



SAINT JOSEPH  
CATHOLIC SCHOOL

2023  
-  
2026

# Strategic Plan

A Vision for Catholic Identity  
& Religious Formation





## ▶ **Our Mission**

Saint Joseph Catholic School is committed to providing an education rooted in the Gospel of Jesus Christ, Catholic teaching, and academic excellence, which invites students to love God and others, to develop their unique talents and gifts and to become lifelong learners.

In courage, faith, and hope, the Board of Specified Jurisdiction (BSJ) of Saint Joseph Catholic School presents this Strategic Plan 2023-2026. It is the culmination of guided visioning exercises; conversations with current religious, faculty, and administrators; conversations with parents of current and former students; conversations with former students; consultation with Archdiocesan documents and resources from other Catholic educational organizations, and distillation of those inputs by the Board. From this information gathering, the Board identified four strategic goals:

- Catholic Identity / Religious Formation
- Academic Excellence
- Operational Vitality
- Leadership/Governance

The framework of this plan, rooted in mission, can be summed up in one overall goal and one overall vision:

- **Goal:** Form educated disciples of Christ.
- **Vision:** At Saint Joseph Catholic School we evangelize students and families to live and defend the Catholic faith, while nurturing the formation of educated disciples.

Board of Specified Jurisdiction



## ► **Goal: Catholic Identity / Religious Formation**

At Saint Joseph Catholic School we evangelize students and families to live and defend the Catholic faith, while nurturing the formation of educated disciples.

- **Strategy One:** Create student disciples. Provide opportunities to identify and enrich student discipleship that are rooted in authentic Catholic teaching and catechesis, character, and virtues.
- **Strategy Two:** Create family disciples. Invite families to participate in defined activities and programs that support their children's faith formation and enrich the spiritual life of the domestic church.
- **Strategy Three:** Create faculty and staff disciples. Ensure that faculty and staff have a clear understanding of authentic Catholic teaching, principles, and beliefs; provide clear expectations for the expression of the faith both inside and outside the classroom; provide opportunities for spiritual direction and continuing education in the faith.
- **Strategy Four:** Create an interactive environment where students and families can identify, explore, and engage in opportunities to discern vocations and charisms.

*Let the children come to me, and do not hinder them; for to such belongs the kingdom of heaven.*

*Matthew 19:14*



*You do not need to know precisely what is happening, or exactly where it is all going. What you need is to recognize the possibilities and challenges offered by the present moment and to embrace them with courage, faith, and hope.*

*Thomas Merton*



**“If you remain in my word, you will truly  
be my disciples, and you will know the truth,  
and the truth will set you free.”**

**Gospel of John Ch. 8: 31-32**

### ▶ **Goal: Academic Excellence**

Students at Saint Joseph Catholic School will have an integrated experience of faith and life that unites study, prayer, and character formation so they learn how to live a truly fulfilled and happy life with the ability to uphold the Catholic faith authentically and confidentially.

- **Strategy One:** Create an academically strong student experience based on holiness, wisdom, and a sense of wonder derived from a Catholic Liberal Arts Education.
- **Strategy Two:** Unite study, prayer, service, and character formation through Mass, Reconciliation, Adoration, veneration of saints, and the integration of biblical teaching throughout the curriculum so students can uphold the Catholic faith authentically and confidently.
- **Strategy Three:** Achieve academic performance through parental support; well-formed teachers; the curriculum, books, equipment, and classroom environment; and be responsive to the needs of our students.
- **Strategy Four:** Create community between and among teachers and parents that supports academic excellence and the faith journeys of all.

## **Goal: Operational Vitality**

Saint Joseph Catholic School, a primary ministry of Saint Joseph Catholic Parish, will have a fully enrolled one-track school with sufficient enrollment predictability, tuition stream, and other revenues to support dedicated teachers and administrative support staff, a budget to meet educational and technological needs, and a realistic parish subsidy.

- **Strategy One:** Develop a comprehensive plan for institutional advancement, based on our compelling mission, through communications, marketing, enrollment management, and development.
- **Strategy Two:** Emphasizing faithful stewardship, create a feasible three- to five-year financial plan that includes both current and projected budgets and is the result of a collaborative process.
- **Strategy Three:** Pope Francis said on the International Day of Persons with Disabilities in 2015, “the Church loves you and needs each of you for the fulfillment of her mission at the service of the Gospel.” BSJ, working with SJCS and Archdiocesan staff, will explore options to increase the inclusion of students with disabilities and broaden the ability of SJCS to welcome and accommodate these students.

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**“... the church loves you and  
needs each of you  
for the fulfilment of her mission  
at the service of the Gospel.”**

**Pope Francis**

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- **Strategy Four:** Operate in accord with published human resource/ personnel policies, developed in compliance with Archdiocesan policies, that affect all staff and volunteers and that provide clarity for responsibilities, expectations, and accountability.
- **Strategy Five:** Develop and maintain facilities, equipment, and technology management plans to support continuously the educational mission of the school.



## **Goal: Leadership / Governance**

The pastor, principal, and Board of Specified Jurisdiction are committed to uphold the upmost integrity of the Church while serving the families, students, faculty, and staff of Saint Joseph Catholic School.

- **Strategy One:** Following the principle of subsidiarity and governed by our school mission, roles, and responsibilities that affect decisions and direction for Saint Joseph Catholic School will evolve from the lowest possible level:
  - Parents, who nurture the spiritual, physical, emotional, and intellectual growth of their children at home.
  - Teachers, who set day-to-day priorities and activities in the classroom.
  - Principal, who advances the mission of the school by making all major operational decisions, including managing enrollment and curriculum, hiring teachers, and resolving conflicts.
  - Pastor of Saint Joseph (primarily, but also pastors of area parishes), who provide spiritual guidance to the school community, allocate parish resources to be used by the school, encourage parish families to enroll at the school, and serve in multiple capacities to assist the school leaders and volunteers in promoting and raising money for the school.

The Board of Specified Jurisdiction's key role is to provide trusted oversight to aid the pastor and principal within the scope of the strategic plan and Archdiocesan Office of Schools' direction. The Board oversees principal performance, financial planning, strategic planning, development, and facilities management. It advises on major projects and monitors the work of school leadership. The Board offers advice on strategic development, financial, and facilities plans.

- **Strategy Two:** The Board of Specified Jurisdiction will coordinate ongoing anonymous surveys to school and parish families. Survey responses will provide insight and create a standard metric to better understand how well parents think their children are being served.
- **Strategy Three:** Create a discernment process for Board recruitment and maintain a succession plan for outgoing Board members and offices.
- **Strategy Four:** Strengthen collaboration with the Archdiocese and the Office of Catholic Schools to use their available resources to ensure strategic and financial-planning initiatives are met.
- **Strategy Five:** Board members will demonstrate financial commitment to the school at a level appropriate to their finances.

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**“None of us, including me, ever  
do great things. But we can do small  
things, with great love, and together  
we can do something wonderful.”**

**Mother Teresa**

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### **Working Groups for Reaching Strategic Goals**

Working groups are charged with developing tactics that will align with the mission, vision, goals, and strategies of the strategic plan. Primary responsibilities are developing tactics for the goal to which the working groups are assigned. They report progress to the BSJ and update school and parish communities. Working groups:

- Develop tactics that have one-year, three-year, or five-year horizons. It would be appropriate to have tactics for each category of time.
- Set deadlines for the tactics and assign responsibilities for the implementation of the tactics.
- Organize themselves, work independently, and recruit other participants as needed.
- Work closely with the school principal. It is the responsibility of school and parish leadership to implement the tactics brought forth from the working groups.
- Regularly report progress to the BSJ and periodically update school and parish communities.

At minimum, participants may include:

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|----------------------|---|
| • Faculty Leadership | • Parent Volunteer                              |
| • Administrator      | • Archdiocesan                                  |
| • BJS Member         | Representative (Leadership/<br>Governance Goal) |
| • Pastoral Oversight |   |

▶ ***Get Involved, Make a Difference***



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