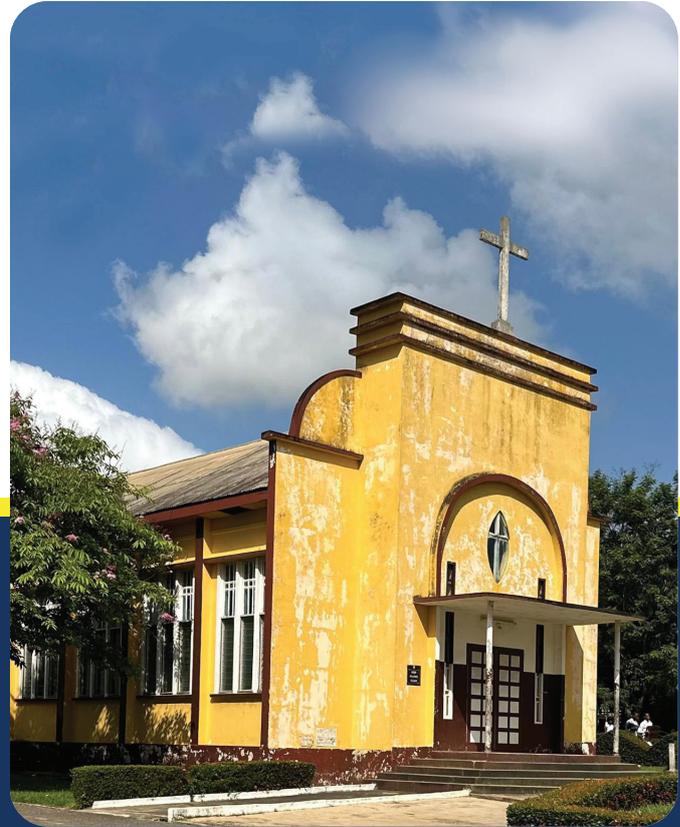




POPE JOHN SENIOR HIGH AND MINOR SEMINARY

STRATEGIC PLAN

2025 – 2030

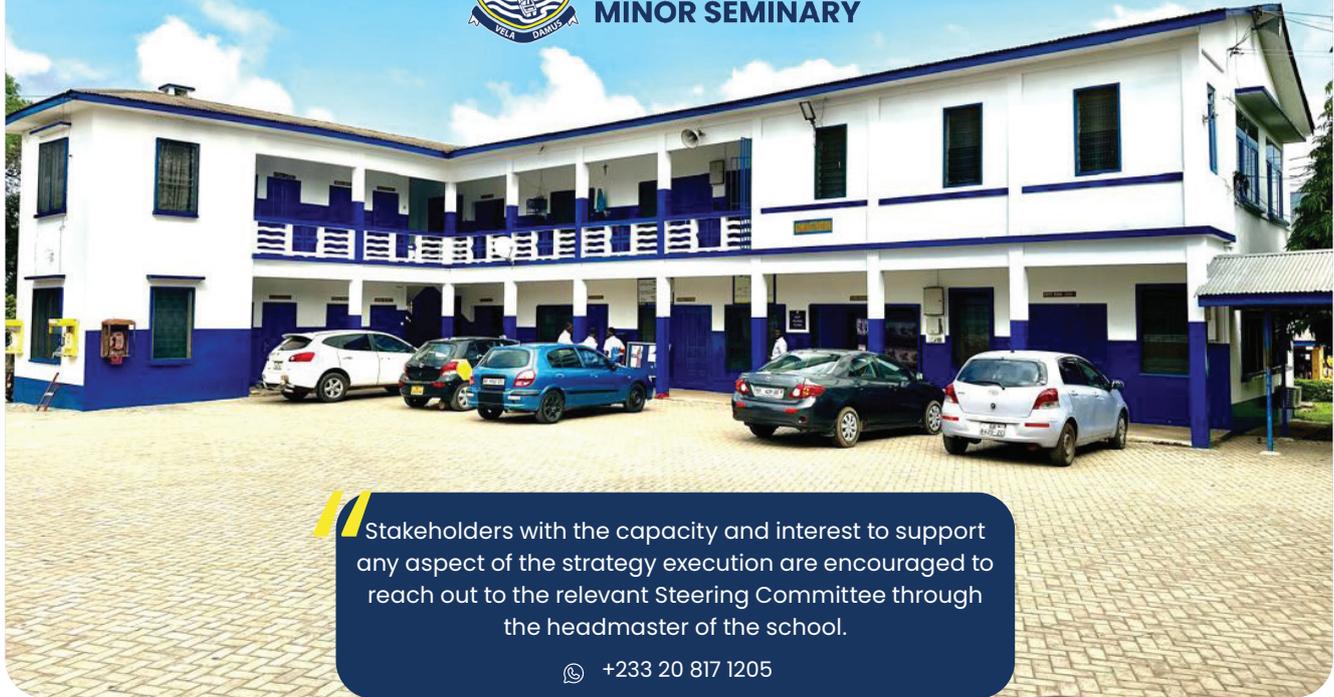


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Stakeholders with the capacity and interest to support any aspect of the strategy execution are encouraged to reach out to the relevant Steering Committee through the headmaster of the school.

 +233 20 817 1205

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Executive Summary

The Framework and Approach

1. THE 5 PILLARS OF THE STRATEGIC PLAN (ACEPS)

The PJ 2025 – 2030 Strategic Plan is built on 5 Key Pillars:

- ✦ **A**CADEMICS
- ✦ **C**ULTURE
- ✦ **E**NVIRONMENT
- ✦ **P**ARTNERSHIPS
- ✦ **S**YSTEMS

2. PROGRAMS

Each Pillar has clear Strategic Goals and specific programs designed to achieve the Strategic Goals.

3. TOPLINE KEY PERFORMANCE INDICATORS (KPIs)

Specific measurable topline KPIs have been assigned to each program to help track and measure.

4. PROJECTS

Each program has been broken down into sub projects with specific success metrics which help to design the project to align and achieve the overall Goals of the program.

5. THE PROJECT TEAM

To facilitate Effective Execution, each project shall have a Project Team that shall be responsible for designing the projects, mobilizing, and deployment of available resources in a manner that enhances the possibility of success.

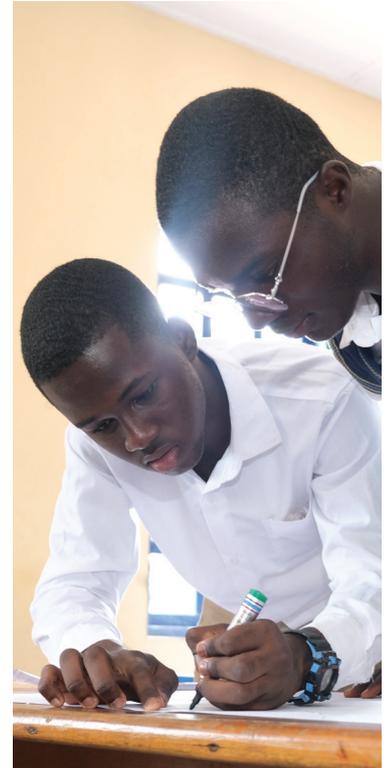
6. STEERING COMMITTEES

There shall be 3 Steering Committees established for the implementation of the Strategic Plan. To optimize Governance, each Project Team shall report to one of the 3 Steering Committees below:

- i. School Calendar and Programs
- ii. Masterplan and Infrastructure
- iii. Communications and Public Relations

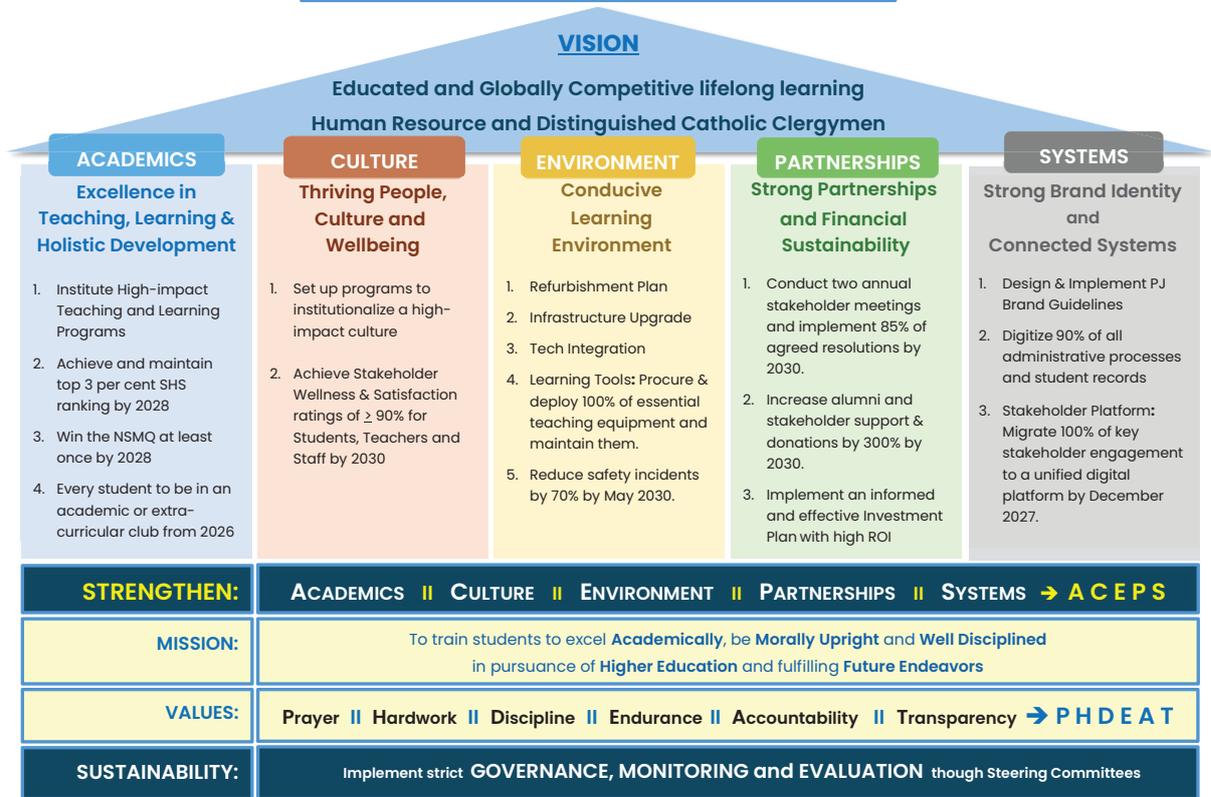
7. HOW TO SUPPORT THE IMPLEMENTATION OF THE STRATEGIC PLAN

Any stakeholder with an interest, resources or capacity to support or contribute to any of the projects may contact the relevant Steering Committee in charge of their program or project of interest through the headmaster of the school.



Stakeholders at all levels were actively involved in developing the strategic plan.

STRATEGIC ROADMAP 2025 –2030



Introduction

For over six decades, Pope John Senior High School and Minor Seminary (POJOSS or PJ used interchangeably) has stood as a beacon of academic excellence and moral integrity in Ghana. Generations of young men have walked through its gates and emerged as leaders, professionals, and changemakers – shaping communities across Ghana and beyond.

But as the world around us changes faster than ever before, so too must our approach to education. New challenges and opportunities are emerging: the rise of digital learning, shifts in global job markets, tighter financial constraints, and the growing need to equip students not just for today, but for the unknowns of tomorrow.

It is against this backdrop that we are developing a new **Strategic Framework** – not just as a formal document, but as a living guide for the future of our school.

This plan is our story of reflection, renewal, and readiness.

It begins with a simple question: **How can we continue to nurture excellence in a changing world?** From this question, a vision takes shape – one where every decision we make is rooted in purpose, guided by values, and aimed at long-term impact.

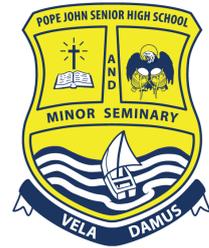
The Strategic Plan will guide us to:

1. **Set a clear direction** for where we want to go and how we'll get there, so that every student, teacher, non-teaching staff, parent, alumnus, and stakeholder moves forward with shared purpose, clarity and passion.

VELA DAMUS → We Set Sail

2. **Prudently utilize available resources**, especially in these financially challenging times, ensuring we invest in what truly matters. In the current precarious financial situation coupled with budget constraints, this document will help management and stakeholders to prioritize the needs of the school and allocate resources effectively, ensuring that funds are directed where they can have the greatest impact.
3. **Embrace innovation** – from digital tools to modern teaching methods, it is important to embrace technology so that our students are not just keeping up with the world but leading it. It will pave way for the integration of digital learning, implementation of new teaching methods, and alignment with best practices which will lead to improved student outcomes, increased student engagement and better preparedness for their future endeavors.
4. **Measure the progress**, so we know what's working, where we need to improve, and how we can keep getting better. It will provide a framework to monitor and evaluate progress towards the school's goals and thereby allow stakeholders to track outcomes, identify areas for improvement, and make informed decisions to enhance their effectiveness. This will ensure that available limited resources are used judiciously.
5. **Bring everyone along** on this journey – through collaboration, inclusion, and shared responsibility. The collaborative process in this document is inclusive, representative, and aligned with the needs of all stakeholders. It will therefore foster a sense of shared ownership and commitment to achieving the plan's goals for the survival of the school in her mandate to deliver quality education.

Vision, Mission and Values:



MISSION

Educated and Globally
Competitive lifelong
learning Human Resource
and Distinguished Catholic
Clergymen



VISION

To train students to excel
Academically, be Morally
Upright and Well Disciplined in
pursuance of Higher Education
and fulfilling Future Endeavors



VALUES

Prayer
Hardwork
Discipline
Endurance
Accountability
Transparency



Current Situation – SWOT Analysis

Summary of Key Findings:

The Target Strategic Growth depends on leveraging strong commitment to discipline, alumni support, and digital innovation, amidst resource constraints



STRENGTHS

- Dedicated and disciplined leadership driving academic excellence
- Strong alumni, parent, and community engagement.
- Desire to establish a strong culture of discipline and integrity.
- Strong strategic orientation and commitment to the vision and mission
- The foundation of the Catholic faith



OPPORTUNITIES

- Govt. digital education grants and funding.
- Collaborate with tech sponsors for modern upgrades.
- Leverage alumni network for resource mobilization.
- Strengthen digital learning through innovative partnerships.
- Expand extracurricular offerings through community engagement.
- Leverage on the goodwill of the Catholic Church

WEAKNESSES



- Inadequate funding for infrastructural and technological upgrades.
- Limited access to modern digital learning equipment.
- Gaps in continuous professional development for staff.
- Inconsistent strategic plan implementation and oversight.
- Under-resourced extracurricular programs and student support.
- Overstretched and aging infrastructure and facilities

THREATS



- Intensifying competition from private and international schools.
- Fluctuating government policies and reduced funding.
- Economic instability undermining school financial resources.
- Rapid tech changes challenging current infrastructure readiness.
- Brain drain of skilled teachers and leaders.
- Persistent socio-economic disparities affecting quality of student enrollment.

SWOT

01

02

03

04

Delegates of the first strategy workshop, held at Empire Court, Koforidua.



Strategic Growth depends on leveraging strong commitment to discipline, alumni support, and digital innovation, amidst resource constraintst.

Strategic Pillars, Goals, and Programs

ACADEMICS

#	STRATEGIC PILLAR	STRATEGIC GOALS	PROGRAMS	KPIs	Responsible Steering Committee	Timeline
1	ACADEMICS Excellence in Teaching, Learning and Holistic Development	Institute High-impact Teaching and Learning Programs for Teachers and Students by end 2026	Teaching and Learning Improvement Program 1.1 Implementation of high admission criteria 1.2 implementation of a policy for academic excellence 1.3 strengthening teaching and learning skills 1.4 providing state-of-the-art- technology for teaching and learning	Each Teacher and Student to participate in 1 Teaching or Learning Excellence Workshop per year	School Calendar and Programs	June 2025 – May 2030
Achieve and maintain top 3 per cent SHS ranking by 2028		NSMQ and Others	Achieve NSMQ semi-final placement by 2026, finals by 2027, WIN by 2028	School Calendar and Programs		
Win the NSMQ at least once by 2028		Students' Clubs and Extra Curricula	Increase students in academic clubs from 200 to 300 by May 2029	School Calendar and Programs		
		Every student to be in an academic or extra-curricular club from 2026				

Strategic Pillars, Goals, and Programs

CULTURE

#	STRATEGIC PILLAR	STRATEGIC GOALS	PROGRAMS	KPIs	Responsible Steering Committee	Timeline
2	CULTURE Thriving People, Culture and Wellbeing	Set up programs to institutionalize a high-impact culture	Culture	Train 100% of staff and students annually on PJ Culture Set up specific Programs and roll out per schedule to institutionalize the culture and document results	School Calendar and Programs	August 2025 – May 2030
		Achieve Stakeholder Wellness and Satisfaction ratings of $\geq 90\%$ for Students, Teachers and Staff by 2030	Staff Welfare	Improved satisfaction scores from 60% to 85% by 2029	School Calendar and Programs	
			Staff Training and Leadership	Curated Leadership Program for Staff starting 2026	School Calendar and Programs	
			Health and Wellness	Organize 4 wellness programs per year	School Calendar and Programs	

Strategic Pillars, Goals, and Programs

ENVIRONMENT

#	STRATEGIC PILLAR	STRATEGIC GOALS	PROGRAMS	KPIs	Responsible Steering Committee	Timeline
3	ENVIRONMENT Conducive Learning Environment	Infrastructure Upgrade: Modernize 100% of lawns, parks, walkways and roads to safety standards by December 2027.	Campus Beautification	Design and sign-off Campus Beautification Plan by Mid 2026 for implementation	Masterplan and Infrastructure	July 2025 - May 2030
		Refurbishment Plan: Complete phased renovation of all classrooms and labs by June 2026, ensuring 100% functionality.	Infrastructure	Infrastructure and Equipment Needs Report ready by end 2025 Improved landscaping, well-defined walkways and motorable access roads by end 2027	Masterplan and Infrastructure	
		Tech Integration: Equip classrooms with smart tech and train 90% of teachers by 2028.	Tools and Equipment	Complete 10 major infrastructure projects by 2028	Masterplan and Infrastructure	
		Learning Tools: Procure 100% of essential teaching equipment and maintain 95% operability by December 2026.	Tools and Equipment	Complete 10 major Tools and Equipment projects by 2028	Masterplan and Infrastructure	
		Reduce safety incidents by 70% by May 2030.	Safety and Security	Reduce reported campus safety incidents from 10 per year to 0 per year by May 2028	Masterplan and Infrastructure	

Strategic Pillars, Goals, and Programs

PARTNERSHIPS

#	STRATEGIC PILLAR	STRATEGIC GOALS	PROGRAMS	KPIs	Responsible Steering Committee	Timeline
4	<u>PARTNERSHIPS</u> Strong Partnerships and Financial Sustainability	Conduct two annual stakeholder meetings and implement 85% of agreed resolutions by 2030.	Annual Stakeholder Mtgs.	Hold 2 formal stakeholder forums annually from 2025. Document and track at least 90% of meeting resolutions. Implement 85% of agreed resolutions by May 2029	Communication and Public Relations	October 2025 – May 2030
		Increase alumni and stakeholder support and donations by 300% by 2030.	Fundraising	Donor Base Expansion: 200% increase. Donation Growth: 300% increase. Alumni Engagement: 60% of alumni participating	Communication and Public Relations	
		Implement an informed and effective Investment Plan with high return on investment (ROI)	Investments	Portfolio Performance: Minimum 12% annual ROI. Transparency: Quarterly investment Reports	Communication and Public Relations	

Strategic Pillars, Goals, and Programs

SYSTEMS

#	STRATEGIC PILLAR	STRATEGIC GOALS	PROGRAMS	KPIs	Responsible Steering Committee	Timeline
5	SYSTEMS Strong Brand Identity and Connected Systems	Design and Implement PJ Brand Guidelines	Branding	Brand Manual Launched by June 2025	Communication and Public Relations	September 2025 - May 2030
		Digitize 90% of all administrative and student records	POJOBA Register	Increase alumni fundraising from GHS 100,000 in 2025 to GHS 160,000 by 2029	Communication and Public Relations	
		Stakeholder Platform: Migrate 100% of key stakeholder engagement to a unified digital platform by December 2027.	Systems	Automated School Records and Mgt. System in place by 2027	Communication and Public Relations	
			POJOBA - Alumni Collabo	Register 3,000 alumni in digital database by May 2027	Communication and Public Relations	



The background image shows a group of young men, likely students, sitting in rows of blue plastic chairs. They are wearing white short-sleeved shirts. In the foreground on the right, a man is smiling, wearing a blue cap and a yellow and blue patterned short-sleeved shirt. The text 'Tactical Implementation Plan' is overlaid in large white font on the left side of the image.

Tactical Implementation Plan



UDU RIGINALO AYRA

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Tactical Implementation Plan – Projects

ACADEMICS

STRATEGIC PILLAR	#	PROGRAMS	PROJECTS	SUCCESS METRICS
ACADEMICS Excellence in Teaching, Learning and Holistic Development	1	Teaching and Learning Improvement Program	Teaching Excellence Workshop	1 Workshop per year for Teachers
			Learning Techniques Workshops	1 Learning Techniques Workshop per student per year
	2	NSMQ and Others	NSMQ and Others	Win NSMQ once and reach finals in 2 other national competitions by 2028
			Resource Centre	Set up a fully resourced STEM Resource Center by end 2026
	3	Students' Clubs and Extracurricular Activities	School Farm	A revitalized School Farm Project by 2026
			Sports	Consistent winners - Basketball, hockey, etc.
			Cadet /Regimental Band	Win annual competitions/ Coordinate Freshers Welcome (1st Day Arrivals)
			Editorial Board	Publish 4 school magazines/year with 80% student readership
			Sharks	Achieve 100% increase in membership in STEM clubs with 2 national competition wins by 2027
			Debate	Win 1 national debate championship and host 1 inter-school event annually
Drama			Produce 2 major productions/year with 500+ audience attendance	
Media	Train 100% of media club members in digital tools by 2026			

Tactical Implementation Plan – Projects

CULTURE

STRATEGIC PILLAR	#	PROGRAMS	PROJECTS	SUCCESS METRICS
CULTURE Thriving People, Culture and Wellbeing	4	Culture	Daily/ Routine Rituals	Training done just after Admission and Behaviors monitored for adherence
			Admission Arrival Rites	Instituted by 2026
			Orientation Program - Freshers/Staff/ PA Execs	Achieve 100% attendance for freshers/staff with pre and post participation surveys
			Leadership Training for Prefects	Annual Prefects Leadership Workshop starting 2025
			Career Counselling and Mentorship	Annual Mentorship and University Selection Guidance Program
			Graduation Ceremony	Annual Graduation Program with POJOBA in attendance and participating
			Durbars: Students/ T/ N-T/ PA/ POJOBA	Organize 4+ stakeholder forums/year with 85% resolution implementation
			Singing / Choir / Band	Organize Annual Singing Festival on Campus/1 national event annually/ release 1 album by 2028
	Speech and Open Days	Effectively organized between 3 Generations (10, 20, 30, and 40 years after school year groups)		
	5	Staff Welfare	Staff Welfare Program	Launch 2 new welfare initiatives by 2026 (e.g. Healthcare, Staff Loan Scheme)
	6	Staff Training and Leadership	Staff Training and Leadership Development	Institute a Leadership Development Program (To train staff in Technology and Leadership annually)
	7	Health and Wellness	Keep Fit and Health Screening (Internal /External/ PTA)	Joint Aerobics Session followed by Health Screening for students and staff with follow-up plans

Tactical Implementation Plan – Projects

ENVIRONMENT

STRATEGIC PILLAR	#	PROGRAMS	PROJECTS	SUCCESS METRICS
ENVIRONMENT Conducive Learning Environment	8	Infrastructure	Masterplan Development	Complete the PJ Campus Masterplan Document by end 2025
			Stool-To-GAS Project	Convert 100% of waste into biogas, reducing energy costs by 25% by 2027
			Lamu - KVIP Toilets (Old and New)	Renovate 100% of toilets with 90% user satisfaction by 2026
			Bath House (Old and New)	Upgrade facilities to serve 100% of boarding students by end 2025
			School Kitchen Renovation	Reduce meal prep time by 30% and achieve 100% hygiene compliance by 2026
			Erosion Management	Stabilize 100% of erosion-prone areas with zero new incidents by 2027
			Water Systems Management	Ensure 24/7 water access with 50% rainwater harvesting by 2026
			Furnishing POJOBA Office	100% office modernization with digital tools by end 2025
			Marker Boards (Repair / Replace)	Replace/repair 100% of boards with 5-year warranties by 2025
			Solar System (Repair / Upgrade)	Achieve 80% energy independence via solar by 2027
			Lighting up the Campus / Rooms	Install 100% LED lighting with 90% student satisfaction by 2026
			Window Nets and Louvre Blades	Fit 100% of classrooms with nets and louvre blades by 2026
			Archives and Records Mgt.	Digitize 90% of records with 100% backup by 2026
			Tiling/ Terrazzo	Renovate 100% of high-traffic floors with 10-year durability by 2026
			Innovation Incubation Hub	Launch 10 student-led startups by 2030
			Food Court and Commercial Area	All food and commercial activities covered. Generate a maximum annual revenue from leases by 2027
			Classroom Blocks	Construct 2 new blocks to reduce class size to 30 students by 2028
			Staff Accommodation	House majority of staff on-campus with 90% satisfaction by 2027
School Gate	Complete iconic school gate redesign with 100% security integration by end of 2026			
School Incinerator (Repair)	Incinerator to function fully with 90% up time			
Sports Complex	Complete renovation and upgrade of Sports facilities by end 2027			
Roads	Pave 100% of internal roads with 10-year durability by 2026			
Language Centre	Offer 4+ languages with 50% student fluency in a second language by 2028			

Tactical Implementation Plan – Projects

ENVIRONMENT

STRATEGIC PILLAR	#	PROGRAMS	PROJECTS	SUCCESS METRICS
ENVIRONMENT Conducive Learning Environment	9	Tools and Equipment	Desks and Chairs	Replace 100% of furniture with ergonomic designs by 2026
			Dining Tables and Benches	Seat 100% of students comfortably during meals by 2025
			Beds	Provide 100% boarding students with beds by 2026
			Library	Increase book inventory by 200% with digital access by 2027
			Sanitation, Tools and Equipment	Equip cleaning staff and students with modern efficient cleaning tools by 2026
			E-Library	Achieve 90% student-access to digital resources by 2026
			30-Seater Bus	Secure 2 buses by 2026 for School and Students Activities
			Repair Of Old Vehicles	Take inventory and fix 100% of broken vehicles that are redeemable
			Generator/ Back-Up Solar Power System	Ensure 100% backup power coverage for critical areas during power outages by 2026
			Office Equipment	Modernize 100% of admin offices with IT systems by 2025
			Media Equipment and Tools for Editorial Board	Upgrade 100% of editorial tools with 90%-member proficiency by 2026
			G and C Office - Equipment, etc.	Automate and track 100% of counselling by 2026
			Projectors	Install 1 projector per classroom with 100% functionality by 2025
			Smart Boards	Equip relevant areas of the with interactive boards by 2027
			Teachers Desk and Chairs	Provide ergonomic furniture for 100% of staff by 2026
			Staff Resource and Digital Center	Set up center and achieve 80% weekly staff utilization rate by 2026
			Office Equipment-Printing for Exams	Reduce exam prep time by 50% with new systems by 2025
			Sporting Kit and Equipment	Replace 100% of the outdated gear with 90% athlete satisfaction by 2026
Musical Instruments / PA Systems	Acquire 10+ new instruments and train 50 students annually			

Tactical Implementation Plan – Projects

ENVIRONMENT

STRATEGIC PILLAR	#	PROGRAMS	PROJECTS	SUCCESS METRICS
ENVIRONMENT Conducive Learning Environment	10	Campus Beautification	Campus Design and Layout	Complete 100% of Campus Design Masterplan by 2026
			Lawns and Gardens	Maintain 95% green space coverage with monthly student upkeep logs
			Trees and garden chairs	Plant 200+ trees and install 50 seating units by 2026
			Sanitation, Water and Hygiene	Achieve 100% functional WASH facilities with zero sanitation incidents annually
	11	Safety and Security	Security Set Up and Systems (consistency: change all caps)	Set up Security Systems and Reduce security incidents by 70% with CCTV and patrols by 2026

Tactical Implementation Plan – Projects

PARTNERSHIPS

STRATEGIC PILLAR	#	PROGRAMS	PROJECTS	SUCCESS METRICS
PARTNERSHIPS Strong Partnerships and Financial Sustainability	16	Annual Stakeholders Meetings	Annual Stk. Mtgs. School/ Church/ POJOBA/ PA/ Partners/ Sponsors	Implement 85% of resolutions from biannual forums
	17	Fundraising	Major POJOBA Donors	Cultivate 5+ major donors contributing GHC10,000.00 or more annually by 2028
			Corporate Partnerships and Donations	Secure 3+ corporate sponsorships worth GHC100,000.00 or more each year by 2030
			Sale and Auction of Items and Paraphernalia	Generate a substantial amount annually from sales of paraphernalia
			Auctioning: Curation/conservation of Campus Monuments	Generate a maximum amount annually from curated conservation auctions
	Curated Fundraiser Events	Raise a substantial amount each year through 2+ major events		
18	Investments	PJ Investments Program	Achieve 12% annual ROI with biannual performance reports	

Tactical Implementation Plan – Projects

SYSTEMS

STRATEGIC PILLAR	#	PROGRAMS	PROJECTS	SUCCESS METRICS
SYSTEMS Strong Brand Identity and Connected Systems	12	Branding	Develop Brand Guidelines and Launch	Enforce 100% compliance in all communications by end 2025
			Polo shirts >> Students, Tutors, Staff	Issue 100% compliance in uniform policy with annual refresh
			School Jacket, Tie, cufflinks, pendants, etc.	Standardize attire with 90% student adherence by 2025
			School Students' Stationery	Provide 100% of students with branded materials annually
			Sports Kitting- vests/ track suits, etc.	Outfit all teams with new kits annually
			School Gate and Approach Re-Design	Complete aesthetic re-design with security upgrade with 100% functionality by 2025
	13	POJOBA Register	PJ Register	Digitize Alumni records with 80% engagement by 2027
	14	Systems	School Records Automation - Mis	Achieve 90% paperless operations by 2026
			Website and social media	Grow online engagement by 300% (followers, inquiries) by 2027
			Feedback System	Resolve 90% of submitted feedback within 2 weeks
	15	POJOBA - Alumni Collaboration	Alumni Collabo	Secure 50+ alumni mentors and a substantial amount in donations annually by 2027

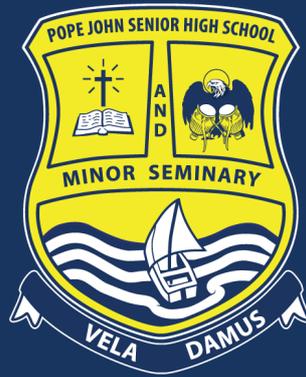












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