



Saint Joseph High School Strategic Plan

2014-2019



Building Faith, Character and Excellence

Table of Contents

Page 3	Mission Statement, Vision Statement and Graduate Outcomes
Page 4-5	Context for New Strategic Plan, Strategic Planning Process, and Strategic Plan (2014-2019), and Strategic Planning Goals 2014-2019
Page 6-8	Catholic Identity and Strategic Plan Accountability Matrix
Page 9-10	Program Excellence and Strategic Plan Accountability Matrix
Page 11-12	Faculty/Staff Excellence and Strategic Plan Accountability Matrix
Page 13-14	Facilities and Strategic Plan Accountability Matrix
Page 15-16	Marketing and Strategic Plan Accountability Matrix
Page 17-19	Stewardship and Strategic Plan Accountability Matrix
Page 20	Strategic Plan Follow-Up and Execution
Page 21-23	Enrollment Data and Notes to Future Planners
Page 24-28	Addendum: 2013-2014 Marketing Plan and Stewardship Plan

Mission Statement

Saint Joseph High School is a Catholic secondary school dedicated to transforming students in heart and mind, preparing them to serve God, the Church and the world.

Vision Statement

Saint Joseph High School will be a diverse Catholic community engaged in the process of preparing our students to live exemplary lives, committed to sharing wisdom, showing courage and supporting justice in the world.

We believe that every member of the Saint Joseph High School community will practice faith in God, commit to excellence, seek knowledge, live ethically, promote justice, and act with a global awareness.

Graduate Outcomes

A Saint Joseph High School graduate is:

Intellectually competent

- Possesses an intellectual curiosity
- Searches for Truth
- Approaches situations using critical and creative thinking
- Pursues excellence

Faith-filled

- Possesses a sense of awe of God's creation
- Understands the fundamental teachings of the Catholic faith
- Practices faith in God, progressing in his/her faith journey
- Is inspired to live life according to God's teachings

Globally responsible

- Demonstrates social, civic and global awareness and responsibility
- Commits to service
- Promotes justice in the world
- Demonstrates respect for self and others
- Develops a moral conscience, accepting responsibility for choices and actions

Context for New Strategic Plan

The context for developing a new Strategic Plan for Saint Joseph High School has changed considerably in the intervening years since the development of our last strategic plan. During that time, Saint Joseph High School has planned, raised funds for, and built a new high school building and campus on Notre Dame Avenue in South Bend. In addition to the change in geography, there have been significant developments that impact planning for student enrollment. Most notably, the Indiana Department of Education's School Choice program has introduced school vouchers which allow parents to use government education funding to send their children to the public or private school of their choice.

In summary, the Strategic Planning process that led to the development of this Strategic Plan evaluated the impact of various factors and responded to substantial change with one very important exception. First and foremost, Saint Joseph High School remains fully committed to achieving its mission as a Catholic secondary school dedicated to transforming students in heart and mind, preparing them to serve God, the Church and the world.

Strategic Planning Process

The strategic planning process for Saint Joseph High School began in earnest during the 2012-2013 academic year. All members of the SJHS school board were engaged to discuss an appropriate process. In the Spring of 2013, an electronic survey was conducted of our alumni, alumni parent, and parent populations; more than 400 responses to the survey were reviewed. During the Fall of 2013, to engage all constituencies, a series of seven "focus group"-style meetings were held to discuss the six specific topics of the plan: Catholic Identity, Program Excellence, Faculty/Staff Excellence, Facilities, Marketing, and Stewardship. These focus groups – or listening sessions -- were facilitated by staff of the Alliance for Catholic Education from the University of Notre Dame. Administrators and school board members were also present at all of the sessions. The sessions were promoted through school newsletters shared with parents and various electronic communications. For those unable to attend any of the sessions, a special email address was established for people to contribute comments, ideas, or opinions.

During January and February of 2014, the school board completed a draft of the Strategic Plan. The plan was then circulated to all of our key constituencies for review and further comment, including posting the draft on the school website.

The new Strategic Plan is the final product of our Strategic Planning process and that feedback.

Strategic Plan (2014-2019)

The following five-year Strategic Plan is organized into six sections:

- Catholic Identity*
- Program Excellence
- Faculty/Staff Excellence
- Facilities
- Marketing
- Stewardship

We recognize that all of these areas are extensively interrelated.

**Special Note: Because of its central importance to our mission and vision as a Catholic high school, Saint Joseph High School believes Catholic Identity must be integrated into all areas of the Strategic Plan, and has made every effort to do so during the strategic planning process.*

Strategic Planning Goals 2014-2019

CATHOLIC IDENTITY: Continue to refine and integrate our Catholic culture within all aspects of the Saint Joseph High School experience.

PROGRAM EXCELLENCE: Foster a tradition of continuous improvement across all program areas.

FACULTY/STAFF EXCELLENCE: Attract, empower, development and retain dedicated professionals who effectively advance graduate outcomes.

FACILITIES: Properly maintain existing campus and plan proactively for future needs.

MARKETING: Effectively communicate, promote, and market the mission, vision, Catholic values, brand, and programs of Saint Joseph High School to defined target audiences and all stakeholders.

STEWARDSHIP: Ensure financial sustainability by procuring the necessary resources and allocating them appropriately.

CATHOLIC IDENTITY GOAL: Continue to refine and integrate our Catholic culture within all aspects of the Saint Joseph High School experience.

Objective 1: Sustain a fully integrated Catholic culture at Saint Joseph High School.

Tasks:

- 1.1 *Assess what we are currently doing with respect to integrating a Catholic culture; develop a plan based on results of the year one assessments.*
- 1.2 *List the ways in which Theology classes address issues of inherent dignity of all people.*
- 1.3 *Conduct informal interviews with students, including seniors, to assess effectiveness of these teachings.*
- 1.4 *Conduct an overview of the anti-bullying program in the context of Catholic teachings. Discuss the benefits and outcomes of the program with the Counseling Department.*
- 1.5 *Evaluate how the benefits/outcomes of the bullying program are integrated into the retreat program*
- 1.6 *Reinforce the concept that each individual has a personal vocation at each level of the Catholic curriculum. Ask theology faculty to commit to ensuring the message of personal vocation during the academic year.*
- 1.7 *Provide a welcoming environment for all students and families by sending a personalized welcome letter from Campus Ministry/Principal, inviting families to attend all-school Masses.*
- 1.8 *Research and brain storm new programs that can be integrated into co-curricular groups. Meet with co-curricular presidents/leaders to discuss implementation of new programs.*
- 1.9 *Research community-building programs.*

Objective 2: Prepare students for college and future challenges to their faith.

Tasks:

- 2.1 *Present a Catholic curriculum preparing students to engage the world with a sense of wisdom, courage, justice, and global awareness.*
- 2.2 *Evaluate the impact of the theology curriculum through discussion with focus groups comprised of current students and graduates.*
- 2.3 *List ways that theology classes, especially Vocations Class, address preparing students for college and future challenges. Evaluate how this is integrated in the retreat program.*
- 2.4 *Evaluate the effectiveness of Vocation's Day.*
- 2.5 *Develop vocation clubs to meet the needs of the students.*
- 2.6 *Invite adults to give witness to their own vocational call during morning announcements.*
- 2.7 *Research and develop a plan based on year one assessments.*

Objective 3: Encourage and purposefully integrate opportunities for Christian Service.

Tasks:

- 3.1 *Continue to integrate the practical, spiritual, and intellectual aspects of service for all students.*
- 3.2 *Persist in developing and encouraging participation in Service Camp involving local organizations.*
- 3.3 *Research and develop service opportunities in which students can participate during spring/ summer breaks that include known organizations such as Appalachian Service Project.*
- 3.4 *Evaluate the current Christian Service requirement. Consider increasing the number of hours required each year.*

CATHOLIC IDENTITY GOAL: Continue to refine and integrate our Catholic culture within all aspects of the Saint Joseph High School experience.

Strategic Plan Accountability Matrix

Objective-Task	Time Frame	Responsible Person-Persons
1.1	Years 1-2	Campus Ministry, Student Government, Catholic Identity Committee and Theology Department
1.2	Years 1-2	Campus Ministry, Student Government, Catholic Identity Committee and Theology Department
1.3	Years 1-2	Campus Ministry, Student Government, Catholic Identity Committee and Theology Department
1.4	Years 1-2	Campus Ministry, Student Government, Catholic Identity Committee and Theology Department
1.5	Years 1-2	Campus Ministry, Student Government, Catholic Identity Committee and Theology Department
1.6	Years 1-2	Campus Ministry, Student Government, Catholic Identity Committee and Theology Department
1.7	Years 1-5	Campus Ministry, Student Government, Catholic Identity Committee and Theology Department
1.8	Years 1-5	Campus Ministry, Student Government, Catholic Identity Committee and Theology Department
1.9	Years 1-5	Campus Ministry, Student Government, Catholic Identity Committee and Theology Department
2.1	Years 1-2	Theology Faculty, Campus Ministry, Catholic Identity Committee
2.2	Years 1-2	Theology Faculty, Campus Ministry, Catholic Identity Committee
2.3	Years 1-2	Theology Faculty, Campus Ministry, Catholic Identity Committee
2.4	Years 1-2	Theology Faculty, Campus Ministry, Catholic Identity Committee
2.5	Years 1-2	Theology Faculty, Campus Ministry, Catholic Identity Committee
2.6	Years 1-2	Theology Faculty, Campus Ministry, Catholic Identity Committee
2.7	Years 2-3	Theology Faculty, Campus Ministry, Catholic Identity Committee
3.1	Years 1-5	Theology Faculty, Campus Ministry, Catholic Identity Committee
3.2	Years 1-2	Theology Faculty, Campus Ministry, Catholic Identity Committee
3.3	Years 1-2	Theology Faculty, Campus Ministry, Catholic Identity Committee
3.4	Years 1-2	Theology Faculty, Campus Ministry, Catholic Identity Committee

PROGRAM EXCELLENCE GOAL: Foster a tradition of continuous improvement across all program areas.

Objective 1: Define “academic success” at Saint Joseph High School.

Tasks:

- 1.1 *Design and implement a system for comparing the Graduate Outcomes to actual results.*
- 1.2 *Evaluate student readiness for college and career opportunities.*
- 1.3 *Research and develop programs to increase standardized test scores for all students.*

Objective 2: Provide a technology-rich environment throughout the student’s high school career.

Tasks:

- 2.1 *Evaluate the 1:1 laptop program in light of emerging technologies.*
- 2.2 *Research best practices in technology implementation for high schools and compare results to date.*

Objective 3: Challenge all students to meet their fullest potential.

Tasks:

- 3.1 *Review school’s current curriculum against external and internal standards and reform as appropriate.*
- 3.2 *Explore the feasibility of expanding summer school and online programs, both remedial and enrichment.*
- 3.3 *Evaluate the weighting of online programs for use in determining GPA.*
- 3.4 *Explore the potential for flexible student scheduling, including early graduation and other programs.*
- 3.5 *Explore the potential for special needs programs involving vocational training.*

Objective 4: Sustain full enrollment with balanced classes.

Tasks:

- 4.1 *Monitor the progress of all students (specifically evaluating academic progress, co-curricular involvement, service, attendance, and parental involvement) as they transition into SJHS.*
- 4.2 *Identify all additional resources and support that may be required for all students to be successful.*
- 4.3 *Calculate the cost of additional resources and support.*

PROGRAM EXCELLENCE GOAL: Foster a tradition of continuous improvement across all program areas.

Strategic Plan Accountability Matrix

Objective-Task	Time Frame	Responsible Person-Persons
1.1	Years 1-5	Curriculum Committee, Academic Departments
1.2	Years 1-5	Program Excellence Committee, Counseling
1.3	Years 1-2	Program Excellence Committee, Curriculum Committee
2.1	Years 1-2	Technology Committee, Curriculum Committee
2.2	Years 1-3	Program Excellence Committee, Technology Committee, Academic Departments
3.1	Years 1-5	Program Excellence Committee, Curriculum Committee, Academic Departments
3.2	Years 1-2	Counseling, Assistant Principal-Academics, Principal
3.3	Years 2-4	Program Excellence Committee, Curriculum Committee
3.4	Years 4-5	Program Excellence Committee, Curriculum Committee
3.5	Years 2-3	Program Excellence Committee, Curriculum Committee, Learning Strategies Coordinator
4.1	Years 1-5	Program Excellence Committee, Director of Admissions, Counseling
4.2	Years 1-5	Program Excellence Committee, Learning Strategies Coordinator, Curriculum Committee
4.3	Years 1-5	Finance Committee

FACULTY/STAFF EXCELLENCE GOAL: Attract, empower, develop, and retain dedicated professionals who effectively advance Graduate Outcomes.

Objective 1: Refine faculty staff evaluation processes to ensure regular and productive feedback.

Tasks:

- 1.1 *Implement the RISE evaluation process for faculty.*
- 1.2 *Consult faculty and administration on ways to improve upon RISE evaluation process and present recommendations to the diocese.*
- 1.3 *Implement a formal peer review process for faculty.*
- 1.4 *Consider implementation of mentoring program for faculty, both beginning and experienced (younger and older) faculty.*
- 1.5 *Consider implementing a student review process for faculty evaluation.*
- 1.6 *Support the school culture and climate committee in its efforts to explore root beliefs, core values, and operating norms for SJHS. Schedule regular updates for administration and board.*
- 1.7 *Review current faculty/ staff continuing education programs to maximize effectiveness; emphasize and encourage professional development for all staff members.*

Objective 2: Study compensation and professional recognition for faculty and staff.

Tasks:

- 2.1 *Develop a detailed proposal for increasing faculty and staff salaries with pay scale differentiation, highlighting the benefits of separating high school from elementary pay scales.*
- 2.2 *Explore the feasibility of enhancing financial compensation through methods other than salaries. Examples might include bonuses or stipends tied to outstanding student academic and/ or cocurricular outcomes.*
- 2.3 *Publicly and regularly celebrate the achievements of faculty and staff members.*

Objective 3: Research the advantages and disadvantages of a principal/ president model of school governance.

Tasks:

- 3.1 *Establish an ad hoc committee to conduct research and present findings.*
- 3.2 *Conduct study of peer schools with such a model, include interviews with school leadership and boards.*

FACULTY/STAFF EXCELLENCE GOAL: Attract, empower, develop, and retain dedicated professionals who effectively advance Graduate Outcomes.

Strategic Plan Accountability Matrix

Objective-Task	Time Frame	Responsible Person-Persons
1.1	Years 1-5	Principal, Assistant Principal-Academics
1.2	Years 1-5	Faculty, Principal, Assistant Principal-Academics
1.3	Year 1	Principal, Assistant Principal-Academics, Ad Hoc Faculty Committee
1.4	Year 1	Curriculum Committee, Ad Hoc Faculty Committee
1.5	Years 1-2	Ad Hoc Faculty Committee, PAC*, Principal
1.6	Years 1-3	School Culture/Climate Committee, Administration
1.7	Years 1-5	Principal, Assistant Principal-Academics, Curriculum Committee, Staff Department Heads
2.1	Years 2-4	Finance Committee
2.2	Years 2-4	Finance Committee
2.3	Years 1-5	Principal, Director of Communications, Department Heads, Broadcasting Class
3.1	Year 1	Ad Hoc Committee
3.2	Years 1-3	Ad Hoc Committee, Principal

* PAC-Principal's Advisory Council

FACILITIES GOAL: Properly maintain existing campus and plan proactively for future needs.

Objective 1: Complete a capital maintenance plan.

Tasks:

- 1.1 *Review and study recent maintenance costs. Document and project future years' expenses.*
- 1.2 *Meet with maintenance team to ascertain maintenance needs and costs.*
- 1.3 *Determine if current staffing level is sufficient to reach goal.*
- 1.4 *Meet with vendors and enter into long-term contract arrangements as deemed appropriate to secure maintenance pricing.*
- 1.5 *Create a worksheet for fiscal years 2014 through 2019 documenting the cost and timing of special one-time capital or maintenance investments that will be needed.*
- 1.6 *Meet with Finance Committee to discuss building maintenance needs and one-time capital investments necessary over the next five years. Discuss funding strategy for set-aside building funds.*

Objective 2: Complete a comprehensive campus expansion plan that incorporates aspects of student safety, potential campus expansion and development of current assets.

Tasks:

- 2.1 *Develop a Master Plan for the west edge of campus.*
- 2.2 *Meet with St. Joseph Parish leadership to discuss mutual needs and interests.*
- 2.3 *Collaborate with the City of South Bend with a proposal to vacate both St. Louis Blvd. and Madison Street.*
- 2.4 *Implement North Athletic Fields development plan as funding becomes available.*
- 2.5 *Acquire additional property identified as essential as the parcels and financial resources become available.*

FACILITIES GOAL: Properly maintain existing campus and plan proactively for future needs.

Strategic Plan Accountability Matrix

Objective-Task	Time Frame	Responsible Person-Persons
1.1	Annual Review	Business Office, Director of Facilities, Facilities Committee
1.2	Annual Review	Business Office, Director of Facilities, Facilities Committee
1.3	Annual Review	Director of Facilities and Principal
1.4	Years 3-5	Director of Facilities, Business Office, Athletic Director
1.5	Year 1	Business Office, Director of Facilities, Facilities Committee
1.6	Year 1	Director of Facilities, Business Office, Principal
2.1	Years 4-5	Chief Advancement Officer (CAO), Facilities Committee, Director of Facilities
2.2	Year 1	Principal, CAO*
2.3	Year 5	Facilities Committee, Director of Facilities, CAO*
2.4	Years 1-3	Director of Facilities, Athletic Director
2.5	Annual Review	CAO*, Principal, School Board

* *CAO-Chief Advancement Officer*

MARKETING GOAL: Effectively communicate, promote, and market the mission, vision, Catholic values, brand, and programs of Saint Joseph High School to defined target audiences and all stakeholders.

Objective 1: Enhance and sustain communication regarding Saint Joseph High School to current families, alumni, prospective families, and the community-at-large, and further develop the brand and image of Saint Joseph High School.

Tasks:

- 1.1 *Implement current marketing plan. (Marketing plan pages 24-27).*
- 1.2 *Evaluate marketing efforts on an annual basis and update marketing plan as required.*

Objective 2: Create annual community-building and fundraising events designed to engage alumni, current families, prospective families, and the community-at-large.

Tasks:

- 2.1 *Implement current marketing and stewardship plans. (Stewardship Plan page 30).*
- 2.2 *Evaluate and update.*

Objective 3: Develop ways to provide parent education about the true cost of a Saint Joseph High School education.

Tasks:

- 3.1 *Develop an array of presentations and print and electronic communications about the true cost of a Saint Joseph High School education. Emphasize the extent to which current tuition rates are subsidized by others.*

Objective 4: Actively engage surrounding neighborhood.

Tasks:

- 4.1 *Join and/or support local neighborhood associations.*
- 4.2 *Continue to promote service opportunities for Saint Joseph High School students in the neighborhood.*

MARKETING GOAL: Effectively communicate, promote, and market the mission, vision, Catholic values, brand, and programs of Saint Joseph High School to defined target audiences and all stakeholders.

Strategic Plan Accountability Matrix

Objective-Task	Time Frame	Responsible Person-Persons
1.1	Annual Review	Office of Mission Advancement
1.2	Annual Review	Marketing Committee
2.1	Years 1-5	Office of Mission Advancement
2.2	Years 1-5	Marketing Committee
3.1	Years 1-5	Marketing Committee, *CAO, Finance Committee
4.1	Years 1-5	CAO*, Principal, School Administration
4.2	Years 1-5	Campus Ministry, Christian Service Coordinator

* *CAO-Chief Advancement Officer*

STEWARDSHIP GOAL: Ensure financial sustainability by procuring the necessary resources and allocating them appropriately.

Objective 1: Establish annual budgets and annual budget processes that result in positive net income for Saint Joseph High School, as well as annual positive net cash flow, and begin to build an appropriate capital fund reserve.

Tasks:

- 1.1 *Develop annual budgets that eventually include revenue of 20% greater than all operational expenses.*
- 1.2 *In conjunction with the annual operating budgets, produce one-year and three-year capital expenditure budgets.*

Objective 2: Finish the Forward in Faith Campaign effort by raising an additional \$3 million to cover the gap between expected campaign revenue and the campaign debt obligation.

Tasks:

- 2.1 *Form a stewardship committee to strategically advise the school on the timing, method, and prospecting processes involved in closing out the campaign.*
- 2.2 *Execute the committee-recommended and board-approved stewardship plan by approaching all new members of the SJHS community and re-approach previous donors.*

Objective 3: Continue to grow Partners in Pride in both participants and revenue to more fully support SJHS operating budget.

Tasks:

- 3.1 *Continue to design appeals and events that resonate with the differing audiences of potential SJHS donors.*
- 3.2 *Evaluate these efforts on an annual basis for popularity and effectiveness.*
- 3.3 *Create and refine a series of annual meetings with current parents.*
- 3.4 *Develop and grow a parent / alumni / alumni parent volunteer program.*

Objective 4: Maximize impact of all financial aid efforts via SGO (Scholarship Granting Organization) and School Choice Scholarship Program.

Tasks:

- 4.1 *Raise awareness of state tax benefits of scholarship giving and grow annual financial aid giving.*
- 4.2 *Analyze financial aid needs on a yearly basis. Consider re-allocating diocesan subsidy dollars toward operating expenses.*

Objective 5: Begin to develop case for next Capital Campaign, including performing arts center, facilities endowment, salary endowment, and other potential needs.

Tasks:

- 5.1 *Define scope of the priorities listed above.*
- 5.2 *Survey the SJHS constituency about these needs and others.*

Objective 6: Refine the school board committee structure to support the Strategic Plan initiatives.

Tasks:

- 6.1 *Identify school board members to lead the following board committees: Catholic Identity, Finance, Facilities, and Marketing.*
- 6.2 *Identify school board members to participate in the following committees led by school administrators: Stewardship, Program Excellence, and Faculty/Staff Excellence.*
- 6.3 *Actively recruit qualified board members to serve in these roles.*

STEWARDSHIP GOAL: Ensure financial sustainability by procuring the necessary resources and allocating them appropriately.

Strategic Plan Accountability Matrix

Objective-Task	Time Frame	Responsible Person-Persons
1.1	Annual Review	Business Manager, Finance Committee
1.2	Years 1-5	Business Manager, Finance Committee
2.1	Year 1	CAO*, Advancement Office
2.2	Year 1	CAO*, Advancement Office, Stewardship Committee
3.1	Years 1-5	CAO*, Advancement Office, Stewardship Committee
3.2	Annual Review	CAO*, Advancement Office, Stewardship Committee
3.3	Years 1-5	CAO*, Advancement Office, Stewardship Committee
3.4	Years 1-5	CAO*, Advancement Office, Stewardship Committee
4.1	Years 1-5	Business Manager, CAO*
4.2	Annual Review	Business Manager, CAO*
5.1	Year 4	CAO*, Advancement Office, Stewardship Committee
5.2	Year 5	CAO*, Advancement Office, Stewardship Committee
6.1	Year 1	Principal, Stewardship Committee, School Board
6.2	Years 1-5	Principal, Stewardship Committee, School Board
6.3	Years 1-5	Principal, Stewardship Committee, School Board

* CAO-*Chief Advancement Officer*

Strategic Plan Follow-Up and Execution

The School Board and Administration accept the responsibility for implementing the Strategic Plan of Saint Joseph High School. The plan will be implemented during the next five school years: 2014-2015 through 2018-2019. Each year, the School Board will work in conjunction with the Principal to ensure that all goals, objectives, and tasks are being addressed and accomplished in a timely and professional manner. The annual progress of the plan will be reported yearly to all school constituencies via the school's annual report. The future goals, objectives, and tasks that constitute the plan will also be reviewed for usefulness and relevancy on an annual basis.

Enrollment Data

Since Saint Joseph High School moved into the new facility on Notre Dame Avenue in South Bend, two years ago, the high school has had Freshman applications exceed the number of spots available in our Freshman class. It is worth noting, however, that as the school continued through the admittance process, all students who completed our process were ultimately admitted.

Please note: the on-going goal for Saint Joseph High School is to complete each school year with an enrollment of 900 students. The following tables show how we predict and track our future enrollments.

Table 1 – Enrollment History

Historical Enrollment Data SJHS					
	<u>9th</u>	<u>10th</u>	<u>11th</u>	<u>12th</u>	<u>Total</u>
03-04	219	182	174	179	754
04-05	212	207	185	170	774
05-06	200	221	186	181	788
06-07	190	197	218	187	792
07-08	228	194	202	218	842
08-09	230	221	204	202	857
09-10	193	219	209	189	810
10-11	209	194	207	203	813
11-12	224	197	199	201	821
12-13	255	218	195	191	859
13-14	245	252	214	188	899

Table 2 – Historical Feeder School Recruitment Rates

2010-2011			
	<u>Possibles</u>	<u>Attending</u>	<u>Percentage</u>
Christ the King	61	46	75%
St. Joseph, SB	49	23	47%
St. Pius X	27	14	52%
Holy Family	38	12	32%
Holy Cross	36	23	64%
Corpus Christi	28	24	86%
St. Anthony	30	19	63%
St. Adalbert	10	4	40%
<u>St. John the Baptist</u>	<u>12</u>	<u>2</u>	<u>17%</u>
	291	167	57%

2011-2012

	<u>Possibles</u>	<u>Attending</u>	<u>Percentage</u>
Christ the King	60	36	60%
St. Joseph, SB	50	25	50%
St. Pius X	40	19	48%
Holy Family	38	15	39%
Holy Cross	37	14	38%
Corpus Christi	41	23	56%
St. Anthony	32	18	56%
St. Adalbert	17	10	59%
<u>St. John the Baptist</u>	<u>11</u>	<u>5</u>	<u>45%</u>
	326	165	51%

2012-2013

	<u>Possibles</u>	<u>Attending</u>	<u>Percentage</u>
Christ the King	57	46	81%
St. Joseph, SB	54	28	52%
St. Pius X	40	27	68%
Holy Family	39	8	21%
Holy Cross	33	26	79%
Corpus Christi	35	29	83%
St. Anthony	44	12	27%
St. Adalbert	17	5	29%
<u>St. John the Baptist</u>	<u>15</u>	<u>4</u>	<u>27%</u>
	334	185	55%

2013-2014

	<u>Possibles</u>	<u>Attending</u>	<u>Percentage</u>
Christ the King	55	43	78%
St. Joseph, SB	47	30	64%
St. Pius X	42	29	69%
Holy Family	37	16	43%
Holy Cross	43	22	51%
Corpus Christi	41	20	49%
St. Anthony	33	21	64%
St. Adalbert	19	4	21%
<u>St. John the Baptist</u>	<u>10</u>	<u>4</u>	<u>40%</u>
	327	189	58%

<u>Feeder School</u>	<u>Historical Recruitment Rate</u>
Christ the King	77%
Saint Joseph, SB	50%
St. Pius X	59%
Holy Family	34%
Holy Cross	65%
Corpus Christi	73%
St. Anthony	42%
St. Adalbert	28%
<u>St. John the Baptist</u>	<u>31%</u>
Total Feeder %	51%

Table 3 – Enrollment projections based on historical recruitment rates and current feeder school enrollments

Projected Freshman Enrollment	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Christ the King	45	44	48	38	39
St. Joseph, SB	23	25	24	24	26
St. Pius X	33	35	35	34	35
Holy Family	13	13	15	11	9
Holy Cross	21	22	22	29	17
Corpus Christi	22	21	19	17	18
St. Anthony	14	15	17	14	17
St. Adalbert	4	6	7	7	6
St. John the Baptist	4	4	3	4	4
Projected Feeder Total	179	185	190	178	171
Projected Non-Feeder Total	63	65	67	63	60
Total Projected Class	242	250	257	241	231

The above enrollments are consistent with Saint Joseph High School maintaining full enrollment. On average, we expect 9th grade classes to range in size between 230 and 240 students, allowing us to overcome the challenge of attrition.

Notes to Future Strategic Planners

- *Identify several aspirational peer schools and develop a formal system for benchmark comparison.*

Addendum: 2013-2014 Marketing Plan

Introduction

Saint Joseph High School opened its doors on September 20, 1953, as the first consolidated, co-institutional Catholic high school in the South Bend area. The school included students from Central Catholic High School, Saint Hedwig School, Saint Joseph's Academy, and South Bend Catholic High School. Contributions from South Bend and Mishawaka parishioners provided the funds necessary to build the school on 5.7 acres of land donated to the Diocese of Fort Wayne-South Bend by the Brothers of Holy Cross.

During the 2013-2014 academic year, the school will celebrate its 60th anniversary. This is a great opportunity to reach out to past Saint Joe families, remembering old traditions, while creating new memories and traditions that move us forward into our next 60 years of excellence.

The major purpose of our marketing efforts is to create a strong sense of engagement and loyalty among all of our constituents. We also want to pay special attention to our alumni, our largest constituency, as all but the class of 2013 have no connection to our current building.

Our new downtown location has also helped the local economy with a new surge of traffic and families. This surge opens new financial and learning opportunities with the school and local businesses that want to invest in the future of South Bend.

The School Choice program offers more families the chance to receive a quality Catholic education, and Saint Joe needs to make sure prospective families, alums, and donors understand the possibilities for the future.

Goal

Saint Joseph High School is a diverse Catholic community preparing students to live exemplary lives, committed to sharing wisdom, showing courage, and supporting justice in the world. We believe that every member of the Saint Joseph High School community will practice faith in God, commit to excellence, seek knowledge, live ethically, promote justice, and act with a global awareness. We want to provide a foundation for future years through communicating, promoting, and marketing the brand of Saint Joseph High School to defined target audiences and all Saint Joseph High School stakeholders. The expected goal should be full enrollment across the four classes, pursuit of a 100 percent graduation rate, and access to a college education or post high school education for all Saint Joseph High School students. We should effectively communicate the value of a Saint Joseph High School education to prospective students and families and current students and families consistent with the overall mission of Saint Joseph High School.

We must continue to brand and market Saint Joseph High School for three primary reasons:

1. Recruit new students and retain existing students with full enrollment, ending each year with 900 students,
2. Maintain and strengthen relationships with alumni (our largest constituency), and
3. Encourage more of our constituents to become donors and volunteers.

Our goal is to brand the Saint Joseph High School difference: Building faith, character, and excellence. It is important that all groups within the school are recognized, highlighted, and known to current students, families, prospective families, and the community-at-large.

Building Faith – Our faith is the core of what makes SJHS unique. It is important that all students, faculty, staff, alumni, and the general community have the opportunity to

share in the Eucharist with Saint Joseph High School.

- Invite the Saint Joe community to celebrate Mass with us on campus every month.
- Reach out to the community through our Christian Service initiatives.
- Highlight our Campus Ministry group and all they have to offer to the students/community.

Building Character – Life lessons are important in educating a teenager for life after high school. It is important to demonstrate ways SJHS educates the whole student in heart, body, and mind.

- Highlight the success of our athletes on and off the field/court.
- Encourage participation and coverage of our academic teams/groups within the school and community-at-large.
- Highlight successes of our alums to our students and community-at-large through visits to the school and interaction in the classroom.

Building Excellence – A strong academic foundation at the high school level will create great success in college and the pursuit of higher education. For those who do not choose college, the skills taught in high school will help students in future career endeavors.

- Highlight our academic successes to the school community, parents, alums, and community-at-large.
- Follow our students as they enter college and highlight their post-high school experience/success.
- Highlight the continued education and professional success of our faculty and staff to the students, parents, alums, and community-at-large.

Measurable Outcomes

- More students - Saint Joseph High School is at full enrollment at all grade levels.
- Alumni engagement – Saint Joe alumni attendance at reunions, sporting events, and fundraising events is increased.
- Fundraising goals met – All fundraising goals of Partners in Pride are met not just in dollar amounts but also in volunteer participation and overall exposure of opportunities within the South Bend/Mishawaka community.
- Weekly media coverage – Coverage in Today's Catholic, South Bend Tribune, on the radio, or with the local television stations relating to our goal of building faith, character, and excellence.

Key Messages

It is important that all correspondence to the general public, media, families, and businesses highlight the academic, spiritual, and athletic success of the school. In any information we distribute to the public, we should highlight our tag line of building faith, character, and excellence.

Marketing Objective 1 – Keep open communication regarding school events to current families, alums, prospective families and the community-at-large.

Strategy 1 – Send the Soundings newsletter the 15th and end of each month to all current families that highlights events on campus, news and information within athletics and academics, and acts as a calendar of events and aids to draw them to the website. It is important that this publication be strictly informational for families and used as a supplement to the website which will offer more in-depth information.

Strategy 2 – Encourage prospective families with students from 5th through 7th grade to sign up for a monthly Prospective Family Soundings newsletter. This will contain a letter from the Director of Admissions talking about current registration information or highlighting a topic/reason for choosing Saint Joe. Each edition will highlight academic and athletic accomplishments within the school to further validate our overall message and invite families to attend events on campus to see the “school in action.”

Strategy 3 – Produce and distribute a Focus magazine in December, April, and August to alums, current families, prospective families, and the business community. This publication will highlight the happenings and successes of Saint Joseph High School through full-length articles, pictures, and submitted highlights. Each edition will highlight the successes of our alums, achievements, academic and otherwise, and ways of giving/getting involved with the high school. This publication will be distributed electronically, via mail, and be available at the high school for visitors.

Strategy 4 – Send weekly press releases to the local print, radio, and television media inviting them to events on campus, special press conferences/moments, and stories where the school can be tied to the local news events (a keeping-kids-safe segment could interview the school about their safety procedures, which would allow Saint Joe to have a voice on a general public national topic of interest). Create press packets that include quotes from administrators prior to an event, and stock pictures/logos that can be used by local media including a fact sheet with specific demographics/information about the high school.

Strategy 5 – Use social media sites to keep connected with alums, prospective families, and local businesses. Through Twitter and Facebook, keep people connected to the school with continuous updating of campus events, fundraising opportunities, open house/visit moments, successes of students and alums, and athletic/academic achievements.

Strategy 6 – Display Saint Joseph High School informational magazines, tri-fold brochures, and postcards at all entrances, concession stands, and ticket gates for campus visitors to take.

Strategy 7 – Distribute notices of events on campus to area parishes and partner schools so prospective families and alums know about opportunities to visit the campus. This same information could also be put on news stations’ Calendar of Events sections and newspaper community brief sections.

Marketing Objective 2 – Create annual community building and fundraising events to engage the alums, current families, prospective families, and community-at-large.

Strategy 1 – Hold an annual Alumni Tailgate for the first home Saint Joe football game each year. This would be an informal social gathering with light refreshments during which the school administration and advancement staff can offer insights into the schools’ successes.

Strategy 2 – Engage the entire community in the Partners In Pride events. These events will include current families, alums, prospective families, local businesses, and the community-at-large. These events would not only raise funds for the high school but also create community-building moments where we could display materials that support our school message and successes. This is a chance to invite local businesses, alums, prospective families, and the community-at-large to give back to the school through a donation or by participating as an attendee at the event. This would be a formal social gathering where necessary funds for financial aid would be raised each year.

Strategy 3 – Publicize and implement the Partners In Pride program to local businesses, current families, alums, prospective families, and the community-at-large highlighting the need for financial and volunteer support to the high school. Physical materials of a brochure, pamphlet, and folder should be readily available to all visitors and for business calls made by the Chief Advancement Officer.

Strategy 4 – Saint Joseph High School is filled with 60 years of traditions of excellence. It is important that the Alumni Coordinator keep those moments fresh through the facilitation of Mass, tours and banquets through reunions, sporting event reunions, and specialty projects like class level luncheons.

Strategy 5 – Host an open house event in the fall for 5th through 8th grade families interested in sending their child(ren) to Saint Joseph High School that involves the entire faculty and staff and highlights our schools’ successes and achievements. We should also hold smaller informational meetings for the feeder schools for students in grades 5th through 7th that are considering future admission to Saint Joe. These events would provide brochures, pamphlets, and folders filled with information about the various departments, services, technology, academic, and athletic components available at the high school.

Marketing Objective 3 – In an effort to get our new logos into circulation, create informational materials to share with the community about the school, implement a program-style guide for all brochures used at open house and for sports programs, and offer more opportunities for the purchase of spirit wear.

Strategy 1 – Each school year a tri-fold brochure highlighting the school should be created with updated pictures, up-to-date curriculum information and data, and current school requirements that can be given to prospective families, businesses, and the media.

Strategy 2 – Create a folder that can be used for open house materials, sponsorship meetings, donation meetings, and press release packets. One-page handouts would be created to accompany the folders depending on the needs of individual departments.

Strategy 3 – As we transition from the use of the spear to using the SJ, we need to create more opportunities for parents/fans to purchase an SJ for their vehicles and spirit wear to wear at sporting events. Special sale days and regular business hours of the spirit shop would help facilitate this need.

Marketing Objective 4 – Creating Goodwill in the Michiana Community

Strategy 1 – Continue the current publicity tactics surrounding community outreach efforts.

- h.o.p.e. Activities
- Work For Saint Joe Day
- Student Council Dress-Down Days
- NHS Halloween Party
- GREIA Tutoring Program

Strategy 2 – In conjunction with Campus Ministry and the Christian Service Program, create new opportunities for local neighborhood service.

Strategy 3 - Each May/June (graduation) create a news release that details the number of service hours performed by this senior class and the number of hours performed by the school during the school year. We can complement these facts with other items, for example the total amount of money raised for non-Saint Joe causes and a summary of the activities from strategies 1 and 2.

Stewardship Plan

Financial Goals 2014-2017 (4 years) – Stewardship Committee Plan

- 1.) Campaign Remainder - \$2.8 million
- 2.) Softball Fields - \$150,000
- 3.) St. Louis and Hill Street Property Acquisitions - \$300,000
- 4.) 4 years of Annual Fundraising
 - a. 380,000 per year in unrestricted giving (at current budget levels)
 - b. 130,000 per year in scholarship or SGO giving
 - c. $4 * 510,000 = \$2,040,000$
- 5.) Line of Credit Re-imbursement - \$750,000
- 6.) Total Need over next 4 years = \$6,040,000

During this time period we also need to set the budget to cover a larger percentage of our of depreciation expenses. This will need to be done in order to fund our restricted account balances and to begin a capital reserve fund.

This will likely require more aggressive tuition increases and accurate yet frugal budgeting.

Action Steps

- 1.) Form a stewardship leadership committee.
- 2.) Identify current families that have the ability to make gifts of \$25,000 and above, and then solicit them.
- 3.) Create a special appeal for current Saint Joe families that were not solicited as part of the campaign – (freshman, sophomore, and junior Parents) – direct mail
- 4.) Ask families who made gifts and closed pledges to extend their pledges from 2-4 years.
- 5.) Re-approach leadership donors in person to make up the difference.
- 6.) Establish a new procedure - meeting with all new families on an annual basis to explain financial needs, and ask them to involve themselves in the school.

	2013-2014	2014-2015	2015-2016	2016-2017	Total
Parnters in Pride & Events	\$380,000	\$380,000	\$380,000	\$380,000	\$1,520,000
SGO Giving	\$130,000	\$130,000	\$130,000	\$130,000	\$520,000
Campaign Giving	\$215,000	\$1,460,000	\$1,310,000	\$1,015,000	\$4,000,000
Total	\$725,000	\$1,970,000	\$1,820,000	\$1,525,000	\$6,040,000