



MONTGOMERY
Catholic
PREPARATORY SCHOOL

Long Range Strategic Plan

2023 - 2028



Justin M. Castanza
President

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Executive Summary

Justin M. Castanza
President

Montgomery Catholic began a long-range strategic planning process in June of 2022. It started with a SWOT analysis led by our consultant Amy Capps, followed by surveying and interviewing members of the school community. Over 85 volunteers and staff members worked in nine planning areas to make the road map for the next five years. The nine planning areas are:

1. Catholic Culture: Assist students, faculty, staff, and families to deepen their relationship with Jesus Christ and the Church.
2. Academics: Explore and encourage opportunities for academic excellence on all campuses, while serving a variety of academic skill levels.
3. Athletics: Update outdoor athletic facilities, while reducing maintenance needs and costs.
4. Arts: Support, improve, and expand existing arts programs across all grade levels.
5. Communication & Marketing: Maximize outreach and build a valued reputation for current and future families, the military community, local parishes and churches, alumni, as well as the greater Montgomery community.
6. Facilities: Improve current facilities and provide adequate and appropriate space to support a growing Montgomery Catholic community.
7. Faculty Wellness & Fulfillment: Create a process of the intentional retention and recruitment of professional faculty members.
8. Finance: Maintain adequate and justified tuition rates and simplify the pay structure, providing pay options, and additional revenue.
9. MCPS Family Culture: Create an environment that is supportive of discussing, learning, and understanding diversity.



Top Priorities

Our top priorities include:

- Exploring the creation of additional learning space at our Holy Spirit Elementary Campus;
- Adding textbooks for all students within tuition;
- Evaluating summer work for all grade levels;
- Developing a process for retaining and recruiting high-quality faculty members.

Montgomery Catholic Mission Statement



Montgomery Catholic Preparatory School is an integral part of the Catholic Church's mission to proclaim the gospel of Jesus Christ. As an adult community, we share in the responsibility to prepare students for college and beyond, while helping them to grow to become persons of faith, virtue, and wisdom.

Desired Impact To be better. To be different. To be disciples.

GOALS & STRATEGIES



** The focus areas listed are all equally important; they are not in ranked order.*

Nine Areas Of Focus

1. Catholic Culture
2. Academics
3. Athletics
4. Arts
5. Communication & Marketing
6. Facilities
7. Faculty Wellness & Fulfillment
8. Finance
9. MCPS Family Culture

Catholic Culture

GOAL

Assist our students, faculty, staff, and families to deepen their relationship with Jesus Christ and the Church as members of the MCPS family.



OBJECTIVES

1. Develop a curriculum that integrates faith into the academic program, fine arts, and athletics as a vehicle of catechesis and evangelization.
 - a. Semester review of the program with Principals, President, and Director of Faith Formation listing all the ways the faith is integrated into academics, art, and athletics, and outlining and describing changes that need to be made
 - b. Annual review by the Director of Faith Formation & Catholic Culture Committee
2. Equip and empower faculty, staff, and coaches to carry out the MCPS mission in their respective fields.
 - a. Annual professional development offered as a group on integrating the faith into academics, art, and athletics
 - b. Quarterly faith integration professional development at faculty meetings with a plan for how it will be incorporated
 - c. Quarterly reporting from faculty and staff on how faith has been integrated into their respective subject areas
 - d. Provide sportsmanship/Code of Conduct signs with clear expectations for fans at all athletic facilities to reflect our Catholic/Christian values
3. Increase service opportunities for families and students.
 - a. Provide opportunities to volunteer with Parishes
 - b. Collaborate with nursing homes
 - c. Engage with shut-ins
 - d. Maintain a relationship with Montgomery Children's Center

RESPONSIBILITY

Director of Faith Formation
Catholic Culture Committee
Campus Ministry
President
Principals
Athletic Director
School Counselors
Middle/High School Theology
Faculty & Coaches

Catholic Culture

GOAL

Assist our students, faculty, staff, and families to deepen their relationship with Jesus Christ and the Church as members of the MCPS family.



OBJECTIVES

4. Continue to define, develop, and stabilize Campus Ministry in collaboration with Priests.
 - a. Define how Campus Ministry will provide opportunities for living the faith on a consistent basis
 - b. Engage new Priests in the ministry and the importance of it for a school community
 - c. Make sure that each year the curriculum is defined and that the purpose/mission of Campus Ministry is being met
 - d. Create an annual calendar for events, retreats, and programs to be shared school-wide and developed in conjunction with the Athletic Director
 - e. Provide adequate budget for Campus Ministry events and/or fundraise accordingly
 - f. Ensure adequate staff to make the Campus Ministry program successful
5. Provide a physical representation of our faith in our schools: Good, True, and Beautiful
6. Ensure that new Faculty hires and new families are a fit and embrace our culture and mission

RESPONSIBILITY

Director of Faith Formation
Catholic Culture Committee
Campus Ministry
President
Principals
Athletic Director
School Counselors
Middle/High School
Theology
Faculty & Coaches

Academics

GOAL

Explore and encourage opportunities for academic excellence on all campuses, while serving students who have a variety of academic skill levels.



OBJECTIVES

1. Evaluate the purpose and necessity of summer work for students at all campuses.
 - a. Research supporting the value of summer work.
 - b. Adjust and/or eliminate summer work for students with appropriate consideration of grade level and other relevant factors
2. Expand academic reporting procedures by offering an Annual Academic Review communicating academic performance for all grade levels and share it with current families and the greater MCPS community.
 - a. Campus-specific reporting
 - b. Develop measurable standards
 - c. Compare on all levels: local, state, national, Catholic, Non-Catholic, and local private schools
 - d. Identify proficiencies and deficiencies
 - e. Report staff retention, recruitment, and qualification status
3. Increase the programmatic and class offerings for academic preparation
 - a. High School: Compare Advanced Placement courses from 2022-23 to a five-year review of AP offerings at MCPS. What classes are offered, and how did our students do on: AP exam scores and final grades by hosting an internal AP Review meeting to review student scores and a meeting each summer with school administrators and the AP course instructor for an annual course and student score review.

RESPONSIBILITY

President
Principals
School Counselors
AP Faculty
Faculty
Director of Communications
Director of Admissions

Academics

GOAL

Explore and encourage opportunities for academic excellence on all campuses, while serving students who have a variety of academic skill levels.



OBJECTIVES

- b. High School: investigate dual enrollment as a possible solution to help alleviate staffing/hiring concerns.
- c. Middle/Elementary School: Balance of scheduling academic classes and electives, possibly offering multiple sections
- d. Middle/Elementary School: Extend current DIY gifted and talented program
- 4. Ensure the seamless transition from one campus to another for students serviced in the MCPS Resource Program.
 - a. Compare and contrast the current Resource programs on each campus.
 - b. Add a system-wide Resource Coordinator.
 - c. Investigate the Resource offering at other local private schools
- 5. Evaluate the addition of Lead Teacher designation for departments at all grade levels.
 - a. Explore and understand the reason this designation was removed in recent years
 - b. Determine the responsibilities of such a position
 - c. Determine the level of stipend or benefits afforded to this position
- 6. Incorporate textbooks into tuition costs as relevant classroom resources
 - a. Include in tuition or have copies in classrooms for students to use
 - b. Explore the opportunity to use eBooks when available
 - c. Create a committee of educators to explore textbook usage and options

RESPONSIBILITY

President
Principals
School Counselors
AP Faculty
Faculty
Director of Communications
Director of Admissions

Athletics

GOAL

Update outdoor athletic facilities to match indoor facilities continuing to showcase MCPS to the general public, attract new families, build school pride for all students, accommodate a larger fan base, and expand the athletic and band programs while reducing maintenance needs and costs and allowing more student-athletes to use our facilities.



OBJECTIVES

- 1.Reduce annual field maintenance costs associated with "field fixes"
 - a. Invest in Turf for the stadium field (football, flag football, boys' and girls' soccer)
 - b. Fix drainage on the Baseball & Softball fields
 - c. Install new Baseball & Softball fences
2. Upgrade Baseball and Softball facilities with new build and/or renovations
 - a. Build a press box
 - b. Build new dugouts
 - c. Build indoor batting cages
 - d. Add signage
3. Accommodate growing fan base and guest attendance
 - a. Build a larger concession stand
 - b. Addition or renovation of outdoor restroom
 - c. Addition of bleachers at the stadium field
4. Funding/Support
 - a. Ask and receive individual donor support for specific projects as listed above
 - b. Host events/rent facilities on weekends to generate revenue to offset costs
 - c. Begin a Capital Campaign for all projects defined and prioritized by Advisory Council, Parish Councils, and appropriate feasibility studies conducted by the school and/or churches
 - d. Provide Naming Opportunities at facilities
5. Catholic Culture Expectations
 - a. Provide sportsmanship/Code of Conduct signs with clear expectations for fans at all athletic facilities to reflect our Catholic/Christian values

RESPONSIBILITY

President
Athletic Director
Facilities Manager
Director of Development
Business Manager

Arts

GOAL

To support, improve and expand existing arts programs across all grade levels.



OBJECTIVES

1. Ensure Reliable Group Transportation
 - a. Increase inventory of school-owned buses and roster of school-approved CDL drivers
 - b. Explore possibilities of bus rentals from other institutions
 - c. Explore nontraditional options with charter bus companies to use our drivers with their buses
2. Qualitative and quantitative expansion of arts electives at the Middle/High School.
 - a. Explore the feasibility of an eight-period school day in order to offer students more elective slots to increase enrollment in arts programs
 - b. Add single-credit, entry-level style electives to keep uninterested or uninvested students out of "deep" elective programs
 - c. Consider adding an Arts faculty member to be able to properly run Choir and Drama programs and to be able to offer the number of entry-level courses mentioned under b.
 - d. Explore online and summer elective opportunities
3. Band Facility Improvements
 - a. Holy Spirit: Create a non-shared Band Room with acoustic treatments, whiteboard, and space for instrument storage
 - b. St. Bede: Create Instrument storage
 - c. Middle/High School:
 - i. Remove outdated MC logo outside of building.
 - ii. Add external lettering that reads "Performing Arts Center"
 - iii. Create an Alumni Wall to create fundraising opportunities

RESPONSIBILITY

President
Facilities Manager
Athletic Director
Band Director
Principals
School Counselors
Art Teachers
Drama/Choir Teacher
Development Director

Arts

GOAL

To support, improve and expand existing arts programs across all grade levels.



OBJECTIVES

4. Visual Art Facility Improvements

- a. Holy Spirit: Create a stand-alone, appropriate art room
- b. St. Bede: Update floors and appropriate furniture
- c. Middle/High School: Evaluate renovation options to create one open space

5. Choir/Drama Facility Improvements

- a. Initiate a feasibility study to explore the possibility of adding an auditorium at the MS/HS campus or at Holy Spirit
- b. St. Bede: Update cafeteria with acoustic treatment, repairs, stage curtain, lights, and sound system.
- c. Explore the possibility of using off-campus venues for productions

RESPONSIBILITY

President
Facilities Manager
Athletic Director
Band Director
Principals
School Counselors
Art Teachers
Drama/Choir Teacher
Development Director

Communications & Marketing

GOAL

Build a clear Communications and Marketing Plan that supports the brand and mission while maximizing outreach and building a valued reputation for current and new families, the military community, Parishes/churches, Alumni, and the greater Montgomery community.



RESPONSIBILITY

President

Director of Communications

Director of Admissions

Director of Development

Business Manager

OBJECTIVES

1. Hire PR Staff to shine the light on the good news at Montgomery Catholic
 - a. Budget to hire additional PR staff
 - i. Develop a bridge plan, start small in year one to become full-time in the near future
2. Maintain the MCPS website for recruitment for new families and a resource for current families
 - a. Budget for website maintenance
 - b. Create a calendar for overall website changes
 - c. Schedule for website redesign
 - d. Focus on search engine optimization
3. Create a Public Relations Plan for Branding, Marketing, and Social Media that is clear, supports the brand, and maximizes outreach.
 - a. Create a PR Calendar
 - b. Consider budget increases for events
 - c. Budget for Professional Video & photography every three years
 - d. Host an event with local media representatives, city and military officials, mayors, etc.
4. Build Church relationships to strengthen MCPS brand identity, understanding, and reputation with the community, current families, and potential new families
 - a. Invite Parish employees to learn about the school, take a tour school or attend an event
 - b. Attend non-Catholic church events for recruitment purposes
 - c. Host an info night/visit/tour for non-Catholic churches

Facilities

GOAL

To improve current facilities and provide adequate and appropriate space to support a growing elementary population, maintenance staff, and fan base.

OBJECTIVES



1. Create additional learning space at the Holy Spirit Elementary campus
 - a. Meet with the Pastor at Holy Spirit Parish to discuss setting up a committee of parishioners to evaluate the needs of the Parish.
 - b. Consider the possibilities of blending the needs of the Parish with the needs of the School
2. Create space for storage of maintenance supplies and materials
 - a. Investigate possible location of Maintenance building on High School/Middle School Campus
 - b. Investigate cost of building
 - c. Obtain bids for building
 - d. Remove temporary storage sheds
3. Increase concession stand, press box, and bathroom space in order to accommodate athletic events' needs
 - a. Evaluate the possibility of a larger concessions area with an improved press box area
 - b. Consider original plans and other facilities to create an improved area
4. Renovate the cafetorium at St. Bede Elementary Campus
 - a. Meet with the Pastor at St. Bede Parish to discuss setting up a committee of parishioners to evaluate the needs of the Parish
 - b. Secure an architect involved with creating drawings for renovation

RESPONSIBILITY

President
Facilities Manager
Principals
Athletic Director
Parishes

Faculty Wellness & Fulfillment

GOAL

To be intentional about the retention and recruitment of professional faculty members by ensuring they are heard, supported, encouraged, and rewarded for being the living embodiment of the mission of preparing our students.



OBJECTIVES

1. Establish a transparent, data-driven protocol for systematically rewarding teachers who provide assets and service to the school and its functions
 - a. Explore a salary "grid" based on comparable salaries in local schools
 - b. Explore a bonus/incentive system for teachers who watch classes or take up others' duties
 - c. Explore a system for increasing the number of certified teachers.
2. Recognize professional autonomy and extraordinary achievements in tangible, visible, and financial ways
 - a. Establish a teacher of the month program with data-driven criteria for selection that has rewards associated with it
 - b. Publicize teachers and their accomplishments on social media, regular recognition of teachers' good work within school culture, and other rewards for being consistent, reliable, helpful, and supportive, especially in otherwise-unseen ways
3. Involve teachers and staff in the creation of enforceable policies that promote high standards.
 - a. Creation of governing policies in a collaborative process with teachers, which would include enforceable penalties for failing to perform duties
4. Support for current faculty.
 - a. Emphasize the hiring of certified teachers
 - b. Provide professional development programs to help currently noncertified teachers to get certified
 - c. Promote and enforce a culture of professionalism and respect among faculty and staff
 - d. Create a Flow chart for parents/families on where and to whom they should direct varying concerns.

RESPONSIBILITY

President
Business Manager
Principals
Finance Committee
Director of Communications
Faculty

Finance

GOAL

To help maintain an adequate and justified tuition rate that supports the needs of the school and parents, and continue to offer an excellent Catholic education by simplifying the pay structure, providing pay options, and adding revenue.



OBJECTIVES

1. Create invoicing options
 - a. Provide online portal/paperless options for invoicing
 - b. Offer more flexible tuition payment options
 - c. Investigate the addition of online payment options
2. Explore options to make tuition more inclusive of fees
 - a. Include miscellaneous fees and Capital Assessment fee to spread out over the monthly tuition period.
 - b. Include textbooks
3. Create alternate streams of funding
 - a. Maintain current fundraisers
 - b. Add a fall fundraiser
 - c. Apply for grants
 - d. Begin a Capital Campaign
 - e. Pursue the ability for families to donate to the school through online contracts
4. Produce a Financial Review or "State of the Union"
 - a. Review financials, in-person, to current families with an email synopsis sent to all families, alumni, and donors

RESPONSIBILITY

President
Business Manager
Director of Development
Director of Communications
Finance Committee

MCPS Family Culture

GOAL

Build a positive school culture for students, families, and faculty by creating an environment that is supportive of discussing, learning, and understanding diversity including racial, cultural, and religious differences while supporting the mission of our school.



OBJECTIVES

1. Maintain Priest presence on campus
 - a. Visits to Parishes by School Administration to educate Pastors, parishioners, and religious educators on the value of Catholic education at MCPS
 - b. Continue fostering relationships with priests and engaging new priests.
2. Engage students in the Catholic faith
 - a. Introduction and education on the Catholic faith as a Christian faith
 - b. Introduction and education of why Mass is important
 - c. Discussing with the Priests that offer Mass if there are important things that need to be addressed that are affecting positive school culture
 - d. Continue to offer Campus Ministry events outside of school hours
 - e. Build Retreats:
 - i. Middle School: Re-evaluate and consider modeling after the High School retreat
3. Expand Hispanic Outreach & Inclusion
 - a. Maintain and plan to increase designated staff to serve as translators
 - b. Provide professional development for each campus to attend a Spanish language program certification
 - c. Appropriately support faculty in the classroom
 - d. Build Madrina (Godmother) Program - Spanish-speaking volunteer program
 - e. Consider pairing students with other students to reflect inclusivity and further develop English language development and vice versa.

RESPONSIBILITY

President
Principals
Director of Faith Formation
Campus Ministry
Advisory Board
Faculty
Madrina Volunteers
Student Volunteers
Parents
Priests

MCPS Family Culture

GOAL

Build a positive school culture for students, families, and faculty by creating an environment that is supportive of discussing, learning, and understanding diversity including racial, cultural, and religious differences while supporting the mission of our school.



OBJECTIVES

4. Provide opportunities to build positive family culture
 - a. Explore developing an event for families to share their culture or traditions with the school.
 - b. Catholic 101 Class
5. Promote diversity, equity, and inclusion
 - a. Host professional development to include developing and incorporating DE&I workshops for staff and teachers, as consistent with the values and teachings of the Catholic Church.

RESPONSIBILITY

President
Principals
Director of Faith Formation
Campus Ministry
Advisory Board
PTC
Faculty
Madrina Volunteers
Student Volunteers
Parents
Priests

Our Road Map



Next Steps

Communication:

Share the plan with faculty and all constituents.

Implementation:

Begin with Advisory Council and the Admin team to concentrate on our top priorities.

Implementation Worksheet Catholic Culture

**Example and subject to change*

Task	How	Who	When
Campus Ministry will provide opportunities for living the faith on a consistent basis	Worship Nights Lunch time Bible study	Campus Ministry Team Theology Faculty	Quarterly Weekly
Engage new Priests in Campus Ministry	Invite to school for a tour and lunch Invite to religion Class	President Dir. of Faith Formation Theology Faculty	Annually at the beginning of the school year

Steering Committee & Volunteers



Our 2023-2025 Long Range Strategic Plan would not have been possible without our volunteers.

Planning Area Chairs:

Tom Riello, Catholic Culture

Cali Davis, Academics

John David Barranco, Athletics

Alex Johnson, Arts

Jennifer Rogers, Communications & Marketing

Anne Ceasar, Facilities

Foster Dickson, Faculty Wellness & Fulfillment

Angela Washington, MCPS Family Culture

Tia Levanda, Finance

General Steering Committee Members:

Jeff Barranco, Ginny Brantley, Wesley Cox, John Fleet,

Mary Florian, Will Hickman, Gina Izer, Kelven Miller,

Mike Nadeau, Jennifer Richardson, Kristin Schwarz,

Denise Webb

Planning Area Volunteers: Rick Aaron, Eileen Aaron, Maria Ansaldi, John Averett, Bill Barranco, Nap Barranco, Ryan Beesley, Scout Blum, Tom Borden, Brittany Bradley, Rod Ceasar, Deacon Clarence Darington, Mark Dees, Nancy Foley, Paul Fox, Maria Fuentes, Cam Gilbert, Fr. Patrick Gilbreath, Kemeche Green, Laurie Gulley, Elizabeth Harbin, Rick Harris, Shelly Hildebrand, Kristi Holzimmer, Peggy Hudson, Marty Huett, Lee Ishman, Mary Kelley, Briann Kille, LaShonda Kille, Karen Lathram, Eric Levanda, Stephanie Lindsay, Bobby McClure, Michelle McKenny, Kelly McTear, Alex Micher, Christine Noell, MK O'Connor, Tina Ojala, Vicki Petters, Carrie Rauch, Chris Riello, Jennifer Rogers, Heather Ryan, Amy Sadler, Shannon Sanford, Dave Schwarz, Patti Secor, Rachel Stewart, Danielle Stringer, Lydia Taylor, Teresa Treloar, Daniel Veres, Chris Vucovich, Asim Walker, Yolanda Walker, Chris Weller, Joshua Wendell, Melinda Williams