

WALLA WALLA CATHOLIC SCHOOLS STRATEGIC PLAN

The Church is bound as a mother to give to these children of hers an education by which their whole life can be imbued with the spirit of Christ and at the same time do all she can to promote for all peoples the complete perfection of the human person, the good of earthly society and the building of a world that is more human. Vatican II, Declaration on Christian Education, 3.

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To the families and friends of Walla Walla Catholic Schools,

“Be who you are and be that well.” St. Francis de Sales’ wisdom seems familiar to our ears. It is the sort of saying one could imagine hearing in a secular context. However, in the context of faith, it is both deeper and more compelling. It acknowledges that who we are, with all our uniqueness, is willed by God. At the same time, it recognizes that the goodness instilled in us by God can grow to an ever-greater fullness. This recognition of the God given goodness of each child and the potential for this goodness to further flourish animates the mission of our Walla Walla Catholic Schools.

This is both the context and the goal of our strategic plan. We have an opportunity unlike any other institution. We do not simply impart skills or knowledge; we do not merely provide an experience. Our schools are a place for our children to encounter Christ, the perfect man, and be transformed by him. His presence in our schools is the defining characteristic of Catholic education. He is the perfect teacher, guide, model, and friend for our students. Indeed, our schools are a place of encounter with the Risen Lord, not only for our students, but for our faculty, staff, families, and the broader community as well.

On the surface, what our students do may seem indistinguishable from other schools. They study the arts and sciences, play sports, make friends and serve others. Yet there is a difference, all these activities are vivified and elevated by faith. Our students are taught that the truth and beauty found in the arts and sciences reflect that which is found in God. They learn that the unity and mutual encouragement necessary for sports is just as truly necessary for the life of faith. They are taught that friendship is more than the enjoyment of another’s company, but an opportunity to support one another in virtue. They serve others not merely out of a sense of altruism, but as ones inspired by Christ and for love of him. The education for life that our students receive is not only for this life, but for the next as well.

The plan herein contained is the fruit of the reflections, hard work, and prayer of individuals at every level of our school and broader Catholic community. Under God’s providential guidance, may it serve to strengthen our institutions and move our children forward along the pathway of authentic growth and Christian discipleship.

Praised be Jesus Christ, now and forever!

In Christ,



Fr. Nicks

From everyone to whom much has been given, much will be required; and from the one to whom much has been entrusted, even more will be demanded. (Luke 12:48)

With this new Walla Walla Catholic Schools strategic plan, we build on the tremendous legacy of Catholic education in the Walla Walla Valley stretching back over 150 years. This plan represents the commitment of the board, administration, and entire school and parish community to preserve that legacy and ensure that Catholic education flourishes in the twenty-first century as it did in the nineteenth and twentieth.

Two years ago, the marketing committee of WWCS began a Strengths, Weaknesses, Opportunities, and Threats analysis of our school system, and followed that up with a comprehensive parent survey. Through that process, we were able to understand better the value that the Catholic schools have for our families and the wider community, and also to understand better in what areas we needed to improve if we were to fulfill our mission to educate youth for true happiness in this world and salvation in the next. It became clear that the schools are valued for providing faith formation and transmission of Catholic moral and ethical truths, for building community among students, faculty, staff, and parents, and for delivering an excellent academic preparation that translates into scholarship and college and career success. It also became clear that we did not always do the best job of advertising our successes and highlighting the value of a WWCS education, and that our alumni and parish community did not feel as connected to our schools as they once had. Our enrollment, once over 400 students, had dropped by a quarter since the great recession of 2008, and any further decreases might jeopardize the sustainability of the schools. The cost of attendance, though low by private school standards and heavily subsidized by our parishes and our endowment (itself a legacy of the faithfulness and commitment of previous generations of Walla Walla Catholics), hinders some families from considering us as an option. At the same time, there were clearly certain areas and programs where we could do better, and thus increase the value of the education we provide and our attractiveness to the Catholic and Christian youth of the Walla Walla Valley.

As discussions continued, a vision began to emerge, a vision of a newly revitalized Catholic school system which, while valuing tradition, looks to the future and imagines what can be accomplished with the faith and support of the Walla Walla Catholic community. Encouraged by our then new bishop of Spokane, Bishop Daly, who has done so much to reenergize Catholic education in the diocese, and our new pastor-president, Father Nicks, whose commitment to the schools has been unparalleled, the board began to work to bring that vision to life. In the fall of 2017, the decision was made to revisit the previous strategic plan, which had been written five years earlier. A strategic planning committee was assembled and began to compile a new strategic plan, which would have both a three- to five-year horizon of immediate action, and a concrete vision of where the schools will be in 2030 and beyond. The committee has worked hard for the past nine months to initiate, share, seek feedback on, and refine the plan—preamble, process, vision, pillars, and implementation schedule—that follows.

I would like to thank everyone who has been involved in this project, Bishop Daly and Father Nicks, Principal Lesko, board members, faculty and staff, parents, parish members, alumni, but most especially the members of the strategic planning committee who have spent so many hours putting this plan together. We ask the intercession of the Blessed Virgin Mary, Assumed into Heaven, and St. Francis DeSales, that “the favor of the Lord our God [will] be upon us, and prosper for us the work of our hands” (Psalm 90:17).

Claire Valente, Chair of the Board, Walla Walla Catholic Schools

Mission Statement

The Walla Walla Catholic Schools are a ministry established by the three Catholic Parishes in Walla Walla to provide a Christian-based education for preschool through high school-aged children regardless of religious affiliation. Providing an Education for Life, by educating the whole person, spiritually, academically, physically, and socially, the Walla Walla Catholic Schools foster the values of faith, hope, charity, and justice.

History of the Walla Walla Catholic Schools

The Walla Walla Catholic School System has operated continuously since 1864. Our schools, the oldest in the state, evolved from the vision and religious conviction of an increasing number of Catholic settlers who wanted to ensure their Catholic heritage, no matter how uncertain the times. Under the guidance first of the Sisters of Providence, then the Christian Brothers, Dominicans, and Holy Name Sisters, both St. Vincent Academy and St. Patrick School became the cornerstones for a distinguished and uninterrupted history of Catholic education that remains unique to this day. Our present lay faculty owes no small debt to the influence of the sisters, brothers, and priests of years past, whose teaching shaped thousands of young lives. Our Catholic Community as a whole has, moreover, demonstrated a strong commitment to our schools' financial and physical needs. Rising to the challenges of the times, change and progress, Walla Walla Catholics have contributed their time and resources to build new schools and update existing facilities. For over 150 years, our Catholic community and schools have been continually dedicated, committed, and responsive to the Catholic generations that followed.

Walla Walla Catholic Schools has operated in a variety of locations and grade configurations. The first Walla Walla Catholic school, Saint Vincent's Academy for Girls, was established by the Sisters of Providence in 1864. A year later Saint Patrick's Academy for Boys was established, then renamed La Salle Institute in 1889 when the Christian Brothers arrived to operate the school. St. Patrick's added a grade school in 1928. The two high schools merged in 1932 as St. Vincent's High School and then were renamed Saint Patrick's School in 1940. In 1955, with the establishment of Assumption parish, Assumption grade school opened under the guidance of the Dominican Sisters of Tacoma. In 1959, St. Francis DeSales Catholic High School opened, replacing St. Patrick's with a modern facility. In 1969, St. Patrick Grade School closed, and in 1970 the Dominican Sisters of Tacoma left and Assumption temporarily closed. But the Catholic community rallied, and Assumption was reopened in 1972 as a tri-parish school through grade 6, with DeSales educating from grade 7-12. In 1987, the Early Learning Center was established at Assumption. In 1991, the sixth grade moved to DeSales, and in 2005, the entire middle school moved back to Assumption creating the current Kindergarten through 8th grade model.

Today over 350 young people are enrolled in the Early Learning Center, Assumption Catholic Grade School, and DeSales High School. Two priests and fifty lay teachers, administrators, and staff provide a Catholic education for today's students. 80% of our students are Catholic, 20% are not; the Walla Walla Catholic Schools' doors have always been open to all who seek to support and benefit from our mission. For a century and a half, as times have shifted, teaching orders have come and gone, populations have changed, and challenges have arisen, Walla Walla Catholic Schools, supported by Assumption, St. Francis, and St. Patrick parishes and the entire Walla Walla community, have continued to provide an excellent Catholic education for life for all who have sought it.

Preamble

Our Walla Walla Catholic Schools exist to carry out the teaching mission of the Church. The United States Conference of Catholic Bishops states, "We must respond to challenging times with faith, vision, and the will to succeed, because the Catholic school's mission is vital to the future of our young people, our nation, and most especially our Church." Sponsored by the parishes of Assumption, St. Francis, and St. Patrick, and in partnership with parents, Walla Walla Catholic Schools make available a Catholic education to all who desire it and strive to educate, evangelize, and form globally responsive servant leaders in light of Gospel values.

Christ is the center of our schools and as such, the education of our students begins with helping them understand and grow in the knowledge of who they are and what they are each destined for as children of God. Educating our students for life in mind, body and spirit, takes its fullest meaning in forming students to find an abundant life in Jesus Christ. Taking into account the dignity, freedom, and the unique needs of each student, we provide a challenging curriculum and extracurricular offerings enlivened by faith, love and support that helps students discover who they are and how best to use their talents for God to achieve both success in this world and salvation in the next.

We recognize that parents have the primary responsibility for the Christian faith formation of their children, so we dedicate ourselves to partnering with parents and with the parishes to form our students to be Christian citizens in a society of changing values. Walla Walla Catholic Schools responds to the calling to educate for life by incorporating excellence, tradition, innovation, service, community-building, and loving inclusion of all who join in our mission. We take inspiration from our patrons: Mary Assumed into Heaven, *"My soul proclaims the greatness of the Lord"* and St. Francis DeSales, *"Be who you are, and be that well, to do honor to the Master Craftsman whose handiwork you are."*

We are excited and challenged by the opportunities that lie ahead for our Walla Walla Catholic Schools as delineated in the vision and pillars of this Strategic Plan. This body of work reflects the discernment of many stakeholders and the resulting vision of what our schools can and need to be in our community -- not only in the next five years but in 2030 and beyond. It is by faith in God's providence that we now step into our future.

Strategic Planning Committee and Process

The Strategic Planning Committee was established by the WWCS Board and consisted of the following Board Members, Parents, and Faculty and Staff of the WWCS:

Barry Balof, Assumption Parent
John Lesko, Assumption and DeSales Principal, WWCS alumnus
Tim Neely, DeSales Parent and past chair of the Marketing Committee
Reverend Matthew Nicks, Pastor and WWCS President
Andrea Renholds, WWCS Board Member
Sherry Rizzuti, DeSales Parent and member of DeSales Home and School
Brenda Shields, Assumption Faculty and WWCS Board Faculty Representative
Melissa Thiessen, WWCS Marketing, Communications & Enrollment Coordinator
Claire Valente, WWCS Board Chair, Committee Chair, and Assumption Parent
Kay White, WWCS Board Member and alumna

Committee members met monthly, with various subcommittees meeting in between larger group meetings, either alone or with various WWCS constituencies. The committee sought to organize the planning around 'pillars,' with the initial discussions trying to identify major areas around which to plan over the next 3 to 5 years. The following areas resulted as organizational pillars for our discussions:

- I. Faith and Identity
- II. Academic Excellence
- III. Student Life
- IV. Enrollment and Community Building
- V. Sustainable Stewardship

Each of the pillars was tasked to a subcommittee to draft language around principles, priorities, and commitments, working from the previous Strategic Plan, accreditation documents, board discussions, and parent surveys. We then sought feedback from several targeted groups within the WWCS community (including a visioning exercise with the Faculty), then from the parish councils, parents, and parish community more broadly, with the idea of iteratively refining and improving the language in the document that follows here. In these discussions, we asked groups to talk about what the WWCS is already doing to work towards these commitments and priorities. We also sought ideas for specific action items that might be accomplished over the next 3-5 years, and how these will set the WWCS up for success as we move towards 2030.

What follows is the result of these discussions: a Strategy and Vision Statement for the WWCS in 2030, and the five aforementioned pillars which will help us to build towards that vision in the short-term future. Each pillar begins with commitments and guiding principles, then outlines tactics to be implemented. Objectives, timelines, and potential measures of success can be found in an appendix at the end of the plan.

Strategy and Vision Statement

Strategy 1: Magnify the Lord: WE ARE REVERENT

Vision: In 2030, guided by our Bishop and Pastor, we will celebrate our identity as a mission of the Church; provide inspirational and welcoming sacramental and faith experiences (including peer disciple groups and pilgrimages) for staff, students, and families; have an increased priest/religious presence at both schools; be closely integrated with the parishes; and be a center for Catholic life in the greater Walla Walla community.

Strategy 2: Be Who We Are and Be That Well: WE ARE FAITHFUL

Vision: In 2030, we will exemplify an engaged, close-knit, welcoming, and authentically Catholic community; focus on our strengths and use the talents of our parents, parishes, and alumni to set us apart; ensure every element of our schools is mission-driven through a rigorous review process; have sufficient support staff for our faculty, including technology consultants, paraprofessionals, counselors, and volunteer coordinators at both schools; and have opportunities for connection for alumni of all ages.

Strategy 3: Educate for Vocation: WE ARE SCHOLARLY

Vision: In 2030, we will provide challenging academics in small class settings; engage in long-term academic, career, and vocational planning for all students; have an established alumni mentorship and internship program; and offer student-centered experiences and student-designed service projects which provide leadership opportunities.

Strategy 4: Creatively Enrich: WE ARE IMAGINATIVE

Vision: In 2030, we will be innovative in expanding beyond the academic core, including technology electives at multiple grade levels, a robust K-12 language program, after school clubs and mini-courses showcasing the talents of community members, and continued excellence in athletics and the fine arts.

Strategy 5: Embrace a Growth Mentality: WE ARE HOPEFUL

Vision: In 2030, we will have a \$10 million dedicated scholarship fund to enable sufficient financial aid for all students wishing to enroll; enroll at least 450 students, the socioeconomic, cultural, and ethnic diversity of which reflects our parish communities and the greater Walla Walla Valley; benefit from a vibrant international student program; and maintain an active in-house development office, legacy club, and parish and alumni outreach program.

Strategy 6: Unify the campus: WE ARE ONE COMMUNITY

Vision: In 2030, Assumption and DeSales will be two schools located on one master campus that is a destination for the entire Catholic community. This campus will include a chapel, performance space, community library and alumni space, modernized locker rooms and a community fitness center, updated cafeteria for parish and community events, and modern educational technology.

Pillar 1: Faith and Identity

Catholic education is above all a question of communicating Christ, of helping to form Christ in the lives of others. (St. John Paul II)

Catholic education is a vital part of the teaching mission of the Church. In every aspect of its academic and extracurricular programs, school life, and activities, Walla Walla Catholic Schools exist to foster and strengthen personal relationships with Jesus Christ and to be a communal witness to the Gospel message of love of God and neighbor. We develop the whole person by engaging in prayer and devotion, honoring the dignity of being created male and female in God's image, teaching wisdom and truth, fostering leadership, instilling discipline and responsibility, prioritizing ethical and moral behavior, empowering families, and seeking opportunities for compassionate service.

The schools are committed to the following principles:

- Being intentional about cultivating and improving the Christian formation of our students and school community.
- Providing thorough Catholic teaching AND encouraging the development of strong personal faith, virtue, and a Catholic worldview that informs students' scholarly pursuits, social interactions, extracurricular participation, and community involvement.
- Providing opportunities, as a ministry of the Church, for all associated with the schools to be inspired to deepen their relationship with Christ, particularly through prayer, participation in the sacraments, and involvement with our parishes and local community, with the aim of impacting the culture at large.
- Encouraging every person associated with Walla Walla Catholic Schools whether student, teacher, staff, parent, or friend, to show and feel Christ's love in school relationships and activities.

We will focus our efforts in the next three to five years in the following tactical areas:

- Parish Integration. Bring director of religious education and youth ministries into the schools, increase coordination with adult religious education and social concerns committees, be a locus for parish events.
- Personal engagement and vocation. Increase presence of priests and religious during the school day and at evening events. Offer regular access to Mass and Reconciliation as well as programs on current key faith issues for faculty, parents, and older students, including peer faith groups.
- Cultivation of virtue. Create or enhance programs (such as the Virtues program) and honor codes at both schools which emphasize application of the faith to real world situations and also enhance and reward Christ-like behavior within the schools by staff and students alike.
- Service learning. Revise service opportunities to increase student leadership and engagement; develop the senior service project as a capstone course to integrate theological and academic study with sharing Christ's love with community members.

Pillar 2: Academic Excellence

Happy are those who find wisdom, and those who get understanding, for her income is better than silver, and her revenue better than gold. (Proverbs 3:12-14)

The Walla Walla Catholic Schools are committed to providing a strong, well-rounded Catholic education that motivates students to realize and achieve their full academic potential. Through close relationships with faculty, staff, and parents, students will have the resources necessary to build a foundation for lifelong learning, productive community engagement, and a fulfilling vocation. A Catholic school “is designed not only to develop with special care the intellectual faculties, but also to form the ability to judge rightly, to hand on the cultural legacy of previous generations, to foster a sense of values, to prepare for professional life” (Vatican II, Declaration on Christian Education, 5).

The schools are committed to the following principles:

- Providing a challenging, innovative, and Catholic-centered curriculum, in accordance with diocesan standards, in the academic core subjects (English Language Arts, Mathematics, Social Studies, Science, and Religion/Theology), that works with students at all academic levels.
- Providing students with the support and counsel of faculty and staff as they discern possible paths of life after their time in the WWCS, and ensuring that students are appropriately prepared for their post-graduation life, whether in a technical, business, or professional field, the military, or priesthood or the religious life.
- Providing faculty and staff with the necessary resources to excel as educators and mentors.
- Providing parents with consistent, timely, and transparent communications regarding student progress and expectations.
- Providing faculty, staff, and students with the technological resources and acumen to succeed both in and out of the classroom.

We will focus our efforts in the next three to five years in the following tactical areas:

- Curricular review. Carry out a thorough examination (involving faculty, staff, and parents) of one core area per year, including current trends and innovations in pedagogy.
- Post-Graduation planning. Implement a ‘Post-Graduation Plan’ that intentionally scaffolds and develops over all four years at DeSales, with input from counselors, teachers, and parents. Develop alumni mentorship and internship program which provides career exposure and helps students discern their vocation.
- Support staff. Prioritize and provide support staff as necessary to allow for differentiated instruction where feasible; possibilities include a math specialist, technology consultant, Special Education coordinator, paraprofessionals for larger classes.
- Language study. Develop a robust language program, initially beginning in sixth grade, with the goal of beginning earlier eventually, and continuing with in-person instruction throughout high school.

Pillar 3: Student Life

Now there are varieties of gifts, but the same Spirit; and there are varieties of services, but the same Lord; and there are varieties of activities, but it is the same God who activates all of them in everyone. (1 Cor. 12:4-6)

In keeping with the mission of Catholic education, the Walla Walla Catholic Schools are committed to growing the whole student, mind, body, and spirit, throughout their education, and to providing a firm foundation for lifelong interests, use of God-given talents, and productive engagement. By providing a breadth of electives and extracurricular activities, we seek to foster a rich and diverse involvement across the student body that reflects our shared Catholic values. Students will be encouraged to participate broadly, to challenge themselves, to expand their horizons, and to support the contributions of their peers. Faculty, staff, coaches, and parents will be encouraged to support the students in these endeavors through flexibility that does not compromise academic integrity. All organized social interaction, extracurricular activities, and athletics should reinforce and demonstrate charity, discipline, collaboration, personal growth, and Christian ethics, within the school and to the public at large.

The schools are committed to the following principles:

- Offering a dynamic and robust slate of electives that allow students to discover and develop their God-given talents beyond the academic core.
- Establishing student clubs and activities that capitalize on the talents of our parish and community members and broader parish and community offerings.
- Maintaining a vital, inclusive, and competitive athletics program which exemplifies Christian values and provides a variety of accessible opportunities to the whole student body.
- Providing opportunities for students to live out their faith by making meaningful contributions to their schools, parishes, and the greater community through ongoing and intentional service.

We will focus our efforts in the next three to five years in the following tactical areas:

- Electives. Assess current and aspirational elective classroom offerings and extracurricular activities via surveys of students, parents, and faculty, in order to determine demand, rotation, overall contribution to the WWCS mission, and feasibility and sustainability.
- Student clubs. Develop mechanisms, such as stipends for faculty and parent volunteers, outreach to the parish community, and engagement opportunities for high school students, to encourage broader creation of and participation in student clubs at Assumption, initially at the middle-school level.
- Athletics and Physical Health. Conduct a review of student, parent, and faculty satisfaction with current athletics and physical education programs, with the aim of identifying possible new sports or electives and any needed updates to current practices, including the development of a new athletic code with a strong faith-based component.
- Social integration. Employ a counselor assigned specifically to Assumption to work on social issues, integration, and additional counseling matters.
- Faith and parish integration. Increase targeted opportunities to participate in parish liturgical ministry and other faith-based and parish activities.

Pillar 4: Enrollment & Community Building

The future is, most of all, in the hands of those people who recognize the other as a 'you' and themselves as part of an 'us.' We all need each other. (Pope Francis)

Walla Walla Catholic Schools' strategic plan for enrollment is driven by our vision to become the first choice for Catholic families and other families in our community looking for a Christ-centered education in the Walla Walla Valley. We strive to provide a high quality Catholic education to all families who are committed to both our vision of education and support of our school communities. We recognize that healthy, growing enrollment ensures sustainability of our schools. Our ideal enrollment composition will reflect the socioeconomic, cultural, and ethnic diversity of our parishes and community; our ideal enrollment level will maximize course offerings and extracurricular activities, while maintaining the benefits of small class size and strong community.

The schools are committed to the following principles:

- Ensuring our programs, policies, practices, marketing communication efforts, and school culture authentically represent our core principles of being inspired, reverent, imaginative, scholarly, humble, charitable, faithful and hopeful.
- Focusing in every interaction on being ambassadors for the schools and building affinity through thoughtful, proven, community-centered actions, including enhancing understanding of changing family needs and educational desires, in order to retain our current students and families.
- Creatively strengthening our relationships with our school families, parishes, alumni, and the greater Walla Walla community to engage them in the life and mission of our schools, so that WWCS is viewed as the best place to invest in the future of life's greatest gifts, our children.
- Enhancing development efforts to ensure the affordability of our schools.

We will focus our efforts in the next three to five years in the following tactical areas:

- Communication. Actively and continually engage in creative development and recruitment of additional students and resources by communicating the strategic direction and value proposition of the schools to our parents, English- and Spanish-speaking parish members, alumni, friends, and the broader Walla Walla Valley communities.
- Goal-setting and performance reviews. Revise and implement goal-oriented annual review process for president, principal, faculty, and staff that align with our values, mission, vision, and strategic plan.
- Parish relations. Improve the schools' visibility in the parishes, by establishing a physical presence in parish halls with school news and events information, coordinating calendars, and raising visibility of student service at parish and other community events.
- Alumni and Friend Relations. Prioritize our relationship with alumni and friends so as to dramatically impact their viewpoint of WWCS; first line efforts will include providing a quarterly newsletter, hosting alumni events twice per year, and regularly recognizing outstanding alumni at the schools.
- Affordability. Initiate an ongoing review of tuition rates and plans, looking for innovative ways to aid all families, with special attention to multiple-child families, break-even points, and alternative models used at successful private and diocesan schools.

Pillar 5: Sustainable Stewardship

Like good stewards of the manifold grace of God, serve one another with whatever gift each of you has received. (1 Peter 4:10)

WWCS must have vital infrastructure in place to fulfill our mission, to operate with excellence, and to resource the expectations established in this Strategic plan. Our schools have been blessed by the generosity and stewardship of previous and current generations as evidenced by our facilities, grounds, technology, and financial viability. "This Sacred Council of the Church seriously entreats pastors and all the faithful to spare no sacrifice in helping Catholic schools fulfill their function in a continually more perfect way, and especially in caring for the needs of those who are poor in the goods of this world or who are deprived of the assistance and affection of a family or who are strangers to the gift of Faith." (Vatican II, Declaration on Christian Education, 1) To that end, we will continue to manage, steward, and increase our resources with vision in order to position Walla Walla Catholic Schools for a successful and sustainable future.

The schools are committed to the following principles:

- Ensuring school facilities are safe, resourced to support academic and student life programs, provide a comfortable, welcoming environment, and embrace the beauty and treasure of our Catholic heritage.
- Using responsible life cycle management for our school facilities and educational equipment.
- Maintaining and enhancing our grounds and athletic fields to ensure a safe, serviceable, and enjoyable experience for participants and spectators.
- Providing appropriate and current technology to enhance and support learning across all grades and to improve operations and efficiencies within our schools.
- Ensuring sufficient funding streams are in place so that tuition is affordable, financial aid needs for qualified students are met, and teacher compensation is competitive.

We will focus our efforts in the next three to five years in the following tactical areas:

- Facilities study. Evaluate our current facilities for prioritization of immediate needs and to determine feasibility of moving the ELC, Assumption, and DeSales to one campus.
- Building vision. Once feasibility study has been completed, commission drawings for the overall campus including desired additions and remodels, such as a chapel at DeSales, a performance space, locker rooms and a fitness center, and a re-envisioning of DeSales library.
- Endowment. Bring Director of Advancement in-house and task him or her with the creation of a new development plan involving up-to-date development strategies, with a focus on increasing parish integration and giving, broadening community support, and obtaining sufficient scholarship funds to meet our enrollment goals.
- Technology plan. Carry out a collaborative review of our current and aspirational technological resources, and develop a plan and cost estimate for updated infrastructure, including smart classrooms.
- Capital campaign. Carry out a capital campaign, led by the new Director of Advancement, to fund improvements and new building(s).