



# Saint Philomena School

OF THE SACRED HEART



## 2023-2028

### STRATEGIC PLAN

Foster.  
Strengthen.  
Transform.

Over the next five years, Saint Philomena School of the Sacred Heart will continue to secure its future as a Catholic, independent Sacred Heart school. This strategic plan ensures that the School will remain authentic to its Catholic roots and flourish well into the culmination of the 75th anniversary of the School's founding in 2028. The plan rededicates a new generation to our Mission...

“to foster the courage and confidence of children to discover, develop and use their God-given gifts and talents to transform the world for good.”

## The Saint Philomena School of the Sacred Heart Strategic Plan 2023-2028

looks beyond near-term operations to long-term opportunities. This strategic plan confirms our commitment as “[a] School [...] dedicated to the spiritual, intellectual, social, physical and emotional development of its students so that they may bring to fruition all their God-given talents and thus fulfill God's unique plan for them to transform the world for good.” *Source: Article II, Section 1.*

## The Saint Philomena School of the Sacred Heart Strategic Plan 2023-2028

advances the excellence of the School as a leader in Catholic, independent education within the community and the nation. This strategic plan reflects studies and surveys on all aspects of the School – including the academic program, faculty and staff, leadership and administration, student enrollment, finance, extracurricular and cocurricular offerings, and campus infrastructure.

## The Saint Philomena School of the Sacred Heart Strategic Plan 2023-2028

provides the Chair of the Board of Trustees and the Head of School with measurable goals that support continual, institutional improvement and guide the School toward continued achievement of its Mission. The School is "...a Catholic, independent Sacred Heart school as a ministry of the Roman Catholic Church in the Diocese of Providence and sponsored by the Society of the Sacred Heart, the United States-Canada Province."

## The Saint Philomena School of the Sacred Heart Strategic Plan 2023-2028

guides all members of the School community in their growth as a School of the Sacred Heart. The Strategic Plan reaffirms the commitment of the faculty, administrative staff, and trustees of the School, who commit themselves to educate to the following Sacred Heart Goals & Criteria:



**a personal and active faith in God**



**a deep respect for intellectual values**



**a social awareness which impels to action**



**the building of community as a Christian value**



**personal growth in an atmosphere of wise freedom**

# STRATEGIC INITIATIVES

## The Saint Philomena School of the Sacred Heart **Strategic Plan 2023-2028**

links the initiatives of the School with the resources necessary to advance the Mission and to deepen our commitment to excellence in Catholic, independent, Sacred Heart education with courage and confidence. The following initiatives span all five of the Goals and Criteria of Sacred Heart (see enclosure) and provide focus for the School in its next five years of development. These initiatives inform an action plan with specific, measurable, and time-oriented steps to help all members orient their actions with unity of purpose.



# Strategic Initiative 1

## Foster our commitment to Mission and to our Catholic, Sacred Heart identity.

### 1.1 Enhance efforts to support all members of the School community in their formation to Mission

- 1.1.1 More deeply integrate and engage with the Sacred Heart Goals and Criteria through the design, alignment and assessment of programs so that all members of the School community understand and have opportunity to grow in Mission, Catholic identity, and Sacred Heart spirituality
- 1.1.2 Develop cultural competency and promote meaningful diversity through a renewed commitment to affirming, educating towards, and protecting the human dignity of every person made in the image and likeness of God

### 1.2 Recruit, retain and develop a talented Mission-enthusiastic faculty, staff, and board of trustees

- 1.2.1 Review current compensation and benefit packages of faculty and staff and determine compensation strategy to ensure excellence
- 1.2.2 Ensure Mission-driven characteristic of professional excellence through an ongoing and robust development plan of orientation, ongoing professional improvement, goal setting, and continual assessment

### 1.3 Engage and attract families open to formation to Mission

- 1.3.1 Prioritize continued affordability for accessibility to Catholic, Sacred Heart education
- 1.3.2 Develop and implement a plan to support Admissions and Enrollment Management targets, leveraging the School's Mission, areas of excellence, and comparative advantage

## Strategic Initiative 2

Strengthen our commitment to excellence in education of heart, mind, body and spirit, aligned with our Mission.

### 2.1 Strengthen the educational curriculum to drive academic excellence

- 2.1.1 Assess the current academic and co-curricular program, and then intentionally update, align and strengthen the curriculum, instruction, and professional development program in the context of the Goals and Criteria
- 2.1.2 Evaluate, revise and update the curriculum documents across all grades and subject areas to ensure a comprehensive and aligned “lived” educational program that drives best practice, common understanding, and unified vision of teaching and learning

### 2.2 Enrich Programs and Activities to enhance the student experience

- 2.2.1 Assess the current extracurricular offerings and activities (including arts and athletics) and strengthen the programs while exploring partnerships, cultivating parent volunteer opportunities, and targeting additional resources
- 2.2.2 Strengthen service programs across all grade levels, educating students to engage with Mission, reflect on service learning, work for Catholic Social Justice, and practice Christian stewardship

### 2.3 Build and institutionalize a Student Life Program that attends to the heart, mind, body and spirit

- 2.3.1 Design, organize and implement a broad Student Life Program across all grade levels to maximize opportunities in spiritual formation, physical wellness, mental health, social-emotional learning, and academic support and enrichment
- 2.3.2 Develop strategic partnerships and programs to guide families toward additional resources that support parents as the primary educator of their children

## Strategic Initiative 3

Transform our commitment to the future through stewardship and a strong new work of philanthropic support.

### 3.1 Develop and execute a comprehensive, institutional advancement plan with appropriate resources

- 3.1.1 Build the institutional infrastructure and human capital to support execution of the institutional advancement plan
- 3.1.2 Launch a data-driven campaign of external outreach, communications, and marketing to engage, inspire, and maximize involvement from our community, including alumni/ae and their families

### 3.2 Enhance the financial position of the School to advance the Mission and maximize student experience

- 3.2.1 Launch a 75th anniversary capital campaign to increase our commitment to tuition affordability, faculty and staff development, and campus and program investments
- 3.2.2 Drive operational excellence through the continued development of long-term financial planning

### 3.3 Create a campus master plan for the benefit of students today and tomorrow

- 3.3.1 Develop and execute a plan for buildings and grounds, including deferred maintenance, ongoing improvements, and strategic investments
- 3.3.2 Expand educational opportunities that cultivate stewardship of God's natural creation on our unique School campus

# Sacred Heart Schools

## United States & Canada 2020

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### Foundational Principles

- I. In the Goals and Criteria, the Society of the Sacred Heart defines the Mission of the schools as part of the Society's educational Mission in the Catholic Church.
- II. Each school is accountable to the Society of the Sacred Heart ComMission on Goals for its adherence to the Goals and Criteria.
- III. Each school's Board of Trustees and Administration establish and uphold policies that are consistent with the Goals and Criteria.
- IV. The school allocates its resources to support each Goal and its Criteria.
- V. The school is in compliance with professional standards as stated by accrediting agencies.

### Goal I.

#### SCHOOLS OF THE SACRED HEART EDUCATE TO **a personal and active faith in God.**

1. The school identifies itself to the wider community as a Catholic-independent-Sacred Heart School and embodies the Mission of the Society of the Sacred Heart.
2. The school forms its student and adult members in attitudes of the heart of Jesus, such as gratitude, generosity, compassion and forgiveness.
3. The School community reflects an ethos of joy, hope, and celebration and its programs assert that there is meaning and value in life.
4. The School community welcomes and respects persons of all faiths and educates to an understanding of the religions and spiritual traditions of the world.



- 5. School leadership prioritizes space and time for silence and contemplation for its members to deepen their interior life.
- 6. Members of the School community, open to transforming power of the Spirit of God, engage in personal and communal prayer, discernment and reflection which inform their actions.
- 7. The School community, rooted in the love of Jesus Christ, nurtures the spiritual lives of its members through the exploration of one's relationship to God, to self, to others and to creation.

## Goal II.

### SCHOOLS OF THE SACRED HEART EDUCATE TO **a deep respect for intellectual values.**

- 1. Sacred Heart educators and students engage in challenging experiences that inspire intellectual curiosity, a global mindset and a life-long love of learning.
- 2. Sacred Heart educators develop and implement a dynamic curriculum, effective instructional methodology, current educational research and ongoing evaluation.
- 3. Sacred Heart educators and students utilize a variety of teaching and learning strategies to support their growth and development.
- 4. The school curricular and co-curricular programs integrate innovation and collaboration, critical thinking and problem solving, the exploration of emerging technologies and critical evaluation of information.
- 5. The school utilizes space and the physical environment in alignment with best pedagogical practices.
- 6. The school cultivates aesthetic values and the creative use of the imagination.
- 7. Sacred Heart educators assume responsibility for their professional growth, supported by resources and a culture that promotes life-long learning.

### Goal III.

#### SCHOOLS OF THE SACRED HEART EDUCATE TO **a social awareness which impels to action.**

1. Sacred Heart educators prepare students to serve the common good in an interdependent world.
2. Sacred Heart educators immerse students in diverse global perspectives, developing competencies such as critical consciousness, language facility and cultural literacy.
3. The school, drawing from Catholic Social Teaching, educates students to analyze and work to eradicate social structures, practices, systems and values that perpetuate racism and other injustices.
4. All members of the School community accept accountability for the care of God's creation, practice effective stewardship of the earth's resources and work to alleviate the climate crisis.
5. School programs promote informed active citizenship and civic responsibility on the local, national and global level.
6. The School community engages in direct service, advocacy, outreach and partnerships to work for justice, peace and the integrity of creation.
7. Sacred Heart educators work to develop in the students a life-long commitment to service.

### Goal IV.

#### SCHOOLS OF THE SACRED HEART COMMIT THEMSELVES TO **the building of community as a Christian value.**

1. The school, affirming that all are created in the image and likeness of God, promotes the inherent dignity of the human person and strives for relationships characterized by inclusion and mutual respect.
2. The school implements an ongoing plan for educating all members of the community to the charism, Mission and heritage of the Society of the Sacred Heart.
3. The school engages with the Network of Sacred Heart Schools in the United States and Canada and Sacred Heart schools around the world.

- 4. All members of the School community support a clean, healthy and safe environment.
- 5. Members of the School community practice and teach with a spirit of peace and reconciliation the principles of non-violence and conflict management.
- 6. School leadership demonstrates a conscious effort to recruit students and employ faculty and staff of diverse races, ethnicities and backgrounds.
- 7. School leadership allocates financial resources to support socioeconomic diversity both in the admissions process and in the daily life of students.

## Goal V.

### SCHOOLS OF THE SACRED HEART EDUCATE TO **personal growth in an atmosphere of wise freedom.**

- 1. Student and adult members of the School community grow in courage and confidence as they discover new abilities, cultivate strengths, learn from mistakes, develop empathy and exercise resilience in meeting challenges.
- 2. All members of the School community take personal responsibility for health and balance in their lives supported by a school culture that promotes spiritual, intellectual, physical and socio-emotional well-being.
- 3. Members of the School community model and teach respectful dialogue in support of clear, direct, open communication.
- 4. All members of the School community endeavor to practice informed, ethical decision-making and accountability.
- 5. Student and adult members of the School community model, practice, and teach safe, ethical and responsible use of technology.
- 6. Sacred Heart educators cultivate in the students life skills, such as initiative, creativity and agility.
- 7. Sacred Heart schools recognize and educate motivational, inspirational, and transformational leadership.



courage & confidence