



CATHOLIC HIGH SCHOOL
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Office of the President

June 2011

Dear Friends,

Founded in 1894 as St. Vincent's Academy, Catholic High School has prospered and evolved over time into the school of excellence so well known in the Baton Rouge community today. In that 117 year history, Catholic High School has been blessed with the leadership and inspiration of the Brothers of the Sacred Heart, generous financial support from parents and friends, and the selfless service of many lay men and women serving on its staff. In return, Catholic High School has blessed its students, alumni and the Baton Rouge community through its formation in Gospel values and educational competence of generations of leaders. We are very happy to say that Catholic High School continues to be blessed in this manner, and likewise, continues to be a blessing on all in this community.

As is the case with any great institution, CHS could not be what it is today without the contributions and even sacrifice of those who have gone before us. Yet, we engage in this strategic planning process with the confident conviction that CHS can do more, that CHS can be even more of a blessing for its students and the entire community.

In order to remain truly faithful to its tradition, and in doing so respect the tremendous contributions of those who preceded us, CHS needs to adapt in response to contemporary circumstances and challenges. It is this dynamic fidelity to its rich tradition that we seek to achieve through this strategic planning process.

We believe that a successful strategic plan for CHS will exhibit the following qualities:

- **It will be Visionary.**
- **It will be Mission-focused.**
- **It will be Comprehensive.**
- **It will be Realistic.**

We also believe that a successful strategic plan for CHS will **reflect broad input** from within and even outside of the CHS community. The following pages outline the strategic planning process CHS has initiated. We invite you to share your reactions and suggestions especially regarding the initial goals and strategies that have been identified.

Thank you for participating in this *Vision of Continuing Excellence!*

Sincerely,

Gerald E. Tullier
President

Dr. Richard R. Vath
Chairman of the Board of Directors

A Vision of Continuing Excellence

Strategic Goals and Strategies for 2011-2016

Goal #1: Continually strengthen our mission and identity as a Brothers of the Sacred Heart, Catholic School.

Strategies:

- ◆ Engage the CHS Community in reflecting upon and considering revisions to the Mission Statement and in developing a process for evaluating its effectiveness in that mission.
- ◆ Further cultivate a spiritual environment at CHS and promote the spiritual growth of students through experiences of prayer (individual and group), liturgy, retreats, mission opportunities and participation in students' local churches.
- ◆ Consistently and intentionally promote a school culture at CHS that is characterized by personal attention and acceptance of diversity.
- ◆ Provide consistent opportunities for admission to CHS for qualified students from non-traditional feeder schools as one way to increase the diversity of the CHS student body from its current percentage of approximately 7.5% minority students (5.33% black, 1.2% Asian, 0.8% Native American, and 0.1% Hispanic) to approximately 10%.
- ◆ Collect data regarding substance abuse and bullying among students to establish base-line measures of the current level of these activities among students, and use that data to formulate initiatives to address these issues.

Goal #2: Advance excellence in all school programs.

Curriculum and Instruction Strategies:

- ◆ Increase college readiness scores of all students in all four areas (English, Math, Science and Reading), with a targeted goal of 70% by the end of five years.
- ◆ Increase 21st Century Skills competencies of all students.
- ◆ Increase the realistic options for students to take electives during their high school careers.
- ◆ Design and implement a model for most effective use of instructional technology
- ◆ Develop a multi-year, detailed plan leading to a 1:1 student to computer ratio.

Student Life Strategies:

- ◆ Design and initiate strategies to substantially reduce substance abuse and bullying among students, and periodically adjust strategies to improve their effectiveness.
- ◆ Collect data regarding participation in school extra-curricular activities among students to establish a base-line measure of the current participation, and initiate strategies to increase that participation.
- ◆ Intentionally form coaches and teams in the tradition of the Brothers of the Sacred Heart.
- ◆ Celebrate the importance and positive impact of the Arts and Athletics.

Facilities Strategies:

- ◆ Systematically address, through the annual operational budget of the school, multiple and on-going "short-term" facility needs.
- ◆ Prioritize and address, in that prioritized order, the following "long-term" facility improvements:
 - ◆ Enhanced Campus / A Defined Entrance
 - ◆ Food Service
 - ◆ Library Media Center
 - ◆ Chapel / Student Worship Space
 - ◆ Faculty / Staff Resources
 - ◆ Instructional Spaces
 - ◆ Athletics/Extracurricular Activities
 - ◆ Renovation of Football Field and Track Complex (restrooms/lights, Track, field turf, bleachers, entrance, fencing, Field house, etc.)
 - ◆ Extracurricular space (Band, 9th Grade Football, Lacrosse, PE fields, etc.)
 - ◆ Support Fields for Athletics
 - ◆ Auxiliary Gym with lockers for 8th & 9th Grade, Band Room, Janitorial Storage, Student/Faculty Commons, Weight Room and lockers
 - ◆ Address parking and traffic flow concerns.
 - ◆ Inventory and a develop plan to address necessary infrastructure, hardware, software and other technology needs across all curriculum areas and school programs.

Our Vision for CHS

We believe that a successful strategic plan for CHS will exhibit the following qualities:

- ◆ It will be Visionary.
- ◆ It will be Mission-focused.
- ◆ It will be Comprehensive.
- ◆ It will be Realistic.

We also believe that a successful strategic plan for CHS will reflect broad input from within and even from outside the CHS community.

Tell Us Your Vision

As a part of the strategic planning process, CHS needs your input. The four initial Goals that have emerged from the Strategic Planning Process are listed to the left. Under each Goal are listed several strategies. Please share your vision for CHS by offering comments and suggestions regarding these goals, strategies or any part of the planning process.

Your responses can be e-mailed to CHS President Gene Tullier at gtullier@catholichigh.org.

or

Mailed to: CHS Strategic Planning Process
808 Hearthstone Dr.
Baton Rouge, LA 70806

STRATEGIC PLAN

- ◆ Identify possible avenues for technology donations and develop a detailed, step by step, multi-year process that can provide potential donors with a basic understanding of the technology vision they will be asked to support.

Goal #3: Continue to attract and retain talented faculty, staff and leadership who will bring our mission alive through the lives of our students.

- ◆ Develop and implement a comprehensive, mission-based philosophy of compensation that insures faithfulness to and continuity of the mission of CHS.
- ◆ Consider adding a position of Arts Director to spearhead improvements and implement a long-term vision of the Arts at CHS.
- ◆ Continue with the roles of Director of Technology and Technology Coordinator.
- ◆ Hire an Instructional Technology Coordinator who would provide training for faculty on effective integration of technology into instruction.
- ◆ Provide on-going professional development for faculty and staff.
- ◆ Provide better compensation for coaches and athletic programs.

Goal #4: Significantly strengthen our financial resources to assure excellence for our students today and for years to come.

General Strategies:

- ◆ Periodically perform efficiency audits of energy usage, staffing level and organizational structure, and land use to insure optimal performance.
- ◆ Develop and implement strategies to identify and cultivate new sources of revenue to support school operations.

Admissions and Enrollment Management Strategies:

- ◆ Maintain CHS enrollment close to the "ideal" of 1,030 students.
- ◆ Closely monitor enrollment and retention of accepted students, and introduce initiatives to increase retention.
- ◆ Conduct a professional assessment or survey at least every three years (statistically representative sampling) of individuals in the CHS community and in the general public to determine perceptions of CHS and to identify community needs.

Advancement and Alumni Relations Strategies:

- ◆ Develop a serious, sustained planned gift program that actively and continuously cultivates and moves toward a legacy gift commitment a minimum of 50 friends/partners of CHS.
- ◆ Substantially increase the endowed funds and assets of the CHS Foundation from the current level of approximately \$8,000,000 to a target of \$20,000,000 within the next 10 years so that mission critical financial needs for financial assistance, compensation and affordable tuition can be met for the long-term future of CHS.
- ◆ Create a systematic, on-going major gift program that annually provides potential donors with a menu of gift opportunities that directly promote the mission of CHS.
- ◆ Increase the identification of CHS alumni with the schools' mission as evidenced by the percentage of annual alumni gifts increasing from the current 8% to 25% within the next five years.
- ◆ Continue progress in increasing the percentage of parents participating in PAGE to at least a level of 85% within the next three years.
- ◆ Prepare for a capital campaign within the next two years designed to fund many of the long term strategic plan initiatives.
- ◆ Identify possible avenues for technology donations and develop a detailed, step by step, multi-year process that can provide potential donors with a basic understanding of the technology vision they would be asked to support.
- ◆ Prioritize and focus alumni staff resources according to the likely tangible return as measured by the following four criteria: 1) advancement of the understanding of and identification with the school's mission; 2) the community-building potential of the effort; 3) the cultivation value of the effort; and 4) the potential revenue generated by the effort.

Public Relations Strategies:

- ◆ Consider changing the name of Public Relations to Communication in order to better represent to the internal and external CHS community the priority and focus of the office.
- ◆ Continue to place a high priority on the design and maintenance of the CHS web page and CHS Connections as an expression of the vitality and quality of CHS.
- ◆ Continue to produce high quality print publications.
- ◆ Research social media trends and opportunities, and recommend adjustments in CHS policies and practices for the use of social media.
- ◆ Design all materials with sensitivity to the public misconception that CHS already has sufficient assets.

Advancing The Mission - CHS 2011 to 2016

Catholic High School is engaged in a Strategic Planning Process that began in June 2010. A large number of internal and external constituents are taking part in this process and are committed to planning and building an exciting future for CHS. Consultants from Partners in Mission, Larry Furey and Tom Brodnicki, are helping guide the process.

The four objectives of the

Strategic Planning Process are:

- ◆ To engage the CHS community in envisioning the future of the school from the perspective of its mission, challenges and opportunities.
- ◆ To set appropriate goals, strategies and evaluation procedures related to key areas of the school's mission.
- ◆ To advance the knowledge,

understanding and belief in the mission of CHS.

- ◆ To strengthen the capacity of the school to implement the goals of the strategic plan.

Leading the Strategic Planning Process are Gene Tullier, CHS President; Dr. Richard Vath, Strategic Planning Chair; and Committee Chairs and Faculty Liaisons

Marlene Sheely, Brother Xavier Werneth, Lisa Harvey, Susie Adler, Duane LeBlanc, **Wesley Salmon '91, Tommy Prochaska '92, Dwayne Honoré '83, Don Hood, Francis Jumonville '73, Margie Alexander, Jeffrey Hotard '85, Gwen Cotton, Brian Hightower '97, Tom Eldringhoff, Russel Primeaux and Hal Dupuy '73.**

CHS Strategic Planning Committees and Focus

The Strategic Planning Process involves the following nine committees:

- ◆ **Mission**—This committee is responsible for considering the mission of CHS in the light of its tradition, current expression and future possibilities.
- ◆ **Academic Programs and Resources**—This committee is responsible for considering the CHS academic program as well as its resources, achievements and needs for future success.
- ◆ **The Arts**—This committee is responsible for considering the CHS arts program in the context of the overall mission of the school. It should assess the current status and role played by arts education in promoting the mission of CHS. In addition, it should consider what new resources or collaborative initiatives would enhance the contribution of arts education to the overall mission of CHS.
- ◆ **Athletics**—This committee is responsible for considering all aspects of the CHS athletic program in light of its mission and tradition. This includes consideration of additional resources needed to improve opportunities, participation and the overall formation of CHS students.
- ◆ **Facilities**—This committee is responsible for assessing the current CHS facilities in regard to their utilization, efficiency and condition and to identify and prioritize additional facility needs and enhancements.
- ◆ **Financial Resources and Planning**—This committee is responsible for considering the financial assets and resources of CHS in light of its mission and tradition as a school operated in the charism of the Brothers of the Sacred Heart. It should give particular attention to the affordability of CHS for all families that choose Catholic education for their sons, the availability of financial assistance for the materially poor and developing sustainable means of providing reasonable and just compensation for personnel committed to the school's mission.
- ◆ **Student Affairs**—This committee is responsible for considering all aspects of students' lives and experiences at CHS with emphasis on student clubs, organizations and activities, the Campus Ministry program and intramural athletic opportunities. It should evaluate the success of CHS in creating an environment that values ethnic, cultural and other types of diversity within the student body and suggest strategies for furthering this environment.
- ◆ **Technology**—This committee is responsible for considering the appropriate role of technology at CHS in light of the school's mission and tradition, and identify realistic strategies and set priorities for incorporating additional educational technology into CHS.
- ◆ **Advancement**—This committee is responsible for considering ways to enhance funding for current and future initiatives of CHS so the mission of the school will remain viable and its future secure. This includes developing strategies for cultivating a culture of giving among current students and increasing the participation of alumni, parents and friends in annual giving initiatives.

CHS Strategic Planning History

- ◆ September 30, 1999—First strategic plan, "Advancing the Mission with Courage and Confidence" was adopted
- ◆ June 18, 2010—Engaged Partners in Mission as strategic plan consultants
- ◆ July 28-29, 2010—On site visit by Partners in Mission
- ◆ September 20, 2010—Organization meeting with committee chairs
- ◆ September 28, 2010—Meeting of all strategic planning committee members (63 in attendance)
- ◆ November 3, 2010—Meeting with committee chairs to present interim reports
- ◆ February 12, 2011—Full report with recommendations presented by each committee
- ◆ May 11, 2011—Presentation of condensed and revised recommendations to the CHS Board of Directors
- ◆ June 2011—Publication of the initial strategic planning goals and recommendations in *Bear Facts II* and *Connections*
- ◆ Summer 2011—Seek additional input to goals and recommendations from students, parents, alumni and friends
- ◆ Fall 2011—Further revision of goals and recommendations; consideration of revisions, and approval by CHS Board of Directors