



**STRATEGIC PLAN  
2011-2016**



**CENTRAL CATHOLIC  
HIGH SCHOOL**



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## Executive Summary

*This 2011-2016 Strategic Plan is the result of a recommendation of the diocesan long-range plan for schools, completed in 2009, "Renewing Our Mission: A Blueprint for the Future." The recommended strategic planning effort is being implemented in all six Catholic high schools in the diocese in order to enact the goals set out by the diocesan long-range plan. It represents the input of the entire CCHS community and the hard work of many people including the alumni, parents, administration, and faculty of CCHS. This plan, like those that preceded it, reflects the current needs of the school and addresses the fact that no institution that aspires to excellence can rest on its laurels.*

In the fall of 2007, the Diocese of Peoria began a strategic planning process to determine the current situation of Catholic schools and develop a comprehensive plan to ensure their continuing excellence and availability. In concert with the Diocese, Central Catholic High School has developed its own strategic plan to address the recommendations made by the diocese, as well as forge ahead following the school community's assessment of strategic opportunities.

Central Catholic High School began this planning process from a position of relative strength. The opening of new school facilities on Airport Road in August 2003 brought about resurgence in enrollment for the school, graduating its largest class in 2011, 118 students, in the past 45 years. The community of Bloomington-Normal also remains strong and stable despite the recession of 2008 and slow economic recovery continuing into 2011. During the diocesan planning process, statistical data from many sources in the community, the Diocese and the schools was collected and analyzed. The information gathered by the Diocese indicated quite clearly Central Catholic High School's excellent teaching, curriculum options, and extracurricular programs provided students with an outstanding secondary education. Nevertheless, Catholic schools here, as elsewhere, are facing many challenges including questions of debt service, enrollment shortfalls, and cultural and demographic shifts.

A committee was convened, comprised of teachers, parents, alumni, administrators, and parents of alumni to offer diverse perspectives on the state of the school and to help chart its course ahead. The goals and recommendations which follow are the results of the work of the committee following diocesan recommended objectives.

We hope the plan will direct our efforts in the coming years to make Central Catholic High School an even stronger school and an attractive option for students and parents in the community.

### **2011 - 2016 Strategic Planning Committee**

Mike Alexander

Becky English

Steve Horton

Joy Allen

Jim Fruin

Denise Knoll

Karen Beckwith

Pat Fruin

John Lally

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Paul Gesterling

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Betty Connour

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*Thank you to everyone who helped in the strategic planning process.*

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## Mission

As a Christ centered community, rooted in the Catholic faith, we promote lifelong learning along with spiritual, personal, and academic excellence in a safe environment while fostering respect, responsibility, and integrity.

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## Vision

- Be known for comprehensive curriculum options that will appropriately challenge all students.
- Make a CCHS education affordable for all families desiring Catholic secondary education.
- Maintain and build enrollment with the ultimate goal of reaching school capacity.
- Cultivate an inclusive Catholic community of friends, alumni, prospective families and current families that are interested, involved and invested in CCHS.
- Be the school of choice for Catholic families in the Bloomington/Normal area.

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## Motto

Our Difference Is Our Strength



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## Colors

Navy | Vegas Gold | White

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## Mascot

Saints

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## Logos



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## Enrollment Projections

Year	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
#	323	338	356	378	409	407	411	398	377*	380*	370*	365*	362*
#	323	338	356	378	409	407	411	398	386^	398^	397^	400^	397^

\*signifies conservative estimates based on 75% retention of Catholic partner schools plus 5 from public schools

^ signifies optimistic estimates based on 80% retention of Catholic partner schools plus 8 from public schools

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## Assessment

- Central Catholic High School enrollment is 398 students in 2010-11. This is an 18% increase since 2002-03; undoubtedly due, in large part, to the opening of the new facility in 2003-04.
- In 2010-11 enrollment at Central Catholic High School was 94% Catholic with 90% of the grade 9 enrollment coming from the three Catholic elementary feeder schools in Bloomington and Normal.
- As of May, 2011, the high school has a debt of \$4.88 million from construction of the new school facility. This debt is to an outside lender, not the Diocese of Peoria.
- Bloomington is a relatively prosperous area with population growth projected through 2020. In particular, the 5-14 and 15-19 year age cohorts in this county are projected to increase 10% and 2% respectively from 2010 to 2020.
- The strength of the economy of the area supports the potential ability of parents to afford a Catholic education.
- The area Catholic parishes and schools have made efforts to promote the concept of Catholic education pre-K through grade 12.
- In 2010-11, 205 tuition assistance grants totaling \$230,000 were awarded to students at the high school.
- The per pupil cost at Central Catholic High School was \$9,125 in 2010-11, and the school operated with a balanced budget funded by tuition and fees (60%), parish subsidy (20%), fundraising (14%) and other (6%); the national averages in funding are tuition and fees (76%), parish subsidy (6%), fundraising (15%), and other (3%).
- School Perceptions study (2008) shows the most critical issues for parents are:
  - 1) Competent and caring teachers (positive parent rating: 92%.
  - 2) Safe and secure learning environment (positive parent rating: 100%
  - 3) Communications between school and home (positive parent rating: 89%
  - 4) Preparation for college (positive parent rating: 92%
- School Perceptions study (2008) shows critical areas of concern for students:
  - 1) The most important issue for students is having close friendships – 96% of students listed it as absolutely critical or important. At the same time, only 69% of students surveyed agreed with the statement, “the school does a good job of preventing bullying from happening” and only 85% of students are involved in extracurricular activities where friendships are nurtured.
  - 2) 87% of students replied that using technology makes learning more interesting; 46% of students surveyed responded that use of technology in the classroom was fair/poor.

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## Strategic Plan Goals

**1. Develop a 5-year enrollment and financial projection based on historic trends and current elementary enrollments. A business plan should then be developed to ensure strong enrollment, operating with a balanced budget, proper maintenance of facilities and paying down the principal of the debt.**

Objective A: Enrollment -Meet optimistic enrollment figures for each of the next 5 years based on 80% retention from Catholic partner schools. See activities in Goal #3 enrollment efforts.

Objective B: Balanced budget -Develop a business plan that accounts for the potential operating reserve deficits and decreasing subsidies.

Objective C: Facilities -Develop a long-range facilities plan to ensure that the school is clean, safe, attractive, in good repair and sufficient to provide quality education programs and be competitive in the marketplace.

Objective D: Proactively, develop a technology plan for costs of repairs and replacement of the technology infrastructure of the school.

Objective E: Debt Repayment -Develop a plan with the area Pastors to eliminate the capital campaign debt of 4.8 million over the next 5 years.

Timeline (responsible party):

*August 2011 – November 2011: Hold citywide debt reduction campaign for CCHS and the partner parishes (Pastors Board).*

*September 2011: Establish building, advancement, technology and finance committees (Board of Trustees).*

*September 2012: Finalize enrollment, business, technology and facilities plans and begin executing plans (Advancement, Finance, Technology and Building & Grounds committees).*

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## Strategic Plan Goals

### **2. Continue to collaborate with the three area elementary schools to promote Catholic education Pre-K through grade 12.**

Objective A: Increase opportunities for collaboration among partner schools beyond principal meetings.

Activities:

- Meet quarterly as Catholic partner schools development/marketing staff to align enrollment and public relations efforts
- Broadcast Catholic education message as pre-k - 12 option in the community
- Develop a program for increasing communication between partner school teachers and CCHS
- Integrate Homecoming/Catholic Schools Week experiences to decrease negative competition

Objective B: 100% of partner school 8<sup>th</sup> grade students will have attended at least one event at CCHS by the time they graduate. At least 80% of partner school 8<sup>th</sup> grade students will consistently register.

Activities:

- Increase planned partner school activities to take place at CCHS
- Bring junior high students into CCHS for Future Saint activities
- Have peer parents and students guide prospective partner school families through the registration process

Objective C: Be consistent in branding and marketing the unity of the Catholic schools in the area.

Activities:

- Disseminate information collectively regarding the successes and safety of Catholic schools in the area as well as Catholic schools in general

Timeline (responsible party):

*September 2011: Begin to meet quarterly as Catholic partner schools development/marketing staffs to align enrollment and public relations efforts (Dir. of Advancement)*

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## Strategic Plan Goals

### **3. Develop a focused and aggressive marketing plan to increase enrollment (Peer to Peer, school to parish, school to school, school to families).**

Objective A: Establish an Advancement committee which will work to review and improve the school's enrollment processes and outreach. Have a presence on grade school committees.

Activities: -Develop annual marketing campaign including the content and timing of activities  
-Create classroom pen-pals/readers/tutors to increase student to student points of contact  
-Help in the enrollment marketing of partner schools

Objective B: 100% of partner school junior high families will be presented with the tuition of CCHS and understand the financial aid process.

Activities -Distribute at least bimonthly communication from CCHS

Objective C: The Catholic community in the area will be presented with positive information about the Catholic school quarterly.

Activities: -Request that area pastors set aside a quarterly message promoting Catholic education  
-Present letters from students/parents to be published in parish bulletins

Timeline (responsible party):

*September 2011: Establish Advancement Committee of the Board of Trustees (Board of Trustees/Dir. of Advancement)*

*September 2012: Finalize enrollment plan and begin executing plan (Advancement, committee, Director of Advancement).*

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## Strategic Plan Goals

### **4. Establish a Board of Trustees to provide governance.**

Objective A: Beginning with Fiscal Year 2011, transition will be made to a Board of Trustees composed of at least 18 appointed members and 4 *ex officio* members including the principal of the school, the superintendent of schools for the Diocese of Peoria or the superintendent's delegate, and two member pastors elected by the Pastors' Board with the charge of ensuring the school's mission is being achieved and plans are being enacted for long-term sustainability.

Activities: - Establish standing committees of the Board including the executive, finance, building & grounds, technology, program, nominating/board development, and advancement with at least two board members on each committee.

Timeline (responsible party):

*May 2011: Develop a Board of Trustees (Board of Trustees Search Committee)*

*September 2011: Establish committees of the Board of Trustees (Board of Trustees)*

*June 2011 – June 2016: Maintain and review on-going strategic plan (Board of Trustees).*

*June 2016: Develop new baseline measurements to reassess the viability of a working strategic plan (Board of Trustees).*

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## Strategic Plan Goals

### **5. Review and renew excellence in academics and student programs (Curriculum, Technology, Instruction, and Student Life).**

Objective A: ACT scores will remain above state and national average.

Activities: -Each teacher, at least once a month, will incorporate ACT style problems in his/her class instruction

Objective B: A majority of parents will continue to rate teachers as competent and caring, rate our school as safe and secure, rate communication between home and school as good, and rate preparation for college as good.

Objective C: 100% of current students will be participating in a form of direct classroom interaction through the use of technology.

Activities: -Provide teachers extensive training and opportunities to incorporate the use of interactive technology in their lessons.

Objective D: 90% of students will be engaged in clubs, campus ministry activities, intramural and/or athletic programs

Objective E: Establish programs focused on the prevention of bullying and marginalizing students.

Timeline (responsible party):

*September 2011: Establish Program Committee of the Board of Trustees (Board of Trustees)*

*September 2012: Create and begin to use surveys and data tracking instruments to measure progress toward goals (Program Committee)*

*September 2013: Create a program plan to address goal shortfalls (Program Committee)*

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## Strategic Plan Goals

### **6. Continually strengthen the school's distinctly Catholic and Christ-centered mission, its religious instruction, and the faith development of its teachers and students.**

Objective A: As a Board of Trustees, review the school's mission statement annually. The principal will ensure 100% of faculty/staff will know, understand and be able to articulate the mission statement and vision at the beginning of each school year.

Objective B: Maintain Mass, adoration, confession and retreat routines and sustain at least 4 other faith building events for students led by the theology department each academic year (currently (1) Annual student speaker (2) Rock the House (3) March for Life (4) 24 for 24).

Objective C: Track the mission success of the school through alumni surveys and correspondence.

Activities: -Maintain an alumni email list with periodic distributions and make updates to the alumni webpage at least monthly.

Timeline (responsible party):

*September 2011, 2012, 2013, 2014: Mission reviews (Board of Trustees, Principal)*

*September 2011: Establish Program Committee of the Board of Trustees (Board of Trustees)*

*September 2012: Create and begin to use surveys and data tracking instruments to measure progress toward goals (Program Committee)*

*September 2013: Create a program plan to address goal shortfalls (Program Committee)*

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## Key Parties

### *Pastors Board*

The voting members of the Pastors' Board are all canonically assigned pastors or administrators of parishes which are designated as contributing to Central Catholic High School. Members have the duty to exercise their power and authority so that the essential character and mission of Central Catholic High School as a Catholic school in the Diocese of Peoria is at all times be maintained. The pastor of each of the following parishes shall have one vote: Holy Trinity, Bloomington; St. Mary, Bloomington; St. Patrick, Bloomington, St. Mary, Downs; Epiphany, Normal; St. Patrick, Merna.

### *Board of Trustees*

This board consists of at least 18 appointed members and 4 ex officio members including the principal of the school, the superintendent of schools for the Diocese of Peoria or the superintendent's delegate, and two member pastors elected by the Pastors' Board. The charge of the Board of Trustees is to provide direction and guidance to ensure the mission, quality, continuity and stability of Central Catholic High School.

### *Advancement Committee*

This committee consists of at least 2 members of the Board of Trustees with additional members from the Central Catholic community at large. The charge of this committee is to monitor the initiatives of the school in the areas of development, public relations, marketing and enrollment and give leadership in providing for resources and planning in these areas.

### *Building & Grounds Committee*

This committee consists of at least 2 members of the Board of Trustees with additional members from the Central Catholic community at large. The charge of this committee is to plan for and provide for the long and short range needs of the physical plant and property of the school.

### *Finance Committee*

This committee consists of at least 2 members of the Board of Trustees with additional members from the Central Catholic community at large. The charge of this committee is to oversee the annual budget process and monitor the fiscal practices and policies of the school in cooperation with the principal and business manager. The Finance Committee makes recommendations to the Board concerning the financial policies and practices of the school including but not limited to tuition, fees, faculty salaries, and grant-in-aid programs.

### *Program Committee*

This committee consists of at least 2 members of the Board of Trustees with additional members from the Central Catholic community at large. The charge of this committee is to monitor the mission effectiveness of the school and the quality of all the programs of the school as well as providing leadership for planning and policy in this area.

### *Technology Ad Hoc Committee*

This committee consists of at least 2 members of the Board of Trustees with additional members from the Central Catholic community at large. The charge of this committee will be to plan, monitor and execute a plan to meet the technological needs of the school.