



FATHER VINCENT
CAPODANNO
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HIGH SCHOOL

BUILDING RESILIENT LEADERS

STRATEGIC PLAN | 2026 - 2031

FATHER VINCENT CAPODANNO HIGH SCHOOL

Vass, North Carolina

Building Resilient Leaders

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Heaven.
Character.
Vocation.

Adopted by the Board of Directors
Spring 2026 · Version 3 (revised August 2026)

A Message from the Chairman

Dear Friends of Father Vincent Capodanno High School,

When a small group of parents, teachers, and parishioners gathered nine years ago to dream about a Catholic high school in Moore County, none of us imagined we would be standing inside a permanent home this year. We started with three students, a parish hall, a community garage, and a conviction that our children deserved more than what the culture was willing to give them. Today we have more than sixty students, a faculty that lives the mission, and the keys to a building that belongs to our community.

This plan, Building Resilient Leaders 2026 – 2031, is our second strategic plan and our first written from inside our own walls. The work in front of us is no longer about whether the school will exist — it is about who our graduates will become and how many more families will walk through our doors.

We are forming a generation for something greater than the culture asks of them. Our answer is deep, deliberate formation: we teach that Heaven is the measure of a life, that character outweighs credentials, and that a life lived for God's vocation is the only life that lasts. Where the world settles for noise and metrics, we build young people of substance — resilient, faith-filled, and clear about who they are and what they are for.

Father Vincent Capodanno — the Servant of God, Medal of Honor recipient, and Navy chaplain — gave us our patron and our pattern. Long before Vietnam he said yes to God again and again: as a missionary priest in Taiwan and Hong Kong, and finally as a chaplain who gave his life bringing the sacraments to Marines. His was a whole life of service rooted in love of God and love of neighbor. He did not bury his talents. He did not negotiate with eternity. He ran toward the people who needed him. We owe our students the same kind of formation: the clarity to see what God is asking of them, and the courage to answer.

This plan is built on three commitments that we ask every member of our community to learn, to live, and to repeat: Heaven. Character. Vocation. Beneath those commitments sits the S.Ch.O.L.A.R. method we have used since day one — Service, Character, Order, Leadership, Academics, and Resiliency — and a five-year roadmap to grow steadily to a full four-grade school of approximately 90 students, build a multipurpose gymnasium with classrooms on our campus, and establish the endowment that secures our future.

I am grateful to our founding families, to the volunteers who taught our first courses around picnic tables, to the donors who made this building possible, and to the principal, faculty, and staff who carry our mission every day. To everyone reading this — board members, teachers, parents, prospective families, parishioners, donors, and friends — I ask you to give us your time, your talent, and your

treasure. The next five years will define whether our graduates become a generation of resilient, faith-filled leaders the country needs them to be.

Let us pray for one another and for the work ahead.

In Christ,

Mike Erwin

Chairman of the Board

Father Vincent Capodanno High School

Why Father Capodanno Exists

A school is not a building. It is the answer a community gives to the question, “Who do we want our children to become?”

Father Vincent Capodanno High School exists to give a better answer to that question. We believe young people are made for more than metrics — made to know who they are, whose they are, and what they are for.

We chose a different answer. We chose to build a school that takes the soul as seriously as the syllabus, where parents are partners and not customers, where service is graded as honestly as algebra, and where every student is known by name and called by name.

Our patron, Father Vincent Capodanno, did not only run toward Marines under fire — he gave his whole life to God and neighbor, from the mission fields of Taiwan to the battlefields of Vietnam. The same conviction that drove him drives us: the only life worth living is one given away. Our graduates will not all become priests, soldiers, or saints. They will become engineers, electricians, mothers, mechanics, nurses, missionaries, business owners, and tradesmen. What they will share is a settled clarity about who they belong to and what they are for.

Heaven is the point.

We are a Catholic formation community. College, trade, family, and ministry are all honorable, and all are open to our graduates — and we make each of them serve the one thing that matters: the kind of person God designed your child to become.

Our Mission, Standard, and Method

Mission

Father Vincent Capodanno High School forms resilient leaders with the clarity and courage to pursue God's purpose for their lives. We educate young men and women in grades 9–12 in a Catholic environment built on service-oriented leadership, academic rigor, and character formation through the S.Ch.O.L.A.R. method.

The Capodanno Standard

Three commitments orient every decision we make and every dollar we spend. Every member of our community — board, faculty, parent, student, donor — should be able to recite them and explain them in their own words.

1 HEAVEN	We measure success in eternal terms. College admissions matter. Trade certifications matter. Trophies matter. None of them matter as much as a soul. We teach our students to view every choice — academic, athletic, personal — through an eternal lens.
2 CHARACTER	Who a student becomes matters more than what they collect. Character is a child's destiny. The seven Catholic virtues — faith, hope, charity, prudence, justice, fortitude, and temperance — are formed deliberately, through real challenge, honest feedback, and lived virtue. We do not graduate transcripts; we graduate people.
3 VOCATION	Every student leaves knowing how to discern and pursue God's design for their life. We point every student toward the same finish line — Heaven — while helping each discern the path God asks of them. Whether that path is university, the trades, the military, religious life, or family life, our job is to help them name their vocation and equip them to answer it.

The Capodanno Method: S.Ch.O.L.A.R.

The Capodanno Standard is the why. The S.Ch.O.L.A.R. method is the how. Every Wednesday, every classroom, every practice, and every intersession traces back to these six pillars.

Service	Service is helping someone else — forming a heart like Jesus. Students look for who needs them and act on it; each graduate completes more than 300 hours of authentic service.
Character	Character is a combination of virtues, values, and traits — thoughts, feelings, and behaviors — lived out through our actions. Students learn both the academic content of character and how to practice it.
Order	Order is the right disposition of people and priorities — a sequence, a method, and a direction. Students learn to order their lives around Jesus rather than the culture's defaults.
Leadership	Leadership is the action of getting yourself and others to choose what should, or needs, to be done. We give students opportunities, real stakes, and permission to fail.
Academics	Academics encompasses the subject matter students are taught, pursued through rigorous, hands-on, experiential learning. We teach how to think, not what to think.
Resiliency	Resiliency is the ability and will to persevere through, and grow from, adversity. Through intersessions, athletics, and structured challenge, students learn to overcome rather than avoid.

Our 2031 Vision

By the close of the 2030–2031 academic year, Father Vincent Capodanno High School will be a fully realized regional center of Catholic formation in the Sandhills.

What that looks like

- Approximately 90 students enrolled across grades 9–12 (about 20–24 per grade), with sustainable, steady growth in a 5:1 student–teacher culture.
- A campus on our 18-acre Vass site with Phase 1 occupied and a multipurpose gymnasium — including locker rooms, a weight room, and two to three attached classrooms — funded and built, alongside athletic fields and outdoor formation spaces.
- A faculty paid competitively, formed continuously, and retained over the long term.
- Financial stability anchored first by a growing endowment, supported by a recurring donor base and a five-year operating plan that does not depend on a heroic fundraising year.
- A graduate body that demonstrates measurable resilience, faith engagement, and post-graduation outcomes — not as marketing claims, but as published indicators we are accountable for.
- Deepened partnerships with St. John Paul II School, St. Anthony's, Sacred Heart, the surrounding parishes and community, and the broader Diocese of Raleigh, plus the veteran families we are honored to serve.

Generate support on the idea, then on the long-term vision.

We have spent nine years generating support on the idea of Capodanno. The next five years are about generating support on the long-term vision: a permanent, financially sound, regionally significant Catholic formation school whose graduates change the communities they enter.

Strategic Goals 2026–2031

Eight strategic goals carry this plan from 2026 through 2031. Each goal is anchored to one or more of the three commitments of the Capodanno Standard. Each carries a small set of five-year objectives and a single lead measure that the Board will track annually.

Goal 1 • Catholic Identity

Serves: Heaven

Strengthen an authentic Catholic faith life, integrated into all aspects of school operations, so that we form disciples who radiate Christ as Father Capodanno did.

Five-year objectives:

- Deepen Wednesday S.Ch.O.L.A.R. programming with progressive virtue formation across the four years.
- Ensure all theology coursework (4 credits) emphasizes eternal perspective, the Catholic intellectual tradition, and missionary witness.
- Establish an annual school-wide retreat structure aligned with each grade level's formation arc.
- Build active partnerships with St. John Paul II School, St. Anthony's, Sacred Heart, and the surrounding parishes and community for sacraments, service, and evangelization.
- Provide ongoing faith formation for staff and hire deliberately for mission alignment.
- Welcome students of other faiths with clear orientation to Catholic life and respect for their families.

Lead measure of success: 100% of graduates can articulate, in their own words, a Catholic answer to the question "What is my life for?"

Goal 2 • Governance and Leadership

Serves: Foundation for All Three Commitments

Strengthen the Board, the Principal's office, and the rhythms that hold us accountable to this plan — and mature our governance and leadership culture as the school grows, so the organization is ready to carry the vision.

Five-year objectives:

- Recruit a Board that mirrors our community: veterans, parents, alumni parents, business leaders, educators, clergy.
- Establish standing committees aligned to each strategic goal, each with a board lead, a written charter, and annual deliverables and timelines. Board meetings focus on the priorities those committees carry.

- Develop, cultivate, and formalize a non-decisional Board of Advisors that adds input and expertise to the Board of Directors.
- Professionalize operations: transition board members out of the day-to-day running of the school over time, reduce reliance on unpaid contributors, and hire against defined staffing needs.
- Adopt a public dashboard tied to the lead measures in this plan.
- Support Principal Joe Skillman and the academic leadership with the resources, formation, and authority they need to execute.
- Conduct an annual review of plan progress with the full community.

Lead measure of success: Every strategic goal owned by a chartered committee with a board lead, and an annual public progress report published against the eight lead measures in this plan.

Goal 3 · Vocation Excellence

Serves: Character · Vocation

Earn regional recognition for rigorous, differentiated academics that help students discover their God-given abilities and discern their vocation, while integrating Catholic truth across every subject.

Five-year objectives:

- Publish a vertically aligned 9–12 curriculum across theology, English, math, science, history, leadership, and the practical arts.
- Recruit, retain, and develop teachers through competitive compensation, structured professional development, and a culture of mission.
- Refresh academic resources and instructional infrastructure on an annual review cycle.
- Collaborate with the Diocese of Raleigh and peer Catholic schools on best practices and shared development.
- Maintain personalized learning anchored by our 5:1 student–teacher ratio.

Lead measure of success: Verified post-graduation outcomes (college, trade, military, ministry, family) for 100% of each graduating class.

Goal 4 · Faculty

Serves: Foundation for All Three Commitments

Form and support the teachers and coaches who carry the mission, so that every adult in the building can teach and model the Catholic virtues in all we do.

Five-year objectives:

- Form faculty and coaches in the seven Catholic virtues so they can teach and coach them consistently — in every class, practice, and interaction.
- Develop teachers to lead immersive, experiential formation, not only to lecture, and to own the Service pillar rather than treat it as optional.

- Pay faculty at or above regional Catholic-school benchmarks and provide ongoing professional and faith formation.
- Retain teachers for the long term and hire deliberately for mission alignment.
- Assess, review, and support faculty and coaches against this plan each year.

Lead measure of success: Year-over-year faculty retention, with every teacher and coach able to name and teach the seven Catholic virtues.

Goal 5 • Student Life

Serves: Character • Heaven

Expand the programs that form resilience, leadership, and community — the S.Ch.O.L.A.R. method, Wednesday formation, intersessions, and extracurriculars.

Five-year objectives:

- Reserve all of Wednesday for service, character work, leadership development, and resiliency challenges.
- Build intersessions into immersive experiences that bond students and stretch them outside their comfort zones.
- Sustain student involvement above 90% across athletics, clubs, and student government.
- Create a high school activities committee analogous to the Middle School Activities Committee at SJPII.
- Continue to develop outdoor and off-campus formation spaces, including farms, gyms, and natural settings.

Lead measure of success: Annual student resilience and belonging survey with year-over-year improvement against baseline.

Goal 6 • Enrollment and Marketing

Serves: Vocation

Grow steadily and sustainably to a full four-grade school of approximately 90 students by reaching the families who are looking for what we already do — and helping them find us.

Five-year objectives:

- Set realistic enrollment targets — approximately 90 students, about 20–24 per grade, by 2031 — and hold each incoming class to a sustainable size, dividing a grade before it grows too large.
- Adopt operational “switch points” — enrollment thresholds that trigger hiring, transportation, and classroom decisions (for example, adding a teacher near 80 students and dividing a house near 92) — so growth stays matched to our people, vehicles, and space.
- Codify a parent communication methodology that equips families as informed advocates — a recurring parent education series, consistent messaging cascaded through faculty, and print and in-person channels prioritized over email.

- Conduct exit interviews with every departing family and act on the patterns.
- Build a testimonial portfolio (video and written) featuring students, parents, alumni, and faculty.
- Strengthen relationships with St. John Paul II and other feeder schools for seamless 8th-to-9th transitions.
- Tell stories that show graduates who thrived in college, in trade, in service, and in family life — so parents understand that our focus is fulfilling the potential God placed in each child, whether that leads to college, a trade, a vocation, or a career after Capodanno.

Lead measure of success: Year-over-year net enrollment growth, with retention above 90% from 9th to 10th grade and 10th to 11th grade.

Goal 7 · Facilities

Serves: Foundation for All Three Commitments

Build the facilities the mission needs on our 18-acre Vass site — beginning with a multipurpose gymnasium — so the campus matches the formation happening inside it.

Five-year objectives:

- Celebrate Phase 1 occupancy and operate the new building at full effectiveness in year one.
- Define and fund Phase 2 as a multipurpose gymnasium — with locker rooms, a weight room, and two to three attached classrooms — designed to match the aesthetics of the existing building.
- Begin lender conversations in 2027 and break ground on the gymnasium once enrollment and financing thresholds are met, with the endowment funded as the first priority.
- Pursue further academic and athletic space in a later phase only as enrollment and funding warrant.
- Develop the outdoor formation footprint (athletics fields, walking paths, garden / farm spaces).
- Maintain a long-term technology plan that supports — but does not dominate — instruction.

Lead measure of success: The gymnasium fully funded through pledges and financing before ground is broken, with a dedicated program manager overseeing the build.

Goal 8 · Finance and Development

Serves: Foundation for All Three Commitments

Build a financial foundation that keeps tuition accessible, pays our faculty as the professionals they are, and frees us from year-to-year fundraising anxiety.

Five-year objectives:

- Grow net annual revenue to fully cover operations without one-time gifts.
- Make the endowment our first funding priority: set and publish an annual endowment funding goal each year, building toward an endowment large enough to sustain the school's mission independent of any single funding source — including the state's Opportunity Scholarship.

- Fund the multipurpose gymnasium as the second capital priority, through a dedicated campaign that does not draw down the endowment.
- Diversify the donor base across recurring monthly giving, major gifts, parish partnerships, and grants.
- Pay faculty at or above regional Catholic-school benchmarks within five years.
- Publish a transparent annual financial report to the school community.

Lead measure of success: Endowment principal funded and growing year-over-year against a published annual goal; annual operating surplus and growth in unrestricted reserves.

How We Will Measure Success

This plan is only useful if we are willing to be measured against it. Beginning with the 2026–2027 school year, the Board will publish an annual progress report covering the eight lead measures above. We commit to honest reporting — including where we are falling short — and to adjusting the plan as we learn.

The Annual Dashboard

- Catholic Identity — graduate articulation of Catholic vocational understanding.
- Governance — every goal owned by a chartered committee; completion of the annual workplan and public report.
- Vocation Excellence — verified post-graduation outcomes for every graduate.
- Faculty — faculty retention and the formation of teachers and coaches in the seven virtues.
- Student Life — student resilience and belonging index.
- Enrollment — net enrollment and retention by grade transition.
- Facilities — gymnasium funding and construction milestones.
- Finance — endowment growth against the annual goal, operating surplus, reserves, and faculty compensation index.

How parents and donors can hold us accountable

Every parent, donor, and friend of the school is invited to attend the annual State of the School address each fall, to read the published dashboard, and to ask questions. Mission accountability is not a Board-only function. It is a community function.

A Final Word

Father Vincent Capodanno did not bury his talents. He multiplied them and then he gave them away. That is what we are asking of our students, our faculty, our parents, our donors, and ourselves over the next five years.

We have built the idea. Now we build the legacy.

Generate support on the idea. Now generate support on the vision.

Heaven. Character. Vocation.



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