



BISHOP MCNAMARA
CATHOLIC SCHOOL

STRATEGIC PLAN

2018—2023





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Dear Bishop McNamara Stakeholders,

During the 2017-18 academic year the Bishop McNamara Administration and School Board embarked on the process of developing a Strategic Plan for our newly regionalized school. The purpose of this plan is to ensure that the legacy, history, and commitment to our student success continues for years to come. Through an extensive evaluation of the current environment of BMCS, we have developed goals and objectives that we feel address both the areas of opportunity, growth, and the evolution of Catholic education.

The committee focused on six pillars when developing the Strategic Plan: Catholic Culture, Academics, Resource Planning, Strategic Leadership, Enrollment Management and Student Life. The goals and objectives found within the Strategic Plan are designed to assist us in continuing our emphasis on providing a faith-filled, challenging educational environment across all grade levels that establishes a solid foundation for each and every child's future success.

This Strategic Plan would not have been possible without the tremendous support and assistance from the greater Bishop McNamara community; and to all of those individuals who took the time to assist us with this plan, we say thank you for your continued support of our school. We would especially like to say "thank you" to the members of the Steering Committee and the various sub-committees for their commitment and dedication to the successful completion of this project.

We ask that you take the time to review the goals and objectives of each pillar. We thank you for your continued prayers for the successful implementation of this Strategic Plan.

Your continued support of Bishop McNamara Catholic School is greatly appreciated!

Yours in Christ,

Terry Granger
President
Bishop McNamara Catholic School

Andy Purcell
President
Bishop McNamara School Board



Historical Background

Historical Background

In 1921 the cornerstone was laid for St. Patrick High School, nearly 30 years after the founding of St. Patrick Parish in Kankakee. In the fall of 1922, Father Henry M. Shea opened the parish high school. Under the direction of the Sisters of Loretto at the Foot of the Cross, classes were conducted in the grade school building until the final phase of the high school building was completed. St. Patrick High School, the only Catholic co-educational high school in the area, was formally dedicated on November 12, 1923.

In 1931, the Clerics of St. Viator assumed charge of St. Patrick Parish and St. Patrick High School, and for 25 years the Viatorians and Sisters of Loretto educated students at the school on Hickory Street. By the early 1950s, the school moved into the new, modern, round, glass facility on Brookmont Boulevard. No longer a parish school, the name was changed to St. Patrick Central, and served students from 16 parishes in the Kankakee area.

In little more than 10 years, enrollment had once again outgrown the facility and in 1963 construction began on the rectangle addition to the building. In 1964, the new addition was opened and the name of the school changed to Bishop McNamara High School in honor of the first bishop of the Joliet Diocese, who had been instrumental in the school's development. In 2008, the school name was changed once again to Bishop McNamara Catholic High School.

In March 2016, after a lengthy study and discussion, the Catholic elementary and secondary schools of Kankakee, Bourbonnais, and Bradley consolidated to create one, regionalized school. This newly amalgamated school is now Bishop McNamara Catholic School. The school has three sites: Bourbonnais (formerly Maternity BVM School) for Pre-K3 through 6th grades, Bradley (formerly St. Joseph School) for Pre-K4 through 6th grades, and Kankakee (formerly Bishop McNamara Catholic High School) for junior high (7th and 8th grades) and high school (9th-12th grades). Mr. Terry Granger was appointed President of Bishop McNamara Catholic School. Mrs. Dana Berg was named the Principal of the BMCS Bradley site. Mrs. Nicole Gernon was named Principal of the BMCS Bourbonnais site. The Bishop McNamara Catholic School system commenced its academic year on July 1, 2016 and continues to grow as one BMCS family.



Methodology

Methodology

This strategic plan is the result of nearly a year's worth of contemplation, discussion, and prayer. Because of the dedication of many BMCS School Board members, school administrators, faculty, staff, parents, and members of the community, this plan was formed.

On the recommendation of the BMCS School Board and the approval of the BMCS Executive Board, a Strategic Planning Committee was established and first met in November 2017.

At this initial meeting, the committee began creating a "road map" for both the immediate and long-term future of BMCS. They wanted this plan to have a defined time frame, be easy to communicate, and offer clear implementation. They also considered the current climate of Catholic Education today and decided on the following focus areas or pillars:

- Catholic Culture
- Academic Excellence
- Resource Stewardship
- Strategic Leadership
- Enrollment Management
- Student Life

In order to gather the information the committee sought, parents, faculty, and students were surveyed. Parents were then invited to join the Strategic Planning Committee. The final committee consisted of members of the school board, school administrators, parents, and community members. Each member of the Strategic Planning Committee chaired a sub-committee in order to develop the goals and objectives for each pillar. The six sub-committees were further populated with administrators, faculty, staff, parents, students, and community members. In spring 2018, these subcommittees thoughtfully developed the goals and objectives outlined in this strategic plan.

The BMCS School Board and Executive Board are now charged with reviewing, revising, and approving the Strategic Plan, which will then be implemented by the BMCS Administration with the aid of the School Board, faculty, and staff.

The strategic plan was designed to further promote the BMCS mission and vision. The goals and objectives presented in this document are ones full of hope and promise for the future of Bishop McNamara Catholic School.



Our Mission

Our Mission

Bishop McNamara Catholic School is dedicated to maximizing the potential of students, spiritually, morally, and intellectually through a faith-based community of academic excellence and service to others.

Our Vision

Our Vision



Bishop McNamara Catholic School will identify, articulate, and embrace our mission as the Catholic school in our community by engaging each student and providing a superior balance of moral character, exceptional academic rigor, artistic excellence, and athletic achievement within a cohesive family atmosphere.



Catholic Culture





Catholic Culture

Catholic Culture

GOAL 1

Provide adult ministry development for staff and parents to ensure a strong future involvement of Catholic laity in the school. Teachers and students will view our teachers and staff as ministers of faith.

OBJECTIVE A:

Utilize the Center for Ministry Development courses and training seminars including, but not limited to, teacher sensitivity/awareness training.

OBJECTIVE B:

Develop and implement adult retreats available to parents, teachers, and community.

OBJECTIVE C:

Continue to build and develop the BMCS Faculty Ministry Team.

OBJECTIVE D:

Involve teachers in planning Mass on a rotating basis and/or encourage teachers to share their own faith stories.

OBJECTIVE E:

Encourage teachers to share prayers and reflection once a week during announcements.

OBJECTIVE F:

Place a "student intentions box" in each classroom and ask teachers to begin each period leading a brief prayer for that private intention.



Catholic Culture

Catholic Culture

GOAL 2

Continue to create and sustain a unified, area-wide Catholic Ministry that includes all area parishes.

OBJECTIVE A:

Establish a parish liaison system to promote communication and support between each individual parish and the school.

OBJECTIVE B:

Continue to build upon ministry days and cross-promotion of youth group events/opportunities for involvement.

OBJECTIVE C:

Foster a relationship of student access and involvement between BMCS, parish religious education directors, and youth ministry coordinators.

OBJECTIVE D:

Establish a Catholic Heritage Committee and work with our local parishes to create written and visual histories of our current and former local parishes and Catholic schools.



Catholic Culture

Catholic Culture

GOAL 3

Assist students on their personal faith journeys to foster strong personal relationships with Jesus Christ, to minister to others, and to live out their vocation.

OBJECTIVE A:

Build and implement training and retreats for junior high youth.

OBJECTIVE B:

Continue to build upon Advent and Lenten campaigns, providing reality-based opportunities and an opportunity to create ownership

OBJECTIVE C:

Provide monthly liturgical experiences for students with a specific topic or theme for each event.

OBJECTIVE D:

Provide a monthly or quarterly family movie and discussion.

OBJECTIVE E:

Increase frequency of Masses for junior high and high school to weekly.

OBJECTIVE F:

Encourage respect, reverence, and participation during school Mass.



Catholic Culture

Catholic Culture

GOAL 4

Continue to build upon BMCS's tradition of service in the community by enriching our service opportunities in our communities and beyond.

OBJECTIVE A:

Create a formal service leadership program that is an extension of the high school-level program to include all grades starting with first grade, with elementary and Jr. High grades completing service projects as a class.

OBJECTIVE B:

Expand community service in our own community, kicking off during Homecoming Week and extending throughout the year.

OBJECTIVE C:

Provide a mission experience coordinated by the Catholic Ministry Office.



Catholic Culture

Catholic Culture

GOAL 5

Foster awareness of Catholic social teaching and the Church's response to today's culture and society. Create an atmosphere of acceptance, understanding, sensitivity, and inclusivity with a focus on the dignity of the human spirit.

OBJECTIVE A:

Ensure regular review of course offerings to ensure religion courses that address social awareness, Catholic teachings on social issues, and religious diversity.

OBJECTIVE B:

Provide a forum of faith sharing for non-Catholic students.

OBJECTIVE C:

Encourage and foster the creation of student-led clubs that address specific needs/issues of the student population.



Catholic Culture

Catholic Culture

GOAL 6

Ensure that our facilities reflect a strong Catholic identity and a sense of history and pride in our local Catholic heritage and tradition and ensure our Catholic identity is ever-present and visible to students, staff, parents, and visitors.

OBJECTIVE A:

Conduct an annual facilities audit in coordination with our Campus Ministry Office and administration at each of the three sites to ensure that consistent signs of our faith are present.

OBJECTIVE B:

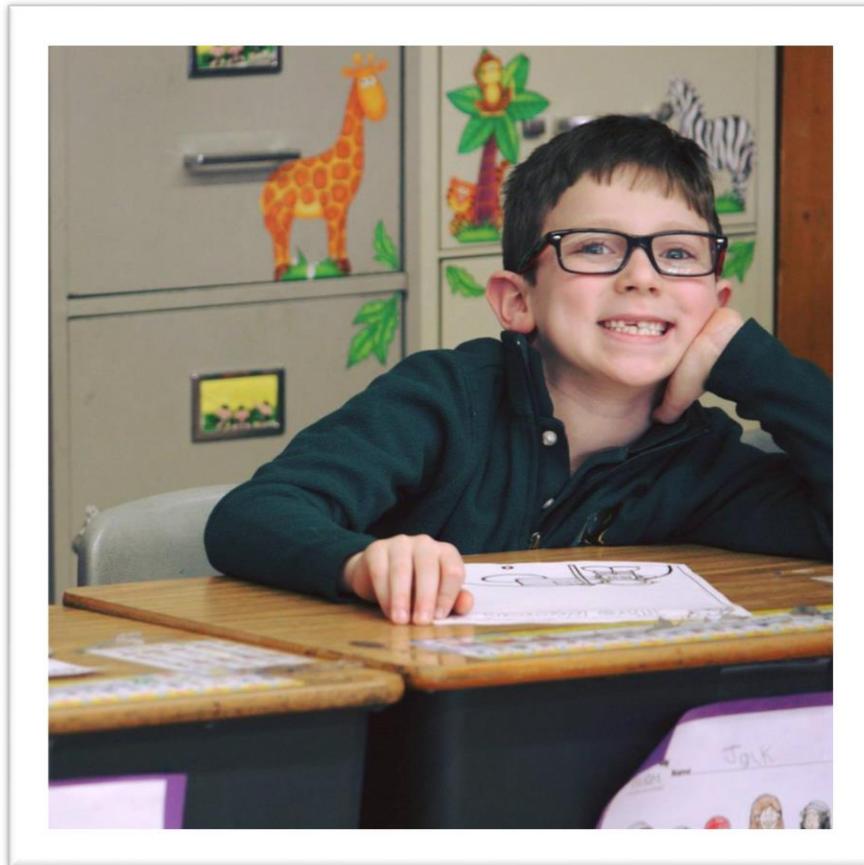
Create and maintain a schedule for painting and maintaining our exterior statues and crosses.

OBJECTIVE C:

Explore a long-range plan to build or create a larger chapel at the Kankakee site to provide a more intimate and reverent environment for school Masses.



Academic Excellence





Academic Excellence

Academic Excellence

GOAL 1

Prepare the diverse modern learner for school and life success.

OBJECTIVE A:

Enrich the educational experience of all students through rigorous academic instruction coupled with experiential learning opportunities.

OBJECTIVE B:

Expand advanced placement, dual credit, and enrichment programs for high achieving students at all grade levels.

OBJECTIVE C:

Develop and implement a system of identification, screening, and assessment of English Learners, in order to recognize instructional needs and monitor student growth toward learning objectives.

OBJECTIVE D:

Using a data-driven problem-solving process, provide effective, evidence-based interventions for students at-risk of academic failure, closing the gap between their skills and peers'.

OBJECTIVE E:

Enhance social, emotional, spiritual, and behavioral development of all students by providing direct instruction and establishing connections to school and local communities.

OBJECTIVE F:

Establish a system of screening and assessment of early childhood students to monitor developmental progress and evaluate readiness for school.



Academic Excellence

Academic Excellence

GOAL 2

Develop and maintain a rigorous instructional curriculum designed to maximize student growth and achievement.

OBJECTIVE A:

Establish a curriculum and assessment system to be used consistently across elementary sites and evaluate this system with an ongoing curriculum review protocol.

OBJECTIVE B:

Increase differentiated instructional resources to enhance learning outcomes for individual students, small groups, and whole classes.

OBJECTIVE C:

Increase use of integrated technology throughout the curriculum by expanding available resources and drafting a plan for future use.

OBJECTIVE D:

Utilize religion curriculum to further engage students with the Catholic faith by increasing involvement in and ownership of liturgical experiences while also facilitating faith-centered service learning opportunities at all grade levels.



Academic Excellence

Academic Excellence

GOAL 3

Equip teachers and staff with the tools required to implement best-practice instructional strategies and enhance educational outcomes for all students.

OBJECTIVE A:

Increase staff understanding and educational data and empower teachers to provide data-driven instruction to improve student growth.

OBJECTIVE B:

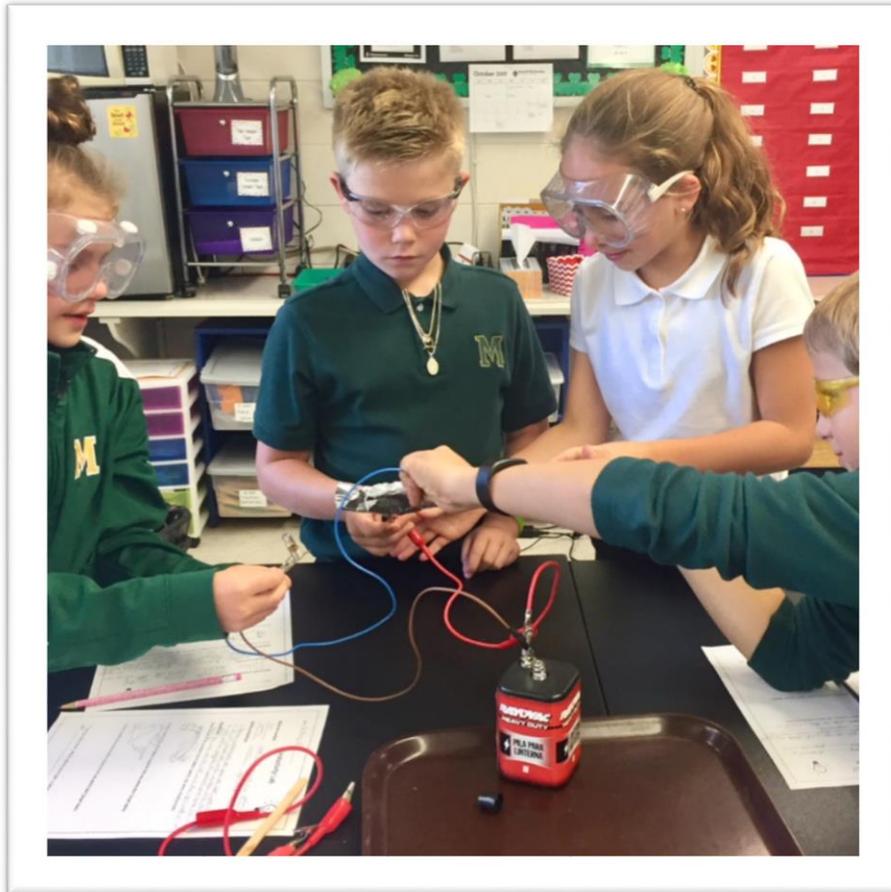
Provide comprehensive, meaningful, applicable, professional development opportunities to all staff.

OBJECTIVE C:

Establish and implement communication plan between all sites to ensure success in transition by coordinating curriculum, sharing resources, and using common instructional language.



Resource Planning





Resource Planning

Resource Planning

GOAL 1

Develop programs to attract, evaluate, and retain quality faculty, staff, and administration.

OBJECTIVE A:

Develop a teacher wage scale that is consistent between all grades (Pre-K – 12) and ensures that all teachers are consistent with the diocesan guidelines.

OBJECTIVE B:

Consider changes to benefits and health plans to provide consistency between grade schools, junior high, and high school.

OBJECTIVE C:

Develop a Human Resource Committee composed of faculty, staff, and administrators to review and update employee evaluation tools, methods, and procedures.

OBJECTIVE D:

Provide bonuses and incentives to faculty based upon evaluation performance and outcomes.

OBJECTIVE E:

Establish procedures to regularly review teacher resource needs and develop methods for identifying funding sources and to obtain new/updated resources.



Resource Planning

Resource Planning

GOAL 2

Expand and revise advancement and marketing organizational structure to incorporate grade school, Jr. High, and high school into single operating unit.

OBJECTIVE A:

Identify all fundraising groups and activities along with their corresponding responsibilities.

OBJECTIVE B:

Establish partnerships and relationships with local parish marketing and fundraising departments.

OBJECTIVE C:

Expand relationship and fundraising efforts with the Bishop McNamara Foundation, including the development of a "game plan" for Bishop McNamara's 100th year in school year 2022-2023.

OBJECTIVE D:

Explore partnerships with area businesses and organizations to establish fundraising opportunities.

OBJECTIVE E:

Develop program with Economic Alliance and Chamber of Commerce to determine potential business partnerships.



Resource Planning

Resource Planning

GOAL 3

Review and evaluate need for new facilities and improvements to existing buildings

OBJECTIVE A:

Assess and maintain Health Life Safety Infrastructure, including doors and cameras, fire system, classroom 911, and emergency disaster plans.

OBJECTIVE B:

Secure permanent Music and Performing Arts facilities.

OBJECTIVE C:

Secure permanent Athletic facilities that can support and accommodate all grade levels.

OBJECTIVE D:

Analyze and compare options, feasibility, and necessity of new Academic facilities to consolidate grade schools into single location.



Resource Planning

Resource Planning

GOAL 4

Develop organizational structure and defined processes for determining parish and school-based financial assistance.

OBJECTIVE A:

Develop a defined "matrix" for determining amount of financial aid a family can/will receive directly from the school.

OBJECTIVE B:

Establish a scholarship committee that determines financial aid, instead of relying solely on the school president/principals.

OBJECTIVE C:

Review benefits of extending the parish subsidy to high school students.

OBJECTIVE D:

Consider reducing non-parish rates.



Resource Planning

Resource Planning

GOAL 5

Ensure future financial stability through sound financial practices and data-driven projections.

OBJECTIVE A:

Develop in-depth financial metrics for analysis and review, as well as monitor relevant trends over time.

OBJECTIVE B:

Work with parishes to better understand their membership and weekly collections to better manage expected downturn in parish subsidy.

OBJECTIVE C:

Review and evaluate tuition and enrollment levels to optimize affordability of education.

OBJECTIVE D:

Review relationship between Foundation Board, School Board, and Finance Committee.

OBJECTIVE E:

Develop a five-year financial projection process to provide for future operating and capital expenditures.



Strategic Leadership





Strategic Leadership

Strategic Leadership

GOAL 1

Under the guidance of the Administration and Leadership Team, focus on teaching and learning that is authentically Catholic and Academically Excellent.

OBJECTIVE A:

Cultivate leadership opportunities for faculty.

OBJECTIVE B:

Develop a plan for recruitment and retention of qualified faculty.

OBJECTIVE C:

Develop a needs assessment and yearly plan for staff development.

OBJECTIVE D:

Provide system-wide and site-specific training on research-based instructional strategies.

OBJECTIVE E:

Administration will lead teachers in the focus of the instruction of 21st Century Skills with strategies that respect and support all learning styles.

OBJECTIVE F:

Research and implement innovative, exemplary programs.



Strategic Leadership

Strategic Leadership

GOAL 2

Define and enhance the role of the Board of Directors to assist in advancing the mission and vision of BMCS.

OBJECTIVE A:

Implement a formal application and vetting process for potential new board members.

OBJECTIVE B:

Develop a formal orientation and job description for the board.

OBJECTIVE C:

Require board members to take a leadership role in advancement opportunities.

OBJECTIVE D:

Encourage and invite Pastors of surrounding parishes to be involved in the Executive Board.

OBJECTIVE E:

Establish board as limited jurisdiction versus advisory.



Strategic Leadership

Strategic Leadership

GOAL 3

Create an Administrative Office to streamline operations.

OBJECTIVE A:

Determine the roles and responsibilities of the Administrative Office.

OBJECTIVE B:

Identify additional roles that may reside in the Administrative Office.



Strategic Leadership

Strategic Leadership

GOAL 4

Implement the President/Principal Model.

OBJECTIVE A:

Formalize the President role in the Administrative Office.

OBJECTIVE B:

Hire a Principal for grades 7 – 12 at the Kankakee site.

OBJECTIVE C:

Hire an Assistant Principal for grades 7 – 8 at the Kankakee site.



Strategic Leadership

Strategic Leadership

GOAL 5

Cultivate and enhance the relationship with area parishes.

OBJECTIVE A:

Strengthen the relationships with area pastors.

OBJECTIVE B:

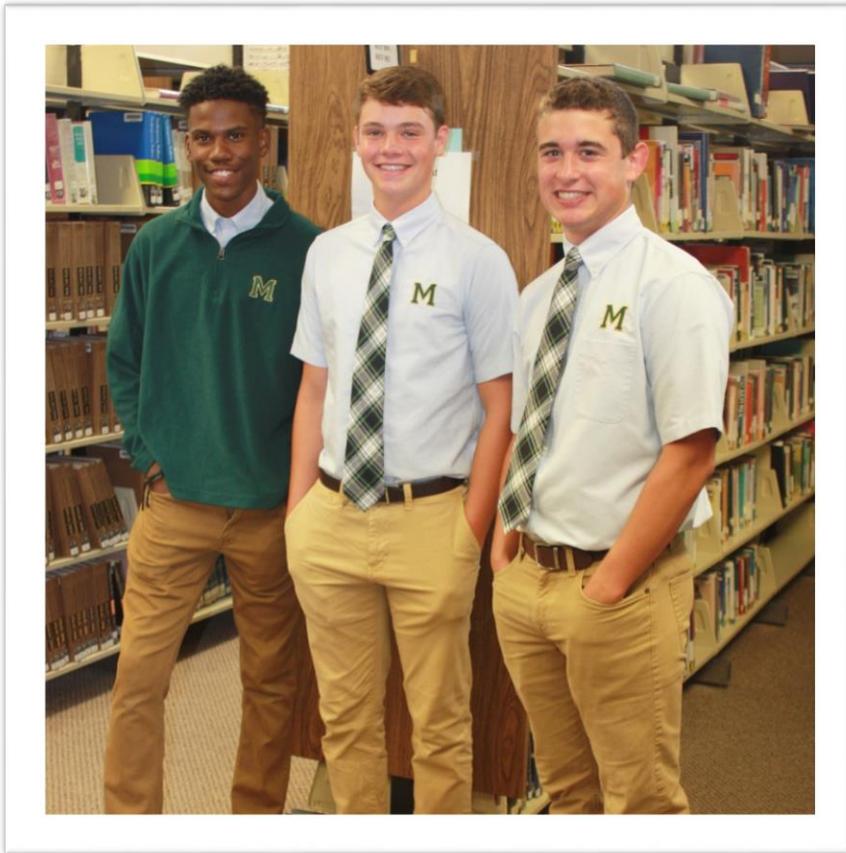
Strengthen the relationships with area church leaders and council members.

OBJECTIVE C:

Work more closely with Religious Education leaders to promote Catholic education.



Enrollment Management





Enrollment Management

Enrollment Management

GOAL 1

Streamline the enrollment process for PreK-12.

OBJECTIVE A:

Define the role of the Director of Admissions in respect to being one school.

OBJECTIVE B:

Define specific steps for the enrollment process.

OBJECTIVE C:

Implement an online intake form.

OBJECTIVE D:

Centralize a database of potential and current students that tracks all points of contact and allows us to expand and better utilize baptismal and religious education records.

OBJECTIVE E:

Evaluate and address staffing needs within the enrollment department.



Enrollment Management

Enrollment Management

GOAL 2

Develop a community network in Kankakee County and surrounding areas.

OBJECTIVE A:

Develop strategic partnerships with local businesses, corporations, realtors, chambers, visitors bureaus, etc. in tandem with the Advancement Office.

OBJECTIVE B:

Create more “Meet and Greet” opportunities for prospective students and for the greater community.

OBJECTIVE C:

Encourage the creation of corporate scholarships to Bishop McNamara for employees' children.

OBJECTIVE D:

Strengthen parent connections to enhance the Bishop McNamara family culture.



Enrollment Management

Enrollment Management

GOAL 3

Develop an inclusive/target-specific marketing platform.

OBJECTIVE A:

Develop marketing to represent Bishop McNamara as an all-inclusive environment, including utilizing teacher/parent involvement to promote a common message.

OBJECTIVE B:

Build connections to both enhance current relationships with parishes and to be inclusive of all faiths.

OBJECTIVE C:

Create more opportunities to get potential families on-site, specifically targeting students during key transition years.

OBJECTIVE D:

Evaluate and address staffing needs within the marketing department.



Enrollment Management

Enrollment Management

GOAL 4

Improve student retention for continued sustainable student success.

OBJECTIVE A:

Promote developments in current curriculum, extracurricular, and student life activities and inform parents/community of any new programs and student achievements.

OBJECTIVE B:

Develop a consistent/streamlined registration process and connect with current students/families during key transition years.

OBJECTIVE C:

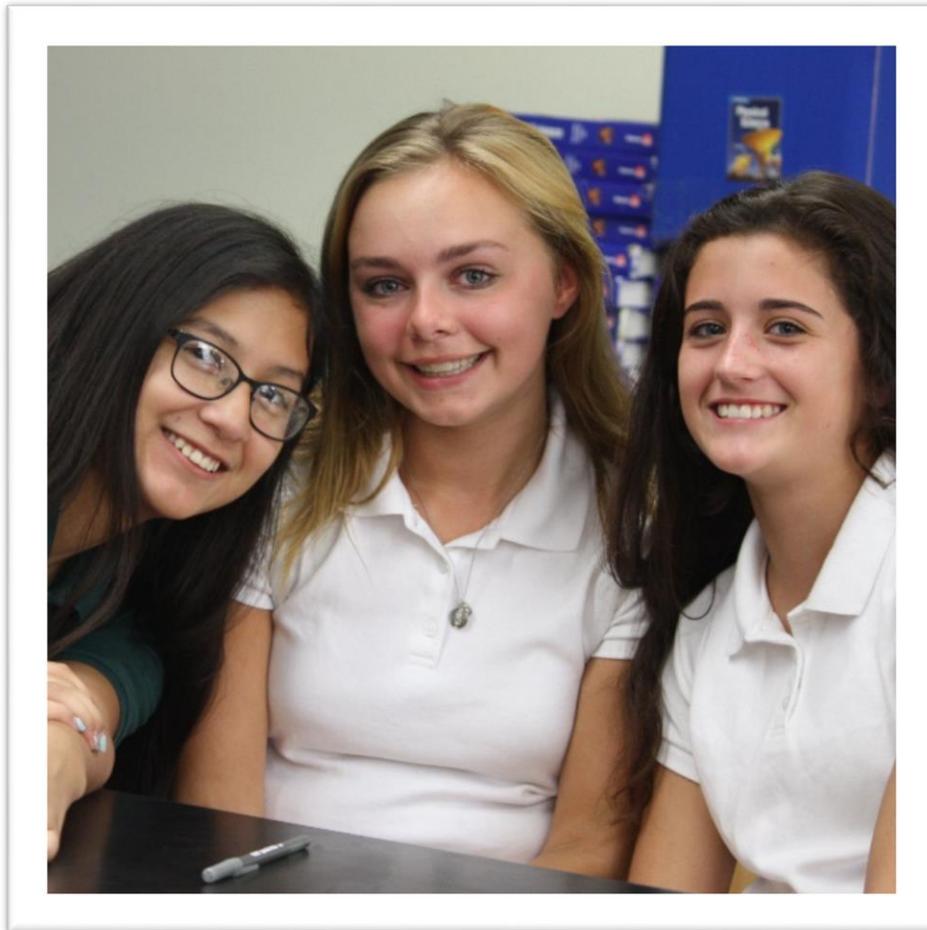
Collect and analyze data (as applicable) regarding retention, achievement, preparedness, experience, etc. from current students, non-returning students/families, current graduates, and alumni.

OBJECTIVE D:

Provide incentives for families with longevity or legacy within the school system.



Student Life





Student Life

Student Life

GOAL 1

Enhance co-curricular activities.

OBJECTIVE A:

Determine student interest regarding new co-curricular activities.

OBJECTIVE B:

Re-evaluate and clearly define the purpose of the house and prefect systems.

OBJECTIVE C:

Improve availability of non-athletic activities and increase participation in fine arts and academic activities.

OBJECTIVE D:

Explore partnerships with area organizations (KCC/Olivet/Universities), community volunteers, and available program resources.

OBJECTIVE E:

Make best use of available site resources (printing, 3D printers, available technology, etc.).

OBJECTIVE F:

Analyze co-curricular activities for grades K-5.



Student Life

Student Life

GOAL 2

Improve communication between and among students, faculty, and families.

OBJECTIVE A:

Increase direct communication related to student life, upcoming activities, retreat/service opportunities, and events.

OBJECTIVE B:

Provide students with information regarding available service opportunities and religious activities.

OBJECTIVE C:

Reorganize the orientation process — presenting essential information initially, followed by full presentation of information throughout the year.

OBJECTIVE D:

Develop a process to follow up with individual students who are not involved in co-curricular activities and gather student feedback on a regular basis.



Student Life

Student Life

GOAL 3

Formalize character building through Catholic Faith focus.

OBJECTIVE A:

Offer more direct opportunities for service.

OBJECTIVE B:

Offer frequent faith-centered activities such as prayer, adoration, Mass, yearly retreats, etc.

OBJECTIVE C:

Strengthen partnerships with local churches.



Strategic Planning Committees

Strategic Planning Committees

Steering Committee

Terry Granger
 Dana Berg
 Nicole Gernon
 Andy Purcell

Kyle Benoit
 Dawn Vaubel
 Bob Malpasuto
 Erin Richey

Caroline Viglia
 Kristin Geary
 Jessica Graves

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 Cheryl Gaca
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 Jennifer Stevens

Bradie Vaubel
 Sharla Ronchetto
 Eddie Jurkovic

Dr. Carrie Jones
 Tracy Born
 Kaylee Surprenant



Thank you!

Thank you to everyone who contributed to the development of this Strategic Plan. We are dedicated to utilizing these goals and objectives to continue growing Bishop McNamara Catholic School as a premier school with the highest quality education, opportunities, and character development.

