



ILLUMINATING OUR PATH

Leading Children from Wonder to Wisdom

Catholic Schools of Colorado Springs

Diocese of Colorado Springs
Catholic Schools
Strategic Growth Plan

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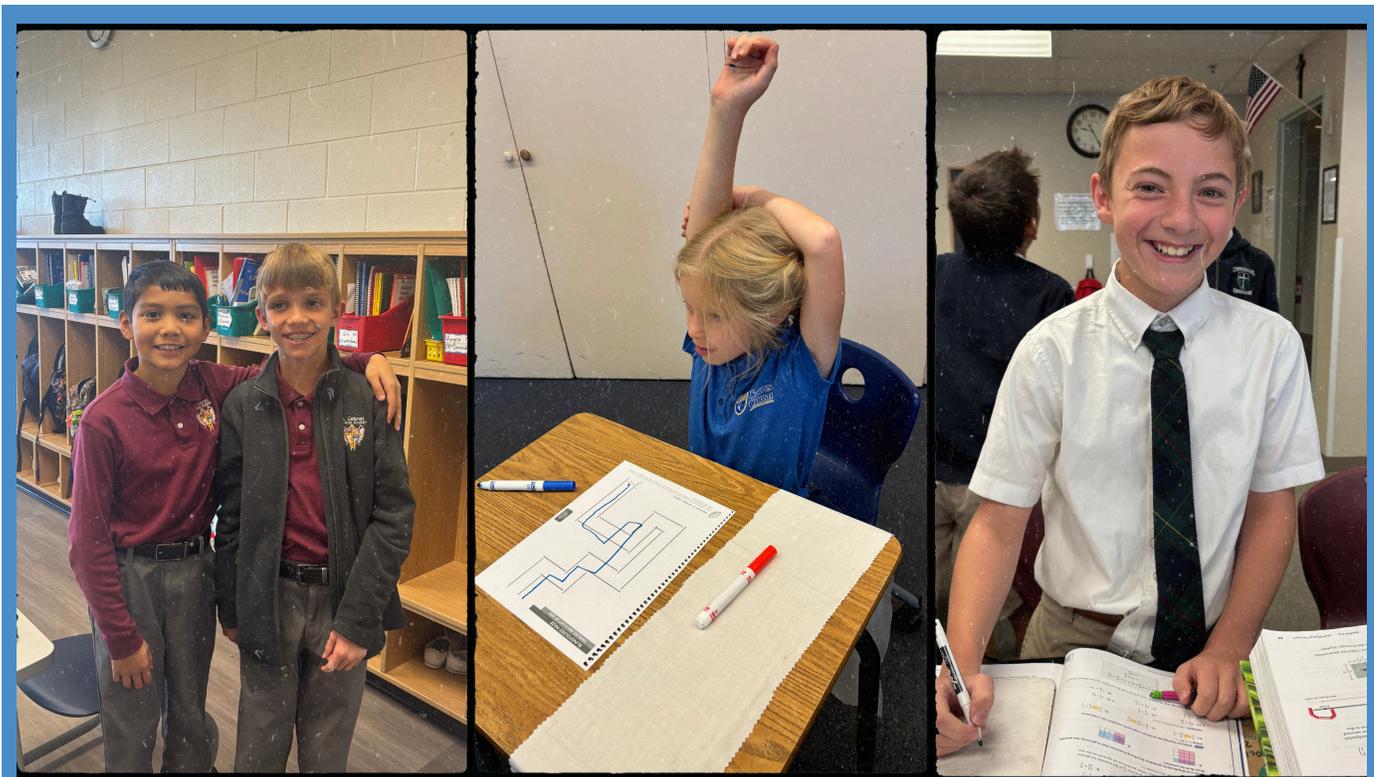


INTRODUCTION

The Diocese of Colorado Springs strategic growth plan for Catholic schools, “Illuminating Our Path,” is the result of a collaborative process that engaged all levels of diocesan, parish, and school leadership. This engagement included Bishop Golka, the Office of Catholic Schools, pastors with and without schools on site, school principals, faculty and staff members, school advisory council members, community representatives, and leaders.

The strategic growth plan is organized around the four pillars of The National Standards and Benchmarks of Effective Catholic Elementary and Secondary Schools: Catholic mission and identity, governance and leadership, academic excellence, and operational vitality. These pillars provide the foundation from which the plan evolved and around which best practices have been applied for the future vitality and growth of the schools throughout the diocese.

This planning process is a unique initiative in that all of the Catholic schools in the diocese are actively involved in its development. The overall objective of the planning process is to be proactive in addressing issues that will have a long-term impact to strengthen Catholic school education in the diocese. The various goals and strategies are meant to focus on the current experience and potential future of the schools and changes that are needed to ensure they thrive looking forward. Strategies presented here are a “blueprint” or “path” for achieving the stated goals rather than a step-by-step action plan to address every aspect of school life.



STRATEGIC PLANNING COMMITTEE

Oversight for and development of the strategic growth planning process is provided by two working groups, the Steering Committee, and the Planning Task Force. Both groups received input from the various constituencies engaged throughout the process and provided leadership, direction, and expertise in leading to the development of the goals and strategies. Membership in these groups includes:

Steering Committee

Name	Position
Most Rev. James Golka	Bishop of Colorado Springs
Fr. Kyle Ingels	Vicar General
Wayne Paton	Chief Financial Officer
Sheila Whalen	Superintendent of Catholic Schools

Planning Task Force

Name	Position
John Colgan	Diocesan School Advisory Council
Fr. Gregory Golyzniak	Pastor of St. Peter Parish, Vicar for Clergy
Msgr. Robert Jaeger	Pastor of St. Paul Parish
Dan McCallin	Diocesan School Advisory Council
Shawn Olds	Diocesan School Advisory Council
Dcn. Rob Rysavy	Chief of Staff
Dr. Carol Walsh	Principal, St. Paul Catholic School
Sheila Whalen	Superintendent of Catholic Schools

VISION

Preferred Future for Diocese of Colorado Springs Catholic Schools

Mission and Ministry

The mission of the Diocese of Colorado Springs Catholic schools is to provide excellent Catholic education in a safe, faith-filled environment, centered in the person of Jesus Christ. The schools are integral to the Church's evangelizing and educational mission. They are valued by clergy, families, and the communities they serve as an important ministry of the Diocese of Colorado Springs.

Faith Formation

Diocese of Colorado Springs Catholic Schools, in partnership with families and parishes, fulfill their mission to teach and form students to be disciples of Jesus Christ. They foster a personal faith journey and growth, promote a relationship with Jesus Christ, and teach how to live the Gospel through a Catholic worldview.

Community

Diocese of Colorado Springs Catholic Schools, in partnership with parishes, create a joyful and welcoming faith community gathered around Jesus Christ, as well as a learning space that promotes integrity, trust, and collaboration among all stakeholders.

Excellence

Diocese of Colorado Springs Catholic Schools pursue a culture of excellence focusing on innovation, consistent growth, and continuous improvement to develop each student's God-given gifts and guide them to respond to Christ's call to lives of faith, leadership, and service.

Vitality

Diocese of Colorado Springs Catholic Schools operate efficiently, are financially sound, and provide outstanding leadership, staffing, facilities, and resources to make an excellent Catholic education available and accessible.

CATHOLIC MISSION & IDENTITY

Goals and Strategies

1. Catholic identity will extend beyond school to the home, the parishes, and the wider community. Schools, along with their sponsoring parishes, will be on the front line of evangelization and outreach to parents and families, drawing them into a closer relationship with Jesus Christ and His Church.

Strategies

- Pastor and principal identify a faculty member to collaborate on parent evangelization ideas. Leaders should gather several times a year to collaborate and generate ideas.
- Provide training and resources to all teachers about practical techniques for extending the formation they provide to reach parents and families.
- Provide school parents with regular reminders and invitations about how to engage in the faith life of the Catholic parishes connected with their schools.

2. All parishes in the Diocese will recognize and fulfill their responsibility to help carry out the ministry of Catholic schools. Schools, in turn, will work closely with parishes in the work of evangelization and forming missionary disciples of Jesus.

Strategies

- The Diocese will offer pastors clear guidance on the vision for Catholic education and catechesis. This includes outlining the goals for Catholic education, its integration within parish catechesis, and the expectations for how parishes without schools should connect with and support Catholic schools with those parish leaders' goals.
- The Diocese will reach out to Colorado Springs parishes without schools, sharing with parish leaders the goals and activities of the schools, and discuss ways for the parish to connect with and support the school.

3. Catholic schools will be staffed by faith-filled, committed educators. Schools will effectively hire for mission, and faculty and staff will receive regular formation that helps them have a heartfelt and informed faith that is connected to their life and their work.

Strategies

- The Office of Catholic Schools will continue to provide a Catechetical Institute each year for all teachers throughout the diocese.
- Each Catholic school will create a Faith Formation Team who will be responsible for providing faith formation for faculty and staff at their school throughout the year.
- The Diocese will provide for the team to communicate the vision of faculty and staff faith formation and to develop a faith formation plan for the year.

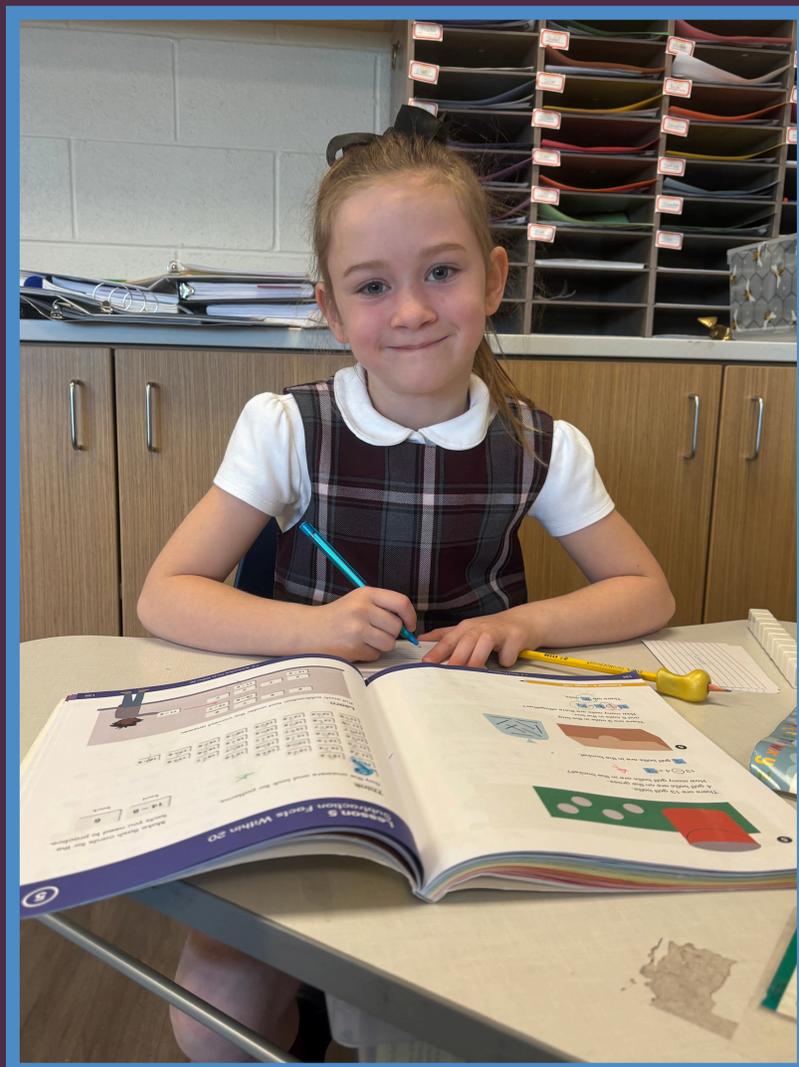
CATHOLIC MISSION & IDENTITY

Goals and Strategies

4. Catholic schools will form students in faith in engaging, effective, and data-informed ways, both within and outside the classroom. Students' faith will be centered on knowing and loving Jesus, deepened through prayer and participation in the sacraments, and strengthened through meaningful service learning and effective curriculum integration.

Strategies

- Investigate religion curriculum resources and teaching methodologies that are engaging for children and youth. The Mission and Identity Committee may give input on curriculum resources and teaching methodologies.
- Survey students about their experiences of faith, service, prayer, and catechesis in their schools. Which prayer experiences, retreat experiences, and classroom experiences related to faith do they find most engaging, meaningful, and effective? The Mission and Identity Committee may provide input on surveys for students.



EXCELLENCE

A. Academics, Co-Curricular Programs

Goals and Strategies

1. Catholic schools in the diocese will be structured with a PreK to 12 mindset and organized to effectively and efficiently meet the academic and co-curricular needs of the individuals and communities they serve.

Strategies

- Assess what curriculum and assessment each school is using, and how data is being collected and used to drive instruction. Use the information to explore a Diocesan-wide curriculum and assessment that addresses grades K to 12.
- Initiate curriculum articulation opportunities between St. Mary's High School and the schools of the Network of Colorado Springs.
- Explore the potential for a common middle school to allow for greater enrollment critical mass, more enrichment opportunities at all levels, and shared teacher opportunities.
- Reassess and identify the academic support resources needed at each school. Research areas and ways personnel and resources might be shared to achieve economies of scale.

2. In collaboration with the Office of Catholic Schools, schools will focus on teaching and learning that is authentically Catholic and academically excellent.

Strategies

- Develop Catholic standards and benchmarks for each content area to ensure excellence and consistency of curriculum across diocesan schools at each grade level.
- Establish Professional Learning Communities (PLCs) in each school and diocesan-wide committees to ensure PK-12 vertical alignment is in place.
- Integrate Catholicism into the standards and benchmarks for each content area.
- Collaborate on diocesan-wide training where appropriate. Schools can combine Titles II and IV funds to pay for the PD. Focus professional development on.
 - Best education practices
 - Using data effectively to drive instruction
 - Moral, emotional, and virtue formation of children
 - Management of classrooms with diverse learners
 - Integration of the Catholic faith into curriculum and instruction in all subjects.
- Conduct stakeholder surveys to assess the best and most effective use of technology in education. Establish expectations for teachers to use instructional approaches that integrate the use of technology into the classroom and provide opportunities for students to engage in technology-enhanced projects.
- Maintain curriculum mapping to assure academic alignment and to foster the development of student academic skills.

EXCELLENCE

- Regularly revise the curriculum to reflect alignment with appropriate Catholic, state, or national standards.
- Continue to focus on the strengths of traditional academic knowledge and skills and incorporate real-world applications with a focus on broader competencies: critical thinking, collaboration, communication, and creativity.

3. All schools will develop a graduate profile identifying the “return on investment” on the part of parents and guardians for their students.

Strategies

- Develop a Catholic Graduate Profile that clearly articulates the spiritual, intellectual, moral, and social formation of students as the fruit of the partnership between families and the school—demonstrating to parents and guardians the enduring value and “return on investment” of a Catholic education in forming disciples, scholars, and servant leaders for the Church and the world.

B. Faculty and Staff

Goals and Strategies

1. The Diocese and schools will attract and retain qualified, quality, mission-driven school personnel who witness to and live their faith consistent with the teachings of the Catholic Church.

Strategies

- Develop and implement a plan to actively recruit faculty and staff members.
- Extend a preference for potential faculty and staff members who are practicing Catholics, are professionally prepared and qualified, and support the educational mission and vision of the Church and the Diocese of Colorado Springs.
- Ensure faculty and staff meet all contractual faith formation and professional development activities as outlined by the Diocese of Colorado Springs.
- All faculty and staff will be provided with appropriate services, resources, and professional development to support them in their work.
- Ensure that the teacher supervision and evaluation system is effective in both affirming excellent teaching and assisting teachers who need or desire improvement.
- Research best practices for formative and summative evaluation of administrators, teachers, and support staff. Select instruments and procedures that are currently successful and adapt them for effective use at the schools. Conduct written evaluations and in-person performance reviews at least annually.
- Maintain access for teachers to workshops, conferences and continued education relative to their academic discipline.
- Conduct faculty and staff satisfaction surveys and exit interviews or surveys annually to determine if any changes should be made or actions taken in response there to.

GOVERNANCE & LEADERSHIP

Goals and Strategies

1. Schools will align with a governance/leadership model that supports the long-term growth and vitality of a PreK to 12 Catholic school education in the diocese.

Strategies

- The Board will implement the Network System beginning in 2025-26. Schools to be included are Corpus Christi Catholic Academy, St. Gabriel Classical Academy, St. Paul Catholic School, and St. Peter Catholic School.
- Continue to operate Ave Maria Catholic School, Holy Apostles Preschool, and Pax Christi Preschool as parish-based programs.
- The Board will discuss and plan the potential for a PreK to 12 systemized model between the Diocese and St. Mary's High School.

2. Leadership roles and responsibilities of the Office of Catholic Schools and Superintendent of Catholic Schools will clearly be outlined and defined.

Strategies

- The Superintendent will ensure all diocesan policies related to Catholic schools are in place, up to date, and appropriately implemented at each school. Local school policies will be aligned with diocesan policies.
- The Superintendent will have responsibility and authority in the areas of diocesan policy development and implementation, academic standard, instruction, and assessments with all schools. In the Catholic School Network of Colorado Springs, the Superintendent will have responsibility over personal matters.
- Identify and delineate lines of authority and accountability among the Office of Catholic Schools, pastors of parish schools, the network of Directors, and school administrators. Develop and share an organizational chart that identifies and delineates the lines of authority and responsibility to provide clarity in collaboration and decision-making.

3. A new Board of Directors will provide clear and effective governance for the Catholic School Network of Colorado Springs

Strategies

- The Board will review a constitution and bylaws for the new board. The Board of Directors will be a board of limited jurisdiction with responsibility and authority in the areas of Catholic mission and identity (at the system level), strategic planning, finances, advancement/development, marketing, and enrollment management.
- With the Bishop, the Office of Catholic Schools will initiate a process to identify, vet and invite potential Board of Director members. Membership of the Board should include the pastors of parishes with PK-8 schools, two priest representatives from parishes without schools, and other leaders with specific areas of expertise. The Board will assist in identifying potential replacement board members.
- Provide an initial orientation and ongoing training for board members to clarify their role and responsibilities, as well as best practices for board governance.

GOVERNANCE & LEADERSHIP

4. The Office of Catholic Schools will develop and build leadership capacity in the schools of the diocese to ensure the quality of their Catholic mission and programs.

Strategies

- Develop and implement a plan to identify potential school leaders from within the diocese. Once interest is piqued and prospective individuals are invited, sessions can be created to encourage them to consider the possibility of becoming a principal and provide direction on how to achieve it.
- Establish and implement a first-year orientation program for new principals and/or experienced principals who are new to the diocese through a collaborative effort of veteran principals and the Office of Catholic Schools.
- Implement a one-year mentor program for principals new to school administration providing them with guidance and support from successful and effective leaders.
- Enhance the ongoing professional development and individual growth plan process and program for school administrators with ongoing leadership development as the emphasis.
- The Office of Catholic Schools will work with local leadership to develop a succession plan for administrative positions to ensure continuity in leadership. The plan should account for the potential of internal and external opportunities and processes for leadership development or searches.
- Initiate or identify (e.g., national programs) an effective program for the formation and education of pastors on collaborating with, supporting, and leading in a Catholic school.

5. Each school will create a multi-year long-range plan to provide a strategic pathway to the future.

Strategies

- Formulate a comprehensive multi-year (3 to 5 years) plan with each school, aligned with the “Illuminating Our Path” diocesan plan goals and strategic directions. The Board will collaborate/review each network school strategic plan.
- Design system and school plans to complement the accreditation process for the schools.
- Engage the appropriate stakeholders including pastors, principals, board and advisory councils, faculty and staff, and key constituencies (parents, friends, donors), among other supporters as needed in the process to develop, update and monitor the plan.
- School strategic plans will be reviewed and updated on an annual basis, soliciting input from key constituencies regarding progress and necessary plan adjustments. An annual update report will be drafted and communicated addressing implementation progress and any/all adjustments to the goals and strategies. School plans will be reviewed through the Office of Catholic Schools.
- The Board will annually review and update the diocesan schools strategic growth plan “Illuminating Our Path,” coordinated through the Office of Catholic Schools and Bishop’s office. Pastors, principals, diocesan leaders, and school advisory council leaders, among others, should be engaged in the updating of the plan. An annual update report will be drafted and communicated addressing implementation progress and any/all adjustments to the goals and strategies.

OPERATIONAL VITALITY

A. Enrollment Management

Goals and Strategies

1. Catholic schools will be a first-choice opportunity for Catholic families for their children. Enrollment at all Catholic schools will grow sustainably through effective marketing and recruitment efforts. The schools will operate at minimally 85% and optimally, 90% or better of their planned enrollment capacity.

Strategies

- The Office of Catholic Schools will create a written marketing plan that focuses on communication to enhance the positive image of the schools, build enrollment, and support marketing and recruitment initiatives. The plan should include specific goals and strategies.
- Each school will create a local written marketing plan that is aligned with the diocesan marketing plan.
- As a part of the marketing plan, each school's website will be reviewed, evaluated, edited, and, if needed, redesigned.
- The Office of Catholic Schools will collaborate with St. Mary Catholic High School to build a strong PK to 12 image and brand.
- Establish the role of Marketing and Enrollment Coordinator for the Network. The Advancement Committee will provide direction, expertise, and support for marketing and enrollment efforts to the Marketing and Enrollment Coordinator to grow enrollment and broader support for Catholic school education.
- All schools will designate a staff member, add a staff position (full or part-time), or create a marketing/enrollment team to support and lead marketing and recruitment initiatives.
- All schools will implement a parent satisfaction survey process to measure attitudes, perceptions, and expectations in order to internally assess school performance, areas of strength, and areas of needed growth or change. Based on the results, strategies will be developed to address issues, enhance strengths, and make appropriate changes as needed to improve student retention.
- Marketing in-services and training for schools will be conducted as part of an ongoing annual effort with principals, pastors, and advisory councils, marketing/enrollment staff and marketing or enrollment teams.
- Financial assistance is a key part of an enrollment management plan, particularly in recruitment and retention efforts. The ways of communicating the cost and value of Catholic education need to be revised and re-presented so families know it is available, how to apply and what to expect. The way assistance is determined, awarded, and distributed will be reviewed to align it with enrollment growth.
- Each school will develop enrollment and/or market share goals based on available and appropriate data. When efforts are limited in holding or increasing market share, considerations could include reducing the number of classes per grade, combining grades, reducing staff, creating a new school structure, and employing an "empty seats" approach with a negotiated cost for a family.

OPERATIONAL VITALITY

- Action plans designed to establish or enhance connections with Catholic families whose children are not yet of school age and in local area preschool programs.
- Each school will develop and implement a parent ambassador program. Ambassadors provide outreach and connections with potential families as part of the recruitment and admissions process and assist the principal, marketing/enrollment staff member, or enrollment team in building a relationship with prospective families and students. Ambassadors would also assist in orienting new families to the school.
- School budgets will include a line item to fund marketing and enrollment management initiatives.
- Educate all school personnel on their role in marketing, recruitment and retention and how they will be expected to contribute to these efforts. Provide ongoing in-service for principals, school staff, pastors, and advisory councils as well.
- Develop recruiting and retention strategies with faculty, staff, administrators, coaches and student activities staff to ensure all are aware of and active in student recruitment and retention. Provide training opportunities so strategies can be effectively implemented.
- Evaluate the effectiveness of developing transportation systems to build and support enrollment.



OPERATIONAL VITALITY

B. Facilities

Goals and Strategies

1. School facilities will be fully and effectively optimized to support quality educational programs.

Strategies

- Perform a comprehensive inspection and assessment of all school facilities regularly to ensure they are safe, clean, attractive, and in good repair.
- Prioritize long-term capital needs and projects in order to create a facility master plan at each school.
- Develop a multi-year, long-range master plan for each school facility based on the facility assessments conducted for each school. Include the master facilities plan as part of the school's comprehensive strategic plan.
 - As part of the master plan, the number and location of schools for the diocese will be determined based on enrollment projections and capital needs.
 - The master plan will include a capital needs assessment to provide accurate cost estimates for anticipated repair or upgrades to major facility systems, possible interior or exterior renovations, expansions or new construction, and technology infrastructure improvements.
 - The master plan will be funded through a capital improvement allocation in the annual operating budget and resources obtained by the Advancement Office or, in the future, by a major campaign.
- Provide the level of budgetary funding needed for annual and long-term capital improvements. A special capital transfer fund will be established as part of the annual budget to develop savings for major facility improvements. The long-term objective is to annually set aside 2% to 4% of the annual operating budget for this purpose.
- Continue the focus on deferred maintenance needs that can be funded through the operating budget.

ADVANCEMENT & DEVELOPMENT

Goals and Strategies

1. The Catholic Schools Network of Colorado Springs will establish a comprehensive advancement program for Catholics school education within the system.

Strategies

- The Advancement Committee will receive orientation and training to each member of the team about their role and the goals and activities of the advancement program.
- Implement an Annual Appeal, which will be a core component of the Catholic Schools Network of Colorado Springs advancement program.
- When feasible, The Board will add an Advancement Coordinator position for the Network.
- With collaboration between the Network Marketing and Enrollment Coordinator and the Advancement Coordinator, develop communication strategies and messages to support the advancement program.
- Compile a constituent database, drawing from the parishes and schools.
- Develop and implement strategies for major gift solicitation.
- Establish guidelines for each school about how much local fundraising is permitted, as well as the types of fundraising allowed and purposes toward which the funds may be directed.
- Create a written advancement plan that details each program element above.

2. Each school outside the system will develop a school-based advancement plan.

Strategies

- The Office of Catholic Schools will assemble a school advancement team that includes school council members, volunteers with experience in advancement, and school or parish staff. Provide orientation and training to each member of the team about their role and the goals and activities of the advancement program.
- Implement an Annual Appeal, which will be the core component of the school advancement program.
- In collaboration with those involved in school marketing and enrollment, develop communication strategies and messages to support the advancement program.
- Compile a constituent database, drawing from the parish and school.
- Establish guidelines about how much fundraising is permitted, as well as types of fundraising allowed and purposes toward which the funds may be directed.
- Create a written advancement plan that details each program element above.

ADVANCEMENT & DEVELOPMENT

3. The Diocese of Colorado Springs will be positioned to conduct a major campaign for Catholic education by 2026-27. The “Illuminating Our Path” strategic plan will serve as the foundation for planning elements of the campaign to enhance and strengthen Catholic education.

Strategies

- Update the strategic plan annually and use it, or elements of it, as the case statement for the future capital campaign.
- Complete a capital campaign feasibility study and timetable a year prior to the scheduled year to prepare for the proposed campaign.



FINANCE

Goals and Strategies

1. The Catholic schools will be financially healthy, viable, and affordable.

Strategies

- Develop a five-year financial projection with each school. The projection will include a forecast for enrollment, tuition and fee increases, all revenue sources, and expenses (including capital expenditures).
 - The financial projection will be updated each year, incorporating costs and income that are consistent with the school's or system's strategic plan.
 - Update the financial projection each year to guide goal setting and for anticipating long-term tuition needs and strategies.
 - Think strategically about tuition and tuition assistance, as well as about increasing other revenue sources to strengthen financial health.
 - Use the financial projection not only as a "reality check" for the implementation of the strategic plan and balancing the budget but also as a tool to develop a strategic vision to improve facilities and support curriculum for the long term.
- Annual school operating budgets will be balanced.
 - Establish a financial planning process with timelines and responsibilities.
 - Consult the financial projection and its assumptions when beginning annual budget planning.
 - Review the assumptions and increase factors annually.
- Increase tuition and fees each year.
 - Tuition increases will be balanced to remain affordable.
 - Tuition will account for a minimum of 65% to 70% of total annual school revenue.
 - Utilize the strategic plan financial projection to assess potential increases.
 - Consider market analysis, competition, and demographics in determining tuition levels.
- Continue to increase funding for financial assistance to meet the growing demand for tuition support. Unfunded tuition assistance may be budgeted at a maximum of 8% to 10% of total tuition revenue.
- Continue to provide parish investment for schools. Maintaining this investment at a maximum limit of 30%-35% of parish ordinary income will be the norm (for parishes where schools are located). Parish investment will be approximately 10-12% of the total school annual revenue.
- Funding for schools through development and fundraising initiatives will increase each year, working toward a goal of 10% to 12% of total annual operating revenue.
- Establish the role of Finance Coordinator for the Network. This position will be responsible for accounting and financial reporting, budgeting and forecasting, compilation of critical success factors, strategic planning, compensation analysis and tuition management. This position will also be responsible for management of the information systems related to finance.

2. The schools will seek opportunities and resources to serve families who desire a Catholic education in areas with resource challenges.

Strategies

- Research ways to increase funding for targeted scholarship opportunities in order to strategically attract students. For example: legacy families, students from potential neighborhood markets, Hispanic and other ethnic families, etc.
- Initiate a transition from multi-child tuition discounts to greater financial assistance for families with more than one child.
- Evaluate the current process for awarding tuition assistance in order to strategically award financial aid and scholarships and maintain a desired enrollment and student profile.
- Adjust the financial assistance allocation process to include the segmenting of family income levels as a criterion for awards. Allow for an equitable level of assistance and award process that ensures available funding for middle-class families that may need a smaller level of support.
- Increase tuition assistance in the operating budget over the next five years. Use 8-10% of tuition and fee revenue as a benchmark and an eventual goal.

3. Compensation will be competitive to attract and retain quality and qualified school administrators and faculty members.

Strategies

- Create a diocesan teacher salary scale for schools to serve as a minimum guideline for schools in establishing future faculty and staff compensation. The new scale with transition timelines over the next 5 years will move to a more equitable goal as a percentage of local target levels. The scale will be flexible to account for the particular area (geographic, economic) of the diocese in which the schools are located. There could be more than one salary scale given potentially different regions.
 - Determine priorities for faculty, such as advanced degrees, longevity, multiple certifications, and ability to improve co-curricular activities.
 - Establish a base salary and lanes for attracting teachers based on your priorities above.
 - Decide if movement through the scale will reward longevity or professional advancement.
- Conduct an analysis of employee benefits and total compensation to determine which areas are most in need of improvement and which have the greatest impact on faculty recruitment and retention.
- Submit a plan from each school for adjusting compensation based on the scales that are to be developed with implementation to take place over 3 to 5 years depending on the gap between current Catholic school salaries and the goal established for a particular region or location.
- Utilize the multi-year financial projection to determine potential compensation increases that are in line with revenue potential.
- As part of the case in the major capital campaign for schools, include funding for an initial endowment investment for faculty/staff compensation. Develop means to grow this endowment on a regular basis through ongoing development initiatives.

SCHOOL GROWTH & EXPANSION

Goals and Strategies

1. Expanded and/or new Catholic schools in the diocese will be studied to meet Catholic and community population growth and demand when needed.

Strategies

- Establish directives and procedures that will guide those who may consider a new or expanded Catholic school in the diocese. These directives and procedures should address:
 - Rationale and case for considering the potential for a new school including community demographic analysis.
 - Conduct a comprehensive and professional feasibility study addressing and identifying need, enrollment potential, and financial feasibility (cost analysis and capital potential).
 - Create a realistic business plan to assess potential financial support and debt service.
 - Follow established diocesan policies and procedures for capital projects.