

# STRATEGIC PLAN

2024-2029

# LETTER FROM THE PRESIDENT

Dear Mooney Family,

In our unwavering dedication to advancing the mission of Cardinal Mooney High School, the Board has recently undertaken a transformative strategic planning process. Our primary aim is to ensure the enduring prosperity of Catholic education for the young men and women who embrace the fundamental pillars of the Cardinal Mooney experience: Sanctity, Scholarship, and Discipline.

This comprehensive strategic plan, crafted over six months, reflects the collaborative efforts of the Strategic Planning Committee (SPC). Composed of board members, past and current parents, alumni, teachers, and staff, the SPC thoroughly explored our stakeholders' perspectives. We sought to discern Cardinal Mooney's opportunities and challenges through one-on-one interviews, surveys, and multiple focus groups.

As the SPC delved into analyzing strengths, areas for improvement, and critical issues facing the school, three paramount operating focus areas emerged: 1) Student Experience, 2) Marketing and Enrollment, and 3) Funding.

The upcoming journey has its challenges, but the commitment to progress is steadfast. Cardinal Mooney's leadership is actively translating the insights from the strategic planning process into a dynamic internal working document. This document will delineate specific goals, set timelines, and assign responsibilities, providing our beloved institution with a robust foundation of broad goals and strategic objectives. Our collective aspiration is to uphold the vibrancy of Cardinal Mooney as a co-educational college preparatory institution.

The Board, overseeing the realization of our strategic vision, is grateful for the commitment demonstrated by all who participated in this process. The tireless dedication of our Board, coupled with the invaluable contributions of time and talent from our community, is the bedrock upon which we build our future.

In the coming months, we will reach out to our community for support in championing our strategic initiatives. May God's blessings guide and accompany us on this thrilling journey together.

With sincere gratitude,



Nick Beyer  
President & Principal

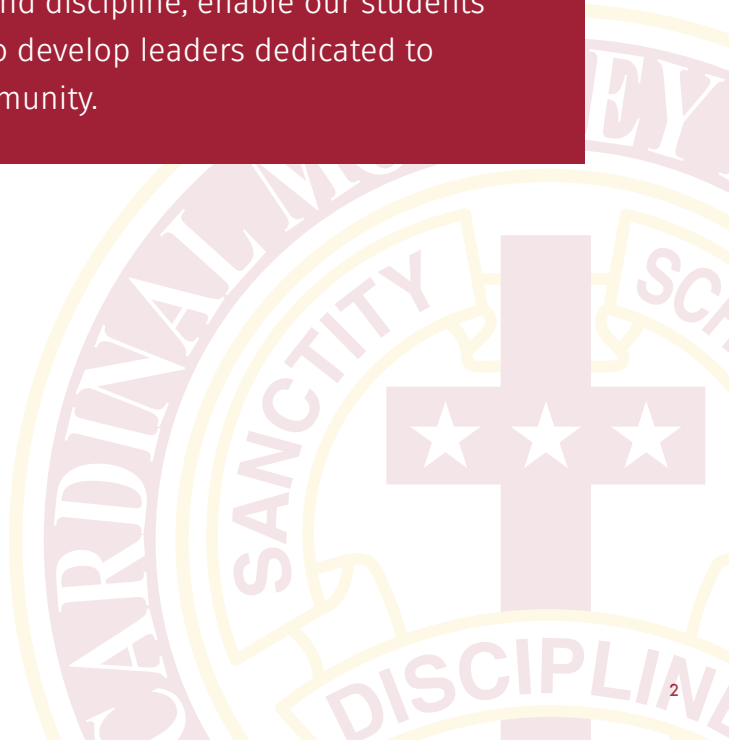






## MISSION STATEMENT

Cardinal Mooney High School, a Roman Catholic school of the Diocese of Youngstown, Ohio, is committed to providing a quality education in the supportive atmosphere of the Mooney Family. Our embrace of Gospel values, and our tradition of sanctity, scholarship, and discipline, enable our students to achieve personal excellence. We strive to develop leaders dedicated to social justice and service in the world community.



# 1 STUDENT EXPERIENCE



## CURRENT STATE

Cardinal Mooney's identity as a Catholic high school that provides an inclusive environment for students, faculty, and staff is strong. Our college prep curriculum is among the very best. However, several areas of growth are needed.

## FUTURE STATE

Achieving the goals in the strategic plan will advance Cardinal Mooney's ability to fully implement the school's mission.

## STRATEGIC RECOMMENDATIONS

### SANCTITY

**GOAL #1:** Ensure that our Catholic identity and commitment to Catholic values permeates all areas of our school, including in our facilities, school processes, and marketing initiatives

**GOAL #2:** Foster spiritual growth and faith formation by building and promoting a culture of service to others

**GOAL #3:** Identify and cultivate relationships with organizations and associations who share our values

### SCHOLARSHIP

**GOAL #1:** Continue to enhance our college-prep curriculum by attaining a STEAM-school designation by the state of Ohio Department of Education

**GOAL #2:** Strengthen technological literacy in faculty, staff, and students

**GOAL #3:** Develop and enhance an impactful four-year guidance program

**GOAL #4:** Implement an innovative schedule to accommodate and support both academic and co-curricular goals

**GOAL #5:** Recruit, attract, and retain faculty and staff that have an expertise that will fulfill our academic programming

**GOAL #6:** Invest in our teachers and encourage innovation through professional development opportunities, and allocate resources to support curriculum needs





## DISCIPLINE

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**GOAL #1:** Establish a positive and respectful school culture by developing, communicating and implementing clear expectations of codes of conduct that hold students accountable for their actions and help students develop self-discipline and personal responsibility

**GOAL #2:** Enhance communication among faculty, staff, and parents and continue to encourage and grow parental involvement with every family

## CO-CURRICULARS (Including Athletics)

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**GOAL #1:** Expand our co-curricular and athletic activities so that we always meet the needs and interests of our students

**GOAL #2:** Ensure personnel/staffing structure is in place to support coaches and students in each of our co-curricular and athletic activities

**GOAL #3:** Continue to enhance the quality and competitiveness of all of our athletic programs

## CAMPUS & FACILITIES

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**GOAL #1:** Continue to provide a safe, welcoming and secure learning environment for all of our students

**GOAL #2:** Modernize and update our main school building structure and furnishings

**GOAL #3:** Convert the library into a learning center with adequate makerspace

**GOAL #4:** Maximize and expand our campus footprint

## 2 MARKETING AND ENROLLMENT



### CURRENT STATE

Cardinal Mooney High School has a legendary tradition as a leading Catholic high school. That tradition lives on today, however, the school's identity requires a modernized and assertive marketing and communications initiative.

### FUTURE STATE

Cardinal Mooney High School will establish and communicate a powerful, clear, concise, consistent brand and marketing communication message to all constituencies.

## STRATEGIC RECOMMENDATIONS

### SCHOOL BRANDING

**GOAL #1:** Examine our Mission Statement and develop a vision statement that will be used to succinctly communicate the school's current vision and brand

**GOAL #2:** Promote the Cardinal Mooney High School identity of Sanctity, Scholarship, Discipline, and emphasize our tradition, strong academics, and exceptional student experience

### MARKETING PLAN

**GOAL #1:** Create a comprehensive institutional marketing plan that differentiates Cardinal Mooney, emphasizes our tradition and rigorous academics, increases awareness among prospective students and families, promotes the school identity in the Youngstown community, and inspires optimal enrollment

**GOAL #2:** Support the marketing program by creating an appropriate tagline that encapsulates the character, values, and purpose of Cardinal Mooney High School

### ENROLLMENT & RECRUITMENT PLAN

**GOAL #1:** Execute an enrollment and recruitment plan designed to attract the interest of prospective students and their families, set specific measurable, operational goals and objectives, guide the efforts of the internal admissions team, and lead to maximum enrollment



## CURRENT STATE

Cardinal Mooney is fiscally sound, but areas of growth are needed to ensure our financial future.

## FUTURE STATE

Cardinal Mooney will engage our many constituents, increase our unrestricted and endowed funds, and fund key priorities.

## STRATEGIC RECOMMENDATIONS

### TUITION

**GOAL #1:** Create and execute a tuition management strategy that addresses all state scholarship programs

**GOAL #2:** Establish and grow all merit and need-based scholarship programs

### PHILANTHROPIC SUPPORT & ALUMNI RELATIONS

**GOAL #1:** Increase participation in the annual fund to support the operating budget, and to focus more on institutional advancement and creating a culture of giving

**GOAL #2:** Coordinate all Cardinal Mooney fundraising initiatives to ensure a more strategic, comprehensive approach

**GOAL #3:** Increase our endowment fund to provide student financial aid and support operations

**GOAL #4:** Create a systematic approach to planned giving

**GOAL #5:** Enhance our communication to alumni and strengthen relationships with all constituents



