
St. John the Evangelist School

Long Range Strategic Plan

2017-2022

OUR STRATEGIC PLAN

The goal of strategic planning is to ensure the school remains a viable, vibrant educational institution focused on mission with Christ at the center of all we do.

The strategic planning process assists school leadership to identify present and future needs, make current decisions with the future goal in mind, and develop strategies to navigate changing conditions more effectively. This comprehensive strategic plan for 2017-2022 is a framework in support of the school's fulfillment of its mission and vision.

Developing meaningful goals and objectives started with input from surveys, two annual stakeholder meetings and leadership meetings. Steering Committee Members assessed the Catholic Identity of the school, financial viability factors, the current state of the facilities, opportunities for school advancement, and development of student services. With five key areas, the plan focuses on prioritizing needs and timing, as well as identifying tangible, measurable results. A separate Technology Plan charts a vision of developing an instructional model utilizing technology that will push students to think beyond the physical boundaries of our school. The plan incorporates technology infrastructure, future equipment purchases and professional development necessary for 21st century teaching and learning.

Below are the key strategic areas addressed within this Long Range Strategic Plan:

- ❖ Catholic Identity
 - ❖ Finance
 - ❖ Facilities
 - ❖ Advancement
 - ❖ Student Services
-

OUR MISSION

We are the SJE family with Jesus in the center of all we do. He guides us in leadership, scholarship and joyful service to others. Grounded in the Catholic faith, St. John the Evangelist Catholic School nurtures the God-given potential of each student, providing a rigorous academic and spiritual foundation forming courageous and compassionate leaders.

OUR VISION

St. John the Evangelist Catholic School will serve as a national model of exemplary education grounded in Catholic faith

- Empowering students to be leaders and live their faith joyfully,
 - Promoting 21st Century learning, critical thinking, and teamwork,
 - Providing a dynamic curriculum taught by highly qualified faculty and staff,
 - Implementing best educational practices and responsible stewardship, and
 - Forming a collaborative relationship with parents, parishioners, alumni, and the community in a caring, inclusive environment, living by the example of Jesus.
-

Catholic Identity



CATHOLIC IDENTITY STRATEGIC INITIATIVES

“Seek the light and hope of Christ in all we think, say and do.” - St. Thomas Aquinas

Strategic Initiatives	Metrics of Success	Key Actions	Estimated Costs	Projective Timing	Person(s) Responsible
1. Maintain accomplishments and improvements from previous goals while implementing new programs	Continued and increased attendance and success of programs and events Continued high scores on NCEA ACRE Assessment	<ul style="list-style-type: none"> a) Continue to invite clergy onto campus for academic, athletic and social events b) Continue to distribute Partners In Faith to parents and invite them to an instructional Mass c) Continue faith-based programs and events (e.g. Lock-In, Cool to be Catholic) d) Continue to review Religion curriculum and resources to ensure effective faith education e) Continue to invite our parent community to spiritual events via all communication channels 	<p>No new costs</p> <p>Cost of current programs and curriculum with room for inflation</p>	Ongoing	<p>Principal</p> <p>Faculty and Staff</p> <p>Curriculum Coordinators</p>
2. Foster a collaborative relationship between the parish and school	<p>Improved communication between the parish and school</p> <p>Increased joint parish/school events</p> <p>Increased</p>	<ul style="list-style-type: none"> a) Hold regular Parish/School Staff meetings with key members in attendance <ul style="list-style-type: none"> • Communicate events and news • Request clergy and create Mass/sacramental schedule • Foster open 	None	Immediately and ongoing	<p>Pastor</p> <p>Principal</p> <p>Pastoral Staff</p> <p>Faculty and Staff</p> <p>Parishioners</p>

	presence of clergy in the school and school families at the parish	<p>dialogue for issues that impact both parish and school</p> <ul style="list-style-type: none"> b) Add parish administrators to email and School Reach-call distribution lists c) Include parish activities in school communications and school activities in parish bulletin and announcements d) Pastor and Principal act as reciprocal ambassadors 			School Community
5. Launch a partnership with Catholic high schools with the purpose of creating a “Spiritual Mentoring Program” in which high school students will pass on the love of their Catholic faith via retreats for SJE middle school students. The middle school students then become Spiritual Mentors for elementary students.	<p>Feedback from participants, teachers and parents</p> <p>Well-attended retreats</p> <p>Student-driven momentum</p>	<ul style="list-style-type: none"> a) Middle school religion teacher meets with upper elementary religion teacher to discuss possible topics/themes for elementary retreats b) Reach out to high school campus ministry office regarding retreat facilitated by high school students for SJE middle school students, with a focus on training middle schoolers in retreat facilitation c) 7th and/or 8th grade students attend retreat facilitated by high school students d) 7th and/or 8th grade 	<p>Buses/travel expenses</p> <p>Should cost the same as other in-school retreats for elementary grades</p>	<p>Begin August 2017 for 2017-2018 school year</p>	<p>Middle School Religion teacher</p> <p>Elementary faculty</p> <p>High School Campus Ministry Office</p>

		students plan and facilitate retreat for upper elementary students with the assistance of middle school and upper elementary religion teachers			
6. The SJE community will sponsor and/or work in connection with an already existing service project within the Hapeville community.	<p>Substantial participation from school and local community</p> <p>Feedback from community & SJE families</p>	<p>a) Reach out to Hapeville community representative for new or existing community service opportunities</p> <p>b) Notify SJE families of service opportunities</p>	None	Begin August 2017	<p>School Counselor</p> <p>SJE Service Project Faculty Committee</p> <ul style="list-style-type: none"> Hapeville community representative <p>Home and School Board</p> <ul style="list-style-type: none"> SJE families
7. SJE will strongly encourage vibrant family participation in home parishes	Feedback from parish priests and school families	<p>a) Recruit representatives from feeder parishes to act as liaison between SJE and home parish</p> <p>b) Research service opportunities available to feeder parishes, i.e. volunteermatch.org</p> <p>c) Advertise opportunities and encourage within SJE community to carry those services in their home parishes</p> <p>d) Encourage students to actively participate in parish youth activities (youth group, missions trips, etc.)</p>	None	Begin August 2017	<p>SJE Catholic Identity/Mission Effectiveness Committee</p> <p>Feeder parish youth group leaders</p>

		and request parish youth representatives come on campus to speak about these opportunities			
--	--	--	--	--	--



St. John the Evangelist School

2015-2016 Annual Report

A Groundbreaking Year



Finance

FINANCE STRATEGIC INITIATIVES

“Continue to maintain a sound fiscal position and increase financial support for current and future goals and objectives.”

STRATEGIC INITIATIVES	METRICS OF SUCCESS	KEY ACTIONS	ESTIMATED COSTS	PROJECTIVE TIMING	PERSON(S) RESPONSIBLE
1) Develop and implement a plan to reduce the debt annually to be debt free by '23	Yearly contributions to mortgage payment+ Proportionate loan balance reduction on target to be zero by 2023	a) Seek ways to supplement operational budget with grants (<i>see goal #3</i>) b) Increase annual fund initiatives to supplement operational budget c) Continue to solicit capital campaign gifts and stress importance to families (HAND FOR A GRAND) d) Initiate an annual contribution from Home & School to demonstrate “all in” investment	Printing Materials \$500	Yearly grants (technology, STEM, etc.) 2017-2018 Solicitation Plan and subsequent plans	Development Director Development Committee Advisory Council Faculty Home and School
2) Create a master funding plan to build reserve and address capital expenses and technology upgrades	Sufficient funds annually for capital and technology expenses	a) Prioritize and estimate costs for replacement of air-conditioners, roof and other building equipment b) Prioritize replacement schedule of iPads/laptops/projectors and estimate costs of new technology equipment c) Prioritize server needs and estimate costs for improvements and infrastructure requirements	None	July 2017 and then annually in January of each year	Finance Committee Facilities Committee Technology Committee
3) Seek alternative funding for educational kits, materials)and equipment (STEM – Technology Upgrades)	Grant funding that provides educational enhancements	a) Research and submit grants to supplement educational programs, Kits (STEM) and equipment upgrades to reduce costs	None	Submit two a year beginning 2017	Development Director Development Committee Faculty members Jeanne Rast Karen Vogtner

4) Develop a Rental Agreement and pricing for the Enrichment Center to help supplement loan payments	<p>Approved Rental Agreement</p> <p>Income from rentals with a goal of \$20,000 total per year</p>	<ul style="list-style-type: none"> a) Designate space, analyze cost per sq. ft. and by the hour for gym, upper lobby, conference room, etc. b) Review agreements of other church facilities and school auditoriums for comparison pricing. c) Establish rate for parish vs non-parish event d) Establish policies (e.g., facilities personnel on site, etc.) 	<p>None</p> <p>Cost of running the building and staff</p>	<p>January 2017 Reviewed Annually</p>	<p>Facilities Director Business Manager Finance Committee</p>
5) Continue to maintain an outstanding rating on the Archdiocesan Viability Index for Finance	<p>Outstanding Viability Rating</p>	<ul style="list-style-type: none"> a) Review Finance Viability Index yearly with the goal of meeting every metric (e.g., capital reserve, savings, enrollment, etc.) 	<p>None</p>	<p>June 2017</p>	<p>Finance Committee</p>
6) Strategize new initiatives to raise funds for tuition assistance in order to maintain enrollment and attract/retain a diverse base of qualified students.	<p>Increased GRACE Scholars funding by 15%</p> <p>Increased local scholarship funding</p>	<ul style="list-style-type: none"> a) Actively pursue GRACE Scholars donors at feeder parishes b) Educate current parents on GRACE tax credit and pro-rated figures c) Recruit parents to help spread the word at parishes, etc. d) AFTER substantial progress on debt, develop new ways to solicit scholarship funds 	<p>Include in printed and digital materials</p> <p>Include in printed and digital materials</p>	<p>July 2017 and annually</p> <p>2021-2023</p>	<p>Development Director Principal Advisory Council</p>

7) Develop and implement a plan to ensure an annual payment to the endowment fund to grow financial sustainability	<p>Increase balance of endowment</p> <p>Increase in number of endowment gifts</p>	<p>a) Advertise Endowment in marketing materials</p> <p>b) Set aside percentage of fundraising to contribute yearly to endowment fund</p> <p>c) Targeted Alumni solicitation</p> <p>a) Increased publicity in school communications</p>	<p>Printing Materials \$500</p>	<p>2017-2021 – annual contribution of at least 10% of all fundraising</p> <p>2021-2023 Intensity of efforts to escalate after significant reduction in loan balance</p>	<p>Development Director Development Committee</p>
---	---	---	---------------------------------	---	---

Facilities



FACILITIES STRATEGIC INITIATIVES

“Facilities must be maintained and improved to support and enhance the learning environment.”

STRATEGIC INITIATIVES	METRICS OF SUCCESS	KEY ACTIONS	ESTIMATED COSTS	PROJECTIVE TIMING	PERSON(S) RESPONSIBLE
8) Plan for School roof replacement/repair	School roof replaced or repaired; no leaks. Secure warrantee for potential re-work.	<ul style="list-style-type: none"> d) Investigate need for CCSI support e) Solicit proposals for school roof replacement/repair options f) Review bids, select contractor g) Perform work h) Report 	@ \$25,000	<ul style="list-style-type: none"> a) February 2017 b) February 2017 c) June 2017 d) July 2017 e) Upon completion of work 	Facilities Manager; Facilities Committee
9) Replace stove/oven in kitchen	Stove/oven replaced	<ul style="list-style-type: none"> a) Solicit quotes for replacement cost for new stove/oven in kitchen b) Review bids, select vendor c) Initiate purchase orders d) Report 	@\$5,000	<ul style="list-style-type: none"> a) February 2017 b) June 2017 c) July 2017 d) Upon completion of work 	Facilities Manager; Facilities Committee
10) Improve campus signage	New signs installed	<ul style="list-style-type: none"> b) Develop a needs list c) Research vendors d) Submit requests for quote e) Determine best option f) Initiate purchase orders g) Report 	TBD	April 2017	Facilities Manager; Facilities Committee

STRATEGIC INITIATIVES	METRICS OF SUCCESS	KEY ACTIONS	ESTIMATED COSTS	PROJECTIVE TIMING	PERSON(S) RESPONSIBLE
11) Create Facility Rental Agreement	No net loss	a) Develop cost schedules for types of events b) Develop contracts c) Develop facility information packet for potential renters d) Track costs of each rental event and balance cost against fees collected e) Report	None	a) June 2017 b) June 2017 c) June 2017 d) June 2017 e) Per event	Facilities Manager; Development Director
12) Enhance Security System	Zero property loss	a) Add/redirect cameras based on past occurrences b) Designate personnel as security system experts c) Maintain training of designated personnel d) report	@\$5000		Principal; Facilities Manager
13) Organize a Community Watch Program	Maintain contact with neighboring businesses, police and fire personnel	a) Develop list of contacts b) Schedule meetings in-house and at their sites c) Discuss common interests d) Develop joint ventures e) Report	8 hours per contact per year	December 2017	Development Director
14) Evaluate Consumable Purchase Costs	No increase in cost	a) Develop list of consumables b) Develop preferred vendors list c) Compare annual costs d) Establish alternative vendors to cut cost e) Report	None	a) March 2017 b) April 2017 c) May 2017 d) As required e) Quarterly	Facilities Manager
15) Replace/upgrade older HVAC units	No catastrophic failures of HVAC units	a) Develop list of suspect units b) Determine unit health (HVAC professional guidance) c) Determine best path for each		a) March 2017 b) April 2017 c) May 2017	

STRATEGIC INITIATIVES	METRICS OF SUCCESS	KEY ACTIONS	ESTIMATED COSTS	PROJECTIVE TIMING	PERSON(S) RESPONSIBLE
		<ul style="list-style-type: none"> d) Schedule repair/replace e) Report 	@ \$5000 per unit	<ul style="list-style-type: none"> d) As required to minimize the burden on budget and school operation e) Quarterly 	
16) Maintain Grounds	Consistently maintained	<ul style="list-style-type: none"> a) Determine maintenance zones b) Determine major tasks in each zone c) Determine time requirements for each major task d) Determine the need for volunteer help e) Assign volunteers f) Schedule volunteers g) Perform tasks h) Report 	None	<ul style="list-style-type: none"> a) March 2017 b) March 2017 c) March 2017 d) March 2017 e) As needed f) As needed g) Yearly 	

LEAVING A LEGACY FOR
ST. JOHN THE EVANGELIST
CATHOLIC SCHOOL
ENDOWMENT FUND



The CATHOLIC
FOUNDATION
OF NORTH GEORGIA

Can show you how to help, now and forever.

School Advancement



SCHOOL ADVANCEMENT & MARKETING STRATEGIC INITIATIVES

“Ignite a culture of philanthropy and spirit of development that will ensure the support needed to advance the mission and vision of SJE.”

STRATEGIC INITIATIVES	METRICS OF SUCCESS	KEY ACTIONS	ESTIMATED COSTS	PROJECTIVE TIMEING	PERSON(S) RESPONSIBLE
1. Develop and implement a plan to grow the endowment fund for the purposes of funding financial aid/scholarships, special programs and professional development.	Endowment Fund Growth	<ul style="list-style-type: none"> e) Solicit for Endowment in both school and parish f) Add link to Catholic Foundation on the website g) Set aside % of fundraising to contribute yearly to endowment fund h) Target older Alumni i) Solicit educational philanthropists 	\$500 for printing/mailin g/ design expenses	Beginning with 2015-2016 Annual Report	Development Director Development Committee Principal Finance Committee
2. Create a master fund raising plan and calendar that encompasses all “asks” from every department and committee	Clear calendar with no significant overlap so constituents do not feel they are constantly solicited	<ul style="list-style-type: none"> i) Hold annual meeting with every area that solicits the school community to set calendar together j) Create new fundraiser approval process to limit overlap k) Bring all fundraising efforts under the supervision of Development to ensure consistency and timeliness 	None	May 2017 for 2017-2018 academic year and then annually	Development Director Development Committee Home & School Board School Counselor Media Specialist Athletic Director

3. Establish ongoing collaborative relationship between Admissions and Development	<p>Streamlined Marketing efforts</p> <p>Consistently strong number of highly qualified applicants</p>	<ul style="list-style-type: none"> h) Meet during pre-admissions season to determine how to effectively market the school i) Collaborate on ads, press releases and marketing materials j) Create targeted marketing efforts to agreed-upon markets k) Collaborate on updated school collateral l) Ensure fundraising information is provided with admissions materials to establish expectation of participation m) Create a data-sharing procedure so Development has access to demographic info of new families n) Review data of families who declined enrollment as well as that of students who do not return (enrollment funnel)- apply that information to marketing strategies o) Gather and analyze data on admissions inquiries 	<p>\$500-\$1,000 for printed collateral</p>	<p>Beginning late summer 2017 (post-admissions season) throughout admissions season</p>	<p>Admissions Director Development Director Development Committee (Marketing Team)</p>
---	---	--	---	---	--

4. Increase alumni engagement	<p>Increased alumni giving</p> <p>Increased alumni presence on campus</p> <p>Post-event surveys</p>	<ul style="list-style-type: none"> a) Establish dedicated section of website to content for alumni b) St. John's school community will plan and host an annual homecoming event where alumni will interact with students, families, and local community in fellowship and/or service. c) Create a yearly calendar of community oriented service projects and regularly inform alumni of the events pertaining to them. d) Hold annual young alumni event either at Christmas or late spring to re-engage those who graduated within the past 4-8 years e) Partner with St. Joseph network to re-engage that segment of alumni f) Increase frequency of posted content on LinkedIn g) Create Alumni "Search Parties" to encourage engaged alumni to reach out to classmates who have lost touch with the school h) Ensure alumni receive communication 	<p>\$500-\$2,500 for events/gifts</p>	<p>January 2017 throughout Development Planning for every year</p> <p>Begin May 2016 to draft service opportunities calendar for 2017-2018 school year</p>	<p>Development Director Development Committee Alumni Faculty Members</p>
--------------------------------------	---	---	---------------------------------------	--	--

		<p>regarding on campus events (auction, performances, etc.)</p> <p>i) Solicit Stakeholder feedback from alumni and alumni parents via email and electronic surveys</p>			
5. Strengthen and streamline marketing efforts.	<p>Increased presence in the marketplace</p> <p>Strong reputation around Atlanta</p> <p>Increased revenue</p>	<p>e) Establish “inside out” marketing strategy</p> <p>f) Craft elevator talk for faculty/staff and current parents (value & values)</p>	\$500-\$5,000 for advertising	January 2017 and ongoing	<p>Development Director</p> <p>Principal</p> <p>Technology Director</p> <p>Advisory Council</p> <p>Development Committee</p> <p>Faculty and Staff</p>
6. Increase donor participation	<p>Increased participation percentages (current parents, alumni, etc.)</p>	<p>b) Enlist Annual Fund Ambassadors from largest cultural groups to help educate constituents as to the importance of giving</p> <p>c) Enhance stewardship efforts by holding thank-a-thons and donor cultivation events</p> <p>d) Ensure participation expectation is made clear upon acceptance to school</p> <p>e) Educate and empower Development volunteers to promote annual giving</p> <p>f) Create a donor board to recognize contributions of community</p>	Nothing additional to current solicitation costs	July 2017	<p>Development Director</p> <p>Development Committee</p> <p>Advisory Board</p>

		g) Meet with all new families h) Stress ease of online and FACTS giving with ability to sustain their gifts year to year			
7. Increase Annual Fund giving by 15% annually	Increased revenue	a) Create targeted and segmented solicitations b) All actions listed in goal 6	Nothing additional to current solicitation costs	July 2017	Development Director Development Committee
8. Increase funds for GRACE Scholars	More funds available to give for scholarships	a) Actively pursue GRACE scholarships at parishes b) Educate current parents and small business owners on GRACE tax credit c) Recruit parents to help spread the word at parishes, etc.	None	July 2017 through December 15 and then annually on that schedule	Development Director Development Committee Principal Finance Committee
9. Secure grant funding for special programs and educational enhancements	Increased funding for special projects received to free up operational funding to put toward budget and debt	a) Research and submit grants to supplement educational programs b) Encourage Faculty/Staff to seek out potential program funding and work with Development to streamline efforts	None	January 2017	Development Director Development Committee Faculty/Staff

Student Services



STUDENT SERVICES STRATEGIC INITIATIVES

Strategic Initiatives	Metrics of Success	Key Actions	Estimated Costs	Projective Timing	Person(s) Responsible
1. Offer a language immersion program to meet a minimum of twice per week after school	Implementation of program Fully enrolled program Language proficiency	a) Conduct a survey to evaluate the interest and resources of the current SJE community b) Research available grants c) Conduct feasibility study on potential instructors d) Solicit potential volunteer instructors or student teachers at nearby colleges	None, program should be self-funding	Begin research June 2017 for 2017-2018 school year	ESP director Current foreign language teacher Home & School Board Principal
2. Implement a summer camp/program available for rising K-8th grade SJE students and local community	Fully enrolled camp Post-experience survey	a) Conduct a survey to determine the needs of SJE students and/or surrounding community b) Consult Bright from the Start regarding regulations c) Research available grants for funding to reduce cost to families or to offer scholarships Review other similar summer camps/programs noting cost, curriculum	Costs would be upfront to be recuperated from camp tuition- could be possible source of profit	Planning to begin Summer 2017 for Summer 2018 kickoff First summer would be one week with the idea of expanding every summer	Principal ESP Director Support Staff
3. Initiate age appropriate after school activities for students in grades PK-1	Implementation of program	a) Review current programs to evaluate adaptability for	None, program should be self-funding	Begin surveys May 2017	Pre-K and Kindergarten

that take into consideration the need for movement, art, dramatic play and free choice.	Participation rates	<ul style="list-style-type: none"> younger ages b) Conduct survey to determine interests of students c) Interview potential facilitators with experience in Early Childhood Education (ages 0-5) d) Conduct 6-week pilot program: "Young Explorers" 		Start programs August 2017	Teachers Principal ESP Director
4. Develop and implement a public speaking program for SJE students in grades 4-8	Participation rates	<ul style="list-style-type: none"> a) Solicit resources and existing programs, i.e. Jr. Toastmasters e) Find volunteers to run weekly program after school 	None, program should be self-funding	Begin planning June 2017 for 2017-2018 school year	ESP Director ESP Staff Volunteers
5. Coordinate a peer tutoring initiative comprised of peer tutors and tutors from OLM and SPX students in order to accelerate student achievement in the content areas.	Teacher feedback Student feedback	<ul style="list-style-type: none"> a) Teachers identify potential peer tutors as those able to work well with others, not necessarily academically gifted in certain subject areas b) Offer peer tutor training c) Create a rotating schedule of subjects to be covered weekly d) Contact appropriate people at high schools for recommendations of potential tutors 	None	Begin August 2017 for 2017-2018 school year	ESP Director Faculty/Staff Students High School Students

