



Intentional Excellence

John Carroll High School 2023-2028 Strategic Plan

Introduction from Father



Fr. Thomas Barrett
President

I wish to extend to each of you a heartfelt thank you for all of your hard work and dedication in support of our strategic planning process! In particular, I am grateful to Mr. Mike O’Leary and Mrs. Jenny Fee, our two Steering Committee co-chairs, for their critical help, support, and leadership. I would also like to thank in a special way our domain chairs and

committee members who have given of their time and talent to help move our school forward. On behalf of our School Advisory Committee, I am very pleased to introduce this finalized strategic plan, which represents the collective work and institutional knowledge of so many concerned persons.

In my 21 years here at John Carroll, I have never been so pleased and excited to be a part of envisioning the potential future possibilities for our beloved school community. As you may see from the information herein, the John Carroll school faculty and staff remain focused on and committed to excellence in Catholic education. With new ideas and hope in hearts and minds, we boldly step forward into what promises to be a truly bright future and the best yet to come for our school. Building upon our past and seeking to strengthen our current endeavors, I believe that there is no limit to what can be accomplished by our students, faculty, staff, and supporters, both present and future. May God bless our school!

Sincerely yours in Christ,

Fr. Thomas Barrett, President

50+ Interviews & conversations with parents, alumni, faculty, administrators, clergy, and students.

300+ Survey responses from students, parents, faculty, alumni, and benefactors.

8 Domain chairs digging deep into eight different areas and visions.

8 Faculty and staff liaisons helping lead research.

40 Attendees on a two-day retreat helping to define future priorities.

1,000+ Hours of analysis of strengths & weaknesses.



Steering Committee

CO-CHAIRS:

Mike O’Leary
Jenny Fee

DOMAIN CHAIRS:

Karen Vercillo
Keri Hughes
Laura McGarry
Jennifer Trefelner
Roger Priest
Beth Alcalde
Bill Stanton
Karina Priest

FACULTY LIAISONS:

Karen Vercillo
Jessica Krueger
Jennie Capezza
Sandi Harpring
Marty Noelke
Manny Berdayes
Corey Heroux
Mike Bryk
Mickey Groody

Strategic Planning Retreat



During the weekend of April 15th, over 40 JCHS community members gathered on campus to collaborate and set intentional objectives in eight domains of campus life as part of the school’s strategic planning process. This process was the culmination of nine months of deep work and analysis on all facets of school life, with the goal of setting the strategic direction and vision for John Carroll High School for the next five years and beyond.

Through surveys, round table discussions, and one-on-one interviews, the school leadership worked with Catholic school consulting firm, Partners in Mission, to determine John Carroll’s strengths, as well as its opportunities for growth and areas to address. Here at JCHS, we believe that excellence is intentional, and the resulting strategic plan, “JCHS 2023-2028: Intentional Excellence,” will help us to plan more purposefully in all aspects of life at our school.

Below are a few snapshots of the wide-ranging process that has brought our strategic plan together. God has great things in store!



“It been a sincere pleasure and a great privilege to assist in our school’s vital Strategic Plan. The thoughtful, passionate and intelligent participants ensure we advance from great effectiveness to absolute excellence within all domains.

Excellence is indeed intentional and is exhibited in every designated term within this exceptionally written plan. We celebrate at the culmination of this laborious process and praise Him as we know His plans are greater than any plan we may dream up for our school community.”

Jenny Fee,
Steering Committee
Co-Chair



Academics

KAREN VERCILLO, CHAIR

Vision Statement: John Carroll High School commits to offering a rigorous curriculum in an inclusive and supportive learning environment that helps students foster a life-long love for learning while challenging all students to be held to the highest of academic and ethical standards.

OBJECTIVES:

- JCHS will foster a change in culture toward the arts and explore creative course progression to meet JCHS graduation requirements and to increase parent and student awareness of fine arts and performance arts offerings.
- JCHS will explore alternative guidance structures and technology to allow for more small groups and one-on-one meeting time in order to better create specific, tailored academic plans for each individual student.
- The school’s leadership team will document the specific needs and challenges of classroom and meeting spaces to ensure the effective use of available space and provide opportunities to increase academic offerings.
- The JCHS guidance department will provide on-going education for families, starting in 8th grade, to formulate a course progression plan that is tailored to their individual student’s needs, strengths and goals. This family education will include overviews of dual enrollment, Advanced Placement, and other offerings.

Advancement

KERI HUGHES, CHAIR

Vision Statement: John Carroll High School will actively engage our alumni, current families, stakeholders and the greater community to develop a culture of stewardship, harness gratitude and foster outreach through diverse channels of communication in order to best advance the mission of the school.

OBJECTIVES:

- The principal and Director of Advancement will lead the school in engaging in a feasibility study in order to determine the timing and scale of capital funds available and develop a capital campaign that addresses fundraising needs.
- The school’s administrative leadership, including the president, principal and school advisory council, will further develop a culture of philanthropy within the greater community to support the development needs.
- The school’s advancement office will continue to promote robust alumni/donor outreach through the implementation of advanced software, key support staff, and processes to enhance the efforts of data management.
- JCHS will enhance communications and strengthen stakeholder engagement by expanding operational transparency for advancement efforts, demonstrating a return on investment and raising awareness of the prioritized needs of the school.

Catholic Identity

LAURA MCGARRY, CHAIR

Vision Statement: John Carroll Catholic High School will be a community founded on a “Christian concept of life centered on Jesus Christ” and the Catholic Church. We will encourage and promote opportunities for further faith development in order that each student and their family might develop a deeper, more personal relationship with God and live a life of Gospel service.

OBJECTIVES:

- As there is not a presence of religious women, men, and ordained priests on campus, JCHS will explore opportunities to have clergy and/or consecrated men and women on campus on a regular basis to provide spiritual presence and ministry to students and faculty/staff.
- JCHS will integrate the Catholic faith in all aspects of the school, classes, athletics, extracurricular activities, etc. by providing all faculty and staff with professional development in how to model the Catholic faith both professionally and personally.
- John Carroll’s Campus Ministry department will collaborate with parishes and pastors to plan joint liturgies and faith-based opportunities to attract students and families to practice and deepen their faith.
- The school leadership will consult with other Catholic schools with stand-alone chapels in order to study and assess the need for a larger, dedicated sacred space for prayer and liturgies, taking into account time necessary in the school schedule to allow more use of it.



“There are big things in store for John Carroll High School. The goals created from strategic planning are going to strengthen our mission and connection with our community.”

JCHS Advancement Office

Enrollment

JENNIFER TREFELNER, CHAIR

Vision Statement: Through strategic enrollment management, we will seek to attract and retain families who share Catholic values and are driven to achieve academic excellence, spiritual growth, and social responsibility. JCHS will engage in data-driven decision-making that supports the school's mission and will enhance operational efficiencies through family partnerships, recruitment, admissions, retention, and graduation of a student community who will succeed in college and beyond.

OBJECTIVES:

- In light of expansion of the state's school choice program which provides state scholarships to all students, regardless of income, the school will conduct an immediate feasibility study to determine needs and plan for growth. If determined appropriate, the school will create a plan for expansion with a focus on improving and strengthening quality in all areas.
- JCHS leadership will conduct a comprehensive needs assessment to identify current and future space needs, considering the school's curriculum, extracurricular activities, and the projected enrollment growth over the next 10 years. The assessment should include regular updates and communication on progress, opportunities for feedback, and a timeline for completion.
- In collaboration with stakeholders, the school's enrollment office will develop, monitor, and continually update an annual enrollment plan which includes policies for admissions, tuition assistance, and selection of students which will be communicated to families. The plan should also include enrollment caps to determine the ideal number of students.
- JCHS will develop and publish a comprehensive transportation plan to address current and potential students in Martin, St. Lucie, and Indian River Counties. This plan will then be communicated to all current and prospective families.



Finance

BETH ALCALDE, CHAIR

Vision Statement: John Carroll High School is committed to providing maximum value, support and transparency to all stakeholders by maintaining financial policies and procedures that enhance our solid fiscal operation to ensure the ongoing vitality of the school while meeting the short and long-term needs of our changing demographic, economic, and social conditions.

OBJECTIVES:

- The JCHS finance office will further develop and communicate the evolving plan that identifies and prioritizes pending capital expenditures in collaboration with Advancement on funding for building, grounds, and equipment enhancement.
- School leadership, in conjunction with the Director of Finance, will continue to evaluate and modify the faculty pay range model against the Saint Lucie County School District pay scale and benefits, including quantified value of the intangibles.
- JCHS administration will monitor legislative expansions and changes over time to adjust enrollment and tuition models to project various scenarios.
- JCHS will broaden stakeholders' awareness of advancement efforts and understanding that the dollars raised must meet both operating budget and long-term capital needs.

Governance

BILL STANTON, CHAIR

Vision Statement: John Carroll High School will ensure that a cohesive structure is in place to fully support the depth and breadth of leadership required to advance its mission, strengthen Catholic identity, enhance advancement efforts, ensure long-term financial health, and oversee implementation of the strategic plan.

OBJECTIVES:

- John Carroll High School will work with the Diocese to place a president, who will focus on development, be present full time to the school, and visible in the wider community.
- In collaboration with the Diocese of Palm Beach, the school leadership of JCHS will fully implement an organizational structure with defined and separate roles for the president and principal to effectively execute their respective responsibilities.
- In collaboration with the Diocese of Palm Beach, the school will revisit and publish SAC bylaws for members to effectively understand and commit to their roles and responsibilities of allowing it to be more engaged in the direction of the school, thus facilitating greater visibility of the council members.

Student Life

KARINA PRIEST, CHAIR

Vision Statement: John Carroll High School is a community united in Christ's love that strives for life-long student well being. Therefore, the school will enhance its co-curricular program in order to best educate the whole student within a shared culture that develops students' spiritual lives by empowering students to identify and share their God given gifts, nurture connections, encourage advocacy of ideas, and deepen a desire for life-long learning.

OBJECTIVES:

- In order to uplift student voice and address student interest, John Carroll High School will construct and implement a formalized process to create, support, and revise mission-aligned co-curricular offerings.
- John Carroll High School will develop a differentiated and dedicated student life team. This team will solely focus on supporting students, student leaders, and moderators and coaches in order to empower these individuals to best embody Christ's love on campus.
- John Carroll High School will develop an explicit and detailed athletic facility plan that takes into account all student-athletes and is in alignment with the school's campus master plan, allowing for the development of facilities which benefit all aspects of student life.
- Due to the fact that there is currently not a full-time religious presence on campus to support students' spiritual needs, John Carroll High School will seek greater partnerships with the local Catholic community to deepen Catholic identity among the students entrusted to its care.



Facilities

ROGER PRIEST, CHAIR

Vision Statement: JCHS will work with its community to create a prioritized Master Facilities Plan that will enhance the spiritual, academic, artistic, and athletic experiences of students, faculty, and staff in addition to the greater community, by providing thoughtful guidance for all future campus related design, planning, construction, and maintenance projects. This 'living document' will be assessed and modernized on an annual basis as a part of an ongoing master planning system.

OBJECTIVES:

- The diocesan administration and school administration will employ a third party consultant to create a needs assessment to guide and implement the master planning process.
- The Building and Grounds Committee will create a categorized list of deferred and preventative maintenance priorities that is reviewed and updated annually and discussed regularly with the Finance Committee, SAC, and school administration.





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