

Strategic Plan 2025-2028

Introduction

St. Robert Catholic School recognizes the importance a Strategic Plan plays in guiding the school toward fulfilling its Mission and Vision.

The implementation of the Strategic Plan 2025-2028 is grounded in the **Mission Statement** (Educating and Inspiring Saints and Leaders), the **Vision Statement** (St. Robert Catholic School will be recognized as a vibrant, Christ-centered community where students pursue academic excellence, embrace innovation, live in holiness, and celebrate diversity, guided by strong leadership and faithful stewardship), and the **Values** (Excellence, Innovation, Holiness, Leadership, Diversity, and Community). The focus of this Strategic Plan is to build upon the academic excellence, successful faith formation, and inclusive education that characterizes St. Robert Catholic School.

Prior to this 2025-2028 Strategic Plan, the most recent three-year Strategic Plan was implemented in 2018. This strategic planning process began in December 2017 and was completed in September 2018. It contained the same Mission Statement and Values as this current Strategic Plan, but it lacked a clearly articulated Vision Statement. Three specific goals were identified:

- Ensure financial and operational vitality
- Cultivate Engagement and Belonging
- Reimagine programs and spaces

Obstacles were identified that could inhibit the successful implementation of these three goals, and a strategic direction was established to overcome these obstacles. After the completion of the 2018-2021 Strategic Plan, the school did not have another formal strategic plan in place. The disruption caused by the COVID-19 pandemic and the turnover in school leadership impacted any long-term strategic planning.

Background

While preparing to embark on the strategic planning process, a three-phase timeline for the work was created:

Phase 1: Identifying the Strategic Direction (October-December 2024)

- Establish Steering Committee membership
- Collect data from surveys: parents, parishioners, students, and faculty/staff
- Convene focus groups of key constituents (parents, parishioners, faculty/staff)

Phase 2: Planning the Plan (January-April 2025)

- Steering Committee analyzes data collected from surveys and focus groups
- Identify strategic priorities from the data
- Establish SMART Goals and Objectives aligned to strategic priorities
- Determine tactics, responsibilities, timeline/cost, and milestones
- Draft strategic plan framework

Phase 3: Action and Accountability (May-June 2025)

- Finalize the Strategic Plan
- Pastor Approval, Very Rev. Enrique Hernandez
- Fully implement the Strategic Plan by Fall 2025

In the fall of 2024, a Steering Committee was formed of key constituents to help guide the Strategic Planning process. The Steering Committee membership included:

STEERING COMMITTEE

Meeting Norms



Start and end on time



Follow the Agenda



Presume positive intent



Active listening



Encourage all to speak and be heard



Avoid technology distractions

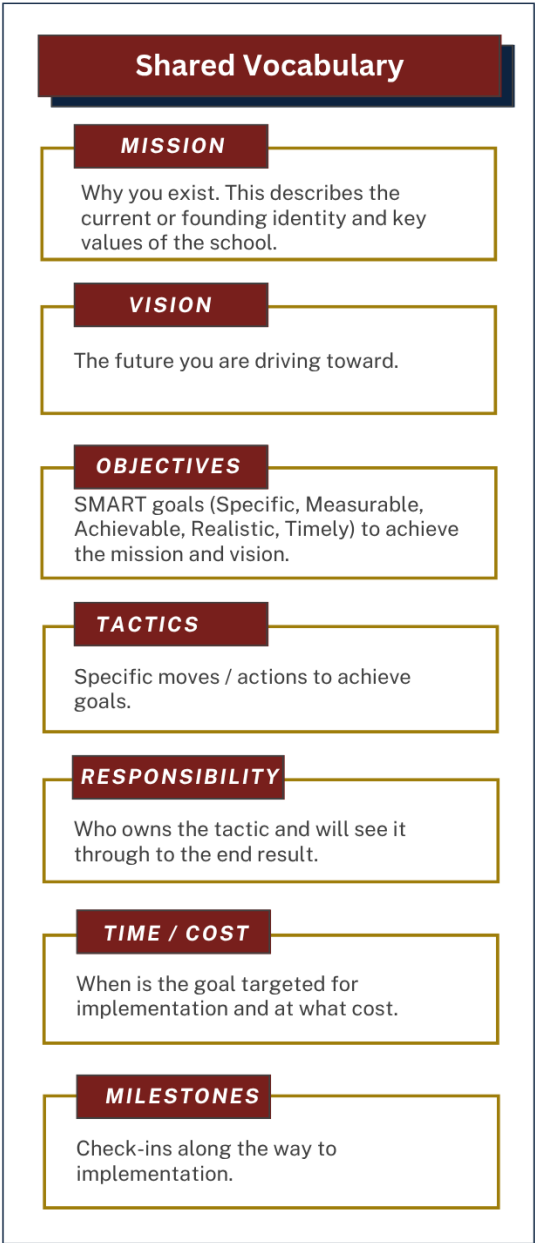


Exercise confidentiality as needed

- Dave Borowski – school parent, Judge
- Janet Elsbernd – school parent, Parish Finance Council
- Father Charles Luke – Associate Pastor
- Dan Murray – school parent, Parish Trustee
- Jackie Prater – school parent, education background
- Danyell Rodgers – school parent, education background
- Dr. Dan Scholz – Facilitator of Strategic Planning process
- Lucas Stangler – Principal
- Chris Stefaniak – Dean of Students & Instruction
- Paul Sweeney – Chair of School Advisory Commission
- Rachel Uihlein – school parent, education background

The Steering Committee had 4 key responsibilities and met on a regular basis over an eight-month period (October 2024-May 2025):

- Ensure the planning process does not get sidetracked and is completed.
- Ensure appropriate stakeholders are involved as subcommittee participants.
- Be open to leading (or co-leading) a domain subcommittee.
- Assist with the production of the final written strategic plan.



The Steering Committee began with some preliminary meetings to clearly lay out the work of the committee and become familiar with preferred outcomes and shared vocabulary.

The Strategic Plan was organized around the four Domains of NSBECS (*National Standards and Benchmarks for Effective Catholic and Elementary and Secondary Schools*):

- Domain One: Mission and Catholic Identity
- Domain Two: Governance and Leadership
- Domain Three: Academic Excellence
- Domain Four: Operational Vitality

In November 2024, surveys were sent out electronically to school parents, parishioners, teachers/staff, and students (grades 5-8).

The surveys sought to collect relevant demographic data on each of these groups and asked questions that could collect data aligned to the four Domains of Mission and Catholic Identity, Governance and Leadership, Academic Excellence, and Operational Vitality.

The surveys concluded with open-ended responses on what were some of the strengths and challenges at St. Robert Catholic School.

In December 2024, three different focus group discussions took place with an open invitation for any parents, parishioners, community members, and faculty/staff to participate. Two of the focus group (over 40 total participants) included parents and parishioners. The third focus group included the faculty and staff of St. Robert. Each of the focus groups began with an ice breaker question:

Thinking 3-5 years out, how would we know St. Robert is a successful Catholic School?

Then, specific questions were asked aligned to each of the 4 domains. Members of the Steering Committee served as group facilitators as well as recording secretaries of the responses.

In January 2025, subcommittees were formed around each of the 4 Domains (Mission and Catholic Identity, Governance and Leadership, Academic Excellence, and Operational Vitality) with the task of reading through and synthesizing the data and information collected from the surveys and focus groups. Membership of these subcommittees was established through a school-wide and parish-wide invitation for anyone to participate who had an interest in any one of the four Domains. Members of the Steering Committee served as facilitators of the subcommittee discussions. The task of each Domain subcommittee included:

- Review NSBECS definition of your domain and associated standards & benchmarks.
- Review survey and focus group data packages distributed.
- From the data, identify “glows” (what SRS is doing well).
- From the data, identify “grows” (areas of needed development, further attention at SRS).
- Identify general themes that emerge from the data.
- Narrow priorities to 2-3 strategic questions (e.g., “How can we...”).

Survey Feedback

PARENTS WERE ASKED TO SHARE WHAT ST. ROBERT SCHOOLS BIGGEST STRENGTHS ARE.

“Fr. Enrique is a good leader who I trust. We have wonderful, caring Catholic teachers, includes those who are leading improvements in our math and literacy programs”

-Saint Robert family of 10+ years

“The learning resource center”

-St. Robert family of 6 years

“Connected community, academically rigorous, teachers and staff that care”

-St. Robert family of 10+years

STAFF WERE ASKED TO IDENTIFY THEIR TOP REASONS FOR CHOOSING TO WORK AT ST. ROBERT SCHOOL.BELOW ARE THE TOP THREE REASONS CHOSEN.

1 Positive work environment

2 To teach in a Catholic School environment

3 Ability to address students with special needs

STUDENTS WERE ASKED TO SHARE WHAT THEY THINK ST. ROBERT SCHOOL DOES EXCEPTIONALLY WELL.

“I think St. Robert does very good at inspiring children and teaching them about the faith which its important so that they can get a better understanding of God”

-7th grade student

“Helping all different types of people learn and feel welcome.”

-5th grade student

“Inclusivity for children with special needs.”

-8th grade student

FOCUS GROUP QUESTIONS

CATHOLIC IDENTITY AND MISSION	In what ways does St. Robert School succeed in promoting its mission in "Educating and Inspiring Saints and Leaders?" Are there ways St. Robert School can integrate faith formation into its daily activities and curriculum?
GOVERNANCE AND LEADERSHIP	How do you define effective leadership? How can St. Robert school improve its communication and transparency to the community?
ACADEMIC EXCELLENCE	How do you define "academic excellence"? How does St. Robert School meet your expectations? What could St. Robert School do better or additionally to achieve academic excellence?
OPERATIONAL VITALITY	What fundraising, partnerships, or cost cutting measures could St. Robert school pursue to support its goals? To accomplish an annual balanced budget, do you support tuition increases? If not, then what? If so, what percentage increases is acceptable?

A total of 45 people (parents, parishioners, teachers, and staff) participated in the Domain subcommittees. These Domain subcommittees identified 13 strategic questions that emerged from their analysis of the data from the surveys and focus groups

In February-April 2025, the Steering Committee began to review the 13 strategic questions and narrowed it down to establish the current five key priorities and eleven objectives that is the framework of the 2025-2028 Strategic Plan.

The Steering Committee spent several meetings in March and April developing SMART goals (Specific, Measurable, Achievable, Relevant, and Time-bound) for the eleven objectives and engaging in deeper conversations around creating the Vision Statement for St. Robert Catholic School. Once the SMART goals were established, we then identified the tactics, responsibilities,

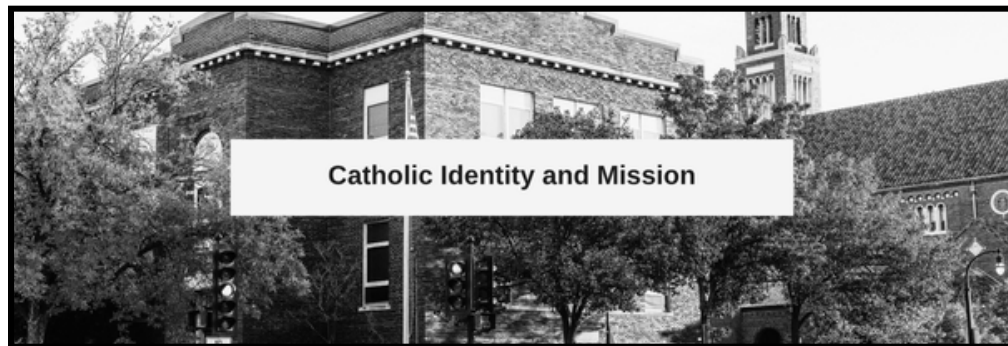
timeline/cost and milestones for each of the 11 objectives. The Vision Statement was directly connected to the five key priorities for the next 3-5 years for St. Robert Catholic School.

In May 2024, we began the work of finalizing the written draft of the framework of the Strategic Plan with the aim of submitting the 2025-2028 Strategic Plan to the Pastor of Saint Robert Catholic Parish for his final approval in June 2025. The draft was reviewed by members of the Steering Committee and the School Advisory Committee for feedback prior to submission to the Pastor. The goal remains to begin implementation of the Strategic Plan in the Fall of 2025.



<u>Domain</u>	<u>Five Strategic Priorities</u>	<u>Thirteen Objectives</u>
Mission and Catholic Identity	Develop holiness in our students.	1. Enhance service and charity
		2. Develop virtue program
		3. Deepen and make visible Catholic Identity
		4. Foster faith formation and spiritual growth
Academic Excellence	Define, measure and foster academic excellence for SRS students and teachers.	5. Create a profile of a Bobcat graduate aligned to grade level outcomes.
		6. Measure student success through school wide goals.
		7. Foster academic excellence through enrichment and support.
		8. Enhance teaching excellence through professional development
Governance and Leadership	Create an annual communication plan for parents.	9. Define and develop a structured communication plan.
	Implement evaluation process for school leadership.	10. Create a process led by <u>pastor</u> for meaningful feedback.
Operational Vitality	Achieve an annual balanced budget.	11. Develop a tuition and staffing model
		12. Use our vision to fundraise for the future and offset financial pressures.
		13. Communicate and market our vision to meet enrollment goals.

2025-2028 Strategic Plan Framework



Strategic priority 1: Develop holiness in our students, staff and families.

Objective 1: Enhance service and charity

- o **Specific:** Develop service and kindness in the school, parish and local community.
- o **Measurable:** Each class will complete at least one service project per trimester.
- o **Achievable:** Teachers plan and supervise age-appropriate service projects.
- o **Relevant:** Reflects the Gospel call to love and serve others.
- o **Time-Bound:** Projects completed by the end of each trimester.

- ✓ **Tactics** – Form an ad hoc committee of school and parish key stakeholders and inventory what is already being done
- ✓ **Responsibility** – Staff Faith Formation Committee and ad hoc committee
- ✓ **Timeline/Cost** – Implement 2025-2026 school year; cost – in kind
- ✓ **Milestones** – Report after each trimester; check-in with updates at monthly open sessions of SAC meetings.

Strategic priority 1: Develop holiness in our students, staff and families.

Objective 2: Develop virtue program

- o **Specific:** Cultivate a culture of virtue.
- o **Measurable:** Implement a "Virtue of the Month" program with recognition for students who exemplify the chosen virtue.
- o **Achievable:** Teachers discuss the virtue during religion classes and give examples of living it out.
- o **Relevant:** Encourages moral development and character formation.
- o **Time-Bound:** Monthly reflections and recognition throughout the school year.

- ✓ **Tactics** – Look at the National Dominican Sisters model/website and identify a monthly virtue and corresponding patron saint
- ✓ **Responsibility** – School Counselor
- ✓ **Timeline/Cost** – Implement 2025-2026 school year; cost – in kind

- ✓ **Milestones** – report plan at start of school year; mid-point report; end of year assessment; consider monthly work committee; check-in with updates at monthly open sessions of SAC meetings.

Strategic priority 1: Develop holiness in our students, staff and families.

Objective 3: Deepen and make visible the Catholic Identity of the School community in all aspects of its mission, culture, curriculum and daily life.

- o **Specific:** Integrate daily prayer, weekly Mass, and Liturgical Celebration into the life of the school. Promote visible Catholic symbols and artwork across the campus and online. Provide ongoing formation for staff and students in Catholic social teaching and Gospel Values.
 - o **Measurable:** 100% of School days begin and end with communal prayer by the end of year 1. At least one school Mass weekly. Participation of the entire faculty on the Faith formation events offered by the Archdiocese of Milwaukee to teachers.
 - o **Achievable:** Collaborate with parish clergy and pastoral staff for liturgical planning. Include Catholic formation sessions in the professional development calendar. Engage students in leadership roles in liturgy and service.
 - o **Relevant:** Aligns directly with the school's mission to nurture faith and academic excellence in the light of the Gospel
 - o **Time-Bound:** Implement by the end of 2025-2026 school year and continue.
- ✓ **Tactics** –Work closely with clergy, director of music and liturgy and teachers to offer meaningful prayer experiences.
 - ✓ **Responsibility** – Priests, Principal and Faith Formation Committee
 - ✓ **Timeline/Cost** – Implement by the end of 2025-2026 school year, cost – in kind
 - ✓ **Milestones** – Monthly evaluation with the Faith Formation Committee on the different liturgical celebrations. Check-in with updates at monthly open sessions of SAC meetings.

Strategic priority 1: Develop holiness in our students, staff and families.

Objective 4: Foster faith formation and spiritual growth among students, staff and families.

- o **Specific:** Offer annual retreats for staff and middle students. Establish family faith engagements events (e.g. family rosary, Lenten reflections, stations of the Cross, Open church on Thursday during recess for student's personal prayer). Required parents' faith formation events.
- o **Measurable:** 100% of faculty and staff will participate in annual retreat. At least two Faith formation events for parents will be held each school year.
- o **Achievable:** Coordinate with clergy, parish youth ministry and archdiocesan offices for retreat support. Use parent-teacher association to plan faith formation to plan faith events. Monthly share short but meaningful faith formation teachings for parents through newsletters.
- o **Relevant:** Encourage a living faith community that extends beyond the classroom.
- o **Time-Bound:** Planned and implemented during the 2026-2027 school year.

- ✓ **Tactics** – Research and/or create meaningful formation materials to share with school community at different events like retreats, prayer services, curriculum, etc.
- ✓ **Responsibility** – Priests, Principal, youth Minister, teachers
- ✓ **Timeline/Cost** – Plan to implement for the 2026-2027 school year. Possible cost for transportation, retreat venue, speakers, food, etc.
- ✓ **Milestones** – Evaluate effectiveness and new ideas at the end of school year. Check-in with updates at monthly open sessions of SAC meetings.



Strategic priority 2: Define, measure, and foster academic excellence

Objective 1: Create profile of a Bobcat graduate aligned to grade level outcomes.

- o **Specific:** Establish a set of academic benchmarks aligned with Catholic educational values and state/national standards. (See Archdiocesan curriculum by grade level guides <https://search.app/JCAW7SUc6b5UtesF8>)
 - o **Measurable:** Publish a grade-level curriculum guide with clear objectives for each subject.
 - o **Achievable:** Teachers and administrators will collaborate to refine existing curriculum maps.
 - o **Relevant:** Ensures a shared understanding of academic excellence among students, parents, and faculty.
 - o **Time-Bound:** Profile and outcomes finalized and distributed by the start of the next academic year.
- ✓ **Tactics** – Inventory and assess current practices of teacher communications; look at Benet Academic website; update curriculum information on school website
 - ✓ **Responsibility** – Dean of Instruction
 - ✓ **Timeline/Cost** – Implement 2025-2026 school year; cost – in kind
 - ✓ **Milestones** – Report updates and plan at the beginning of the school year and assess at the end of the school year; check-in with updates at monthly open sessions of SAC meetings.

Objective 2: Measure Student Success through school wide goals.

- o **Specific:** School staff will set annual goals for student learning measured by standardized exams such as i-Ready and Wisconsin Forward.
- o **Measurable:** Principal and Dean will set rigorous school-wide quantitative proficiency and growth goals as measured by i-Ready data, standardized test scores, Forward Exam and classroom assessments.
- o **Achievable:** Provide professional development for teachers on data analysis and targeted interventions.

- o **Relevant:** Supports academic growth and personalized learning plans.
- o **Time-Bound:** Data reviewed at the end of each trimester, with action plans developed accordingly.
 - ✓ **Tactics** – Utilize i-Ready assessment tool and WI Forward exam data to compare with other schools.
 - ✓ **Responsibility** – Dean of Instruction
 - ✓ **Timeline/Cost** – Implement 2025-2026 school year; cost – in kind
 - ✓ **Milestones** – Assess after each trimester; check-in with updates at monthly open sessions of SAC meetings.

Objective 3: Foster Academic Excellence through Enrichment and Support.

- o **Specific:** Enhance the support programs and establish guidelines to create an enrichment program for students needing support or acceleration.
- o **Measurable:** Ensure identified students receive targeted intervention or enrichment opportunities.
- o **Achievable:** Utilize peer tutoring, after-school programs, and differentiated instruction in classrooms.
- o **Relevant:** Helps all students reach their highest academic potential.
- o **Time-Bound:** Program implemented by the second semester and evaluated at year-end.
 - ✓ **Tactics** – School-wide focus on extensions for the 2025-2026 school year. Continue to provide support for students in need using Learning Resource Center, support teachers and data meeting process.
 - ✓ **Responsibility** – Dean of Instruction and school staff
 - ✓ **Timeline/Cost** – Implement 2025-2026 school year; cost – in kind
 - ✓ **Milestones** – Report plan at beginning of school year; check-in with updates at monthly open sessions of SAC meetings.

Objective 4: Enhance Teaching Excellence through Professional Development.

- o **Specific:** Cultivate a culture of continual growth by encouraging professional development opportunities.
- o **Measurable:** Track teacher attendance and implementation of new strategies through classroom observations.
- o **Achievable:** Offer workshops and professional development on identified areas of need.
- o **Relevant:** Strengthens teaching quality and student engagement.
- o **Time-Bound:** Sessions completed by the end of school year.
 - ✓ **Tactics** – Implement plan already in place for next year; think about “extensions” for individual teacher PD; survey staff on professional development on identified areas of need; develop Professional Development Plan for 2025-2026 school year; develop a funding source to assist teachers/staff in the cost of professional development and obtaining advanced degrees.
 - ✓ **Responsibility** – Principal and Dean of Instruction
 - ✓ **Timeline/Cost** – Implement 2025-2026 school year; cost – in kind
 - ✓ **Milestones** – Annual evaluation of each teacher by the end of the year; check-in with updates at monthly open sessions of SAC meetings.



Strategic priority 3: Create an annual communication plan for parents.

Objective 1: Define and Develop a Structured Communication Plan.

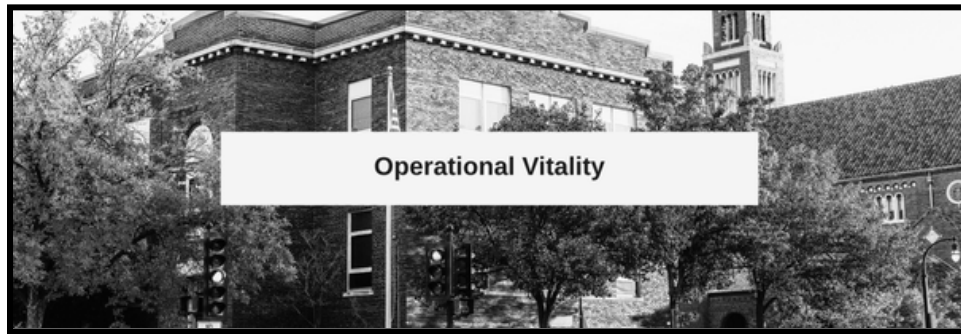
- o **Specific:** Establish a comprehensive communication plan outlining key messages, methods, and timelines for parent engagement.
 - o **Measurable:** Create a document that includes at least 10 scheduled communication touchpoints (e.g., newsletters, parent meetings, social media updates).
 - o **Achievable:** Collaborate with school staff, administrators, and parent representatives to ensure feasibility.
 - o **Relevant:** Enhances transparency, parent involvement, and school-home partnerships.
 - o **Time-Bound:** Plan finalized and distributed before the start of the school year.
- ✓ **Tactics** – Inventory and assess what is happening currently; create better uniformity of teacher/parent communication plan; utilize current existing structure (Home and School, SAC); look for more opportunities through school year (e.g., Kick off school year party in late Aug/early Sept)
 - ✓ **Responsibility** – Principal
 - ✓ **Timeline/Cost** – Implement 2025-2026 school year; cost – in kind
 - ✓ **Milestones** – Present plan at beginning of school year and assess after each trimester; check-in with updates at monthly open sessions of SAC meetings.

Strategic priority 4: Implement evaluation process for school leadership.

Objective 1: Create a process led by pastor for meaningful feedback.

- o **Specific:** Develop a structured, pastor-led feedback process that gathers input from faculty, parents, and parish members to support the professional growth of the school's leadership team.
- o **Measurable:** Implement a standardized feedback form with KPIs (key performance indicators) (e.g., leadership, faith formation, communication, school culture, and academic excellence).
- o **Achievable:** Use existing parish and school meetings to introduce and implement the process.
- o **Relevant:** Ensure the process is pastor-led but involves collaboration with the school committee and other key stakeholders.
- o **Time-bound:** Review and refine the process annually based on effectiveness and feedback from participants.

- ✓ **Tactics** – annual survey of school and parish staff; leadership goals established before the start of the new school year
- ✓ **Responsibility** – Parish Director of Administrative Services
- ✓ **Timeline/Cost** – Implement 2025-2026 school year; cost – in kind
- ✓ **Milestones** – Annual evaluation; check-in with updates at monthly open sessions of SAC meetings.



Strategic priority 5: Achieve annual balanced budget

Objective 1: Develop a sustainable financial model that incorporates tuition, optimal staffing and fundraising.

- o **Specific:** Develop a sustainable tuition and staffing model that ensures financial stability and balances affordability for families and fair compensation for staff.
 - o **Measurable:** Establish benchmark tuition rates by analyzing at least five comparable Catholic schools.
 - o **Achievable:** Utilize parish resources, grants, and fundraising to offset operational costs.
 - o **Relevant:** Maintain a balance between Catholic identity, academic excellence, and fiscal responsibility.
 - o **Time-bound:** Evaluate the model's effectiveness annually and adjust as needed based on enrollment and financial performance.
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- ✓ **Tactics** – Continue discussion/discernment around affordability model, family model, and competitive model; implement 2025-2026 budget as is; explore additional revenue streams
 - ✓ **Responsibility** – Principal, Director of Administrative Services, Director of Advancement
 - ✓ **Timeline/Cost** – Implement 2025-2026 school year; cost – in kind
 - ✓ **Milestones** – assess as part of next year's fiscal planning; check-in with updates at monthly open sessions of SAC meetings.

Strategic priority 5: Achieve annual balanced budget

Objective 2: Use our vision to fundraise for the future and offset financial pressures.

- o **Specific:** Develop a fundraising strategy that communicates the school's mission and vision and future goals to donors, alumni, and parishioners. The strategy will focus on tuition assistance, facility upgrades, and long-term financial stability.
 - o **Measurable:** Set a fundraising goal of \$600,000 annually through a combination of donations, grants, and events.
 - o **Achievable:** Utilize social media, parish bulletins, and school events to communicate fundraising goals and impact.
 - o **Relevant:** Strengthen relationships with local businesses and Catholic foundations for potential sponsorships.
 - o **Time-bound:** Conduct an annual review of fundraising success and adjust strategies as needed.
- ✓ **Tactics** – Implement fundraising plan
 - ✓ **Responsibility** – Advancement Director, Advancement committee
 - ✓ **Timeline/Cost** – Implement 2025-2026 school year; cost – follow budget allocations
 - ✓ **Milestones** – report plan at start of school year; mid-point survey; end of year assessment; check-in with updates at monthly open sessions of SAC meetings.

Strategic priority 5: Achieve annual balanced budget

Objective 3: Communicate and market our vision to meet enrollment goals.

- o **Specific:** Develop a targeted marketing and communication strategy to clearly articulate the school's Catholic mission and vision, academic excellence, and community values to prospective and current families.
 - o **Measurable:** Increase student enrollment for the 2026-2027 academic year.
 - o **Achievable:** Establish a parent ambassador program to help promote the school within parish and local communities.
 - o **Relevant:** Utilize parish networks, alumni, and local Catholic organizations to expand outreach.
 - o **Time-bound:** Review marketing efforts annually and adjust based on effectiveness and feedback.
- ✓ **Tactics** – Implement plan of marketing committee
 - ✓ **Responsibility** – Principal
 - ✓ **Timeline/Cost** – Implement 2025-2026 school year; cost – follow budget allocation
 - ✓ **Milestones** – Develop and report plan at beginning of the year, implement plan, and assess at the end of the year; check-in with updates at monthly open sessions of SAC meetings.

2025-2028 Strategic Plan Reporting

At each month's SAC open session, a report will be given on 2-3 strategic plan objectives using the guidelines below.

September	1. Strategic Priority 1, Objective 2 2. Strategic Priority 2, Objective 2 3. Strategic Priority 3, Objective 1
October	1. Strategic Priority 2, Objective 3 2. Strategic Priority 2, Objective 4 3. Strategic Priority 5, Objective 2
November	1. Strategic Priority 2, Objective 1 2. Strategic Priority 5, Objective 3
December	1. Strategic Priority 1, Objective 1 2. Strategic Priority 4, Objective 1
January	1. Strategic Priority 1, Objective 2 2. Strategic Priority 3, Objective 1 3. Strategic Priority 5, Objective 2
February	1. Strategic Priority 1, Objective 1 2. Strategic Priority 1, Objective 3 3. Strategic Priority 2, Objective 2
March	n/a because of State of the School Meeting
April	1. Strategic Priority 2, Objective 3 2. Strategic Priority 2, Objective 4 3. Strategic Priority 4, Objective 1
May	1. Strategic Priority 1, Objective 1 2. Strategic Priority 1, Objective 2 3. Strategic Priority 5, Objective 2
June	1. Strategic Priority 1, Objective 4 2. Strategic Priority 2, Objective 2 3. Strategic Priority 3, Objective 1 4. Strategic Priority 5, Objective 3