
SAINTS
**PETER
& PAUL**



CATHOLIC SCHOOL
NAPERVILLE, IL

**Strategic Plan
2019–2022**

2012

A BLUE RIBBON SCHOOL

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EXECUTIVE OVERVIEW

Saints Peter & Paul Catholic School (“SSPP”) is preeminent parish school in Naperville, Illinois, serving students in grades K through 8. Founded in 1853, we are committed to excellence in preparing our students to think critically and become confident, sensitive Catholic leaders modeled in the image of Jesus Christ prepared to succeed in the future academic endeavors and contribute to the community. Year over year, the spiritual, academic, athletic and emotional integrity and success of our graduates provides confirmation that we are on mission.

In the spring of 2019, with the conclusion of our prior 5-year strategic plan approaching in the 2019-20 school year, the SSPP School Board recognized the opportunity a new strategic plan afforded us – to build on our tremendous school success and reputation by deliberately and specifically addressing challenges that are both external (e.g., *major area demographic downward shifts and decline of interest in Catholic education, etc.*) and internal (e.g., *changing student needs, technology, communication, curriculum updating/mapping, and leadership stability/alignment, etc.*).

Given the rapid and ongoing paradigm shifts in Catholic School education over the past 5 years, we were determined that our new strategic plan would be shorter (3 years vs. 5 years) and would result in concrete / tangible action items for accomplishing our goals. The initial process involved interviewing and engaging an experienced outside facilitator; organizing a planning committee composed of School and Parish administration, faculty, current parents and former parents (the “Committee”)¹; and setting the course for over 30 hours of Committee time on weeknights and weekends.

This document provides a high-level snapshot summary of the Committee’s process and work. At our conclusion, we identified 6 strategic areas and 34 action items within those strategic areas. Recognizing that each and every action item is of utmost importance, we ranked each as Mission Critical (1); Important (2); or Desired (3). Each action item identifies a primary goal, to which we separately paired ideas for specificity of engagement. While certainly specific, the action items and associated ideas are not intended to be exclusive. Under the direction of the School Board, subcommittees will be formed to organically think through each respective action item, including scope, scale and all possible approaches. The subcommittees and the School Board are charged with designing tangible and scalable implementation for each action item.

¹ The Committee members were: Fr. Brad Baker; Mrs. Meskill; Tom Boler; Katie Paski; Mary-Catherine Phillipp; Jane Moylan; Karen Domagola; Kelly Heffron; Tobias Schlueter; Kim McMahon; Jana Kubacki; Shannon Perrino; Mike Bracken; Craig Bennett; Jeanette Gehrs; Jane onner; Michelle Fagan; Jen Jones; and Tom Stone. The facilitator for the process was Moira J. Kelly of KELLY CONSULTING LLC.

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Following are the numerical breakdown prioritizing the strategic areas and 34 action items:

STRATEGIC AREA	1 – MISSION CRITICAL	2 – MISSION VITAL	3 – MISSION ESSENTIAL	TOTALS
Catholic School Culture (CSC)	3	1	1	5
Academic Excellence (AE)	7	2	1	10
Strategic Leadership (SL)	3	1	1	5
Enrollment Management (EM)	2	0	3	5
Governance (GOV)	4	0	0	4
Stewardship of Resources (SR)	1	2	2	5
Totals	20	6	8	34

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MAJOR GOALS BY STRATEGIC AREA

To determine major goals in the 6 strategic areas, the Committee first asked why each area was important:

Strategic Area A: Catholic School Culture

Why it is important: One of the key reasons families choose to send their children to Catholic Schools is to develop their faith life. We seek to create an environment that instructs our students in Catholic teachings, fosters a deep love of their faith, prepares them to receive the sacraments, and provides opportunities for acts of service.

Strategic Area B: Academic Excellence

Why it is important: We want our students to reach their full potential and be prepared to succeed in high school and beyond. Strong academics are a major factor in families' enrollment decisions.

Strategic Area C: Strategic Leadership

Why it is important: Leadership sets the tone for the important work of the school. Strategic leadership provides guidance, assistance and direction for the schools and their stakeholders.

Strategic Area D: Enrollment Management

Why it is important: Activities in this area ensure that a school runs safely, smoothly and accomplishes its mission. In the face of rising costs and declining demographics, a robust program of enrollment management ensures the continued viability of each school.

Strategic Area E: Governance

Why it is important: Strong governance structures underlie many of the activities in any school and ensure that stakeholders are treated fairly and consistently. Research indicates that governance has a stronger impact on a school's performance than any other single element. Governance creates the processes and procedures that are the foundation of school operations.

Strategic Area F: Stewardship of Resources

Why it is important: Families make sacrifices to pay tuition at our school and we want to be faithful stewards of those financial resources, be creative and diligent in our exploration of additional funding sources, and produce the best possible outcomes with the funds available.

**THE PURPOSE AND PROCESS OF “QUICK-STEP STRATEGIC PLANNING”
FROM KELLY CONSULTING LLC**

Why Plan?

To direct choices vs. random decisions.
To give hope vs. tyranny of the urgent.
To shape your future vs. having it shaped for you.
To prosper vs. day-to-day survival.
That’s why you plan.

Why Plan quickly?

At today’s rapid pace of decision making, strategic planning must become a process rather than an event—compressed in time, simplified in format, quickly completed and easily communicate. Think about it as rapid response planning to rapid-fire change.

What is “Quick-Step Strategic Planning”?

People learn best visually, with hands on, while seeing how the parts fit the whole. So “Quick-Step Strategic Planning” uses a design format that allows self-information to be gathered and sorted to form a visual pattern through each step of the process. The plan you need, to get the results you want, grows increasingly obvious with each completed step. Planning time is compressed. The planning process is simplified. Planning output is visualized. It is simple. It is quick. It works.

What is the Process?

“Quick Step Strategic Planning” follows 12 steps that build on each other to get the needed results.

Summary of our efforts.

Following is a snapshot summary of the process we followed within the 12 steps.

Step 1. Strategic Issue identification. By using a series of questions to surface the strategic situation that need to be addressed, we discussed the internal and external forces that influence the school.

Step 2. Assumptions. We discussed whether the school has the stamina and desire to finish what gets started, including by evaluating the potential return on investment for committing to a plan.

Step 3. Values. Planning will work best when based on existing shared values in the organization. We discussed existing shared values in the school and looked at how they can be measured.

Step 4. Vision. Using methods like developing fictitious future headlines about school success and related activities, we discussed deep vision for the school. It was a stretch exercise for the mind.

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Step 5. Customer Benefit. We evaluated who benefits from a well-developed and well-executed strategic plan, including parents, staff, students, community, parish, etc.

Step 6. Other Beneficiaries. We looked at who else had to be involved in making our vision happen, and outlined what their incentives will be to want to carry the vision through to completion. We answered the question “What’s In it For Me?” We identified the characteristics of different work groups at the school. We asked what is in it for them to do this. Finally, we outlined how to show this will work and what will get buy-in from these groups.

Step 7. Obstacles. We identified obstacles, challenges and barriers to success.

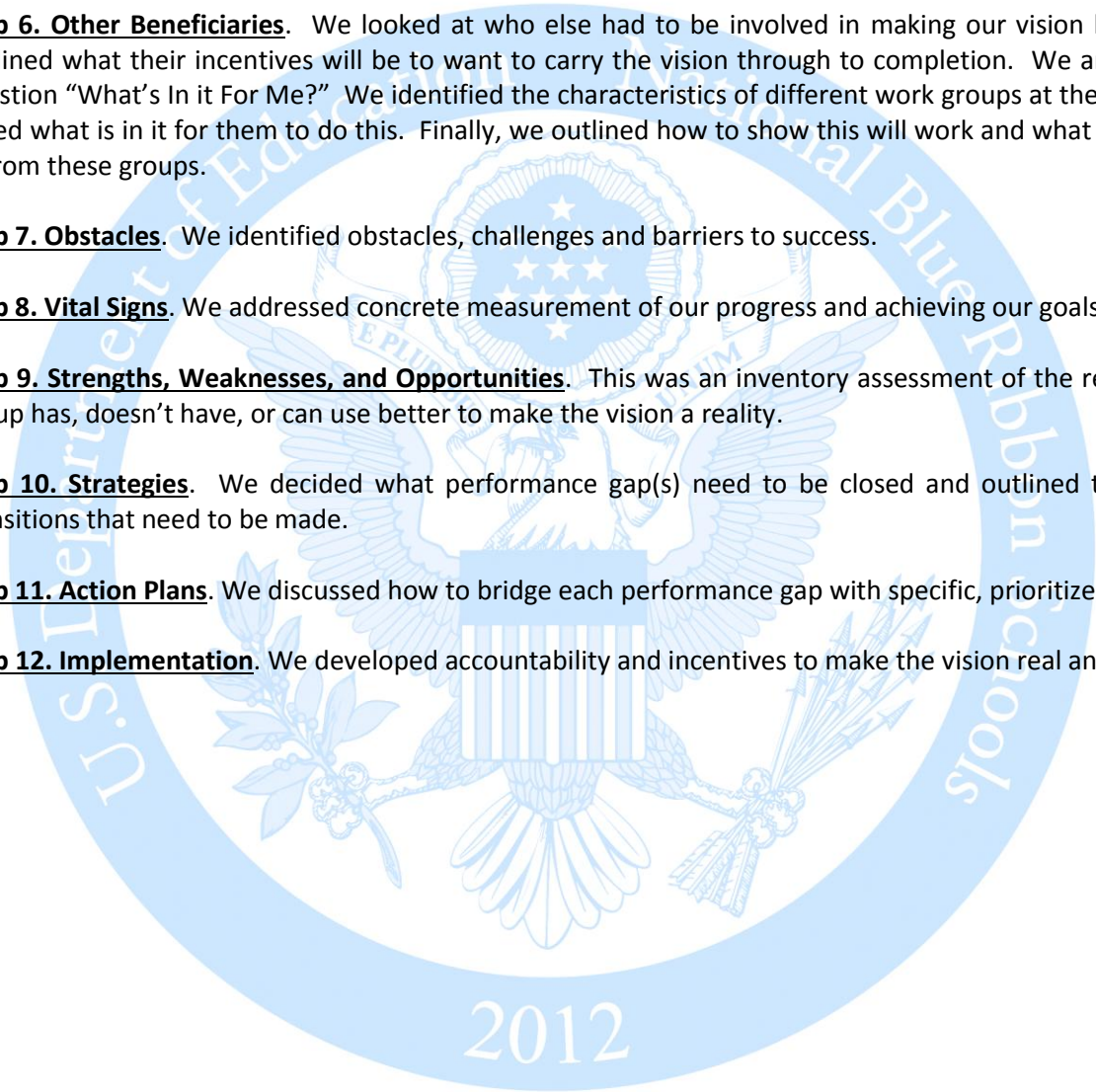
Step 8. Vital Signs. We addressed concrete measurement of our progress and achieving our goals.

Step 9. Strengths, Weaknesses, and Opportunities. This was an inventory assessment of the resources the group has, doesn’t have, or can use better to make the vision a reality.

Step 10. Strategies. We decided what performance gap(s) need to be closed and outlined the strategic transitions that need to be made.

Step 11. Action Plans. We discussed how to bridge each performance gap with specific, prioritized activities.

Step 12. Implementation. We developed accountability and incentives to make the vision real and concrete.



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ADDENDUM 1

CATEGORY	ACTION ITEM
Academic Excellence	Enhance overall student health and wellness programs.
Academic Excellence	Have clarity in classroom and web communication between and among students, teachers, parents. Expectations on homework is clearly communicated.
Academic Excellence	Curriculum Mapping. A rigorous enhanced curriculum that is up to date and meets the need of all learners.
Academic Excellence	Create / enhance professional development opportunities for teachers and staff.
Academic Excellence	Explore recognition and appreciation efforts for staff.
Academic Excellence	Improve technology use in classrooms in context with curriculum mapping.
Academic Excellence	Explore the possibilities of a longer school day.
Academic Excellence	Expand student support services for all student needs.
Academic Excellence	Develop ways to better track students in their progress and to anticipate their future needs.
Academic Excellence	Become aware of best school practices in diocese or other organizations and implement them.
Catholic School Culture	Ensure library has access to books highlighting Catholic values.
Catholic School Culture	Emphasize and tie-in events between parish and school that will facilitate strong, close cooperative relationships with leadership of school and parish.
Catholic School Culture	Faith based service project for whole student body.
Catholic School Culture	Have faith based events by grade with students and their parents.
Catholic School Culture	Encourage families to practice faith at home.
Enrollment Management	Define and/or improve process for initial welcoming families to the parish and the school. Process for wait or class list. Have faculty and/or board members contact new families. Have better open house/tours processes.
Enrollment Management	Update and strengthen marketing and communication plan.
Enrollment Management	Consider opening preschool without impacting space for others.
Enrollment Management	Before and after school child care for working parents.
Enrollment Management	Review or revise the behavior management plan for students.

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Governance	Actively engage teachers and staff in school governance as appropriate.
Governance	Establish clearly defined roles between principals, assistant principals, Advancement Director. Provide clear communication on vision and progress to employees, parents and parish. Be able to articulate why we are a better environment for their children.
Governance	Create clearly defined policies and procedures, including communication plans and social media, for school leadership and staff, parents, students that are transparent and consistently and fairly applied
Governance	Improve security for entrance or access to the buildings.
Stewardship of Resources	Put together comprehensive plan for buildings and campus for planned renovations and/or expansions.
Stewardship of Resources	Consider sharing and/or partnering with other local Catholic schools to coordinate efforts for maximizing resource and services; Ex: band, art, nurse, special resource, etc.
Stewardship of Resources	Target alumni as a resource for financial development and tapping their skills base, including outreach and engagement to alumni and knowing alumni information.
Stewardship of Resources	Develop robust and diverse funding streams; focus on new funding; apply for more grants; targeted alumni fund drive.
Stewardship of Resources	Strengthen our financial resources and our policies and procedures such as endowment, tuition processes, using benchmarking where appropriate.
Strategic Leadership	Ensure all positions are structured appropriately with responsibilities, roles, and expectations.
Strategic Leadership	Improve parent-school communication and awareness.
Strategic Leadership	Maintain, and hire outstanding staff and keep them through targeted efforts to improve morale, strong leadership, and realistic compensation. Engage all staff in ways to create a cohesive climate of learning and engagement.
Strategic Leadership	Improve coordinated efforts between boards.
Strategic Leadership	Reconsider strategies for parent engagement and volunteer retention.