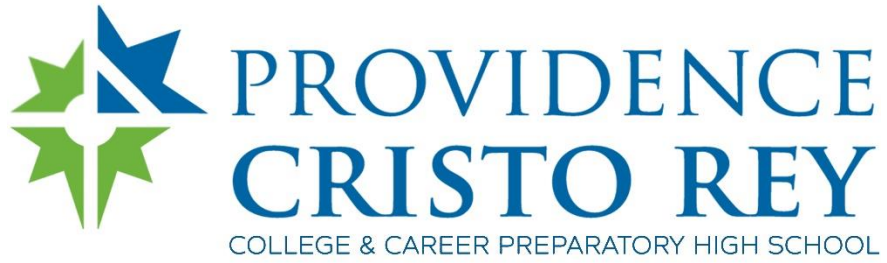


2026 Strategic Plan

Executive Summary



May 2021

Dear Community,

What an interesting time we find ourselves. I am confident that when Sr. Jeanne Hagelskamp (and the rest of the Sisters of Providence) decided to open Providence Cristo Rey they never thought a pandemic was an obstacle we would all have to overcome. Like any good Catholic educational institution, we have dug in, focused on taking care of our students (and each other), persevered, and trusted in Providence! Due to the pandemic, we were forced to retreat from our normal mode and that was frustrating. However, over time, I believe that we will look back at the last two years as an integral part of our institution's success. The time we have taken to refocus and strategize will allow us to reach our potential at the highest possible levels.

The 2026 Strategic Plan has been in the works since June of 2020. With the assistance from the Cristo Rey Network, Bright Minds Marketing, and What it Takes Consulting we have been able to gather the necessary data (through surveys, observations, focus groups, and data analysis) to complete this plan. We are confident that all constituent groups have been represented and we are now ready to get to work.

It is my great pleasure to introduce our vision, focus, and plan for the next five years (starting with the 21-22 school year). It is the belief of the Board of Directors, the Sisters of Providence, and the leadership team of Providence Cristo Rey that the Priority Areas for Improvement (PAI's), goals, and action steps laid out in the plan will lead to our overwhelming success. Thank you for your support as we continue to focus on making the mission of Providence Cristo Rey a reality for the students we are lucky to serve.

Go Wolves,

Tyler Mayer

President

2026 Strategic Plan Vision Statement

Over the next five years, Providence Cristo Rey will become the school of first choice

2026 Strategic Plan Approach (how we will make the vision statement a reality)

1. Identify our constituents
2. Identify their desired outcome
3. Commit to exceeding their expectations
4. Instill pride in every aspect of our institution

Current Areas of Strength

- Academics
- Development
- Corporate Work Study
- Community Involvement
- Campus Ministry

Current Areas of Growth

- Academics
- Admissions
- Corporate Work Study
- Development
- Marketing & Communications
- Diversity & Inclusion
- Student Engagement/School Spirit
- Facilities

Current Areas of Strength

- ❖ Academics
 - Student growth
 - Graduation rate
 - College prep
- ❖ Development
 - Consistency
 - Donor retention
- ❖ Corporate Work Study
 - Operations

- ❖ Community Involvement
 - Food pantry
 - Medical supports
 - Immigration support
 - Holiday support
- ❖ Campus Ministry
 - Regular monthly Mass
 - Quarterly non-denominational prayer service
 - Annual student retreats for each grade
 - Annual employee retreat
 - Youth group

Current Areas of Growth

- ❖ Academics
 - SAT Scores/Growth
 - Standards based grading
 - Executive Function skills
- ❖ Admissions
 - Strategic plan based off “best practice” & supported by data
 - Operational procedures
 - Feeder school relationships
 - Brand awareness
- ❖ Corporate Work Study
 - Current partner relationships (retention & growth)
 - Job acquisition
- ❖ Development
 - Multi-tiered donor relationship management
 - New donors
- ❖ Marketing & Communications
 - Brand awareness
 - Diversity & inclusion
- ❖ Diversity & Inclusion
 - Creating & maintain a culturally responsive environment for all constituents
- ❖ Student Engagement/School Spirit
 - Increasing student engagement in extracurricular activities
 - Service learning
- ❖ Facilities
 - Old building
 - Strategically minimal investment in current facilities
 - New campus

2026 Strategic Plan Main Focus – 3 Priority Areas for Improvement (PAI’s)

- 1. College Readiness**
- 2. Diversity & Inclusion**
- 3. Operational Vitality**

PAI #1 – College Readiness

Driver(s): Principal & Academic Leadership Team

Goals

- Increase school wide Average SAT growth by 5 points per year, reaching the network average in SY (school year) 23-24 and continuing to strive for high growth.
 - Incorporate SAT practice questions into class instruction
 - Incorporate SAT test taking strategy direct instruction into ELA and Math classes
 - Complete a full practice test at least 3 times per year
 - Continue to test all students on P/SAT test day
 - Provide ongoing professional development for teachers regarding incorporating SAT practice questions into the curriculum
 - Triangulate SAT practice test data, classroom practice data and course grade data to identify target intervention groups in each class and content area
- Improve fidelity of implementation of standards-based grading using proficiency scales and data driven decisions.
 - Convert the school wide grading system to a fully proficiency based grading system
 - Develop proficiency scales for all standards
 - Use proficiency scales to discuss goals and outcomes with students and parents
 - Have student led data conversations/parent-teacher meetings by SY 22.23
 - Align assessments with proficiency scales
 - Plan for differentiation at all levels of proficiency
 - Academic Interventions for low levels
 - Academic Pushes for high levels
- Increase student proficiency in Executive Function Skills by incorporating direct instruction and growth tracking in each academic class.
- Increase College enrollment from the current 84% to 95% by 2024
 - Increase enrollment in 4-year colleges by 5% per year
- Increase College persistence by at least 5% per year

PAI #2 – Diversity & Inclusion

Driver(s): President, Principal, MTSS/Special Education Coordinator, CARES Committee, Dean of Students, Director of Campus Ministry/Student Life & Family Outreach Coordinator

Goals

- Create a culturally responsive environment for all constituents
 - Starting with SY 21-22 contract with an outside consultant to assess, formulate a multi-year strategic plan, and execute a training & development program for all necessary constituents
- Create culturally responsive classrooms
 - Review class curriculum for cultural inclusion SY 21-22
 - Replace curriculum as needed by SY 25-26 (one to two subjects per year)
 - Provide ongoing Professional development and support to teachers regarding culturally responsive teaching and teaching with the brain in mind

- Increasing student engagement in extracurricular activities
 - SY 21-22 Develop benchmarks based off of percentage of students engaged in extracurricular activities
 - Starting with SY 21-22 establish extracurricular activities (clubs, athletic teams, fine art programs, performing art programs, etc...) students indicate (via yearly survey) they are interested in.
- Improving our MTSS (Multi-Tiered Support System)
 - SY 21-22 Develop a strong MTSS system for academics, social emotional skills, mental and physical health including:
 - Tier 1 school wide education and supports
 - Tier 2 small group interventions and supports
 - Tier 3 1:1 interventions and supports
 - SY 22-23: Build teacher and student leader capacity to over see appropriate pieces of the MTSS system such as a student restorative justice council
- Strengthening the PBIS (Positive Behavior & Intervention System) Program
 - Develop a Mutli Tiered Support System approach to reducing absenteeism
 - Reduce absenteeism by at least 5% per year
 - Reduce chronic absenteeism by 5% per year
 - Reduce discipline referrals by 5% per year
- Strengthening home/school relationships
 - Improve two way communications between home and school
 - Increase parent involvement in school planning
 - Increase parent involvement in school events

PAI #3 – Operational Vitality

A. Admissions

Driver(s): Director of Admissions & President

Goals

- Secure a freshman class of 70-85 students
 - i. Starting with the class of 2026
- Establish a strategic, diverse, strong & robust feeder school program
 - i. Prioritize the list of current & desired feeder schools (summer of 2021)
 - ii. Organize & implement an individualized engagement strategy for each of the top-tiered current/desired feeder schools (summer of 2021)
 - iii. Reengage the parent ambassador team (summer of 2021)
- Create and manage a waitlist for incoming freshman classes
 - i. By SY 24-25
- Develop & execute an individualized marketing approach (summer of 2021)
 - i. Students
 - ii. Parents/Guardians
 - iii. Feeder Schools
 - 1. Catholic
 - 2. Private
 - 3. Public
 - 4. Charter
 - iv. Community Groups
 - v. Non-Catholic Churches

B. Corporate Work Study

Driver(s): Executive Director of Corporate Work Study, President, Vice President, Principal & CWS Board

Goals

- Achieve CWS financial goals by focusing on renewal rates with current partners as well as new partnership additions
 - Renewal Rates
 - 80% SY 21-22
 - 85% SY 22-23
 - 90% SY 23-24
 - 90% (or more) SY 24-25
 - 90% (or more) SY 25-26
 - Paid & Funded Jobs
 - 85% SY 21-22
 - 90% SY 22-23
 - 90% Sy 23-24
 - 90% (or more) SY 24-25
 - 90% (or more) SY 25-26
- Introduce and facilitate a CWS price structure increase
 - \$6,200/student SY 21-22
 - \$6,500/student SY 22-23
 - \$7,000/student SY 23-24
 - \$7,200/student SY 24-25
 - \$7,500/student SY 25-26
- Enhance our student training program
 - Integrate CWS benchmarks withing academic classes to provide students with additional employability stills and a more succinct understanding and validation of the importance of the corporate work study program (summer of 2021)

C. Development

Driver(s): Director of Development, President, Director of Marketing & Communications and Board of Directors

Goals

- Establish yearly aggressive & achievable fund development goals
 - During the late spring/early summer establish goals for the upcoming school year (depending on yearly strategic initiatives & budgets)
- Establish yearly aggressive & achievable grant revenue goals
 - During the late spring/early summer establish goals for the upcoming school year (depending on yearly strategic initiatives and budgets)
- Create, organize and facilitate a comprehensive donor management program
 - Increase the number of new donors annually
 - Strategically and intentionally direct members of the Board of Directors to introduce new donors annually to the mission of PCRHS via the Pride of Providence Event, Donor Dinners, Individual Meetings, or other special events

- Increase the number of top-level donors by 1-2 annually
 - Strategically and intentionally direct members of the Board of Directors to introduce potential major donors annual to the mission of PCRHS via the Pride of Providence Event, Donor Dinners, Individual Meetings, or other special events
 - Analyze associated giving histories among higher level donors and plan to move them through increased levels of giving over time
- Re-engage lapsed donors
 - Create an annual engagement studio campaign to connect with and attempt to re-engage lapsed donors (summer of 2021)
- Strengthen current donor relationships
 - Create an annual engagement studio campaign to connect with consistent donors on a regular basis (summer of 2021)
- Establish yearly donor retention goals (summer of 2021)
- Re-evaluate the format of the Pride of Providence annual fund raiser dinner to ensure a welcoming and engaging event for all guests (summer of 2021)
 - Establish a Pride of Providence committee
 - Gather feedback from constituents
- Institute a Planned Giving Program
 - Establish a Planned Giving Society (summer of 2021)
 - Create all necessary marketing & informational materials (summer of 2021)
 - Formulate an annual engagement studio campaign to engage appropriate community members to our Planned Giving Program (summer of 2021)
- Create a specific funding focus for all events and mailing campaigns
 - Create an annual plan/calendar for segmented mailing campaigns to target specific groups of donors (summer of 2021)
- Manage and execute a capital campaign for the new campus project

D. Marketing & Communications

Driver(s): Director of Marketing & Communications and President

Goals

- Make PCR a well-recognized name and our CWS program a sought-after opportunity in the professional/corporate community of Indianapolis
 - Create an annual LinkedIn plan/calendar that highlights our current CWS partnerships, new CWS partnerships and showcases our current community engagement (summer of 2021)
 - Engage in free and/or paid courses on LinkedIn
 - Meet with CWS board members and CWS partners monthly to get up-to-date testimonials and suggestions on ways to improve our networking and program awareness
 - Create new professional CWS videos (summer 2021)
 - Establish media kits and new partner/new CWS Board member processes & materials (summer 2021)
- Create a website and other branding materials that are effective and informative tools for the recruitment of prospective students, families, corporate partners, and donors
 - Website and “rebranding” work to be completed by the end of SY 22-23
- Create standardized branding for all major PCR events and complete communication plans & Pardot engagement studio programs for each event (by the end of SY 2023-2024)

- Create an active “Student Storytelling Group” per year to assist with content creation across marketing platforms and create a way for parents, faculty, and staff to routinely submit their “good news” stories to share with the community (starting SY 2021-2022)
- Establish branded and active social media presence on Facebook, Instagram, Twitter and LinkedIn to adequately serve and reflect all departments and the school as a whole
 - Create an annual plan/calendar for segmented & focused campaigns for each social media channel based off of targeted audience (summer of 2021)

E. Business Operations

Driver(s): Director of Business Operations, President, and Board of Directors

Goals

- Develop robust and accurate budgets that achieve a year end positive balance
 - During late winter/early spring meet with department heads to develop annual budgets
 - Meet with department heads to review monthly budgets
 - Meet with president monthly to review organizational budgets
- Enhance & maintain sound investment strategies to strengthen school’s financial viability
 - Maintain six months cash liquidity
 - Develop investment strategy for year end cash balances (summer of 2021)
 - In coordination with the finance committee and the external investment advisor, create investment strategies & procedures for our current & future investments (summer of 2021)
- Determine the appropriate location for, and successfully facilitate a move to our permanent campus
 - Location secured SY 21-22
 - Established in new location by SY 25-26
- Create & execute a strategic facilities site plan to ensure our current & future campus is conducive for strategic goal achievement
 - In coordination with building maintenance partner (Shiel Sexton) develop a multi-year facility plan (spring/summer of 2021)
 - Develop an annual building improvement plan with president & facilities manager based off the multi-year facility plan
 - In coordination with the president, develop long term financial plan for current site & future campus (summer of 2021)

Notes:

- *All goals/action items marked with specific timeframes will be updated as completed & evaluated during the spring of each year to investigate if additions/changes need to be made*
- *All goals/action items with no specific timeframes will be evaluated during the spring of each year to investigate if additions/changes need to be made*