



# SCHOOL STRATEGIC PLAN

**(OBJECTIVE 1) Risen Christ will meet the academic needs of all learners.**

**(STRATEGY 1) Risen Christ will establish programming for pre-k students to prepare them for kindergarten.**

	Timeline	Responsibility	Progress Report
<b>(Action Step 1)</b> Determine desired outcomes of pre-k programming based on feedback from teachers and parents.	Spring 2025	Director of Academics & Elementary School	
<b>(Action Step 2)</b> Establish an Early Learning Task Force to create program scenarios based on current and future realities (facility, financial, etc.) that meet desired outcomes.	2025-26	Director of Academics & Elementary School	
<b>(Action Step 3)</b> Utilize appropriate external partners to review and advise on early learning scenarios.	2025-26	Director of Academics & Elementary School	
<b>(Action Step 4)</b> Select a program model and prepare a detailed implementation plan with resource targets.	Summer 2026	Director of Academics & Elementary School	
<b>(Action Step 5)</b> Solicit funding and other resources needed to meet targets.	2026-27	President, Director of Advancement	
<b>(Action Step 6)</b> Implement selected pre-k programming.	Fall 2027	Director of Academics & Elementary School	

**(STRATEGY 2) Risen Christ will establish dual language summer programming to meet the academic needs of existing and prospective students, and build awareness of the school in the community.**

	Timeline	Responsibility	Progress Report
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(Action Step 1) Determine audience and market demand for summer programming.	Spring 2025	Director of Operations & Middle School	
(Action Step 2) Research and review similar programming at neighboring schools and community organizations.	Summer 2025	Director of Operations & Middle School	
(Action Step 3) Establish student, public, financial and marketing goals and outcomes for the program.	2025-26	Director of Operations & Middle School, Director of Business Administration, Director of Community Engagement	
(Action Step 4) Prepare detailed implementation plan.	2025-26	Director of Operations & Middle School	
(Action Step 5) Implement new summer program.	Summer 2026	Director of Operations & Middle School	
<b>(STRATEGY 3) Risen Christ will establish a multi-tiered system of support (MTSS) to ensure all students' academic needs are met.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
(Action Step 1) Develop a collaborative vision of what a successful MTSS will look like.	Summer 2024	Director of Academics & Elementary School, Director of Operations & Middle School	
(Action Step 2) Create an implementation plan.	Summer 2024	Director of Academics & Elementary School, Director of	

		Operations & Middle School	
(Action Step 3) Implement MTSS.	Fall 2024	Director of Academics & Elementary School, Director of Operations & Middle School	
(Action Step 4) Establish routines and procedures for regular evaluation of MTSS.	Fall 2024	Director of Academics & Elementary School, Director of Operations & Middle School	
<b>(STRATEGY 4) Risen Christ will review its dual language immersion (DLI) program to determine revisions needed to increase levels of bilingualism, biliteracy and proficiency as measured on standardized tests.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
(Action Step 1) Utilize internal and external partners and resources to review and evaluate the current dual language program.	Fall 2024	Director of Academics & Elementary School, Bilingual Coach	
(Action Step 2) Research common programs and alternative language allocation plans.	Fall 2024	Director of Academics & Elementary School, Bilingual Coach	
(Action Step 3) Evaluate program modifications in light of available resources, staffing, scheduling, etc.	Spring 2024	Director of Academics & Elementary School, Bilingual Coach	
(Action Step 4) Prepare detailed implementation plan.	Spring 2025	Director of Academics & Elementary	

		School, Bilingual Coach	
(Action Step 5) Implement modified dual immersion programming.	Fall 2025	Director of Academics & Elementary School	
(Action Step 6) Evaluate and revise program as needed.	2025-2031	Director of Academics & Elementary School	
<b>(STRATEGY 5) Risen Christ will offer academic supports that meet the needs of its students and are equitable in both languages.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
(Action Step 1) Conduct a review of current supports available and determine areas for improvement.	Spring 2025	Director of Academics & Elementary School	
(Action Step 2) Identify new position(s) – or modifications to existing positions – necessary for support to be equitable between both languages.	2025-26	Director of Academics & Elementary School	
(Action Step 3) Establish funding for new position(s), if necessary.	2025-26	President, Director of Advancement	
(Action Step 4) Implement changes.	Fall 2026	Director of Academics & Elementary School	

<b>(OBJECTIVE 2) Risen Christ will maintain a vibrant school culture that supports families.</b>			
<b>(STRATEGY 1) Risen Christ will establish parent engagement and leadership opportunities to provide support to teachers and administration.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>

(Action Step 1) Establish a Parent Involvement Committee.	Spring 2024	Director of Academics & Elementary School	<i>Completed</i>
(Action Step 2) Review and evaluate the effectiveness of past and current practices of parent engagement.	Fall 2024	Director of Community Engagement, Teacher Leadership Team	
(Action Step 3) Survey faculty for ways in which they would like parent support in the classroom.	Fall 2024	Director of Community Engagement, Teacher Leadership Team	
(Action Step 4) Set goals and outcomes for how parents can support teachers in the classroom and administration in an advisory capacity.	Spring 2025	Director of Community Engagement, Teacher Leadership Team	
(Action Step 5) Review other parent engagement methods practiced at other schools.	Spring 2025	Director of Community Engagement	
(Action Step 6) Create implementation plan.	Summer 2025	Director of Community Engagement	
(Action Step 7) Implement parent engagement activities at the classroom and administration levels.	Fall 2025	Director of Community Engagement	
(Action Step 8) Regularly evaluate and review engagement strategy to determine if it is meeting school goals.	2026-2031	Director of Community Engagement	
<b>(STRATEGY 2) Risen Christ will offer parent education activities that meet the needs of families and assist them in supporting their children.</b>			

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Review and evaluate the effectiveness of past and current parent education activities.	Fall 2024	Director of Community Engagement	
<b>(Action Step 2)</b> Survey parents to learn how the school can support them through classes, training or other activities.	Fall 2024	Director of Community Engagement	
<b>(Action Step 3)</b> Establish a plan to address near-term and long-term parent education goals.	Spring 2025	Director of Community Engagement	
<b>(Action Step 4)</b> Identify funding sources for parent education.	2024-25	President, Director of Advancement	
<b>(Action Step 5)</b> Implement and regularly review parent education opportunities.	Fall 2025	Director of Community Engagement	
<b>(STRATEGY 3) Risen Christ will ensure that each child feels welcomed and is treated with dignity and respect.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Conduct all-staff anti-racism training with Achievement Network to build a foundation of knowledge and shared understanding of the importance of ensuring every child is treated with dignity at Risen Christ.	2023-24	President, Director of Academics & Elementary School, Director of Operations & Middle School	<i>Complete</i>
<b>(Action Step 2)</b> Establish a faculty/staff committee to determine appropriate next steps and social justice curriculum to make sure the commitment to anti-racism remains strong with current and new staff.	Fall 2024	President, Director of Academics & Elementary School, Director of Operations & Middle School	

(Action Step 3) Implement curriculum in Religion classes which educates students about the social justice teachings of the Catholic church.	Spring 2025	Teacher Leadership Team, Director of Academics & Elementary School	
<b>(STRATEGY 4) Risen Christ will implement appropriate enrichment, elective, athletic, and extracurricular programming.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
(Action Step 1) Collaborate with the parent advisory group to identify the activities that would fulfill the above goal.	Fall 2025	President, Director of Academics & Elementary School, Director of Operations & Middle School	
(Action Step 2) Survey students to find out which activities they would be most interested in.	Fall 2025	Director of Operations & Middle School	
(Action Step 3) Visit other schools to learn about student programs offered.	2025-26	Director of Operations & Middle School	
(Action Step 4) Determine cost and feasibility of selected programming, as well other considerations (facility use, scheduling, staffing, etc.).	Spring 2026	Director of Operations & Middle School	
(Action Step 5) Implement selected programs with funding from general operations or partnering organizations.	Fall 2026	Director of Operations & Middle School	

<b>(OBJECTIVE 3) Risen Christ will recruit, support, train and retain high-quality faculty and staff.</b>			
<b>(STRATEGY 1) Risen Christ will improve teacher compensation.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>

(Action Step 1) Establish a Faculty Compensation Task Force.	Fall 2024	President	
(Action Step 2) Investigate and study the compensation policies and methodologies of similar elementary schools.	2024-25	President, Faculty Compensation Task Force	
(Action Step 3) Survey and interview current faculty to determine how they value and prioritize the various aspects of their compensation packages.	2024-25	President, Faculty Compensation Task Force	
(Action Step 4) Review collected data, recommend an equitable and competitive compensation methodology, and determine total long-term costs.	2025-26	President, Faculty Compensation Task Force	
(Action Step 5) In conjunction with the Advancement Department, determine a funding strategy to meet compensation goals.	2026-27	President, Faculty Compensation Task Force, Director of Advancement	
(Action Step 6) Implement a new compensation methodology prior to offering Notices of Appointment for the 2027-28 school year.	Spring 2027	Director of Business Administration, Board of Directors	
<b>(STRATEGY 2) Risen Christ will create materials to assist in teacher recruitment.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
(Action Step 1) Survey current and former (long-term) teachers to understand why they chose Risen Christ.	Fall 2024	President	
(Action Step 2) Produce and publish a “value proposition” to share with prospective employees.	Spring 2025	President	



(Action Step 3) Produce promotional material that can be shared in job postings and at other venues for teacher recruitment purposes.	2026-27	President	
<b>(STRATEGY 3) Risen Christ will ensure that all teachers are prepared to begin working at the school, and maintain a high degree of professional knowledge, skills and abilities during their employment.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
(Action Step 1) Review and revise the current new teacher onboarding and orientation process to ensure it prepares teachers with the skills needed to be successful in a dual immersion school.	Summer 2024	Director of Academics & Elementary School, Director of Operations & Middle School	
(Action Step 2) Identify the essential training necessary for new teachers to become knowledgeable with current practices (e.g. responsive classroom, curriculum, etc.)	2024-25	Director of Academics & Elementary School, Director of Operations & Middle School	
(Action Step 3) Provide essential training to ensure new teachers have the necessary knowledge, skills, and abilities to be successful.	2024-25	Director of Academics & Elementary School, Director of Operations & Middle School	
(Action Step 4) Seek out and provide additional training, degree opportunities, certifications, etc. for teachers as funds allow.	2024-25	President, Director of Academics & Elementary School, Director of Operations & Middle School	

**(STRATEGY 4) Risen Christ will provide additional classroom and instructional support for teachers.**

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Collect information from teachers about what type of additional support would be most helpful.	2024-25	Director of Academics & Elementary School, Director of Operations & Middle School	
<b>(Action Step 2)</b> Evaluate the cost of different methods of providing additional support to teachers.	2025-26	Director of Business Administration	
<b>(Action Step 3)</b> Increase the school's budget to cover the cost of the selected support methods.	2026-27	Director of Business Administration	

**(OBJECTIVE 4) Risen Christ's finances and operations will be efficient, sustainable and reflect the school's bilingual and biliterate identity.**

**(STRATEGY 1) Risen Christ will establish a revenue growth plan to meet the financial needs required by the 2024-2027 components of the strategic plan.**

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Establish long-term financial model reflecting the school's current and expected future reality.	2024-25	Director of Business Administration	
<b>(Action Step 2)</b> Communicate and engage with key individual and institutional donors to help achieve the goals of the strategic plan.	2024-25	President, Director of Advancement	
<b>(Action Step 3)</b> Secure multi-year funding commitments from partners to accomplish goals.	2024-25	President, Director of Advancement	

**(STRATEGY 2) Risen Christ will embark on a multi-million dollar capital campaign to fund the major strategies of this strategic plan.**

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
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(Action Step 1) Collaborate with the Archdiocese to ensure the Risen Christ campaign does not conflict with the Archdiocesan capital campaign.	2024-25	President	
(Action Step 2) Determine strategic priorities for funding and determine approximate costs.	2026-27	President, Director of Advancement, Board of Directors	
(Action Step 3) Select an external campaign management company.	2026-27	President, Director of Advancement	
(Action Step 4) Conduct a planning study to determine the capacity of Risen Christ's donors and their appetite for a campaign to address strategic priorities.	2026-27	Director of Advancement	
(Action Step 5) Begin soliciting and receiving gifts.	2027-2031	President, Director of Advancement, Board of Directors	
<b>(STRATEGY 3) Risen Christ will engage its alumni to keep them connected to the school and assist in meeting Advancement objectives.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
(Action Step 1) Hold an all-school reunion to celebrate the school's 30th anniversary and re-connect them with the school.	Spring 2024	Director of Advancement	
(Action Step 2) Offer Risen Christ spirit wear for purchase on a trial basis.	Spring 2024	Director of Advancement	
(Action Step 3) Conduct an Impact Study of alumni to determine the long-term benefits of a Risen Christ education.	2024-25	Director of Advancement	
(Action Step 4) Identify and provide meaningful opportunities to engage school alumni.	2024-25	Director of Advancement	

(Action Step 5) Increase the frequency of alumni-specific communications.	2024-25	Director of Advancement	
<b>(STRATEGY 4) Risen Christ will create an Operating Cash Reserve to provide liquidity and sustainability to the school's finances.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
(Action Step 1) Establish a reserve fund at the Catholic Community Foundation.	Spring 2024	Board of Directors	<i>Completed</i>
(Action Step 2) Determine the appropriate size of reserve required based on the current and growing operation.	Spring 2024	Director of Business Administration	
(Action Step 3) Schedule "payments" into the reserve fund as part of the monthly budget and cash management.	2024-2031	Director of Business Administration	
<b>(STRATEGY 5) Risen Christ will establish a planned giving program.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
(Action Step 1) Research best practices for launching a planned giving program.	2023-24	Director of Advancement	<i>Complete</i>
(Action Step 2) Identify planned giving donors and prospects.	2024-25	Director of Advancement	
(Action Step 3) Create a communication tool kit for promoting the planned giving program among donors and prospects.	2024-25	Director of Advancement	
(Action Step 4) Promote the program through existing and/or new donor-centric communications.	2024-25	Director of Advancement	
(Action Step 5) Form a "Legacy Circle" or similarly named group for individuals who identify as planned gift donors.	2024-25	Director of Advancement	
(Action Step 6) Plan and host events for the "Legacy Circle".	2025-26	Director of Advancement	

**(STRATEGY 6) Risen Christ will enhance its marketing materials and practices to increase enrollment.**

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Invite other schools and partnering organizations (e.g. the Catholic Schools Center of Excellence) to share examples of marketing materials that are provided to parents of prospective students.	2024-25	Director of Community Engagement	
<b>(Action Step 2)</b> Create, plan, and produce high-quality materials that capture the attention of prospective parents and entice them to visit the school for a tour.	2024-25	Director of Community Engagement	

**(STRATEGY 7) Risen Christ will ensure that all human resource materials reflect the school’s bilingual and biliterate identity.**

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Conduct a review of all materials which are part of the recruitment, hiring, onboarding, and orientation processes to determine which need to be updated or translated.	Fall 2024	President, Director of Business Administration	
<b>(Action Step 2)</b> Update and translate selected materials.	Spring 2025	Director of Business Administration	
<b>(Action Step 3)</b> Implement new materials.	Fall 2025	Director of Business Administration	

**(OBJECTIVE 5) Risen Christ’s facility will meet the current and anticipated needs of the school.**

**(STRATEGY 1) Risen Christ will determine an appropriate course of action regarding its physical location in light of existing challenges and future opportunities.**

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Engage and educate the Archdiocese about the current challenges of the school facility.	2023-24	President	<i>Ongoing</i>

(Action Step 2) Obtain quotes to determine the cost of major infrastructure needs and repairs.	2023-24	Director of Business Administration	<i>Ongoing</i>
(Action Step 3) Conduct a facility review to determine what additional space is needed.	2024-25	Director of Business Administration	
(Action Step 4) Determine whether the current physical facility can be improved to meet future needs.	2024-25	Director of Business Administration	
(Action Step 5) Decide on an appropriate course of action to ensure that Risen Christ exists in a facility that adequately meets its needs.	2025-26	Board of Directors	
<b>(STRATEGY 2) Risen Christ will improve the safety of its students, teachers and staff.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
(Action Step 1) Identify and plan for facility upgrades including but not limited to plumbing, electrical, air conditioning and air quality.	2024-2026	Director of Business Administration	
(Action Step 2) Replace the existing door locks with an electronic, controlled-entry access system.	Summer 2025	Director of Business Administration	
(Action Step 3) Update the school's public address system so that it reaches all areas of the school and serves its purpose well.	Summer 2026	Director of Business Administration	
(Action Step 4) Install video monitoring equipment to allow for better responses in case of incidents.	Summer 2026	Director of Business Administration	
(Action Step 5) Repair/replace windows to ensure that they can be secured and provide adequate ventilation.	Summer 2028	Director of Business Administration	