



St. Francis Catholic High School

Strategic Plan ... " Vision for 2020 "

Introduction

The Board of Directors of St. Francis Catholic High School lead the Strategic Planning process in Academic Year 2014-2015. An Institutional Assessment report was prepared by the administration to evaluate current programs and identify opportunities for the future. Embedded in the assessment were *The National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools* (2012, Loyola University Chicago and US Catholic Bishops), which identifies 11 standards for effective Catholic schools. These standards are used to evaluate and support the improvement of Catholic education.

A two-day retreat was held February 20-21, 2015 bringing together the St. Francis community members – alumnae, parents and parents of alumnae, faculty, staff, and students – to solicit their input and feedback. The goal of the retreat was to draft strategic plan goals and preliminary objectives. At the conclusion of the weekend, a survey process provided feedback and input to recommend a final strategic plan to the Board of Directors for adoption in Spring 2015. Below is the Strategic Plan approved by the Board of Directors in May 2015.

St. Francis Catholic High School

Strategic Plan ... "Vision for 2020"

Executive Summary

"We graduate young women who change the world."

The St. Francis Vision Statement

Mission Statement

St. Francis High School is a Catholic diocesan college preparatory high school dedicated to serving young women and their families who seek spiritual growth and academic excellence. We are committed to integrating faith into the learning process, promoting the gospel values of Jesus Christ, building community, and providing opportunities for worship. We strive to help each student develop her gifts and talents to become a model of Pax et Bonum (peace and goodness) through leadership and service.

Pillars of St. Francis Catholic High School

A St. Francis graduate is a woman of Faith

- She understands the major tenets and traditions of the Roman Catholic Church.
- She demonstrates an active faith life.
- She respects the members of other faith traditions.

She strives for Excellence

- She meets or exceeds requirements for university matriculation.
- She has the skills needed for independent thought and life-long learning.
- She possesses self-worth.
- She practices habits conducive to spiritual, emotional, and physical wellness.

She demonstrates Leadership

- She appreciates the efforts of her peers and of the school community.
- She models moral behavior and prudent judgment.
- She values and facilitates collaboration.

She embraces Service

- She responds to the needs of the poor and the vulnerable.
- She promotes social justice based on Catholic teachings.
- She acts as a responsible citizen.

Strategic Plan

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MISSION INSPIRED LEADERSHIP

St. Francis Catholic High School will integrate Christ-centered faith in all aspects of student life and inspire young women through the charism of our patron saints, St. Francis and St. Clare of Assisi.

- Provide adequate time and space for Eucharist and celebration of the liturgical life of the Church.
- Provide opportunities and an environment for the formation of an individual prayer life.
- Provide an effective chaplaincy to meet the needs of the community.
- Provide ongoing faith formation opportunities.
- Honor our Catholic Social Justice teachings through direct service to the poor and marginalized in the spirit of St. Francis of Assisi.
- Recognize and celebrate the ecumenical & interfaith aspects of the St. Francis community.

St. Francis Catholic High School will implement and sustain a comprehensive and vibrant governance structure that advances our mission.

- Articulate the fiduciary role and define the relationship between the Bishop of the Diocese of Sacramento, the Board of Directors, and the Administration, as reflected in the By-Laws of the school.
- Engage a broad sector of the community to participate in Board Committees.
- Provide a comprehensive orientation for Board and Committee members.
- Maintain a five-year financial plan to reflect future operational and capital needs.
- Develop targets for tuition and non-tuition revenue, financial aid, compensation, and capital expenditures.
- Develop financial planning options to fund campus improvements and expansion.

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CONSTITUENT ENGAGEMENT

Student Engagement

St. Francis Catholic High School will nurture a culture of innovation and creativity in the classroom.

- Ensure curriculum provides opportunities for students to explore **Science Technology Religion Engineering Arts Mathematics (STREAM)** programs.
- Provide instructional support for teachers to differentiate instruction, provide student-centered learning, technology-enhanced lessons, and critical thinking across the curriculum.

St. Francis Catholic High School will maintain exemplary Student Life programs and promote our successes to the broader community.

- Marketing and enrollment material will highlight and promote the arts as integral to the complete educational experience.
- Attract and develop talented student athletes and mission-focused, qualified and committed coaches who have achieved a high proficiency level in their respective sports.
- Routinely evaluate leadership and personal growth opportunities for students with Campus Ministry programs.

St. Francis Catholic High School will utilize metrics for evaluating all aspects of the four-year student experience.

- Routinely evaluate the academic rigor and workload of the curriculum.
- Identify ways to help students manage the stress of a college preparatory high school environment and balance activities.
- Evaluate the overall academic program to allow for expanded course offerings.
- Focus on utilizing skills-based assessments to measure student learning.

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St. Francis Catholic High School will design and implement an enrollment management plan to maximize applications and optimize enrollment.

- Recruit young women who aspire to become part of the St. Francis tradition and sisterhood and who grow to embody the four pillars of Faith, Excellence, Leadership and Service.
- Develop annual target numbers for inquiries, open house guests, shadow visits, applications, acceptances, registrations and enrollments.
- Develop a profile of the St. Francis graduate and clearly define and communicate the “St. Francis Advantage.”
 - Develop a student and parent ambassador program to communicate the “St. Francis Advantage” throughout the greater Sacramento community.
 - Identify and implement strategies to engage newly admitted families from acceptance to orientation.
 - Implement a social media campaign designed to market the “St. Francis Advantage.”
 - Host programs inviting 3rd-7th grade girls to campus for training or activities, expanding the pipeline of potential applicants.
- Identify retention strategies to engage students and families in order to maintain an overall retention rate of 97% or higher.
- Investigate the value and benefit of integration of an International Student Program.

Employee Engagement

St. Francis Catholic High School will recruit and retain the best educators.

- Offer a compensation package that is competitive with the other local private/Catholic high schools.
 - Fund meaningful professional development to support and retain existing employees.
 - Initiate a program of awarding incentives and bonuses to retain the best employees.
 - Routinely evaluate the academic rigor and workload of the curriculum.
- Implement an employee orientation that incorporates the traditions of the school, the charism of our patron saints, and a mentoring program with department-assigned peers.
- Establish a professional learning community cohort for first year faculty members.

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FUNDING THE FUTURE

St. Francis Catholic High School will design and implement a robust, comprehensive development plan to support the evolving community needs of the campus.

- Increase participation in the annual fund by 2% each year by all constituent groups.
- Initiate student participation in the annual fund, encouraging membership for life, instilling in the students a sense of stewardship responsibility as a graduate.
- Launch a capital campaign to fund campus improvement priorities defined in this plan.
- Increase the scholarship endowment to meet the needs of future student enrollment.

St. Francis Catholic High School will continue to upgrade and expand the campus to support our mission, academic program and student life.

- Update the current Master Plan to reflect the purchase of the National Guard Armory, the need for renovation/expansion of the Chapel and modernization and reuse underutilized areas of the existing campus.
 - Provide engaging and innovative space to keep classroom technology current.
 - Ensure adequate space to allow for specialized learning environment for student engagement.
 - Identify adequate space to meet the needs for collaboration and collegial engagement.
 - Enhance campus security and provide safe adequate parking.
 - Evaluate adequacy of current athletic facilities and plan for future needs.
 - Evaluate opportunities for expansion and renovation of the chapel.
- Initiate a plan to improve energy efficiency, water conservation, and minimize our environmental footprint.

Strategic Planning Retreat Participants

Margo Reid Brown '81	President
Theresa Rodger	Principal
Tom Kandris	Board of Directors/Strategic Planning Cte.Chair/Parent of Alumnae
Tara Leung	Director of Finance
Mary Castellano	Assistant Vice Principal for Curriculum
Ann Marie Faires '71	Assistant Principal for Student Affairs
Stephen Tholcke	Director of Campus Ministry
Lori Dwyre	Director of Technology
Lisa Wilkins	Director of Enrollment/Marketing/Current Parent
Elmarie Hoffmann Brown	Directory of Advancement/Parent of Alumnae
Ed Schmidt, III	Director of Facilities
Sarah Ruano	Staff
Nancy Doyle '77	Staff
Peter Strawn	Faculty
Chris Robbins '69	Faculty
Mari Kirstien '99	Faculty
Rick Norman	Faculty
Vic Pitton	Faculty
Bishop Cotta	Board of Directors
Kathleen Deeringer	Board of Directors/Former SF Employee
Dr. Pam DiTomasso '72	Board of Directors
Roxnne Elliott '94	Board of Directors
Tom McCaffery	Board of Directors
Mary Norris	Board of Directors/Parent of Alumnae
Msgr. James Kidder	Former SF Chaplain/Past SF School Board Member
Fr. Loreto Rojas	Former SF School Board Member
Cheryl Hoffmann	Former SF Employee
Denise Franzoia '49	Alumnae
Mokie Marchi '84	Alumnae
Terry Klas	Current Parent
Gerry Kamilos	Current Parent
Sparky Harris	Current Parent
Lesa Whetzel	Current Parent
Kelly Brothers	Current Parent
Irum Khan	Current Parent/Parent of Alumnae
Dr. Julie Isherwood	Current Parent
Paula Mumm	Current Parent
Julie Laskin	Current Parent
Lisa Koewler	Current Parent
Liza Micheli	Current Parent
Andreas Agos	Current Parent/Former SF Principal
Jeanne Winnick Brennan	Parent of Alumnae
Jana Cuneo	Parent of Alumnae/Former SF Employee
Ivan Hrga	Former SF Asst. Principal/Diocesan Elementary School Principal
Linda Norman	Former SF Employee/Parent of Alumnae/Public School Principal
Ray Burnell	Former Diocesan School Principal