



Strategic Plan 2018 - 2024

Adopted by Saints Peter & Paul School Advisory Board, March 1, 2018

MISSION STATEMENT:

Saints Peter & Paul School educates the mind, strengthens the body, and nurtures the spirit in a faith-based environment rich in the Catholic tradition, transforming students into young adults who think critically, creatively, and globally.

Introduction

Just as our school's patron saints, Peter and Paul, were challenged with the mission of preaching the Good News of the early Church, our school continues to be called to educate and lead the intellectual and spiritual formation of Maryland's Eastern Shore community. In 1955, the Rev. Joseph H. Irwin established Saints Peter & Paul Elementary School and in 1958 the commitment was made to establish the high school. Although our school is rooted firmly in the Catholic educational tradition, we have always welcomed students of all faiths. Today more than 40 percent of our enrollment is from families of other faith traditions. We are also proud of our alumni who have assumed leadership roles in our community and beyond, having learned to use God's gifts to be the face of Christ to all they encounter.

The School Advisory Board (hereafter referenced as "Board"), under the pastoral leadership of the Rev. James Nash, V.F., has promulgated this strategic plan for the school's future. The Board embarked on a process of self-reflection and discovery beginning in late 2017 and continuing through early 2018. Formal and informal input was sought from Board members, administrators, faculty, alumni, parents and community leaders. This plan reflects their highest aspirations for a school that is committed to its students' rigorous academic preparation, fervent in their faith formation, and welcoming of their diversity.

This strategic plan enumerates five key goals, all in support of our students and the faculty who teach and inspire them. These goals are interdependent and are not listed in any order of priority, rather the realization of each goal is reliant upon the others.

I: GOVERNANCE & ADMINISTRATION

Maximize the effectiveness of the school's governance and administrative structures.

- 1) Investing in effective leadership, the Board will undertake regular and honest self-assessments, review best practices in non-profit educational governance, and be good stewards of all school assets.
- 2) Evaluate how and if the current governance structure of the school contributes to the success of this plan.
- 3) Assess, in consultation with the Diocese of Wilmington, the viability of creating a Board of Specific Jurisdiction.
- 4) Working collaboratively with school administration, the Board will evaluate how the school's current administrative structure serves the fulfillment of its educational mission.
- 5) Evaluate the current administrative structure and its associated departments for the purpose of most effectively leveraging resources, personnel and programs.
- 6) Develop a long-term financial planning model for the school.

II: FACILITIES

Address the need for new and updated school facilities.

- 1) Develop a new high school, athletic complex and performing arts center located adjacent to Saints Peter & Paul Church.
- 2) Create a facility and financial plan for repurposing the existing high school building to accommodate a separate middle school experience.
- 3) Develop a facility and financial plan for repurposing existing spaces and uses in the elementary school building, including an expanded early childhood learning center, STEM labs, and multipurpose classrooms.

III: CURRICULUM & INSTRUCTION

Invest in a high-performing faculty who teach and facilitate a diverse curriculum that constantly evolves to meet students' changing educational needs.

- 1) Examine best practices and curricular opportunities for all students that reflect the changing skills and areas of knowledge necessary to succeed in a 21st century global society.
- 2) Address the need for a comprehensive school-wide curriculum that builds grade upon grade and delineates clear pathways of academic progression and continuity.
- 3) Expand technology-enabled online learning and STEM-related learning (Science, Technology, Engineering, Mathematics) across the curriculum.
- 4) Foster greater opportunities for students to participate in the fine and performing arts.
- 5) Reorganize the current elementary and high school model to reflect a more educationally appropriate model inclusive of early childhood education (PreK through Grade 2), intermediate school grades (Grades 3-5), middle school grades (Grades 6-8), and high school grades (Grades 9-12).
- 6) Enhance faculty recruitment, retention and development.

IV: MARKETING

Increase demand for a Saints Peter & Paul education through a sustained outreach to the greater Mid-Shore region.

- 1) Promote the qualities of a Saints Peter & Paul education and, in particular, the time-proven values of a Catholic education.
- 2) Implement a marketing and recruitment plan that emphasizes its status as the only comprehensive (PreK-12) Catholic school on Maryland's Eastern Shore.
- 3) Work with local parish deanery leadership and religious educators to cultivate closer relationships with potential Catholic feeder parishes.
- 4) Communicate to non-Catholic pastoral leadership in the region the school's focus on Christian religious formation.
- 5) Develop a recruitment strategy to recruit and retain students
- 6) Strengthen the school's capacity for persuasive marketing and branding.
- 7) Develop a robust marketing program with an enhanced web and social media presence.
- 8) Promote the school's achievements and distinctions, especially its curricular and extracurricular strengths, athletic successes, impressive college placements and scholarships, and notable alumni.
- 9) Increase the school's marketing and communication resources through increased staffing or use of external recruitment, enrollment management and marketing professionals.

V: ADVANCEMENT

Cultivate greater philanthropic support through alumni, parent and community engagement.

- 1) Establish the institutional capacity necessary to coordinate and fund the needs articulated in this strategic plan.
- 2) Engage alumni, parents and community as valued stakeholders in sustaining and growing the school.
- 3) Create the organizational capacity to conduct successful annual fund appeals, planned giving and corporate and foundation giving.
- 4) Develop an endowment fund for the long-term support of the school.
- 5) Develop an engaged alumni organization that will support the school with its time, talent and treasure.
- 6) Solicit support from potential donors who are interested in making a Catholic education available to all interested students of families, regardless of financial need.