



SAINT PETER  

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CATHOLIC SCHOOL

# STRATEGIC PLAN 2023

ST. PETER CATHOLIC SCHOOL  
2606 E 5TH ST.  
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**Introduction:** St. Peter Catholic School is an accredited school that serves PK(3) through 8th grade students. St. Peter Catholic School has been educating students for more than 75 years. Formerly known as St. Raphael’s, our school opened its doors in 1946 on West 5th St. in Greenville, NC. The goal of the strategic planning process is to drive school improvement. In order to remain truly faithful in our mission, St. Peter Catholic School must adapt to continuous changes and challenges and continue to work toward excellence.

The following stakeholders contributed to the strategic planning process for St. Peter Catholic School.

Andrew McMinn	Martha Gillen	Elaina Wingfield	Megan Harrison
Scott Senatore	Jay Oswald	Megan Getz	Christine Kowalczyk
Stephanie Stokes	Christine Fogarty	Debbie Sommer	Heather Brockway
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The following pages outline the 2023 Strategic Plan. This is a three year plan that should be updated in 2026. In its review of the previous Strategic Plan, the faculty of St. Peter Catholic School identified and updated key focus areas in which the school faces opportunities for growth. We have aligned these focus areas with the National Standards and Benchmarks for Effective Catholic Schools (NSBECS). These are, Mission and Catholic Identity, Governance and Leadership, Academic Excellence, and Operational Vitality.

This plan is not meant to be set in stone, yet it is a living breathing document that will change and grow with our school over the next 3 years. We encourage each of you to read this plan and let us know how you can give of your time, talent, or treasure to support us in these improvements. We all share an obligation to give of ourselves to help achieve the many goals set forth in this plan. May we continue to work together to build the Body of Christ on earth.

**Mission of the Diocese of Raleigh Catholic Schools:**

The mission of the schools and early childhood centers in the Diocese of Raleigh is to engage our school/center communities in creating quality education within a Catholic environment that fosters the current and future development of the whole child.

**Mission of St. Peter Catholic School:**

As a center of evangelization, Saint Peter Catholic School builds the leaders of tomorrow upon the foundation of Jesus Christ by preparing students in spirituality, academics, stewardship, and service.

## **Vision of St. Peter Catholic School**

### **Spirituality**

- To foster Gospel values by teaching Catholic doctrine and providing programs with Jesus Christ as our model and inspiration
- To be a welcoming community – for students, families, faculty, and staff of all faith traditions – by teaching love of neighbor, and promoting peace, justice, and concern for those less fortunate
- To enrich and deepen each student’s relationship with God through prayer, the Mass, and the sacraments
- To encourage and support vocations to the priesthood and religious life

### **Academics**

- To provide a learning environment conducive to academic excellence where the spiritual, moral, intellectual, emotional, physical, cultural, and social needs of each student can be met
- To ensure that faculty recognize various learning styles/abilities and differentiates teaching methods accordingly to engage each student as an active learner
- To engage in collaborative planning and problem-solving that results in a relevant organizational vision, grounded in faith, that is supported by the Saint Peter Catholic School Advisory Council, principal, faculty, and staff
- To encourage development of the whole person by providing access to a wide range of cultural, academic, and co-curricular activities

### **Stewardship**

- To adopt an ongoing stewardship model for Saint Peter Catholic School that embraces the principles of prayer, service, and sharing
- To encourage the cooperation among church, school, home and the community that is essential to the educational process
- To recognize and address the unique challenges and opportunities of all educational levels available through Saint Peter Catholic School

### **Service**

- To help students acquire a clear set of values that will guide their actions, choices and decisions throughout life
- To provide opportunities for students and staff to participate in serving those in need
- To provide service opportunities focused on global awareness and social justice

In order to accomplish this mission and vision, we provide an academically rigorous, nurturing, and joyful learning environment using traditional and 21st Century best practices. Moreover, we integrate the teachings, traditions, virtues, and values of our Catholic faith into the spiritual,

intellectual, social, and physical development of our students. With this faith foundation and passion for excellence, our students will be able to make a difference in the world around them as witnesses for our Lord Jesus Christ.

## **Strategic Plan - Goals and Action Steps**

### **Mission and Catholic Identity:**

*The National Standard: An excellent Catholic school adhering to mission provides opportunities outside the classroom for student and adult faith formation, participation in liturgical and communal prayer and action in service of social justice.*

#### **Goal #1:**

To establish and nourish a communal relationship between St. Peter Catholic Church and St. Peter Catholic School through active participation in the mass and liturgical life of the church, frequent reception of the sacraments, and service to the parish and local community.

#### **Action Steps:**

1. Form a Mission and Culture team whose objective is to provide support, guidance, and resources in “living” the mission of the church at the school through events and celebrations.
2. Form a Faith Development team made up of the catechists at the church and school. The Faith Development team will assist administrators, teachers, students, and parents in training, preparation, and accumulation of knowledge surrounding Catholic doctrine and liturgical seasons.
3. Provide opportunities for the faculty and students to receive the Sacrament of Reconciliation and participate in holy hours and prayer vigils
4. Provide various service opportunities that aim to cultivate a sense of responsibility in each student to serve Jesus Christ by serving those in need.

#### **Goal #2:**

Encourage and provide the resources and support for Catholic formation for all faculty and staff in order to foster a rich and clear understanding of the Catholic school teacher’s vocation and responsibility to the mission of the Church

#### **Action Steps:**

1. Provide instruction on the mission and purpose of Catholic schools to all new teachers and staff.
2. Offer Catholic formation to all staff
3. Have teachers participate in the delivery of religious instruction in the classroom so that they can share in the presentation of the Catholic faith to their students.
4. Provide opportunities for the faculty to have a spiritual retreat at least once per school year.

## **Governance and Leadership:**

***The National Standard:*** *An excellent Catholic school has a governing body (person or persons) which recognizes and respects the role(s) of the appropriate and legitimate authorities, and exercises responsible decision making (authoritative, consultative, advisory) in collaboration with the leadership team for development and oversight of the school's fidelity to mission, academic excellence and operational vitality.*

### **Goal #1:**

Form a leadership team within the school that works in partnership with the Pastor and the Diocese of Raleigh Office of Education to ensure best practices, policies, and procedures are followed at all times.

#### **Action Steps:**

1. Provide resources and information to the school leadership team so that they are aware of current diocesan policies.
2. Communicate regularly with the Pastor and Superintendent of Schools regarding any issues or questions about policy and procedure.
3. Make informed decisions using the guidance and direction from the Pastor and Superintendent.
4. Work in communion with other school leaders in the diocese.

### **Goal #2:**

Form an effective communication plan to notify and survey parents and stakeholders about potential changes or policy implementations at the school.

#### **Action Steps:**

1. Administer the school culture and climate survey to families every quarter.
2. Analyze results of the school culture and climate survey and make necessary changes.
3. Work with the Business office to find effective ways to communicate the state of the school with parents and stakeholders.

## **Academic Excellence:**

***The National Standard:*** *An excellent Catholic school has a clearly articulated, rigorous curriculum aligned with relevant standards, 21st century skills and Gospel values, implemented through effective instruction.*

### **Goal #1:**

Develop differentiated instructional programs which challenge students of all academic abilities.

#### **Action Steps**

1. Establish collaborative Professional Learning Communities (PLCs) that reach singleton cohorts throughout the Diocese of Raleigh.
2. Provide staff training and support for differentiated learning opportunities within the classroom.
3. Cultivate community resources to enhance classroom academic and extracurricular programs.

**Goal #2:**

To provide appropriate opportunities for enriching and enhancing the curriculum through the integration of innovative technology.

**Action Steps:**

1. Provide ongoing professional development on age appropriate technology usage for staff.
2. Develop a list of applications and websites students and staff access to enhance learning through technology.
3. Utilize technology to enhance productivity and communication between students, staff, and families.

**Operational Vitality:**

***The National Standard:** An excellent Catholic school enacts a comprehensive plan for institutional advancement based on a compelling mission through communications, marketing, enrollment management and development.*

**Development**

**Goal #1**

Create and execute a yearly fundraising plan and timeline that adapts to the needs of the school.

**Action Steps:**

1. The Director of Development along with the Principal and Pastor will analyze the effectiveness of current fundraising strategies.
2. The DOD will create a balanced calendar for fundraising that alternates between fundraising “events” and fundraising “sales” and allows for families and stakeholders to choose the efforts they would like to support.
3. Work with the Diocese of Raleigh and School Advisory Committee to launch a Capital Campaign for building expansion

**Goal #2:**

Advance the philanthropic culture of the St. Peter Catholic School community to ensure the continued success and future development of St. Peter Catholic School

**Action Steps:**

1. Expand major giving initiatives and secure partnerships with corporations and foundations.

2. Strengthen alumni and family relations through high quality events, personal contacts and targeted recognition.

**Goal #3:**

Increase alumni involvement

**Action Steps:**

1. Purchase software to create an alumni database that can be accessed and managed by the school.
2. Create an alumni association that will foster active involvement with and for alumni.

**Marketing**

**Goal #1:**

Continue to communicate the value of a Catholic education and create a positive identity for St. Peter Catholic School as a school of excellence, leadership, and superior preparation for the future.

**Action Steps:**

1. Create a yearly focused marketing campaign that highlights the achievements of students, faculty, alumni, and the school. This plan would define the various target audiences (both internal and external), develop the specific message(s) for each audience, identify the best communications strategies and tactics to reach each audience, and establish a timeline for execution that coincides with SPCS annual calendar of events.

*Example 1:* External Audience—Utilizing targeted social media outlets to reach our various audiences, such as potential new families/students, parents/students currently enrolled at other schools, alumni, SPCC parishioners, etc.

*Example 2:* Internal Audience—School parents and other stakeholders in success of SPCS; developing multi-pronged approach to communicate at every level the importance of recognising and fulfilling their role in building a positive image for SPSC.

*Example 3:* Alumni—development of ongoing communications campaign to engage former SPCS students for the purposes of creating awareness, maintaining a relationship with SPCS, and supporting efforts of fundraising.

2. The overall plan execution would include (but not be limited to) the development of the most appropriate, value-based promotional materials such as brochures, videos, advertisements, and other mediums that make the most sense strategically and financially.
3. The plan will prioritize our marketing objectives and have built-in flexibility for strategic/tactical changes due to the education environment, SPCS plans, etc.
4. Develop a formal annual marketing budget for plan implementation based on the recommended strategy, execution, and tactics defined above.

## **Enrollment**

### **Goal #1:**

Increase awareness of St. Peter Catholic School as a leader in quality education.

#### **Action Steps:**

1. Promote the academic strengths of the school.
2. Contact young families in the parish to inform them about the school.
3. Continually work to improve the quality of our digital presence
4. Identify communities

### **Goal #2:**

Retain 93% of our students each year.

#### **Action Steps:**

1. Keep tuition affordable
2. Provide incentives for early re-registration using a tiered fee structure
3. Award word of mouth referrals.
4. Develop a program that addresses questions and concerns and provides opportunities for feedback.

## **Finances**

**Analysis:** Our operating position continues to be healthy. We saw enrollment increases in the 2021-22 and 2022-23 school year. Approximately 80% of our revenue comes from tuition alone. Administration is working to allocate financial resources to areas of most need while not overspending or accessing restricted savings. Our cost per student to operate is approximately \$6700. This is based on our current budgeted expenses and our current number of students. Our optimal total enrollment is 501. This is based on physical space and resources needed to provide an optimal learning environment. Our biggest concern for the financial plan is communicating it effectively to faculty, parents, and stakeholders.



**Goal #1:**

Establish a platform to effectively communicate the financial plan and position with the school community. The finance committee will assist in providing and reviewing the financial details for this report.

**Action Steps:**

1. Create an abbreviated Annual Report to be distributed to staff, teachers, and parents that shows the school's financial position compared to the budget.

**Goal #2:**

Pursue alternate funding options (grants and federal funding) that will provide financial support for the school's short and long term operations and reserves.

**Action Steps:**

1. In collaboration with the Development team, explore, identify, and implement means to provide additional revenue growth.
2. Emphasize the endowment and annual fund growth with a view toward a long term target that ensures the school's permanence and affordability.
3. Continue to provide and expand financial assistance to enhance the school's capacity to attract and retain a diverse base of qualified students regardless of family economic means.

**Facilities**

**Analysis:** After a detailed self study, Facilities audit, and work with the Engineer of the Diocese of Raleigh it has been determined that renovations are needed on the current plant to meet the needs of the St. Peter Community.

**Goal#1**

Develop a basic understanding of what would be needed for a major project for St. Peter Catholic School

**Action Steps:**

1. Contact an Architecture firm to develop primary ideas for School needs.
2. Begin laying the foundations for a capital campaign.
3. Present to school community

**Goal #2**

Establish a regular maintenance and replacement schedule to counter an extended period of neglect.

**Action Steps**

1. Use data provided from building inspections and facilities audits to prepare maintenance schedules.
2. Present facility needs families so they see where their tuition dollars are spent.