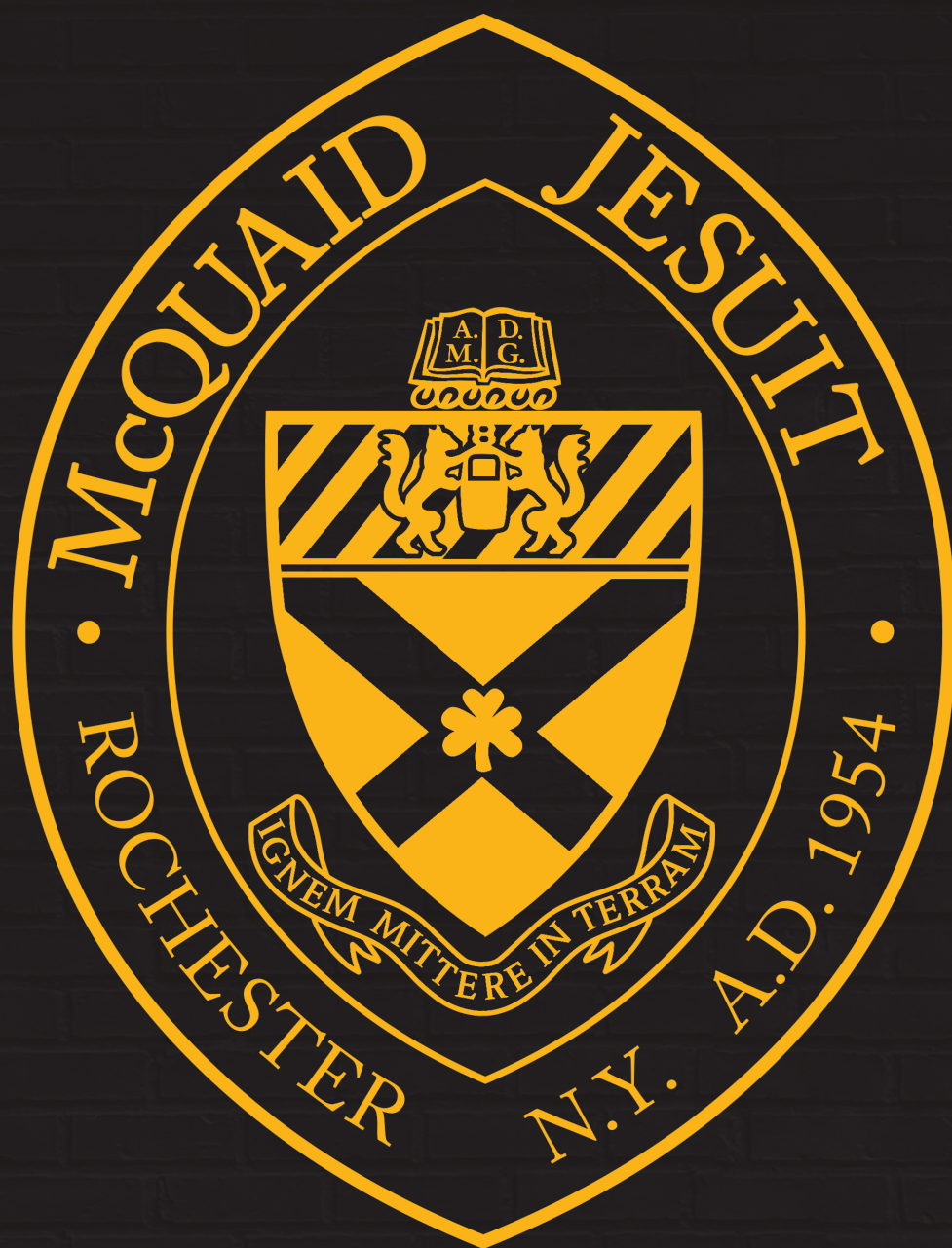
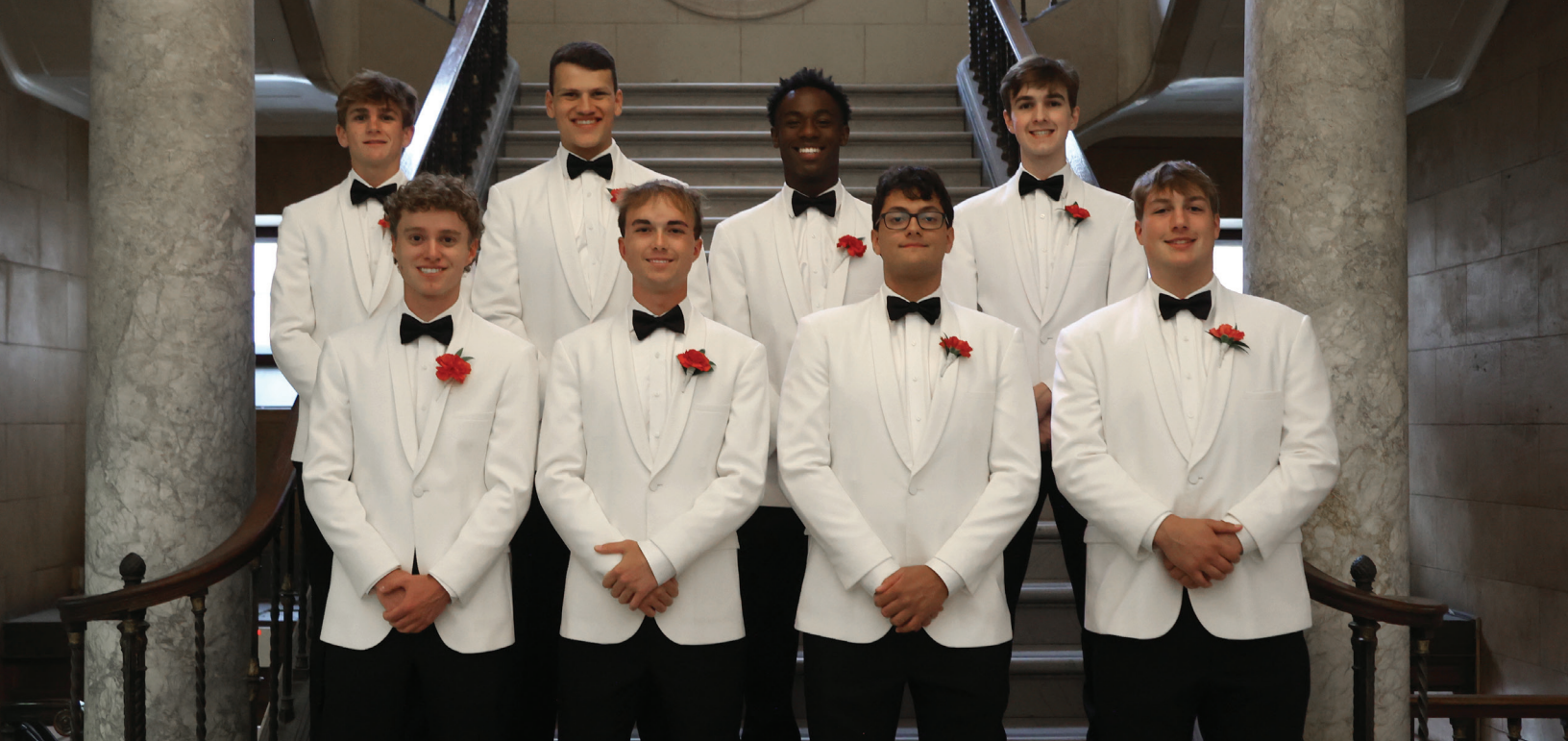




Tradition Moves Forward

Strategic Plan 2025-2035



Our Tradition

McQuaid Jesuit, founded in 1954 and grounded in the Ignatian principles and traditions of the Society of Jesus, has dedicated itself for seven decades to providing young men with an education that prepares them academically, morally, and spiritually for a life of leadership, purpose, and service. Our commitment to the Jesuit ideals of faith, service, and excellence has profoundly shaped generations of students, instilling in them the values necessary to navigate an increasingly complex world.

The Landscape

As we look to the future in a macro perspective, we recognize that the landscape in which we operate is evolving rapidly, presenting both challenges and exciting opportunities. While some job markets remain stable, many, especially in technology and innovation, are transforming at an unprecedented pace, creating a dynamic environment rich with potential. In this age of information, the world is heavily influenced by advancements in technology, including the rise of artificial intelligence. Although these changes can present challenges, they also offer remarkable benefits that our students can harness to shape their futures. Despite a decrease in the number of Catholic grade schools, we see an abundance of students in the Rochester area and beyond who could find a meaningful and transformative home at McQuaid Jesuit. We understand that many students today face academic and emotional readiness challenges, at times a reflection of various societal values and factors that have evolved over time.

We understand that we must respond to these trends proactively. Parents and students alike are increasingly seeking educational experiences that provide not only academic rigor, but also a loving environment characterized by strong support systems. They desire a place where students can thrive under solid guidance and accountability, all while being offered opportunities for excellence in academics, the arts, service, and athletics. In this context, Tradition Moves Forward, represents McQuaid Jesuit's resolute commitment to our mission and affirming our place as the premier institution for forming well-rounded, values-driven young men.



Tradition Moves Forward

McQuaid Jesuit embraces the challenges and opportunities of our times with a commitment to advancing our mission: to inspire and transform the lives of our students and communities. As Pope Francis expressed, “True education enables us to love life and opens us to the fullness of life.”¹ Our reputation for academic excellence and the dedicated care our faculty provide are central to a five-century-old Jesuit process of shaping our young men to be reflective, intellectually competent, guided by integrity, and thoroughly prepared for life’s journey.

Tradition Moves Forward is both ambitious and adaptable. Over nine months, we engaged in an extensive strategic planning process, involving hundreds of hours of conversations with more than 50 members of our community—students, faculty, staff, administrators, parents, alumni, friends, and members of the Board of Trustees. Through this collaborative effort, we shaped the Vision, Pillars, and Initiatives that will guide the going forward.

The McQuaid Jesuit Mission

McQuaid Jesuit is a Catholic, Jesuit, college-preparatory school that inspires young men to realize their God-given gifts through the pursuit of excellence in all things, service to others, and a lifelong commitment to justice.

Strategic Vision

McQuaid Jesuit is investing in providing an excellent, loving, and formative experience to develop morally based, discerning leaders who positively impact all aspects of their own lives and those of their communities.

Pillars

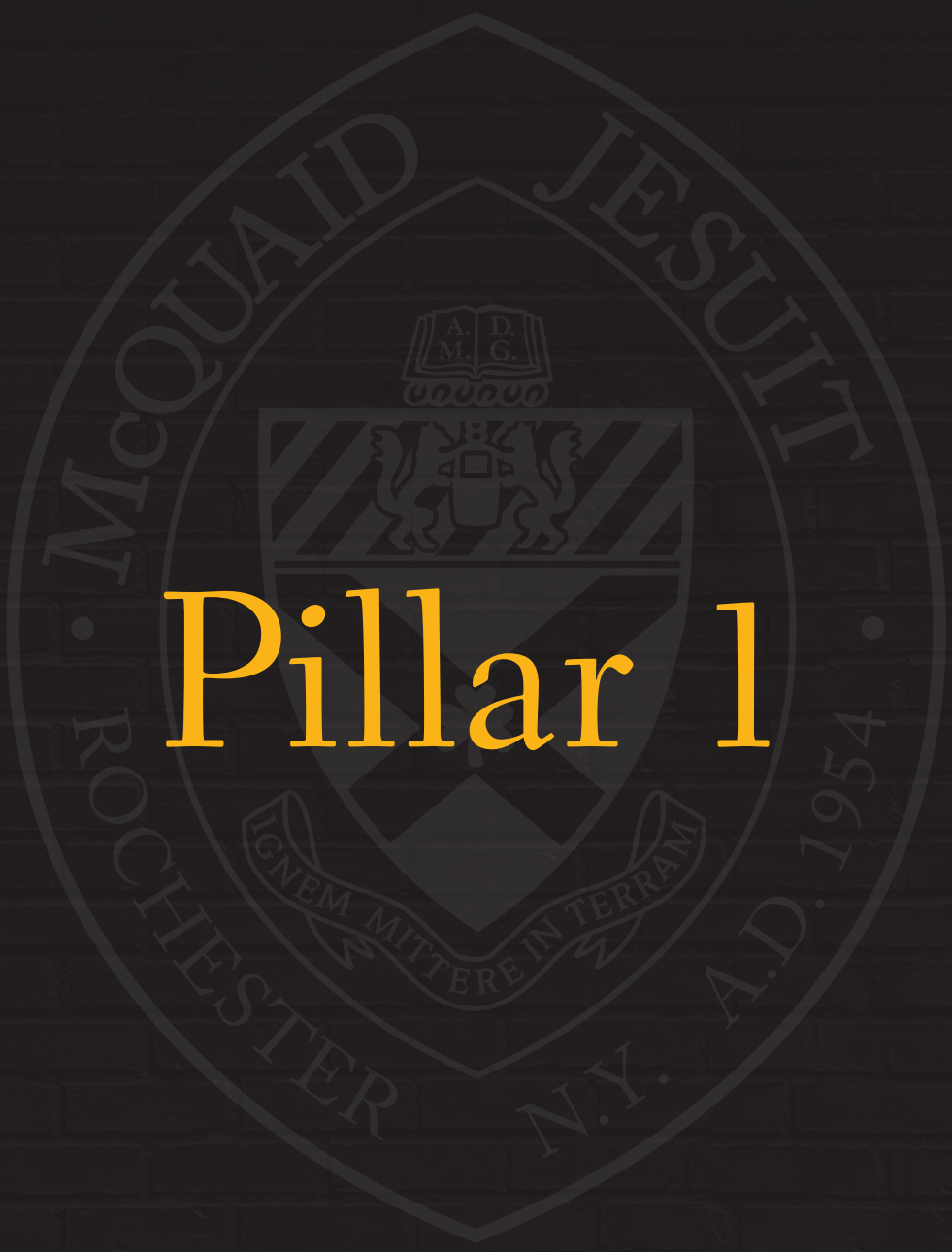
As we move forward, we have three main Pillars—areas of focus—in our plan:

Pillar 1: Enhancing our Mission

Pillar 2: Strengthening our School

Pillar 3: Engaging our Community

¹ Pope Francis to Catholic educators gathered in Rome, 2022

The background of the slide features a large, faint, grey seal of McQuaid Jesuit High School of Rochester. The seal is circular with a shield in the center. The shield is divided into four quadrants by a cross. The top-left quadrant is white with a black cross, the top-right is black with a white cross, the bottom-left is white with a black cross, and the bottom-right is black with a white cross. In the center of the shield is a small emblem of a book with the letters 'A. D. M. G.' on it. Above the shield is a banner with the Latin motto 'IGNEM MITTERE IN TERRAM'. The outer ring of the seal contains the text 'MCQUAID JESUIT' at the top, 'ROCHESTER' at the bottom, and 'N.Y. A.D. 1954' on the right side.

Pillar 1

Enhancing Our Mission

At McQuaid Jesuit, we excel at forming exceptional young men who are moral, faith-filled, and discerning. Our Jesuit and Catholic mission set us apart as the premier school in Rochester, committed to guiding each student toward a life of purpose and integrity.

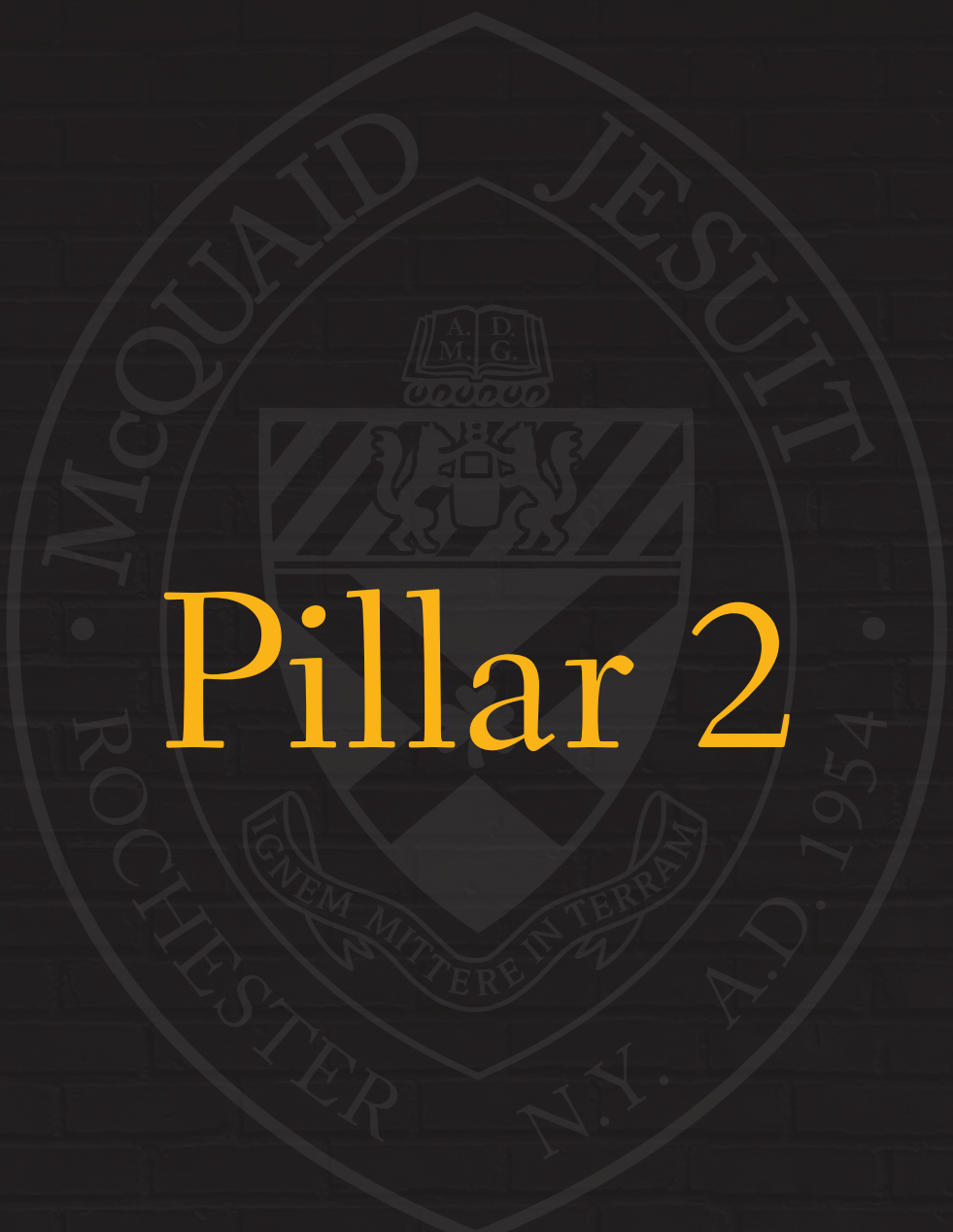
Inspired by St. Ignatius, we believe in meeting people wherever they are on their spiritual journey, inviting them to deepen their encounter with God, and recognize His presence in all people and things. This mission extends not only to our students but also to our faculty, staff, administration, and trustees.



The following initiatives will strengthen our ability to achieve our Pillar 1 goals:

- 1.1** Our young men's perception of people of the world in their homes, cities, and countries is forever positively changed and appreciatively deepened by service immersion trips. By June 2027, 50% of the graduating class will have participated in a service immersion experience locally or internationally.
Primary Leader: A. Baber; Secondary Leader: A. Weidmann
- 1.2** When our Knights go on retreats, their understanding of who they are and their connection with their classmates, families, and with God is profoundly and inspiringly altered for the rest of their lives. By June 2027, increase Kairos retreat participation rate to 100% and Emmaus participation rate to 75%.
Primary Leader: A. Baber; Secondary Leader: N. Drahms
- 1.3** Nature is a gift from God. We are called to understand and care for the environment. By June 2026, significantly increase programming inspired by the Pope's encyclical on the environment, 'Laudato Si,' to include multidisciplinary subjects.¹
Primary Leader: J. Serafine; Secondary Leaders: A. Baber, D. Hershel
- 1.4** As the Jesuit presence decreases, we need to increase our faculty and staff's formation so they can, in turn, form our students. By September 2025, performance evaluations will include personal Ignatian Formation goals for the entire school.
Primary Leaders: J. Serafine, C. Spinelli, A. Baber
- 1.5** At McQuaid Jesuit, we offer an initial five-year Ignatian formation program. By August 2026, manifest a post-initial Ignatian Formation curriculum in place for faculty, staff, and administration.
Primary Leader: A. Baber; Secondary Leader: N. Drahms
- 1.6** By September 2025, hire a full time Middle School Director of Service and Retreats.
Primary Leader: A. Baber; Secondary Leader: N. Drahms
- 1.7** By September 2027, determine the optimum approach to the location of retreats in the future.
Primary Leader: A. Baber; Secondary Leader: N. Drahms
- 1.8** Offer Ignatian formation for the communities of parents, alumni and friends of McQuaid Jesuit.
Primary Leader: A. Baber; Secondary Leader: H. Whiting

¹ The encyclical "Laudato Si" is Pope Francis' essay on how to care for the environment.



Pillar 2

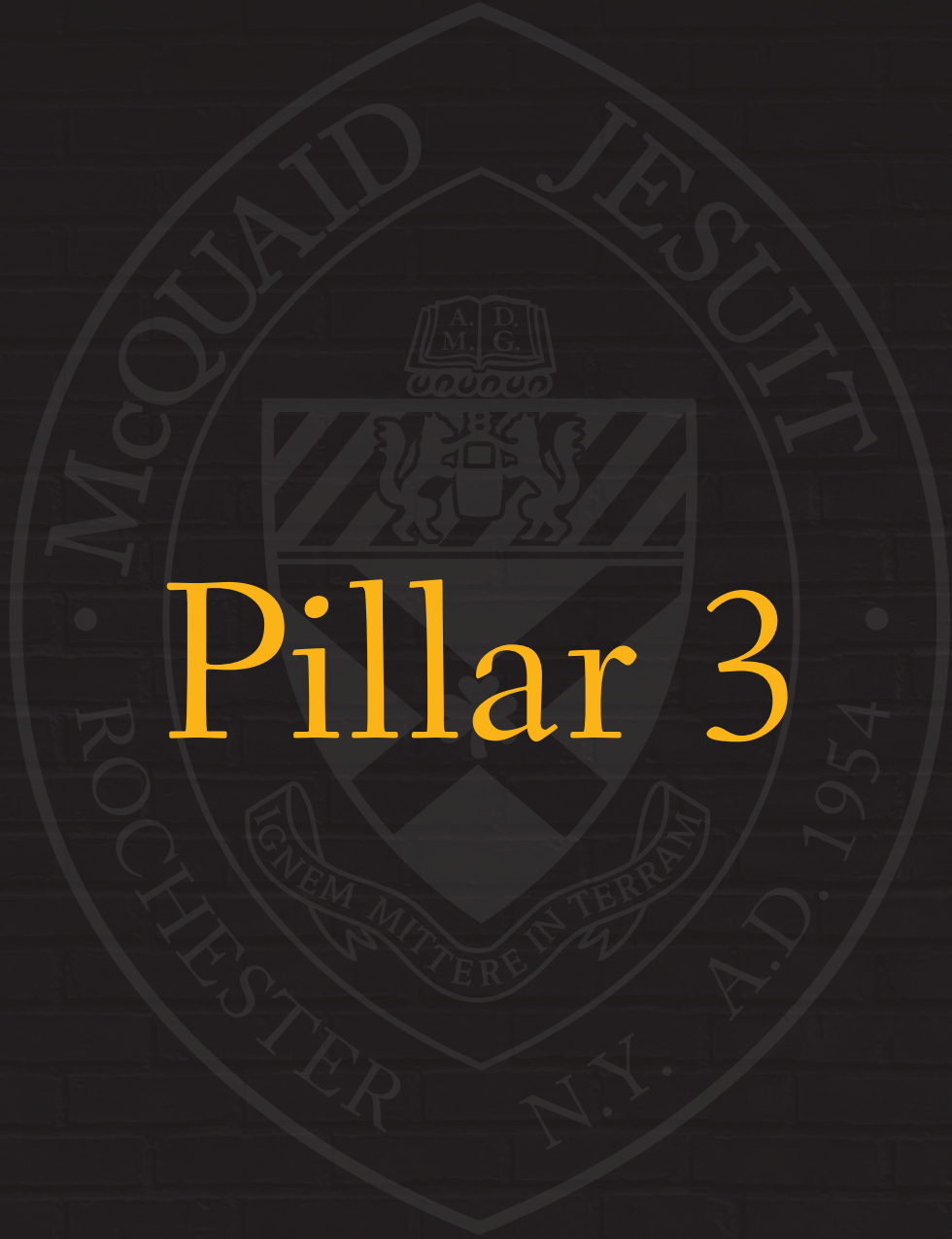
Strengthening our School

Building on over five hundred years of Jesuit education success, especially in the liberal arts, we are committed to following St. Ignatius' example: understanding an environment and developing pathways for students to excel in their lives and the communities they will serve. To fulfill this vision, we are undertaking the following Initiatives.



To fulfill this vision, we are undertaking the following Initiatives:

- 2.1 The High School.** By September 2026, continue with our focus on the liberal arts, yet also increase the depth and breadth of courses and internship opportunities in STEM and Business, both on and off campus, with local universities, institutes and businesses.
Primary Leader: J. Serafine; Secondary Leader: D. Hershel
- 2.2 The Middle School.** By August 2026, develop and implement enhanced curriculum and teaching methods that reflect best practices in middle school education, including cross curricular programming reflection, challenging content, and exploratory learning. By August 2027, provide reconfigured pathways that will be better suited for middle school students, and a concentrated middle school academic center focus.
Primary Leader: J. Dacey; Secondary Leader: M. Thomas
- 2.3 The Campus.** Partner with our donors to augment existing facilities and create new ones, across academic, fine arts, athletic, and other extracurricular endeavors. Projects include baseball fields (June 2026); tennis courts (June 2026); Fine Arts areas including light, sound, seating in the auditorium, and preparatory rooms (June 2027); press box and concession stands (June 2028); and an alumni terrace (June 2029).
Primary Leaders: J. Serafine, H. Whiting; Secondary Leader: M. Thomas
- 2.4** By September 2025, Increase staffing for the emotional needs of our students.
Primary Leader: J. Serafine; Secondary Leader: C. Spinelli
- 2.5** By December 2025, Complete succession planning process and implement it for key leadership positions.
Primary Leader: S. Salluzzo; Secondary Leader: C. Spinelli

The seal of McQuaid Jesuit High School is a large, faint watermark in the background. It is a circular emblem with a shield in the center. The shield is divided into four quadrants by a cross. The top-left and bottom-right quadrants are shaded. The top-right and bottom-left quadrants contain a lion rampant. Above the shield is a book with the initials 'A.D.M.G.' on it. The text 'MCQUAID JESUIT' is arched across the top, 'ROCHESTER' is arched across the bottom, and 'N.Y. A.D. 1954' is arched along the right side. A banner at the bottom of the shield reads 'IGNEM MITTERE IN TERRAM'.

Pillar 3

Engaging our Community

Community lies at the heart of McQuaid Jesuit. We welcome young men to come to our school for a transformative educational experience, inviting them into a place of challenge, support, and genuine care—a true home away from home. They are encouraged to live as Men for Others by extending the mission's reach through service in their own communities and beyond.

Our community encompasses not only the students but also the dedicated faculty, staff, and administration here at 1800 S. Clinton Avenue. It extends further to include our passionate alumni, their parents, siblings, children, grandchildren, and others who share a commitment to our mission, even without a direct connection to our school. We are grateful for all who help to shape and sustain our vibrant McQuaid Jesuit community.



As part of our ongoing commitment to engage our community, we are introducing the following initiatives:

- 3.1 Increase our enrollment by 2029 so we can offer the McQuaid Jesuit experience to more students.
Primary Leader: C. Parker; Secondary Leader: C. Zaepfel
- 3.2 Maintain our high retention rate so that when a young man enters the halls of McQuaid, he wants to remain, grow, and have fun with his brother Knights until they graduate as seniors.
Primary Leader: C. Parker; Secondary Leaders: J. Dacey, J. Serafine
- 3.3 Increase our endowment so that we can welcome and serve as many qualified students as possible to join our community, regardless of their financial challenges.
Primary Leader: H. Whiting; Secondary Leader: K. Robertson-Coyne
- 3.4 Augment our communications with our alumni, parents, and friends of McQuaid, ensuring that all aspects of the school are being communicated properly and that written, photo, video, and social media presences continue to grow.
Primary Leader: C. MacClaren; Secondary Leaders: C. Parker, H. Whiting
- 3.5 Increase our alumni contribution percentage by FY34.
Primary Leader: H. Whiting; Secondary Leader: H. Trost
- 3.6 Increase opportunities for faculty and staff to serve the Rochester community and beyond.
Primary Leader: D. Zynda; Secondary Leader: A. Weidmann
- 3.7 Increase our annual fund targets through a combination of actions, such as grants and augmented outreach to Friends of McQuaid (those who do not have a direct connection).
Primary Leader: H. Whiting; Secondary Leader: J. Serafine
- 3.8 For our faculty and staff, augment our professional development programs, and explore the possibility of McQuaid Jesuit-sponsored paid family leave for faculty and childcare support for faculty and staff.
Primary Leader: C. Spinelli; Secondary Leader: J. Dacey
- 3.9 Continue ensuring that “cura apostolica,” the care for apostolate, remains strong. Our facilities will need to remain in solid shape for current and future generations of Knights.
Primary Leader: M. Thomas; Secondary Leader: N. Bridenbaugh



McQuaid Jesuit has proudly stood as the standard bearer of excellence in educational formation in the Rochester area for seventy years. As our Tradition Moves Forward, we are committed to continue to lovingly offer this transformative experience, and the positive personal and societal opportunities it provides, to the next generation of Knights and their Communities. As Pope Francis has said,

“We consider education to be one of the most effective ways of making our world and history more human. Education is above all a matter of love and responsibility handed down from one generation to another.”⁴

⁴ Excerpt from Pope Francis' address at the Global Compact on Education event, October 15, 2020.





J^{McQUAID} JESUIT

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