



NOVEMBER 2021

Second Century Strong! **STRATEGIC PLAN**

Welcome to the Second Century Strong! Strategic Plan for St. Brigid/Our Lady of Hope Regional School. It is with great pride that we share our plan with you friends, parishioners and supporters of our wonderful school. This plan will provide structure and guidance over the next three to five years for our School Board, our Principal, and our school.

The strategic plan is yet another product of the partnership we began with Partners in Mission (a consulting and professional education firm focused exclusively on developing excellence in Catholic school advancement and leadership), hired in 2017 as we embarked on our Centennial Celebration. Our consultant, Kathy Link, began a working relationship with our dedicated group composed of members of the School Board & Parents Association (both past and present), current Teachers, Alumni Parents, Alums and of course our captain, Principal Paul Clagnaz.

We continue to reap the rewards of this partnership as we see our successes mount: an Annual Fund that has tripled, a valuable constituent database called "Little Green Light", efficient enrollment systems, and widespread social media & marketing campaigns.

Rooted in the beautiful Mission Statement of St. Brigid/Our Lady of Hope, the groundwork was laid by identifying the eight domains most important to the functioning of a healthy school: Catholic Identity, Academics & Technology, Advancement, Enrollment Management, Facilities, Finance, Governance and Student Life. Each domain was analyzed resulting in a written report that provided backstory, present conditions and comparisons. Issues were articulated and after collective discussion, goals and objectives were formed. This is the part of the process, namely the Goals and Objectives, you will see here.

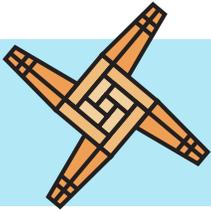
The next part of the process has already begun. In accordance with our By-laws, the School Board is creating sub-committees to "pick the ball up and run it in." The work of our sub-committees will further flesh out the stated goals in the strategic plan. This fall, sub-committees are forming for Finance, Advancement, and Enrollment & Marketing. Each domain chair is now the chair of their sub-committee. Sub-committee members are welcome from all paths... all that is needed is a desire to share your talents and expertise with and for St. Brigid/Our Lady of Hope.

They say the journey is where the magic happens and while I wouldn't exactly term this plan as magical, our journey has allowed us to grow and mature our thoughts about the evolution of the school. We have come to know more about the fortitude of our school and enabled us to chart a bright future. Our plan is named Second Century Strong! To reflect this spirit of fortitude and attest to our strength moving forward. Equally, we are delighted to re-discover the charism of the SSND on our wings as we attune to the environment and the Oneness of all through Jesus Christ.

"Our Mission is to proclaim the good news as School Sisters of Notre Dame, directing our entire lives toward that oneness for which Jesus Christ was sent. As He was sent to show the Father's love to the world, we are sent to make Christ visible by our very being, by sharing our love, faith, and hope."

-You Are Sent, Constitution of the School Sisters of Notre Dame.

Submitted by Barbara Cooper, School Board Chair



Catholic Identity

STRATEGIC GOAL STATEMENT

St. Brigid/Our Lady of Hope Regional School will continue to be a model of Gospel values, ensuring that each student is known and loved as a child of God.

Objective 1: Through formal instruction, service opportunities and integration of Catholic Social Justice teachings, we will make Christ visible by sharing our love, faith and hope with our families and our broader community.

Objective 2: Continued effort will be made to invite, inspire and engage school families in the life of the supporting parishes through collaboration with the pastors and ministry staff and the development of family-friendly programming.

Academics and Technology



STRATEGIC GOAL STATEMENT

St. Brigid/Our Lady of Hope Regional School will deliver an excellent, balanced academic program appropriately incorporating technology with the goal of developing life-long learners.

Objective 1: A plan will be developed to monitor device and infrastructure age and efficiency, allow for re-distribution of devices, budgeting for upgrades as/when needed, and on-going professional development for faculty to maximize technology resources.

Objective 2: While implementing the pay scale for teachers as established by DRVC, additional meaningful ways of recognizing, thanking, rewarding and stewarding our teachers will be explored.

Objective 3: Student achievement will continue to be monitored via standardized testing tools as well as classroom assessment and appropriate steps will be taken to ensure satisfactory progress with special attention to math.

Advancement



STRATEGIC GOAL STATEMENT

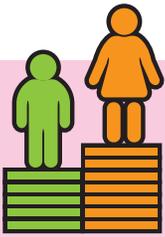
Through continued focus on the Fund for St. Brigid/Our Lady of Hope and special projects, contributed support will be a robust source of funding to maintain fiscal health.

Objective 1: A dedicated staff position will be created to direct the advancement efforts including but not limited to data base management and reporting, annual solicitations, days of giving, identification of potential major donors, the annual report, and interface with other school organizations with fundraising responsibilities.

Objective 2: Building on the success of the Fund, school leadership, assisted by the Board and staff will identify prospective additional/major donors. More management strategies for discovery, cultivation, solicitation and stewardship will be developed, implemented and evaluated.

Objective 3: Ongoing efforts will be made to build out the database through the collection of contact information/updates for alumni, parents of alumni, grandparents of alumni and other friends. More deliberate efforts will be made to engage these various constituencies through targeted communication, events and outreach.

Objective 4: In order to maximize the ability to segment messages and appeals, deliberate care will be taken to collect and document constituent relationships to the database. A policy for selecting the ordering of multiple relationships will be developed.



Enrollment Management

STRATEGIC GOAL STATEMENT

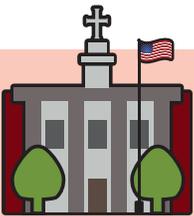
St. Brigid/Our Lady of Hope Regional School will reach and maintain optimal enrollment levels in all grades with particular attention to early childhood recruitment and overall retention.

Objective 1: A dedicated staff position will be created to direct the marketing and enrollment efforts including but not limited to data management and reporting, marketing (including social media and the website), inquiry management, guiding families through the registration process, assisting with re-registration as needed.

Objective 2: So that all feel truly welcome, marketing materials including the website will be fully accessible in Spanish and other languages as the needs of our community change.

Objective 3: All marketing efforts will be evaluated for effectiveness, appropriateness and return on investment, and adjustments to plans and budgets will be made accordingly.

Facilities



STRATEGIC GOAL STATEMENT

As stewards of a significant parish asset, the school community will be vigilant in identifying needs and opportunities to maintain and improve the efficient upkeep of our facilities.

Objective 1: Finalize and formalize the current lease arrangement such that subsequent pastors, business managers, facilities managers and/or principals have the benefit of a written precedent.

Objective 2: Out of respect for our neighbors and our property, we will devise a plan to properly secure the turf field to ensure safety and caretaking while also exploring ways to engage and include the community in planned, supervised activities.

Objective 3: In alignment with the School Sisters of Notre Dame's commitment to the environment, we will explore ways to reduce the school's carbon footprint through the adoption of "greener" practices.

Finance



STRATEGIC GOAL STATEMENT

Through efficient and effective efforts to grow the major revenue streams of enrollment and advancement, prudent and timely budgeting, and careful management, the school will operate in a fiscally responsible way to ensure financial health.

Objective 1: Via the efforts to re-engage families to come back to church as well as the carefully planned advancement initiatives at the school, concentrated effort to improve contributed revenue streams at parish and school will help address subsidy concerns.

Objective 2: As the annual fund matures, more sophisticated approaches to advancement will be explored, i.e., major gifts, planned giving, grant writing as appropriate. Careful budgeting to ensure maximization of resources and minimization of expenses will position the school for financial health.

Governance



STRATEGIC GOAL STATEMENT

The Advisory Board of St. Brigid/Our Lady of Hope Regional School will undertake board development and reorganization in order to build talent and capacity for providing the best possible advice to school leadership on issues related to fiscal stability.

Objective 1: The Board will establish additional standing committees as needed including but not limited to Advancement, Enrollment & Marketing, and Nominating/Board Development. These committees will initially be chaired by the Domain Chairs from the Steering Committee for a term of not less than 2 years with a vice chair to assist. The committees will be built out with skill-specific volunteers who can be vetted for potential board membership.

Objective 2: The Board and school leadership will seek guidance on the succession planning process from the diocese and develop plans accordingly to help ensure a smooth transition upon the current principal's retirement.

Student Life



STRATEGIC GOAL STATEMENT

Rooted in the belief that a child's education should include extra and co-curricular experiences, opportunities will be offered for our students to grow not only academically, but socially, emotionally, physically and spiritually.

Objective 1: Additional resources will be sought to fill the gap left by the discontinuation of Project Alpha to address social/emotional needs of students experiencing crisis, loss or anxiety.

Objective 2: A revitalized effort will be made to identify parent volunteer opportunities, recruit and retain qualified people matched with school needs, and develop succession plans to fill those key roles.



*Where FAITH Shapes the Spirit,
FAMILY Shapes the Heart and
KNOWLEDGE Shapes the Mind*

Second Century Strong!
STRATEGIC PLAN, NOVEMBER 2021