



## Washington Montessori Public Charter School

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The Board of Trustees of Washington Montessori Public Charter Schools 2017- 2021 strategic plan. Here you will find a summary of the strategic goals of the school.

### Strategic Planning Leadership

Carmel Catholic's Long-Range Planning Committee became the Strategic Planning Committee. This sixteen-member group supervised the strategic planning process, providing input into the areas for research and identifying strategic planning goals. Seven subcommittees reviewed and, in some cases, revised the goals and developed objectives and strategy charts, which include deadlines.

### Strategic Planning Research

Feedback about Carmel Catholic and ideas for its future were received from 1,785 individuals through surveys, focus groups, and one-on-one interviews. Respondents included Carmel's Corporate Board, Board of Directors, faculty, administrative staff, alumni, parents of current students, parents of prospective students, current students, and feeder parish pastors and principals.

### Strategic Planning Areas

This strategic plan is organized around seven goal areas: (1) Academics; (2) Building and Grounds; (3) Catholic Identity; (4) Culture, Personnel, and Internal Communication; (5) Enrollment Management and External Communications; (6) Governance and Advancement; and (7) Student Life. Click the goal area names below to access more details on the plans for each specific goal area.

# STRATEGIC PLAN | GOAL AREA 1 | ACADEMICS

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## Goal 1: Develop and begin implementation of a plan to academically differentiate Carmel Catholic from public high schools.

- **Objective 1.1.** Create a process for exploring and suggesting other additions to the curriculum on an ongoing basis and report to the CCHS president.
- **Objective 1.2.** Explore an experiential education with the surrounding community and provide a report to the CCHS president.
- **Objective 1.3.** Develop a plan for creation of a capstone program for seniors and report to the CCHS president for implementation.
- **Objective 1.4.** If included in the buildings and grounds master plan: Develop a plan for the creation of science hands-on learning opportunities on campus.

- **Objective 1.5.** Launch incubator program.
  - **Objective 1.6.** Create dual credit courses and expand into zero hour classes.
  - **Objective 1.7.** Expand the STEM Program and evaluate annually.
  - **Objective 1.8.** Begin application process to establish an International Baccalaureate Program at Carmel.
  - **Objective 1.9.** Re-institute driver's education classes.
  - **Objective 1.10.** Create an ACT/SAT program built within the curriculum.
  - **Objective 1.11.** Increase exposure of academic program through national recognition programs on an ongoing basis.
  - **Objective 1.12.** Review and revise the school schedule to better accommodate academic and student life programs and electives for implementation.
  - **Objective 1.13.** Research and recommend an academic program for International Student Enrollment Academics.
  - **Objective 1.14.** Create a system to establish a foundation for studying, test taking, organizing, note taking, and learning style for our students.
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## **Goal 2: Develop and maintain a professional development program for faculty and administrative staff.**

- **Objective 2.1.** Establish a professional development program that is transparent, unbiased, and supportive for all faculty and staff to be implemented and updated annually.
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## **Goal 3: Strengthen academic support programs.**

- **Objective 3.1.** Develop and present a written plan for Serna.
  - **Objective 3.2.** Develop and present a four-year written plan for School Counseling.
  - **Objective 3.3.** Develop and present a written plan for College Counseling.
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## **Goal 4: Implement growth initiatives as outlines in the AdvancED Accreditation reports.**

- **Objective 4.1.** Develop and implement strategies in accordance with AdvancEd accreditation report.

# **STRATEGIC PLAN | GOAL AREA 2 | BUILDINGS AND GROUND**

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## **Goal 1: Develop new campus master plan**

- **Objective 1.1.** Recruit new committee members for plan review and development.
  - **Objective 1.2.** Develop plans for multiple sections of the master plan: plant, grounds, and interior spaces and report to the CCHS president.
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## **Goal 2. Determine Project for the next major capital campaign**

- **Objective 2.1.** Create a campaign committee to define key improvement items that are part of campaign and present a report.
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### **Goal 3. Head of maintenance and business manager to develop routine maintenance plan and present plan to building and grounds committee.**

- **Objective 3.1.** Determine which jobs are kept in-house vs. outsourced. Cost analysis to be completed on all major items (e.g., yearly painting, weekly mowing, bathroom updates, etc.).
- **Objective 3.2.** Based on new routine maintenance plan, identify how many FTEs are needed based on items determined to stay in-house. Consider what specialty skills are needed.

## **STRATEGIC PLAN | GOAL AREA 3 | CATHOLIC**

### **IDENTITY**

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#### **Goal 1: Create a comprehensive formation program for faculty and staff.**

- **Objective 1.1.** Create a faculty and staff formation program and report to the CCHS principal and president.
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#### **Goal 2. Create a comprehensive formation program for students.**

- **Objective 2.1.** Increase faith experiences at Carmel (e.g., Mass, Adoration, and Reconciliation)..
  - **Objective 2.2.** Develop and execute a plan to enhance retreat programs for grades 9-11.
  - **Objective 2.3.** Develop and implement a plan to emphasize Christian Service as a lifelong commitment and report to the CCHS president.
  - **Objective 2.4.** Explore possibilities for cross-curricular projects and report to the CCHS principal and president.
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#### **Goal 3. Develop a plan to enhance the school's Catholic identity.**

- **Objective 3.1.** Continue the Mission Effectiveness Committee's work on an ongoing basis.
- **Objective 3.2.** Continue to develop a formation program for the CCHS board of directors.
- **Objective 3.3.** Develop and implement a plan to increase the frequency of all-school masses and present to the CCHS president.
- **Objective 3.4.** Develop and implement a plan to expand guest speaker offerings to the parent community, alumni community and broader community and present to the CCHS president.
- **Objective 3.5.** Explore, expand, and enhance Carmel traditions and rituals and report to the president and administrative team.

## **STRATEGIC PLAN | GOAL AREA 4 | CULTURE, PERSONNEL, AND INTERNAL COMMUNICATIONS**

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**Goal 1. Create and implement a comprehensive internal communications plan and evaluate annually.**

- **Objective 1.1.** Implement an ongoing feedback mechanism between faculty and administration and evaluate annually.
  - **Objective 1.2.** Increase faculty/staff awareness of events, policies, and noteworthy accomplishments by the Carmel Catholic community.
  - **Objective 1.3.** Create an internal communications path that goes through the marketing department.
  - **Objective 1.4.** Identify systematic vehicles of communication in order to provide the Carmel Catholic community with reliable sources of communication containing information on events, news, and other developments on an ongoing basis.
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**Goal 2. Create a committee to identify and institute an annual review process for faculty, staff, administration, and part-time staff that is consistent with best practices, our mission, and the needs of the student population.**

- **Objective 2.1.** Develop a formalized evaluation process.
  - **Objective 2.2.** Establish guidelines/template for consistent hiring practices across all three areas of student life.
  - **Objective 2.3.** Create staff and volunteer evaluation procedures that are applied for student activities, athletics, and fine arts.
  - **Objective 2.4.** Annually review personnel needs for student activities, athletics, and fine arts to respond to program growth.
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**Goal 3. Annually review school policies and procedures for faculty/staff and students to ensure relevance, clarity and consistent enforcement.**

- **Objective 3.1.** Annually update and review the faculty and staff handbook.
  - **Objective 3.2.** Annually update and review the student handbook, rules, policies, and enforcement procedures.
  - **Objective 3.3.** Annually review and train faculty and staff on their role in the consistent enforcement of the school's discipline policy.
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**Goal 4. Develop a comprehensive program to strengthen the faculty/staff community and review annually.**

- **Objective 4.1.** Develop a plan by summer to provide opportunities for teacher/staff mentoring beyond the first year of employment.
  - **Objective 4.2.** Create annual informal and formal social programs for faculty, staff, and their families to get together.
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**Goal 5. Develop a plan to increase diversity among faculty/staff and ensure commitment to mission in new hires.**

- **Objective 5.1.** Develop relationships with organizations which assist in development of diversity on an ongoing basis.
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**Goal 6. Develop a comprehensive program to educate students and faculty/staff about mental wellness and review annually.**

- **Objective 6.1.** Create a drugs and alcohol education program and review its effectiveness annually.

## **STRATEGIC PLAN | GOAL AREA 5 | ENROLLMENT MANAGEMENT AND EXTERNAL COMMUNICATIONS**

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**Goal 1. Increase volunteerism at Carmel and create a plan for measuring growth annually.**

- **Objective 1.1** Increase volunteer participation of current parents and determine a goal.
  - **Objective 1.2.** Increase volunteer participation for alumni and determine goal.
  - **Objective 1.3.** Develop a marketing plan/ strategy for all target volunteer groups.
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**Goal 2. Develop an optimal enrollment plan with targets for recruitment by diversity, scholarship, need, international students, and local geography.**

- **Objective 2.1.** Begin outreach prior to 5th grade.
  - **Objective 2.2.** Identify the target market for student recruitment (to include diversity, financial need, academic reach, special needs, international, and geographic location).
  - **Objective 2.3.** Determine student enrollment capacity ranges based on target decisions.
  - **Objective 2.4.** Complete a cost analysis review on current and potential enrollment scenarios and staffing requirements based on the results of EMEC Objective 2.3 (student enrollment capacity).
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**Goal Area 3. Create and implement a student retention plan.**

- **Objective 3.1.** Conduct a study to identify why students leave Carmel and present to president and principal.
  - **Objective 3.2.** Document current procedures; review and analyze current retention activities.
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**Goal Area 4. Develop a community outreach and engagement plan.**

- **Objective 4.1.** Identify adult opportunities/adult enrichment programs.
  - **Objective 4.2.** Identify potential community event partnerships.
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**Goal 5. Develop and begin implementation of a plan to increase relationships and connections with feeder schools, both parochial and public, and parish partners.**

- **Objective 5.1.** Work with individual parish leaders to develop a partnership plan for each parish, which includes opportunities for formal and informal involvement plans.
- **Objective 5.2.** Identify and develop a partnership plan with each feeder school based on their leadership needs.

# STRATEGIC PLAN | GOAL AREA 6 | GOVERNANCE AND ADVANCEMENT

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## **Goal 1. Foster a pervasive culture of philanthropy by increasing the number of donors and dollars raised by 5% each by 2020.**

- **Objective 1.1** Increase alumni donor participation and donations by 20% by 2020.
  - **Objective 1.2.** Develop a plan and goal for promoting and expanding planned gifts.
  - **Objective 1.3.** Increase annual and endowed funds for scholarships and financial assistance to support enrollment management goals on an ongoing basis.
  - **Objective 1.4.** Re-examine Street Scenes and Walkathon as the primary student-based fundraising efforts and make recommendations to the board of directors.
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## **Goal 2. Begin plans for a capital campaign based on the campus master plan.**

- **Objective 2.1.** Identify and prioritize the goals from the campus master plan and Catholic identity subcommittees.
  - **Objective 2.2.** Develop plans for a feasibility study.
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## **Goal 3. Review affordability of a Carmel Catholic education for all families and present a report to the board of directors.**

- **Objective 3.1.** Review tuition pricing policies and financial assistance availability and present a report to the board of directors.
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## **Goal 4. Review the staffing structure of the advancement department and report to the president.**

- **Objective 4.1.** Assess the return-on-investment of hiring a full-time major gifts officer and report to the president.
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## **Goal 5. Review Carmel Catholic's current depreciation investment policies and possibly revise to ensure that we can continue to fund campus needs.**

- **Objective 5.1.** Review depreciation investment policies.
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## **Goal 6. Revise Carmel Catholic's bylaws within one year of ad hoc committee and subject to corporate board approval.**

- **Objective 6.1.** Review and rewrite bylaws to make the full document cohesive.
  - **Objective 6.2.** Examine revised standards for becoming a member of the board.
  - **Objective 6.3.** Examine revised standards for remaining a member of the board.
  - **Objective 6.4.** Examine terms of more than one year for board officers.
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**Goal 7. Develop succession plans for board of directors and key school administrative staff to be considered at the board meeting.**

- **Objective 7.1.** Develop a board succession plan.
- **Objective 7.2.** Develop succession plans for the roles of president, principal, business manager, director of OIA, admissions director, building engineer, and marketing director.

## **STRATEGIC PLAN | GOAL AREA 7 | STUDENT LIFE**

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**Goal 1. Create consistent systems across student activities, athletics, and fine arts for staff and volunteer guidelines, hiring practices, and evaluation procedures.**

- **Objective 1.1.** Create one handbook for volunteers and staff who work with student activities, athletics, and fine arts to ensure consistency in communicating a “snapshot” of Carmel community/culture, policies, guidelines, and expectations.
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**Goal 2. Develop and begin implementation of a plan to respond to interest in student offerings at Carmel Catholic and to highlight and share our strength in "community" and better articulate/differentiate us from public high schools, ensuring students' best interests are equally served at the heart of all planning.**

- **Objective 2.1.** Expand marketing and communications about athletics and fine arts as needed.
  - **Objective 2.2.** Annually offer opportunities for students to discover and nurture skills and talents through Carmel’s student life offerings.
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**Goal 3. Convene a fine arts task force, develop a plan to expand fine arts opportunities for all students and present to the administration, and review annually.**

- **Objective 3.1.** Establish a fine arts task force to develop a plan and present to the administration.
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