



STRATEGIC PLAN

Courage and Confidence for our Future

2017-2020

TABLE OF CONTENTS



STRATEGIC PLAN

Courage and Confidence for our Future

INTRODUCTION.....Page 3

GOALS OVERVIEW.....Page 4

MISSION EFFECTIVENESS.....Page 6

SCHOOL LEADERSHIP.....Page 9

EXECUTIVE BOARD LEADERSHIP.....Page 15

SCHOOL FINANCE.....Page 16

BUILDINGS AND GROUNDS.....Page 19

INSTITUTIONAL ADVANCEMENT.....Page 25

INTRODUCTION

The Saint Philomena School Strategic Plan is the culminating document that combines the efforts of countless faculty, staff, parents, Board members and alumni who carefully reflected for over two years on the school's strengths and opportunities for growth. The strategic goals presented in this plan are derived from over seventy recommendations that came from a self-study report and New England Associations of Schools and Colleges Visiting Committee report. Spanning across all areas of the school experience, our strategic vision for the future promotes a path forward that directs our way with unity and clarity. *Courage and Confidence for our Future* will guide our work to ensure Saint Philomena School is positioned as a school committed to our mission, driven to advance excellence and focused on a future filled with success.

From The Chairman of the Board:

The Saint Philomena Board of Trustees serves in an advisory capacity to offer the Sisters Faithful Companions of Jesus counsel and advice. The Board has a long history of working collaboratively with the Society and administration to shape the strategic direction of the school.

Working over the past year, each Board sub-committee has reflected on the recommendations from the school's self-study and report from the NEASC Visiting Committee to put together a set of goals for the new strategic plan. From these goals, action steps have been developed to direct our path forward for the next three years.

As a member of the Board of Trustees for the past 14 years and the present Chairman, I can tell you firsthand that the Board has always worked with everyone involved to insure the strategic plans have been successful in shaping the direction of our school. The input from the faculty and staff, parents, and Board members has been invaluable in shaping this plan that will help Saint Philomena School achieve great things in the years to come. The 2017-2020 Strategic Plan is our map forward; it is supported and has been adopted by the Board of Trustees. It will provide us with the courage and confidence to advance our mission and promote our dynamic vision for the future.

Ray Kelley

STRATEGIC PLAN 2017-2020: GOALS OVERVIEW

MISSION EFFECTIVENESS

ME1. Saint Philomena School will promote the FCJ Charism and Catholic Traditions of the School with parents, faculty and board members.

ME2. Saint Philomena School will revise the mission statement to best reflect the FCJ identity and charism and better express the essence of the lived mission.

ME3. Saint Philomena School, in accordance with its mission and International FCJ Charism, will continue to advance a culturally aware learning environment.

SCHOOL LEADERSHIP

SL1. Saint Philomena School will institutionalize a process for reviewing, renewing and advancing a curriculum that supports academic excellence.

SL2. Saint Philomena School will formally gather and reflect on annual data collected from exiting families, students, faculty and staff to gain greater insight for planning and school improvement.

SL3. Saint Philomena School will create a process and materials to formally educate and orient new faculty and staff to the charism, mission, Foundress and Society of our school community.

SL4. Saint Philomena School will work to create meaningful opportunities for professional teacher collaboration and conversation that supports and advances our educational program.

SL5. Saint Philomena School will dialogue and reflect on additional opportunities to incorporate and gain greater understanding for diverse cultures within the school community.

SL6. Saint Philomena School will provide a formalized professional development and Evaluation process to support the ongoing formation of excellent educators and enhance professional competency for technology integration.

EXECUTIVE BOARD LEADERSHIP

EB1. Saint Philomena School will formalized a professional evaluation process to support the ongoing formation of excellent mission-centered school administrators.

SCHOOL FINANCE

SF1. Saint Philomena School will investigate ways to support qualified families through tuition assistance.

SF2. Saint Philomena School will continue to support faculty and staff by ensuring that employee benefits are provided with best possible options.

SF3. Saint Philomena School will work to plan for financial needs to keep pace with technological resources needed to advance 21st Century learning experiences.

BUILDINGS AND GROUNDS

BG1. Saint Philomena School will investigate gymnasium expansion and/or construction.

BG2. Saint Philomena School will investigate options for air conditioning the auditorium.

BG3. Saint Philomena School will investigate the possibility of replacing current fountains with water filling stations.

BG4. Saint Philomena School will create campus capital improvement plan.

BG5. Saint Philomena School will investigate creating a plan for conservation and green initiatives.

BG6. Saint Philomena School will investigate remodeling the PK playground area.

INSTITUTIONAL ADVANCEMENT

IA1. Saint Philomena School will develop a plan to engage alumni and find additional ways to communicate and connect with past students and families to enhance and advance the school community.

IA2. Saint Philomena School will work to strategically advance the program for annual giving.

ME 1. Saint Philomena School will promote the FCJ Charism and Catholic Traditions of the School with parents, faculty and board members.

ME 1. ACTION STEPS	RESPONSIBILITY	TIMELINE
1. MEC will collaborate and design a formal process for sharing the charism with parents, faculty and board members.	MEC	2017
2. MEC collaborates with and designs resources to present to the Religion curriculum committee.	MEC	2017
3. MEC will engage contractors for quotes to assist in creating any needed materials.	MEC Chair	2017-2018
4. Administration and MEC Chair meet to review expenses and establish budgets to create resources.	MEC Chair	2017-2019
5. MEC works to outline goals for establishing consistent visual representation of the FCJ Charism, History and identity throughout the campus.	MEC	2017-2018
6. FCJ Charism will be shared with community.	Administration	Ongoing

ME 2. Saint Philomena School will revise the mission statement to best reflect the FCJ identity and charism and better express the essence of the lived mission.

ME 2. ACTION STEPS	RESPONSIBILITY	TIMELINE
1. Review current school philosophy and other guiding documents.	MEC	2017
2. Review and educate committee on mission statements from other institutions.	MEC Chair	2017
3. Narrow vision on specific identity traits or ideas for the mission statement.	MEC	2017
4. A smaller subcommittee established by the MEC works to create well-written options for consideration by the MEC.	MEC Chair	2017
5. Subcommittee presents draft to the MEC and the MEC works to finalize draft.	Subcommittee	2017
6. Draft of mission is shared with Faculty and Board Members for comments and reflection.	Administration/MEC Chair	2017-2018
7. MEC makes final recommendation of mission statement to the Board of Trustees and Sisters for approval.	MEC Chair	2017-2018

ME 3. Saint Philomena School, in accordance with its mission and International FCJ Charism, will continue to advance a culturally aware learning environment.

ME 3. ACTION STEPS	RESPONSIBILITY	TIMELINE
1. MEC will create a subcommittee inclusive of faculty to investigate and propose ideas to enhance cultural awareness.	MEC	2018
2. Subcommittee will present ideas to the MEC.	Subcommittee	2018-2019
3. MEC chair will meet with administration to discuss plan for advancing a culturally aware learning environment, the resources needed for the plan, and steps for possible implementation.	MEC Chair/ Administration	2018-2019

SL 1. Saint Philomena School will institutionalize a process for reviewing, renewing and advancing a curriculum that supports academic excellence.

SL 1. ACTION STEPS	RESPONSIBILITY	TIMELINE
1. Current curriculum documents will be reviewed in their entirety to ensure that clear content standards, rationales, student objectives, subject scope and sequence are all represented. Where necessary, updates will be made to enhance integrity of the documents.	Administration and Faculty	2017
2. The administration will set up curriculum committees of faculty members to annually review the school curriculum as a whole living document. The curriculum committees will make recommendations to the administration on strategic steps to ensure an excellent road map for PS-8 learning at the school.	Administration and Faculty	2017
3. The school faculty and administration will review and renew a particular subject curriculum each year as a larger school community.	Administration and Faculty	Ongoing
4. The administration will inventory all resources (consumable and text) and create an updated list of student resources that support the curriculum. Outdated materials will be evaluated for replacement and the list will be updated annually.	Administration and Office Manager	2017-2018
5. When appropriate, special committees will be formed by the administration to meet a specific curriculum need.	Administration	Ongoing

SCHOOL LEADERSHIP: Strategic Goals

SL 2.

SL 2. Saint Philomena School will formally gather and reflect on annual data collected from exiting families, students, faculty and staff to gain greater insight for planning and school improvement.

SL 2. ACTION STEPS	RESPONSIBILITY	TIMELINE
1. A survey will be developed and given to all families that are leaving school as well as faculty and staff that have transitioned to other employment or retirement. Proposed questions for the survey will be collected from appropriate committees.	Development Director Administrative team Mission Effectiveness and Institutional Advancement Committees	2017-2018
2. Two faculty members from each team will work together to craft a survey to be given annually to exiting 8 th graders.	Administration	2017-2018
3. This data will be examined each year to see if there are trends that need to be addressed.	Administration	Ongoing
4. The Mission Effectiveness Committee will track and examine the data annually.	MEC	Ongoing
5. If there are trends in the data, it should be reported to the the Board of Trustees. An action plan will be developed and implemented.	Administration	Ongoing

SL 3. Saint Philomena will create a process and materials to formally educate and orient new faculty and staff to the charism, mission, Foundress and Society of our school community.

SL 3. ACTION STEPS	RESPONSIBILITY	TIMELINE
1. Administration will work with the Mission Effectiveness Committee to gather all appropriate FCJ and Foundress resources.	Administration	2017
2. A mentor will be provided to each new faculty member at the time of hiring.	Administration	Ongoing
3. An FCJ Prayer Partner will be assigned to each new staff member.	Campus Ministry	Ongoing
4. Each new faculty/staff member will be provided materials on the FCJ history and Marie Madeline, Foundress of the Society.	Administration	Ongoing
5. The Vice Principal will meet monthly with new faculty/staff members for a formal program on the FCJ charism and culture at Saint Philomena School.	Vice Principal	Ongoing
6. A survey will be constructed for all teachers to see if they have ideas, input or are in need of further help in this process.	Administration	Ongoing
7. All new staff members will view the FCJ/History of the School slide show presentation.	Administration	Ongoing
8. A formal Charism Orientation binder will be created to institutionalize process and materials for ongoing formation of new faculty/staff.	Administration	Ongoing

SL 4. Saint Philomena School will work to create meaningful opportunities for professional teacher collaboration and conversation that supports and advances our educational program.

SL 4. ACTION STEPS	RESPONSIBILITY	TIMELINE
1. The teacher's schedules will be reviewed for common planning time initiatives. A formal plan for constructive common planning time meetings will be created and implemented.	School Leadership Team	Ongoing
2. Administration will review opportunities for teachers to observe other colleagues to promote and support collaboration and conversation.	Administration	Ongoing
3. Team leaders will build time into their meetings that will allow for collaboration and conversation.	Team Leaders	Ongoing

SL 5. Saint Philomena School will dialogue and reflect on additional opportunities to incorporate and gain greater understanding for diverse cultures within the school community.

SL 5. ACTION STEPS	RESPONSIBILITY	TIMELINE
1. Administration will create a document/form and teachers will fill it out indicating lessons/activities that address cultural diversity in their classrooms.	Administration	2018-2019
2. School Leadership Team will investigate what other schools are doing to incorporate diversity in their school and put together some suggested ideas.	School Leadership Team	2018-2019
3. School Leadership Team will put together a document including all cultural activities in the school to gain a better perspective on the scope in which we are addressing these opportunities.	School Leadership Team	2019-2020
4. Educational teams will meet to review list of current activities and proposed activities to see how these experiences may be able to fit into the curriculum and classroom setting of each grade.	Team Leaders and Educational Teams	2019-2020
5. Administration will review expenses and proposed activities for final approval and implementation.	Administration	2019-2020

SL 6. Saint Philomena School will provide a formalized professional development and evaluation process to support the ongoing formation of excellent educators and enhance professional competency for technology integration.

SL 6. ACTION STEPS	RESPONSIBILITY	TIMELINE
1. Administration and School Leadership Team will collaborate with faculty to discuss what needs are warranted to ensure that professional development is available and there is autonomy to choose PD offering to best suit a teacher’s individual needs.	Administration and School Leadership Team	2017-2018
2. Teachers will have the opportunity for professional development within the school community through peer observations, opportunity for sharing out and collaborative conversations.	School Leadership Team and Head of Technology	Ongoing
3. Administration will identify, train, and nurture teachers who can lead professional development seminars.	Administration	Ongoing
4. Information and input from the faculty and staff on professional development needs will be collected.	Administration	Ongoing
5. Administration and School Leadership Team will create a formal Five-Year Professional Development Plan that incorporates curriculum, instruction and technology.	Administration and School Leadership Team	2017-2018
6. A subcommittee will be established to review and create a meaningful teacher evaluation tool for ongoing performance improvement.	Administration	2017-2018
7. A formal teacher evaluation tool will be presented and implemented.	Administration	2017-2018

EB 1. Saint Philomena School will formalized a professional evaluation process to support the ongoing formation of excellent mission-centered school administrators.

EB 1. ACTION STEPS	RESPONSIBILITY	TIMELINE
1. The Executive Board will establish goals for Administration professional development process.	Board Chair	2017-2018
2. The Executive Board will review tools used by other institutions and systems.	Board Chair	2017-2018
3. A process and tool for administration professional development will be developed for ongoing professional formation and evaluation.	Board Chair	2017-2018
4. The Sisters fcJ will review and approve process and tool for implementation.	Sisters fcJ	2017-2018

SF 1. Saint Philomena School will investigate ways to support qualified families through tuition assistance.

SF 1. ACTION STEPS	RESPONSIBILITY	TIMELINE
1. The finance committee, administration and business manager will work together to identify and gather appropriate data for review of financial need assessment.	Finance Chair	2017-2018
2. A subcommittee will be established to review data and establish goals for increasing financial assistance. Membership will include at least one member from the Institutional Advancement committee	Finance Chair	2018
3. Goals from the subcommittee will be presented to the finance committee for approval.	Finance Chair	2018
4. Parties involved in carrying out goals will report annually to the finance committee about progress.	Finance Chair	2018-2020
5. Progress will be reviewed and reportable data collected and shared in 2020.	Administration	2020

SF 2. Saint Philomena School will continue to support faculty and staff by ensuring that employee benefits are provided with best possible options.

SF 2. ACTION STEPS	RESPONSIBILITY	TIMELINE
1. Business Manager will outline complete survey of current benefits.	Business Manager	2017-2018
2. A subcommittee will be established with faculty/staff representation to assess current offerings and recommend any changes or additions.	Administration	2017-2018
3. The finance committee will review recommendations and reflect on financial impact.	Finance Chair	2017-2018
4. Final recommendations of faculty benefit package will be shared with the Board for final approval.	Finance Chair	2017-2018

SF 3. Saint Philomena School will work to plan for financial needs to keep pace with technological resources needed to advance 21st Century learning experiences.

SF 3. ACTION STEPS	RESPONSIBILITY	TIMELINE
1. The Director of Technology and Business Manager will outline 3-5 year technology resource spending plan for review by administration.	Director of Technology	2017-2018
2. Administration will review and work with the Business Manager to define plan and budget implications.	Administration	2017-2018
3. Finance Committee will be informed of spending plan to be incorporated into the annual school budget.	Administration	2017-2018

BG 1. Saint Philomena School will investigate gymnasium expansion and/or construction.

BG 1. ACTION STEPS	RESPONSIBILITY	TIMELINE
1. Administration will talk to the individuals invested in that department, identify a needs assessment.	Administration	2017-2018
2. Previous plans to renovate location will be reviewed.	Building and Grounds Chair	2017-2018
3. A scope of work will be written based on needs assessment.	Administration	2017-2018
4. Possible visits to other school locations may take place.	Building and Grounds Chair	2017-2018
5. Engage with contractors who have experience in building this type of structure to gain cost estimate.	Administration	2017-2018
6. Send proposal to Finance Committee and Institutional Advancement.	Building and Grounds Chair	2017-2018
7. Committee chair will advise the Board of Trustees.	Building and Grounds Chair	2017-2018
8. Trustees will take an action to either move forward with, postpone, delay or deny project.	Board Chair	2017-2018

BG 2. Saint Philomena School will investigate option for air conditioning the auditorium.

BG 2. ACTION STEPS	RESPONSIBILITY	TIMELINE
1. An RFP will be created outlining characteristics wanted in an air conditioning system for the auditorium, available blue prints will be provided.	Building and Grounds Chair	2017-2018
2. Contractors who have experience in this work will be engaged for cost estimate proposal.	Administration	2017-2018
3. Proposal will be sent to Finance Committee and Institutional Advancement Committee for review and comment.	Building and Grounds Chair	2017-2018
4. Building and Grounds Committee Chair will advise the Board of Trustees.	Building and Grounds Chair	2017-2018
5. Trustees will take an action to either move forward with, postpone, delay or deny project.	Board Chair	2017-2018

BG 3. Saint Philomena School will investigate the possibility of replacing current fountains with water filling stations.

BG 3. ACTION STEPS	RESPONSIBILITY	TIMELINE
1. A Needs assessment will be conducted.	Administration	2018-2019
2. A quote will be obtained for installation and upgrade equipment.	Administration	2018-2019
3. Business Manager and Principal will review quotes to determine process for funding.	Administration	2018-2019

BG 4. Saint Philomena School will create campus capital improvement plan.

BG 4. ACTION STEPS	RESPONSIBILITY	TIMELINE
1. A campus walk-through to evaluate each building and create list of needs will take place with appropriate individuals.	Building and Grounds Chair	2017
2. Maintenance director and sub-committee volunteers will fill out the projected capital renewal and replacement plan.	Maintenance Director	2017
3. Plan goes to the administration for review and prioritization.	Administration	2017
4. Final Plan is shared with Board of Trustees.	Administration	2017
5. The Administration will engage the Business Manager Finance Committee as needed.	Administration	Ongoing
6. Capital renewal and replacement plan is updated each year.	Maintenance Director	Ongoing

BG 5. Saint Philomena School will investigate creating a plan for conservation and green initiatives.

BG 5. ACTION STEPS	RESPONSIBILITY	TIMELINE
1. A subcommittee will be established to investigate the cost of recycling, investigate energy conservation technology and investigate energy rebate programs from various utility companies (RISE National Grid etc.)	Building and Grounds Chair	2017-2018
2. A Recommendations Report will be created by the subcommittee for review by the Building and Grounds committee.	Subcommittee Chair	2018-2019
3. The recommendation report from the subcommittee will be shared with the Building and Grounds Committee who will determine what recommendations should move forward for consideration by Board of Trustees and any other Board committees.	Building and Grounds Chair	2019

BG 6. Saint Philomena School will investigate remodeling the PK playground area.

BG 6. ACTION STEPS	RESPONSIBILITY	TIMELINE
1. Administration will talk to the individuals invested in that department and identify a needs assessment.	Administration	2017-2018
2. Previous plans to renovate location will be reviewed.	Building and Grounds Chair	2017-2018
3. A scope of work will be written based on needs assessment.	Administration	2017-2018
4. Possible visits to other school locations may take place.	Building and Grounds Chair	2017-2018
5. Engage with contractors who have experience in building this type of structure to gain cost estimate.	Administration	2017-2018
6. Send proposal to Finance Committee and Institutional Advancement.	Building and Grounds Chair	2017-2018
7. Committee chair will advise the Board of Trustees.	Building and Grounds Chair	2017-2018
8. Trustees will take an action to either move forward with, postpone, delay or deny project.	Board Chair	2017-2018

IA 1. Saint Philomena School will develop a plan to engage alumni and find additional ways to communicate and connect with past students and families to enhance and advance the school community.

IA 1. ACTION STEPS	RESPONSIBILITY	TIMELINE
1. The Institutional Advancement Committee will outline specific goals for engaging alumni and work with the Director of Development to produce an alumni engagement plan.	IA Committee and Director of Development	Fall 2017
2. The Director of Development will coordinate a consolidation and data hygiene process of current constituent information and create a plan to update alumni and past family data for the school’s strategic use.	Director of Development	Fall 2017
3. The Institutional Advancement Committee and Director of Development will assess and evaluate best ways to communicate with and engage alumni and determine what resources if any are needed.	IA Committee and Director of Development	Fall17/Spring18
4. The Institutional Advancement Committee and Director of Development will reflect upon and reevaluate plans and implementation in an annual process to determine next steps, best use of resources and best practices for engaging alumni.	IA Committee and Director of Development	Ongoing

IA 2. Saint Philomena School will work to strategically advance the program for annual giving.

IA 2. ACTION STEPS	RESPONSIBILITY	TIMELINE
1. The Director of Development, Administration and a special subcommittee of the Institutional Advancement Committee will meet to review historical data, assess current practices and outline strategic goals to advance the Annual Fund.	Director of Development	Fall 2017
2. A plan for Annual Fund Strategic Goals will be presented to the Institutional Advancement Committee for comment and peer review.	Director of Development	Fall 2017
3. The Director of Development will enact strategic goals and report ongoing results through the Annual Fund process.	Director of Development	Fall 17/Spring18
4. Plan will be reviewed each year with Institutional Advancement Committee to mark ongoing progress	Institutional Advancement Committee Chair	Ongoing