



Pope John Paul II High School Strategic Plan 2019-2025

INTRODUCTION

Pope John Paul II High School is a four-year, college preparatory, Catholic high school located in Lacey, Washington. The school welcomed its first 20 students in the fall of 2010. Enrollment has grown to 92 students as of the fall of 2018, with a vision of increasing the school's enrollment to 116 students by the fall of 2024.

MISSION

The mission of Pope John Paul II High School is to provide a Catholic secondary education within a challenging academic, spiritual, and co-curricular environment that will develop men and women who are intellectually strong, spiritually alive and committed to serving the needs of others.

VISION

Pope John Paul II High School will nurture and challenge every student to be transformed for a lifetime of courageous leadership and service through discovery of their God-given talents.

PURPOSE

The Strategic Plan acts as the umbrella document guiding the continuous improvement of Pope John Paul II High School. This plan outlines the goals and objectives from which the president focuses his/her work, and the board utilizes the plan to understand priorities and progress. The goals describe what we plan to accomplish, and the objectives portray the stepping stones to get there. The following goals and objectives were designed after obtaining input and guidance from the variety of stakeholders identified at the end of this document.

FAITH FORMATION

GOAL: JP II High School cultivates in each student a love for Christ and His Church that transforms them into joyful witnesses of love and service in their families and communities.

Objectives:

1. **Faith Formation Assessment Tool** – Create, adapt and/or utilize an assessment tool that measures the effectiveness of JP II High School’s faith formation program in transforming its students for lives of loving service and courageous leadership. The assessment tool will demonstrate the progress that each student makes during their four years of high school.
2. **A Christ Culture** – JP II High School engages the person of Christ and the teachings of the Church across all academic disciplines and co-curricular activities. Students regularly experience the love of Christ through the care and concern shown them by all of the JP II administration, faculty, staff, and coaches. Student perceptual data will be collected annually.
3. **Catholicism and Our Current World** – JP II High School intentionally engages each student in evaluating the current world as compared to the Catholic culture by assessing and evaluating current cultural norms and social mores in light of Catholic moral and social teaching.
4. **Partnering with Parishes** – JP II High School will work in partnership with local Catholic parishes to promote active student engagement in parish and sacramental life. Student participation data will be collected annually.
5. **Staff Development** – Annually all staff members are trained and supported in articulating and living the mission and vision of JP II High School, through “Christ in the Classroom” training. As part of the annual evaluation process, all staff members demonstrate understanding of the mission and vision and serve as living examples to the student body and the community.

ACADEMIC and CO-CURRICULAR

GOAL: Annually provide academic and co-curricular programs addressing the intellectual, spiritual, social and physical development of each student leading to graduates being compassionate, creative and critically thinking individuals.

Objectives:

1. **Five-year plan** – Each student engages in the development of a high school and first year post-high school plan with guidance to both students and parents.

2. **College credit** - Maximize advanced placement and college credit opportunities consistent with student interest and academic resources.
3. **Athletics and co-curricular** – Increase athletic/co-curricular programs based on student interest and funding.
4. **Student survey** – Starting in 2019, JPII High School will survey graduates one and five years after graduation to evaluate the impact of the school on their academic and personal development.
5. **Accreditation** – The board will support and monitor the administration’s implementation of the Educational Improvement Plan developed through the 2018-19 Accreditation process.

ENROLLMENT

GOAL – To further the mission of the school and expand community impact, JPII High School will increase enrollment annually to reach 116 students by the 2024-2025 school year.

Academic Year	Enrollment Goal, Total Students
2019-2020	94
2020-2021	97
2021-2022	96
2022-2023	104
2023-2024	110
2024-2025	116

Objectives:

1. **Case Statement** – Review and refine the JPII High School case statement that addresses the value of a JPII High School education by 2020.
2. **Direct Recruitment Outreach** - Increase the direct engagement of the Recruitment Team (staff, students, and parent ambassadors) with each of the following groups:
 - a. Prospective parents and students enrolled in regional Catholic K-8 schools and parish middle school youth programs;
 - b. Prospective parents and students registered in regional Catholic parishes but not enrolled in Catholic schools or parish religious education programs;
 - c. Prospective parents and middle school-aged students in home school programs; and
 - d. Prospective students and parents in other Christian middle schools.

3. **Indirect Outreach** - Increase the engagement of JPPI High School faculty and student leaders with public middle school students through the development and expansion of sports and arts camps and other offerings.
4. **Board Communication Committee** - Establish a committee of the board that will actively assist the Development Staff in creating and implementing a communications and public relations plan that provides for widespread dissemination of the achievements (academic, athletic, etc.) of JPPI students and their active service to the greater community.
5. **Student Retention** – Develop a model for tracking and managing student retention annually with the goal of a 92 percent retention rate for 9th through 11th grade students.

RESOURCE DEVELOPMENT

GOAL: Expand and deepen the engagement of community members to increase development revenues by 41 percent from 2018 to 2025.

Objectives:

1. **Review data** – Staff will review the longitudinal data related to the major fundraising components and make recommendations to the president on how best to utilize staff, board, patrons, and volunteers to achieve the stated objectives.
2. **Community Support** - JPPI High School will cultivate and grow:
 - a. The Patrons Council
 - b. The new Alumni Association
 - c. Partnerships with regional pastors and parishes
 - d. Business support for the school
3. **Board Support** – The Board of Directors will utilize an intentional plan for recruitment, orientation, and engagement to maximize board members' ability to fund-raise.
4. **Fundraising** – JPPI High School will grow development revenues by 5 percent annually from its fundraising activities, including the Gala, Scholarship Luncheon, and the Annual Appeal. Additionally, JPPI High School will increase the number of donors by 5 to 7 percent annually.

FINANCE and FACILITIES

GOAL: Achieve greater financial stability for JPPI High School by 2025.

Objectives:

1. **Operating budget** – In concert with increasing enrollment, the percentage of operating funds derived from tuition will increase from 47 percent in 2018 to 63 percent by 2025.
2. **Tuition rates** – Annually evaluate and set tuition rates based upon review of comparative private schools and local demographics.
3. **Financial aid** – Using financial aid information from the previous five years, develop a plan for awarding financial aid that balances the goals of increasing enrollment and meeting operational costs by February 2020.
4. **Facilities** - Update the facilities master plan by December 2019 and complete a feasibility study by December 2020 for a capital campaign that includes acquisition of the school's currently leased property.
5. **Debt reduction** - Develop a comprehensive and holistic debt reduction plan by January 2021.
6. **Cash reserves** - Develop a cash reserves policy and implementation plan by June 2021.

INVOLVEMENT

Development of the Strategic Plan involved a wide variety of stakeholders. The board initiated the process in the fall of 2017. The process included input from the board, a community forum, development of goals and objectives by teams of stakeholders, review by school staff, a steering committee to oversee the process and prepare the final draft, and board approval on March 27, 2019.

The following individuals provided input and guidance to development of this plan:

Board Members: Dharshi Bopegederra, Eric Charneski, Carol Cooper, Trent Hart, Father Tim Ilgen, Karen Jeske, Liz Kapust, Matt McCauley, Sue Muller, Carol Murphy, Joe Panesko, Kay Purcell, Carla Rudd, Marriann Tefft, David Trujillo

Staff: Ron Edwards, President; Therese Allin, Principal; Megan Farrell, Advancement Director; and JPPI staff

Parents & Community Members: Essie Marapao, Terry Barber, Sister Monika Ellis, Frank Curral, Cathy & Eric Johnson, David Nicandri, Mina Webster, Chris Peterson, Jan O’Callahan, Rob Panowicz, Father Jim Lee, Monica Davis, John O’Connor, Joan Armstrong, Doug Jeske, Roy Heynderickx, Brian Suda, Colleen Oczkewicz, Ed Knuckey, Cecilia Hall-Brennan, Greg Davis, Jeanne & Dave Spangler, Jay Rudd, Monica Zepeda, Mary Beth Lang

Team Leaders: Dharshi Bopegederra, Carol Cooper, Ron Edwards, Trent Hart, Megan Farrell, Matt McCauley, Carol Murphy, Kay Purcell, David Trujillo

Steering Committee: Ron Edwards, President; Carol Cooper, Board Chair; Dharshi Bopegederra, Kay Purcell, and Matt McCauley, board members; Mary Beth Lang, community member.