

Introduction

This Strategic Plan represents the product of the Shrine of St. Jude Regional Catholic School School Advisory Board (SAB). The SAB met over the course of the 2014-2015 school year working on various issues important to our school. The primary product of the SAB is this St. Jude Regional Catholic School (SJRCS) Strategic Plan. Additional critical products instrumental in the creation of this Plan are:

Our Mission: *St. Jude Regional Catholic School is dedicated to the development of the whole child within a Catholic community of faith and academic excellence.*

Our Vision: *St. Jude will be recognized as a school unique in its academic excellence, Catholic identity, contributions to the community, financial stability, and bright view of the future.*

and our Tag Line: Catch our Spirit or We are St. Jude.

When reading this plan it is very obvious that its success is related to the involvement of many others outside the School Advisory Board, Home and School Association, and individuals selected based on their talents and ability to contribute to this plan.

The successful outcome of any planning effort is directly related to the commitment on the part of those involved in its implementation. The successful implementation of the Shrine of St. Jude Catholic School's Strategic Plan is no different. It is totally dependent of the generous contribution of the time and talents of each volunteering person.

The membership of the SAB are Mr. Glenn J Benjamin, Principal, Patricia Young, Chairman, Katharine Balog, Kimberly Lora, Leah Vincent, Ashley Bettis, Mark Santoro, Geoff Sanders, Sherry Koehler, Tim Myers, Christine Bloodgood, Anna Breece, Kristy Mashburn and Caleb Garcia.

Mr. Glenn J Benjamin
Principal
St. Jude Catholic School Shrine of St. Jude

Rev. Paul D. Lee
Pastor
Shrine of St. Jude

Strategic Imperatives

Enrollment Growth and Stability

Financial Strength

Catholic Identity

Academic Superiority

Strategic Imperatives and Long Range Goals

Imperative #1 - Enrollment Growth and Stability

Long Range Goal # 1 – By the year 2021, the kindergarten-8th grade enrollment will be maintained at 25 students per grade, 15 students for 3-year old pre-kindergarten, and 20 for the 4-year old pre-kindergarten classes, for a total enrollment of 280 students.

Imperative #2 - Financial Strength

Long Range Goal #2 - By 2021 St. Jude Regional Catholic School will remain financially self-sustaining, with tuition revenue, financial aid, endowment support, and fund raising meeting all salary and daily operational requirements.

Imperative #3 - Catholic Identity

Long Range Goal #3 – Between 2015 and 2021 St. Jude Catholic School will continue to meet all requirements and criteria set forth by the draft “Proposed Policies for Catholic Schools 2009”.

Imperative #4 - Academic Superiority

Long Range Goal #4: By 2021 St. Jude Catholic School will achieve Archdiocesan academic excellence requirements through academic testing, benchmark comparisons, and state of the art facilities.

**Long Range and Annual Goals
for
Imperative #1- Enrollment Growth and Stability**

Long Range Goal # 1 – By the year 2021, the enrollment will be maintained at 25 students per grade for grades kindergarten-8th and 55 students in the pre-kindergarten, for a total enrollment of 280 students.

Lead: School Principal

Team: School Leadership Team (SLT)

Measures: Number of Students per grade (pre-kindergarten- 8th)

Assumptions:

- Enrollment is directly related to effective marketing. The more successful the marketing, the higher the enrollment.
- Aggressive marketing will be focused on the pre-school, kindergarten and 1st grade entry classes and the retention of these classes as the students advance through the grades.
- Efforts will focus on achieving maximum classroom capacity of 25 students per grade and a maximum of 55 students in the pre-kindergarten.
- SJRCS will be responsible for the marketing lead, and not rely on any Archdiocesan support.

1.1 Enrollment Growth: 2015-2021

Lead: School Principal

Team: School Leadership Team

Measures: Students per grade

Year	2015	2016	2017*	2018	2019	2020	2021
Grade							
PK3	15	15	15	15	15	15	15
PK4	37	39	35	35	35	35	35
K	26	23	28	25	25	25	25
1	20	22	26	25	25	25	25
2	20	24	25	25	25	25	25
3	18	18	25	25	25	25	25
4	24	22	19	25	25	25	25
5	24	22	23	25	25	25	25
6	23	19	23	25	25	25	25
7	26	25	19	25	25	25	25
8	18	26	25	25	25	25	25
Total							
Enrolled	243	257	263	275	275	275	275
Capacity	280	280	280	280	280	280	280

***projected**

1.2 Aggressively Market St. Jude Catholic School:

- Establish aggressive, continuous, creative, and effective results-oriented marketing to promote St. Jude Regional Catholic School as being unique and offering the best Catholic/Academic education available in the Archdiocese and Montgomery County.
- Establish relationships with the business community
- Improve relationships with parishioners and parish organizations both at St. Jude and St. Francis, Our Lady Queen of the Americas, and Our Lady of Grace

Lead: Chair, School Advisory Board

Team: School Advisory Board Marketing Team

Measures: Varies by Goal

1.2.1 Hold Two Open Houses per Year.

Build on each Open House success and incorporate these into the next Open House – continuously improving each Open House.

Lead: School Principal

Team: Open House Committee

Measures: Two open houses are held annually.

Number in attendance increases or number registering increases with each open house

1.2.2 Promote, Advertise and Share Success Stories About the School to the Local Community

- Continually and aggressively tell our success stories (Current students, teachers, and alumni) making generous use of Bulletin Inserts and Articles, Parish Times, Catholic Standard, Social Media.
- Develop archives to record and retain in an easy retrieval form, all these success stories.
- Consider developing a display on St. Jude's through the years (similar to one in the main hallway at Good Counsel)

Lead: Librarian and St. Jude Our Parish Times Editor

Team: Classroom reps

Measures: One story published per month throughout the year in external media

- **Social Media (Twitter/Facebook)**
 - **Librarian / Media Specialist**
- **Connect with Neighborhood HOAs and Listservs**
 - **Community volunteers**
- **Establish relationship with ethnic communities with emphasis dictated by the school's diversity portfolio**
 - **Hispanic Ministry**

- **Filipino Community**

1.2.3 Promote, Advertise and Share Success Stories About the School to Parents, Parishioners

Signage, yard signs, bumper stickers, clothing and other SJRCS store gear advertising SJRCS

Lead: School Administration

Team: School Advisory Board Marketing Committee

Measures: Signage, yard signs, and bumper stickers are procured and distributed to the school community. Spirit wear is available and purchases are tracked to determine whether sales increase on a yearly basis.

- **Church Bulletin**
 - **Parish Staff**
 - **School Media Specialist**
 - **Parish Priests**
- **St. Jude Newsletter**
 - **Bill Murray - Development Associates Inc.**
- **Bulldog Brief**
 - **Bulldog Brief Editor**
- **School Webpage**
 - **School Technology teacher and/or Media Specialist**

1.2.4 Enhance efforts from the Rectory to Promote Parishioner support of our Catholic School

- Pastor, parish priests, and Parish Council demonstrate (promote/advocate/encourage/endorse/support) that everyone in the Parish is in sales, marketing, and promotion of the Parish School.
- Actively encourage parishioners to invest time, talent, and treasure in support of the school

Lead: Librarian, Parish Council Chair

Team: Parish Secretary, Parish Council Members

Measures:

1. Provides monthly pulpit updates at Sunday mass promoting school activities.
2. Provide an opportunity once during the Academic Year for the Advisory Board Chair or HSA President to communicate to the parish community at Sunday Mass

Long Range Goal #2 - By 2021 St. Jude Regional Catholic School will remain financially self-sustaining, with tuition revenue, financial aid, endowment support, and fund raising meeting all salary and daily operational requirements.

Lead: School Principal

Team: School Financial Team

Measures: Income minus expenses (reported monthly)

Assumptions:

- Realization that to make money we may need to spend some money (with a mindset that any expenditure considers its return on the investment).

2.1 Maintain the Script Program to support our school based Tuition Assistance Program.

Advertise and encourage parents/parishioners to participate in the Script Program as a way to maintain funds for Tuition Assistance. This will help minimize the occurrence of students leaving (or not attending) SJRCS due to lack of money.

Lead: Script Program Coordinator

Team: School Administration

Measures: % of Tuition Assistance money that is provided by this program

2.2 Promote the Endowment Fund

Encourage financial contributions to the Endowment Fund in an effort to increase the interest to be used for school improvements, such as::

- Classroom technology updates?
- School modernization such as windows to improve energy costs?

Lead: Pastor, Parish Council President

Team: Parish Treasurer, Assistant Principal

Measures: Additional contributions to the fund

2.3 Finalize Alumni Directory and Database

Communicate regularly via mailings etc to maintain a relationship with alumni

Alumni newsletter

Accurate, accessible database

Lead: Development Director

Team: Bill Murray - Development Associates

Measures: Alumni Directory updated biannually

Alumni newsletter mailed biannually

2.4 Establish Fund Raising Efforts to Yield \$90,000 for 2015/16

Based on Diocesan guidance that fundraising should be at least 5% of the total school expenses

2.4.1 “Give Your Way” Campaign - \$10,000

Continue to promote the “Give Your Way” campaign as the primary “school sponsored” fund raising program

Lead: Give Your Way Committee

Measures: Raise \$10,000

2.4.2 Home and School Association - \$10,000

Restaurant night, Bulldog Bolt BBQ, Family Bingo, Mixed Bags, Holiday Bazaar

Lead: HSA President

Team: Measures: Raise \$10,000

2.4.3 Other Fundraisers/Events - \$7,000

Bulldog Bolt: family fun event

Lead: Development Director, PE teacher

Team: Bulldog Bolt Committee

Measures: Raise \$7,000

2.4.4 Gala/Auction Night - \$50,000

Bi-Annual Dinner and Auction Night for the benefit of SJRCS (School Sponsored Event)

Lead: Development Director

Team: Auction Committee

Measures: Raise \$50,000

2.4.5 Parish Offertory Collection - \$6,000

Have Offertory Collection during Catholic Schools Week for support of the school (consider asking OLOG, St. Francis, Queen of Americas)

Lead: Parish Council Treasurer, HSA Treasurer

Team: Parish Council, HSA

Measures: Raise \$6,000

2.4.6 Business/Parish Community – \$7,000

Establish relationships with the business community to obtain support for scholarships and financial aid.

Lead: Development Director

Team: School Administration

Measures: Raise \$7,000

2.5 Continue to “grow” the Development Position

The Development Person will lead all such efforts, freeing parishioners to provide assistance and removing an enormous burden off Parents/Parishioners heading up such efforts. All development efforts will be based on what will bring in the maximum return (The person will be tuned into all successful/unsuccessful efforts). All fundraising and development will be coordinated and aligned to eliminate duplication of efforts.

- Establish accountability, accounting, and audit oversight of all funds raised
- Move to part-time paid (if it is justified by the income generated)
- The return must be greater than the investment

Lead: Pastor, School Principal

Team: Parish Council, School Leadership Team

Measures: Development Person is selected and in place by the end of 2016/2017 school year

Long Range Goal #3 – Between 2015 and 2021 St. Jude Regional Catholic School will continue to meet all requirements and criteria set forth by the draft “Proposed Policies for Catholic Schools 2009”

Lead: School Principal

Team: SJRCS Religion Faculty and member of Rectory

Measures: Archdiocesan Annual Review

Annual Goals

3.1 Goals:

To be developed by Religion Teachers and Rectory incorporating the following guidelines from the Archdiocese:

- Communion and cooperation with the bishop
- Appropriate celebration of sacramental life
- Teaching of the Faith
- Environment permeated with the Gospel spirit

Long Range and Annual Goals for Imperative #4 - Academic Superiority

Long Range Goal #4: By 2021 St. Jude Regional Catholic School will be a model of Archdiocesan academic excellence; through academic testing, benchmark comparisons, and state of the art facilities.

Lead: School Principal

Team: Faculty

Measures: Varies by goal

Annual Goals

4.1 Achieve Academic Superiority

Assumptions:

- Continue to assess student academic performance based on curriculum standards established by the Diocese.

4.1.1 Measure Academic Performance - 2015 to 2021

- St. Jude students will place in the top 15% of academic testing (Scantron Math & Reading) as compared to National Standards
- Achieve the performance requirements for recognition as a non-public Blue Ribbon school.
- Ensure transcripts reflect classes (accelerated vs regular)

Lead: School Principal

Team: School Leadership Team

Measures: Measures are in place and grades are in top 10%

4.1.2 Explore the feasibility of Offering Expanded Curriculum to Provide Additional Learning Opportunities

- Research adding a second foreign language offering for upper school.
- Add an Advanced Spanish class for 7th & 8th grade.
- Introduce STEM curriculum
- Introduce outdoor learning
 - Utilize existing outdoor space as an educational resource by developing and maintaining gardens including a school community vegetable garden and wildlife habitat such as a butterfly or pollinator garden.
- Explore the possibility of expanding the physical education program to include physical fitness assessments three times annually.
 - Research and implement physical fitness standards such as those found in the Presidential Youth Fitness Program to form the basis of the assessments.

- Identify and acquire the equipment necessary such as pull-up bars to conduct physical fitness training and assessments.

Lead: School Principal

Team: School Leadership Team

Measures: Additional learning opportunities added

4.1.3 Explore the feasibility of expanding resources and training opportunities for teachers.

- Provide teachers with additional training opportunities
- Provide teachers with additional classroom and educational resources and training to understand how to best take advantage of them.
- Empower teachers to seek out new and innovative teaching/learning/development strategies and provide support for evaluating and implementing said strategies.
- Provide ongoing training for all faculty members on the use of classroom projectors and any new technology/software going forward.

Lead: School Principal

Team: School Advisory Board Policy Development Committee

Measures: expanded training occurs

4.1.4 Implement and Expand Academic Clubs

- Gauge interest in Academic Clubs
 - Create survey to determine if providing academic clubs would be embraced by the school community by the end of 2016 academic year (Foreign Language, Math, Science, Geo Bee, other?)
- Determine minimum/maximum student enrollment for any given club
- Determine staffing needs if sufficient interest in any club and engage parents to solicit support for clubs.
- Determine if there are local or regional events or competitions for any given club and incorporate that into club's mission.

Lead: Chair, School Advisory Board Policy Development Committee

Team: School Advisory Board Policy Development Committee

Measures: survey is completed by the end of 2016

4.2 Plan for and Establish State of the Art School Facilities

- Develop a prioritized plan to modernize the school plant
- Continue to upgrade classrooms to state of the art learning environments.
- Work with the St. Jude Athletic Association (SJAA) and the Home & School Association (HSA) to identify resources that can be used by outside entities (e.g. CYO) to generate revenue.
- Identify and develop an outdoor learning space (courtyard area) to provide an alternative and interactive learning environment for the students.

4.2.1 Evaluate the current use of the School Plant Based on One Room Per Class to maximize space and learning environment.

The team will conduct an annual review of school space to identify:

- Space required for school operations.
- Excess space that is not required for school operations
- Updates required to meet changing needs.

Lead: School Principal

Team: School Leadership Team, Building Maintenance/Engineer, School Advisory Board Planning Committee

Measures: Space is aligned to the current needs of the school on a yearly basis.

4.2.2 Update the Plan to Maintain a Modern School Plant

Update the maintenance plan to identify sustainable and energy efficient alternatives. The plan should include:

- Improved energy efficiency of the facilities
 - new energy efficient windows and exterior doors
 - lighting (LED)
- Explore renewable energy options such as the installation of photovoltaic cells on the roof (*note that the use of this technology could also be used as an educational tool for science classes*).
- Improve school security
 - Key card/badge access
 - Improve security measures for shared spaces (e.g. Madigan Hall and Cal Bowser Field).
- Improve the school bathrooms
- Maintain and update with energy efficient options when needed. .
- Explore the feasibility of constructing a gymnasium.

Lead: School Principal, Pastor
Team: School Advisory Board Planning Committee, Building
Maintenance/Engineer
Measures: Plan is completed.

4.2.3 Upgrade Classrooms to State of the Art Facilities – 2015 to 2021

All classrooms and STEM laboratories will be state of the art (e.g. smart boards, internet access, wireless Internet capability, interactive computer projectors, etc.). Labs will be state of the art based on school administration criteria.

- Maintain a state of the art classroom
- Evaluate technology needs and trends each school year to ensure that SJRCS remains on the cutting edge
- Evaluate technology budget annually, recommending adjustments as necessary
- Establish annual fundraiser for technology refresh and/or new purchases
- Continually research and update a plan to identify what specifically must be done to each classroom to maintain state of the art classrooms
 - Standing workstations
 - Tablets and other technology iPads for upper school for school work and special projects

Lead: School Principal, Pastor
Team: School Advisory Board Planning Committee
School Leadership Team
Measures: Plan is completed

4.2.4 Obtain Funding for State of the Art Facilities - 2015-2021

- Research and obtain grants in support of financial aid/assistance and for special projects to improve the academic environment of the school.
- Explore other possible sources of funding to upgrade the classroom learning environment
- Apply for and use state funds for development(Non-public Aging Schools Grant) as long as the Maryland State Government provides the funding.
- Promote Give Your Way campaign

Lead: School Principal
Team: School Finance Committee, Grant Writer
Measures: Dollars are available to begin work on upgrading classrooms.

Strategic Measures:

Track progress on the Goals being worked on during current year

Imperative #1: Enrollment Growth and Stability

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Lead: School Principal

Team: School Leadership Team (SLT)

Measures: Number of Students per grade (K-8th grade)

Imperative #2 - Financial Strength

Long Range Goal #2 - By 2021 St. Jude Regional Catholic School will remain financially self-sustaining, with tuition revenue, financial aid, endowment support, and fund raising meeting all salary and daily operational requirements.

Lead: School Principal

Team: School Financial Team

Measures: Income minus expenses (reported monthly)

Imperative #3 - Catholic Identity

Long Range Goal #3 – Between 2015 and 2021 St. Jude Catholic School will continue to meet all requirements and criteria set forth by the draft “Proposed Policies for Catholic Schools 2009”.

Lead: School Principal

Team: SJRCS Religion Faculty and member of Rectory

Measures: Archdiocesan Annual Review

Imperative #4 - Academic Superiority

Long Range Goal #4: By 2021 St. Jude Catholic School will achieve Archdiocesan academic excellence requirements through academic testing, benchmark comparisons, and state of the art facilities.

Lead: School Principal

Team: Faculty

Measures: Varies by goal

Appendix A - St. Jude Regional Catholic School Organizational Chart

ST. JUDE REGIONAL CATHOLIC SCHOOL

