



SANDUSKY
CENTRAL
CATHOLIC
SCHOOL

Strategic Plan
2010 – 2015

VERSION 1.7.1
Adopted by Board September 22, 2010

TABLE OF CONTENTS

Overview	3
Mission and Vision	4
Guiding Principles	5
Strategic Objectives	6-7
Capital Investment Priorities	8
Goals	9-10
Process for Implementation	11

OVERVIEW

This project was commissioned by the Board in the fall of 2009 to update the previous Strategic Plan created in 2006. It encompassed the following:

- A professional assessment from Advancement Partners, Inc on the current operation of the school and a report on their conclusions;
- Integrate these findings into an UPDATED strategic plan to accomplish the following:
 1. Affirm a shared vision for the next five years
 2. Document the strategic objectives that will drive operational planning and resource allocation
 3. Establish capital investment priorities with a broad base of internal and external stakeholders
- The result is this Strategic Plan 2010-2015

STRATEGIC PLANNING COMMITTEE (SPC)

Michelle Gallagher, Ron Guerra, Pete Kowalski, Holly Kromer, Jeanne Lawrence, Dr. Judy Monaghan, Charlie Murray, Fr. Dave Nuss, John Stookey, Steve May.

INDIVIDUAL INTERVIEWEES

The following individuals were interviewed for the Feasibility Study that was conducted simultaneously with this Strategic Planning process. The information shared by these individuals provided important insight, and contributed to the findings and conclusions offered by Advancement Partners through out this document.

Jack Altenburger, Mike Claar, Dr. Eric Dudenhoefer, Dr. Jim and Michelle Gallagher, Jerrod Gennari, Leon and Ann Groff, Tony Guerra, Ron Guerra, Dan Kaman, Fr. Chris Kardzis, Bryan and Emilee Kasper, Dr. Richard Keller, Dick Kinzel, Pete Kowalski, Chad Kresser, Holly Kromer, Jeanne Lawrence, Steve May, Cindy McClung, Ron and Deb Miller, Dr. Judy Monaghan, Charlie Murray, Fr. Dave Nuss, Ed Opfer, Bryce Roth, Julie Roth, Jude Roth, Jim Ruthsatz, Mike Savona, Jerry Schlett, Mary Ann Sloane, Chuck and Julie Stark, John Stookey, Tim Walsh, Ken Yontz

ADMINISTRATIVE SPONSORS

Dr. Judy Monaghan, Superintendent
John Stookey, Finance Committee

PLANNING CO-ORDINATORS

Terry Fairholm, President and Jeff Strine, Senior Vice President
Advancement Partners, Inc.

SANDUSKY CENTRAL CATHOLIC SCHOOL MISSION STATEMENT

A faith community committed to: Following Jesus; Living the Gospel by Strengthening the body; Challenging the mind; Enriching the spirit; Forming future leaders for the Church and community.

VISION FOR THE FUTURE

Sandusky Central Catholic School will be the school of first choice for a diverse population of 800 students from Early Child Care through grade 12 who desire an academically excellent, Catholic, faith-based college preparation experience, in a small, family-oriented environment. Sandusky Central Catholic School students will know their Catholic/Christian faith and choose to live the Gospel, not only in the confines of the school, but in service to those in need throughout the greater Sandusky community. As creative, critical thinkers, excelling in analytical problem solving, SCCS graduates will be prepared to meet the demands of a changing world as mature, self-confident leaders.

The school will be staffed by faith-filled administrators, faculty, and staff who study, reflect, and respond proactively to trends in education, society and church. They will provide curriculum offerings and utilize instructional strategies that will advance the educational and faith formation of all students. As models of Christian values, they will create a challenging, nurturing environment which empowers our students to recognize and appreciate their unique talents and capabilities. They will be committed to excellence in all that they do.

Sandusky Central Catholic School will be a welcoming community with appropriate facilities and modernly equipped classrooms that accommodate distance learning objectives, supported by a strategically aligned technological infrastructure, with all educational levels residing on one campus. Academics will be strengthened with expanded math and science offerings at the high school level, and more differentiated instruction tailored to individual interests and needs.

Sandusky Central Catholic School will continue to build increasingly strong endowments within the SCCS Education Foundation and alternative sources of non-tuition revenues, to assertively manage upward pressure on tuition prices, and to ensure that adequate funding is available for deserving students needing financial assistance, and to bring faculty compensation more closely in line with public school counterparts. Strong financial stewardship will guarantee SCCS's future.

With a renewed focus on maintaining lifelong relevance with our primary stakeholders, Sandusky Central Catholic School will continue to guide and influence the lives of its students, parents, alumni and friends.

GUIDING PRINCIPLES AND BENCHMARKS

The following guiding principles have been identified to help better understand what Sandusky Central Catholic School stands for. School leadership envisions a future that:

Maintains a relatively small school environment and achieves a Target Enrollment: 800

Keeps tuition as affordable as possible to ensure accessibility for as many as possible

Maximizes philanthropic giving

Establishes higher expectations for academic and Catholic faith formational programs

Upholds the importance of socio-economic diversity

Maintains a ratio of Catholic/Non-Catholic Christian students of 80%:20%

Ensures that faculty and staff are compensated justly, and at levels closer to public school counterparts

Maintains school relevance among all stakeholders "for life"

Achieves significant growth in endowment balances to secure the core mission of the school

Is based upon sound and credible long-term planning with proper implementation and execution of fiscal, academic, development, admissions, marketing, and alumni relations operating plans.

STRATEGIC OBJECTIVES

These three Strategic Objectives have been identified, in a collaborative process with input from members of the Strategic Planning Team, to guide Sandusky Central Catholic School's efforts in achieving its vision. These objectives are the three most important areas of focus for school administration and board during the next five years.

1. Catholic Identity

Embrace and celebrate the Catholic identity and mission of SCCS, while focusing on a rigorous development of the faith through inspired programming that encourages and nurtures our students' personal relationship with Christ and His church.

This strategic objective encompasses the following activities:

- Inspiring faculty and staff to develop as faith-filled role models who seek to instill an ever deeper understanding and practice of the Catholic Faith in their students that is in conformity with the Magisterium of the Church
- Teaching students to labor against injustice by living as instruments of God's peace
- Encouraging Christ-like behavior within and outside the halls of SCCS
- Continuing interaction and deepening involvement between the local parishes and the students
- Providing service and leadership within the Sandusky community, with a particular focus on assisting the least favored

2. Environment of Excellence

Strive to become the school of preferred choice within our community by promoting the highest quality spiritual, educational, social, and physical formation to a diverse student population.

This strategic objective encompasses the following activities:

- Ensuring excellence in all programming
- Making available appropriate space, equipment, and technology to achieve our vision
- Recruiting and retaining a diverse student body
- Recruiting and retaining the finest faculty and staff

STRATEGIC OBJECTIVES-CONTINUED

3. Sustainable Economic Model

Develop and implement an “Economic Model” for Sandusky Central Catholic School to ensure financial viability of the institution for future generations.

This strategic objective encompasses the following activities:

- Forecasting and predictive financial modeling
- Defining and achieving target endowment growth
- Defining and achieving target enrollment levels
- Maximizing philanthropic giving
- Developing and achieving appropriate tuition policies
- Developing and achieving the appropriate debt philosophy
- Improving budget accountability and management processes

CAPITAL INVESTMENT PRIORITIES

THE STRATEGIC PLAN IDENTIFIED THE NEED FOR SIGNIFICANT INFLUX OF CAPITAL TO ACHIEVE THE STRATEGIC OBJECTIVES IDENTIFIED ABOVE. FURTHER, THE FOLLOWING CAPITAL INVESTMENT PRIORITIES WERE IDENTIFIED AS PART OF THE STRATEGIC PLAN AS FOLLOWS.

1. MODERNIZE FACILITIES IN ACCORDANCE WITH A MASTER FACILITIES PLAN

- Complete deferred maintenance on major systems, including windows, roofs and heating systems
- Improve handicap accessibility and security throughout the campus
- Integrate Early Childhood Center (Daycare and Pre-K) into the K-12 setting
- Create new main entrance and common space including chapel, cafeteria/auditorium and media center.
- Acquire properties adjacent to the SCCS campus for future redevelopment

2. DOUBLE VALUE OF ENDOWMENTS

- Grow the endowment from \$4.2 million to \$8.5 million

3. INVEST IN STRATEGICALLY IMPORTANT PROGRAMS

- Maximize administrative performance in business operations, fund development, marketing and alumni relations
- Raise faculty compensation levels
- Ensure funding is available for students needing tuition assistance

IT WAS DETERMINED THAT A CAPITAL CAMPAIGN FOR MAJOR GIFTS WOULD BE THE MOST APPROPRIATE METHOD BY WHICH TO SECURE THE CAPITAL NEEDED TO FUND THESE CAPITAL INVESTMENT PRIORITIES

GOALS TO SUPPORT STRATEGIC OBJECTIVES

Goal #1: Approve this Strategic Plan and Economic Model, and move quickly to establish the processes to manage implementation.

Supporting Strategic Objectives: Economic Model; Environment of Excellence; Catholic Identity

Goal #2: Refine SCCS's Governance model to clarify roles and responsibilities and to improve accountabilities of Board, Committees and School Administration.

Supporting Strategic Objective: Economic Model; Environment of Excellence, Catholic Identity

Goal #3: Re-engineer the business and financial management organization, bringing financial management and budgeting expertise inside the school to eliminate financial reporting gaps, and to establish improved fiscal controls

Supporting Strategic Objectives: Economic Model; Environment of Excellence

Goal #4: Re-engineer the Development, Admissions/Recruitment, and Alumni Relations organizations by increasing both resources and staff expertise in order to achieve better results by focusing on relationship management and development processes.

Supporting Strategic Objective: Economic Model; Environment of Excellence

Goal #5: Continue the master facilities planning that has been underway to establish clear priorities for investment into existing and new facilities, with phasing options based upon the likely range of capital which could be raised in a five year period.

Supporting Strategic Objectives: Environment of Excellence; Catholic Identity

GOALS TO SUPPORT STRATEGIC OBJECTIVES -CONTINUED

Goal #6: Devise and implement an actionable Catholic Identity Plan that identifies the strategically important elements and action steps that must be achieved during the next several years in order to secure the Catholic Identity of the school.

Supporting Strategic Objectives: Economic Model; Environment of Excellence; Catholic Identity

Goal #7: Devise and implement an actionable Academic Plan which clearly articulates the cutting edge improvements which will be made during the next five years which supports the academic vision of the school, with specific focus on innovative methods and programs, integration of technology, differentiated curriculum, and expanded programs in the areas of science, and math.

Supporting Strategic Objectives: Environment of Excellence

PROCESS FOR IMPLEMENTATION

- The Board has chartered a Strategic Planning (SPI) Committee, which is comprised of some members of the Ad Hoc committee and others. The Chairman of the Strategic Planning Committee will be required to convene meetings and facilitate periodic reporting between the various task assignees and the Board. The Board has designated the Board Secretary to be the liaison between the SPI Committee and the Board.
- The Strategic Planning Committee must drive the finalization of objectives, goals, assignments, start and end dates. When complete, the Strategic Planning Committee will present the plan to the full Board for final approval. It will be important for all parties to recognize that the plan is intended to be “dynamic” and flexible, so that goals, assignments, action steps and timelines may evolve and change over time with the appropriate approval.
- Most importantly, the Strategic Planning Committee will accept responsibility for overseeing the ongoing implementation of the Strategic Plan, holding the Board, Committees, and Superintendent accountable for implementation and for successful attainment of goals. Since there are assignments made to the Board and various Committees of the Board, the Strategic Planning Committee will need to hear from the Board Chair, and Committee Chairs, in addition to the Superintendent who will be responsible for driving implementation activities assigned to school administration.
- At least quarterly (sooner if deemed appropriate), the Board will place on its agenda, the review of progress against stated goals and action items contained in the Strategic Plan. It will be the responsibility of the Strategic Planning Committee, to provide periodic progress reporting to the Board.
- The Superintendent will be responsible for driving the implementation of strategic plan activities assigned to school administration, and for driving the creation of and managing annual operating plans for each department within the school.
- The Board will be kept apprised of the Strategic Planning Committee’s activities, must ratify the final plan, and will offer guidance and advice as the plan is implemented.