

ST. FRANCIS HIGH SCHOOL
Capuchin Franciscan College Preparatory

REFINING THE VISION
Strategic Plan 2007 – 2012

Inside Cover:

MISSION STATEMENT

St. Francis High School provides a Catholic college preparatory education in the Capuchin Franciscan tradition of love and discipline.

We enrich the mind and heart through the teachings of Jesus Christ and Francis of Assisi.

We strengthen the Franciscan values of respect for others and self through service and humility.

We create a family environment for young men of diverse backgrounds and their families.

We envision a Franciscan education not as an end in itself, but as a means of forging men of hope.

As instruments of peace, they will build God's kingdom through example.

August 2007

Dear Friends of St. Francis,

In the 12th century St. Francis of Assisi used the Gospel as his “strategic plan.” His Rule of Life refined his mission for his friars.

In the 21st century St. Francis High School continues to build upon the Gospel of Jesus Christ in our efforts to refine our mission as a college preparatory school in the Franciscan Tradition.

With a sharper focus on our mission effectiveness program, *Franciscan Spirit and Life*, I am pleased to present to you our 5-year Strategic Plan, “**Refining the Vision.**”

Our previous Strategic Plan, *Vision 20/20*, challenged us to improve our curriculum through buildings and facilities. The new charge of the Board of Directors was to “refine” the vision by addressing school matters with a special concern for reaching out to those in greater need. Through the support of the St. Francis family, we will be asking for your help in implementing this important plan.

I am very grateful to the various constituents of the St. Francis family who participated in this collaborative effort. My special thanks go to Ms. Christine Smith for her efforts in facilitating this important task.

In the words of Francis of Assisi to his friars, “Let us begin again, for up until now we have done nothing.” We still have much to do.

Know that you remain in the prayers of the Capuchin Franciscan Friars, faculty and staff.

Take care, and

God bless,

Fr. Matthew G. Elshoff, OFM Cap.'73
President

I. CATHOLIC AND FRANCISCAN IDENTITY

GOAL: ST. FRANCIS HIGH SCHOOL WILL CONTINUE ITS TRADITION AS A CATHOLIC COLLEGE PREPARATORY SCHOOL, WITH THE GOSPEL OF JESUS CHRIST AND THE LIFE AND TEACHINGS OF ST. FRANCIS AS THE CENTERPIECE FOR ITS EDUCATIONAL PHILOSOPHY.

ACTION STEPS

- Network with other Franciscan Schools to expand the Franciscan Spirit and Life Program.
- Explore the creation a four-year curriculum that teaches students the life of St. Francis and his mission.
- Establish an annual pilgrimage opportunity to Assisi.

II. CURRICULUM

GOAL: UPDATE AND IMPROVE THE CHALLENGING COLLEGE PREPARATORY CURRICULUM THAT DEFINES ANNUAL LEARNING EXPECTATIONS AND DEVELOPS GLOBAL, INTERDISCIPLINARY STUDY OPPORTUNITIES.

ACTION STEPS

- Assess current community service program and explore the possibility of moving to service learning projects, particularly involving the poor and social justice concerns.
- Articulate a logical scope and sequential development of content and skills standards in each department to facilitate the creation of collaborative, interdisciplinary assignments and projects.
- Establish an annual horizontal and vertical departmental evaluation of curriculum.
- Explore the possibility of expanding the curriculum particularly in Arts and Foreign Language.

III. FACULTY/STAFF/RECRUITMENT/SELECTION/DEVELOPMENT AND RETENTION

GOALS: ENSURE FACULTY AND STAFF CONTINUE TO BE COMPENSATED FAIRLY AND COMPETITIVELY. IDENTIFY, ENCOURAGE AND MAKE AVAILABLE PROFESSIONAL GROWTH OPPORTUNITIES LEADING TO ADVANCED DEGREES.

ACTION STEPS

- Attract and retain top quality faculty and staff by offering a competitive compensation and benefits package.
- Review Retirement/401K programs.
 - Establish guidelines for Tuition Assistance for sons of faculty and staff.
 - Evaluate effectiveness of performance accountability review to retain the best possible faculty and staff.
 - Formalize requirements for faculty to stay current with contemporary learning methodologies.
 - Develop an accountability system to ensure that faculty and staff research and take advantage of ongoing professional development.
 - Assess current professional growth program.

IV. STUDENT RECRUITMENT AND ADMISSIONS

GOALS: DEVELOP AN INTEGRATED PLAN TO MARKET THE CATHOLIC TRADITIONS, FRANCISCAN VALUES, AND SAFE ENVIRONMENT OF ST. FRANCIS HIGH SCHOOL. DEVELOP A PLAN TO DEMONSTRATE AND CELEBRATE THE CATHOLICITY OF ST. FRANCIS HIGH SCHOOL.

ACTION STEPS

- Develop strategies to market to, recruit and select Catholic students.
- Develop strategies to recruit and identify Catholic students in public and private schools, particularly those in geographic regions with greater financial need.
- Attract students with a broad range of talents and backgrounds.

- Develop a formal instrument for alumni to communicate input for the future of St. Francis High School.
- Employ the most effective technology methods for the recruitment and application process.

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V. STUDENT LIFE

GOAL: DESIGN AN INTEGRATED PROGRAM OF ENRICHING CO- AND EXTRA-CURRICULAR ACTIVITIES.

ACTION STEPS

- Evaluate existing clubs/activities as well as new opportunities to increase productivity, effectiveness and student participation.
- Develop additional leadership training for students.
- Review existing athletic program and explore possibility of adding new programs and their consequent impact on facilities.

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VI. FINANCE/TUITION

GOAL: ENSURE THE LONG-TERM FINANCIAL STRENGTH, VIABILITY AND AFFORDABILITY OF ST. FRANCIS HIGH SCHOOL.

ACTION STEPS

- Expand planning strategies for forecasting tuition and other costs.
- Review the incidental costs of a St. Francis education – foodservice/books/fees etc.

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VII. DEVELOPMENT

GOAL: DEVELOP AN INTEGRATED PLAN TO INCREASE ENDOWMENT AND SCHOLARSHIP.

ACTION STEPS

- Perform a staffing review of the Development Department and Family Service Program. Recruit and hire a full time Director of Development by offering a competitive compensation and benefits package.
- Compare development programs in terms of staffing, donor recognition levels, events and other committees.
- Explore and establish new methods to increase funding of endowment for building, faculty salary and scholarship as well as other student financial aid in order to maintain a broadly represented socioeconomic student body.
- Broaden fundraising efforts so the President is no longer the sole fundraiser.
- Formalize and initiate funding of a detailed development plan for the next 5-7 years.
- Standardize all development and school-related publications and written materials.
- Routinely review database for accuracy.

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VIII. ALUMNI

GOAL: ENHANCE EXISTING ALUMNI PROGRAM BY OFFERING BETTER COMMUNICATION, FAMILY EVENTS, AND DEDICATION TO A LIFE-LONG RELATIONSHIP WITH ALUMNI.

ACTION STEPS

- Perform a staffing review of the Alumni Department.
- Redefine mission, goals and structure of Alumni Council.
- Develop a plan to increase alumni financial support that includes a reunion year giving plan.
- Improve outreach and communication with on-line community through the school's website.
- Evaluate existing programs and events. Reinvent alumni programming so as to include families, broader group and cross-section of alumni.
- Compare other Alumni programs in terms of giving, communication, social gatherings, office staffing and legacy programs.

- Develop a mentoring/internship program involving alumni and current students in order to introduce them to, and get them involved with the Alumni Association before they graduate.
- Recognize alumni component as part of the overall development program and administer a budget to the Alumni Association to supplement annual activity expenses.

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IX. TECHNOLOGY

GOAL: ENHANCE EXISTING TECHNOLOGY AND READILY EMPLOY TECHNOLOGY TO THE 21ST CENTURY CLASSROOM.

ACTION STEPS

- Review existing website design and maintenance to improve design quality, timeliness of information, and communication.
- Explore possibility of offering a course that provides an overview of TECHNOLOGY & Applications to students and interested parents.
- Explore the consultation of a technology educator in curriculum development.
- Explore the possibility of integrating On-Line Instruction into the existing curriculum.

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X. FACILITIES

GOAL: EXPLORE FACILITIES EXPANSION AS IT RELATES TO ACTIVITY, INSTRUCTIONAL, AND MEETING NEEDS.

ACTION STEPS

- Develop a formal deferred maintenance/replacement facilities plan.
- Given the new campus footprint as a result of the Capital Campaign, perform a study to evaluate creative use of existing space as it relates to athletics, fine arts, instructional, and multi-purpose needs and investigate potential new space.

XI. SCHOOL LEADERSHIP

GOALS: ASSESS AND DEVELOP THE EXISTING LEADERSHIP MODEL. DESIGN AND IMPLEMENT A PLAN TO PROVIDE FOR THE DEVELOPMENT OF FUTURE SCHOOL LEADERS.

ACTION STEPS

- **Establish an organization chart for faculty and staff, with respective job titles and job descriptions.**
- **Research examples of governance structures between boards and religious communities, examples of leadership and transition planning at other Catholic and Franciscan schools.**
- **Promote leadership training for faculty and staff.**
- **Explore and develop strategies that will increase opportunities for Board/Committee leadership to further support St. Francis High School.**
- **Review current Board Policy for selection and terms of Board Members.**

Inside Back Cover

**ST. FRANCIS HIGH SCHOOL
BOARD OF DIRECTORS**

Fr. Matthew G. Elshoff, OFM Cap. '73, President

D. Allen Lund, Chairman

Gregory P. Brakovich '70

James E. Brewer '65

William M. Close

Hayden Eaves III

Lawrence C. Gray, Jr. '60

Mark E. Heydorff '70

David Hilton

William T. Huston

Philip Jordan

Fr. Tony Marti, OFM Cap.

Thomas Moran, Principal

Angelo R. Mozilo

Carmie Rodriguez

Joseph W. Skeehan '72

Michael J. Smith

Fr. Ronald Talbott, OFM Cap.

Thomas D. Verti '66

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