



# **Seton Catholic Strategic Growth Plan**

**(2025 - 2028)**



Dear Members of the Seton Catholic Community,

Seton Catholic has long stood as a place where faith and excellence meet—where students are known, challenged, and loved. As we look toward the future, we do so with gratitude for the strength of that foundation and a renewed sense of direction.

This Strategic Growth Plan represents the collaborative work of faculty, staff, administrators, and supporters who share a commitment to Seton's mission. It lays out a clear path for growth between now and the end of the 2028 school year, anchored in the belief that Seton's best days are ahead.

Our core goal is ambitious yet attainable: to increase enrollment by 25% by the beginning of the 2027–2028 school year. The plan outlines targeted objectives—enhancing communication, marketing and recruiting; evolving our curriculum to empower students to develop confidence, curiosity and leadership skills; strengthening parish partnerships; investing in our faculty; and cultivating a vibrant, welcoming campus environment that reflects the pride we have in our mission. We will do this while building upon our financial health and solvency.

We recognize that in crafting this plan, we have chosen to move quickly rather than wait for perfection. We ask for your grace as we do the hard work to implement and refine these strategies, learning and adapting along the way. This plan is a starting point, designed to guide our efforts while remaining flexible, responsive, and dynamic. What will not change is our purpose: to grow Seton Catholic by forming students who live their faith with integrity, serve with compassion, and lead with confidence.

With faith, unity, and dedication, we will bring this vision to life—ensuring that Seton Catholic continues to thrive as a beacon of hope, excellence, and opportunity for generations to come.

With gratitude and hope,

*The Education Council and Faculty of Seton Catholic*

## Vision, Mission, & Strategic Pillars

Seton Catholic's vision and mission express who we are and what we aspire to be—anchored in faith, guided by excellence, and inspired by service. These statements, along with our strategic pillars, provide the foundation for every goal and initiative in this plan, ensuring that all we do reflects our shared purpose and values.

**Vision:** Seton Catholic is the first choice of families who want a caring, safe, academically-rigorous and student-empowered learning environment that shapes young hearts and minds with Catholic values to lead and succeed in a complex world.

**Mission:** Seton Catholic partners with the Catholic Church, families, and our community to provide a Christ-centered educational experience grounded in faith, service, and academic excellence. We empower students to take an active role in their learning and growth, shaping thoughtful, compassionate, and confident leaders prepared to navigate an ever-changing world.

**Our one-sentence Mission:** A Christ-centered educational experience that empowers students to learn with curiosity, lead with compassion, and serve with purpose and integrity.

### Our Strategic Pillars

**Rooted in Faith, Values, and Service:** Living our Catholic identity through faith and values formation, compassion, and meaningful acts of service – while welcoming families of all faiths.

**Caring & Supportive:** Nurturing a warm, family-like environment where every student is known, valued, and supported.

**Community-Engaged:** Building strong, enduring partnerships with families, parishes, alumni, and the wider community.

**Student-Empowered:** Empowering students to take pride in and help shape their learning, their academic excellence and their leadership development.



# Seton Catholic Strategic Growth Plan (2025 - 2028)

The Seton Catholic Strategic Growth Plan outlines our **5 core goals**, **8 strategic priorities**, and tactical **tasks and implementation phasing** for the next three years. It provides a clear framework for coordinated action—aligning our mission, resources, and community efforts to ensure sustainable growth and continued excellence. In the months ahead, we will refine these objectives further by developing specific SMART goals—clear, measurable targets that will guide accountability and track progress. What follows is a focused set of goals designed to move Seton forward with purpose, unity, and faith.

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## Core Goals

*Now through the End of the 2028 School Year*

FIVE Core SMART Goals to measure our success

1. 25% growth in **student enrollment** for the 2027-2028 school year
  - a. 10% growth for the 2026-2027 school year
  - b. + 15% growth for the 2027-2028 school year
2. 40% Increase in **fundraising** from philanthropic donors and grants
3. Increase in **student & family satisfaction Net Promoter Score** to ‘Good’ if not ‘Excellent’ by the start of the 2027-2028 school year
4. Increase in **faculty & staff satisfaction Net Promoter Score** to ‘Good’ if not ‘Excellent’ by the start of the 2027-2028 school year
5. Build a stronger, more connected relationship between Seton and our **parishes**.

## Strategic Priorities

The following **8 strategic priorities** translate Seton Catholic's vision into **objectives** that will move us toward achieving our **5 Core Goals**, reflecting both our faith-driven mission and our commitment to measurable progress. These priorities are designed to guide decision-making, resource allocation, and accountability as we strengthen every dimension of Seton Catholic—academically, spiritually, and operationally.

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### **Strategic Priority: Christian Values, Faith Formation and Service**

*Instill Christian values in every student by deepening our Catholic mission and building strong, collaborative relationships with local parishes, where Seton Catholic and parish communities support one another in faith formation, worship, and service to form leaders who live their faith actively, not passively. By trusting students to take ownership and leadership of their faith and service initiatives, they have deeper spiritual maturity and moral reasoning.*

#### **Objectives:**

1. Deepen parish partnerships by strengthening the connection between school and parish life.
2. Enrich shared worship and faith life with and through a rhythm of prayer and worship that unites all ages.
3. Strengthen parent and educator faith formation by supporting ongoing faith growth among adults.
4. Nurture a prayerful, mission-centered faculty community by providing spiritual renewal for staff.
5. Promote visibility and mutual support of Seton and our parishes by fostering communication and connection with parish communities.
6. Embed Catholic identity into academic and service experiences. For example, incorporate reflection into the service experiences, strengthen Faith Ambassadors, and weave faith formation into academics.

## **Strategic Priority: Strengthen Community Support for Seton Catholic**

*Build a strong community in support of Seton by creating a vibrant network of students, parents, families, alumni, parishioners, and community partners who actively support Seton Catholic's mission through engagement, advocacy, and shared service.*

### **Objectives:**

1. Actively and deliberately communicate with families and other Seton supporters to create engagement.
2. Continue to build the Seton Outreach Committee and *Together in Service* - Seton's Volunteer Program. Volunteers can do everything from helping teachers, to starting and leading extracurricular and aftercare activities, to providing subject matter expertise and more.
3. Create more engagement between the Education Council and Seton Catholic.
4. Create partnerships with select civic and community organizations to build awareness of Seton Catholic and to create new opportunities for service work and experiential and student-empowered learning.

## **Strategic Priority: Shape Student Leaders**

*Cultivate leadership and confidence in every student by building skills in ethical decision-making, service, teamwork, problem-solving, and initiative, across all grade levels.*

### **Objectives:**

1. Hold our current student leaders accountable for their leadership roles and responsibilities, and re-enacting programs such as reading buddies and tutoring.
2. Strengthen Student Council and National Honor Society as a models of authentic leadership and accountability.
3. Continuously create and expand opportunities for students to practice real-world leadership through daily school activities, e.g. school-wide announcements and prayer, school tours and event organization. This includes cross-grade activities including reading and math buddies, mentoring, and more.
4. Incorporate leadership development opportunities across all grade levels to build confidence, collaboration, and responsibility.

5. Embed a school-wide leadership development program into every grade-level curriculum for the 2026–2027 school year.
6. Highlight leadership achievements in communications and events including weekly parish updates.
7. Introduce a faculty advisor mentoring model to guide leadership development and ensure accountability.

### **Strategic Priority: Student-empowered**

*Empower students to take pride in and help shape their learning, extracurricular activities, faith formation, and service.*

#### **Objectives**

1. Design and implement a system to facilitate independent studies, experiential learning and capstone projects that encourages curious and highly-motivated students to explore and learn about topics of interest and potential career avenues.
2. Support and equip faculty and administration so they can incorporate individualized instruction and the holistic growth of each student.
3. Pursue dual enrollment programs with SUNY and CCC to provide a streamlined system where Seton students can easily pursue classes at SUNY and CCC and where grades count at both schools.
4. Introduce a faculty advisor mentoring model to help guide independent and experiential studies and ensure accountability.

### **Strategic Priority: Enrollment & Marketing**

*Strengthen enrollment through strategic and grassroots marketing and recruiting, including recruiting international students, that celebrates Seton's distinct Catholic identity and core pillars.*

#### **Objectives:**

1. Grow our international program to 20 students from at least six different countries by the 2027-2028 school year; re-establish and refine standard operating procedures.

2. Establish a unified Seton Catholic brand including collateral that clearly reflects our pillars of a caring and supportive environment, student empowerment and leadership development, rooted in faith and values formation and service to others.
3. Create a public relations strategy to use media outlets to build awareness of Seton Catholic.
4. Establish a Seton Ambassador program to help with recruitment.
5. Expand digital marketing and storytelling featuring students, faculty, and alumni and our strategic growth pillars.
6. Partner and collaborate with parishes to expand the reach of each of our marketing efforts, both Seton's and the parishes.
7. Partner with community organizations to boost awareness and provide opportunities for students to engage meaningfully with leaders in our community and for new service opportunities.
8. Increase retention through family engagement and personal outreach.
9. Continue to schedule community events (e.g., Service Day, Faith-in-Action Showcase) and add strong local press and parish bulletin coverage.
10. Evaluate re-establishing Seton uniform, reinforcing brand and discipline in support of other strategic pillars

### **Strategic Priority: Connected & Supported Faculty**

*Build upon Seton's culture of trust, support, collaboration, and spiritual growth among faculty and staff.*

#### **Objectives:**

1. Enhance internal communication systems to keep staff informed, and to promote trust and shared decision-making, e.g. restart Monday morning huddle, share Education Council minutes, identify and roll out a way to share financial information in the name of financial transparency.
2. Use Seton's *Together in Service* volunteer program to provide support for teachers and faculty.
3. Evaluate and implement opportunities to provide meaningful support for teachers such as free lunches, monthly food trucks or daily 'snack cart'.



4. Continue to use the Seton Outreach Committee to identify and fulfill teacher needs including things like maintenance and class supplies.
5. Identify a faculty member who serves as a point person and coordinator to help improve communication, appreciation, and professional development.
6. Strengthen the human resources function in support of teachers and other faculty including job descriptions and regular performance check-ins/reviews; onboarding and mentoring of new faculty; professional development that aligns with our strategic growth plan; and a compensation review to ensure pay equity.
7. Continue to collaborate with SUNY and CCC to create internship opportunities that provide *real* assistance to Seton faculty and real work experience for college students.
8. Explore partnerships with other universities (e.g. Boston College, Notre Dame, Siena College, St. Michael's, LeMoyne, etc.) for Seton to participate in (or establish) catholic teacher fellowship programs (similar to Teach for America).

### **Strategic Priority: Advancement & Sustainability**

*Create long-term financial sustainability through relationship-driven giving and grant development.*

#### **Objectives:**

1. Make advancement and fundraising a Seton-wide effort. Establish an Advancement Committee made up of an Education Council member, high school students and interested volunteers to write grants and to provide guidance and subject-matter expertise on advancement and philanthropic fundraising.
2. Develop and implement a coordinated alumni and donor engagement strategy that strengthens relationships, expands the donor base, and increases philanthropic support through intentional outreach, stewardship, and mission-centered communication.
3. Build institutional capacity for grant development by identifying priority funding areas, maintaining a grant prospect pipeline, and engaging trained staff and volunteers to pursue mission-aligned foundation and community grants.

4. Ensure transparent communication of financial stewardship and impact by regularly sharing accessible financial information and donor impact reports that demonstrate responsible use of resources and alignment with Seton's mission.
5. Create sustainable advancement infrastructure and accountability measures by establishing clear roles, ethical guidelines, tracking systems, and annual benchmarks to evaluate fundraising effectiveness and support long-term financial stability.

### **Strategic Priority: Campus Renewal & Curb Appeal**

*Create a campus that reflects the warmth and excellence of Seton Catholic.*

#### **Objectives:**

1. Continue to host "Seton Shines!" Service Days that involve parents, students, and parish volunteers.
2. Pursue grants and donor support, potentially with parish in-kind support, for capital improvements with a priority on our roof.
3. Develop a phased and prioritized facilities improvement and beautification plan.
4. Ensure that Seton Catholic is a safe and compliant campus community that supports the health and wellness of our students and faculty.
5. Take steps to ensure that the first impression someone has when they enter Seton Catholic is that this is a clean, neat and organized school.

## Actions and Implementation

To ensure steady progress and accountability, the following **actions** by **implementation phase** are how tactically the **priorities** and **objectives** will move us toward achieving our **5 Core Goals**

### Phase 1 Implementation Priorities

(ending December 31, 2025)

Focus on strengthening communication, culture, and core systems that support growth—re-establishing the strong foundation on which the school thrives.

- **Action: Grant Writing and Fund Development**
  - Establish an advancement committee (or two committees potentially) to identify and write grants to address Seton's capital and other strategic needs identified in this strategic plan. Establish a fund development action plan to engage with alumni and other Seton supporters.
  - Identifying funding for our roof needs to be a top priority.
- **Action: Improved Communication with Seton families AND faculty**
  - Have a sign with a QR code with latest communications and all historical communication
  - Establish a way for teachers to easily communicate with families on a daily basis for grades beyond 'go home folders' - Something similar to a Google doc with a link where a teacher just keeps adding to the top of the document
  - Ensure real-time responsiveness to calls and visits to Seton
  - Post activity calendar on the Seton website
- **Action: Marketing and Recruiting including forming a framework for Seton Ambassadors program to recruit new students**
  - Marketing committee forming - May reach out for volunteers
  - Build a brand that incorporates the four pillars
  - Establish marketing goals with metrics and accountability
- **Action: Continue to build our Seton Outreach Committee and our *Together in Service* volunteer program in response to needs identified by Seton faculty. This may include serving as a sub in the school.**
- **Action: Hold current student leadership accountable for their roles and responsibilities in Student Council, National Honor Society, Key Club and other extracurriculars. Have student leaders report to Ed Council quarterly.**

- **Action: Strengthen Seton's participation in parish activities**
  - Including two student representatives on the Parish Council who will report out
  - Include a section of the weekly Seton email for parish announcements
- **Action: Evaluate opportunities to provide meaningful support for teachers such as free lunches, monthly food trucks or daily 'snack cart' (implementation may need to wait until Phase 2)**
- **Action: Strengthen Seton's job descriptions to provide clarity on roles and responsibilities**

## **Phase 2 Implementation Priorities** (January through June of 2026)

Introduce and refine key initiatives in leadership development, student-empowered learning, advancement, enrollment, and community engagement.

- **Action: Implement Seton Ambassadors program**
- **Action: Incorporate age-appropriate leadership development opportunities across all grade levels to build confidence, collaboration, and responsibility.**  
Each school level, i.e. elementary, middle and highschool, will work with and through the appropriate Seton leadership to incorporate incremental and appropriate level leadership opportunities into their curriculum for the beginning of the 2026.
- **Action: Create a plan to give Seton a sprucing-up so our exterior reflects the wonderful work done inside needs to be a priority.**
- **Action: Spruce up our bathrooms and other most critically 'in need' spaces**
- **Action: Create partnerships with select civic and community organizations to build awareness of Seton Catholic and to create new opportunities for service work and experiential and student-empowered learning**
  - Identify organizations that align with our vision and mission
  - Increase marketing and enrollment outreach throughout the community (e.g. Christian churches, daycares and PreKs, major area employers, etc.)

- **Action: Strengthen the human resources function in support of teachers and other faculty including job descriptions and regular performance check-ins/reviews; onboarding and mentoring of new faculty; professional development that aligns with our strategic growth plan; and a compensation review to ensure pay equity**
- **Action: Build upon progress made in Phase 2 by making advancement and fundraising a Seton-wide effort.**
  - Consider implementing annual Alumni Homecoming and Giving Day featuring student performances, faith reflection, and recognition.
  - Introduce a Class Gift Program where graduating classes contribute to specific campus or scholarship projects.
  - Launch annual giving and major gift initiatives focused on alumni and parish partners
  - Re-launch recurring giving options and “Adopt-a-Student” sponsorship drives for tuition assistance.
- **Action: Increase retention through family engagement and personal outreach.**
- **Action: Pursue joint programs with SUNY and CCC to provide a streamlined system where Seton students can easily pursue classes at SUNY and CCC and where grades count at both schools. (Phase 2)**

### **Phase Three Implementation Priorities**

**(July 2026 - December 2027),**

Advance full integration of these initiatives across all grade levels, supported by data-informed evaluation, faculty development, and continuous improvement.

Phase 3 may be broken down into smaller phases as necessary to provide enough actionable detail to achieve our goal. Implementation priorities for Phases 2 and 3 will be developed in the near future.

***This phase is a Work In Progress.***

## **Progress Over Perfection: A Living Document**

As we embark on this journey, we recognize that we have chosen progress over perfection—taking bold steps now while knowing adjustments will be needed along the way. This Strategic Growth Plan marks a clear starting point and a shared direction for Seton Catholic. It is a living document—one that will guide decision-making while remaining open to reflection and adjustment as we learn and grow.

We ask for your patience and support as the plan evolves, trusting that our shared commitment to Seton's mission will guide us in refining our approach. While the plan may adapt as circumstances and insights change, its purpose remains steadfast: to align our collective efforts to grow Seton Catholic strategically through continuous improvement and faithful stewardship of Seton's mission and community.

## **In Conclusion**

Seton Catholic stands at a moment of renewal and promise. This Strategic Growth Plan is more than a roadmap—it is a shared commitment to faith, excellence, and community. Guided by our Catholic mission and sustained by the dedication of our families, parishes, faculty, and supporters, we will continue to nurture young people who are grounded in faith, inspired to serve, and prepared to lead. Together, we will do the hard work to strengthen Seton's foundation for generations to come—ensuring that every student who walks through our doors is known, valued, and empowered to learn, lead and succeed in an ever-changing world.