

Salpointe Catholic High School  
**2020-2023 Strategic Plan**  
**EXECUTIVE SUMMARY**





## *Mission*

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Salpointe Catholic is a college-preparatory high school in the Carmelite tradition of prayer, community and service. We offer our diverse parent/student population a holistic education which fosters faith, encourages the pursuit of excellence, develops servant leaders, affirms the dignity of individuals, and promotes global social justice.





# Letter from Salpointe's President

Dear Salpointe Community,

Salpointe's legacy and foundation of strong academic, spiritual, artistic and athletic educational experiences are the results of decades of transformative strategic planning since 1950. This 2020-2023 Strategic Plan continues Salpointe's longtime, mission-driven visioning for the future that will guide the school for the next several years.

This Strategic Plan was facilitated under the leadership of the Strategic Plan Committee of the Salpointe Board of Directors. The planning process solicited participation by the wider school community, with input from the school's board of directors, leadership, faculty, staff, students, parents, alumni and friends. This plan is the result of countless hours of engagement, including cross-constituent and cross-generational focus groups and online surveys.

The 2020-2023 Strategic Plan complements the goals of the recently completed 2019-2025 Western Catholic Education Association (WCEA) evaluation, for which Salpointe earned the highest rating in every category. The plan focuses on the following "cornerstones" to guide the vision for the school in the coming years: Catholic Identity, Academic Excellence, Student Life, Financial Vitality, Advancement and Facilities.

Thank you for your loyal Lancer support!

*Kay Sullivan*

Kay Sullivan, President



# Cornerstones

The development of our strategic plan was guided by the following cornerstones:

## **Catholic Identity**

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A strong Catholic Identity Cornerstone is integral to the holistic development and education of the Salpointe student. The school is rooted in the tradition of Carmelite charism to ensure that the Catholic faith and values create the foundation for academic, extra-curricular and community activities.

## **Academic Excellence**

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The goal of the Academic Excellence Cornerstone is to provide a college preparatory curriculum under the guidance of highly qualified faculty, supported by state of the art technology, and based on data-driven student outcomes.

## **Student Life**

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The overarching goal of the Student Life Cornerstone is to assure that each student is an integral part of the community. Salpointe supports the social, emotional, spiritual, holistic development of each individual and emphasizes the importance of balance in life.

## **Financial Vitality**

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The Financial Vitality Cornerstone demands stability and foresight in the financial and risk management of the school.

## **Advancement**

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The goal of the Advancement Cornerstone is to establish and maintain strong relationships with parents, alumni and donors.

## **Facilities**

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The Facilities Cornerstone provides a physical environment that is comfortable, safe, accessible, welcoming and supports holistic learning.

# Catholic Identity

A strong Catholic Identity Cornerstone, as directed by the President and Principal and implemented by the entire Salpointe community, is integral to the holistic development and education of the Salpointe student. The school is rooted in the tradition of Carmelite charism to ensure that the Catholic faith and values create the foundation for academic, extra-curricular and community activities. Salpointe calls on students, parents, educators and staff to demonstrate an awareness of God's loving presence and to appreciate the dignity of each person by acting as servant-leaders in an ever-changing world.



## Our Vision and Initiatives for Catholic Identity

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- **Build upon the Kairos experience by developing a holistic retreat program for each grade level.**
  - » Develop a freshman, sophomore and junior Christ-centered retreat program based on Salpointe Catholic's integral student outcomes.
  - » Develop and evaluative tool to assess the effectiveness of the retreat experiences in order to enhance further events
- **Ensure that Catholic values and the Carmelite tradition of prayer, community and service permeate the campus and all school activities.**
  - » Emphasize Carmelite spirituality and prayer models (encountering God in the silence, devotion to the scapular, use of contemplative prayer and Lectio Divina).
  - » Begin classes, meetings and community/athletic events with prayer.
  - » Enhance Carmelite branding on campus.
  - » Encourage student-led social justice activities.
  - » Support the Carmelite intern program to ensure the valuable presence of priests and brothers on the Salpointe campus.
- **Encourage the Salpointe-parent partnership to share in the responsibility for strengthening the Catholic faith life of our students.**
  - » Invite parents to participate in liturgical activities on campus when reasonable and appropriate.
  - » Encourage student engagement in parish life.
- **Integrate the encyclical letter of Pope Francis' *Laudato Si' On Care for Our Common Home* into the curriculum and community.**
  - » Build greater opportunities for student, faculty and community engagement in Salpointe's commitment to *Laudato Si*.
  - » Energize the *Laudato Si* committee with faculty leadership and additional staff and student membership.
  - » Create a culture and branding that Salpointe cares for our common home.
- **Strengthen the impact of Campus Ministry on students, faculty and staff.**
  - » Encourage a culture demonstrating that service is at the heart of our faith.
  - » Support sacramental preparation in conjunction with the Diocese of Tucson.
  - » Invite our community to participate in daily Mass.
  - » Augment awareness of the Campus Ministry office as the hub for spiritual guidance by enhancing the inviting ambiance for students.

# Academic Excellence

The goal of the Academic Excellence Cornerstone, as directed by the Principal and the Assistant Principal for Faculty Supervision and Instruction and overseen by Department Chairs, is to provide a college preparatory curriculum under the guidance of highly qualified faculty, supported by state of the art technology, and based on data-driven student outcomes. Salpointe's annually evaluated, rigorous academic curriculum (including college prep, honors, AP, dual credit, Humanities and STEM classes) has evolved over 70 years. The school's success is validated in excellent standardized test results and 99% college admission. Graduation requirements align with admission requirements to colleges nationwide. The curriculum reflects the systematic and sequential nature of students' four-year course of study. Students determined to be at risk during the admission process are supported with remedial courses, including pre-Algebra and English fundamentals, as well as teacher availability and an after school tutoring program. Most of the at-risk students achieve grade level by junior year. Instructional methodology is varied to maximize the learning experience and achievement of the diverse student population. Teachers are supported with strong professional development opportunities and the collaborative Professional Learning Community structure.



## Our Vision and Initiatives for Academic Excellence

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- **Design and implement a consistent and effective faculty professional development program that focuses on pedagogy, increases teacher efficacy and maximizes student learning.**
  - » Provide consistent administrative evaluation, department chair support and peer collaboration.
  - » Enhance mentorship program for first to third-year teachers.
  - » Focus all professional development opportunities on strengthening pedagogy, increasing teacher efficacy and maximizing student learning.
  - » Create “departmental pods” by locating academic disciplines in adjacent classrooms throughout campus.
- **Develop a school-wide standard for reporting department and course curricular objectives, course competencies and student outcomes.**
  - » Create standards for evaluating student outcomes in all departments/disciplines, as outlined in the Integral Student Outcomes (ISOs).
  - » Work within Professional Learning Community structure to update course curricular standards
  - » Work within Professional Learning Community structure to update student course competencies.
- **Sustain instructional vitality by recruiting and maintaining exceptional faculty.**
  - » Provide competitive compensation package for all employees.
  - » Provide professional development through Professional Learning Communities and through support for national and regional professional conferences.
  - » Cultivate faculty leadership opportunities when possible.
  - » Initiate teacher recruitment plan early in the school year.

# Student Life

The overarching goal of the Student Life Cornerstone, as directed by the Principal and Assistant Principal for Student Services and implemented by the Student Services Department and Athletic Department, is to assure that each student is an integral part of the community. Salpointe supports the social, emotional, spiritual, and holistic development of each individual and emphasizes the importance of balance in life. The Student Services Department provides both group and one-on-one engagement between counselors and students and provides support and resources for parents. Salpointe offers ample opportunities for co-curricular activities which assist in the development of the whole person.

## Our Vision and Initiatives for Student Life

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- **Assist students in increasing their sense of community at Salpointe.**
  - » Focus on first-semester student involvement and establishing networks of support.
  - » Develop opportunities to help students move beyond partner school relationships.
  - » Create social opportunities to engage a sense of belonging for all students.
  - » Create programming for admitted students between the date of acceptance and the first day of school extending through the first semester.
  - » Develop and integrate the peer counseling program to support student needs.
- **Develop the complete individual and promote a balanced lifestyle.**
  - » Ensure that Salpointe's holistic education develops the whole person, by meeting the intellectual, emotional, spiritual, artistic, social and physical needs of the students.
  - » Ensure that co-curricular time commitments are reasonably balanced with other student responsibilities.
  - » Develop a culture of wellness, focusing on stress management, time management and support programs.
  - » Modify aspects of the Lifeskills Program to educate and support a holistic view of self and others.
- **Provide Support and Resources to Parents.**
  - » Help parents establish and maintain realistic academic, athletic and collegiate expectations.
  - » Help parents understand their role in assisting students with stress management.
  - » Educate parents regarding disruptive and addictive habits.
  - » Educate parents regarding financial aid opportunities.
  - » Update community informational events and myPointe resource boards to provide parents with current trends and issues impacting students.
- **Evaluate and promote effectiveness of Student Services departments.**
  - » Create a plan to educate students and parents as to the services offered by the Student Services Department.
  - » Create a tool to assess the effectiveness of the services provided by the Student Services Department.
  - » Ensure that all students meet individually with counselors at least annually and proactively as needed.
  - » Devise opportunities for all Student Services offices (counseling, health, campus ministry, student activities, etc. to integrate communication and specific services to best meet the holistic needs of the students.



# Financial Vitality

The Financial Vitality Cornerstone, as directed by the President and COO/CFO and implemented by the Finance Department, demands stability and foresight in the financial and risk management of the school. Financial management requires short- and long-term planning, an annual independent audit, regular budget accountability and an annual review of fiscal policies and procedures.

## Our Vision and Initiatives for Financial Vitality

- **Provide a strong compensation package to employees.**
  - » Increase faculty salaries 5% per year 2019-2020, 2020-2021 and 2021-2022.
  - » Continue to increase staff salaries by 3% per year.
  - » Continue to contribute 7% to employees' 401k
- **Establish a schedule for tuition increases that provides stability for both the school and families while ensuring accessibility.**
- **Retain strong business infrastructure in the Finance Office.**
  - » Maintain clear communication with parents.
  - » Maintain a strong tuition management system
- **Review school and class fee structures and include fees in tuition when feasible.**



# Advancement

The goal of the Advancement Cornerstone, as directed by the President and Advancement Director and implemented by the Advancement Department, is to establish and maintain strong relationships with parents, alumni and donors. By successfully stewarding these relationships, Advancement garners support for the school's mission now and in the future. Advancement welcomes new members into our community, facilitates involvement and encourages financial support.

## Our Vision and Initiatives for Advancement

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- **Increase customized communication with all constituencies to cultivate participation and support.**
  - » Increase participation by parents and past parents through targeted communication and the addition of customized components to existing events.
  - » Personalize communication with alumni to encourage community engagement and to support fundraising.
  - » Develop programs to engage 50 year+ alumni.
  - » Support Admission Department and Financial Aid office with collateral materials and messaging.
- **Increase charitable giving to existing fundraising campaigns.**
  - » Increase donor participation in Annual Fund.
  - » Formalize solicitation of employee-giving.
  - » Maximize tax credit participation to support student financial aid through increased corporate engagement.
  - » Research, develop and implement programs to increase planned giving.
  - » Increase endowed funds to support student financial aid.
  - » Centralize co-curricular fundraising in the Advancement Department.
- **Complete fundraising for the capital campaigns.**
  - » Complete \$10M fundraising for *Aspire Capital Campaign*.
  - » Retire *Building Leaders and Legacy* campaign debt (\$400K/\$12.5M as of 7/1/19).
- **Increase community engagement on STEM and Arts Advisory Committees.**
  - » Increase academic enhancements, mentoring partnerships and experiential opportunities.
  - » Create Arts Advisory Committee.
- **Educate constituents regarding Salpointe's diverse community and holistic education.**
  - » Emphasize messages of diversity and holistic education in media opportunities.



# Facilities

The Facilities Cornerstone, as directed by the President, COO/CFO and implemented by the Maintenance and Operations Department and Incident Response Team, provides a physical environment that is comfortable, safe, accessible, welcoming and supports holistic learning.

## Our Vision and Initiatives for Facilities

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- **Ensure a safe and secure environment.**
  - » Maintain well-trained security personnel.
  - » Ensure best practices in Incident Response Team emergency preparedness training and assessment.
  - » Install superior security measures throughout campus for continuous improvement.
  - » Continue to increase campus and facility accessibility.
- **Provide a clean and well maintained campus.**
- **Evaluate long term facility management plans and systems in terms of cost effectiveness, quality, reliability and performance.**
  - » Update the Facilities Master Plan.
  - » Update, review and fund the Capital Improvement Plan.
  - » Utilize sustainable practices when making facility and campus improvements
  - » Increase campus communications.
  - » Review the Digital Infrastructure System.
  - » Review the internal Traffic Plan.
- **Assess and ensure that campus building systems (mechanical, plumbing, electrical and power, telecommunications and information technology, ADA needs, security and fire suppression) are reliable, high quality, cost effective and maintained.**
  - » Create a preventative maintenance plan.
  - » Assess cost savings with newer equipment and life cycle analysis.



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