

Strategic Plan for Berks Catholic High School

School years: 2016 through 2019

Principal: Tony Balistrere

February, 2015

Updated June, 2017

Table 1: Strategic Goals and Objectives for the Five Focus Areas

	Goal	Objectives	Expected End
CATHOLIC IDENTITY	Strategic Goal I: To provide a more integrated Christian and Catholic formation and education for students and faculty.	Objective I: Integrate and promote interdisciplinary presentations between the Theology faculty and other departments by creating relevant connections to science, language arts and liberal arts.	2017-2018
		Objective II: To sustain the Theological curriculum of the United States Conference of Catholic Bishops for high school students at all grade levels and integrate relevant connections to science, language arts and liberal arts.	Rev. 2018-2019 Orig. 2017-2018
		Objective III: To continue to provide service opportunities within the Berks County community rooted in Catholic values.	Completed 2016-2017 with ongoing monitoring
	Strategic Goal II: To enhance the Christian and Catholic environment and experience of the BC students.	Objective I: Continue to improve the student experience of Mass and other liturgical/devotional practices such as penance services, retreats and prayer services.	Completed: 2015-2016
		Objective II: To enrich the use of sacred space as well as the use of sacred art within the building and on the campus.	Completed 2016-2017 Orig. 2015-2016
ACADEMIC EXCELLENCE	Strategic Goal I: BCHS will enable each student to achieve his or her potential in a high performing school.	Objective I: Evaluate and enhance the curriculum to offer courses that facilitate learning in a way that allows each student to achieve his or her potential.	Completed 2017 with ongoing assessments and enhancements

		Objective II: Allow students to develop a deeper understanding of their learning with real life applications and experiences.	Completed 2017	
	Strategic Goal II: BCHS will enrich its academic programs, services, and facilities to establish a 21 st Century learning environment.	Objective I: Work with internal and external IT specialists to implement technology infrastructure upgrades and application improvements.	Completed 2017 Rev. 2015-2016 Orig. 2014-2015	
		Objective II: Implement cutting edge technology tools/applications for expanded online learning and integration with curriculum.	Completed 2017	
		Objective III: Design and implement a technology-training program for faculty and staff.	Completed: 2015-2016	
		Objective IV: Design and implement a deployment plan for students to go 1-to-1 with iPads.	Completed 2016-2017	
	Strategic Goal III: BCHS will enrich student achievement by providing expanded guidance and support services in order to meet the needs of the growing student population.	Objective I: Support students in the academically competitive environment to maximize their post high school opportunities.	Rev. 2018-2019 Orig. 2016-2017	
		Objective II: Support students in non-academic needs including, but not limited to, family issues, mental health issues, attendance issues etc.	2018-2019	
	ENROLLMENT	Strategic Goal I: BC will promote enrollment growth by marketing and building relationships across its network of partner schools, parents, and alumni.	Objective I: Design a marketing program that engages partner schools, parents, and alumni to attract future students.	Completed: 2016-2017
			Objective II: Develop a more informed network of parents and alumni to enroll future students.	Completed: 2015-2016

		Objective III: Develop initiatives with partner schools to increase enrollment capture rate from 72% to 80% within 10 years.	Actions Implemented 2016-2017 with ongoing monitoring
	Strategic Goal II: BC will develop an enrollment performance management process	Objective I: Develop enrollment and retention trend analysis and reporting scorecard.	Completed: 2014-2015
DEVELOPMENT	Strategic Goal I: Berks Catholic will commit to achieving sustained resource development, which will increase scholarship funding, ensure fiscal strength, and promote the mission of Berks Catholic.	Objective I: To continue to grow the EITC and OSTC programs.	Maintained Goals at 2016 levels Ongoing thru 2019
		Objective II: To continue to grow the Saints Annual Fund.	Maintained Goals at 2016 levels Ongoing thru 2019
		Objective III: To increase the amount of items and cash donated at Extravaganza & attendance at Extravaganza Eve.	Goals Achieved for 2017 Ongoing thru 2019
		Objective IV: To plan and implement a Capital Campaign (CC).	Completed 2015-2017
		Objective V: To enhance data management for more effective engagement of key stakeholders.	Completed: 2015-2016
FACILITIES	Strategic Goal 1: Understand current and future needs of the facility in order to successfully plan and execute capital expansion projects to build and maintain a state of the art BCHS facility.	Objective I: Develop overall assessment of facility needs that strives to support the mission of the school.	Completed 2015
		Objective II: Develop and deliver capital improvements that react to current demands while enhancing existing conditions and providing for future needs.	Partially completed; Full completion 2018-2019

3.0 Key Strategic Goals, Objectives, and Action Plans

Catholic schools work collaboratively with parents/guardians as primary educators to ensure quality faith formation and active participation in the life of the Church through the BCHS four pillars (God, Family, Academics, and Fun). The four pillars are integrated into all aspects of school life. BCHS is inclusive of a range of ethnic, socio-economic, and academic ability that reflects the diversity of the parish communities in which they serve. The curriculum and student activities address the development/education of the whole person – spiritually, morally, intellectually, socially, emotionally, and physically.

Students accept responsibility and are provided with age-appropriate opportunities to excel in athletics, music, the arts, and to provide service while developing their leadership skills. Endowment and development funding programs and resources are available to attract and retain qualified school personnel. BCHS has an effective advancement/development program and an endowment fund. Financial resources from the school endowment fund and tuition assistance funding from outside agencies help support the growing financial need of families who wish to enroll their children.

BCHS continues a legacy of excellence in academic education rooted in Christian values with an exemplary faculty and staff and a rigorous, learning-centered curriculum. Our students, faculty, and alumni continue to excel above average performance rates nationally and regionally. Academically, 95% of the seniors apply to college (includes 2 and 4 year) and are accepted. 100% of those who apply to 4 year schools are accepted, although not all may choose to attend.

Strategic planning sub-teams (Enrollment, Development, and Facilities) were formed from the Committee Chairs of Board of Directors as the team leads to develop goals, objectives, and action plans in these areas. Additionally, the steering committee believed it was essential to examine Academic Excellence and Catholic Identity goal areas to complete the significant components of our strategic plan. Through the diligent work of the Strategic Planning Committee, goals with objectives and action plans emerged for each of the five focus areas.

3.1 Catholic Identity

BCHS strives to provide a Catholic experience for students, exemplified by respect for the values and beliefs of Christianity. Catholic Identity at Berks Catholic is evidenced by faith formation and personal example, education in the faith, sacramental life, and the experience and distinct environment of a vibrant Christian and Catholic community. Strategic goals, objectives, and action plans are outlined as follows:

Strategic Goal I: To provide a more integrated Christian & Catholic formation and education for students and faculty.
Objective I: Integrate and promote interdisciplinary presentations between the Theology faculty and other departments by creating relevant connections to science, language arts and liberal arts.

ACTION STEPS	RESOURCES	RESPONSIBLE	POTENTIAL BARRIERS	RESULT/ DEADLINE
1. Creating opportunities for inter-department meetings / training	Outside Workshops Regular department meetings	Faculty Theology Department Chair and departments working collaboratively	Volume of the current curricula in each discipline	curriculum changes in progress: June 2018... Ongoing
2. Cross Curricular Activities	Outside Workshops Faculty In-Service	Chaplain Faculty	Staffing issues Willingness to change Availability of appropriate resources	Curriculum changes in progress: June 2018 ...ongoing

Strategic Goal I: To provide a more integrated Christian & Catholic formation and education for students and faculty.

Objective II: To sustain the Theological curriculum of the United States Conference of Catholic Bishops for high school students at all grade levels and integrate relevant connections to science, language arts, and liberal arts.

ACTION STEPS	RESOURCES	RESPONSIBLE	POTENTIAL BARRIERS	RESULT/ DEADLINE
1. To maintain proper resources for the Theology faculty	Publishers Online Resources	Faculty and administration	Movement away from traditional textbooks	Assess resources after 1 to 1 implementation June 2018
2. To continue to add new software apps for the purposes of research and pedagogy for faculty and students	Various Media outlets VERBUM	Faculty and Administration	Cost vs. Benefit Financial Resources	Students will have the advantage of constantly updated resources with 1 to 1 Students will be prepared for more advanced research in college in all humanities courses June 2019

Strategic Goal I: To provide a more integrated Christian & Catholic formation and education for students and faculty.

Objective III: To continue to provide service opportunities within the Berks County community rooted in Catholic values.

ACTION STEPS	RESOURCES	RESPONSIBLE	POTENTIAL BARRIERS	RESULT/ DEADLINE
1. To review student and faculty opportunities for service.	Community organizations.	Campus Minister Chaplain	Type and place of activities / appropriateness	Students having further opportunities to experience the Gospel and Faith in action New groups Completed 2016
2. To allow for holistic integration and greater Theological Reflection upon service opportunities	Moodle Online Journals; Google Docs	Chaplain Campus Minister Theology Department Chair	Willingness to further develop already good service opportunities	In progress June 2018

Strategic Goal II: To enhance the Christian & Catholic environment and experience of the BC students.

Objective I: Continue to improve the student experience of Mass and other Liturgical/Devotional practices such as penance services, retreats, prayer services.

ACTION STEPS	RESOURCES	RESPONSIBLE	POTENTIAL BARRIERS	RESULT/ DEADLINE
1. Utilize the Auditorium's 21 st Century digital upgrades for the Celebration of Mass and other Liturgies/Devotions	Software and new Hardware in the Auditorium	Chaplain	Appropriateness vs. effectiveness	Students will be more engaged in the Sacramental and Devotional celebrations Completed 2016
2. Updated Music and increased performance quality	New Musical Resources as well as new equipment in the Auditorium	Chaplain Music Director	Finances Time Ability	Students more engaged in the Sacred Music aspect of liturgical celebration Completed 2016 and hired new choral director

Strategic Goal II: To enhance the Christian & Catholic environment and experience of the BCHS.

Objective II: To enrich the use of sacred space as well as the use of sacred art within the building and on the campus.

ACTION STEPS	RESOURCES	RESPONSIBLE	POTENTIAL BARRIERS	RESULT/ DEADLINE
1.To increase the presence of quality Sacred Art within the building.	Various Studios Diocesan Warehouse	Chaplain Principal	Financial Appropriate use of Space	Partially completed; still to do – add scripture quotes around the bldg. by June 2018
2.To increase the Devotional Life of students and faculty by use of the Chapel (Especially for group prayer, Confession and Adoration)	Chapel	Chaplain Campus Minister Theology Faculty	Time Resources	Students more engaged in the devotional and sacramental life of the Church Completed 2016 – stations in Lent, May Devotion; Adoration

3.2 Academic Excellence

The Academic Excellence committee was responsible for considering the Berks Catholic High School academic program as well as its resources, achievements, and needs for future success. The group assessed all academic, arts, and technology programs to determine what new resources or collaborative initiatives would enhance these programs within the overall mission and vision of BC. The committee considered all aspects of student academic life and experiences including Campus Ministry and Post high school career guidance opportunities.

The curriculum of Berks Catholic high school is meeting the needs of its students. The strengths in the educational programs showed strong academics in the core areas and the arts; however, the school is continuing to look for new ways to meet the needs of the increasingly diverse student population in an ever-changing world. The school must find new ways to challenge students at all academic levels which include opportunities for STEM initiatives for the advanced students and more basic classes to meet the needs of lower level learners.

Over the next several years, the educational programs will need to incorporate technology into the classroom via one-to-one methods to meet the needs of students in today's world. One-to-one (1 to 1) technology integrates an individual laptop, tablet, I-pad or other approved hand-held devices as tools into the classroom learning environment. In-service training opportunities to enhance the use of technology in the classroom are needed for teachers. A few general Tech Facts found in research indicate that today's students use mobile devices for anytime/anywhere research (60%), collaboration (40%), educational games (43%), and school related alerts (33%). Students who study on mobile devices study 40 more minutes per week than those who don't use tablets. Eighty-seven percent of teachers noted mobile technology devices help students collaborate and 73% of teachers say technology allows them to reach students with a variety of learning styles.

Strategic goals and objectives will unfold through the implementation of the action plans outlined in the Academic Excellence section of the Berks Catholic Strategic Plan.

Strategic Goal I: BCHS will enable each student to achieve his or her potential in a high performing school.

Objective I: Evaluate and enhance the curriculum to offer courses that facilitate learning in a way that allows each student to achieve his or her potential.

ACTION STEPS	RESOURCES	RESPONSIBLE	POTENTIAL BARRIERS	RESULT/ DEADLINE
1.Data Driven Decision Making to improve curriculum-survey imbedded data	PSAT SAT AP IOWA Graduate Survey	Faculty Math Dept. Chair Asst. Principal Academics	Time to gather info Lag in implementation Ability to gather accurate critical mass graduate data	Change curriculum; add/delete classes based on student needs 2015-2016: added Basic English, Reading for 10th grade, and 1 additional AP in World History...ongoing evaluation of curriculum
2.Innovative Teaching Methods	Outside Workshops School Visits Webinars Faculty In-Service	Faculty	Staff for subs Time Motivation	Up to date methods are in place to meet student needs 2016-2017: other schools visiting BC to share learnings; internal faculty workshops to better utilize APPs and i-pad technology ...ongoing

3. Cross Curricular Activities w/ emphasis on non-fiction reading	Journal Articles Primary Documents Non-Fiction Literature	Departments will work collaboratively	Finding appropriate resources for all disciplines (ex. math)	Students will increase ability to infer, comprehend, and analyze as seen in a standardized reading assessment ... ongoing
4. Standardize Courses including: rationale, content, exams, grading, and placement tests & assessments with authentic, performance-based tasks.	Current school curriculum Teacher Tests Incorporate Performance-based assessments	Departments will work together	Getting teachers on board Finding resources	All students will meet the same course objectives to be prepared for college rigor. Team-teaching implemented as appropriate 2016-2017: coordinating content for split courses English, Theology, History, ...ongoing
5. Add dedicated and qualified faculty to meet the growing student body	Finances /Tuition	Administration	Finances	Class size to best maximize student potential and meet school's mission No adds thru June 2018; increasing teaching load to 6 classes in Math, Sciences, French, Spanish...ongoing

Strategic Goal I: BCHS will enable each student to achieve his or her potential in a high performing school.

Objective II: Allow students to develop a deeper understanding of their learning with real life applications and experiences.

ACTION STEPS	RESOURCES	RESPONSIBLE	POTENTIAL BARRIERS	RESULT/ DEADLINE
1.Put STEM (STEAM) in the classroom by partnering with local businesses	Local businesses: Engineering, medical, computer programming specialists, drug companies etc.	Faculty and administration	Finding local businesses willing to partner Developing a plan	Students will be able to apply their knowledge in meaningful ways 2017-2018: adding a program with St. Joe's/Penn State Health and an EMT program with School of Health Sciences...ongoing
2. Establish partnerships with local colleges: *Facilities Use *College classes *Speakers	Alvernia, RACC, Penn State/Berks, Reading Hospital Health Sciences, BCIU	Administration and Faculty	Making the right connections	Students to take advantage of the resources that local colleges offer *Students will get a taste of college *Students will use real life applications 2016-2017: Course in Chinese at BCIU...ongoing
3. Senior Internship Opportunities: Students (mentor with a professional)	Local businesses/ Schools	Guidance Faculty Administration	Making those connections Time	Students will gain real life views of certain careers through networking at Career Day... ongoing

4. Use other Community Resources	Reading Museum Reading Library Etc.	Faculty Administration	Finding and making those connections	Students gain real world insight into careers 2017: All students gained access to Phila Library for research ...ongoing
5. Career Day Focus: Encourage non-traditional rising careers especially STEM	Alumni who are in the fields Other Community members	Asst Principal Academics Director of College Counseling	Having students expand their view of opportunities	Focus on 11 th grade students for a more broad view of actual careers that fit with their strengths, interests, and today's opportunities. Completed 2017...annual event

Strategic Goal II: BCHS will enrich its academic programs, services, and facilities to establish a 21st Century learning environment.

Objective I: Work with internal and external IT specialists to implement technology infrastructure upgrades and application improvements.

ACTION STEPS	RESOURCES	RESPONSIBLE	POTENTIAL BARRIERS	RESULT/ DEADLINE
<u>HARDWARE:</u> 1. Assess Infrastructure for ability to sustain 1-to-1 environment	IT subcontractors who are specialists in the areas needed	IT Director Principal Asst Principal Academics Subcontractors	Finances	School to sustain the number of students who will need use of WIFI at the same time / Completed in 2016
2. Upgrade Servers, switches, filters, and implement Access Point upgrades as needed	IT subcontractors	IT Director Principal Asst Principal Academics Subcontractors	Finances	School will be able to sustain technology needs required for student and teacher use 2017: adding more access points; upgrading internet bandwidth to 1 GB

3.MMS to be hosted on the cloud; Establish student accts in active directory	CRI-MMS Software	IT Director Asst Principal for Academics MMS Support	Finances	Student information will be safely hosted Completed 2016
4. MMS Online Registration	CRI-MMS Software	IT Director; Asst Principal; MMS Support	Finances	Student information hosted Completed 2017
5. Acquire iPad for teachers	i-pads	IT Director	Finances	Teachers to have 1 to 1 technology Completed 2016
6. Upgrade teacher computers/software	Mac Computers	IT Director	Finances	Create plan and replace teacher laptops Plan Completed 2017

Strategic Goal II: BCHS will enrich its academic programs, services, and facilities to establish a 21st Century learning environment.

Objective II: Implement cutting edge technology tools/applications for expanded online learning and integration with curriculum.

ACTION STEPS	RESOURCES	RESPONSIBLE	POTENTIAL BARRIERS	RESULT/ DEADLINE
<u>HARDWARE:</u> 1. Investigate options for 1-to-1: <ul style="list-style-type: none"> • Lease • Purchase through school • Family purchase w/guidelines 	APPLE consultants	Principal Asst Principal for Academics IT Director	Finances for the families	Students will have their own device by start of 2016-2017 Completed 2016-2017
<u>2. Use online resources:</u> CANVAS online grading Online lesson planning	CANVAS learning management system	Asst Principal for Academics	Finances Teacher training	Teachers will move to an online environment Completed 2016-2017
3. Investigate & implement a content management system for teachers/students	Software companies	Asst Principal for Academics IT Director	Finances	Teachers and students will have an organized & structured 1-to-1 environment Completed 2016-2017

4. Research appropriate software and applications	Visit other schools to gather best practices and software suggestions	Principal Asst Principal IT Director Apple Consultants Lead Teachers	Time	Resource Library available. Apps: Notability, Genius Scan, Canvas, Apple suite Completed 2016-2017... New APPs Ongoing
5. Investigate cutting edge tools, resources, and applications for the classroom- Faculty meetings and individually	I-Tunes U Apple Online resources	Asst Principal for Academics IT Director Department Chairs Department Members	Finances Time Professional Development	Students will have access to up to date technology, tools, and resources Completed 2017... Ongoing
6. Survey: Parent & Student Survey (Purpose: Identify use at home , perceived importance)	Survey Survey Monkey	Asst Principal for Academics	Response Negative feedback	BCHS will have understanding of family views Completed 2016

Strategic Goal II: BCHS will enrich its academic programs, services, and facilities to establish a 21st Century learning environment.

Objective III: Design and implement a technology-training program for faculty and staff.

ACTION STEPS	RESOURCES	RESPONSIBLE	POTENTIAL BARRIERS	RESULT/ DEADLINE
<p><u>1.HARDWARE:</u> Each teacher will have an iPad to start investigating</p>	<p>iPad Memo of understanding</p>	<p>Principal Asst Principal for Academics IT Director</p>	<p>Finances Teacher willingness</p>	<p>Teachers will learn how to use the iPad Completed 2015-2016</p>
<p>2. Apple TV's install starts</p>	<p>App to mimic Apple TV</p>	<p>Principal Asst Principal for Academics IT Director</p>	<p>Finances</p>	<p>AppleTV units installed. Completed 2017: TV units replaced by Reflection APP</p>
<p>3. "Train the Trainers" Professional Development</p>	<p>Conferences: ex Pete & C Online Learning College Classes Visit Other Schools Apple</p>	<p>Faculty Members</p>	<p>Unwillingness to participate Finances for training Finances for Subs</p>	<p>Select teachers to attend PD and visit other schools- Train their departments when they return. Ongoing... 5-10 teachers working on APPLE certification</p>

<p>4. Self-Driven PD-Have teachers plan lessons/find appropriate Apps/look for iBooks and eBooks that can take the place of hard texts Have "Share" time at faculty meetings</p>	<p>iTunesU Internet Internet resources-known Networking with teachers from other schools</p>	<p>All Faculty</p>	<p>Teacher buy-in Finances for Apps</p>	<p>Teachers will be prepared to teach in the 1-to-1 environment before it starts Completed 2016-2017... Ongoing learning</p>
<p>5. Add lead teacher/technology curriculum coordinator / re-institute Tech Committee to assist teachers with educational technology training</p>	<p>Tech savvy teacher with curriculum experience</p>	<p>Principal Asst Principal for Academics</p>	<p>Finances</p>	<p>Qualified / experienced teacher will keep teachers abreast of innovative ideas and how to implement / Completed in 2016</p>

Strategic Goal II: BCHS will enrich its academic programs, services, and facilities to establish a 21st century learning environment.

Objective IV: Design and implement a deployment plan for students to go 1-to-1 with iPads.

ACTION STEPS	RESOURCES	RESPONSIBLE	POTENTIAL BARRIERS	RESULT/ DEADLINE
1. Parent Meetings: Have 2-3 informational nights about the upcoming 1-to-1 program	Apple Software information	Principal Asst Principal for Academics IT Director	Concern about Finances Low parent attendance Lack of Internet at home	Parents will understand the program Completed Summer 2016
2. Summer Apple Academy	Program to help students understand how to use as well as appropriate use	Teacher Trainer (St. Elizabeth School, DE has agreed to share their program)	Students ability to attend in the summer	All students will understand the expectations for using iPad at school Completed 2016
3. Technology Policy Update Update student handbook with information on appropriate use of technology	Current handbook Handbook information from other schools	Principal Asst Principal for Academics	None	All parties will understand what is appropriate use for iPad in school Completed 2016 included in Handbook

<p>4. Help Desk: Organize a teacher led helpdesk for troubleshooting</p>	<p>Gather ideas from other schools and Apple</p>	<p>Principal Asst Principal for Academics IT Director Technology Committee</p>	<p>None</p>	<p>Help Desk/Troubleshooting Team available to help teachers and students Completed 2017: Instructional Tech Coordinator handles help desk; Formed a Tech Advisory Group with Faculty</p>
--	--	--	-------------	--

Strategic Goal III: BCHS will enrich student achievement by providing expanded guidance and support services in order to meet the needs of the growing student population.

Objective I: Support students in the academically competitive environment to maximize their post high school opportunities.

ACTION STEPS	RESOURCES	RESPONSIBLE	POTENTIAL BARRIERS	RESULT/ DEADLINE
1. Lower the student to college and career counselor to 350:1 by hiring additional counselors	College and career counselors	Principal Director of College Counseling	Budget limitations	Add one within 1-2 years Add second within 3-5 years Partially Completed Hired PT counselor in 2016-2017 increase hours
2. Develop a plan to assign students to the counselors in a way that allows students to maximize their opportunities	Counselors Naviance	Director of College Counseling Guidance/Campus Minister Asst Principal	Parent fear of the unknown... new counselors	Students will receive a more individualized plan Add additional counselors Over next 3 to 5 years
3. Establish a dedicated guidance suite	Finances	Principal Director of College Counseling Guidance/Campus Minister BCHS Board	Budget limitations	Counselors available, space for collaboration and meetings with outside professionals. 2019...Ongoing

<p>4. Develop a more extensive plan so that underclassmen can meet with college and career counselors on a more regular basis</p>	<p>In-house counselors</p>	<p>Director of College Counseling Guidance/Campus Minister Asst Principal</p>	<p>Budget Limitations</p>	<p>Once new counselor is added, expand the counseling program for 9th and 10th grade students Some group meetings occurring in 2017...ongoing</p>
---	----------------------------	---	---------------------------	--

Strategic Goal III: BCHS will enrich student achievement by providing expanded guidance and support services in order to meet the needs of the growing student population.

Objective II: Support students in non-academic needs including, but not limited to, family issues, mental health issues, attendance issues etc.

ACTION STEPS	RESOURCES	RESPONSIBLE	POTENTIAL BARRIERS	RESULT/ DEADLINE
Lower the counselor to student ratio to 400-1 Take the Campus Ministry load and reassign to allow a full time counselor at present and hire another counselor as the school population increases	New hires	Administration Board Guidance/Campus Minister	Budget Limitations	Barriers to learning removed that will allow students to maximize their God-given potential Hire second counselor by June 2018
Develop a plan to assign students to counselors	Counselors	Director of College Counseling Guidance/Campus Minister/Principal/Asst Principal	None	Counselors available to students when serious or teen issues arise June 2019

3.3 Enrollment

Since our formation in 2011, we have experienced enrollment growth of 7.6% and we project growth of 20% through the 2024-2025 school year. The Strategic Planning Committee based its study on current enrollment of partner schools and their estimated projections as well as our Enrollment Committee efforts to capture additional students from non-partner schools. Enrollment statistics reveal conservative growth and a strategy for increased retention of our partner school student population. Since 2011-2012, partner school growth in enrollment has averaged 3%.

Enrollment Committee identified several underserved communities including the Boyertown as well as growing interest from the Kutztown and Hamburg areas. However, our enrollment analysis does not consider potential growth from these underserved areas. Although there is some decline in enrollment in some of our partner schools, we believe the enrollment growth projections are sustainable since they are based upon historical data showing a 72% matriculation rate from partner schools and a 25 student influx into the freshman class from non-partner schools. Actual partner school enrollment data as of October 1, 2015 were used in the revised ten-year projections provided in table 4.

Table 4: Enrollment Growth Projections at 72% Capture Rate

School Year	Total Students	% Change	% Change from 14/15
14/15	762		
15/16	802	5%	5%
16/17	822	2%	8%
17/18	857	4%	12%
18/19	849	-1%	11%
19/20	825	-3%	8%
20/21	827	0%	9%
21/22	842	2%	10%
22/23	873	4%	15%
23/24	883	1%	16%
24/25	911	3%	20%

Partner school enrollment projection data were revised as of October 3, 2016. These revisions are captured in the ten-year enrollment projections as shown in Table 4A based on a 72% capture rate. There is a reduction in the projected enrolment totals in years 21/22 through 24/25 as compared to the original projections in Table 4 however, enrollment still shows favorable growth.

Table 4A: Revised Enrollment Projections based on 72% Capture Rate

School Year	Total Students	%Change Year on Year	%Change from 15/16
14/15	762		
15/16	795	4%	
16/17	821	3%	3%
17/18	841	2%	6%
18/19	839	0%	6%
19/20	827	-1%	4%
20/21	825	0%	4%
21/22	864	5%	9%
22/23	852	-1%	7%
23/24	847	-1%	7%
24/25	860	2%	8%

There is a great deal of economic uncertainty in the surrounding public school districts which has contributed to Berks Catholic maintaining its enrollment. There has also been an increase in the Hispanic/Latino population within the Reading area. These two groups play a major factor in Berks Catholic’s enrollment. Additionally, there is an influx of International student population at Berks Catholic, which includes students from Spain, South America, Korea, China and Vietnam.

A deeper analysis of partner school enrollment data revealed the need for additional considerations. Since actual enrollment data from year ending 2014 compared to year ending 2015 indicated a 3.5% decrease in grades K through 4, we assessed enrollment growth potential based on the assumption of a 5% decrease in partner school enrollment and a capture rate of 72% through 2024. Consequently, we projected growth of 14% through school year ending 2025. Overall impact of a 3.5% - 5% decrease in partner school enrollment still supports a growth vision moving forward. The growth impact of partner school 2015-2016 enrollment data with a

projected 5% reduction and capture rate at 72% with 25 non-partner students through 2025 is shown in Table 5 below.

Table 5: Enrollment Growth Projections using a 5% reduction in enrollment from Partner Schools and Capture Rate at 72%

School Year	Total Students	% Change	% Change from 14/15
14/15	762		
15/16	802	5%	5%
16/17	814	1%	7%
17/18	840	3%	10%
18/19	823	-2%	8%
19/20	790	-4%	4%
20/21	791	0%	4%
21/22	806	2%	6%
22/23	836	4%	10%
23/24	845	1%	11%
24/25	872	3%	14%

Partner school enrollment projection data was revised as of October 3, 2016. These revisions are captured in the ten-year enrollment projections with a 5% reduction in enrollment from the partner schools as shown in Table 5A based on a 72% capture rate. There is a reduction in the projected enrollment totals as compared to the original projections in Table 5. In general, enrollment projections shown in Table 5A reflect the actual enrollment levels of 2014-2015 through 2016-2017.

Table 5A: Enrollment Growth Projections using a 5% reduction in enrollment from Partner Schools and Capture Rate at 72%

School Year	Total	%Change Year on Year	%Change from 15/16
14/15	762		
15/16	795	4%	
16/17	812	2%	2%
17/18	824	1%	4%
18/19	814	-1%	2%
19/20	793	-3%	0%
20/21	792	0%	0%
21/22	829	5%	4%
22/23	816	-2%	3%
23/24	811	-1%	2%
24/25	822	1%	3%

Strategic goals and objectives for Enrollment will unfold through the implementation of the action plans described in the following section of this plan.

Strategic Goal I: BC will promote enrollment growth by marketing and building relationships across its network of partner schools, parents, and alumni.
Objective 1: Design a marketing program that engages partner schools, parents, and alumni to attract future students

ACTION STEPS	RESOURCES	RESPONSIBLE	POTENTIAL BARRIERS	RESULT/ DEADLINE
1. Recruit and enroll academically accomplished, diverse, and passionately engaged students.	Partner schools, PREP schools, public schools	Director of Admissions, current students, faculty, staff, administration	Public/cyber school, facility, tuition	Track enrollment with expected increase each year Completed Tracking in place 2016 ...ongoing

2. Promote the core strengths and distinctive qualities of BC, focused on the 4 pillars and the development of the individual student.	BC Mission and CORE values Website; social media; communications	Director of Admissions, Principal, faculty, staff, current students	Disengaged listeners	Core values exemplified in daily lives; graduates prepared for life experiences 2015-2019... Ongoing
3. Make thoughtful allocation of need-based, merit-aid budgets, transfer grants, tuition discounts for desired student enrollment	Availability of funds, transfer grants, and endowment	Director of Admissions, Principal, Tuition manager	Tuition	track funding availability and level of support; 2016: reporting provided upon request ...ongoing
4. Evaluate a loyalty grant program for incoming 9 th graders from partner schools	Availability of funds	Director of Admissions, Principal	classroom space, loss of expected income	Implemented \$200 incentive for a max of 8 students for 2017-2018 Increased enrollment by 7 students
5. Develop a process to showcase students, alumni, faculty achievements	External marketing/ advertising expertise; Director of Development	Director of Admissions; Principal; Director of College and Career Counseling	Budgetary costs too high	Process implemented using social media and traditional marketing materials June 2016

Strategic Goal I: BC will promote enrollment growth by marketing and building relationships across its network of partner schools, parents, and alumni.

Objective 2: Develop initiatives with partner schools to increase enrollment capture rate from 72% to 80% within 10 years

ACTION STEPS	RESOURCES	RESPONSIBLE	POTENTIAL BARRIERS	RESULT/ DEADLINE
1. Develop and deploy a unique engagement plan for partner school students.	Director of Admissions, Partner schools, Principal, faculty and Board of Directors	Director of Admissions	Budgetary requirements	<p style="text-align: center;">Plan implemented; increased enrollment from partner schools</p> <p style="text-align: center;">Spring 2015</p>
2. Develop new initiatives for existing student activities and mentoring programs.	Partner Schools, PREP Program, Church Youth Groups and Board of Directors	Director of Admissions, Saint Ambassadors, Principal, Youth Sport Programs, Pastors/Priests	Public School Programs, finances	<p style="text-align: center;">Increased enrollment</p> <p style="text-align: center;">2015... Ongoing</p>
3. Create a communications plan that illustrates school innovation and excellence	Partner Schools, PREP Program, Church Youth Groups	Director of Admissions, Saint Ambassadors, Principal, Youth Sport Programs, Pastors/Priests	Public School Programs, Budgetary requirements	<p>Communications Plan created by Fall 2016</p> <p style="text-align: center;">Marketing reports monthly to principal and diocese; bi-monthly newsletter by department posted online; annual updates 2017 – 2019</p>

4. Host an event to connect BC faculty with Partner Faculty and Administration	Partner and Prep Schools	Director of Admissions	Budgetary	<p>Implemented Faculty and Administrations Spring 2016</p> <p>Annual event through 2019</p>
--	--------------------------	------------------------	-----------	---

Strategic_Goal II: BC will develop an enrollment performance management process.

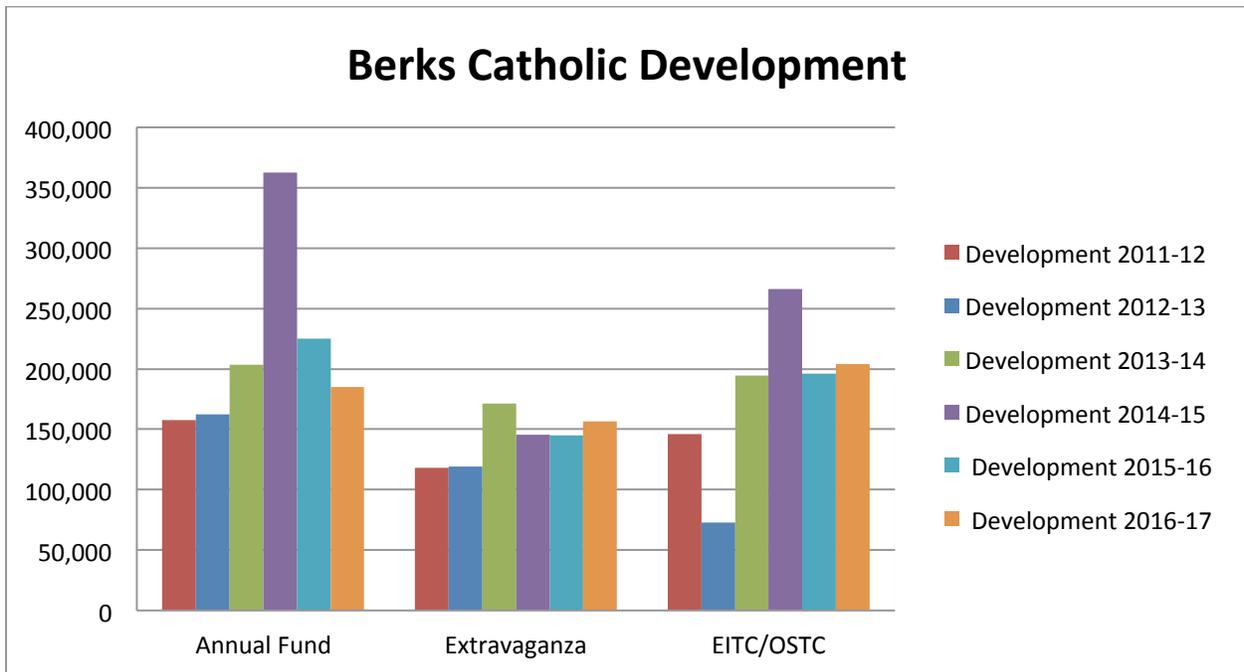
Objective 1: Develop enrollment and retention reporting on a regular basis.

ACTION STEPS	RESOURCES	RESPONSIBLE	POTENTIAL BARRIERS	RESULT/ DEADLINE
Develop reports to show enrollment trends	Director of Admissions; Technology	Director of Admissions	Time constraints budgetary	Data tracking & reporting to aid targeted marketing completed 2015 on a weekly basis
Develop reports to show retention trends	Director of Admissions; Technology	Director of Admissions	Time constraints budgetary	Data tracking & reporting to aid targeted marketing completed 2015 on a monthly basis
Create and Publish analytics /scorecard	Director of Admissions; Technology	Director of Admissions	Time constraints budgetary	Management tool/scorecard in use at least semi-annually completed Fall 2015

3.4 Development

BCHS Development Team is building a stable resource base, securing resources for new initiatives and capital expansion, and developing new sources of scholarship funding to assist BC in attracting and retaining students of all income levels. The Development team is expanding its private donor programs to offer donors a variety of ways to give, including major and planned gifts, foundation and corporate giving.

Examining giving trends by fund category shown in the chart below for the past three school years, current school year and next year's projection identifies positive response and growth opportunities. Annual fund donor gifts averaged 17% increase since 2011-2012 with a 10% increase projected each year through 2019. The 2016-2017 Annual Fund shows a decline of about 50% as the result of the kick off of the Capital Campaign in December 2015. With a strong focus on new and additional funds from existing participants EITC/OSTC funds grew by 4% in 2016-2017 versus a down year in 2015-2016 due to early consumption of available funding.



Berks Catholic engages all stakeholder groups in the development and marketing process so that more people will recognize and value the great programs offered at the school. These efforts will unfold with the implementation of the action plans detailed below.

Strategic Goal 1: Berks Catholic will commit to achieving sustained resource development, which will increase scholarship funding, ensure fiscal strength, and promote the mission of Berks Catholic.

Objective 1: To continue to grow the EITC and OSTC programs

<u>Actions/ Tasks</u>	<u>Responsible</u>	<u>Resources</u>	<u>Potential Barriers</u>	<u>Outcome / Deadline</u>
1. Establish an OSTC/EITC committee to develop a marketing plan to solicit businesses to participate in the program	Development Director, Development Board Chair	Development Director, Development Board Chair, Email from business that successfully completed re: ease of program and ongoing list of businesses to contact	Competition from other schools and time constraints of business owners and their CPAs	Plan finalized / June 2015
2. Form panel of CPAs to communicate value of programs to potential participants	Development Director, 2 Key Development Committee Members	CPAs at RKL, Herbein, Baker-Tilley, and other private firms	time constraints for external resources (CPA's)	2016-2017: Shifted focus to a 1 on 1 meeting with Dev Dir/ Principal and Company rep; specific questions are handled with the group of CPAs

3. Develop checklist for CPAs	Development Director and CPAs	CPAs to create checklist, review/ Collaborate	Time constraints for external resources (CPA's)	Checklist implemented/ June 2015
4. Host breakfast/ lunch meetings	Development Director & CPAs	Multiple CPAs to speak to business owners & their CPAs	Time constraints for external resources (CPA's and owners)	2016-2017: Discontinued
5. Follow up with businesses	Principal, Development Director, Development Committee Members	Principal, Development Director maintain contacts with businesses and develop list of new businesses	Time constraints/ interest of business owners	2016-2017 OSTC/EITC goals maintained at 2015-2016 levels ..ongoing...thru 2019
6. Manage list of businesses participating in program to ensure sustainability	Development Director, Development Assistant	Development Director/list of participants at diocese	Continuation of OSTC state funding	Continue to meet and increase OSTC goals each year Proactive communications /reminders regarding renewals... Ongoing... thru 2019
7. Develop action plan if EITC/OSTC funding discontinued	Development Director, Committee	Development Director, Committee, CPA's	Finding a comparable program	Investigate alternatives in 2017-2018

Strategic Goal 1: Berks Catholic will commit to achieving sustained resource development, which will increase scholarship funding, ensure fiscal strength, and promote the mission of Berks Catholic.

Objective 2: To continue to grow the Saints Annual Fund

<u>Actions/Tasks</u>	<u>Responsible</u>	<u>Resources</u>	<u>Potential Barriers</u>	<u>Outcome / Deadline</u>
1.Generate initial mailing to entire Berks Catholic database	Development Director	Letter and other collateral and database (graphic designer and printer)	Economy Interest (getting people to read the letter)	Saints Fund Goal on target for 2016-2017
2.Initiate follow-up calls to targeted donors	Development Director	Accurate database	Economy, continued engagement in BC	Saints Fund Goal on target for 2016-2017 Ongoing...thru 2019
3.Continue mailing to segmented donors	Development Director	Graphic designer and printer	Economy, continued engagement in BC	Saints Fund Goal on target for 2016-2017 Ongoing...thru 2019
4. Generate thank you notes as appropriate	Development Director, Principal	Accurate database, phone calls and letters	None	Donors cultivated / 2017 Ongoing...thru 2019

5.Host lead gift event	Development Director, Principal, Hosts	Alumni or parents to host	Hosts who are uncomfortable with solicitation	Event did not occur in 2016 due to Capital Campaign; Considering an event for summer 2017...ongoing thru 2019
6.Expand utilization of social media	Development & Enrollment	Payment site (PayPal other)	Economy, cont'd engagement	Social media implemented; July 2015
7. Establish student-centered phone-a-thon	Dev Director, students/ Parents/ teachers	Accurate database, student/adult volunteers	Phone solicitation difficulties	Phone-A-Thon will not be held in Dec 2017; Focus shifted to a social media campaign for specific Giving Days
8.Develop plan for cultivation and stewardship of new and existing donors	Development Director, Development Assistant, Principal, development committee	Ideas and time to implement	Busy donors, caution not to offend lesser donors	Plan completed annually

Strategic Goal 1: Berks Catholic will commit to achieving sustained resource development, which will increase scholarship funding, ensure fiscal strength, and promote the mission of Berks Catholic.

Objective 3: To increase the amount of items and cash donated at Extravaganza & attendance at Extravaganza Eve

<u>Actions/Tasks</u>	<u>Responsible</u>	<u>Resources</u>	<u>Potential Barriers</u>	<u>Outcome / Deadline</u>
1. Form a Phone-a-thon Committee for local business donations	Extravaganza Coordinator	Phones for phone-a-thon Updated Phone List	People do not like to make these phone calls	Annual goals achieved / 2016-2017 Ongoing...thru 2019
2. Research National Companies that give to Non-Profit Organizations	Coordinator Volunteer	Computers Web-sites that give lists		Annual goals achieved / 2016-2017 Ongoing...thru 2019
3. Mailing for Cash Donors	Coordinator Chair People	Revised Letter Updated/Correct Mailing list	Economy Chair People not liking to ask for money	Annual goals achieved / 2016-2017 Ongoing...thru 2019
4. Develop a New Marketing Strategy for Extravaganza Eve	Coordinator	Mailings E-mails, New Name for event	Getting past it is only for those who attend Extravaganza	Strategy developed and implemented / October 2015; invites now go to all parents and alumni

Strategic Goal 1: Berks Catholic will commit to achieving sustained resource development, which will increase scholarship funding, ensure fiscal strength, and promote the mission of Berks Catholic.

Objective 4: To plan and implement a Capital Campaign (CC)

<u>Actions/Tasks</u>	<u>Responsible</u>	<u>Resources</u>	<u>Potential Barriers</u>	<u>Outcome / Deadline</u>
1. Analyze existing donor / fundraising data	Development Director, Development Committee	Development Director, Committee, historical CC data	Scheduling challenges for Development Director to take class	Reports created and used / June 2015
2. Understand software to set-up required CC data management, tracking, analytics	Development Director	Development Director, Principal, CC Co-Chairs		Software being used / January 2015
3. Create a Needs Statement	Principal, Dev Director & committee	Principal, Dev Director & committee		Committee approved / June 2015
4. Establish financial oversight for CC pledges/giving	Principal, Development Director	Volunteer	Time constraints	2016: Established a tracking system to process all credit card pledges and payments and in use Ongoing...thru 2019

5. Charter CC Committee	Principal, CC Co-Chairs	Principal, CC Co-Chairs, Development Director	Identifying right people willing to accept position	A working CC committee established / Summer 2015
6. Cultivate Major Donors	Principal, CC Co-Chairs, Development Director	Principal, CC Co-Chairs, Development Director	Multiple capital campaigns particularly among other diocesan schools	Committed major donors cultivated / Dec 2015
7. Secure architectural renderings and preliminary cost estimates	BOD Facilities Members	Facilities team, Architectural	Timing of securing architect	Preliminary drawings; cost estimates available / Summer 2015
8. Review plans with BOD & leaders from Diocese	Principal, CC Co-Chairs, Steering Committee	Principal, CC Co-Chairs, Steering, Architect	Timing	Completed 2016
9. Create a Communications Plan for the CC	Development Director, CC Committee	Dev Director, CC Comm, Graphic Design Firm, students	Multiple CC efforts in diocese	Plan completed 2015; Ongoing communication with construction thru 2018

10.Kick-off the CC	Principal, CC Co-chairs	Principal, CC Co-chairs	Multiple CC efforts in diocese	CC kick-off announced/ Dec 2015
11.Execute CC	BC Comm	BC Comm	Economics	Ongoing...2018

Strategic Goal 1: Berks Catholic will commit to achieving sustained resource development, which will increase scholarship funding, ensure fiscal strength, and promote the mission of Berks Catholic.

Objective 5: To enhance data management for more effective engagement of key stakeholders

<u>Actions/ Tasks</u>	<u>Responsible</u>	<u>Resources</u>	<u>Potential Barriers</u>	<u>Outcome / Deadline</u>
1. Utilize capability of database management software	Development Director	Development Director, Abilla training class	None	Completed and implemented 2015
2. Expand use of social media to keep stakeholders engaged	Development Director and Enrollment Director	Development Director and Enrollment Director, twitter, website, Facebook	Time constraints	Engagement of alumni, parents, and other stakeholders / July 2015
3. Develop process to continually update and maintain database	Development Director	Development Director, volunteer	Time constraints	Updated records / 2015-2016
4. Survey parents, Alumni, students regarding level of satisfaction and areas needing improvement	Assistance from someone who can create survey online; support to analyze data; generate report on findings and communicate	Director of Development	Participation may be limited	Completed in 2015; Re-Survey to occur in June 2017 Ongoing odd years...2017; 2019

3.5 Facilities

The facilities committee recognizes the diverse makeup of the strategic plan initiatives and their impact on the physical requirements of the campus. This committee seeks to ensure that the mission of the school can be fully realized and enhanced through the student interaction of the facility. It seeks to ensure that current and future student populations can be accommodated and inspired through a safe, comfortable, and inviting physical environment

Strategic Goal 1: Understand current and future needs of the facility in order to successfully plan and execute capital expansion projects to build and maintain a state of the art BCHS facility

Objective 1: Develop overall assessment of facility needs that strives to support the mission of the school.

<u>Actions/ Tasks</u>	<u>Responsible</u>	<u>Resources</u>	<u>Potential Barriers</u>	<u>Outcome/ Deadline</u>
Develop anticipated future projection needs	Principal / Staff	Staff time		Needs doc completed Jan 2015
Develop physical program	Principal / Staff	Staff time		Program completed June 2015
Develop campus program by design professional	Design professionals	money / staff time		strong program understanding; design completed, Spring 2015
Maintain ongoing facility assessment tools for deferred maintenance and capital expenditures	Volunteers / Staff	none	Loss of qualified volunteer help	Ongoing..... 2015-2019

Strategic Goal 1: Understand current and future needs of the facility in order to successfully plan and execute capital expansion projects to build and maintain a state of the art BCHS facility.

Objective 2: Develop and deliver capital improvements that react to current demands while enhancing existing conditions and providing for future needs

<u>Actions/Tasks</u>	<u>Responsible</u>	<u>Resources</u>	<u>Potential Barriers</u>	<u>Result / Outcome</u>
Work with all focus areas of the school to ensure physical needs are anticipated through planning	all parties of strategic planning / staff	staff time		Physical program guide developed Completed Spring 2015
Investigate phased solutions and priorities due to capital constraints	staff / design professionals	money for design professionals		Priorities determined; Completed Spring 2015
Envision master plan and allow re-organization of existing space	design professionals / staff			Developed and constructed existing interior classroom space; Completed Spring 2015
Engage design professionals for construction documents	design professionals / board / staff	money for design professionals		CD's; Land Development Completed Spring 2016
Work thru design development/ zoning/plan/ budget refine	design professionals / board / staff			Completed Summer 2016
Prepare budgets for analysis against capital campaign capacities and strategies	Construction management professionals			Completed 2016
Analyze final plans / budgets	CM / board / staff			Budget created; Feb. 13, 2016

Engage construction professionals - depending on anticipated desired phasing / construction schedule requirements	Construction management professionals; Board	Capital Campaign organized; major donors identified	Timing of funding	Construction completed; Post Occupancy Evaluation Construction to start June 2017 thru Aug 2018
---	--	---	-------------------	--

3.6 Finance

The Finance sub-team updated the budget and the operating projections for the five-year timeframe (2017-2022). Table 7 shows the Budget and Projections from 2016-2017 through 2021-2022. Projected forecasts reflect the anticipated enrollments, tuition and fees and required staffing to support the strategic plan. Tuition and fees reflected in the financial projections shown in Table 7 incorporate a 3%-3.5% increase in each year of the plan. The five-year overview is used to assist the Board and administration in project planning and prioritization as well as structural support for the capital campaign. The expenses that are included in these five-year projections capture the conservative staffing changes consistent with the student enrollment projections as noted on the top of Table 7. Under the Cash from Operations section on Table 7, adding depreciation to the net income (loss) less the debt principal repayments provides the resulting cash from operations projections for the timeframe.

Normal ongoing capital expenditures can be satisfied through our capital expenditure reserve or excess cash from Operations. Standard financial tracking reports already exist. In addition, the finance committee developed a few Key Performance Indicators (KPIs) to monitor performance and progress toward our goals.

Table 7: Five-Year Operations Budget Projections

Strategic Plan - Five Year Financial Plan						
<i>Budget and Projections</i>						
	Budget <u>2016-17</u>	Forecast <u>2017-18</u>	Forecast <u>2018-19</u>	Forecast <u>2019-20</u>	Forecast <u>2020-21</u>	Forecast <u>2021-22</u>
Projected Enrollment	812	841	839	827	825	864
Operating Revenue						
Tuition & Fees	6,122,570	6,751,625	6,978,042	7,131,874	7,373,134	7,992,673
Less: Discounts and Financial aid	(1,291,325)	(1,381,278)	(1,374,843)	(1,375,695)	(1,365,574)	(1,416,498)
Net Tuition & fees	4,831,245	5,370,347	5,603,199	5,756,179	6,007,560	6,576,174
External scholarship/aid contributions	240,900	248,127	250,608	253,114	255,645	258,202
Gifts & grants	8,772	8,860	8,948	9,038	9,128	9,219
Annual Fund	200,000	202,000	204,020	206,060	216,363	227,181
Diocesan subsidy	120,585	120,585	120,585	120,585	120,585	120,585
Fundraising, net	157,744	161,688	165,730	169,873	174,120	178,473
Investment income	18,099	19,004	19,384	19,772	20,167	20,570
Other general income	28,000	28,700	29,418	30,153	30,907	31,679
Athletic Income	62,000	63,550	65,139	66,767	68,436	70,147
Social Income	185,903	190,551	195,314	200,197	205,202	210,332
Food Service/Bookstore	133,766	137,110	140,538	144,051	147,653	151,344
Total Revenue	5,987,014	6,550,521	6,802,883	6,975,790	7,255,767	7,853,908
Expenses						
Personnel expenses						
Salary	2,729,116	2,894,624	2,974,226	3,056,017	3,140,058	3,276,822
Payroll tax	209,881	231,570	237,938	244,481	251,205	262,146
Employee benefits	883,545	1,003,251	1,103,576	1,213,934	1,335,327	1,491,811
Total personnel expenses	3,822,542	4,129,445	4,315,740	4,514,432	4,726,589	5,030,778
General Institutional	520,811	531,227	541,852	552,689	563,743	575,017
Plant operations & maintenance	478,218	478,218	530,822	541,438	552,267	563,313
Student activities	487,678	487,678	497,432	507,380	517,528	527,878
Instruction	95,254	95,254	97,159	99,102	101,084	103,106
Development	94,796	96,692	98,626	100,598	102,610	104,662
Depreciation & Amortization	482,160	482,160	691,475	761,246	761,246	761,246
Transportation	115,500	117,810	120,166	122,570	125,021	127,521
Interest Expense (existing Note only)	105,025	102,549	99,849	97,066	94,199	91,245
Auxiliary Expenses	119,477	121,867	124,304	126,790	129,326	131,912
Total Expense	6,321,461	6,642,899	7,117,424	7,423,312	7,673,614	8,016,680
School Net Income/(Loss) From Operations	\$ (334,447)	\$ (92,378)	\$ (314,541)	\$ (447,522)	\$ (417,847)	\$ (162,772)
Cash from Operations						
Net Income	(334,447)	(92,378)	(314,541)	(447,522)	(417,847)	(162,772)
Add: Depreciation	482,160	482,160	691,475	761,246	761,246	761,246
Less: Debt Principal Repayments	(86,158)	(88,779)	(91,479)	(94,262)	(97,129)	(100,083)
Maintenance Capital Expenditures						
Cash From Operations	\$ 61,555	\$ 301,003	\$ 285,454	\$ 219,462	\$ 246,270	\$ 498,392

4.0 Risks and Opportunities

Evidence of some common barriers and constraints was noted in all the action plans for the strategic focus areas. Availability of time and resources faculty, staff and volunteers as well as access to sufficient financial resources and outside funding were identified as potential risks that may require a formal mitigation plan. Opportunities abound for successful execution of the strategic plan as evidenced in the commitment, dedication, and enthusiasm of the BCHS community.

Currently, the SP component for Catholic Identity is demonstrating positive outcomes with interdisciplinary curriculum activities, utilization of electronic media in liturgical devotions, and the display of sacred art in selected spaces in the school. Academic Excellence efforts are implemented and moving forward with additional network upgrades for 1-to-1 technology. Acceptance by teachers, students, and parents is extremely favorable. The 1-to-1 technology and curriculum advancements can propel the academic program well into the 21st century. Professional development for faculty continues as a key initiative. Development efforts are expanding through the Annual Fund and external funding initiatives and a new focus on the role of the alumni. Enrollment growth is favorable with demonstrated sustainability through focused marketing efforts.

5.0 Communications Plan

The SP process serves as a roadmap for BCHS to continue to deliver high-quality and rigorous programs and services for all stakeholders. To establish awareness of our SP and the associated action plans and timelines, several communications tactics should be applied to communicate, collaborate, and foster participation from our BCHS community stakeholders. Suggested media techniques include the BCHS website, school newsletter, Facebook, radio and TV and newspapers, partner school parish bulletins, and YouTube videos.

The Principal, Assistant Principal and SP sub-team leads will provide communications as appropriate to the Principal. To build credibility, the primary person to deliver SP communications is the BCHS Principal or his designee. Audiences will vary. Based on the individual action plans from each of the five focus areas, a communication plan/timeline should be developed to ensure collaboration and interaction on some regular basis.

6.0 Ongoing Progress Measures

This SP is an evolving, live document and at a minimum, progress on the attainment of the goals, objectives, and action plans presented for each of the five focus areas will be reviewed annually at a Board meeting.

- **Catholic Identity** – document and measure impact of curriculum changes and engagement opportunities for students
- **Academic Excellence** – tracking tools to monitor new classes, objectives, class size, career networks, access to new 1-to-1 technology and applications, teacher training for technology resources, and more access and responsiveness from guidance counselors
- **Enrollment** – creation of a database for marketing data and associated analytics to monitor enrollment; survey parents, students, alumni and build action plan to address suggestions; establishment of enhanced website presence and implementation of process to showcase stories of students, alumni, and faculty; creation and execution of a communication plan;
- **Development** – creation of analytics to monitor fundraising activities; implementation of a communications plan for development actions
- **Facilities** – creation of a master plan, budget, and schedule with clear expectations of deliverables; continued use of the facility assessment tool to identify proactively
- **Finance** – management reporting with KPIs to provide performance to plan/budget;

7.0 Conclusions

The goals and objectives outlined in this plan seek to respond to the ever-changing needs of our student body, faculty and community. The next steps include the development of a schedule and specific actions that will be measurable during the implementation of this SP. Implementation of this SP is progressing. The focus in the next school year 2017-2018 and 2018-2019 is to complete the SP actions established for each of the five focus areas and any ongoing initiatives that align with the strategic plan.