



2016 – 2021 STRATEGIC PLAN

CARDINAL NEWMAN HIGH SCHOOL

**REV. DAVID W. CARR – PRESIDENT
DR. CHRISTINE M. HIGGINS - PRINCIPAL**



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I. Overview of School

Cardinal Newman High School (CNHS) is a college-preparatory institution educating students in grades 9 -12, under the auspices of the Diocese of Palm Beach. Cardinal Newman High School has a rich-tradition of excellence for 55 years in Palm Beach County. Forty-five acres of property house the campus, consisting of 2 classroom buildings, gymnasium, cafeteria, Alumni Building, athletic fields and facilities. Cardinal Newman is accredited by Southern Association of Colleges and Schools (SACS).

Our student population is 544; 81% Catholic and 19% non-Catholic; 16% minority students and 1.8% international students. Cardinal Newman High School challenges students to fulfill their potential in an atmosphere that is positive, caring, service-oriented and fun.

Students have academic offerings in:

- 18 International Baccalaureate Courses
- 22 Honors Courses
- 12 Advanced Placement Courses
- 6 Dual Enrollment Courses on Campus (with additional options off campus)
- Standard Level Courses
- Distance Learning through Florida Virtual School
- Learning Strategies

Students participate in over 20 Organizations and Clubs:

- | | | | |
|------------------|-------------------------|------------------------------------|-------------------------|
| • Art Club | • Dance | • Key Club | • Spanish Club |
| • Band | • Eucharistic Ministers | • Literary Club | • Spanish Honor Society |
| • CN News | • Fashion Club | • National Forensic League/ Debate | • Student Ambassadors |
| • Chess Club | • French Honor Society | • Newman Players | • Student Government |
| • Chorus | • Green Club | • Pep Club | • Yearbook |
| • Class Officers | • Jazz Ensemble | • Robotics Club | • Young Entrepreneurs |



I. Overview of School (*continued*)

Our Campus Ministry Program offers students many opportunities to grow in their faith: Music Ensemble for school Masses; Retreat Experiences; Extraordinary Ministers of Holy Communion & Lector Formation; Frequent Liturgical Celebrations; Annual Respect Life Trip; Annual college trips to Ave Maria University; Altar Servers

Students and faculty express their Catholic Identity through:

- All-school daily prayer, morning, noon, and afternoon
- Classes begin with prayer
- Annual Day of Reflection for each class
- Annual Inter-faith Thanksgiving Service
- Emmaus Retreats
- Reconciliation
- Daily Mass at 6:55 a.m.
- Religion class Masses and Chapel Visits
- All-school Masses
- Participation in the Box-of-Joy during Christmas and the Rice Bowl Offering during Lent for Catholic Relief Services (CRS)
- Participation in annual food and clothing drives throughout the year

Cardinal Newman High School is a member of the Florida High School Athletics Association and Palm Beach County Athletic Association. Students have opportunities in varsity athletic teams for boys and girls:

- | FALL | | WINTER | | SPRING | |
|-----------------|--------------|---------------|------------|-----------------|--|
| • Bowling | • Football | • Basketball | • Baseball | • Tennis | |
| • Cheerleading | • Golf | • Soccer | • Lacrosse | • Track & Field | |
| • Cross Country | • Swimming | • Wrestling | • Softball | • Weightlifting | |
| • Diving | • Volleyball | | | | |

II. Vision and Mission

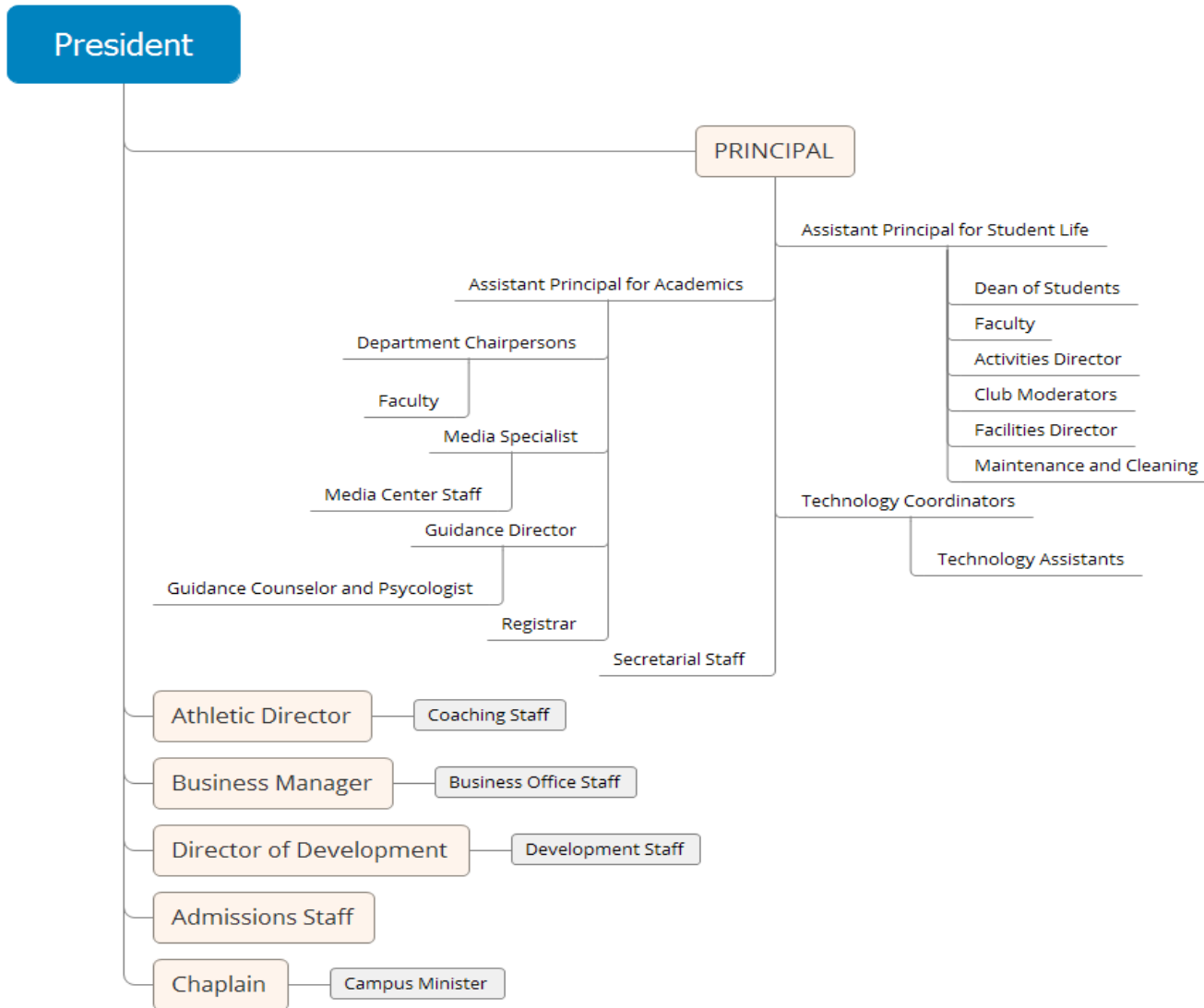
Vision: To build life’s champions through faith, servant leadership, academics and a strong family atmosphere.

Mission: The Mission of Cardinal Newman High School is to educate the whole person: spirit, mind, and body; and to help all students develop their God-given talents according to the Gospel values of Jesus Christ.





III. Organizational Chart



48 Faculty Members
with
67% Advanced Degrees
 *
18 Staff Members
 *
5 Administrators



IV. Key Committees

■ Home & School Association

The Home and School Association organizes various service and social programs for the parents of students. These programs provide support and assistance for the educational activities of their children and many opportunities for dedication and cooperation that often develop into enduring friendships. All parents of students enrolled in Cardinal Newman High School are automatically members of the Home and School Association. There are no fees or dues for memberships.

■ Advisory Board

The School Advisory Board has as its primary concern the ministry of Catholic secondary school education: the spiritual, intellectual, physical, emotional, and social development of the students. The School Advisory Board, operating in conformity with the policies of the Diocese of Palm Beach, under the guidance of the Superintendent of Schools and the President of Cardinal Newman High School, is to further the advancement of excellence in Catholic school education for students at Cardinal Newman High School by providing leadership, direction and support. The Advisory Board has formed three main committees to help support the educational ministry:

- Finance Committee
- Facilities Committee
- Development Committee



V. Key Milestones/Accomplishments/Awards

Cardinal Newman High School was established in 1961. Prior to the opening of Cardinal Newman, St. Ann Catholic School offered a high school program. Upon the establishment of Cardinal Newman High School, St. Ann's closed.

- Religious faculty from the Adrian Dominican Sisters and priests from the Oblates of Mary Immaculate served the school
- The John P. Raich Building was added in 1985; The Cafeteria and Gymnasium were added in 1990, and then the Crusader Stadium was completed in 1993

2010 – 2013

- The cafeteria was remodeled and opened in 2010
- A Performing Arts studio was added in 2012
- The gymnasium was renovated in the summer of 2013

2014

- The Stockard Bridge and Elevator were gifted to the school in November of 2014. The bridge provides covered access to the North and South classroom buildings; the elevator makes Cardinal Newman High School ADA compliant.

2015 – 2016

- The Sister Ann Richard Alumni (SARA) Center was remodeled in the summer
- A new art room was added with the addition of a kiln and a pottery wheel in the summer
- The Rosary Garden, in the center of campus, was gifted to the school during the summer
- The Media Center/Student Union was remodeled and opened in Sept. 2015. The Media Center offers students a collaborative, technology-centered area to study and socialize
- The class of 2015 was the second class to achieve 100% pass rate for the Diploma Program. In its nine-year history, Cardinal Newman has a remarkable success rate far exceeding the local, national, and international average
- The Sam and Maurita Budnyk Softball Complex opened in January 2016



V. Key Milestones/Accomplishments/Awards *(continued)*

Multi-year/General Achievements

- Cardinal Newman was the first Catholic High School in the State of Florida to be granted the prestigious designation of IB World School by the International Baccalaureate Organization (IBO) in Geneva, Switzerland
- Cardinal Newman High School won its first Florida High School Athletic Association State Title in 1979
- Cardinal Newman has won 13 State Championships; 125 District Championships; 26 Regional Titles
- Campus Technology Initiative: WiFi installed throughout the entire campus; Classroom technology upgrades
- 1:1 iPads for all students and faculty
- Improvements to the classrooms and carpeting in the North & South Buildings
- Cardinal Newman High School has a 100% graduation rate and 99% of our graduates go onto to a 2- or 4-year college
- Cardinal Newman has achieved both Green School of Excellence and Green School of Quality Awards 2012, 2013, 2015, 2016
- Cardinal Newman was given the “Pro-Life Awareness” Award from the Knights of Columbus for 2015-2016
- Cardinal Newman received the NFL High School Football Honor Roll Award 2015
- Florida Bandmaster’s Association marks of Superior and Excellent in 2015 - Solo Ensemble marks of Excellent
- Lake Worth Parade “Best Overall Performance” in 2015

Over the last five years, 2011 – 2015

- Cardinal Newman has had 37 AP Scholars; 10 AP Scholars with Honors; and 4 AP Scholars with Distinction



VI. SWOT Analysis

Strengths

- Faculty, staff and administration giving freely of their time
- Compassionate and caring community
- Diverse and nice student body
- Catholic tradition and spiritual emphasis
- IB and AP Program; Solid academics; Band Program
- “Family” atmosphere
- Comprehensive athletic program
- Parents willing to work for the good of the school
- Class size; small school
- Centrally located
- Prayer in classroom; Daily mass
- College readiness for students
- Communication system keeps parents informed
- Many opportunities to participate in activities
- Availability of teachers for one-on-one meetings
- Safe environment
- iPad use
- Devoted alumni



VI. SWOT Analysis *(continued)*

Weaknesses

- Facilities: Central AC, parking lot
- Teacher pay
- Sick Day Policies
- Not hiring top talent
- Not keeping up with technology
- Lack of passion
- Need for more sports-related electives; on staff coaches
- Advisory Council – 2 Faculty Members; Insufficient in meeting concerns
- Grade inflation
- Lax punishments for discipline issues; Not consistent and/or handled; Bullying needs to be addressed
- Sports practice rules not enforced
- Working in silos – Not as a team
- College guidance
- Academic reputation/not enough electives
- Security – after you enter the school, you have free range without being stopped
- No dedicated Learning Lab in operation 7 periods
- Large Class size



VI. SWOT Analysis *(continued)*

Opportunities

- Appealing student uniforms; uniform policies
- Improved compensation for faculty and staff
- Lawn maintenance when classes are not in session
- Enforce disciplinary and athletic practice rules – RAISE STANDARDS!
- Start a young entrepreneurs program
- Have study halls and tutoring for all students
- Develop and implement a shared plan – Include technology (continue to train teachers)
- Hire more teachers; Free up campus minister
- Consider expanding AP courses
- Involve others in decision-making
- Increase involvement of parents in faith experience
- College preparation field trips
- Expand diversity of faculty
- Expanded band, drama and sports
- More frequent professional speakers
- Expand number of colleges invited to present information – Not everyone goes to FSU or UCF



VI. SWOT Analysis *(continued)*



- Poor facilities
- Parent pressure to inflate grades
- Leaders unwilling to make changes
- Growing inability to discipline students
- Resistance to be flexible with the times
- Lack of funds
- Becoming mediocre in terms of academics
- Not meeting the needs of the diversity of students
- Losing Catholic identity
- What students are taught may be out of context with the lives they are living
- Competition from magnet and private schools
- Low expectations for student learning
- Relying only on feeder schools for enrollment
- Stagnant teachers bored with their careers
- Poor athletic program
- Cafeteria is too expensive for what is served



VII. 2016 – 2021 Strategic Priorities

Vision Statement

To build life's champions through Faith, servant leadership, academics, and a strong family atmosphere

Mission Statement

The Mission of Cardinal Newman High School is to educate the whole person: spirit, mind, and body; and to help all students develop their God-given talents according to the Gospel values of Jesus Christ

Strategic Priorities

STUDENT ACHIEVEMENT

FINANCE

LEADERSHIP

FACILITIES

SCHOOL CULTURE



VII. 2016 – 2021 Strategic Priorities *(continued)*

■ Student Achievement

Create an environment where students maximize their potential while maintaining a high level of academic excellence.

- Assess the strength of our Catholic Identity in our educational programs
- Increase the use of differentiated learning in the classrooms
- Expand band and Fine Arts curriculum
- Evaluate the technological skill level of students, teachers, and staff
- Evaluate and revise technology curriculum
- Ensure high-teacher quality
- Set academic goals to raise scores on the AP, ACT and SAT tests
- Provide innovative instructional programming and environments to meet diverse needs

■ Finance

Ensure funding is available to provide up-to-date curriculum in state-of-the-art facilities

- Increase enrollment through the recruitment and retention of the best talent
- Gain a greater understanding of turnover & teacher compensation
- Develop capital campaign
- Proactively appeal to a broader student population
- Maintain fiscal responsibility and integrity



VII. 2016 – 2021 Strategic Priorities *(continued)*

■ Leadership

Retain inspired, high performing staff, teachers and volunteers who embrace change.

- Improve operating systems
- Create formal and on-going leadership development opportunities for staff and teachers
- Conduct review of compensation system
- Ensure consistently active school board, committee and local community involvement
- Promote transparency
- Determine faculty skill strengths and gaps

■ Facilities

Ensure facilities are strategically aligned to priorities and conducive to academic excellence.

- Create a feasibility study for a Arts/Band facility
- Identify donors and develop timeline for parking lot enhancements
- Create maintenance standards
- Proactively identify improvement opportunities
- Ensure a safe environment for all



VII. 2016 – 2021 Strategic Priorities *(continued)*

■ School Culture

Strengthen the school culture through spiritual and social activities engaging families, students, and the community.

- Develop and cultivate community relationships
- Showcase students' academic, athletic, service, and fine arts achievements
- Increase awareness and importance of Catholic education
- Expand Alumni Association involvement
- Achieve excellence in student sports and activities
- Conduct an assessment of discipline and attendance policies





The following is our

VIII. 2016-2017 Operations Plan

which highlights our key strategies and objectives that will lead

CARDINAL NEWMAN HIGH SCHOOL to greater success!



VIII. 2016-2017 Operations Plan *(continued)*

Area of Focus: **LEADERSHIP**

Objective	Key Tasks	Who	Completion Date	Estimated Budget	Status
Develop a comprehensive plan to build a culture that embraces change, innovation and promotes teamwork by: cultivating a corporate culture.	<ul style="list-style-type: none"> Form a committee Conduct benchmarking Identify critical success factors Identify measures of success 	Mr. Powell	August 5, 2016 Interim check points: every three weeks with Dr. Higgins	To be included in the plan	
Conduct a compensation study by October 2016 <ul style="list-style-type: none"> Identify current market position Identify creative compensation strategies Conduct a review of the current HR related policies, such as the sick-day 	<ul style="list-style-type: none"> Identify free to low cost compensation studies (online, career source of Palm Beach County, Diocese, surrounding Diocese) Explore getting an intern to assist in the copulation of information Identify the cost of a consultant to do the study 	Dr. Higgins	Study Committee formed by May 2016. Committee work completed by October 2016. Results announced to stakeholders by November 2016.	Budget 2017-2018	Under consideration.



Area of Focus: LEADERSHIP

Objective	Key Tasks	Who	Completion Date	Estimated Budget	Status
Form a team of teachers to meet/discuss policies in the Faculty and Student Handbooks (annual review)	<p>Ask for committee volunteers and meet to discuss the policies in the Faculty and Student Handbooks.</p> <ul style="list-style-type: none"> Team will meet to develop a plan of action and clarify roles 	Dr. Higgins	<p>Committee formed by August 2016</p> <p>First meeting to discuss options by September 2016</p> <p>Second meeting to discuss recommendations for the next school year by December 2016</p> <p>Committee's final recommendations for review in August/September 2017</p>		
Implement the Diocesan evaluation tools	<ul style="list-style-type: none"> Work with the Diocese in support of their efforts 	Approval by Fr. Carr	Current teacher tool started January 2016	NA	The Diocese is developing a tool for Administrators
Develop an anonymous course review with a comment section to be completed by students	<p>Develop tool for evaluation (completed February, 2016).</p> <ul style="list-style-type: none"> Approve the survey tool and process by May 2016. 	Mr. Powell	February 2016	NA	<p>Approval by Fr. Carr and Dr. Higgins</p> <p>Tool approved by June 2016</p> <p>Survey completed by December 2016/ May 2017 – completed at the end of the semester or year depending upon if it is worth a ½ credit or full credit.</p> <p>Results ready by June 2017</p>



VIII. 2016-2017 Operations Plan *(continued)*

Area of Focus: **FINANCE**

Objective	Key Tasks	Who	Completion Date	Estimated Budget	Status
Gain an understanding of the non-tuition revenue stream; see which areas should stay, which ones are no longer needed and which ones could be combined.	<ul style="list-style-type: none"> Understand what direction management would like to go. Understand each revenue streams opportunity, making sure they do not overlap or duplicate each other and what benefits each stream has for the school. Compile non-tuition revenue data Form a committee and conduct a committee meeting to review 	Finance Committee	December 31, 2016	TBD	Committee should have the first committee meeting by May 15 th – recommendations to be submitted to Fr. Carr & Dr. Higgins no later than May 31.
Find people or a company that are able to write grants.	<ul style="list-style-type: none"> Identify sources and cost of contracting a grant writer versus hiring a grant writer Identify potential people to interview grant writers to select someone 	Mrs. Martens	August 1, 2016	TBD	Check with Diocese about a grant writer May 30, 2016
Understand what the role of the Diocese is and communicate that role to the donors and parents.	<ul style="list-style-type: none"> Interview the Diocese to see what they want our families to know about what they do for their entities inside the diocese. 	Mrs. Martens	August 1, 2016	NA	Contact Team to understand what the intention of the objective was May 30, 2016
Identify opportunities to raise money outside of capital campaigns	<ul style="list-style-type: none"> Form a team Understand which of the following areas have potential 1) Endowments 2) Long Term scholarships opportunities/different types of scholarships 3) Ways to fund key personnel inside the areas of sports and academics. 4) Find money to help get the infrastructure green (government money, FPL, etc.) 	Finance Committee	December 31, 2016	NA	Need realistic due date on each area



Area of Focus: **FINANCE**

Objective	Key Tasks	Who	Completion Date	Estimated Budget	Status
<p>Understand what the long term management plan and long term operations plan for Cardinal Newman is. Donors need to know the direction and the ideas management has for long term success.</p> <p>Develop a system of Indicators</p>	<ul style="list-style-type: none"> • Generate a plan along with marketing tools to show future investors what the long term plan is for Cardinal Newman. Identify areas that will be needed to help Cardinal Newman continue to grow • Compile current measures of success • Identify future measures of success 	Fr. Carr	TBD	TBD	One page high-level next 5 years 2017, 2018, 2019, 2020, 2021



VIII. 2016-2017 Operations Plan *(continued)*

Area of Focus: **Facilities**

Objective	Key Tasks	Who	Completion Date	Estimated Budget	Status
Complete classroom renovations: HIRE ENGINEERING FIRM	RGD is the engineering firm we have solicited	Mr. Grill and Mr.f Newkirk	3/15/2016	\$35,000	Awaiting final proposal.
Air Conditioning	Currently working with FPL	Mr. Savage	8/1/17	Will be determined once the assessment is complete	Awaiting the FPL Energy Services assessment
Provide New Windows throughout classrooms	Currently working with FPL	Mr. Savage	8/1/17		Just researching now.
Change to new lighting LED throughout campus and parking lot	Research options/costs	Mr. Savage	8/1/17		Awaiting the FPL Energy Services assessment
Purchase New Classroom Desks	Research options/costs	Mr. Savage	8/1/17	TBD	Just researching now.
Replace teacher desks with modern desks suited to audio visual	Research options/costs	Mr. Savage	8/1/17	TBD	Just researching now.
Install new flat panel screens for teaching	Research options/costs	Mr. Savage	8/1/17	TBD	Just researching now
Paint and tile all rooms; install new doors all classrooms		TBD	8/1/17		Just researching now
Renovate old PE locker rooms	Part of overall design plan that coincides with classrooms. Part of this is converting one of the locker rooms to house coaches offices and a trainers area.	Mr. Grill and Mr. Newkirk			Just researching now.
					<p>Notes: This is an extensive project, biggest in the school's history-t.</p> <p>We are in process now with engineering group to present proposal as well as meeting with FPL.</p> <p>Plans will be implemented upon budget approval & fundraising</p>



Area of Focus: Facilities

Objective	Key Tasks	Who	Completion Date	Estimated Budget	Status
Develop a comprehensive monthly maintenance schedule to ensure the campus is clean, projects are completed	<ul style="list-style-type: none"> Comprehensive maintenance schedule to include a maintenance notification system Prepare lists of maintenance contracts Prepare checklists 	Mr. Savage	August 1, 2016	NA	Bob Savage is working on a new maintenance schedule
Determine what is needed to improve the campus WiFi and telephone system	<ul style="list-style-type: none"> Obtain costs and timeline for adding fiber optic cable Research VOIP telephone options 	Mr. Savage	June 1, 2016	TBD	Awaiting Comcast and Maxis 360 to provide needed updates information
Ensure the Crisis Plan is up-to-date and meets the immediate needs of the school	<ul style="list-style-type: none"> Conduct a safety assessment of the campus and evaluate school security measures Make changes to existing plans if recommended 	Diocese Dr. Higgins, Ms. Fretterd, Ms. Stephenson	September 30, 2016	TBD	Using LifeSafety Solutions in all schools for the assessment. Cardinal Newman has their assessment scheduled for May 26, 2016



VIII. 2016-2017 Operations Plan *(continued)*

Area of Focus: Facilities

Objective	Key Tasks	Who	Completion Date	Estimated Budget	Status
Replace existing parking lot with New up-to-date lot	<ul style="list-style-type: none"> Select engineering group Identify funding source 	Mr. Newkirk & Mr. Arsenaault	3/15/16	TBD	Hired Gruber Consulting Engineers Hired Whidden Surveying & Mapping
					<p>Notes: This is an extensive project and the biggest in the school's history. Details are not in place yet.</p> <p>We are in process now with engineering group to present proposal.</p>



VIII. 2016-2017 Operations Plan *(continued)*

Area of Focus: **School Culture - ATHLETICS**

Objective	Key Tasks	Who	Completion Date	Estimated Budget	Status
Assess, Develop and Define expectations and qualifications of our Athletic Staff	<ul style="list-style-type: none"> Provide a clear and concise definition for ALL coaches at the beginning of the year and sports season with a folder and handbook of expectations and guidelines for Crusader Athletics Review current athletic handbook and update. Set Coaches Meeting dates well in advance and advise Coaches so they have time to plan. 	Mr. Lower	August 1, 2016	NA	
Conduct an assessment of our Athletic Programs. Add our Catholic Identity to Athletics.	<ul style="list-style-type: none"> Evaluate the benefits/costs of bringing in Sportsleader.org to CN. A Catholic virtue based program. This will not only work with Athletics but Campus Ministry as well. Develop a plan for more professional on campus coaching staff who have a stake in CN 	Mr. Lower, Mrs. Skantar, Miss Frearson	August 1, 2016	NA	
Increase communication between the Athletic Department and students, parents, coaches, faculty and staff	<ul style="list-style-type: none"> Develop a comprehensive strategy working cross functionally with all sports to enhance communications 	Mr. Lower, Mrs. Jones, Mrs. Martens	August 1, 2016	NA	



VIII. 2016-2017 Operations Plan *(continued)*

Area of Focus: School Culture – CAMPUS MINISTRY

Objective	Key Tasks	Who	Completion Date	Estimated Budget	Status
Implement a stronger campus ministry presence with our students and teachers	<ul style="list-style-type: none"> Hire full-time Religious Teachers to help our Campus Ministry, Deacon and Priests to promote our mission within our walls for students, faculty and staff 	Dr. Higgins	August 2016	1 - 2 Teacher Salaries	
Develop a plan to embrace student body diversity	<ul style="list-style-type: none"> Develop a plan to celebrate Black History Month, Multicultural Day for entire school 	Mrs. Martens, Mr. Budnyk, Ms. Stephenson	June 2016	NA	
To implement our 2016 Vision within our School Community.	<ul style="list-style-type: none"> Place new Vision on areas of the school campus; Develop a communication plan 	Dr. Higgins	August 2016	\$500 - \$1,000	



VIII. 2016-2017 Operations Plan *(continued)*

Area of Focus: **School Culture – DEAN’S OFFICE**

Objective	Key Tasks	Who	Completion Date	Estimated Budget	Status
To conduct an assessment of the Deans Office for consistency in rules and regulations	<ul style="list-style-type: none"> Review and evaluate discipline, attendance and other main sections of the Student Parent Handbook. Revise as necessary to improve consistency 	Ms. Stephenson & Dean	May 2016	NA	Recommended changes submitted to Dr. Higgins by completion date
	<ul style="list-style-type: none"> Evaluate uniforms and dress guidelines. Make vendor, style, and policy changes if deemed necessary 	Dr. Higgins, Ms. Stephenson, Mr. Lower	April 2016	NA	Completed
	<ul style="list-style-type: none"> Develop and conduct training of all staff on the handbook policies 	Dr. Higgins, Ms. Stephenson, Ms. Fretterd	August 15, 2016 and ongoing	NA	
Develop a Philosophy of the Dean's Office	<ul style="list-style-type: none"> Develop a positive "by line"/slogan for the office of student life which supports and promotes the existing philosophy of individual consideration and fairness. 	Ms. Stephenson & Dean	June 2016	\$200 Banner	



VIII. 2016-2017 Operations Plan *(continued)*

Area of Focus: School Culture – FINE ARTS

Objective	Key Tasks	Who	Completion Date	Estimated Budget	Status
Showcase our Performing Arts Department more effectively	<ul style="list-style-type: none"> Develop plan to utilize press releases, media advertising, social media; Promote competitions and participate at events/concerts in our Community 	Mr. Skantar Mrs. Martens, Mrs. A. Higgins	Ongoing	NA	Implementation for the 2016-2017 school year



VIII. 2016-2017 Operations Plan *(continued)*

Area of Focus: **School Culture – SCHOOL SPIRIT**

Objective	Key Tasks	Who	Completion Date	Estimated Budget	Status
Develop comprehensive plan to increase spirit with clubs and sports	<ul style="list-style-type: none"> Increase Pep Rally's - fun games, student and faculty/staff participation 	Mrs. Jones and Mrs. Hayden	2016-2017	\$1,000 a year	Comprehensive plan due Implementation for the 2016-2017 school year
	<ul style="list-style-type: none"> Introduce the fight song and sing at all games; Re-introduce the Alma Mater and display in our gym 	Mr. Skantar and Mr. Bayardelle	2016-2017	\$250	
	<ul style="list-style-type: none"> Have "Club" night at games and visa versa, Have "Sports" night at Club events 	Mr. Lower	2016-2017	NA	
	<ul style="list-style-type: none"> Give incentives 				
	<ul style="list-style-type: none"> Have different clubs/sports make signs for each other 	Pep Club	2016-2017		
	<ul style="list-style-type: none"> Have CN BBQ at beginning of each sport season for ALL - Students free 	Mrs. Jones and Mr. Lower	2016-2017	\$1,500-\$2,500	
	<ul style="list-style-type: none"> Bring "canned food", Toy's to evets for free admission 	Clubs Moderator and Coaches	2016-2017	NA	
<ul style="list-style-type: none"> Add to the Student of the Month - Art student of the Quarter, Athlete of the Quarter, Drama Student, Band Student, Dancer etc., etc., 	Dr. Higgins	2016-2017	Cost of Gift Cards for each winner		



VIII. 2016-2017 Operations Plan *(continued)*

Area of Focus: **School Culture – STUDENT ACHIEVEMENT**

Objective	Key Tasks	Who	Completion Date	Estimated Budget	Status	
Assess current effectiveness in promoting Catholic education	<ul style="list-style-type: none"> Clarify emphasis on "Catholic" as a descriptor in advertising, articles, etc., as opposed to "Christian" 	Fr. Carr	June 2016	NA	Explore need for a social media policy to ensure brand consistency and appropriateness	
	<ul style="list-style-type: none"> Be consistent with this message on all communication 					
	<ul style="list-style-type: none"> Establish a campus ministry presence in social media 	Mr. Ululati, Mrs. Skantar, Miss Frearson	Prior to 2016-2017 School Year	NA		
	<ul style="list-style-type: none"> Entrust a full-time employee to give full, sustained, and systematic attention to enhancing spiritual activities and marketing the school's Catholic identity. 	Administration and Mrs. Skantar, Miss Frearson	Prior to 2017-2018 School Year	FT Salary		
	<ul style="list-style-type: none"> Re-establish the Campus Minister job description to be non-teaching and combined with the Community Service Coordinator. 	Fr. Carr	Prior to 2017-2018 School Year	TBD		Completed
	<ul style="list-style-type: none"> Hire a part-time Campus Ministry/Clerical Assistant (15-20 hours per week) to assist the current Campus Minister. 	Fr. Carr, Dr. Higgins and Mrs. Skantar	June 2016	PT Salary		



VIII. 2016-2017 Operations Plan *(continued)*

Area of Focus: **School Culture – STUDENT ACHIEVEMENT**

Objective	Key Tasks	Who	Completion Date	Estimated Budget	Status
Identify scope of students with learning challenges and educate teachers on options/tools that can be implemented in the education of diverse learners.	<ul style="list-style-type: none"> Solicit feedback from teachers to identify current challenges and current solutions; collectively identify creative alternatives Research the hiring and cost of an ESE teacher 	Ms. Frearson Dr. Higgins ESE Teacher	2016 – 2017 School-year	Salary for ESE Teacher	Ongoing Professional Development is needed for teachers/staff ESE teacher should be hired by August 1, 2016
Position Cardinal Newman as a leader in technology; Conduct a technology assessment of the skill level of students, teachers and staff	<ul style="list-style-type: none"> Identify the baseline technology skills teachers and students need to enhance student learning and student engagement. 	Mr. Escalera	Prior to 2016-2017 School Year	NA	This step will establish a baseline, goals, and visions as to where we want to be.
	<ul style="list-style-type: none"> Implement a fellow teacher “Resource Center”. 	Mr. Escalera, Mr. Ululati and Faculty	Prior to 2016-2017 School Year	NA	
	<ul style="list-style-type: none"> Devise a plan to stay up-to-date on current technology. 	Mr. Escalera and Mr. Ululati	Prior to 2016-2017 School Year	NA	
Revise and update technology curriculum as needed.	Add a computer science track in 2016-2017 as an alternative to HOPE and music as planned.	Mr. Escalera and Mr. Ululati	Implement for 2016-2017 school year	NA	Completed



VIII. 2016-2017 Operations Plan *(continued)*

Area of Focus: School Culture – STUDENT ACHIEVEMENT

Objective	Key Tasks	Who	Completion Date	Estimated Budget	Status
Attract and retain top talent in all areas	<ul style="list-style-type: none"> Enhance recruitment efforts to attract excellent, diverse teachers More frequent and random assessment and observations of current teachers that include multiple supervisors as well as students. Build a culture of recognition 	Dr. Higgins Dr. Higgins Ms. Fretterd	April, 2016	TBD using 2016-1027 Budget	Ongoing March 30, 2016 -Ms. Stephenson & Dr. Sinha attended the University of Florida Career Day for Education majors



Five-Year Plan

2017-2022

- **Glass Doors for the Gymnasium Building**
- **Central Air Conditioning for the Classroom Buildings/Windows/Façade**
- **Student Parking Lot**
- **Stadium Bleachers**
- **Classroom Upgrades**
- **Technology Lab/Media Center Completed**
- **Fine Arts Complex/Theater**
- **State of the Art Weight Room/Locker Room Facility**
- **Bathrooms Remodeled**
- **Outdoor Basketball Court**
- **Football Concessions/Picnic Area**



IX. Measures of Success

TBD



X. The Operations Plan Review Process 2016-2017 Operations Plan

Strategies <i>(Check One)</i>			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Accomplishments:	
Barriers	
Plan Adjustments:	
Pending Items with due date:	