



Faithful Shepherd Catholic School

*Lighting The Way—Moving Forward*

Three-Year Strategic Plan

2018-2022

# Introduction



The Faithful Shepherd Catholic School Board of Directors embarked on a strategic planning initiative in the summer of 2017 to assess present and future needs, review current planning decisions with one vision in mind, and develop strategies to navigate changing conditions more effectively.

The initiative began with an honest assessment of the school, management structure, academics and curriculum, as well as the current state of the facilities. The ultimate goal of the strategic planning process was to identify and prioritize targeted strategic initiatives with tangible, measurable results to ensure that Faithful Shepherd Catholic School (FSCS) remains a vibrant Catholic educational institution where students thrive.

*Lighting The Way* marks a new era for the FSCS Community. It is a comprehensive, community-wide plan that formally and specifically articulates how we can best support FSCS and its long-term viability.

We embrace this important milestone as a community. We must come together as ambassadors of a shared vision if we are to be the best that we can be. Every stakeholder owns an important part of our shared success. WE are the culture of FSCS—every parent, student, teacher, administrator, and board member has the power to make our community better and stronger every day. Every individual contributes to our culture with their words and actions.

With our vision in sight, let us collectively and actively decide to make every contribution a positive one. Let us build each other up. Let us each become a powerful force for good.

# *Lighting The Way*—Moving Forward

This document provides an overview of the planning foundation and methodology, the FSCS Visionary Structure, budget, and performance measurement plans, as well as detailed action plans that support critical strategic initiatives.

## Key strategic areas addressed:

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- Catholic Identity
- Academics
- Finance and Fund Development
- Marketing and Enrollment
- Facilities

Years referenced in the strategic plan relate to FSCS's fiscal year beginning July 2018 – June 2019.

The plan was adopted by the Board of Directors on April 10, 2018. The adoption of a formal strategic plan is an important milestone for FSCS. ***Lighting the Way*** brings focus to the solid foundation required to propel Faithful Shepherd Catholic School forward with a vision, healthy culture, and strong values. It provides direction to ensure the long-term vitality of the school community.

The Board acknowledges that we must ensure foundational strength as the first priority. During the first three-year period, the emphasis is on the capacity driven strategic initiatives (key building blocks) – communications, technology, and building a welcoming Catholic community whose members support each other and the school in all that they say and do.

# Acknowledgements

Faithful Shepherd Catholic School acknowledges the following individuals for their generous contribution of time and talent to the development of *Lighting The Way – Moving Forward*.

A heartfelt thank you is extended to all the parents, students, faculty, administration, and Board members for their time and many valuable contributions.

## Strategic Planning Committee

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### Chair: Cara Geheren, Board member

Jennifer Neuman, Board member  
Fr. Tim Wozniak, Board member  
Mr. Randall, Executive Director  
Dr. Hendricks, Principal

## Consulting Services

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Anita S. Duckor

## Catholic Identity and Faith Formation Task Force

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### Chair: Jason Skagen (Board member)

Fr. Steven Hoffman (Board member)  
Administration: Mr. Randall and Dr. Hendricks  
K-5 Teacher: Mrs. Hirsch  
MS Teacher: Mrs. Dahlheimer  
K-5 Parent: Pat Silgen  
MS Parent: Paula Bullis

## Marketing and Enrollment Task Force

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### Chair: Jennifer Neuman (Board member)

Administration: Mr. Randall  
Fr. Doug Ebert (Board member)  
K-5 Teacher: Mrs. Larson  
MS Teacher: Mrs. Smith  
K-5 Parent: Michele Leach  
MS Parent: Pat Schaber

## Facilities Task Force

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### Chair: Jason Skagen (Board Member)

Fr. Doug Ebert (Board member)  
Administration: Mr. Randall  
Facilities Committee: Sean Curran  
K-5 Teacher: Mr. Keller  
MS Teacher: Ms. Duffy  
K-5 Parent: Jon Weber  
MS Parent: Tom Durand  
FSCS Finance: Kelly Larson

## Academic Excellence Task Force

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### Chair: Dr. Hendricks

Administration: Mr. Randall  
K-5 Enrichment Teacher: Mrs. Friesen  
MS Teacher: Ms. May-Olson  
K-5 Classroom Teacher: Ms. Martin  
K-5 Parent: Molly Ryan (Board member)  
K-5 Parent: Melissa Fahning  
MS Parent: Stephanie Peick  
K-5 Parent: Sarah Voelbel

## Finance and Fund Development Task Force

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### Chair: Tom Kraus, (Board member)

Yvonne Houle-Gillard (Board member)  
Administration: Mr. Randall  
Finance Committee: Aida Schaefer  
Development Committee:  
Michelle Weber  
K-5 Parent: Andrew Claude  
MS Parent: Craig Johanns

# Planning Foundation

When the Board of Directors and FSCS administration set out to chart the course for sustainable, mission-driven growth they engaged a professional strategic planning consultant, Anita S. Duckor, to assist in developing a three-year plan.

## The specific goals of the strategic planning process were:

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- Develop a shared visionary structure that clearly articulates a mission, vision, and shared guiding principles.
- Establish task forces.
- Develop strategic initiatives to support key areas of focus.
- Develop a three-year Strategic Plan with specific Action Plans.
- Document goals and performance measurements.

## Methodology

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Guided by the Consultant, the inclusive and transparent process ensured an opportunity for all voices to be heard. Each stakeholder group was engaged in a unique way to maximize participation, including:

- One-on-one interviews with the Board of Directors- past and current, and the Administration- Executive Director and Principal
- Online surveys for FSCS parents
- Print surveys for faculty and staff
- Three unique surveys for students: K–2nd, 3rd–5th and Middle School

The collective response data provided valuable insight into the key areas perceived to be our greatest strengths and opportunities. The data helped clarify common themes and define the next phases of the process.

Task forces were formed to focus on specific areas of opportunity. Each task force was led by a member of the board and made up of elementary and middle schools teachers and elementary and middle school parents. Each task force delivered strategic initiatives and action plans aimed at supporting meaningful growth in their respective area of focus.

The strategic planning committee, the Board, and Administration met regularly throughout the planning process. The effort was collaborative at every phase and the Board is fully committed to supporting implementation and execution of ***Lighting the Way***.

# Visionary Structure



The visionary structure is designed to intentionally align the daily work of Faithful Shepherd Catholic School with our long-term strategic focus:

## Mission Statement

Grounded in our Catholic faith, we enrich each student's journey from pre-K to 8th grade by nurturing meaningful growth in academic achievement and service to Christ in the world.

## Vision Statement

We excel at academic preparation and development of the whole child, educating students in a diverse student body.

We inspire every student to build a lifelong commitment to Catholic values and service, to go forth as informed, ethical leaders with a lasting love of learning.

## Our Guiding Principles

The following principles will help guide the organization in critical decision making. They provide a consistent measure for the desired outcomes of the important work we embrace as a community.

### **Believing that each child is unique and an important gift from God, Faithful Shepherd Catholic School is dedicated to:**

- Providing academic excellence in the core subjects while developing creativity and interest in the arts, physical education, and foreign language.
- Helping each student develop a personal relationship with Jesus and a deep understanding of the Catholic faith.
- Empowering students to think critically, act ethically, and have respect for others and one's self.
- Creating a sense of social justice and service to others through thought, actions, and prayer.
- Differentiating our instruction in the classroom so that all learners find success.

# Lighting The Way—Strategic Initiatives

## Overarching strategies and strategic initiatives

Six overarching strategies that bring focus and alignment were identified and specific strategic initiatives were designed to support each strategy.

# 1

### Ensure a rigorous academic program that integrates the Catholic vision of faith, service, and community

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- Provide an academic curriculum imbued with a Catholic worldview that challenges students at all levels of learning by using best practices.
- Ensure FSCS has effective and competitive technology.
- Strengthen Catholic Science, Technology, Engineering and Math (C-STEM) in the curriculum.
- Evaluate the middle school experience.
- Provide a positive school culture that reflects our Catholic values.
- Create a more welcoming and productive learning environment.

# 2

### Ensure that FSCS teachers are valued, vibrant, talented, and challenged to excel

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- Retain and attract excellent teachers that fulfill the FSCS mission.

# 3

### Strengthen the students' experience through a commitment to gospel values

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- Enhance the liturgical experience of FSCS Mass.
- Grow our faith in action and service programs.
- Strengthen the Catholic faith and identity of the school environment.
- Deepen the Catholic faith and identity of FSCS staff through professional development.

# Lighting The Way—Strategic Initiatives

## Overarching strategies and strategic initiatives

*Continued*

### 4

#### **Build long-term financial stewardship that is transparent, aspirational, and ensures long term viability**

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- Build a comprehensive marketing plan.
- Evaluate current and future fundraising efforts at FSCS including viability and feasibility.
- Build a robust financial aid program that ensures all students have the opportunity to attend FSCS.
- Evaluate development of a full-day summer program for K-8 students.
- Assess the feasibility of conducting a capital and endowment fund campaign.
- Establish a method of permanently and/or semi-permanently acknowledging contributions to the school.
- Leverage building and school grounds for extra-curricular and community use.

### 5

#### **Strengthen organizational effectiveness**

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- Build and sustain an effective Board of Directors.
- Effectively direct and coach the Executive Director.
- Assess and determine the optimal enrollment size for FSCS.
- Update and strengthen the FSCS brand strategy and management, and communications by outsourcing marketing services.
- Develop FSCS key messages.
- Develop and manage a three-year communications plan.
- Improve facilities and grounds.

### 6

#### **Commit to a collaborative community engagement strategy**

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- Strengthen the FSCS school, parish and family relations, and engagement.
- Strengthen the FSCS community identity..

For each overarching strategy, action plans were developed that include: strategic initiatives, tactics, responsible party and designated support, timeframes, required resources, and three-year goals or outcomes. Please see the Action Plans document for comprehensive action plans.

# Investment and Measurement

The investment to implement the strategic plan’s mission driven and capacity driven initiatives is based on the following assumptions:

- The current baseline for staff levels is maintained.
- Budget does not include inflation or cost-of living adjustments.
- The Annual Operating Investments and the Annual Capital Investments are estimated and will be refined with additional information.

Fiscal Year	Strategic Initiatives	Annual Operating Investments (est.)	Strategic Initiatives	Annual Capital Investments (est.)
2018-2019	Responsive Classroom Training	\$2,500*	Technology	\$35,000**
	Marketing Plan	\$20,000	STEM Lab	\$41,500**
	Brand Strategy	\$40,000	Library	\$50,000
	ED Professional Development	\$1,200	Middle School	\$10,000
			Faith Symbols	\$5,000
			Donor Recognition	\$5,000
<b>Sub Total</b>		<b>\$63,700</b>		<b>\$146,500</b>
2019-2020		0		0
2021-2021	Campaign Feasibility Study	\$15,000	Pod Space Renovation	\$10,000
<b>Sub Total</b>		<b>\$15,000</b>		<b>\$10,000</b>
<b>Total</b>		<b>\$78,700</b>		<b>\$156,500</b>

\* Funded through the 2017-2018 Title II program.

\*\* Funded through the 2018 Electric Moment/CSCOE Grant.

## Performance Measurement

In order to achieve the goals and outcomes of the strategic plan, there must be attention and focus on results. Faithful Shepherd Catholic School will implement a dashboard performance measurement tool that will help the Board and Administration stay focused on the critical areas of work that must be accomplished each year. The Dashboard will include the following:

- Overarching Strategy
- Strategic Initiative
- Performance Measurement
- Status
- Action Required

The Dashboard will be created annually, updated monthly, and reviewed and discussed at Board and Administration meetings as appropriate.



Faithful Shepherd Catholic School  
Three-Year Strategic Plan

*Lighting The Way—Moving Forward*

2018-2022 Action Plans

# 1

## Ensure a rigorous academic program that integrates the Catholic vision of faith, service, and community

Strategic Initiatives	Lead Person	Lead Support	Year	3-Year Goals/Outcomes
<b>Provide an academic curriculum imbued with a Catholic worldview that challenges students at all levels of learning by using best practices.</b>	Principal	Ad Hoc Faculty Committees		<b>Students at all learning levels will demonstrate academic growth measured by NWEA* with a practical Catholic worldview.</b>
Continue annual review cycle of curriculum, ensuring that the “spirit of Catholicism” permeates the curriculum; communicate to parents	Principal	Ad Hoc Faculty Committees	Ongoing	
Through a defined process, evaluate effectiveness of Enrichment program	Principal	Ad Hoc Faculty Committees	Year 1	
Through a defined process, evaluate effectiveness of Learning Specialist program	Principal	Ad Hoc Faculty Committees	Year 2	
Evaluate structure of Specialist classes by conducting a comparative study of other area school offerings	Principal	Ad Hoc Faculty Committees	Year 3	
Through a defined process, evaluate effectiveness of classroom instruction	Principal	Ad Hoc Faculty Committees	Year 3	
<b>Ensure FSCS has effective and competitive technology.</b>	Principal	ED/Technology Committee Teachers/ / IT staff		<b>Updated Technology Plan/Trained Faculty</b>
Update the 3-year Technology Plan	Principal	ED/Technology Committee: Select teachers/ /IT staff	Year 1	
Assess the need for new interactive technology in each classroom	Principal	ED/Technology Committee: Select teachers/ /IT staff	Year 1	
Review the use of technology in area schools	Principal	ED/Technology Committee: Select teachers/ /IT staff	Year 1	
Provide staff training	Principal	ED/Technology Committee: Select teachers/ /IT staff	Ongoing	
<b>Strengthen Catholic Science, Technology, Engineering and Math (C-STEM) in the curriculum.</b>	Principal	Science/math teachers		<b>Increased effective C-STEM offerings, STEM Lab, Technology and Curriculum) for students K-8.</b>
Refine a STEM Plan for Middle School - Research Catholic STEM (C-STEM) - Visit other schools using STEM/C-STEM - Research available STEM/C-STEM curriculum	Principal	Science/math teachers	Year 1	
Refine a C-STEM Plan for K-5 using the Middle School Plan as a guide	Principal	Science/math teachers	Year 2	
Provide ongoing training for staff	Principal		Ongoing	

\*NWEA® is a research-based, not-for-profit organization that supports students and educators worldwide by creating assessment solutions that precisely measure growth and proficiency—and provide insights to help tailor instruction. For 40 years, NWEA has developed Pre-K–12 assessments and professional learning offerings to help advance all students along their optimal learning paths. Our tools are trusted by educators in 145 countries and more than half the schools in the US.

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# 1

## Ensure a rigorous academic program that integrates the Catholic vision of faith, service, and community *(continued)*

Strategic Initiative	Lead Person	Lead Support	Year	3- Year Goals/Outcomes
<b>Evaluate the middle school experience.</b>	Principal	ED/MS Faculty		<b>Increased Middle School retention/enrollment by 10%.</b>
Review class offerings by conducting a comparative study of other area school offerings	Principal	ED/MS Faculty	Ongoing	
Evaluate facility for effective MS environment - Create a commons-like space for MS students - Repurpose unused MS office space for student-oriented small group work	ED		Year 1	
Review MS Enrichment (i.e., Trimester Enrichment Classes (TREC), math, science and ELA)	Principal		Ongoing	
<b>Provide a positive school culture that reflects our Catholic values.</b>	Principal		Ongoing	<b>Creating a peaceful, collaborative, and Christian environment fostering mutual respect with zero tolerance for bullying.</b>
Establish additional ways for FSCS students to foster a deeper and more personal relationship with Christ throughout their school day.			Ongoing	
Continue to train all staff in Responsive Classroom Strategies* - Implement these strategies K-8 - Review results annually	Principal		Ongoing	
Continue to improve a defined character building program including anti-bullying - Research available programs - Provide staff training (annually) - Conduct an annual survey	Principal		Ongoing	
<b>Create a more welcoming and productive learning environment.</b>	ED	Principal and Faculty		<b>Created new space that is welcoming and supports a productive learning environment.</b>
Better utilize library space for academics and meetings	ED	Principal and Faculty	Year 1	
Create open common space in the pod space, including replacement and/or relocation of locker bays	ED	Principal and Faculty	Year 3	

\*Responsive Classroom Strategy Definition: The Responsive Classroom approach is a way of teaching that emphasizes social, emotional, and academic growth in a strong and safe school community. Developed by classroom teachers, the approach of practical strategies for helping students build academic and social-emotional competencies day in and day out.

# 2

Ensure that FSCS teachers are valued, vibrant, talented, and challenged to excel

Strategic Initiative	Lead Person	Lead Support	Year	3- Year Goals/Outcomes
<b>Retain and attract excellent teachers that fulfill the FSCS mission.</b>	Principal	ED/Business Office		<b>A competitive compensation for Catholic Schools with 100% of our teachers being mission driven.</b>
Evaluate salary and benefits package - Conduct a salary/benefits comparison with other Catholic schools - Review staff tuition discount policy/compare to other schools - Review and enhance professional development program	Principal	ED/Business Office	Year 2	
Adjust current salary scale as needed (pending budget)	Principal	ED/Business Office	Year 3	
Implement a 3-year review process of salary scale	Principal	ED/Business Office	Year 3	
Conduct staff focus groups to evaluate the work environment; implement appropriate changes	Principal	ED/Business Office	Year 2	

\*A baseline pay increase of one percent would approximately impact the annual operating budget by \$20,000, two percent by approximately \$40,000, etc.

# 3

Strengthen the student’s faith experience through a commitment to gospel values.

Strategic Initiatives	Lead Person	Lead Support	Year	3-Year Goals/Outcomes
<b>Enhance the liturgical experience of FSCS Mass.</b>	Principal	Music Teachers/ Priests		<b>Engaged FSCS community at weekly Mass.</b>
Provide a more engaging musical experience	Principal	Music Teachers	Year 1	
For priests to engage more students during Mass	Principal	Priests	Year 1	
<b>Grow our faith in action and service programs.</b>	Principal	Faculty		<b>Service learning present at all grades levels.</b>
Connect the lives of Saints to our service opportunities	Principal	Faculty	Year 3	
Foster environment of Kind Acts and Service in grades K-5	Principal	Faculty	Year 3	
Enhance the Middle School Service Program with improved integration with the parishes	Principal	Faculty	Year 3	
Increase awareness of student service to the community	Principal	Faculty	Year 3	
<b>Strengthen the Catholic faith and identity of the school environment.</b>	ED	Faith Committee		<b>Concrete manifestation of our faith throughout the building.</b>
Visible signs of faith shown throughout the building	ED	Faith Committee	Year 1	
Promote our faith using monitors/banners/ signs throughout the building	ED	Faith Committee	Year 1	
<b>Deepen the Catholic faith and identity of FSCS staff through professional development.</b>	Principal	Priests/ Faculty		<b>Teachers are able to demonstrate the integration of faith in their subjects.</b>
Provide professional development in integration of faith and teaching methods.	Principal	Priests/ Faculty	Ongoing	
Hold annual retreat	Principal	Priests/ Faculty	Ongoing	
Expand opportunities for staff to pray/share faith together	Principal	Priests/ Faculty	Ongoing	

# 4

## Build long-term financial stewardship that is transparent, aspirational, and ensures long term viability

Strategic Initiatives	Lead Person	Lead Support	Year	3-Year Goals/Outcomes
<b>Build a comprehensive marketing plan.</b>	ED	Marketing Services/ Marketing Committee		<b>Increase enrollment.</b>
Develop and implement a Pre-K-5 Enrollment <b>Attraction</b> Strategy and Plan Develop and implement a Middle School <b>Retention and Attraction</b> Strategy and Plan	Principal	Ad Hoc Faculty Committees	Ongoing	
<b>Evaluate current and future fundraising efforts at FSCS including viability and feasibility.</b>	ED	Development Committee	Year 2	<b>Increase fundraising efforts' income by 10% while reducing risk.</b>
<b>Build a robust financial aid program that ensures all students have the opportunity to attend FSCS.</b>	ED	Finance Committee/ Board		<b>Make a Catholic education affordable to all who seek one.</b>
Identify the number of potential students who need financial aid	ED	Finance Committee/ Board	Year 3	
Identify new revenue sources to fund the program	ED	Finance Committee/ Board	Year 3	
Develop targeted communications plan		Development Committee/ Marketing Services/ Marketing Committee	Year 3	
<b>Evaluate development of a full-day summer program for K-8 students.</b>	ED	Business Consultant	Year 3	<b>Go or no-go decision.</b>
<b>Assess the feasibility of conducting a capital and endowment fund campaign.</b>	ED	Development Committee/ FSCS Board	Year 3	<b>Go or no-go decision.</b>
<b>Establish a method of permanently and/or semi-permanently acknowledging contributions to the school.</b>	ED	Development Committee		<b>Implement Donor Recognition Plan.</b>
Develop a Donor Recognition Plan - Meet with and/or tour other schools for ideas on forms of permanent recognition Review options at FSCS to locate a donor wall or other form of permanent recognition	ED	Development Committee	Year 2	
<b>Leverage building and school grounds for extra-curricular and community use.</b>	ED	Athletic Director/ select Faculty members/ Marketing Services/ Marketing Committee		<b>Increase income by \$5,000 to \$10,000 annually.</b>
Expand rental opportunities for school space and athletic facilities	ED	Business Office/ Athletic Director	Year 2	
Pursue sponsorship opportunities to support academics and athletics	ED	Business Office/ Athletic Director	Year 2	

# 5

## Strengthen organizational effectiveness

Strategic Initiatives	Lead Person	Lead Support	Year	3-Year Goals/Outcomes
<b>Build and sustain an effective Board of Directors.</b>	Executive Committee	Board		<b>Effective Board of Directors; completed all the tactics identified.</b>
Develop and implement a governance plan, including ideal size, board composition, selection process and committee structure	Chair	Board Sub Committee	Year 3	
Assemble a FSCS Board of Directors Handbook	Chair	Board Sub Committee	Year 1	
Develop an onboarding process for new board members	Chair	Board Sub Committee	Year 1	
Develop and conduct a board assessment process	Chair	Executive Committee	Year 1	
Follow board meeting protocols including written reports by committee chairs, "Rules of Engagement" etc.	Chair	Board	Year 1	
Maintain board calendar	Chair	Executive Committee	Ongoing	
<b>Effectively direct and coach the Executive Director.</b>	Executive Committee	Board		<b>Executive Director's performance is aligned with agreed to expectations and goals.</b>
Implement a performance evaluation process and strategy	Executive Committee	Board	Year 1	
Identify professional development goals each year	Executive Committee	Board	Year 1	
<b>Assess and determine the optimal enrollment size for FSCS.</b>	Board	Finance/Marketing Committees		<b>Identify optimal FSCS enrollment size based on FSCS market position.</b>
Determine optimal enrollment	Board	Finance/Marketing Committees	Year 1	
Implement organizational structure to support enrollment	Board		Year 3	
<b>Update and strengthen brand strategy and management,* and communications by outsourcing marketing services.</b>	ED	Marketing Services/ Marketing Committee		<b>Outsourced marketing services on board.</b>
Hire professional marketing services	ED	Marketing Committee	Year 1	
Identify list of qualified individuals/ organizations and select to provide the following: - Brand Identity - Redo/refresh website - Revised monthly newsletter - Marketing materials	ED	Marketing Committee	Year 1	
Identify parents who have specialized proven content/design experience for review and input (Marketing Committee) - Brand Identity - Website development - Social Media - Print	ED	Marketing Committee	Year 1	

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# 5

## Strengthen organizational effectiveness *(continued)*

Strategic Initiatives	Lead Person	Lead Support	Year	3-Year Goals/Outcomes
<b>Develop FSCS key messages.</b>	ED	Marketing Services/ Marketing Committee		<b>Customized key messages for customer segments.</b>
Draft messaging framework with key messages by target audience (Students/ Potential Students/Parents/Potential Parents/ Parishes/Faculty/Staff)	ED	Marketing Services/ Marketing Committee	Year 1	
<b>Develop and manage a three-year communications plan.</b>	ED	Marketing Services/ Marketing Committee		<b>Communications standards implemented.</b>
Establish/refine communications standards	ED	Marketing Services/ Marketing Committee	Year 2	
Establish 2019-2020 communication calendar	ED	Marketing Services/ Marketing Committee	Year 2	
Develop/refine marketing collateral library	ED	Marketing Services/ Marketing Committee	Year 2	
Consolidate all FSCS community communications (internal). Migrate to one optimized platform	ED	Marketing Services/ Marketing Committee	Year 2	
<b>Improve facilities and grounds.</b>	ED	Facilities Committee		<b>Executed three-year Capital Improvement Plan resulting in increased operational reliability and cost savings.</b>
Develop a three-year Capital Improvement Plan	ED	Facilities Committee	Year 3	
Investigate cost savings and energy reduction facilities	ED	Facilities Committee	Year 3	
Identify, anticipate, and prioritize critical maintenance and repair work	ED	Facilities Committee	Year 3	

\*By definition, brand strategy is a long-term plan for the development of a successful brand in order to achieve specific goals. A well-defined and executed brand strategy affects all aspects of an organization and is directly connected to consumer needs, emotions, and competitive environments.

In marketing, brand management is the analysis and planning on how that brand is perceived in the market. Developing a good relationship with the key stakeholders (target market) is essential. Tangible elements of brand management are the school offerings, the school appearance, price, promotion, etc.

# 6

## Commit to a collaborative community engagement strategy

Strategic Initiatives	Lead Person	Lead Support	Year	3-Year Goals/Outcomes
<b>Strengthen the FSCS school, parish and family relations, and engagement.</b>	Principal	Priests		<b>Increased visibility and participation of FSCS in our three parishes while also increasing participation of the parishes in our school.</b>
Execute and plan for strategic collaboration between the parishes and school	Principal	Priests/Parish Offices	Year 1	
Increase priest and religious presence in the classroom at least monthly	Principal	Priests/Religiosity	Year 1	
Enhance the parish liaison program with more collaboration between the parishes and FSCS	Principal	Priests	Year 2	
Execute and plan for increased communication with the three parishes	ED	Outsourced Marketing Services/Marketing Committee	Year 2	
<b>Strengthen the FSCS community identity.*</b>	Board/ED/Principal	Outsourced Marketing Services/Marketing Committee		<b>FSCS culture that reflects Catholic values and is a welcoming Catholic community whose members support one another and the school.</b>
Develop a plan to build a supportive community that supports each other and FSCS in all that we say and do	ED/Principal	Board/ Outsourced Marketing Services/ Marketing Committee	Year 2	

\*A school cultural community is a group of people that shares a set of learned beliefs, values and common interests, or a common identity. Culture plays an integral role for all communities.

