



Sacred Heart Parish School

SINCE 1891

COMMITTED TO SERVICE, JUSTICE AND COMPASSION

Strategic Plan



A letter from your Principal Dr. McKenna

Trust in the Lord with all your heart and lean not on your own understanding; in all your ways acknowledge Him and He will make straight your paths. -Proverbs 3:5-6

I am pleased to present Sacred Heart Parish School's Strategic Plan for 2017- 2020. The Strategic Plan is a living document that resulted from many discussions, considerable work and research, and a great deal of heart and imagination. It reflects and represents the vision and commitment of our community to the future of the school. The goals outlined in the Strategic Plan reflect our community's input. They guide our vision for the future and create a blueprint for how to improve our beloved school.

The Board of Limited Jurisdiction, along with stakeholders in the Sacred Heart Parish School community – including school administration, faculty and staff, alumni, parents, the Sacred Heart Parish School Foundation, and parish leadership and parishioners – share in the announcement of the Sacred Heart Parish School Strategic Plan. The plan guides the school to effectively move forward in the domains of Mission and Catholic Identity, Governance and Leadership, Academic Excellence, and Operational Vitality.

In creating this shared vision, we sought to define our core values and make a dynamic and integrated effort towards common overarching goals. With God's blessing and the cooperation of all, our school will become more effective in the service of Christ. We pledge to educate our children with a comprehensive, solid, well-rounded education in a safe and supportive environment, just as we have done over the past 126 years. We strive to educate students of faith and character by providing a foundation to prepare them for their futures.

I am looking forward to working toward our shared vision together with Christ as our core! I invite you to partner with us as we enter into an exciting future of Sacred Heart Parish School.

Strategic Plan Development and Implementation



During the 2016-2017 school year, the Principal and the Board of Limited Jurisdiction joined together with Catholic School Management to identify strategic opportunities and challenges facing the school. The community of Sacred Heart Parish School engaged in a strategic planning process directed by Catholic School Management in order to take a critical look at the school and forge a plan to assist us in realizing continued success as well as a vibrant future. This process was designed to be mission-driven by looking closely at whom the school serves and how it serves them, as well as being information- and data-driven by examining what the needs of the school community are for the future. A combination of data and information analysis, online surveys, and on-site focus and individual interviews was used to ensure that a comprehensive and careful examination of our school was conducted based on the *National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools*.

To achieve the goals as outlined in the Strategic Plan, the Board of Limited Jurisdiction and committee members developed detailed objectives and strategies. The involvement of the community is key to the success of its implementation

Each goal is assigned to small committees to oversee review:

I. Community-Wide Communication

- a. General Parent meetings: Annual Review
- b. Pulse and Parish Bulletin

II. Goal and Reporting Meetings

- a. Board of Limited Jurisdiction meetings and review
- b. Quarterly updates and written reports

Mission and Catholic Identity

GOAL ONE

Sacred Heart Parish School, guided by its mission, Catholic identity, and commitment to faith formation and service, will strengthen its relationship with the parish and expand programs of service and community service learning.



OBJECTIVES

- A. To promote the value and accessibility of a Catholic, faith-based education to families of Sacred Heart Parish and other area Catholic churches, beginning with providing materials to understand tuition and the tuition assistance that is available.
- B. To expand involvement of Sacred Heart Parish School students in local service activities.
- C. To begin development of a schoolwide Service Learning Program beginning with select grade levels based on teacher interest and leadership.
- D. To develop and implement a Parish Parent Ambassador program.

Governance and Leadership

GOAL TWO

Sacred Heart Parish School will continue growth and engagement of the Board of Directors and its committees in promoting accountability for fulfilling the school's mission and achievement of its strategic plan.



OBJECTIVES

- A. To clarify the roles and responsibilities of pastoral leadership in relation to Board functioning.
- B. To establish a procedure for monitoring the implementation of the strategic plan.
- C. To populate further key committees of the Board beginning with Development (inclusive of Marketing and Enrollment) and Policy and Planning.

ACADEMIC EXCELLENCE

GOAL THREE

Sacred Heart Parish School will continue to provide a rigorous and competitive academic program valued for its individual attention to student needs, the strength of its technology program and opportunities provided for the development of the whole child.



OBJECTIVES

- A. To continue to grow and promote programs of Math, Science and Arts electives.
- B. To continue refinements to the Middle School program that allow for a differentiated learning experience.
- C. To continue to ensure that all teachers are provided with direction and support so that they will achieve desired levels of technology integration in classroom activities and practices.

Operational Vitality

GOAL FOUR

Sacred Heart Parish School will develop a comprehensive marketing message and communication strategy designed to increase and broaden outreach to internal and external audiences using all effective means of communication.



OBJECTIVES

- A. To expand membership of, and provide direction to, the Marketing Committee in order to increase its effectiveness.
- B. To prepare a concise and compelling marketing message, in English and Spanish, that reflects research on Catholic school choice and the particular expectations of the demographics served by the school.
- C. To develop updated brochures and other promotional materials based on the marketing message.

Operational Vitality

GOAL FIVE

Sacred Heart Parish School will attain optimal enrollment by developing and implementing a comprehensive Enrollment Management Plan that addresses recruitment, admissions and retention.



OBJECTIVES

- A. To develop an enrollment calendar of activities detailing initiatives related to all phases of enrollment.
- B. To identify outreach opportunities to cultivate awareness and familiarity with the school from parish families involved in Religious Education programs.
- C. To initiate a Baptismal Recognition Program, led by school parents and involving current students.

Operational Vitality

GOAL SIX

Sacred Heart Parish School will create and implement a comprehensive development plan supported by the collaborative efforts of skilled staff and volunteers from the school, the Foundation and the Development Committee of the Board in order to cultivate greater constituent engagement and revenue growth through a combination of special events and programs of annual, major and planned giving.



OBJECTIVES

- A. To determine appropriate levels of staffing and clarify roles and responsibilities for fundraising and development programs.
- B. To assign to the Development Committee of the Board the responsibility to work with staff to design a comprehensive development plan that addresses communication, fundraising and programs of annual and planned giving.
- C. To create a "case for support" in order to launch an annual fund appeal.

Operational Vitality

GOAL SEVEN

Sacred Heart Parish School will develop, implement and annually review a long-range financial plan that provides for a balanced operating budget, affordable tuition, and funding of strategic initiatives.



OBJECTIVES

- A. To assess expense and revenue trends for the past five years and use these trends to make reasonable operating and capital expense projections for the next three years.
- B. To ensure that three-year projections are funded at realistic levels through existing and newly identified revenue sources.

F.I.R.E



FAITH

Actively participate in Mass, religious studies and Catholic tradition. Using different types of prayer to show reverence to God's creations, self, family, and others. Having a basic knowledge of the teachings, doctrine, and practices of the Catholic Church.

INTELLIGENCE

Showing grade level proficiency in core subjects. Using technology responsibly as a tool for learning. Using study skills wisely.

RESPONSIBLE CITIZENSHIP

Reaching out to serve others. Demonstrating self control and responsible behavior. Knowing that individual choices impact the world socially and environmentally.

EFFECTIVE COMMUNICATORS

Effectively present ideas with confidence and poise in a variety of situations. Expressing written thoughts clearly, using correct grammar and mechanics in diverse forms and for different purposes. Using technology effectively.

OUR MISSION

Sacred Heart Parish School, in ministry with the parish, is committed to service, justice, and compassion. Together, with our families and our Parish, we are dedicated to the pursuit of academic excellence, the achievement of individual potential, and fostering a culture of high expectations and moral values.



**Sacred Heart
Parish School**

**670 COLLEGE STREET
HOLLISTER, CA 95023
831-637-4157**



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