



# GREY NUN ACADEMY

Educating Children for Life.

**STRATEGIC PLAN**  
***YEAR ONE***



April 25, 2017

Dear Grey Nun Academy Community,

As the school community prepares for the end of the 2016-2017 academic year, the Board of Trustees is focused on implementing year one of the school's strategic plan. Our Academy Board members are a talented, committed group of individuals with a vested interest in making sure our students can reach their full potential in a challenging and supportive environment.

Back in September of this school year, you may remember learning that the Board, along with the Sisters, faculty, staff, and many parents from the Grey Nun Academy community came together for a two-day collaborative retreat with the goal of writing an official five-year strategic plan for the school around:

- Mission & Identity
- Governance & Leadership
- Academic Excellence (as it relates to curriculum and technology)
- Enrollment
- Staffing
- Facilities Management
- Finances
- Advancement
- Marketing

As our Head of School, Deborah Kost, has stated before, our school's needs are based on thorough strategic thinking and assessment as they directly relate to the Academy's mission, vision, and services to our school community. Therefore, creating this five-year plan for the school was critical to ensuring we continue moving in a positive direction.

The Board sincerely values the feedback we receive from our community. Your contributions guide us in making decisions that will deliver an exceptional educational experience to our students, while supporting the professional development of our faculty and staff.

Please join me in thanking those who have been instrumental to the strategic process so that we all can enjoy continued success at Grey Nun Academy.

Warmly,

A handwritten signature in black ink, appearing to read "Mike Hagan".

Mike Hagan  
Board of Trustees Chair  
Grey Nun Academy



*Grey Nuns of the  
Sacred Heart*

CREATING A COMPASSIONATE WORLD

*Office of the President*

April 25, 2017

TO: The Grey Nun Academy Community  
Mr. Mike Hagan and Trustees  
Mrs. Deborah Kost, Administration, Faculty and Staff  
GNA Parents, Students and Friends

RE: STRATEGIC PLANNING GOALS FOR YEAR 1

On behalf of the Grey Nuns of the Sacred Heart, I extend hearty congratulations to all who have collaborated to develop this excellent strategic plan for GNA with its strong goals and specific objectives for the year ahead. I commend all for the work that the whole GNA community put into setting a clear direction to assure a vibrant future for GNA and its graduates.

I especially wish to express support for its statement of mission and Catholic identity. GNA was founded to provide an atmosphere of compassionate concern and academic excellence for its students and to assist parents to provide solid faith formation in the Catholic tradition. The curriculum and the daily example set by faculty, administration and staff teach students how to enliven the values of Jesus Christ in their lives by following the example of St. Marguerite d'Youville, foundress of the Grey Nuns of the Sacred Heart. The specific objectives for the coming year – to clarify the value of fostering a diverse school community and to highlight peace and social justice as theme values-will provide a wonderful opportunity to counter the hurtful and divisive nature of civil discourse that surround us all in the context of our daily interactions with others, in newscasts and in social media.

Our prayers and the prayers of all our Sisters are with you all. May you have a very blessed year ahead.

Sincerely,

Sister Julie, GNSH  
President and  
Members of the Leadership Council



April 25, 2017

Dear Grey Nun Academy Community,

Grey Nun Academy works diligently, not only this year, but since the inception of our school, to live our mission. Since 2014, when the Grey Nuns of the Sacred Heart installed a new Board of Trustees, our dynamic school community has achieved so much, including:

- a renewed mission and vision covering all aspects of our educational process
- a long-term lease with our new property owners, Holy Redeemer
- a Strategic Plan
- a new administrative model
- a new school website
- outreach to our alumni
- new relationships with non-profit organizations
- dual-accreditation with AdvancEd and the Middle States Association
- new and increased learning support services
- curricular enhancements and updates in every discipline
- increased professional development opportunities for faculty
- expanded after school enrichment and extended day programs
- a new student parent handbook

Grey Nun Academy recognizes that without the support of our families, students, faculty, staff, Board members, Grey Nuns of the Sacred Heart, alumni, donors, and sponsors, none of this could have been accomplished. It is because of you – our Grey Nun Academy family – that our school thrives, responds to the changing environment, and makes continuous improvements. Together as a community, we will continue the momentum of solidifying the Academy's future and seek nothing but excellence as we carry out the Strategic Plan.



On behalf of Grey Nun Academy, I sincerely thank you for your support. Entrusting our faculty and staff to play integral roles in the lives and futures of your children has and remains the greatest blessing of all.

Warmly,

*Deborah Kost*

Deborah Kost  
Head of School

# GREY NUN ACADEMY

## 2015-16 Annual Fund Report

**Grey Nun Academy's 2015-16 Annual Fund Campaign** raised \$45,200 to offset expenses and support strategic initiatives that tuition alone could never cover. Many thanks to our alumni, parents, grandparents, faculty, staff, Board Members, and friends who generously donated to the campaign and made a difference in the lives of our Grey Nun Academy students.

### **Leadership Giving Societies**

#### **Sacred Heart Society**

**\$10,000 and up**

Michael and Joyce Hagan

#### **Saint Marguerite Society**

**\$5,000 - \$9,999**

Hagan Foundation

William and Judith Marth

#### **Raphael Society**

**\$2,500 - \$4,999**

Flynn & O'Hara

Michael and Deborah Kost

Walter and Rita Percy-Perez

Jake and Leanne Tuzza

#### **Divine Providence Society**

**\$1,000 - \$2,499**

Kevin and Joyce Conlon

Alan and Danielle DeLellis

Doug and Allison Gumbs

Robert and Catherine Needle

Vincent and Jackie Scanlan

Eleanore L. Matey Foundation

***Grey Nun Academy's 2016-17 Annual Fund Campaign is still underway – consider the difference you can make on our children's education!***

### **Additional Giving Levels**

#### **Universal Charity Circle**

**\$500 - \$999**

Donald and Maryann Amoruso

Newtown Psychotherapy Center

G. Geoffrey and Loredana Cromarty

Kevin and Carolyn Flynn

Grey Nuns of the Sacred Heart

William and Tricia Ryan

Geoffrey Wall and Kathleen Mulrone

#### **Spirit Circle**

**\$100 - \$499**

Jeffrey and Maryann Anderson

Bernard and Su Doran

Christopher and Lynn Fallon

Jeffrey and Amy Glabicki

David and Marilou Greed

Mark and Jean Kuhn

Harry Magrisi

David and Judith Mino

Thomas and Kathleen Morrison

Nina Murphy

William and Meg Newell

John and Noreen Reis

Anthony and Michelle Stewart

Mark and Aliza Thomas

#### **Daisy Circle**

**Gifts to \$99**

Phyllis Lerner

Charles and Joanne Rosemarino

Christine Zemola, in memory of Jack Hagan

#### **Corporate Matches**

VOYA

Novo Nordisk



# STRATEGIC PLANNING GOAL STATEMENTS FOR YEAR ONE

## ***MISSION AND CATHOLIC IDENTITY***

### **Goal #1: Mission and Catholic Identity**

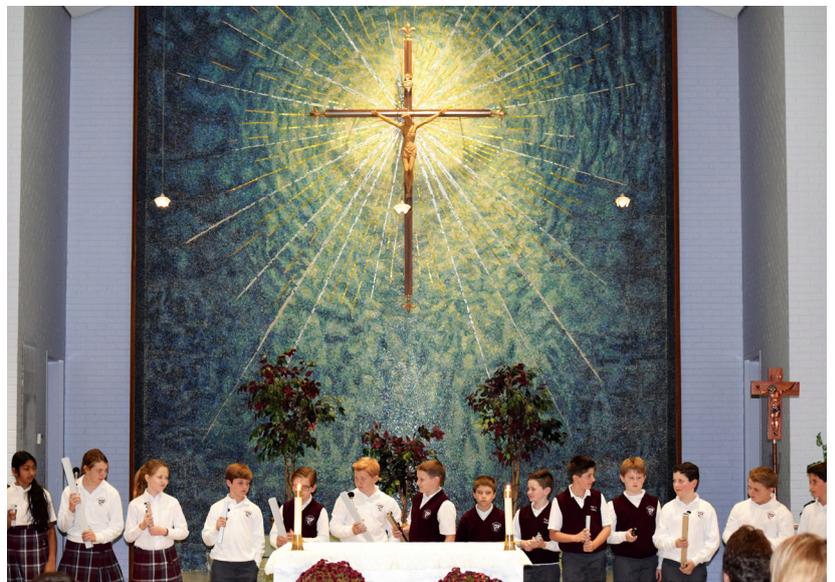
Grey Nun Academy will continue to articulate, promote, and inspire the Catholic, intellectual, and spiritual traditions that encompass the values of St. Marguerite d'Youville, the foundress of the Grey Nuns, and continue to instruct students in the basics of faith formation and worship, specifically those of peace and social justice, while embracing a diverse school community.

### **Recommended First Year Objectives:**

1. To develop a definition and framework of what it means for GNA to be a diverse school community.
2. To highlight peace and social justice as a theme and values for the 2017-2018 school year.

**Assign to:** Mission Committee from the Board, Spiritual Life/Home & School Association and Campus Ministry. The Mission Committee from the Board includes Board Members, faculty, staff and parents.

*Lead: Jeri Fox, Campus Ministry*



# STRATEGIC PLANNING GOAL STATEMENTS FOR YEAR ONE

## ***GOVERNANCE AND LEADERSHIP***

### **Goal #2: Ownership/Governance/Administration**

Grey Nun Academy will develop and progressively implement a collaborative model of ownership, governance, and administration that clearly defines roles, establishes effective means of communication among all members of the school community, and promotes professionalism, accountability, and ownership of the school's mission.

#### **Recommended First Year Objectives:**

1. To provide information to parents, faculty and staff on the composition, roles and responsibilities of the Board.
2. To conduct a Parent Satisfaction Survey to obtain feedback in all areas of the school's operation

**Assign to:** Executive Committee of the Board and Marketing Committee of the Board

*Lead: Deborah Kost, Head of School*



# STRATEGIC PLANNING GOAL STATEMENTS FOR YEAR ONE

## **ACADEMIC EXCELLENCE**

### **Goal #3: Curriculum**

Grey Nun Academy will implement best practices in education, and regularly review an enhanced system of instructional delivery and a clearly mapped and well-resourced curriculum that supports a range of learners, exceeds the Common Core State Standards, and prepares all students for success in competitive high schools.

#### **Recommended First Year Objectives:**

1. To utilize Middle States Association reaccreditation processes to identify the highest priority recommendations impacting curriculum and instruction.
2. To assign responsibility for development of action plans to address highest priority Middle States Association recommendations from reaccreditation processes.

**Assign to:** Administration and select faculty involved in self-study processes

*Lead: Sandy Trezza, Dean of Students and Academic Affairs*



### **Goal #4: Technology**

Grey Nun Academy will, through the design and implementation of a comprehensive technology plan overseen by a technology committee, prioritize the use of technology to differentiate and diversify instruction, enhance learning, and engage students' creativity, utilizing best practices and professional development.

#### **Recommended First Year Objectives:**

1. To outline, submit, and implement the components of a comprehensive technology plan, utilizing the Technology Assessment Report completed by EduTech in June 2015. Complete another Technology Assessment before the 2018-2019 academic year.
2. To develop grade-appropriate technology goals for faculty/staff via relevant professional development.
3. Continue to implement the Technology Scope and Sequence for students.

**Assign to:** Technology Committee for objectives 1 and 2, and select faculty and staff for objective 3.

*Lead: Debbie Koehler, Multimedia Specialist*

# STRATEGIC PLANNING GOAL STATEMENTS FOR YEAR ONE

## ***OPERATIONAL VITALITY***

### **Goal #5: Enrollment**

Grey Nun Academy will implement an updated enrollment plan to attain optimal enrollment through specific recruitment, admissions, and retention programs, as well as relevant professional development, in order to attract and retain a dynamic and diverse student population.



#### **Recommended First Year Objectives:**

1. To broaden the composition of the Enrollment Committee to ideally include one parent from each division (primary, middle, upper).
2. To design a calendar of enrollment and retention activities which is regularly reviewed and updated by the Enrollment Committee.
3. Attain a target enrollment to exceed 160 students by the 2018-19 academic year.

**Assign to:** Director of Enrollment and Enrollment Committee

*Lead: Lisa Grabowski, Director of Enrollment*

---

### **Goal #6: Staffing**

Grey Nun Academy will establish a positive, solution-driven, growth-minded, cohesive school environment built on strong professional relationships including attention to an equitable pay scale for faculty, staff and administration, and providing relevant and ongoing professional development to support best practices and 21st century learning methodologies in order for all to live the mission of the school.

#### **Recommended First Year Objectives:**

1. To establish additional team-building activities that foster a healthy work environment.
2. To examine, develop, and implement an equitable pay scale for all employees.
3. Continue to provide relevant and ongoing professional development for employees.

**Assign to:** Campus Ministry and Mission Committee for objective 1, Director of Finance and Operations and Finance Committee for objective 2, and Dean of Academic and Student Affairs for objective 3.

*Lead: Sandy Trezza, Dean of Students and Academic Affairs*

# STRATEGIC PLANNING GOAL STATEMENTS FOR YEAR ONE

## ***OPERATIONAL VITALITY - Continued***

### **Goal #7: Facilities**

Grey Nun Academy will be positioned, within the next five years, to purchase the existing property as well as create and implement a facility and campus master plan to properly maintain the existing property that provides a secure and ideal environment for 21st century learners and responds to school community needs.

#### **Recommended First Year Objectives:**

1. To develop and prioritize short-term and long-term facilities needs with input from faculty, staff and parents
2. Following input from faculty, staff and parents, develop a master plan for facilities.

**Assign to:** Building and Grounds Committee/Advancement Committee/Finance Committee

*Lead: Gina Accardo, Director of Finance and Operations and Susy Kim, Director of Advancement*

### **Goal #8: Finances**

Grey Nun Academy will operate in a financially stable position that is less tuition dependent by increasing multiple income streams such as donor support, grants, and planned gifts for endowment growth; supported by the development and implementation of a three (3) and five (5) year financial plan based on achieving optimal enrollment.

#### **Recommended First Year Objectives:**

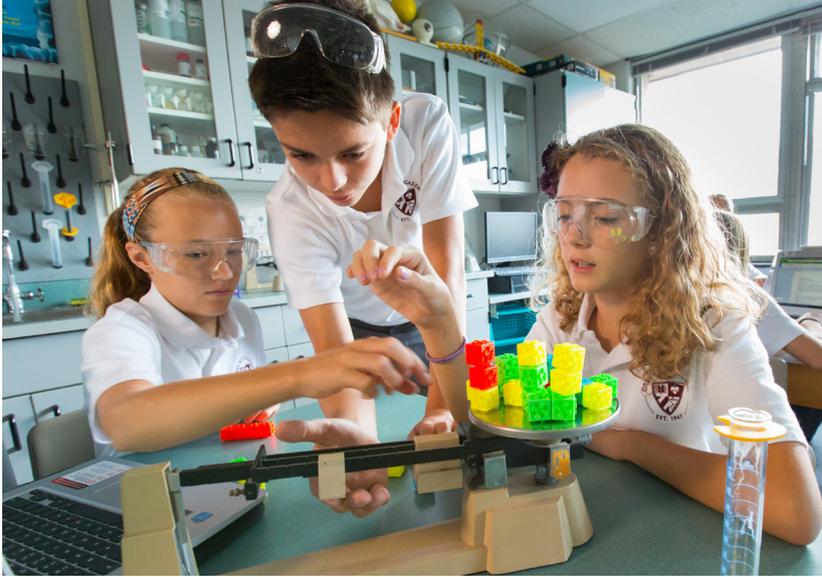
1. To assess expense and revenue trends for the past five years and use these trends to make reasonable operating and capital expense projections for the next three years.
2. To create and implement three and five year financial plans.
3. Maximize advancement initiatives according to the Advancement Plan.
4. Establish a budget for 2018-19 academic year that shows Grey Nun Academy is operating at a surplus.

**Assign to:** Finance Committee, Director of Finance and Operations, Director of Advancement and Advancement Committee

*Lead: Gina Accardo, Director of Finance and Operations*



# STRATEGIC PLANNING GOAL STATEMENTS FOR YEAR ONE



## ***OPERATIONAL VITALITY - Continued***

### **Goal #9: Advancement**

Grey Nun Academy will launch and maintain a comprehensive Advancement Plan that maximizes support from all sources in order to further the mission of the school.

### **Recommended First Year Objectives:**

1. To create a "case for support" in order to increase the effectiveness of the annual fund.
2. To expand outreach to alumni through the establishment of class agents for "friend-raising" and future giving. Update alumni database with up to date contact information
3. Apply for grants and corporate sponsorships, and obtain one or more of each per year
4. 20% of overall revenue is generated from Advancement by 2018-19 academic year

**Assign to:** Mission Committee of the Board, Director of Advancement, Marketing Specialist and Marketing Committee

*Lead: Susy Kim, Director of Advancement*

# STRATEGIC PLANNING GOAL STATEMENTS FOR YEAR ONE

## ***OPERATIONAL VITALITY - Continued***

### **Goal #10: Marketing**

Grey Nun Academy will continue to develop a visible, dynamic presence in the community by promoting clear, consistent, and positive messages through trained, well-informed constituents and will continue to review and implement its Marketing Plan, which includes advertising (print and digital), social media channels, and public relations across all identified target markets.

#### **Recommended First Year Objectives:**

1. Continue to utilize social media to market the school more effectively to the surrounding communities, evaluate, and if necessary improve, the effectiveness of the use of social media
2. To identify and make use of community service and outreach opportunities and partnerships with local organizations to promote and market the school.

**Assign to:** Marketing Communications Specialist and Marketing Committee

*Lead: Mary Kate McKnight, Marketing Communications Specialist*

