



STRATEGIC PLAN 2021-2026

COURAGE, HOPE, ENTHUSIASM

David Thibault
Superintendent

Alison Mueller
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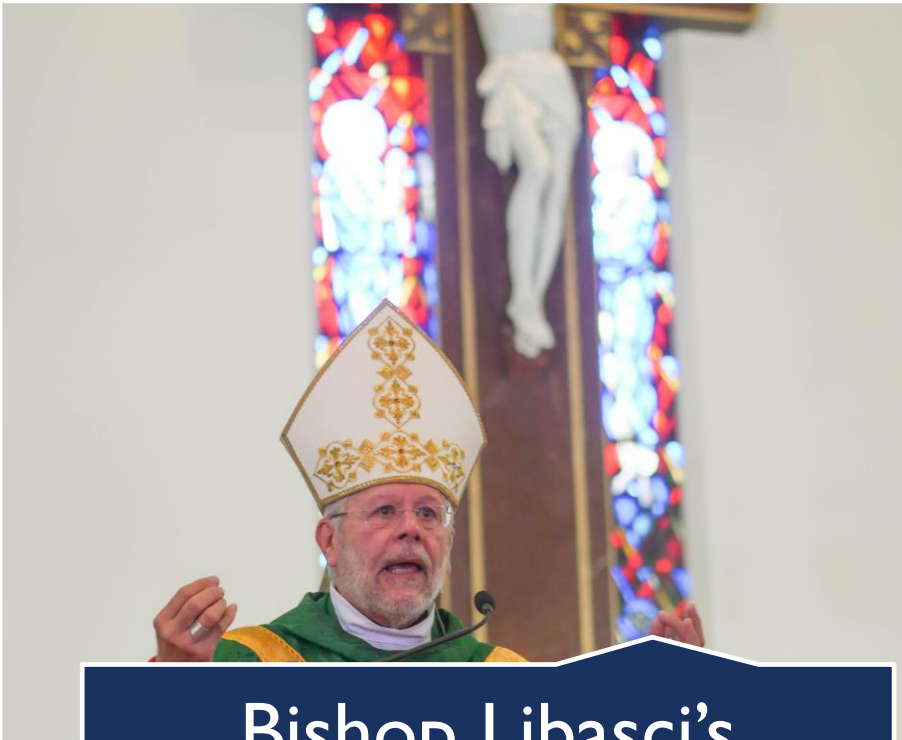
Sister Mary Rose Reddy, DMML
Director of Catholic Mission and Identity

Steve McManis
Director of Operations

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Bishop Libasci's Strategic Priorities:

Bishop's Mission: To bring a New Hope and the Good News of Jesus Christ through our Catholic faith to all in New Hampshire

- Develop strong and consistent Catholic formation in our parishes, **schools**, and home schools
- Provide our parishes and **schools** with a stable financial foundation
- Address the priest shortage issue
- Develop leaders and build capacity in our parishes, **schools** and administration
- Renew and reinvigorate our Catholic **schools**

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Our Mission:

To live out the Bishop's mission...

...by making Catholic education
accessible, available, and affordable
to any family that desires it.

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Rationale:

- With great **Courage**, develop a roadmap towards sustained growth, improved value, and viability for our system of Catholic schools, and establish a standard from which all future decisions will be made.
- In the **Hope** of Christ, strengthen and affirm our Identity as Catholic schools
- **Enthusiastically** promote and gain support for the mission and strategic direction of Catholic education in the Diocese of Manchester, among the Catholic faithful and beyond.

*“Yes, I wish to sow **courage, hope, and enthusiasm** abundantly in the hearts of all those many diverse people who are in charge of religious instruction and training for life in keeping with the Gospel.” – Pope St John Paul II Apostolic Exhortation Catechesi Tradendae: On Catechesis in Our Time, October 16, 1979, #62*

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STRATEGIC PILLARS



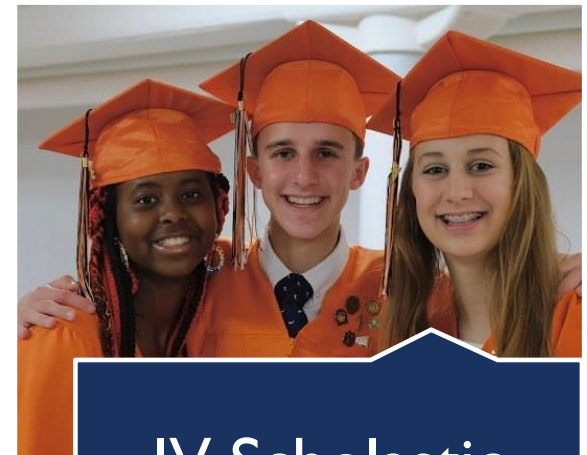
**I. Catholic Identity
and Culture**



**II. Operational
Vitality**



**III. Leadership,
Governance,
and Formation**



**IV. Scholastic
Excellence**

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I. Catholic Identity and Culture

Goal #1:

Strengthen and emphasize Catholic Identity of all schools

Objectives:

1. All schools will have a vibrant Liturgical and sacramental life, adoration, and devotionals
2. Every school must exhibit an intentional outward display of Catholic life
3. Robust integration of Diocese of Manchester Catholic Faith Standards across all academic disciplines

Key Strategies:

- Mass and Rosary at least once per week
- Clergy involvement and formal school Chaplaincy program
- Integrating Theology of the Body in all grade levels Pre-K through twelve
- Triennial Catholic Identity Review Process
- Implementing the ARK (Assessment of Religious Knowledge) annually

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I. Catholic Identity and Culture

Goal #2:

Reaffirm and support the catechetical ministry of every leader and educator

Objectives:

1. School leaders will intentionally form students, teachers, staff and parents in their baptismal mandate to serve as evangelizers in the world
2. All school employees will promote Catholic social teaching in and out of the classroom
3. The Catholic Schools Office will provide opportunities for spiritual development and nourishment in union with the Secretariat for Catholic Formation
4. All school faculty, regardless of academic discipline, will obtain catechetical certification.

Key Strategies:

- Spiritual Professional Development and Catechetical Formation
- Attract and retain faculty and staff who understand this is their vocation
- New Catechist Certification Program

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II. Operational Vitality

Goal #1:

Enact Benchmarks and Best Practices to Ensure Financial Stability

Objectives:

1. All schools will strive to achieve balanced budgets
2. The Catholic Schools Office will encourage and promote shared services among schools
3. All schools, in union with the Catholic Schools Office, will utilize key financial metrics to inform decision-making
4. Compliance in Diocesan policy and procedure as mandated by the Bishop

Key Strategies:

- Each school should establish a functioning Finance Committee
- Transition schools to common accounting and financial management platforms

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II. Operational Vitality

Goal #2: Foster Comprehensive Advancement Strategies in Each School

Objectives:

1. All schools will develop and execute seasonal enrollment plans and mitigate attrition through effective recruitment and retention activities
2. All schools will, in consultation with the Catholic Schools Office, create intentional marketing and communications to drive value and brand recognition
3. All schools will establish development and fundraising initiatives that achieve financial goals and objectives

Key Strategies:

- Work toward identifying and investing in key advancement positions in each school
- Strengthen relationship between school advancement teams and diocesan advancement staff

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II. Operational Vitality

Goal #3:

Cultivate Relationships to Forward the Mission of Catholic Education in the Diocese of Manchester

Objectives:

1. The Diocese will continue its advancement efforts to identify financial support for key initiatives, regional leadership, and facilities investment.
2. The Diocese will intentionally engage community support in all areas of the state, through key relationship building and donor cultivation

Key Strategies:

- Ongoing discussions with major donor prospects in union with the Bishop
- Shine Brighter St. John Neumann Trust Reception and the Solicitation of Major Gifts to the Neumann Trust
- Assess regional footprint of schools, considering future expansion and/or consolidation opportunities
- Annual Deanery Update Meetings

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II. Operational Vitality

Goal #4:

Implement a Uniformed Approach to Tuition, Grants & Aid, and Enrollment Reporting

Objectives:

1. All schools must adhere to the Diocesan Financial Aid Process and utilize a standing financial aid committee.
2. All schools will implement FACTS as their standard tuition management evaluation tool
3. The Catholic Schools Office will have access to up-to-date enrollment data for accurate reporting, enrollment planning, and timely budget projections

Key Strategies:

- The Catholic Schools Office will research ways to implement a regionalized standard tuition program
- All schools will help families utilize and apply for School choice programs such as the NH CSF and Education Freedom Accounts
- Implement a system-wide enrollment reporting software to allow the CSO to run accurate and timely enrollment reports.

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II. Operational Vitality

Goal #5: Develop and Fulfill Visions for Each School

Objectives:

1. All schools will establish well-formed 5-yr strategic plans
2. All schools, in consultation with the Catholic Schools Office, will develop a physical plant maintenance and upgrade plan which includes, but is not limited to, capital/infrastructure improvements and enhancements

Key Strategies:

- Any schools not yet accredited through an approved accrediting body such as NEASC, ITCE, or NAPCIS will develop plans to seek accreditation

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III. Leadership, Governance, and Formation

Goal #1: Secure Leadership in all schools

Objectives:

1. The Catholic Schools Office, in union with Human Resources, will create a culture of succession planning and bench-building for leadership
2. The Catholic Schools Office will actively engage and affirm strong school pastors that advance the mission of their particular Catholic school
3. The Diocese will seek out and maintain stop-gap interim leaders

Key Strategies:

- The Catholic Schools Office will employ school leaders through the diocesan employee payroll and benefit structure
- The Superintendent will serve in an advisory role regarding priest assignments.
- The Catholic Schools Office will continually meet with potential leadership candidates

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III. Leadership, Governance, and Formation

Goal #2:

Attract and Retain Professional, Competent, and Mission-minded Faculty & Staff

Objectives:

1. All schools will adopt a diocesan standardized and formal evaluation process for faculty and staff
2. All schools will utilize common position-descriptions templates and criteria
3. The Diocese will implement and manage an over-arching application, selection, and on-boarding process for all school faculty and staff

Key Strategies:

- Institute a standardized compensation plan including salary scales and benefit options for faculty and staff
- Design and implement an applicant tracking and onboarding platform through Paylocity
- Sponsor and implement a system-wide marketing campaign to attract mission-minded individuals for open positions

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III. Leadership, Governance, and Formation

Goal #3: Provide Ongoing Formation for All Stakeholders

Objectives:

1. All schools will work collaboratively with the Catholic Schools Office to advance the professional and spiritual formation of their leaders, faculty, staff, and boards.
2. Each school will provide formation opportunities for all stakeholders in an effort to advance and support the school's Catholic Identity.
3. Leaders, PDC's, and faculty will work with Diocesan leadership to establish certification plans for non-certified teachers

Key Strategies:

- Provide required and timely professional development for faculty and staff
- Extend opportunities for professional growth in focused areas for school leaders, faculty, and staff
- Establish structured leadership offerings for principals and heads of school
- State of NH or Diocesan Certification through Cabrini Institute
- Offer annual retreats and/or educational opportunities for school governance and advisory boards

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III. Leadership, Governance, and Formation

Goal #4: Recognize Governance Models that Meet the Needs of Individual Schools

Objectives:

1. All schools will deliberately recruit and appoint qualified and suitable board members
2. All schools will ensure by-laws are current and clearly articulate the roles of board, pastors, school leaders, and committees, where appropriate.

Key Strategies:

- School and parish leaders will work together in strengthening the relationship between host parish/supporting parishes and school
- Assess the community dynamics and discern appropriate governance structures for schools

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IV. Scholastic Excellence

Goal #1:

Certify the Quality, Continuity, and Academic Excellence of All Schools

Objectives:

1. The Catholic Schools Office will ensure that curriculum standards, including Integrated Faith Standards, are identified, developed, and reviewed for all applicable grade levels and academic areas
2. The Catholic Schools Office will, in concert with school leaders, provide exemplars of high-quality instructional and assessment strategies for faculty to foster the academic development of a wide range of learners
3. School leaders will utilize student assessment results as a tool to ensure quality of program and instruction and measure student outcomes

Key Strategies:

- Formative, standardized testing three times per year
- The Catholic Schools Office will institute and refresh curriculum standards as appropriate

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IV. Scholastic Excellence

Goal #2:

Develop and Deliver Curriculum Through Effective Instructional Methods

Objectives:

1. The Catholic Schools office will continue efforts to promote Professional Development aimed at differentiation and accommodation in curriculum instruction for different learner needs
2. Effective instruction aligned with standards assessment metrics
3. Facilitate resources for elevated student growth

Key Strategies:

- Increase use of Title and IDEA funding to better meet the needs of students with other learning needs
- Customize professional development opportunities and school-wide enrichment programs

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IV. Scholastic Excellence

Goal #3: Enhance System-Wide Curricular Offerings

Objectives:

1. The Catholic Schools Office, in concert with school leaders, and diocesan school board members, will enhance the breadth and depth of fine art offerings in the elementary schools
2. The Catholic Schools Office will assist High schools in launching vocational (Voc-Tech) programming into high schools
3. High School Leaders will enhance college preparatory opportunities through dual enrollment course and college counseling services

Key Strategies:

- Explore partnerships with established, local college and vo-tech programming
- Seek partnership opportunities with non-profits in the areas of fine arts
- Investigate grant opportunities for fine arts and vocational programming
- Launch the St. Joseph the Worker Track in a High School

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IV. Scholastic Excellence

Goal #4:

Confirm Co-Curricular Offerings that Attend to the Development of the Whole Child, in Partnership with Parents.

Objectives:

1. All stakeholders will ensure that a Catholic culture/ worldview is infused across all programming, including athletics, to advance the virtues, teachings and evangelizing mission of the Church.
2. All schools will seek to provide robust extracurricular offerings that enhance the communal vibrancy of the school
3. All School leaders, faculty, and staff, will cultivate relationships with parents in the education and formation of children
4. All Schools will provide opportunities for students to engage in Corporal and Spiritual Works of Mercy within and beyond their school communities

Key Strategies:

- Seek, train, and retain Catholic mission-driven stakeholders for all areas
- Creating athletic training/certification program

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Implementation

- The CSO will establish working committees in regional areas of the state, to address the goals and strategies within the four strategic pillars.
- Regional initiatives have already been launched in the following areas:
 - Lebanon
 - Gorham
 - Manchester
 - Nashua
 - Concord
 - Dover/Rochester/Somersworth

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*“Catholic education is above all a question of communicating **Christ**, of helping to form **Christ** in the lives of others”*

- Pope St. John Paul II