Matignon High School
Strategic Plan
Adopted 2016
Dear Friends and Family of MHS,

On behalf of the Strategic Planning Committee and the Board of Trustees for Matignon High School, I am pleased to share with you our Strategic Plan, Matignon 2020. The Strategic Planning Committee was formed last fall and was commissioned with the task of re-envisioning the future of Matignon. It is through countless hours of collaboration and discussion that this document was created and it is from the work of each committee member that this process has been such a success.

The committee focused on four areas identified by the National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools: Academic Excellence, Catholic Identity, Operational Vitality, and Governance and Leadership. The process included first, with forward thinking vision statements; imagining what our wish lists were to continue to enrich the lives of our students. We then developed goals to identify the direction we would take with each vision. Finally, we have spent the latter portion of our work focusing on specific action steps to concretely lay out how each goal and vision will be met. The Board of Trustees reviewed and adopted the Strategic Plan in December of 2016 and, as part of the plan itself, will continue to support and help implement the plan as the execution phase begins.

I am most grateful and humbled to all who have been a part of this process, and all who will continue to ensure the implementation of this vision. It is on the shoulders of our Matignon legacy that we are able to create these plans and confidently look to the future where we aspire to maintain our expectation of excellence and our deep commitment to being Christ-bearers in the world.

Bravely in Faith,

Timothy M. Welsh
Headmaster, Matignon High School
Academic Excellence

Vision Statement 1: Curriculum/Skills

Our college preparatory curriculum is clear and rigorous, innovative and adaptive, placing a priority on formative assessment and meeting all students’ needs through a universally-designed program of study building the skills necessary to succeed today and to help them sow the seeds of tomorrow.

Goal 1: Expand upon our comprehensive Program of Study to include a range of courses accessible to all students and which meet various student needs and abilities. We will seek to offer Electives in each discipline and place emphasis on critical reading, writing, and thinking skills across all disciplines.

Goal 2: Place an emphasis on developing STREAM courses (science, technology, religion, engineering, the arts, and mathematics) that will allow students to explore 21st century skills in preparation for college and their careers.

Goal 3: Create new and substantial curricular programs in the visual and fine arts and devote the resources necessary to ensure a variety of extracurricular opportunities.

Goal 4: Research, develop, and incorporate Varied Methods of Instruction and Assessment, such as flipped, open-concept, and interactive classrooms; interdisciplinary collaboration; and formative assessment throughout the curriculum.

Goal 5: Establish formal learning experiences tied to curriculum that extends beyond the classroom in collaboration with local universities, businesses, government, and the community.

Vision Statement 2: Globally Minded Thinkers

As a global educational community with a strong Catholic foundation, all members of our community demonstrate a commitment to being loving and ethical global citizens with a curiosity and understanding of our global responsibilities.

Goal 1: Create a Global Institute of Learning focused on increasing immersion trips for all students; building partnerships with academic, government, and corporate global leaders; and offering the opportunity for further study by Matignon High School Faculty and other faculty from around the world.

Goal 2: Incorporate International cultural perspectives into all courses and explore opportunities to expand course offerings with a global focus, including languages, multicultural literature, art, history, and other subject areas.
Vision Statement 3: Independent Learning

Matignon High School students are lifelong, independent, active, and experiential learners, empowered to take ownership of their intellectual and academic curiosity, extending this exploration beyond the walls of our school, taking full advantage of educational opportunities both locally and globally.

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**Goal 1:** Create an Internship Program experience, open to all students to explore their professional aspirations.

**Goal 2:** Explore non-traditional educational opportunities, such as online courses or courses at local institutions.

**Goal 3:** Establish an Independent Research Program built into the senior curriculum.

**Goal 4:** Create meaningful opportunities for students of all academic levels and interests to be partnered with faculty, fellow students, alumni, and community mentors.

**Goal 5:** Organize Matignon Explores, a program designed to allow students and faculty regular extracurricular opportunities within our greater community.

**Goal 6:** Develop opportunities for students and faculty to publish independent research and creative work.

Vision Statement 4: Whole Student

We are committed to educating the whole student, providing for his/her intellectual, spiritual, physical, emotional, and social needs.

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**Goal 1:** Establish a Student Services Team made up of Administrators and Student Support Staff to recommend policies to provide for the whole student, as well as ensure that the immediate needs of individual students are met.

**Goal 2:** Create a Peer Mentoring Program where students learn active listening skills and supportive techniques to serve as a resource for other students in need.

**Goal 3:** Create physical spaces that allow for spiritual reflection, both individually and in group settings.

**Goal 4:** Enhance the Freshmen Transition Program to provide guidance as they adjust to high school.

**Goal 5:** Develop a Mindfulness Program that provides our staff and students with tools to reduce anxiety and build empathy and self-awareness.
Goal 6: Enhance our strong athletic and physical extracurricular programs by increasing opportunities for students at all levels and interests.

Vision Statement 5: Faculty and Staff Collaboration

Our faculty and staff are fully engaged collaborators in an on-going and meaningful dialogue focused on student learning, are united in their shared vision of student-centered learning, and are consistently willing to share their unique approaches to achieving that vision.

Goal 1: Create a calendar and school-wide class schedule that allows time for meaningful and consistent teacher collaboration focused on enhancing student-centered learning, co-curricular activities, and spiritual development opportunities, while maintaining an academically rigorous program of study.

Vision Statement 6: Faculty/Staff Assessment

Recognizing their role at the center of the educational process, our faculty are dedicated to continual personal and professional growth and improvement through a multi-faceted assessment process designed to allow for both self-exploration and peer review, aimed at maximizing their impact on their students.

Goal 1: Create a comprehensive Assessment Program for all staff, focusing on professional growth and, where applicable, using varied evaluation techniques.

Goal 2: Create a New Teacher Support Program, the goal of which is to facilitate the growth of the beginning teacher toward the highest levels of professional and personal development possible during the initial years of teaching.

Vision Statement 7: Professional Development

Our faculty and staff are effective, compassionate, and knowledgeable leaders sharing in a vision of inclusive education who actively engage in, and are exposed to, innovative professional development opportunities that seek to develop the whole student.

Goal 1: Develop and provide an on-going Professional Development Program for faculty and staff that emphasizes effective instruction and curriculum development, encourages student-centered learning, and promotes a Catholic-based education.

Goal 2: Develop, with the involvement of faculty and staff, an Individualized Professional Development Plan for each faculty and staff member.
Vision Statement 8: Utilizing Student Performance Data to Improve Outcomes

As a data-driven educational environment, we utilize various forms of student and comparative data consistently and in meaningful ways to improve educational outcomes for our students.

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**Goal 1:** Identify and invest in the resources needed, both technical and human, to ensure that all decision-makers, including faculty, have access to all data that can inform improved student performance.

**Goal 2:** Develop and utilize annual Young Alumni and Senior Exit Surveys to assist in identifying strengths and opportunities for improvement in our academic program.

Vision Statement 9: Facilities to Support Mission

Our facilities, and other physical resources, exceed the needs of our students, faculty, and staff and create an exceptional learning environment that is safe, functional, accessible, and appealing.

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**Goal 1:** Establish a Master Campus Facilities Plan to optimize usage to achieve educational goals.

**Goal 2:** Create a Universal Accessibility Committee to review and recommend ways of making the facility as physically accessible to as many as possible.

**Goal 3:** Create an Environmental Impact Committee comprised of members of the entire Matignon High School community to review all sustainable energy options for campus, and to analyze and reduce the school’s carbon footprint.

**Goal 4:** Develop a Facilities Maintenance Program, allocating both capital and human resources, aimed at functional and aesthetic improvements to campus.

**Goal 5:** Build an “open source” Maker Space for independent, creative, and engineering exploration.
Catholic Identity

Vision Statement 1: Mission

Our mission animates the life of the school, fully incorporates the values of the Gospel, and defines our identity and our faith community.

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**Goal 1:** Create a new Mission Statement which reflects the values and vision of our school community.

**Goal 2:** Sustain the accessibility of a Matignon High School education to the underserved populations of the greater Boston area through school policies and allocation of resources.

**Goal 3:** Incorporate the Mission and Catholic Identity more fully and make it more visible in our branding, signage, images, and school culture.

**Goal 4:** Explore and define the charism of Father Matignon, and name and integrate that charism consistently and regularly within the faith community.

**Goal 5:** Create and revise annually a Mission Effectiveness Plan which provides opportunities for mission integration among the entire school community.

Vision Statement 2: Formation

Our school advances the Catholic Intellectual Tradition in its entire curriculum and culture, and it provides opportunities for intellectual and spiritual growth for the greater Matignon community.

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**Goal 1:** Develop additional ways to integrate Catholic faith, culture, and life into and across the curriculum.

**Goal 2:** Provide students with a solid background of theology and understanding of their own personal faith journey with academically rigorous coursework.

**Goal 3:** Provide ongoing faith formation opportunities for faculty and staff meant to establish a foundational understanding of our Catholic culture and traditions.

**Goal 4:** Organize varied opportunities of faith formation for parents, alumni, and trustees in order to fully invite them into the life of the school’s faith community.

**Goal 5:** Develop a structured Retreat Program that is central to the students’ experience and allow students to explore their relationship with God in a prayerful and communal setting.
Vision Statement 3: Prayer

Expand and deepen the practice of personal, communal, and liturgical prayer and reflection within the various aspects of the life of the Matignon High School faith community.

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Goal 1: Create a **Matignon High School community prayer** that highlights our unique charism and binds us together as a community.

Goal 2: Provide a focus on the **essentials of Christian prayer** for students and staff through the curriculum, retreats, and communal liturgical experiences.

Goal 3: Reimagine the use and design of the **school chapel** as our center for daily prayer and for personal and communal faith exploration.

Goal 4: Integrate opportunities for **Reflective Prayer** into the culture of the school.

Vision Statement 4: Action

We practice and live our faith through our commitment to our Matignon High School community as well as to our archdiocesan and global communities.

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Goal 1: Design a structurally robust **Christian Service Program** that provides varied, meaningful, and reflective experiences for all students.

Goal 2: Provide multiple **service and mission immersion opportunities** for students and staff throughout the school year.

Goal 3: Cultivate an atmosphere which values the **faith traditions and cultural perspectives** of our entire community, while at the same time embracing our Catholic Identity.
Operational Vitality

Vision Statement 1: Financial Plan

Engage in a continuous Financial Planning Process that is transparent, involves all constituencies, and reflects the values, priorities, and mission of Matignon High School.

**Goal 1:** Develop a financial planning process that ensures the long-term sustainability and vibrancy of Matignon High School.

**Goal 2:** Create a staff budget advisory committee to be part of the financial planning process.

**Goal 3:** Review current operating budget to assess areas of need and surplus and propose redirection of funding.

**Goal 4:** Streamline the dissemination of information so it is available and accessible to all constituencies.

Vision Statement 2: Diversifying Revenue Sources

Maintain and identify diversified sources of revenue through collaborations across the greater Matignon High School community and in conjunction with local, national, and global partnerships.

**Goal 1:** Research and analyze ways to reduce Matignon High School’s dependency on tuition.

**Goal 2:** Engage and support local organizations and invite them to participate in the life of the school to increase philanthropic revenue.

**Goal 3:** Expand functions of advancement to expand revenue sources to include grants and partnerships.

**Goal 4:** Create an endowment to provide for the long-term fiscal health of the school.

Vision Statement 3: Advancement

Foster meaningful relationships with alumni, parents, and the greater community to expand investment, support, and growth of the school’s mission and vision.

**Goal 1:** Engage more alumni in the life and support of the school.

**Goal 2:** Increase and sustain alumni and parent giving participation.
Goal 3: Pursue additional opportunities to **engage major donors** and to increase inclination to support the school.

**Goal 4:** Cultivate a **spirit of school pride** and a culture of philanthropy among all students.

**Goal 5:** Develop **student and young alumni programs** aimed at education and engagement in the philanthropic process.

**Goal 6:** Increase attention given to **grants and research** in the greater community.

**Vision Statement 4: Enrollment**

Attract a diverse student body of exceptional intellect, leadership, and character through efforts which reflect our Catholic identity and mission.

**Goal 1:** Create an **Enrollment Plan**, which addresses the changing demographics of the greater Boston area, the realities of our feeder schools, and the needs of prospective families.

**Goal 2:** Implement a **holistic and comprehensive application review process** to ensure students are meeting and/or exceeding our admissions standards.

**Goal 3:** Collect, analyze, and utilize **internal and external data** to inform enrollment and admissions techniques.

**Goal 4:** Diversify our **geographic presence** in the cities and towns of the Greater Boston area.

**Goal 5:** Continue to **diversify our international presence** while remaining focused on offering an optimal academic experience for all students.

**Goal 6:** **Increase retention** through intentional programming and support for current students throughout their tenure at Matignon High School.

**Goal 7:** Maintain a **culture of responsiveness and efficiency** to prospective families throughout the entire admissions cycle.

**Vision Statement 5: Communication**

Develop and maintain a multi-faceted communications approach that connects students, faculty and staff, parents, prospective applicants, alumni, and the community at large to the Matignon High School experience.

**Goal 1:** Create a **communications plan** that highlights school innovation and mission.
Goal 2: Develop a consistent form of language across all communication platforms through the creation of a Standards of Practice document.

Goal 3: Utilize innovative communication methods to better engage all constituents.

Vision Statement 6: Faculty and Staff

Attract, nurture, and retain talented and experienced faculty and staff who are committed to the Matignon High School mission.

Goal 1: Provide a comprehensive and competitive compensation package for all staff, including salaries commensurate with experience as well as health insurance and retirement benefits.

Goal 2: Create a faculty pay scale delineated by education, experience, and merit.

Goal 3: Establish a formal status of employment security for experienced faculty and staff.

Goal 4: Provide and fund extensive professional development opportunities at Matignon High School and at local institutions.

Goal 5: Develop partnerships with local colleges and universities to foster a young talent pipeline to Matignon High School and to provide graduate degree assistance to current faculty and staff.

Goal 6: Create opportunities for faculty and staff to collaborate and maintain a cohesive school environment.

Vision Statement 7: Financial Assistance

Increase accessibility to a Matignon High School education for students in the greater Boston area through the use of financial assistance funds.

Goal 1: Create a multi-year financial aid plan designed to realistically allocate both need-based and merit-based financial assistance.

Goal 2: Ensure that all tuition assistance is externally funded through advancement and investment efforts.

Goal 3: Explore innovative tuition assistance programs involving Cambridge and Boston area businesses.
Vision Statement 8: Funded Infrastructure

Provide the necessary resources, through various funding streams, to fulfill the school’s mission at the highest level, as identified within the Master Campus Facilities Plan.

Goal 1: Create priorities and schedules for improvements identified in the Master Campus Facilities Plan, with the assistance of the appropriate Board sub-committees.

Goal 2: Design a Capital Campaign or major gift effort surrounding the priorities identified in the Master Campus Facilities Plan.

Goal 3: Prioritize the creation of sufficient funding for the Facilities Maintenance Program.
Governance and Leadership

Vision Statement 1: Leadership Team

Cultivate and empower a team of visionary leaders (Administration, Board Members, Faculty and Staff members) to fully maintain and execute the school’s mission.

Goal 1: Expand Board membership to a full complement of 18 to 24 members

Goal 2: Develop a professional leadership formation and training plan for Administration and Board members.

Goal 3: Create and adhere to formal expectations of Board membership.

Goal 4: Develop an orientation and training program for new Board members.

Goal 5: Create self-reflection evaluation processes for Administration and Board members.

Goal 6: Create an Administration and Board succession plan.

Goal 7: Empower administration to oversee the professional and spiritual development of faculty and staff.

Goal 8: Create a staff leadership program designed to provide opportunities for staff growth and organizational development.

Vision Statement 2: Board Responsibilities

Establish a structure for appropriate Board involvement in critical areas of the school’s mission.

Goal 1: Build and sustain a vibrant committee structure.

Goal 2: Recruit non-Board members with broad professional expertise to serve as committee members and future Board members.

Goal 3: Find avenues for the Board to be more involved in the life and marketing of the school.

Goal 4: Create opportunities for Board members to engage directly in the mission of the school through their support of philanthropic and advancement efforts.
Vision Statement 3: Strategic Plan

The Administration ensures that the Strategic Plan is implemented and serves as a blueprint for school policy and decisions.

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**Goal 1:** Organize Board committee structure to **support the oversight and implementation** of the Strategic Plan.

**Goal 2:** Organize a **Strategic Plan committee** to report to the Board on the Strategic Plan’s progress.