



STRATEGIC PLAN : 2018-2021 ● EXECUTIVE SUMMARY



Who We Are

GRACE is a faith-based school system with a focus on individualized learning within nine Green Bay Catholic schools.

GRACE was formed in 2008 as the collaborative bond between these schools and 23 sponsoring parishes. Today, GRACE is one of the largest Catholic education systems in Wisconsin and our mission is to build a successful future for Catholic education for generations to come.

Mission

Building academic excellence and life skills while growing in our Catholic faith.

Future State

Ultimately, the strategic planning team envisions a vibrant organization that:

- First and foremost, lives our Catholic faith through its teaching, service and actions;
- Generates meaningful, collaborative relationships with the parish communities it serves, as well as the other school partners in the CatholicLink system; and
- Maintains a high level of academic excellence where students are supported and prepared for the next phases of their lives;
- Creates more opportunities to build well-rounded students through additional extra-curricular activities such as music, the arts, athletics and world languages;
- Provides opportunity for ALL families who wish to attend a Catholic school to be able to do so;
- Allows for enrollment increases and maintains high retention of students and families;
- Supports safe environments in well-maintained, up-to-date facilities conducive to 21st century learning;
- Uses data for enhanced decision making;
- Enjoys financial stability built around a sustainable funding model supported by a strong endowment;
- Supports competitive wages and benefits for faculty and staff; and
- Develops a positive brand reputation as an organization that provides real value.

Strengths, Weaknesses, Opportunities and Threats

Strengths

- Sense of community – great families and students
- Emphasis on Catholic faith
- 9 schools but 1 unified system
- Academic excellence built around strong teachers, staff and leaders
- CatholicLink

Weaknesses

- The perceived value of GRACE by all stakeholders
- Dated facilities
- Status of system-wide extra-curricular activities and athletics
- Overall teacher compensation
- Consistent shared curriculum

Opportunities

- Need for Catholic child care
- Accessing our deep and growing alumni network
- Use data more effectively in decision making
- Reaching out to Catholic families in our public schools
- Developing untapped opportunities in CatholicLink

Threats

- Demographic changes – less practicing Catholics
- Financial model – how do we keep high quality education affordable?
- Strong public schools in our suburban communities
- Brand value of GRACE is misunderstood
- Reliant on the health of our parishes – shared ownership of system

Strategic Vision - Key Focus Areas

FAITH: a focus on keeping our Catholic faith at the core of our mission and incorporating it into all that we do.

ACADEMICS: a focus on developing and maintaining academic excellence throughout our programming as evidenced by our outcomes.

VITALITY: a focus on strengthening and sustaining our system for the future by focusing on enhancing our financial model, updating our facilities, developing our people and growing enrollment.

EXPERIENCE: a focus on creating the optimal experience for our students and their families.

Action Plans

Key Focus Area: FAITH

Build schools of discipleship:

1. Create and execute a program for family faith formation and evangelization in collaboration with the parishes.
2. Develop a plan to understand how to use Assessment of Catechesis Religious Education (ACRE) scores more effectively and execute that plan.
3. Create and execute a strategy to help students and staff grow in their Catholic faith and develop life-long commitment.
4. Create a strategy to develop more consistent religious instruction at all campuses.
5. Develop a strategy for GRACE schools to collaborate with partner parishes for regular community service and social awareness endeavors.
6. Build on CatholicLink initiatives to create a Catholic youth movement to support evangelization.

Key Focus Area: ACADEMICS

Utilize the Diocesan standards and benchmarks to:

1. Develop a consistent curriculum model across the system in math, language arts and science.
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

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.
10. Review and redefine 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

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 and mission field.
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.