



STRATEGIC PLAN 2018-2021

PROGRESS SUMMARY



Action Plan Progress as of June 11, 2021

Action Plans have been developed for each Key Focus Area and work will occur over the three-year period to complete these plans. A structured timeline and an oversight plan are in place to maintain the strategic visioning momentum.

Provided below are the Action Plans for each Key Focus Area along with a progress indicator to provide an at-a-glance visual of its status.

| Indicator | Definition |
|-------------------------------------|--|
| <input type="radio"/> | Not started |
| <input type="checkbox"/> | Implemented; early stages of work |
| <input type="checkbox"/> | In progress; midstream |
| <input type="checkbox"/> | Considerable work completed; entering final phases |
| <input checked="" type="checkbox"/> | Completed |

| Key Focus Area: FAITH | | YEAR1 2018-19 | YEAR2 2019-20 | YEAR3 2020-21 |
|--------------------------|---|------------------|------------------|------------------|
| <input type="checkbox"/> | 1. Create and execute a program for family faith formation in collaboration with the parishes. | ✓ | | |
| <input type="checkbox"/> | 2. Develop a plan to understand how to use Assessment of Catechesis Religious Education (ACRE) scores more effectively and execute that plan. | ✓ | | |
| <input type="checkbox"/> | 3. Create and execute a strategy to help students and staff grow in their Catholic faith and develop life-long commitment. | | ✓ | |
| <input type="checkbox"/> | 4. Create a strategy to develop more consistent religious instruction at all campuses. | | ✓ | ✓ |
| <input type="checkbox"/> | 5. Develop a strategy for GRACE schools to collaborate with partner parishes for regular community service and social awareness endeavors. | | | ✓ |
| <input type="checkbox"/> | 6. Build on CatholicLink initiatives to create a Catholic youth movement to support evangelization. | | | ✓ |

| Key Focus Area: ACADEMICS | | | YEAR1 2018-19 | YEAR2 2019-20 | YEAR3 2020-21 |
|---------------------------|----|--|------------------|------------------|------------------|
| ● | 1. | Develop a consistent curriculum model across the system in all content areas. | ✓ | | |
| ◐ | 2. | Strengthen and further develop programs for students with a range of learning abilities. | | ✓ | ✓ |
| ● | 3. | Create and implement a strategy for academic best practice sharing and collaboration among teachers and staff across the system. | ✓ | | ✓ |
| ◐ | 4. | Explore opportunities for school specialization, i.e. language, STREAM Project (Science, Technology, Religion, Engineering, Art and Math). | | | ✓ |
| ● | 5. | Create a system-wide strategy on how to better utilize technology in the classroom. | | ✓ | ✓ |
| ◐ | 6. | Infuse faith into other subject areas throughout the day. | | ✓ | |
| ● | 7. | Explore how to better use academic assessment to improve instruction. | | ✓ | |

| Key Focus Area: VITALITY | | | YEAR1 2018-19 | YEAR2 2019-20 | YEAR3 2020-21 |
|--------------------------|----|--|------------------|------------------|------------------|
| ◐ | 1. | Create and expand endowment for facilities, teacher compensation and tuition assistance. | | ✓ | ✓ |
| ◐ | 2. | Create a facilities task force to develop a strategy to update facilities to support 21st century learning. | | ✓ | ✓ |
| ● | 3. | Create a system-wide marketing strategy to support enrollment growth | | ✓ | ✓ |
| ● | 4. | Define the brand value of GRACE – who are we? Create a unified message incorporating the uniqueness of our individual schools. | ✓ | | ✓ |
| ◐ | 5. | Review and focus on the diversification and expansion of our revenue sources to guarantee operational sustainability. | ✓ | | ✓ |
| ◐ | 6. | Develop and execute a strategy to recruit and retain top-level teachers. | | | ✓ |
| ◐ | 7. | Develop and execute a strategy to recruit and retain families and students. | | | ✓ |
| ◐ | 8. | Evaluate tuition and funding framework for enhancements and modifications. | | ✓ | ✓ |
| ◐ | 9. | Explore ways to tap into our growing alumni network. | | | ✓ |

| Key Focus Area: VITALITY | | | YEAR1 2018-19 | YEAR2 2019-20 | YEAR3 2020-21 |
|---------------------------------|-----|--|--------------------------|--------------------------|--------------------------|
| ● | 10. | Review and redefine the Board of Trustees’ structure. | ✓ | | ✓ |
| ◐ | 11. | Establish dashboard including Key Performance Indicators (KPI’s) and three-year goals. | ✓ | | ✓ |
| ◑ | 12. | Explore ways to create greater connectivity with non-school parishes. | | ✓ | |

| Key Focus Area: EXPERIENCE | | | YEAR1 2018-19 | YEAR2 2019-20 | YEAR3 2020-21 |
|-----------------------------------|----|---|--------------------------|--------------------------|--------------------------|
| ◑ | 1. | Explore and develop ways to enhance the sense of community at the individual sites. | ✓ | | |
| ● | 2. | Research the need for Catholic-based child care. | | ✓ | ✓ |
| ● | 3. | Develop a continual “voice of the customer” process for feedback on critical issues including the community, neighborhood, mission field [and teaching/learning]. | ✓ | | ✓ |
| ◐ | 4. | Understand the social support needs of our families especially related to issues of diversity of our stakeholders – how can we respond? | | ✓ | ✓ |
| ◑ | 5. | Explore the opportunity to create a system-wide athletics network/conference. | | | ✓ |
| ◐ | 6. | Explore the opportunity to establish system-wide music, theatre, robotics and other types of clubs and activities. | ✓ | | |

This progress document will be updated and posted every quarter as the strategic planning team continues to regularly meet and address Action Plans based on a 90-day priority cycle.