Saint Joseph Notre Dame High School

Strategic Plan
2017-2020

Rooted in Tradition – Educating for the Future

Saint Joseph Notre Dame High School
Alameda, California
Dear Friends of Saint Joseph Notre Dame:

We are proud to present to you an exciting new vision for Saint Joseph Notre Dame High School with the approved 2017-2020 Strategic Plan. As Pastor and Board of Trustees Chair, we wish to commend the fine efforts of so many people in our school community who have collaborated on the creation of this Strategic Plan which will set the path for extraordinary growth over the next three years for our beloved school and alma mater.

The Strategic Plan tackles four inspiring goals which will engage our community in the charism, academic and professional development, enrollment, and fiscal strength. The goals both stretch the imagination and set focus on tangible results which will hopefully provide the seeds for innovation and change, so that Saint Joseph Notre Dame High School emerges as one of the leading Catholic college preparatory high schools in the East Bay.

The 2017-2020 Strategic Plan rests solidly on our mission statement which states: “We develop confident, open-minded, and effective leaders who are ready to live joyful lives of faith, scholarship, and service.” This mission along with the exciting vision embarked by the 2017-2020 Strategic Plan will help focus the direction of our school as it navigates in a very tumultuous and changing world.

We are grateful to all who have worked on this impressive document. The 2017-2020 Strategic Plan is now in the hands of educators and leaders who will make this vision a reality.

May God, through the intercession of Saint Joseph and Holy Mary Mother of God, continue to bless our school as a beacon of light on Chestnut Street and beyond.

Fr. George Alengadan
Pastor
St. Joseph Basilica Parish

Teasha Cable
Chair of the Board
Saint Joseph Notre Dame
Our Mission
Saint Joseph Notre Dame High School, a Catholic parish high school, provides a dynamic and rigorous college preparatory education. Our faith-filled, diverse, and welcoming community embraces the teachings of Jesus Christ. We develop confident, open-minded, and effective leaders who are ready to live joyful lives of faith, scholarship, and service.

Our Vision
Rooted in Tradition – Educating for the Future

Overview of the Strategic Planning Process
The 2017-2020 strategic planning preparation process for Saint Joseph Notre Dame High School (SJND) began in August 2015 at a Board of Trustees retreat. Led by newly appointed Chair of the Board, Teasha Cable, the following considerations for the process and key ideas were discussed and shared with the Board of Trustees: charism, Catholic Identity and Catholic Social Teaching, SAT scores, review of the former 2010-2013 Board’s strategic plan, looking ahead at a new search process for the next SJND Principal, key stakeholders, and SJND’s sustainability over the next three to five years. As a result, three overarching goals originally evolved as major focus areas for SJND’s continued strength and sustainability: Academic, Enrollment, and Professional Development. The Policy and Planning Committee of the Board of Trustees was appointed next to create and write the Board of Trustees Strategic Plan with these broad goals in mind. The deliverable was a new strategic plan for the Board’s consideration and adoption at the 2016 retreat as well as for the newly hired Principal, Ken Jennings, in approaching his first academic year at SJND.

The original Policy and Planning Committee made up of committee Chair, Dr. Evette Castillo Clark; Board of Trustees Chair, Teasha Cable; Board of Trustees Vice-Chair, Rich Davis; Board Member, Abe Hitti; Interim Principal, Milt Werner; Assistant Principal of Academics, Jessica Park; and SJND Parent, Manuel
Perez met several times during the 2015-16 academic year and reviewed executive reports and analysis from consultant, Sister Rita Carey, SNJM, Ph.D.; took part in an abbreviated Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis; discussed strategic versus operational goals; conducted student and parent focus groups; and analyzed existing admissions, test scores, college enrollment, and professional development data. The Policy and Planning Committee also engaged and strongly considered the specific strategic goals from the Finance and Mission Effectiveness Committees. At that time, three overarching strategic goals were identified.

The 2016-17 Policy and Planning Committee comprised of committee Chair, Dr. Evette Castillo Clark; Board of Trustees Chair, Teasha Cable; Board of Trustees Vice-Chair, Rich Davis; Board Member, Dr. Bob Lassalle-Klein; Principal, Ken Jennings; Assistant Principal of Academics, Jessica Park; and SJND Parent, Manuel Perez reviewed the three goals in spring of 2017 and determined that a fourth goal which centered on Catholic Identity and Mission needed to be included in the 2017-2020 Strategic Plan, since this goal would assume prime importance in the overall implementation of the plan. Following the same format as the other three goals existing in the plan, the goal of Catholic Identity and Mission roots the entire plan in the central focus and work of Saint Joseph Notre Dame High School.

We thank the Policy and Planning Committee for their time and dedicated efforts to the development of this strategic plan and its four revised overarching strategic goals:
1. Engaging a Community with its Catholic Identity and Mission (Charism);

2. Engaging a Community of Successful Learners/Engaging a Community of Excellent Teachers and Leaders (Academic and Professional Development);

3. Engaging a Community of Enrollment Management Stakeholders (Enrollment);

4. Engaging a Community of Philanthropic Participants to Support the Advancement of SJND and a Catholic Education, and Optimize Fiscal Resource Management (Fiscal Strength).

In turn, the Policy and Planning Committee wishes to thank the Board of Trustees, SJND administration, staff, faculty, parents, and students for participating in the strategic planning process. The results of many discussions, meetings, participation at multiple levels with various stakeholders, and the reviews of several documents, summaries, data, and reflections come together and are outlined in this 2017-2020 SJND Strategic Plan.

Based on our understanding of SJND’s history, mission, past reports and consultant reviews, data, and several discussions with SJND community members, we recommend the following Strategic Goals, Strategies, and Objectives to be important in keeping pace with the constantly evolving and changing face of education today:
“I know how lucky I am to be here. I'm not positive what I want to pursue as a career right now, but I'm very interested in Biomedical Sciences, writing, traveling and leadership.”

Engaging a Community with its Catholic Identity and Mission

SJND seeks to reflect the loving and welcoming community, which is the Holy Family of Nazareth, in all facets of school life. We strive to instill and promote the family ideals that God holds out before us of love, communion, mutual respect, the full human development of each member of our diverse community, and generous service of a suffering world.

Goal 1 Strategies

1.1 Articulate and develop the welcoming charism of the Holy Family (Jesus, Mary, and Joseph) as the unifying feature of Catholic identity at SJND in each dimension of planning and activity at SJND, drawing upon the traditions of our founding orders: the Sisters of Notre Dame de Namur and Marianist Brothers/Fathers.

1.2 Develop a stronger relationship between the Department of Theology and Campus Ministry as a critical nexus for promoting the welcoming charism of the Holy Family, as articulated by this Mission Statement and the Cana committee, through school masses, service learning, social justice activities, etc.

1.3 Integrate the National Catholic Standards (Standards 1-4) as it relates to mission, the study of Theology, liturgy, faculty, parent and student formation, and social justice.

1.4 Continue to build a stronger “one family” relationship with St Joseph Basilica Parish and St. Joseph Elementary School through collaborative planning and programming.
Engaging a Community of Successful Learners / Engaging a Community of Excellent Teachers and Leaders

SJND prepares students to be confident, inclusive, engaged, and respectful learners and leaders in their pursuit of higher education and beyond. We will continually improve our academically rigorous and innovative college preparatory education with effective instructional methods and personalized support integrated with the school’s Catholic identity.

Goal 2 Strategies

2.1 Continuously improve the quality of curriculum, instruction, and assessment through best pedagogical practices.

2.2 Create innovative and differentiated educational programs that are in alignment with 21st century learning.

2.3 Create a data-driven/results-oriented culture to strengthen college and career readiness.

2.4 Enhance student support programs, including counseling, special needs, tutoring and academic support, and establish annual program assessments.

2.5 Innovate and maintain a fully integrated STEM curriculum and associated learning outcomes.

2.6 Integrate service-learning into curricula across all class levels and provide protocol for implementation and assessing program effectiveness.

2.7 Design and implement an effective faculty professional development plan which aligns with best pedagogical practices.
“I would have never developed the values of faith and responsibility without my teachers who have taught me everything I needed to know about being an independent person.”

Engaging a Community of Enrollment Management Stakeholders

SJND is comprised of a special core of students from within our diverse surrounding community. It is not only our academic rigor and faith-filled community that makes us successful, but also our unique co-curricular offerings that creates a strong SJND student body. We raise our academic profile and distinction by having well-planned strategies and tactics to increase enrollment over the next five years in alignment with our mission for students who will most benefit from the SJND community.

Goal 3 Strategies

3.1 Refine an enrollment management and communications plan to ensure long-term growth in enrollment.

3.2 Utilize Tuition Assistance and Scholarships to specifically attract more high achieving students and those who can excel in the SJND framework.

3.3 Cultivate partner school principals and middle school teachers as part of admissions outreach.

3.4 Improve and standardize the admissions evaluation process and support services for students with learning differences.
Engaging a Community of Philanthropic Participants to Support the Advancement of SJND and a Catholic Education, and Optimize Fiscal Resource Management

SJND advances a robust culture of philanthropy among donors, benefactors, alumni, board members, and those with lifelong relationships with SJND. In accordance with WCEA/WASC recommendations, develop a detailed, long term Financial Plan and Capital Expenditure Plan. Ensure that an annual review incorporates the input from the Administration’s and Board’s strategic planning processes and considers all institutional goals, including educational initiatives, operational, and capital reserve considerations and capital projects. We will engage in a continuous fiscal planning process with all stakeholders for the future financial health of the school.

Goal 4 Strategies

4.1 Establish stretch goals for fundraising and events and seek new funding opportunities through grants.

4.2 Create and utilize financial and capital expenditure plans for the consideration of long-term institutional goals.

4.3 Optimize organizational investments in staff and programming.

4.4 Balance the operating budget and grow operating reserves without dependence upon endowment funds.
Implementation and Assessment Plan

SJND Board of Trustees will provide overall strategic management of this plan. This will include making decisions about reporting, budget, personnel, stakeholders, and policy changes. The Policy and Planning Committee of the Board of Trustees will provide the next level of quarterly oversight that will include coordinating progress meetings throughout the year and working closely with the SJND Strategic Planning Team comprised of the Principal and key faculty and staff leadership to oversee its implementation, progress, and assessment. Bi-annually, there will be a detailed review of the overall Strategic Plan and progress towards achieving the goals and objectives, which will include a report on key assessment results.

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