



## 5 YEAR STRATEGIC PLAN // 2023-2028



*Large-School Opportunities, Small-School Culture*



# ST. JUNIPERO SERRA FIVE-YEAR STRATEGIC PLAN

pg. 2	<b>MISSION STATEMENT &amp; PHILOSOPHY</b>
pg. 3	<b>STRATEGIC GOAL ONE</b> <i>Catholic Identity</i>
pg. 4	<b>STRATEGIC GOAL TWO</b> <i>Academic Excellence + Whole Child Wellness</i>
pg. 6	<b>STRATEGIC GOAL THREE</b> <i>Safety + Facilities</i>
pg. 7	<b>STRATEGIC GOAL FOUR</b> <i>Finance + Advancement</i>
pg. 8	<b>STRATEGIC GOAL FIVE</b> <i>Transparency + Partnership with Parents</i>

## Vision Statement

Motivated by the teachings of Saint Junipero Serra, we prepare our students to live their Catholic faith as servant leaders of Christ. Guided by the Holy Spirit, St. Junipero Serra students are encouraged to develop their God-given gifts and talents to meet the challenges of this ever-changing world.

## Strategic Planning Task Force

Tim Tolzda - Sr. Principal  
 Ellen Burolla - Assistant Principal - Lower School  
 Theresa Thompson - Director Business & Financial Operations  
 Cynthia Mellow - PTO Parliamentarian  
 Elaina Stokes - Assistant Principal - Upper School  
 Julie Radzai - Principal Grades 5-8  
 Father Duy - San Francisco Solano Pastor; School Rector

Kathy Tonokawa - Director of Information Systems  
 Carrie Haupt - PTO President  
 Carol Reiss - Former Lower School Principal  
 Sammer Darwazeh - Parent; Member of School Safety Committee  
 Neil Kessler - Director of Information Technology Diocese of Orange  
 Caroline Cecil - Parent; Member of School Finance Council  
 Allison Hibbs - Parent; Former Director of Advancement

# *MISSION STATEMENT*

Rooted in the Catholic faith, evangelical vision and spirit, the community of St. Junipero Serra Catholic School welcomes families from the parishes of Holy Trinity, San Francisco Solano, Santiago de Compostela, St. Kilian, and surrounding communities. Inspired by the gospel values and in a Christ-centered environment, we provide a nourishing community for students to develop their seeds of faith and gifts to live as true disciples and servants of Christ. Our academic programs promote student success through a challenging and diverse curriculum, meeting the varied learning needs and unique potential of the whole child.



## *PHILOSOPHY*

Steeped in the Gospel values and the Catholic tradition, we are a faith community centered in prayer and, as followers of Jesus Christ, we strive to be models of respect, love, responsibility, and integrity to our students and the community at large. St. Junipero Serra Catholic School is dedicated to teaching students to live in accordance with the spiritual, moral and ethical principles exemplified in the life of Christ. We extend our Diocesan mission and work in partnership with parents to provide each student with an inclusive and rigorous Catholic education. We educate our students to meet the spiritual, academic, and moral challenges of the future by providing opportunities to develop the Catholic values and critical thinking skills that will be the basis for future advantages in ethical decision-making, academic growth, and personal development.





# ***STRATEGIC GOAL ONE***

## *Catholic Identity*

**GOAL:** Continue to strengthen the partnership with parishes to align campus evangelization with the faith community. We plan to focus on this by increasing the priests' presence on campus and having Serra's mission shared during Sunday services and parish communications.

### ***ACTION ITEM:***

*Invite the parishes to attend on-campus events one time per month.*

- Invite Parishioners, through continual quarterly insert in parish bulletin, to monthly Mass
- Bishop invited to celebrate Mass once a year
- Donors invited

### ***ACTION ITEM:***

*Execute at least one announcement per month in each parish bulletin (print or video)*



### ***ACTION ITEM:***

*Schedule St. Serra Choir performance at parish two or three times per school year, specifically during:*

- Catholic Schools Week
- Christmas season

### ***ACTION ITEM:***

*Increase St. Serra presence at parishes*

- Organize Serra parent group to host an outreach table after Sunday mass one time per trimester.
- St. Serra school listed in Parish bulletins.





## ***STRATEGIC GOAL TWO***

### *Academic Excellence + Whole Child Wellness*

GOAL: Offer a top-tier Catholic education that rivals neighboring schools in Orange County by implementing a proactive and whole-child approach to nurture our students academically and emotionally.

#### ***ACTION ITEM:***

*Collect academic data to guide the child's educational journey.*

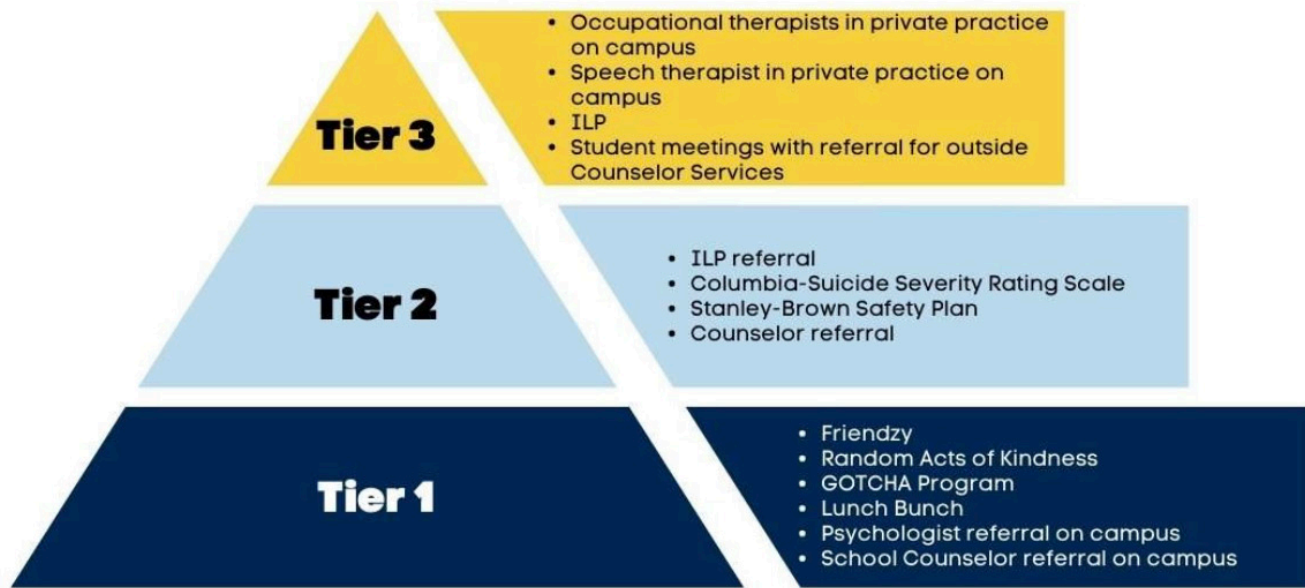
- Collect post-Serra data that follows our alumni and illustrates that the competitive Catholic high schools in Orange County accept 99% of our graduates.
- Gather alumni academic data. The goal is to maintain the historical average.
- Collect multiple data points (such as standardized tests, teacher evaluation, grades, personality, etc.) to determine a customized educational path for our students.

#### ***ACTION ITEM:***

*Allocate resources toward our students' emotional wellness.*

- One full-time on-campus counselor
- Implement MTSS - Multi-Tier Support System
- Launch a social-emotional learning curriculum in 2023-24
- Present four parent-speaker series events per school year





**ACTION ITEM:**

*Continual focus on extracurricular activities such as Athletics, Performing Arts, and Leadership clubs as a critical part of the development of the whole child.*

**ACTION ITEM:**

*Continue to differentiate St. Serra from other competitor schools by offering rigorous curriculum that allows all students to reach their full potential.*

- Varied instruction in ELA and Math
- Tailored lessons based on student needs
- Differentiated learning for academic success

**ACTION ITEM:**

*Focus on finding qualified teachers/staff who align with our school's mission, vision, and philosophy.*

- Recruit and retain credentialed teachers and outstanding administrators.
- Offer our teachers weekly professional development to support continual growth in curriculum implementation and technological advancements, and ensure consistency in execution across classes. Teachers have ongoing professional development and tailor lessons based on student needs. Dynamic data-driven process.





# ***STRATEGIC GOAL THREE***

## ***Safety + Facilities***

GOAL: Maintain our unwavering commitment to ensure that our campus maintains world-class campus security measures by implementing recommendations from our 3rd party safety assessment while still providing its beautiful and inviting atmosphere.

### ***ACTION ITEM:***

*Allocate funds to the Capital Reserve based on the recommendations of the Reserve Study.*

### ***ACTION ITEM:***

*Complete camera installation throughout campus by 2023-2024.*

### ***ACTION ITEM:***

*Retain a full-time, on-campus security guard.*

### ***ACTION ITEM:***

*Complete energy efficiency and solar evaluation by 2025-26 with 40% non-profit rebates.*

### ***ACTION ITEM:***

*Complete field renovation with athletic enhancements by 2023-24 with ongoing maintenance.*



# ***STRATEGIC GOAL FOUR***

## *Finance + Advancement*

GOAL: Maintain financial stability by focusing on enrollment and philanthropy.



### **ACTION ITEM:**

*Maintain full enrollment.*

- Retention of current students
- Recruitment of new students

### **ACTION ITEM:**

*Foster a culture of philanthropy to help support the school's financial needs and additional resources.*

- Professional development and retainment of teachers
- Classrooms/facilities
- State-of-the-art technology
- Donor groups



# STRATEGIC GOAL FIVE

## Transparency + Partnership with Parents

GOAL: Maintain academic and financial transparency while strengthening school-parent partnerships through communications and events.

### ACTION ITEM:

*To support our academic and holistic child approach, communicate with parents via:*

- Parent-Teacher Conferences (formal and informal)
- St. Serra Sunday News
- Student Learning Assessments (SLAs)
- Back-to-School Nights
- Placement Rubrics



### ACTION ITEM:

*Establish communication protocols between parents/staff:  
24-48 hour response time from teachers during business hours.*

- Provide easy-to-access teacher contact details on the website.
- Promote primary communication channels - email, Class Dojo, Canvas.
- Formalize a Standardized Operating Procedure for communication platforms (i.e. cc'd, vs. who should respond, 1-on-1 email, all class email, formal/informal protocol).

### ACTION ITEM:

*Maintain transparency with parents regarding financial health sustainability and needs of the school.*

- Annual Report
- State of the School
- Quarterly updates in St. Serra Sunday News
- Oversight of school finances through:
  - Monthly Pastors Meeting
  - Consultative School Board
  - St. Serra Finance Committee
  - Diocese of Orange



**ACTION ITEM:**

*Foster community engagement and culture of giving through time, talent, and treasures.*

- 100% participation in fundraising and community programs/events
  - Faculty
  - Staff
  - Parents
  - Parishes
- Expand local business outreach: parent-owned businesses, faith-based organizations, and corporate matching.





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