



Saint Philomena School

www.saintphilomena.org

324 Cory's Lane, Portsmouth, RI 02871
Phone: 401 683-0268 Fax: 401 683-6554

Saint Philomena School

Foundation for the Future

Strategic Plan

for

March 2011 - December 2016

Adopted by the Board of Trustees on
March 28, 2011

A U.S. Department of Education Blue Ribbon School of Excellence



Saint Philomena School

Foundation for the future

The Strategic Plan for Spring 2011 through December 2016

Mission statement

St. Philomena School is a private Catholic school in the Diocese of Providence, under the guidance and leadership of the Sisters Faithful Companions of Jesus. Its mission is to enable each child to recognize and develop the unique gifts given by God. Called to this mission by God, the School educates the whole child - spiritually, intellectually, physically, emotionally and socially.

Through the cooperation of the Sisters Faithful Companions of Jesus, the Board of Trustees, administration, faculty, staff, students and their families, Christ's message of faith, hope and love is shared with the greater community

Focus of this plan

This new plan serves as a bridge between the historical accomplishments of Saint Philomena School and the changing future. With this plan, the School commits to “the gift of newness that opens doors closed by habit and routine.”

With the departure of the f.c.J. presence, this plan turns the school’s attention toward ensuring Catholicity, curriculum development, facilities’ management, institutional advancement and financing.

Specifically, this plan addresses the following issues, described on pages 2 – 5.

1. Maintaining the Catholicity
2. Quality curriculum
3. Recruitment of highly qualified administration and faculty
4. Protection of building and grounds
5. Fund development and ensuring enrollment
6. Assuring financing

Issues and strategies: focus for the plan 2011-2016

Issue: Catholicity / Community

For the first time in its history, a lay principal leads Saint Philomena School. In addition, school leadership recognizes that the FCJs may not have a presence in Rhode Island (or the U.S.) in the coming years. This reality offers unique opportunities, as well as a challenge to ensure Catholicity and the charism of the FCJs.

At the strategic planning meeting of February 2011, school leadership reiterated its commitment to Catholicity and the FCJ charism. Specific strategies for this plan include:

1. Communicate Catholicity in the marketing and admissions process. Reinforce Catholicity through the school environment and school activities.
2. Document FCJ charism and tradition through stories and staff orientation and training.
3. Develop a plan to secure a pastoral minister once an FCJ is no longer available on campus. This minister will be full time and will coordinate liturgies, prayer services, First Penance, and First Communion; oversee the religion curriculum; teach students, parents and teachers; conduct retreats; and promote and teach the FCJ charism and spirit.

- ❖ Responsibility: Mission Effectiveness Committee, Finance Committee, Administration, Sisters FCJ and Faculty
- ❖ Timeframe: 2011-2016
- ❖ Consult: Parents, Diocese

Issue: Quality curriculum

As an expert in curriculum development, the principal can ensure evaluation of core curriculum and enrichment activities, and standard setting that responds to contemporary expectations. This priority for the plan forms the foundation for the next step in the school's evolution.

Specific strategies include:

1. Evaluate curriculum.
 - Evaluate athletics, music, and foreign language programs to strengthen offerings as appropriate.
 - Form adhoc group to work with consultant to evaluate and analyze current physical education program; determine the need for changes
 - Analyze and evaluate music program- including vocal, instrumental, performances, drama, lessons and classroom curriculum
 - Analyze and evaluate foreign language program and explore other languages and how to fit them in
 - Explore on-line programs in math and science that would address accelerated and remedial programs
 - Communicate with parents concerning current curriculum offerings

2. Maintain individualized attention and education for the whole child.
3. Maintain balance of freedom in classroom teaching while covering the curriculum.
4. Use technology throughout the campus consistently and equitably.
5. Develop student service / service learning so that Saint Philomena students participate more actively in improving the lives of others.

- ❖ Responsibility: Administration, Team Leaders, Faculty,
Computer Director
- ❖ Timeframe: 2011-2016
- ❖ Consult : Finance Committee, Business Manager

Issue: Recruitment of highly qualified administration and faculty

Saint Philomena School recognizes that all staff – whether administrative or teaching – are essential to a healthy environment. The School acknowledges the importance of history and continuity, balanced with new ideas and a questioning attitude. Employee retirement in the next 5 years provides a natural opportunity to seek new ideas.

Specific strategies include:

1. Increase the gender and ethnic diversity of the staff through proactive recruitment strategies.
2. Devise a recruitment plan for anticipated retirements.
3. Invest in staff development to build new skills and support the School's growing needs.
4. Launch community-building strategies to strengthen employee morale and nurture collegiality.
5. Continue to improve the orientation program for newly hired staff that includes Catholicity, FCJ charism, mentoring, etc.

- ❖ Responsibility: Administration, Team Leaders, Board of Trustees
- ❖ Timeframe: 2011-2016
- ❖ Consult: Faculty, staff

Issue: Facilities

With its 2000 strategic plan, Saint Philomena launched a major building initiative. A capital fundraising campaign provided new facilities for the campus. Now the school must protect this expanded asset through management and maintenance. In addition, the convent has been vacated and a plan must be developed for its appropriate use.

Specific strategies include:

1. Devise and accomplish a 5 year asset protection plan
2. Update the playground
3. Research solutions to issues of climate control, sound and lighting in the auditorium.

4. Renovate existing 6-8 building basement to usable student space
5. Research uses for and develop a plan for the conversion of convent building for usable student space

- ❖ Responsibility: Building and Grounds Committee, Administration, Business Manager and Sisters FCJ
- ❖ Timeframe: 2011-2016
- ❖ Consult: Board of Trustees, Finance Committee

Issue: Institutional Advancement

An endowment fund provides vital income to fund our vision and ensure short- and long-term stability for the School. During the past Strategic Plans, the School has enhanced its fund development operation, increased annual giving, and conducted a capital campaign. Now the School recognizes the need to build the endowment in order to mitigate affects of tuition costs.

Specific strategies include:

1. Enhancing the fund development
 - Analyze and evaluate current development procedures
 - Implement changes if necessary to maximize effectiveness
 - Research grants and foundations
2. Strengthening the School's capacity to raise contributions
 - Develop strategy based on documented body of knowledge, best practice and next practice
 - Create donor-centered operation to nurture relationships and increase loyalty
 - Reach out to alumni
 - Engage board members and the Principal in the fund development process
3. Enhance alumni relations
 - Develop a plan to bring alumni back and support the school
4. Analyzing and evaluating current admissions procedures
 - Ensure steady enrollment

- ❖ Responsibility: Development Director, Administration, Institutional Advancement Committee
- ❖ Timeframe: 2011-2016
- ❖ Consult: Finance Committee, Faculty, Parents, Community Resources

Issue: Assuring financing

The School operates on a tuition-based model, which strains affordability and risks elitism. Scholarship availability is critically important to maintain the FCJ purpose.

Specific strategies include:

1. Manage expenses and efficiency through collaboration and outsourcing.
2. Continue to evaluate the return on investment for additional revenue stream.
3. Increase endowments to provide additional funding for capital projects and financial aid while keeping the tuition affordable.
4. Develop a plan to bring alumni back to support the school financially.

- ❖ Responsibility: Administration, Finance Committee, Business Manager, Development Director
- ❖ Timeframe: 2011-2016
- ❖ Consult: Board of Trustees

Monitoring progress and updating the plan

This plan serves as the framework for all staff, committee, and Board work during the coming months and years.

The budget is based on an analysis of the progress on the plan – and the priorities for the next fiscal year. The Board of Trustees uses these issues to design its meeting agendas. Quarterly, management presents an update on progress. Forward movement on the plan is part of the performance appraisal of all staff, including the Principal.

The Board and Administration communicate the focus of the plan to the School community, providing annual updates about progress. The Board may hold an annual planning retreat – a time for reflection and in-depth dialogue about trends and their implications, and adjustments to the plan.

By 2016-2017, it is likely that the School will launch another strategic planning process. In the meantime this plan may be updated or modified as needed.