



**SAINT JOSEPH REGIONAL SCHOOL
OUR LADY OF MERCY ACADEMY**

**Strategic Plan
2022-2025**

ST. JOSEPH REGIONAL SCHOOL/OUR LADY OF MERCY ACADEMY

Advisory Board

The mission of the Saint Joseph Regional School and Our Lady of Mercy Academy Advisory Board is to collaborate with the principal to define the vision, and to promote and sustain the mission of the schools. The full Board meets six times per year and is tasked with providing sound advice and support to the Principal, reviewing the schools' financial documents, recommending policies in the interest of the schools, and engaging in on-going strategic planning to ensure the long-term viability of the schools.

2022-2023 Advisory Board Members

Troy Chaput -- Vice Chair

Kate Cushing

Ashleigh Hutwelker

Jaynah Johnson

Randolphe Lavigne

Derek Scalia

Karen Stanish -- Chair

Deacon Ken Swymer

Ex Officio

Christopher Smith, Principal

Fr. Alan Tremblay, Pastor, Parish of the Holy Spirit

MISSION STATEMENT

The mission of Saint Joseph Regional School and Our Lady of Mercy Academy is to empower students to grow as informed, inspired, compassionate souls.

We are guided by our philosophy and values as follows.

OUR PHILOSOPHY AND VALUES

We believe in Catholic Education that is centered in the Spirit of the Gospel of Jesus Christ, our Lord.

We believe that our heritage in the Monadnock region gives us a faith-filled view of our school, of life, and of our mission.

We believe that together, the Saint Joseph Regional School and Our Lady of Mercy Academy communities of parents, students, and teachers share a common vision---one formed by the compassionate message of the Gospel. **We affirm the values of high academic standards, responsibility, service, community, and worship.**

Because of our belief in **high academic standards**, we teach for a mastery of the basic learning skills by challenging students to use and develop their talents to the fullest.

Because of our belief in **responsibility**, we encourage our students to work both independently and cooperatively with others in a respectful manner.

Because of our belief in **service**, we teach our students to be aware of the needs of others and to reach out and help them.

Because of our belief in **community**, we choose to be a compassionate people who care for one another and to create a family atmosphere in our school.

Because of our belief in **worship**, we celebrate our personal commitment to Jesus Christ in prayer, in song, in liturgies, in the sacraments, and in religious instruction.

Realizing the beauty of our God-given identity, relatedness and purpose, we strive to form each student into a young adult, responding to those needs by being:

A Hope-Filled Person

A Person Who Emulates Christ's Love to All People

A Whole Person

A Compassionate Person

A Responsible Person

An Enthusiastic Person

A Wise Person

Strategic Plan 2022-2025

GOAL 1: ADVANCE OUR MISSION, CATHOLIC IDENTITY AND COMMUNITY SERVICE

OBJECTIVE 1: Expand retreat days.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Plan/manage retreat days at OLMA annually in an effort to maximize the time of all.	OLMA Dean of Students	N/A	6/2024	Complete
2. Implement faculty/staff retreat day at the start of the school year annually.	Principal OLMA Dean of Students CIFT	\$500 (food, rental of off-campus facility)	8/2024	Complete
3. Determine if there are ways to develop shorter retreat opportunities for SJRS middle school students.	Principal Middle School Lead Teacher Middle School Religion teachers	N/A	6/2025	In progress

OBJECTIVE 2: Provide a wide variety of prayer opportunities and faith formation activities that highlight the rich Catholic tradition of prayer.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Prepare a schedule for Adoration of the	Principal President/Pastor	N/A	6/2025	In progress

Blessed Sacrament, Rosary, Stations of the Cross and other season-specific prayer opportunities.	Deans of Students Religion Teachers			
2. Continue with Advent novena for faculty/staff, and initiate another novena at another time of year.	Principal OLMA Dean of Students Religion teachers	N/A	12/2025	Complete
3. Ensure consistent student involvement in school Masses, and examine ways of expanding involvement of younger students.	OLMA Dean of Students President/Pastor Chorus Teacher Elem/Mid Religion Teachers	N/A	6/2024	Complete
4. Ensure that non-Catholic students are able to fully participate in all prayer opportunities by consistently teaching all students about Catholic faith traditions.	Principal OLMA Dean of Students Religion Teachers	N/A	6/2025	In progress
5. Plan Spring 2025 Rome trip for OLMA juniors/seniors	President/Pastor Principal OLMA Dean of Students Select OLMA faculty members	TBD	4/2025	In progress

OBJECTIVE 3: Provide opportunities for service to the community.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
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1. Continue/expand Community Kitchen monthly support.	OLMA Community Service Manager OLMA students Community Kitchen staff	N/A	11/2023	Complete
2. Explore partnership with Hundred Nights Shelter, St. Vincent de Paul, MCVP.	OLMA Community Service Manager SJRS Leadership Council Parent/external Board members	N/A	12/2024	Complete
3. Create opportunities for school families to participate in community service all together (e.g, roadside cleanup crews).	OLMA Community Service Manager Principal Advisory Board	N/A	6/2025	Not started

OBJECTIVE 4: Further develop our new Justice, Equity, Diversity and Inclusion (JEDI) Committee.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Ensure that curriculum includes mission-driven justice, equity, diversity and inclusion components appropriate for each grade level consistent with Catholic social teaching.	Principal OLMA Dean of Students JEDI Committee	N/A	12/2024	Not started
2. Conduct diversity audits in all classrooms and subject areas to get a better understanding of	Principal OLMA Dean of Students JEDI Committee	N/A	6/2025	Not started

representation.				
3. Commit budget funds to align with the goals of the committee, including specific scholarship funds to increase diversity.	Principal OLMA Dean of Students JEDI Committee	TBD	6/2025	Not started
4. Survey our students, faculty and families about their experience and perceptions around justice, equity, diversity and inclusion.	Principal OLMA Dean of Students JEDI Committee	N/A	6/2025	Not started

GOAL 2: MAINTAIN FINANCIAL STABILITY AND AFFORDABILITY

OBJECTIVE 1: Develop a consistent, monthly budget review process.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Engage Advisory Board members in budget review process.	President Executive Director Principal Advisory Board	N/A	6/2025	Complete/ongoing
2. Implement ParishSOFT.	Executive Director Principal Diocese of Manchester finance representative Tuition/Financial Aid Manager	Approx \$3,000/annually	6/2024	Complete

3. Use new bookkeeper(s) to improve financial records and have an outside review mechanism.	Principal Executive Director Diocese finance representative Tuition/Financial Aid Manager	N/A	6/2024	Complete

OBJECTIVE 2: Expand major gift and annual fund fundraising plan.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Expand use of current parents in fundraising activities.	Director of Advancement Principal Parents Advisory Board Home and School Association	N/A	6/2025	In progress
2. Expand list of major donors.	Director of Advancement Principal Executive Director	N/A	6/2025	In progress
3. Improve development records/database by implementing Little Green Light or FACTS Giving.	Director of Advancement Principal Executive Director	\$500 annually	12/2025	In progress
4. Implement annual giving appeal mailing during Catholic Schools Week.	Director of Advancement Principal Executive Director	\$750-\$1,000	2/2025	In progress

OBJECTIVE 3: Manage the accurate accounting of classroom expenditures.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Get an accurate accounting of classroom purchases on an annual basis.	Principal Executive Director Diocese finance representative All staff	N/A	6/2025	In progress
2. Establish procedures to regularly review classroom resource needs and develop methods for identifying funding sources and to obtain new/updated resources.	Principal Executive Director Deans of Students Lead Teachers Faculty members	N/A	6/2025	Complete
3. Create/implement a documentation system for classroom resource purchases.	Principal Deans of Students Lead Teachers Faculty members	N/A	6/2025	Complete

GOAL 3: MAINTAIN ENROLLMENT OF SJRS AND EXPAND ENROLLMENT OF OLMA

OBJECTIVE 1: Hire a Director of Admissions.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Develop procedures for regular admissions-related procedures interaction between the Principal,	Director of Admissions Principal OLMA Dean of Students SJRS Main Office OLMA Main Office	N/A	6/2024	Complete

Main Office, and Director of Admissions.				
2. Refine tours, and begin to have additional staff giving tours to alleviate principal's time.	Director of Admissions Principal OLMA Dean of Students	N/A	6/2024	Complete
3. Review all existing admissions procedures/documents, and adjust as needed.	Director of Admissions Principal OLMA Dean of Students Director of Advancement	TBD	6/2025	In progress
4. Use FACTS/RenWeb more effectively for enrollment management.	Director of Admissions Principal	Approx \$2,500	8/2024	Complete

OBJECTIVE 2: Review marketing plan.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Maintain consistent branding of SJRS/OLMA.	Director of Advancement Principal	N/A	Ongoing	Complete
2. Ensure continual use of logo merchandise.	Director of Advancement	N/A	Ongoing	Complete
3. Utilize new SJRS logo.	Director of Advancement SJRS Main Office Manager	N/A	6/2023	Complete
4. Monitor our local/regional competition.	Director of Admissions Director of Advancement Principal	N/A	6/2024	Complete
5. Review consistency	Principal	N/A	6/2025	Not started

between SJRS and OLMA logos to determine possible logo redesign(s).	Director of Advancement Select faculty Home and School Association Advisory Board			
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OBJECTIVE 3: Plan for an enrollment plateau in the future.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Examine the need for an SJRS admissions/ application process when we have to limit enrollment numbers.	Director of Admissions Principal	N/A	6/2024	In process
2. Develop discerning SJRS application.	Director of Admissions Principal	Approx \$1,000 (RenWeb update)	2/2025	In process
3. Consistently review regional demographic changes.	Director of Admissions Principal	N/A	Ongoing	Complete
4. Explore expansion of Preschool to include two classrooms.	Principal SJRS Dean of Students Preschool Teacher Director of Admissions	N/A	6/2025	Not started

GOAL 4: IMPROVE THE FACILITIES AND TECHNOLOGICAL INFRASTRUCTURE OF OUR BUILDINGS

OBJECTIVE 1: Create a technology plan for each campus.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Ensure dedicated technology staff exists for both buildings.	Principal	Approx \$40,000 (salary)	8/2023	Complete
2. Install new advanced security system for both buildings.	Principal Advisory Board	TBD Approx \$50,000	6/2025	Not started
3. Create a plan to ensure every middle/high school student has a Chromebook.	Principal Deans of Students	TBD Approx \$10,000	8/2024	Complete

OBJECTIVE 2: Maintain/improve the exterior appearance of our buildings.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Work with the parish staff on landscaping and snow removal.	Principal President/Pastor Parish facilities manager	TBD Approx \$8,000-10,000	8/2023	Complete
2. Create a plan to beautify SJRS with landscaping/flower boxes.	Principal Custodial staff	TBD	6/2025	In progress

OBJECTIVE 3: Create energy efficiency/independence plan.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Craft communication to the Diocese regarding	Principal Advisory Board	N/A	12/2023	In progress

energy and other infrastructure needs.				
2. Research/apply for energy related grants	Principal Executive Director External consultant	TBD	6/2024	Complete
3. Review current heating system, deal with lapsed maintenance issues, and lay out plan for future replacement of the system.	Principal President Executive Director Advisory Board External consultants	TBD	6/2025	In progress

OBJECTIVE 4: Renovate/rebuild the SJRS playground.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Research ideas/fundraising for playground, fencing, field upgrade.	Director of Advancement	N/A	6/2025	In progress

OBJECTIVE 5: Improve cleanliness/organization of both buildings.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Hire a new custodial company.	Executive Director Principal	TBD	8/2024	Complete
2. Develop plan/timeline to transition custodial work from internal staff to new	Principal Executive Director	N/A	8/2025	Complete

external contractor.				
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GOAL 5: ADDRESS FACULTY/STAFF RECRUITMENT AND RETENTION, AND LEADERSHIP SUCCESSION

OBJECTIVE 1: Develop plan to manage Human Resources functions.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Review and update employee evaluation tools, methods, and procedures.	Principal	N/A	12/2024	In progress
2. Development relationships with Catholic colleges and universities to recruit new faculty.	Director of Advancement	N/A	8/2024	Complete
3. Utilize community relationships with recruiting new teachers.	Principal President/Pastor	N/A	8/2024	Complete
4. Use parish/Advisory Board to help with recruitment of Catholic faculty.	Principal President/Pastor Executive Director	N/A	8/2024	Complete
5. Obtain more help from the Diocese for human resources issues.	Principal SJRS Main Office staff Diocese HR staff	N/A	6/2024	Complete

OBJECTIVE 2: Encourage State licensing and professional development and make it available for teachers as needed.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Add consistent agenda item at faculty meetings to share/discuss professional development opportunities.	Principal Deans of Students Lead Teachers	N/A	10/2024	In progress
2. Survey faculty to assess needed professional development needs.	Principal Deans of Students Lead Teachers	N/A	12/2025	In progress
3. Appoint faculty member to actively collect, regularly share, and encourage professional development opportunities.	Principal Deans of Students Lead Teachers	N/A	6/2025	Not started

OBJECTIVE 3: Develop leadership succession planning

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Train Deans of Students on all duties and responsibilities of the head of school.	Principal Deans of Students	N/A	Ongoing	In progress
2. Encourage Deans of Students to participate in leadership/management professional development.	Principal Deans of Students	TBD Approx \$1,000	6/2025	In progress

GOAL 6: ADVANCE ACADEMIC EXCELLENCE

OBJECTIVE 1: Improve our standardized test scores.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Implement new i-Ready testing platform.	Testing coordinator Principal All faculty members Diocese staff member	TBD	6/2024	Complete
2. Administer i-Ready testing at least three times during the school year and record results.	Testing coordinator Principal All faculty members Diocese staff member	TBD	6/2024	Complete
3. Use professional development opportunity to train faculty on use of new testing platform and results.	Testing coordinator Principal All faculty members Diocese staff member	N/A	9/2024	Complete
3. Use i-Ready testing data to drive instruction and differentiate lessons to meet the individual needs of each student.	Testing coordinator Principal All faculty members Diocese staff member	N/A	9/2024	Complete
4. Implement ARK testing annually.	Testing coordinator Principal Religion teachers	TBD	4/2024	Complete

OBJECTIVE 2: Find ways to offer further support for students.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Establish a consistent process to assess the needs of our students in the areas of academic life, spiritual life and family life.	Principal Deans of Students Special Education Case Manager Select faculty	N/A	6/2024	Complete
2. Hire additional staff to provide student support.	Principal	TBD Approx \$40,000 (salary)	8/2022	Complete
3. Ensure necessary space availability for student support.	Principal Deans of Students	N/A	8/2023	Complete
4. Expand social-emotional learning program.	Principal	TBD Approx \$6,000 annually	10/2023	Complete

OBJECTIVE 3: Celebrate the accomplishments of our students.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Establish Junior National Honor Society at SJRS	Principal Dean of Students Middle school faculty members	TBD	6/2025	In progress
2. Establish National Honor Society at OLMA	Principal OLMA Dean of Students Select faculty	N/A	12/2023	Complete

OBJECTIVE 4: Continue review of the SJRS/OLMA curriculum and adjust as needed.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Align all lesson plans with the Diocesan curriculum.	Principal Deans of Students Lead Teachers All faculty	N/A	6/2025	In progress
2. Review/amend curriculum to address issues of justice, equity, diversity and inclusion.	Principal Campus Minister JEDI Committee Deans of Students	TBD (possible funding needed for new texts.)	6/2025	Not started

OBJECTIVE 5: Develop and solidify OLMA college counseling program.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Codify a system of steps/processes.	School Counselor	N/A	6/2024	Complete
2. Establish/grow relationship with NHHEAF.	School Counselor	N/A	6/2024	Complete

OBJECTIVE 6: Expand music program with the goals of connecting it to academic improvement and attracting new families.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
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1. Hire new Chorus Teacher.	Principal	TBD (salary)	8/2023	Complete
2. Re-align Music faculty.	Principal Current Music/Band Teacher Current Jazz Ensemble Teacher	N/A	6/2024	Complete

OBJECTIVE 7: Continue NEASC accreditation planning for the future.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Introduce/implement Diocese curriculum.	Principal Deans of Students	N/A	6/2023	Complete
2. Establish an ongoing NEASC committee.	Principal Advisory Board Deans of Students	N/A	6/2025	In progress
3. Determine the need for collecting necessary data.	Principal Advisory Board Deans of Students	N/A	6/2025	Not started