Steps:**

- 3.1 Develop and implement a social-emotional curriculum and a freshman success curriculum.
- 3.2 Explore ways to implement an advisory period or similar vehicle to support students.
- 3.3 Assess policy and procedures in recognizing, reporting, and addressing stress, anxiety, and depression in students.

**Objective 4: Develop a proactive and targeted approach to student support and assistance.**

**Action Steps:**

- 4.1 Explore programs to provide a data-driven method of early identification and intervention with students at risk of academic and behavioral deficiencies.
- 4.2 Launch a student-assistance team to provide intervention and support to at-risk students.
- 4.3 Implement alternative approaches to discipline (e.g. PBIS, community mentoring) to support at-risk students and reduce incidents of student misconduct.

**Objective 5: Cultivate a growth mindset in students, faculty, and staff.**

**Action Steps:**

- 5.1 Develop an understanding of and the practical application of growth mindset in faculty and staff.
- 5.2 Provide training for teachers and coaches in implementing growth mindset in classrooms and extra-curricular activities.



# **Marketing and Enrollment Management**

**Strategic Goal: Raise awareness, improve brand recognition, and maximize enrollment.**

**Objective 1: Identify challenges and opportunities for building the Saint Joseph High School brand.**

**Action Steps:**

- 1.1 Conduct a comprehensive brand analysis.
- 1.2 Create a strategic marketing plan that supports the conclusions of the brand analysis.
- 1.3 Redesign the school website.
- 1.4 Increase promotional items and school spirit wear.
- 1.5 Launch a strategic social media team.
- 1.6 Increase resources allocated to marketing.

**Objective 2: Develop an enrollment management strategy.**

**Action Steps:**

- 2.1 Assess data, research, and enrollment trends.
- 2.2 Establish a task force to articulate and enact the plan.
- 2.3 Engage faculty in the enrollment process.
- 2.4 Launch a parent admissions group.

**Objective 3: Increase engagement between Saint Joseph High School and the community.**

**Action Steps:**

- 3.1 Establish or build relationships with individuals and organizations.
- 3.2 Communicate with business partners and sponsors throughout the year.
- 3.3 Seek opportunities for Saint Joseph High School to participate in local or regional groups or events.
- 3.4 Cultivate stewardship activities that build community.

**Objective 4: Attract and retain high-quality faculty and staff.**

**Action Steps:**

- 4.1 Leverage the Saint Joseph High School brand in regional and national organizations.
- 4.2 Foster community-building within existing faculty and staff.
- 4.3 Create hiring materials that communicate the culture of Saint Joseph High School.
- 4.4 Equip faculty, staff, and SJHS School Board with talking points.
- 4.5 Incorporate recruitment and on-boarding processes that articulate and celebrate school culture.



## **Mission Advancement and Finance**

**Strategic Goal: Expand and deepen the culture of philanthropy to position the school for long-term financial sustainability and growth.**

**Objective 1: Establish advancement operations that increase efficiency, effectiveness, and annual revenue.**

**Action Steps:**

- 1.1 Develop a robust annual fund.
- 1.2 Create a centralized fundraising model.
- 1.3 Establish a planned giving program.
- 1.4 Increase resources dedicated to advancement.

**Objective 2: Eliminate the building debt.**

**Action Steps:**

- 2.1 Inform constituents about the debt.
- 2.2 Convene a working group to create a comprehensive strategy to eliminate the debt.
- 2.3 Seek a challenge gift or matching donation.
- 2.4 Refinance the loan at the most advantageous terms.

**Objective 3: Meet the demonstrated financial need of every admitted student.**

**Action Steps:**

- 3.1 Compile and assess financial aid data in order to document consistency and track progress.
- 3.2 Increase funds raised through the Scholarship Granting Organization of Northeast Indiana.
- 3.3 Educate constituents of the cost to educate relative to tuition as well as the need for philanthropic support.

**Objective 4: Foster high-quality engagement of parents, alumni, friends, and benefactors.**

**Action Steps:**

- 4.1 Identify new community-building events and initiatives, both on and off-campus.
- 4.2 Develop a plan to increase stewardship activities.
- 4.3 Reformat the Annual Report to become a community-building tool.
- 4.4 Investigate the possibility of a Saint Joseph High School Hall of Fame.
- 4.5 Increase outreach to young alumni.
- 4.6 Update the constituent database.

**Objective 5: Develop a plan for the next campaign.**

**Action Steps:**

- 5.1 Assess needs and establish goals.
- 5.2 Identify stakeholders to form a preliminary planning team.
- 5.3 Outline and draft an initial plan.



## **Facilities and School Safety**

**Strategic Goal: Provide safe, sound, effective, efficient facilities and grounds, and plan for future needs.**

**Objective 1: Provide facilities and grounds that are safe for all students, staff, and visitors.**

**Action Steps:**

- 1.1 Continually assess and improve school safety practices, protocols, and needs. Pursue grants as needed.
- 1.2 Provide ongoing training in best practice safety techniques.
- 1.3 Improve the Public Address (P.A.) system in all areas of the school and continue to improve the security camera system.
- 1.4 Implement Standard Response Protocol.

**Objective 2: Implement a capital maintenance and improvement plan.**

**Action Steps:**

- 2.1 Conduct an annual review of maintenance costs and future years' expenses.
- 2.2 Develop a plan with the Finance Committee for funding of necessary capital improvements.
- 2.3 Assess the use of academic space and develop a plan that allows for more student and staff collaboration and innovation.
- 2.4 Assess the use of outdoor spaces and enhance the ability for students and staff to productively utilize green space for learning.
- 2.5 Conduct an energy-use audit and develop a plan to be energy and resource efficient.
- 2.6 Create a five-year plan for network and hardware upgrades and improvements.
- 2.7 Explore ways to better utilize the physical space to promote our mission, vision, and principles; also to elevate school spirit, highlight student and faculty accomplishments, and engage alumni and visitors.

**Objective 3: Complete a campus expansion plan to meet current and future needs.**

**Action Steps:**

- 3.1 Develop a master plan for the east and west edges of campus and meet with leadership at Saint Joseph Parish to discuss mutual needs and interests.
- 3.2 Explore opportunities to acquire nearby properties.
- 3.3 Continue to implement the North Fields Athletic Complex development plan.



## **Strategic Plan Execution**

The Saint Joseph High School School Board and Administration will collaboratively drive the implementation of this Strategic Plan over the next five school years (2019 - 2024). They will monitor progress toward goals and objectives and ensure that action steps are accomplished in a timely manner. School Board Committees will support the implementation of each component of the plan, and administration will engage faculty and staff in carrying out the plan. Changing circumstances may require modifications to specific actions steps in order to ensure progress toward strategic goals and objectives.

The School Board and Principal will be involved in all aspects of oversight and implementation of this Strategic Plan. In addition, the following table lists the board committees, personnel, and faculty/staff teams that will assume primary responsibility for the oversight and implementation of each component. All faculty and staff will be involved in the implementation and execution of these components.



<b>Strategic Plan Component</b>	<b>Primary Implementation Responsibility</b>
Catholic Identity	Catholic Identity Committee Assistant Principal for Academics Pastoral Minister(s) Chaplain(s) Theology Chairperson Christian Service Coordinator
Academic Excellence	Academic Excellence Committee Assistant Principal for Academics Director of Counseling and College Advising Director of Technology Department Chairpersons Graduation Pathways Team
Student Life and School Culture	Student Life and School Culture Committee Assistant Principal for Student Life Director of Counseling and College Advising Athletic Director Department Chairpersons Latino Outreach Liaison
Marketing and Enrollment Management	Marketing and Enrollment Committee Director of Mission Advancement Director of Marketing Director of Admissions
Mission Advancement and Finance	Advancement Committee Finance Committee Director of Mission Advancement Business Manager
Facilities and School Safety	Facilities Committee Assistant Principal for Student Life Director of Facilities Director of Technology School Safety Team



# Enrollment Snapshot

**Table 1: Ten-Year Enrollment History**

Year	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19
Enrollment	810	813	821	859	899	913	932	899	882	857

**Table 2: Enrollment by Elementary School for 2018-19**

2018-2019	School	Students	% of Enrollment
<b>Feeder Schools</b>	Christ The King	138	16%
	Corpus Christi	59	7%
	Holy Cross	51	6%
	Holy Family	53	6%
	St. Adalbert	53	6%
	St. Anthony	50	6%
	St. John	14	2%
	St. Joseph SB	111	13%
	St. Pius	122	14%
<b>Non-Feeder Schools</b>	Marian Feeders	45	5%
	Christian Schools	5	1%
	Trinity	3	0%
	Stanley Clark	19	2%
	Montessori	15	2%
	Public Schools	68	8%
	Home School	6	1%
	Other/Out of area	38	4%



**Table 3: Ethnicity 2018-19**

<b>Ethnicity</b>	<b>% of Enrollment</b>
White	69%
Hispanic	17%
Black/ African American	6%
Asian	4%
Multiracial	3%
American Indian	1%

**Table 4: Lunch Status 2018-19**

<b>Lunch</b>	<b>% of School</b>
Paid meals	78%
Reduced price meals	4%
Free meals	18%

**Table 5: Gender 2018-19**

<b>Gender</b>	<b>% of Enrollment</b>
Male	54%
Female	46%

**Table 6: Faith 2018-19**

<b>Faith</b>	<b>% of School</b>
Catholic	89%
Non-Catholic	11%