

TOTINO-GRACE HIGH SCHOOL STRATEGIC PLAN 2020 – 2025



Grounded in Faith. Growing to Serve.

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PRESIDENT'S MESSAGE



From our institution's inception, school leaders embraced the model of Christ, our Church, and our charisms by purposefully creating a welcoming environment rooted in a sense of belonging, respect, and love. The first vow of the Brothers of the Christian Schools involves a commitment to work as faith-filled educators: "Together and By Association." With a similar promise, the School Sisters of Notre Dame strive to be witnesses of unity in an often divided world. At Totino-Grace we both teach and live these principles. Our prayer has always been for our students, staff members, and families to experience a deep sense of community and calling to go out into the greater world and live as examples of Christ.

Recognizing the key elements of our mission as learning, faith, community, and service, Totino-Grace seeks to provide a safe environment for students that places priority on mutual respect, self-discipline, and acknowledgment of our responsibility in the world community. With this foundation in place, Totino-Grace understands the need to prepare students for an increasingly complex and ever-evolving world. With this strategic plan as our guide, Totino-Grace will embrace a continuous improvement model that permeates our school.

Totino-Grace understands that students need the content knowledge, literacies, and proficiencies that will prepare them to meet current and future challenges and opportunities. As a Catholic school, we also understand the need to teach an additional tier of skills that goes beyond technological expertise: global and cultural awareness, social responsibility and ethics, and initiative. Most important is the need to help students develop a personal relationship with God.

With these thoughts in mind, the Totino-Grace Board of Directors and the Administrative Team sought to develop a strategic plan that would identify strengths, weaknesses, opportunities, and threats while also clarifying where we want to be in five years. A professional assessment was conducted to engage students, faculty, staff, religious and business leaders, benefactors, and others within our community. This document articulates our collective aspirations for growth and improvement.

Developed under four overarching pillars -- **Living the Catholic Lasallian Experience; Building a Robust and Rigorous Academic Program; Inspiring a Vibrant School Community; and Assuring Financial Viability** -- the 2020-2025 Strategic Plan calls out priorities that will not only impact current students but also future Eagles, who will in turn impact the lives of others over time.

The Christian Brothers and School Sisters of Notre Dame expected their students to do God's work. The strategies that follow are intended to do just that.

A handwritten signature in black ink that reads "Craig W. Junker". The signature is written in a cursive, flowing style.

Craig W. Junker, President

TOTINO-GRACE HIGH SCHOOL STRATEGIC PLAN 2020-2025

The U.S. Conference of Catholic Bishops affirmed the mission and work of Catholic schools: We must respond to challenging times with faith, vision, and the will to succeed because the Catholic schools' mission is vital to the future of our young people, our nation and, most importantly, our Church.

The vision expressed by many stakeholders was to challenge Totino-Grace to pursue Christ-centered, collaborative, inclusive partnerships with an array of constituent groups to provide innovative academic excellence, inspirational faith formation, personal development, co-curricular opportunities, and sound business practices. Goals and strategies flowed from this vision.

OUR VISION

Totino-Grace is an innovative, vibrant, Catholic Lasallian high school known for academic rigor and relevance. Enriching student-teacher relationships and dynamic experiential learning opportunities inspire all students to reach their academic, faith, and personal goals. Financial stability and vitality ensure accessibility and transformative success for our students and school community.

OUR MISSION

Totino-Grace is an Archdiocesan, coeducational, Catholic high school in the Lasallian tradition. Welcoming a student body that is academically, economically, and culturally diverse, we strive for equity and excellence in all programs. Recognizing the key elements of our mission as learning, faith, community, and service, we seek to provide a safe environment that places priority on mutual respect, self-discipline, and acknowledgment of our responsibility in the world community.



OUR CORE VALUES



TOTINO-GRACE BELIEVES:

Learning

- Every student has the capacity and desire to learn.
- In fostering personalized learning experiences so each student feels valued, inspired, and that they belong.
- In providing innovative and rigorous academic opportunities that ignite learning.
- Experiential learning opportunities enhance student engagement.
- In engaging students in collaborative and creative experiences that focus on solving real problems.
- In staff development that is grounded in data and best practices.
- In maximizing the school's resources and providing affordable tuition.

Faith

- Every student has inherent, immeasurable worth and is a child of God.
- Membership in a strong and meaningful community inspires students to know God, love God, and live out the Gospel mission.

Community

- In the importance of creating a safe, supportive, and welcoming environment.
- Diversity enriches both the individual and community.
- Every student deserves to be treated respectfully.
- Meaningful relationships between teachers and students strongly impact whole student development, resulting in greater student self-confidence, motivation, and achievement.
- In partnering with parents and other community members as we work together to create a school that inspires every student.

Service

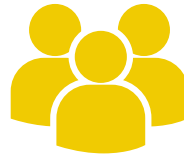
- In the transforming benefits of service learning.
- Students should be provided with an array of opportunities to become active and responsible participants in their school, local, and global communities.
- In developing a sense of responsibility and respect for oneself, others, and the community in order to work and live as dynamic citizens.

2020-2025 FOUNDATIONAL PILLARS



Living the Catholic Lasallian Experience:

Relying on the charisms of the Christian Brothers and School Sisters of Notre Dame, Totino-Grace's faith formation plan fosters a personal journey, promotes a relationship with Jesus, and teaches our students how to live the Gospel through love and service to others.



Inspiring a Vibrant School Community:

As a Catholic school, Totino-Grace works to purposefully create a culture that is welcoming, inviting, and encouraging. Helping students to feel loved and important while helping them to know God, love God, and live the Gospel are our most significant priorities.



Building a Robust and Rigorous Academic Program:

Totino-Grace understands that a culture of excellence is needed that permeates every classroom and department. Our focus is not on simply helping students to earn the best grades, but on pursuing an exceptional education and creating a lifelong passion for learning. Excellence is relentlessly pursued by instilling a culture of continuous improvement, innovation, and growth that empowers students to maximize their potential and use their gifts to serve God and others.



Assuring Financial Viability:

Totino-Grace faces financial sustainability challenges as competition for students and requests for financial assistance increase. Maintaining and building enrollment has been a continual challenge. Totino-Grace is looking to develop a strong financial viability plan, one that has strong practices across the following departments: Advancement, Business, Marketing, and Admissions. Totino-Grace is interested in the development and implementation of a sustainable financial plan that enhances efficiency, manages costs, and secures funding to maintain and enhance quality educational programs offered to students.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT) ANALYSIS

In the summer and fall of 2019, school leadership reached out individually and within focus groups to various stakeholders to develop the Totino-Grace 2020-2025 Strategic Plan. Stakeholders included: current parents, board members, teachers and staff members, benefactors, area pastors, partner principals, recent graduates, and even parents who checked out TG but did not enroll their students. A SWOT analysis confirmed the following perceptions:

Strengths

- Talented and Invested Faculty and Staff
- Comprehensive and Rigorous Academics
- Comprehensive Catholic Faith Formation
- Rich Campus Ministry Program
- Strong Service Immersion Mission Trips based on Catholic Social Justice Teachings
- Joyful Proclamations of Living the Faith
- Robust Faculty Commitment to Mission
- Wide Variety of Co-Curricular Offerings
- Welcoming Community and Culture
- Exceptional Student Life Experience
- Strong At-Large Community Presence
- Small Class Sizes; Students Known/Loved
- Safe School Environment
- Commitment to Community Traditions
- Distinct Engineering Program
- Partnerships with Feeder Schools

Opportunities

- Maintain Tuition Cost
- Increase Enrollment to Fuel Five-Year Growth
- Refresh and Improve Facilities
- Fine Tune Self-Identity
- Increase Tuition Assistance Dollars
- Enhance Scholarship Offerings
- Improve Marketing
- Add a Business Academy

Weaknesses

- Marketing of Dual Credit Opportunities
- Size of Endowment
- Low Enrollment of Public School Students
- Marketing the Return on Investment
- Additional Marketing Personnel Needed
- Difficult to Compete in NWSC
- Low Boarding School Residency
- Need for Specialized Programs Beyond Engineering and Scholars Program

Threats

- Declining Population in Partner Schools
- Increased Options for Elementary Families
- Negative Image of the Catholic Church
- Perception -- Tuition Too High
- Perception -- Public Schools Offer Better Return on Investment, Including College Credit Options
- Improved Public Schools
- Increased Competition for a Decreased Population of Students



STRATEGIC PILLARS

PILLAR ONE

Living the Catholic Lasallian Experience

STRATEGIC DIRECTION

Totino-Grace is committed to being a Catholic faith community that engages and inspires our young people to be living examples of God's love for each other, their school community, and the larger world. Our school is animated by our Lasallian and School Sisters of Notre Dame charisms and works intentionally to teach students to both learn about and embrace our core principles, including: faith in the presence of God, respect for all persons, inclusive community, quality education, and concern for the poor and social justice.

RATIONALE

Totino-Grace High School joins our global Lasallian community in taking inspiration from the gospel of the "Parable of the Sower" (Mt. 13). We seek to be fertile ground and compassionate caretakers creating deep, rich, spiritual soil for our students. Our efforts and expectations are grounded in both our Lasallian and School Sisters of Notre Dame charisms; we are committed to being a school community that invites young people to be examples of faith in personal, local, and global ways. Totino-Grace is constantly seeking new avenues for our students to live and express their Catholic faith in an increasingly multi-religious, spiritual, and even non-religious world.

We serve first as models of Christ's love, helping to develop and foster a faith life for our young people. We must continue to do this in developmentally appropriate and innovative ways: teaching the faith in a manner that draws out each student's voice; touching their hearts through purposeful relationships; listening for and providing platforms for them to share their sacred experiences; praying in new ways that inspire young people; walking with them through their personal struggles; and helping them see the light of hope and possibility that exists in their world. Increasingly, we do this with students who come to our school with a diversity of lived experiences. We strive to help our students to become deeply rooted in the Catholic experience in a manner that helps them model a welcoming, respectful, and celebratory relationship with others from a diversity of thought, spiritual journeys, and various backgrounds.

We are also called to serve as mentors and guides who help our students move from internally discerning and developing their faith to sharing it in their local and global communities. Our teachers, staff members, coaches, and extended community all partner as examples for how our students can take their personal faith and engage boldly with the world.

Initiative 1: Develop and Deepen Faith Opportunities

Develop and expand opportunities and initiatives that help our students, staff, and stakeholders more fully live out their faith, experience God's love and presence, and be models of Christ.

- A.** Increase and incorporate faith formation and lived faith opportunities for our students beyond the classroom.
- B.** Provide consistent Catholic, Lasallian, and SSND faith formation opportunities for faculty and staff to deepen and enliven their faith lives.
- C.** Enhance curriculum and teaching practices to better engage students in their study of the Catholic faith in the face of disaffiliation trends.
- D.** Partner with our families through new educational, prayer, service, and justice opportunities that allow them to more fully engage in the Totino-Grace faith experience.

Initiative 2: Foster A Unified Faith School Community

Build on a faith and school culture, grounded in our Catholic experience, that helps us live out an inclusive and welcoming community that shows mutual respect for all persons.

- A.** Utilize Catholic Social Teaching for educating our students, staff, and stakeholders about living as models of the Catholic faith in a multicultural and complex world.
- B.** Enhance the promotion of the Lasallian and SSND charisms specifically around unity and inclusion in our programming and school culture.
- C.** Lift up the five core principles of Lasallian schools and actively weave them into the student and staff experience (faith in the presence of God, respect for all persons, inclusive community, quality education, and concern for the poor and social justice).

Initiative 3: Commitment To Service And Social Justice

Commit to our call as Lasallians to create bold, compassionate, and empathic community members who embrace the marginalized and most vulnerable, locally and globally.

- A.** Examine local and global civic engagement opportunities, specifically with regard to our service immersion programming and local service opportunities, to match and enhance the needs of our students and support Catholic Social Teachings.
- B.** Educate, both through and beyond the classroom, our students regarding social injustices that exist and the demand for faithful individuals and communities to respond.



STRATEGIC PILLARS

PILLAR TWO

Building a Robust and Rigorous Academic Program

STRATEGIC DIRECTION

Totino-Grace High School understands that a culture of excellence is needed that permeates every classroom and department. Our focus is not on simply helping students to earn the best grades, but on pursuing an exceptional education and creating a lifelong passion for learning and whole person development. Excellence is relentlessly pursued by instilling a culture of continuous improvement, innovation, and growth that empowers students to maximize their potential and use their gifts to serve God and others.

RATIONALE

During the 2019-2020 school year, we took a deep dive into the most current educational research to determine what our Portrait of a Totino-Grace Graduate will be. Historically, the world of education moves slowly, but our reality demands that schools change to meet the demands of our world today, not the world of past centuries. “Education is shifting as we wrap up two decades of the 21st century. Instead of relying on textbooks and teacher direction...students ha[ve] to think critically about unfolding events, collaborate with peers and adults, and make creative use of digital tools to communicate their ideas.” (Edsurge) At Totino-Grace, we strive to combine core knowledge — in the light of the Catholic faith — with the most essential skills students need to become meaningful participants and successful contributors to today’s world. Those skills include: collaboration, critical thinking, empathy, perseverance, creativity, curiosity, innovation, and self-direction. Once a school-wide commitment to solidify and commit to these skills and competencies is made in August 2020, administrative leaders will fully implement the instruction and assessment of these proficiencies across the curriculum.

As a college preparatory, comprehensive school, we believe in providing students with curriculum that prepares them for the demands of college, work life, and navigating and contributing to the global community. TG’s commitment to specialized programs gives all students opportunities for success. Our Learning Lab affords us the opportunity to work with diverse learners, helping them achieve academic success through interventions and additional teacher support. As the price of post-secondary education increases, we value ways in which TG students can gain college credit while in high school. Through our Advanced Placement courses and the dual credit programs we have with local universities, students can begin building their college transcripts. We take great pride in our heralded industrial technology and engineering programs, which give students access to hands-on projects, mentors, and innovative course work. The Kathleen Murphy Scholars Program provides motivated Totino-Grace learners with enrichment opportunities outside of the classroom through seminars, advanced courses, and a comprehensive research capstone project. Current academic goals for our school focus on further developing curriculum and teaching methods to match our desired graduate outcomes. School leaders aim to enhance and expand experiences that allow students to solve real problems, communicate with experts, and immerse themselves in serving others in our community.

These are exciting times. As the world seems to be changing at a record pace, our commitment to forming faith-filled young people who want to be people of significance remains constant.

Initiative 1: Curriculum Development

Bring the Totino-Grace Portrait of a Graduate to life through course offerings and curriculum.

- A.** Develop a robust business program and engage alumni to mentor students and sponsor internships and job-shadowing opportunities to enhance their knowledge about possible career paths.
- B.** Evaluate the possible addition of a skilled trades curriculum and determine feasibility.
- C.** Evaluate the possibility of offering class credits for travel and curricular experiences.
- D.** Consider adding additional dual credit offerings and better market these opportunities.
- E.** Evaluate current learning technologies and evaluate their effectiveness in student learning outcomes.
- F.** Conduct a thorough examination of our curricular program regarding cultural diversity, equity, and inclusion.

Initiative 2: Staff Development

Engage teachers in professional development opportunities that equip them with the competencies to effectively deliver curriculums, courses, and activities to meet our promises to families, students, and our community.

- A.** Provide cultural awareness learning opportunities that will further improve the school's ability to welcome and wholeheartedly include students and families from diverse backgrounds.
- B.** Develop a plan to recruit teachers and staff members from diverse cultures and backgrounds.
- C.** Articulate a technology professional development plan to continue to facilitate the teaching and learning process, possibly including: digital literacy, virtual reality, cloud computing, makerspaces, and gamification.

Initiative 3: Learning Spaces

Continue to invest in the modification of physical learning spaces that engage, excite, and inspire students to get the best out of every experience while they attend Totino-Grace.

- A.** Using Portrait of a Totino-Grace Graduate initiative outcomes, evaluate existing learning spaces and recommend project plans and budgets to make improvements.
- B.** Determine if the School Counseling space should be renovated to serve as a post-secondary resource center.

Initiative 4: Career Preparation

Further build opportunities for students to explore career and associated educational paths that will inform the long-term choices they will make to support their intended personal and professional goals.

- A.** Enhance the career exploration program that is offered by the School Counseling Department.



STRATEGIC PILLARS

PILLAR THREE

Inspiring a Vibrant School Community

STRATEGIC DIRECTION

As a Catholic school, Totino-Grace has worked to purposefully create a culture that is welcoming, inviting, and encouraging. From our inception, school leaders have fostered a rich and positive school climate and we've done so by understanding what contributes to our school's culture. The National School Climate Center notes that "empirical research has shown that when school members feel safe, valued, cared for, engaged, and respected, learning measurably increases, and staff satisfaction and retention are enhanced."

RATIONALE

In order to develop as a vibrant school community, Totino-Grace is focused on several priorities that build a culture that is loving, welcoming, inclusive, and faith filled.

As a Catholic school, Totino-Grace lives a unique mission that speaks to our beliefs and values. In essence, we want our students to feel loved and capable while also developing a relationship with Christ. Both faculty and staff members believe and live this mission and understand the importance of the relationships between teachers/coaches and students and between students and their peers.

Social-Emotional Learning: Our focus extends beyond academic achievement to embed social-emotional learning (SEL) into our programs. We want to be mindful of emotions, challenges, and stresses, so students grow in mind, body, and spirit and learn resilience.

Effective Communication: When Totino-Grace school leaders — including teachers and coaches — communicate and listen effectively, students learn, parents and community members understand and support what the school is doing, and community members experience inclusivity. Our constituents want to be part of the success that is taking place at our school.

Staff and Student Recognition: Totino-Grace values and promotes initiatives to ensure members of our community feel valued, involved, and included. Recognition of our people and programs — contributions, efforts, and victories — promotes an interconnectedness and celebrates effort and success.

Initiative 1: Foster a Welcoming and Inclusive Culture

Focus on priorities that recognize and promote the unique needs of students and staff.

- A.** Provide opportunities for diverse voices to be heard regarding their experience at TG.
- B.** Develop a wellness program for faculty and staff.
- C.** Strengthen mental health programming for students, particularly focused on social and emotional well-being.
- D.** Audit and enhance activities offerings to match the needs of our prospective and current students, including looking at online gaming programs, conference affiliation, and co-oping partnerships in athletics and performing arts.
- E.** Audit and modify athletic and activity spaces to match the student co-curricular experience, including Jim Totino Stadium, a recording studio, the auxilliary gym, and the locker rooms.
- F.** Develop or participate in a student training program that promotes moral leadership to help our students stand up to injustice.
- G.** Work with students and student groups to facilitate discussions with administration regarding diversity, equity, and inclusion to better understand and listen to their voices, learn what they need from us, and consider how we might respond.





STRATEGIC PILLARS

PILLAR FOUR

Assuring Financial Viability

STRATEGIC DIRECTION

Totino-Grace recognizes that innovative recruitment and retention efforts are necessary to better identify and attract a diverse community of prospective students. To maintain and enhance quality programming for students today and in the future, sustainable financial planning is essential to improve school efficiency, manage costs, and secure sufficient funding.

RATIONALE

Pope Francis once said, “The education of children and young people is such an important task in forming them as free and responsible human beings And because education truly forms human beings, it is especially the duty and responsibility of the Church, who is called to serve mankind from the heart of God and in such a way that no other institution can.” Catholic schools are among the most effective strategies for the formation of our young people as disciples of Jesus Christ.

Unfortunately, over the past several decades, the United States has lost half of its Catholic schools while many continue to face an uncertain future. Further, while Catholic schools were losing a huge share of students, average tuition steadily rose, making affordability even more problematic.

With a steady decline in enrollment from a high of 1,122 students in 2002, Totino-Grace is well aware of the challenges to our viability, including strong alternative public and private school options, a challenging economy, negative public viewpoints of the Catholic Church, increased tuition, and the perception of value relative to costs.

In order to retool for the future and address our budget concerns, Totino-Grace understands that sustainability is not just about addressing enrollment or tuition. Operational sustainability requires careful, collaborative planning across an array of departments, including Business, Advancement, Marketing, and Admissions.

Totino-Grace enters into this strategic plan in a strong position financially. However, the initiatives and corresponding action steps within this pillar require continued focus in order to lead to increased revenue and enrollment growth over the long-term.

Initiative 1: Develop a Comprehensive and Sustainable Financial Plan

Business Office efforts will address revenue needs, maximize resources, and ensure long-term stability.

- A.** Employ financial planning practices that ensure long-term stability, including three- and five-year projection models, salary schedule, and post-retirement benefits.
- B.** Mitigate tuition increases, keeping them under 3% annually.
- C.** Establish a formal competitive bid process for all contracted services.
- D.** Seek additional revenue sources (partnerships, advertising, charitable gambling, facility rental).
- E.** Develop a five-year plan to address capital needs as identified in the Master Plan.
- F.** Determine optimal enrollment and staff size, given anticipated enrollment.
- G.** Determine viability of developing a Totino-Grace middle school program (grades 7-8), ideally in partnership with feeder schools.
- H.** Engage in a benchmarking study to ensure maximization of resources across multiple areas: advancement, enrollment, staffing, class size, benefits, etc.

Initiative 2: Address Strategic Fundraising Goals of the School

The Advancement Office will enhance long-term revenue planning through campaigns, endowment, and annual giving.

- A.** Raise additional gifts through the endowment, annual fund, major gifts, planned gifts, and campaigns.
- B.** Increase TG's endowment by approximately \$300,000 (from approximately \$3,700,000 to \$4,000,000) by 2025.
- C.** Design a five-year timeline for goals that match the strategic and financial goals of the school.
- D.** Develop a five-year timeline for campaigns that align with the strategic plan and the facility plan, starting with a turf field and then considering an endowment campaign.
- E.** Evaluate all special events annually to determine return on investment (expenses, attendee rate, staff time).
- F.** Partner with the Totino-Grace Board of Directors on identifying major donors and referrals to the TG Advancement staff.

Initiative 3: Implement Innovative and Effective Recruitment Strategies

Highly targeted Marketing Office initiatives will more effectively drive brand awareness and prospect conversions, and increase community engagement.

- A.** Develop and initiate a process to track and measure the effectiveness of marketing efforts.
- B.** Conduct a staffing and needs assessment of the Marketing and Communications Department to aid in the development and implementation of new and enhanced initiatives.
- C.** Market the boarding residence to Minnesota and out-of-state domestic families.
- D.** Revise and integrate the student retention plan.
- E.** Enhance the use of social media to connect and stay in contact with alumni, graduates, and community business leaders who can provide support for admissions and advancement initiatives.
- F.** Improve marketing of TG's dual credit offerings.
- G.** Utilize Partners Edge to conduct a marketing and enrollment management audit.

Initiative 4: Attract a Diverse Community of Prospective Students

The Enrollment Management Office will reenvision the prospect pool and tailor efforts to best convey the Totino-Grace value, and drive enrollment.

- A.** In the wake of financial pressures, increased competition from other schools, and the impact of COVID-19, engage Partners Edge to develop an enrollment management plan, including utilizing demographic and live birth data and market research to support school enrollment, and developing a Parent Ambassador program.
- B.** Expand recruitment efforts of non-Catholic and public-school families, including charter schools.
- C.** Develop a domestic referral incentive program.
- D.** Streamline the tuition assistance application process for incoming and current TG families.
- E.** Enhance Residence Center recruitment efforts.
- F.** Conduct a transportation audit to evaluate how to expand current offerings to better serve families.
- G.** Explore new opportunities to foster closer relationships with middle school students through athletics and co-curriculars.
- H.** Explore the feasibility of using TG's summer camp programming to drive enrollment.

CONCLUSION

The Totino-Grace Board of Trustees is grateful for the many participants whose voices helped shape the 2020-2025 strategic plan and establish a vision for long-term viability for our school.

The premise of the plan is to adapt and evolve in the face of a changing external environment while also maintaining what makes TG distinctive. Our goals are ambitious but manageable. Sequencing priorities, obtaining additional resources, gauging market impact, and determining the right measure of adaptation will take time and recalibration, requiring this plan to be treated as a flexible and responsive document.

Annual mid-term and year-end reviews of progress against each of the four strategic pillars will be conducted to assess effective implementation and performance of goals toward objectives.

The success of this blueprint will position Totino-Grace to meet and exceed the opportunities and challenges of tomorrow while preparing our students for the future and enabling them to serve as examples of Christ to others. As we do through all Totino-Grace efforts and initiatives, we approach the priorities of the 2020-2025 strategic plan through the lens of our Catholic Lasallian traditions.





A Catholic High School in the Lasallian Tradition
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