

A PLAN FOR SUSTAINABILITY

EXECUTIVE SUMMARY

REPORT OF THE FUTURE COMMITTEE OF SAINTS PETER AND PAUL HIGH SCHOOL

INTRODUCTION

The Future Committee's report, "A Plan for Sustainability," has been completed and sent to Bishop Malooly, Vicar General, Msgr. Cini, Father Coine, and Superintendent of Schools, Mrs. Cathy Weaver. It has been reviewed and the key recommendations and direction have been accepted by the Bishop, Vicar General, Pastor, and Superintendent.

In an effort to simultaneously provide all interested parties with information about the report as quickly as possible, we are sending this Executive Summary which is an abbreviated version. The full report is being posted on the SSPP parish website at this time and we invite all to read the full report.

EXECUTIVE SUMMARY

Since December 2009, the Future Committee for Saints Peter and Paul High School (SSPPHS) has met regularly to deliberate the sustainability and future of the school. The committee solicited input from key diocesan, parish, and school stakeholders, as well as other education experts. The committee carefully considered the school's contributions to parish life, the Church, and the wider community on the Eastern Shore. We examined the school's strengths and weaknesses in the areas of Catholic identity, education programs, governance, enrollment, development, facilities, and finance.

The committee determined that SSPPHS adds excellent and unique religious, academic, and social value to the parish, diocese, and the community. Stakeholders were fervent in their desire to continue Catholic secondary education on Maryland's Eastern Shore and to see SSPPHS become a premier Catholic high school in the Diocese of Wilmington. Yet, there are numerous challenges that must be overcome to ensure the sustainability and growth of the school. The Future Committee has developed specific recommendations to address these challenges and capitalize on new opportunities for SSPPHS.

***The Future Committee for Saints Peter and Paul High School
has unanimously concluded that:***

- 1) SSPPHS should continue for the next five years, contingent upon meeting the recommendations and key target objectives outlined in this report.***
- 2) An Implementation Team should be formed and charged with the timely execution of all recommendations and target objectives.***
- 3) At the end of year three, the decision should be made as to how to proceed to the end of the five-year plan and beyond based on the progress that has been achieved.***

SUSTAINABILITY

The sustainability of SSPPHS is dependent on the active engagement of all stakeholders and the commitment to achieve the enrollment and financial goals that have been identified.

Target objectives for enrollment and aspirational goals for financial support and tuition assistance are presented in this report based on a five year financial plan that estimated the costs of administering the high school. These objectives must be achieved on a yearly basis and should be evaluated monthly with confidential monthly reports to the Bishop, Pastor, and Superintendent and quarterly reports to the parish community and key stakeholders.

The target for year three is to determine whether sufficient and adequate progress has been made so that either 1) the next phase of planning can begin or 2) a process can begin to determine if and how SSPPHS is sustainable. In the former case, the next phase of planning would involve consideration of plans for more extensively renovated school facilities or for a new school. However, if the targets are not achieved, the decision for continuing the high school as a parish high school must be re-evaluated. Other alternatives can be re-considered at that time. However, if the target objectives have not been met and required support has not materialized, then a decision to close the high school may be required.

During the initial three year time period, the committee recommends only minor repairs and upgrades to the current facility. The current facility does not require major renovations at this time and to do so is not recommended until all of the target objectives are achieved. The committee judges this to be the correct stewardship of the parish finances at this time.

The Future Committee is hopeful that the target objectives of increased enrollment, financial support, and neighboring parish support will be met and that the next improvement phase can be planned with confidence.

As noted above, the key target objectives are critical for the school's sustainability. These include an enrollment of 225 students by 2014-15 and aspirational goals for increased tuition assistance and additional support for ongoing investments in the facilities.

RECOMMENDATIONS

The Future Committee has concluded that SSPPHS has an opportunity to garner the resources it needs to continue its mission and become a premier Catholic high school on Maryland's Eastern Shore.

Our report and recommendations are in keeping with the situation in which we live and the demographics of the region. We believe these recommendations are the best responsible actions for the parish and diocese to implement. The Future Committee believes that the majority of the stakeholders and the diocese are committed to having SSPPHS continue as a parish high school or a future regional diocesan high school on Maryland's Eastern Shore. This shared commitment is essential to ensure that Catholic secondary education remains available on the Eastern Shore. The feasibility will be evident if the enrollment and financial support necessary is realized.

The Future Committee developed 53 recommendations in the following areas: Educational Programs, Structural Model, Governance, Demographics, Enrollment and Marketing, Development and Institutional Advancement, Finances, Facilities, and Communications.

Mindful of the challenges confronting SSPPHS, the Future Committee recommends the immediate formation of the Implementation Team, which will be a strategic and hands-on work group, responsible for the oversight and successful implementation of all recommendations detailed in this plan. The Implementation Team should be composed of individuals with expertise and experience in communications, marketing, enrollment management and development, who have both the time and motivation to commit to a project of this magnitude.

After reviewing the recommendations, the Bishop determined that the Implementation Team will be formed under the direction of, and reporting to, Father Coine. We expect that there will be ongoing communication with the Bishop and the Superintendent about the progress and work of the Implementation Team.

Timely implementation of these recommendations within the next three years will give SSPPHS the best opportunity to succeed. In the fourth year, we hope that a review of the school's sustainability and progress will show that the school has demonstrated strong signs of growth and self-sufficiency. This timeline will also allow for future planning. The Future Committee anticipates that SSPPHS will meet all of the targets for the first three years.

The Future Committee is honored to have been invited to provide guidance on this important undertaking. We are grateful to the many enthusiastic and knowledgeable individuals who shared expertise with us during the past seven months. We are committed to supporting the Implementation Team as it assumes this important mission, which will reap benefits for SSPPHS, the parish, the diocese, and families throughout the Eastern Shore.