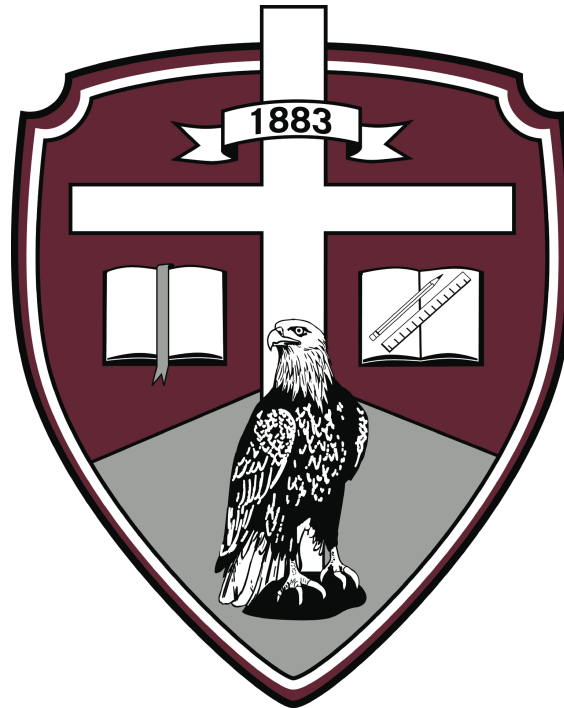


St. John the Evangelist School

Canton, MA



Three Year Strategic Plan
2022-2025

2021-2022 Leadership Teams

Pastor

Fr. Tom Rafferty

Principal

Dr. Chris Flieger

Business Manager

Anne Guerini

Advisory Board

Thuy Collins

Carla Fox

Dan Hogan

Jo Lysko

Thomas McKenney

Maura Messinger

Student Success Team

Cheryl Fleming, Guidance Counselor

Deb Graham, Learning Consultant

Anne MacLeod, Academic Interventionist

Tara Medeiros, Nurse

Technology Coordinator

John Hall

Area 1 – Enrollment

The school will maintain a robust enrollment.

Goal 1 – Create and implement a comprehensive Enrollment Marketing Plan

Goal 2 – Review Financial Aid Plan

Goal 3 – Evaluate Online Presence

Goal 4 – Evaluate non-school hours programming for students

Goal 5 – Develop and implement a community engagement plan

Area 2 - Faith

The school will maintain a dynamic Spiritual Program.

Goal 1 – Ensure students have a robust spiritual experience at St. John School

Goal 2 – Ensure students have a strong background in Catholic teachings

Area 3 - Academics

The school will maintain a dynamic Academic Program.

Goal 1 – Ensure that the school has a robust academic program

Goal 2 – Ensure that the school has a robust academic enrichment and support program

Goal 3 – Ensure that technology is up-to-date and appropriately utilized

Area 4 – Faculty

The school will maintain an excellent Faculty and Staff.

Goal 1 – Ensure that faculty and staff have an opportunity to have a robust faith life at school

Goal 2 – Ensure that faculty and staff have a robust professional development program that meets their needs

Goal 3 – Ensure that faculty and staff credentials are current and recruitment of high-quality faculty and staff is a priority

Goal 4 – Ensure that there is a robust supervision and evaluation process in place for faculty and staff

Goal 5 – Ensure that the school has a robust and appropriate support staff

Goal 6 – Evaluate and implement retention tools for faculty and staff

Area 5 - Sustainability and Financial Stability

The school will be sustainable and financial stable.

Goal 1 – Evaluate non-tuition funding

Goal 2 – Ensure that the school has a robust development program

Goal 3 – Ensure that the school has a robust financial structure and appropriate processes

Goal 4 – Develop a sustainable St. John School Advisory Board

Area 6- Facility

The school will maintain an up-to-date facility.

Goal 1 – Review the capital plan and make modifications based on findings

Goal 2 – Maintain and improve specific parts of the school's physical plan, facilities, equipment, and safety

Area 1 - Enrollment

The school will maintain a robust enrollment.

Goal 1 - Create and implement a comprehensive Enrollment Marketing Plan

Action	Who	Cost/Funding	Due Date	Status
Create a Marketing Team that includes members from the school, the parent community, and other interested and influential parties	Principal	N/A	1/2023	
Formalize a recruitment strategy that includes strategies for preschool, kindergarten, and middle school	Principal Marketing Team	N/A	1/2024	
Formalize a Student Retention Plan	Principal Marketing Team	N/A	1/2024	
Develop and implement a plan to increase awareness of St. John School in the local and general community, including utilizing the Canton Citizen, St. Oscar Romero Parish, and other media outlets	Principal Marketing Team	N/A	7/2023	
Study the feasibility of a 2.9 program	Principal Business Manager Early Education Faculty	N/A	7/2023	

Goal 2 - Review Financial Aid Plan

Action	Who	Cost/Funding	Due Date	Status
Review Financial Aid Plan to ensure it meets the needs of the school community	Principal Business Manager Advisory Board	N/A	1/2023	
Review sources of financial aid including SJS Financial Aid Endowment, Catholic Schools Foundation, St. Vincent de Paul, St. John Foundation, and others	Principal Business Manager Advisory Board	N/A	7/2023	

Goal 3 -Evaluate Online Presence

Action	Who	Cost/Funding	Due Date	Status
-Review the social media presence of the school, including Facebook, Twitter, and Instagram, to ensure information about St. John School is readily available for current and potential families	Principal Marketing Team Technology Coordinator	N/A	7/2023	
-Review the St. John School website to ensure information about the school readily is readily available and consistently updated	Principal Marketing Team Technology Coordinator Website Manager	N/A	7/2023	

Goal 4 – Evaluate non-school hours programming for students

Action	Who	Cost/Funding	Due Date	Status
-Evaluate extended day hours to ensure they meet the needs of the St. John School community and are feasible and sustainable	Principal Extended Day Coordinator	N/A	9/2022	
-Evaluate after school programming, including clubs, sports, and tutoring to ensure they meet St. John School community's needs and are feasible and sustainable	Principal Faculty Athletic Director	N/A	7/2023	
-Evaluate Summer Camp options to ensure they meet St. John School community's needs and are feasible and sustainable	Principal Faculty	N/A	1/2023	

Goal 5 – Develop and implement a community engagement plan

Action	Who	Cost/Funding	Due Date	Status
-Evaluate Parent Involvement through a survey	Principal SJS Parent Group	N/A	7/2023	
-Review parent volunteer options (Service Hour Requirements)	Principal SJS Parent Group	N/A	9/2022	
-Complete a survey of possible community partners	Principal SJS Parent Group	N/A	1/2024	

Area 2 - Faith

The school will maintain a dynamic Spiritual Program.

Goal 1 -Ensure students have a robust spiritual experience at St. John School

Action	Who	Cost/Funding	Due Date	Status
- Increase the vibrancy of school Masses, possibly including teaching Masses, student singing/membership in choir, and altar servers	Principal Faculty	N/A	1/2023	
-Continue to provide regular school-wide and classroom opportunities for prayer	Principal Faculty	N/A	Ongoing	
-Ensure that every child has an opportunity for service, including physical service at the elementary and middle school levels	Principal Faculty	N/A	Ongoing	
-Continue to work closely with the St. Oscar Romero Parish pastor and other members of the parish community, particularly during the merger of the two parish sites	Pastor Principal	N/A	Ongoing	

Goal 2 -Ensure students have a strong background in Catholic teachings

-Review the St. John School religion curriculum to ensure that it aligns with the RCAB Faith Formation Standards	Faculty Principal	N/A	7/2023	
-Provide regular professional development for religion teachers	Faculty Principal	\$1,000	Ongoing	

Area 3 - Academics

The school will maintain a dynamic Academic Program.

Goal 1 – Ensure that the school has a robust academic program

Action	Who	Cost/Funding	Due Date	Status
-Review early ed curriculum and handbook to ensure alignment with kindergarten expectations and early ed best practices	PS/PK/K Faculty	N/A	7/2023	
-Evaluate current writing philosophy (CIRCA Framework) and determine whether a more robust writing program is needed	Principal CIRCA Team	\$5,000	Ongoing	
-Review ELA curriculum and texts <i>NOTE – ELA textbook contract expires in 2023</i>	Faculty	N/A	7/2023	
-Review Math curriculum and texts <i>NOTE – Math textbook contract expires in 2023</i>	Faculty	N/A	7/2023	
-Explore additional professional development for implementation of the Science curriculum	Faculty	N/A	1/2024	
-Explore the implementation of Handwriting Without Tears	Faculty	N/A	7/2022	
-Implement the National Spanish Exam	Spanish Teacher	\$1,000	7/2023	
-Reestablish online student portfolios	Technology Coordinator	N/A	1/2024	
-Evaluate the addition of increased STEM activities or classes, including Lego Education	Principal Faculty	\$10,000	9/2022	
-Review academic screening and placement testing for all incoming students	Principal Student Success Team Faculty		1/2023	
-Review Grading scale for grades 4 - 8	Principal Faculty (Grades 4 – 8)	N/A	9/2022	

Goal 2 – Ensure that the school has a robust academic enrichment and support program

Action	Who	Cost/Funding	Due Date	Status
-Review Enrichment Program and resources	Principal Student Success Team	N/A	7/2023	
-Review Remediation and Accommodation Plan, including programs, resources, and funding (proportional share, Title I, etc.)	Principal Student Success Team	N/A	7/2023	
-Review formation of the Student Success Team and the Student Success List	Principal Student Success Team	N/A	1/2023	
-Review Student-Parent Handbook, including student behavior expectations	Principal Faculty	N/A	7/2023	
-Review parent expectations with current and future parents	Principal SJS Parent Group	N/A	9/2022	

Goal 3 – Ensure that technology is up-to-date and appropriately utilized

Action	Who	Cost/Funding	Due Date	Status
-Review the Technology Coordinator Position	Technology Coordinator Principal	N/A	Ongoing	
-Review Technology Replacement Plan, including teacher desktops, IPADS, Chromebooks, SMART Boards, routers, and online resources	Technology Coordinator Principal	N/A	7/2023	
-Develop and implement a plan to ensure students are producers of technology rather than just consumers	Technology Coordinator Faculty	N/A	1/2024	
-Evaluate Internet provider	Technology Coordinator	N/A	7/2023	

Area 4 – Faculty

The school will maintain an excellent Faculty and Staff.

Goal 1 – Ensure that faculty and staff have an opportunity to have a robust faith life at school

Action	Who	Cost/Funding	Due Date	Status
-Continue to offer an annual faculty retreat organized by an outside facilitator	Principal Pastor	N/A	Ongoing	
-Continue to provide opportunities for faculty prayer and Mass attendance	Principal Pastor	N/A	Ongoing	

Goal 2 – Ensure that faculty and staff have a robust professional development program that meets their needs

Action	Who	Cost/Funding	Due Date	Status
-Review Professional Development Plan to ensure it meets the needs of the faculty and the ever-changing educational landscape	Principal Faculty	N/A	7/2023	
-Develop a plan for teachers to more readily use available school-collected assessment data to impact and alter instructional plans	Principal Faculty	N/A	9/2023	
-Develop more meaningful connections between faculty at different grade levels	Principal Faculty	N/A	1/2024	
-Establish a plan for regularly scheduled grade level meetings and who should attend	Principal Faculty	N/A	9/2022	
-Develop a new teacher orientation plan, including a mentor program	Principal Faculty	N/A	9/2022	

Goal 3 – Ensure that faculty and staff credentials are current and recruitment of high-quality faculty and staff is a priority

Action	Who	Cost/Funding	Due Date	Status
-Review teacher licensure	Administrative Assistant	N/A	1/2023	
-Review staffing plan	Principal Advisory Board	N/A	Ongoing	
-Explore a plan to increase faculty diversity	Principal	TBD - will require advertising funds	7/2024	

Goal 4 – Ensure that there is a robust supervision and evaluation process in place for faculty and staff

Action	Who	Cost/Funding	Due Date	Status
-Review Teacher Supervision Plan and the use of the T-Eval system to ensure it provide continuous improvement of teaching and learning	Principal Faculty	N/A	Ongoing	
-Develop a process for supervision and evaluation of non-academic positions (ie – Business Manager, Maintenance, Administrative Assistant)	Principal Pastor	N/A	7/2023	
-Develop a process for supervision and evaluation of classroom aides	Principal Faculty	N/A	7/2023	
-Revise and Update Faculty Handbook	Principal Faculty	N/A	9/2023	

Goal 5 – Ensure that the school has a robust and appropriate support staff

Action	Who	Cost/Funding	Due Date	Status
-Review custodial, maintenance, and cleaning plans, positions, and companies	Principal Pastor	N/A	7/2023	
-Review Classroom Aide positions	Principal Faculty	N/A	7/2023	
-Review Business Manager position	Principal Pastor Advisory Board	N/A	7/2023	
-Review Administrative Assistant Job Description	Principal Pastor	N/A	7/2023	

Goal 6 – Evaluate and implement retention tools for faculty and staff

Action	Who	Cost/Funding	Due Date	Status
-Review faculty salaries to ensure they are competitive in the surrounding environment	Principal Advisory Board Pastor Business Manager	N/A	7/2024	
-Evaluate retention tools for teachers beyond salary (i.e. - college credit reimbursement, leadership opportunities)	Principal Advisory Board Pastor Business Manager	N/A	7/2024	
-Recruit and retain innovative teachers who are dedicated to all aspects of the school’s mission	Principal	N/A	Ongoing	

Area 5 - Sustainability and Financial Stability
The school will be sustainable and financial stable.

Goal 1 – Evaluate non-tuition funding

Action	Who	Cost/Funding	Due Date	Status
-Review public funding (Title I, Title II, Proportional Share, etc)	Principal Student Success Team	N/A	Ongoing	
-Review SJS Parent Group Fundraising Plan	Principal SJS Parent Group	N/A	7/2023	
-Evaluate renting out the Parish Center	Principal Pastor Business Manager Facilities Team	N/A	1/2024	
-Apply regularly for grants aimed at supporting specific program and initiatives of the school	Principal Business Manager TBD	N/A	9/2024	

Goal 2 – Ensure that the school has a robust development program

Action	Who	Cost/Funding	Due Date	Status
-Develop a comprehensive Development Plan	Principal Advisory Board	N/A	7/2023	
-Evaluate establishing a Development Associate position, possibly drafting a job description	Principal Advisory Board	N/A	7/2023	
-Develop connections with alumni	TBD	\$5,000	7/2024	
-Evaluate donation/fundraising platform	Principal Advisory Board	N/A	7/2024	
-Expand school's donor base by developing meaningful connections with alumni, past parents, and community organizations	TBD	TBD	7/2024	
-Develop and implement Annual Fund dedicated to financial aid	TBD	TBD	1/2025	
-Provide one mailing per year to alumni and donors	TBD	\$5,000	1/2025	
-Complete Development Database, including alumni, donors, and community organizations	TBD	TBD	1/2025	

Goal 3 – Ensure that the school has a robust financial structure and appropriate processes

Action	Who	Cost/Funding	Due Date	Status
-Review Budgeting Procedures, Line Items, and Account Structure	Principal Business Manager Advisory Board	N/A	1/2023	
-Develop a schedule of financial reports and financial indicators for the principal and pastor	Principal Pastor Business Manager	N/A	7/2023	
-Determine ideal tuition using net tuition revenue data and surrounding area school tuitions	Principal Business Manager Advisory Board	N/A	7/2023	
-Evaluate the use of capital endowment and saving fund to support both planned capital improvements as well as emergency expenditures	Principal Business Manager Advisory Board	N/A	1/2024	

Goal 4 – Develop a sustainable St. John School Advisory Board

Action	Who	Cost/Funding	Due Date	Status
Reestablish the Chair position on the Advisory Board	Principal Pastor Advisory Board		9/2022	
Recruit new Advisory Board members	Principal Pastor	N/A	1/2023	
Develop Advisory Board Mission	Principal Pastor Advisory Board	N/A	7/2023	

Area 6- Facility

The school will maintain an up-to-date facility.

Goal 1 – Review the capital plan and make modifications based on findings

Action	Who	Cost/Funding	Due Date	Status
-Establish a facilities team	Principal Business Manager Advisory Board	N/A	1/2023	
-Review the existing Capital Plan and develop priorities and a timeline	Principal Facilities Team Advisory Board	N/A	9/2023	
-Review Safety and Security of the building, including security cameras and key management	Principal Facilities Team	N/A	1/2023	

Goal 2 – Maintain and improve specific parts of the school’s physical plan, facilities, equipment, and safety.

-Develop a Facilities Team	Principal Pastor Advisory Board	N/A	1/2023	
-Develop a schedule to paint all classrooms	Principal Facilities Team	N/A	7/2023	
-Review asbestos plan and address recommendations and requirements	Principal Facilities Team	N/A	Ongoing	
-Evaluate air conditioning the Parish Center	Principal Facilities Team	N/A	7/2023	
-Review purpose and future of Nature Center, determining resources needed for improvement	Principal Facilities Team Faculty	TBD	7/2023	
-Review drop off and pick up procedures, including traffic patterns	Principal Facilities Team Faculty	N/A	9/2022	
-Evaluate new signage on Washington Street and Revere Street	Principal Facilities Team	N/A	9/2024	