



SAINT PETER
CATHOLIC SCHOOL

STRATEGIC PLAN 2018

Saint Peter Catholic School
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Greenville, North Carolina 27858
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INTRODUCTION

Saint Peter Catholic School is an AdvancED accredited school for Pre-K (3) through eighth grade, educating students for more than 70 years. Formerly known as Saint Raphael's, our school opened its doors in 1946 on West Fifth Street in Greenville, North Carolina. As is the case with any great Catholic school, Saint Peter could not be what it is today without the hard work and sacrifice of those who have gone before us. We have engaged in this strategic planning process not to negate the contributions of previous generations, but with the confident conviction that Saint Peter can do even more and be an even greater blessing to its students and the local community in the years ahead. In order to remain truly faithful to our Catholic mission, Saint Peter Catholic School must adapt in response to contemporary circumstances and challenges.

The following stakeholders contributed to the strategic planning process for Saint Peter Catholic School:

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The following pages outline the Saint Peter Catholic School Strategic Plan. In its review of the survey data and valuable input gathered from parishioners, parents, students, faculty and staff, the School Strategic Planning Committee identified seven key focus areas in which the school faces significant opportunities for growth or challenges: Catholic Identity, Academic Excellence, Enrollment, Marketing, Development, Finances, and Facilities.

This plan is not meant to be set in stone with no adaptability. Yet, it is meant to be a living, breathing document that will change and grow with our school over the next five years. We encourage each of you to read this plan and identify areas where you can give of your time, talent, and treasure to our school. We all share an obligation to give of ourselves to help achieve the many goals we set forth in this strategic plan. May we continue to work together to build the Body of Christ on earth.

MISSION

As a center of evangelization, Saint Peter Catholic School builds the leaders of tomorrow upon the foundation of Jesus Christ by preparing students in spirituality, academics, stewardship, and service.

To accomplish this mission, we provide an academically-rigorous, nurturing, and joyful learning environment using traditional and 21st Century best practices. Moreover, we integrate the teachings, traditions, virtues, and values of our Catholic faith into the spiritual, intellectual, social, and physical development of all our students. With this faith foundation and passion for excellence, our students will be able to make a difference in the world around them as witnesses for our Lord Jesus Christ.

VISION

Spirituality

- To foster gospel values by teaching Catholic doctrine and providing programs with Jesus Christ as our model and inspiration.
- To be a welcoming community – for students, families, faculty, and staff of all faith traditions – by teaching acceptance, tolerance, and respect for all.
- To enrich and deepen each student’s relationship with God through prayer, the Mass, and the sacraments.
- To promote peace, justice, and concern for those less fortunate.
- To encourage and support vocations to the priesthood and religious life.

Academics

- To provide a learning environment conducive to academic excellence where the spiritual, moral, intellectual, emotional, physical, cultural, and social needs of each student can be met.
- To ensure that faculty recognize various learning styles/abilities and vary teaching methods accordingly to engage each student as an active learner.
- To engage in collaborative planning and problem-solving that results in a relevant organizational vision, grounded in faith, that is supported by the SPCS Advisory Council, principal, faculty, and staff.
- To attract and retain quality teachers, staff and administrators who support the SPCS mission.
- To encourage and facilitate the ongoing professional development of all faculty and administrative staff.
- To encourage development of the whole person by providing access to a wide range of cultural, academic, and co-curricular activities.

Stewardship

- To adopt an ongoing stewardship model for SPCS that embraces the principles of prayer, service, and sharing.
- To generate and properly steward the financial resources necessary to meet the present and future needs of SPCS.
- To commit that no parish member is ever turned away from SPCS because of a genuine inability to pay.
- To encourage the cooperation among church, school, home and the community that is essential to the educational process.
- To recognize and address the unique challenges and opportunities of all educational levels available through SPCS.

Community

- To build a Catholic community within a Christian atmosphere that is stimulating and challenging, positive and innovative, courteous and congenial.
- To encourage cooperation among campuses and educational levels; collaborating when possible, assisting when feasible, and functioning independently when necessary.
- To help students acquire a clear set of values that will guide their actions, choices and decisions throughout life.
- To provide opportunities for students and staff to participate in serving those in need.
- To provide service opportunities focused on global awareness and social justice.

CATHOLIC IDENTITY

Goal #1

To establish and nourish a communal relationship between Saint Peter Catholic Church and Saint Peter Catholic School through active participation in the Mass *and* the liturgical life of the Church, frequent reception of the Sacraments, and service to the parish and local community.

Action Steps

1. Encourage cooperation between ordained ministers (priest, deacon, religious) of the parish and SPCS lay faculty and staff.
2. Form a Faith Development team whose objective is to provide support, guidance and resources in Catholic doctrine and liturgical celebrations to administrators, teachers, students, and parents of Saint Peter Catholic School.
3. Practice lectionary based catechesis in the classroom by observing the liturgical calendar during the school day.
4. Arrange *quarterly* reception of the Sacrament of Reconciliation for faculty, staff, and students.
5. Provide various service opportunities that aim to cultivate a sense of responsibility in each student to serve Jesus Christ by serving those in need.

Goal #2

Beginning with the 2018-19 school year, SPCS will encourage, provide, and support Catholic formation for all faculty and staff in order to foster a rich and clear understanding of the Catholic School teacher's vocation and the Catholic school's responsibility to the mission of the Church.

Action Steps

1. Provide instruction on the mission and purpose of the Catholic school to all new teachers and staff.
2. Offer Catholic formation throughout the school year that fosters Christian spirituality and builds Christian community among SPCS faculty and staff.
3. Arrange on-site workshops for Religion teachers to share resources that effectively and dynamically present the Catholic faith to students.
4. Provide in-service days for faculty completing basic catechist certification from the Diocese of Raleigh.

ACADEMIC EXCELLENCE

Goal #1

To continue to develop differentiated instructional programs which challenge students of all academic abilities.

Action Steps

1. Adopt a Professional Learning Community model to focus on student learning, collaboration, and results.
2. Provide staff training and support for differentiated learning opportunities in the classroom.
3. Continue to develop extracurricular academic and fine arts programs and competition as enrichment outside the classroom.
4. Cultivate community resources to enhance classroom academic and extracurricular programs.

Goal #2

To provide appropriate opportunities for enriching and enhancing the curriculum through the integration of innovative technology.

Action Steps

1. Develop a technology plan that includes the addition of electronic devices that best implements our curriculum and instruction for all students.
2. Provide ongoing professional development for staff.
3. Develop a list of usable applications and websites shared with our school community to enhance learning through technology.
4. Utilize technology to enhance productivity and communication between students, staff, and families.
5. Promote seamless integration of technology into instruction and learning as part of the classroom curriculum.

ENROLLMENT

Goal #1

Increase awareness of Saint Peter Catholic School as a leader in quality education.

Action Steps

1. Promote the existing academic strengths of Saint Peter Catholic School.
2. Contact young families in the parish, especially after Baptism, to inform them about the school.
3. Identify other communities within Pitt County who would benefit and appreciate Catholic education.
4. Continually work to improve the quality of our internet presence via our website and social media.
5. Appeal to a broader student population by connecting enrollment with marketing.
6. Hire a marketing staff member to dedicate time and resources to increasing and retaining enrollment numbers.

Goal #2

Retain 98% of our students each year by the 2020-2021 school year.

Action Steps

1. Continue making our school affordable and accessible.
2. Provide incentives for early re-registration by introducing a tiered fees structure.
3. Host "Breakfast with the Principal" for each grade level to increase retention. Develop a program that addresses parent questions and concerns at these events.
4. Continue to reward word-of-mouth referral promotions.
5. Continue to stay up to date with the latest classroom technologies.

MARKETING

Goal #1

Show the value of a Catholic education and create a positive identity for Saint Peter Catholic School as a school of excellence.

Action Steps

1. Continue and enhance the Marketing Committee which, among other areas, emphasizes and markets the school's Catholic identity within the context of faith and community.
2. Continue to develop promotional materials such as, brochures, website videos, DVDs, commercials, advertisements, etc. about the school.
3. Recognize and market achievements of Saint Peter Catholic School through the parish bulletins and the school website.
4. Market the dedication and expertise of the faculty and staff through biographies in the parish bulletins and the website.
5. Showcase graduates, both recent and successful alumni, through personal testimony at mass as well as biographies on the school website.
6. Educate every member of the school community to recognize and fulfill their role in building a positive image for the school.
7. Provide a sufficient formal budget to market the school.

Goal #2

Increase alumni involvement.

Action Steps

1. Create an Alumni Association to ensure support and awareness of the school.
2. Create opportunities for an active involvement with and for alumni.
3. Identify and publicize the positive aspects of the education that the alumni have received from an education at Saint Peter Catholic School.

DEVELOPMENT

Analysis

Saint Peter Catholic School is dedicated to securing the financial resources necessary to support the school's pursuit of excellence. This will be done by the creation of programs that instill the value of philanthropy within the existing Saint Peter Catholic Church and School family and the development of new long-term initiatives for community involvement, alumni relations and planned giving.

Goal #1

Create and implement a sustainable financial and fundraising model that will support the strategic plan.

Action Steps

1. Work actively and tactically to reach out to new donors, re-engage former donors, and inspire support from those who have never before supported SPCS.
2. Examine the current function of the Development program and create a plan that adapts and grows according to the needs and available resources of the school.
3. SPCS will embark on a campaign for capital projects and scholarship funds.

Goal #2

Advance the philanthropic culture of the Saint Peter Catholic School community to ensure the continued success and future development of SPCS.

Action Steps

1. Expand major giving initiatives and secure partnerships with corporations and foundations. Deepen existing partnerships and foster shared resources.
2. Strengthen alumni and family relations through high-quality events, personal contacts, and regular, targeted communications and recognition.
3. Develop a planned giving program and introduce expanded opportunities to support the school through wills, trusts, and other tools.
4. Educate students about the importance of philanthropy and institute a class giving program.
5. Educate every member of the school community to recognize and fulfill his/her role in building a positive image for the school.

Goal #3

Improve current fundraising activities and establish new methods for increasing donations.

Action Steps

1. Explore opportunities for obtaining grants and implement a formal process for writing and submitting responses.
2. Increase enrollment with Saint Peter Catholic Church families and parish subsidy.
3. Research all potential sources of funding for capital improvement.
4. Utilize Development Director to increase communication with Alumni and increase their participation in school functions.
5. Aggressively cultivate mutually beneficial partnerships with the school's largest constituency, its alumni, and its other important constituencies, through consistent, high quality communication and engagement.

FINANCES

Analysis

Our operating financial position continues to be healthy, despite decreasing enrollment numbers and 78% of our revenue coming from tuition alone. Administration has done an admirable job allocating financial resources to areas of most need while not overspending or accessing Endowment funds or Restricted Savings. Further decreases in enrollment will require special attention to the budget and possible cuts to maintain a position that is cash flow positive. Moving forward, it is critical that we determine the actual cost per student to operate, as well as the optimal total enrollment. This will allow us to budget appropriately and plan accurate fundraising goals for additional revenue. The biggest concern for the financial plan is not its implementation, but communicating it effectively to staff, teachers, and parents. The process of creating and implementing the financial plan has historically not been as collaborative as it should be, creating uneasiness among the school community at-large.

Goal #1

Create an active School Finance Committee as a standing committee of the Saint Peter Catholic School Advisory Council.

Action Steps

1. Identify and recruit members of the Saint Peter parish community with financial knowledge and expertise to serve on the committee and advise.
2. This committee should meet on a monthly basis to review the budget with the Administration and report to the School Advisory Council.

Goal #2

Establish a platform to effectively communicate the financial plan and position with the school community.

Action Steps

1. Create an abbreviated Annual Report to be distributed to staff, teachers, and parents that shows the school's actual financial position compared to the budget. This report can also be made available on the school website.

Goal #3

Pursue alternate funding options that will provide financial support for the school's short and long term operations and reserves.

Action Steps

1. Allocate resources in support of the school's mission, philosophy, and strategic plan.
2. Explore, identify, and implement means to provide additional revenue growth.
3. Emphasize endowment and annual fund growth with a view toward a long-term target that ensures the school's permanence and affordability.
4. Expand financial assistance to enhance the school's capacity to attract and retain a diverse base of qualified students regardless of family economic means.

FACILITIES

Analysis

We have a fantastic location on 5th Street, close to both ECU and downtown, and conveniently located to US 264 which places us in close proximity to most neighborhoods and nearby communities. The property includes ample land for expansion or rebuilding, if needed. Our facilities have served us well for many years but are dated and in need of both structural and cosmetic repair. The gym is the newest and most maintained structure, and is currently undergoing major renovation. New athletic facilities have been built for baseball. The school building is in need of new roofing, flooring, windows, doors, some wood replacement, new bathrooms, carpet, and lighting. The cafeteria and music room are in need of renovation. The Pre-K trailer needs to be replaced. Currently our facility has inadequate space for the performing arts which is an area of possible growth. Significant renovation or rebuilding is needed in our future. A capital campaign for either new space or renovation will be investigated and a decision will be made based on the appropriate research (estimates and feasibility studies).

Goal #1

Repair and maintain current interior areas to improve function and appearance.

Action Steps

1. Paint and install new flooring in all classrooms.
2. Remove excess and unnecessary materials from classrooms.
3. Paint main hallways of the school and better utilize wall-space and bulletin board areas.
4. Repair and update restrooms.
5. Repair or replace lighting in hallways, classrooms, and cafeteria.

Goal #2

Repair and maintain exterior areas to avoid continued deterioration and future structural problems.

Action Steps

1. Repair or replace roofing to stop leaks and deterioration.
2. Repair or replace windows, doors, and some exterior wood.
3. Properly maintain landscaping around the building.

Goal #3

Improve and increase current space through renovation or possible rebuilding.

Action Steps

1. Complete the current renovation of Gym floor, bleachers, walls, and lighting.
2. Re-appropriate office space on Cafeteria stage to create a true dual-purpose venue for assemblies and performing arts.
3. Renovate music room with new carpeting, paint, and minor renovation to improve functionality.
4. Explore possibility of building an Early Childhood center to house Pre-K3 and Pre-K4 classes separately, possibly on current site of vacant house across 4th Street next to school playground.
5. Explore possibility of capital campaign to build a new school building across 4th Street on current site of school playground and teacher parking area.