

Strategic Plan: Shaping Our Future

2023-2028



Overview

For more than 80 years St. Francis Catholic High School has been a top-tier educational choice for the young women of Sacramento, Placer, El Dorado and Yolo counties and beyond. St. Francis strives to be a home that welcomes, a community that is enveloped in our Catholic faith, and a school that prepares students to be future-ready. We are a place where students explore their purpose, find their community and discover their joy.

Always striving to evolve and advance in the interest of best serving our students, during the 2022-23 school year the President, Principal and Board of Trustees of St. Francis Catholic High School, in conjunction with the community, developed a five-year strategic plan to help position our school as the first choice in education for young women in the greater Sacramento region. This five-year strategic plan, *Shaping Our Future*, outlines strategic priorities and action steps to ensure that St. Francis is able to continue being the premier institution for forming future-ready young women for lives of impact.

Shaping Our Future presents this preferred future to give meaning and direction to the school community as it continues its journey of excellence and vitality.

Shaping Our Future is expected to be formally adopted by the Board of Trustees in October 2023. We are grateful to the Board of Trustees, the Strategic Planning Committee and the entire St. Francis community for their responses and support during the yearlong, community-wide process for the development of *Shaping Our Future*.

The development of the plan included focus groups comprised of representatives of the school's Board of Trustees, the faculty and staff, department chairperson's and directors, and current students and current parents. Survey data was also collected from current parents, faculty and staff, and the entire student body. Key to the development of the strategic plan was the Strategic Planning Committee, which included representatives from various constituencies and actively provided leadership, insights, and expertise to ensure the success of the planning process.

STRATEGIC PLANNING COMMITTEE:

Kiera Anderson '99
Faculty & Alum

Brian Briggs
Faculty

Fadia Desmond
President

Heather Garcia
Parent

Barbara Gluvers '03
Faculty & Alum

Anthony Jackson
Principal, St. Robert's School

Janine LaMar P '23
Parent

Elias Mendoza
Principal

Heather Moloney '99
Asst. Principal & Alum

Jennifer O'Brien-Cooley '89
Board Member & Alum

Greg Ruiz
Holy Spirit Parishioner &
Prospective Parent

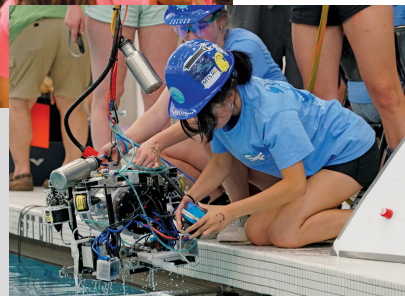
Stephanie Villanueva '98
Campus Minister for
Christian Service & Alum

Rena Zellars '95
Board Member & Alum

Our Vision

The strategic plan has been developed to align with the “National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools” and the standards contained in the domains they identify.

- Mission and Catholic Identity**
- Academic Excellence**
- Enrollment Management**
- Facilities**
- Advancement**
- Finances**
- Governance and Leadership**



Vision for Our Future

The Strategic Plan for St. Francis Catholic High School, while focusing on the next five years, establishes a vision of a preferred future that will extend into the next decade and provide direction for maintaining the school's excellence. The Goals and Action Steps in the plan are designed to achieve this future.

- 1.** St. Francis Catholic High School will be the first choice in student enrollment, employment, and philanthropic giving. Every enrolled student will have chosen St. Francis Catholic High School as their first-choice school. Every employee identifies St. Francis Catholic High School as their first choice for employment. Every donor will identify St. Francis Catholic High School as their first choice for giving.
- 2.** A St. Francis Catholic High School education sets young women up for success and instills an enduring spirit of leadership, service and faith that is strongly infused with our Catholic identity.
- 3.** A St. Francis Catholic High School education is rigorous and data-informed, with appropriate challenge and support for students taking courses of any level.
- 4.** St. Francis Catholic High School's story of an all-female education with an outstanding, well-rounded academic program is distinctly known in the community.
- 5.** St. Francis Catholic High School's visual and performing arts program has a four-year curriculum and vibrant and engaging co-curriculum that is nationally known for teaching graduates to be creative problem solvers and performers whose work reflects depth, focus, and mastery.

Vision for Our Future

(cont.)

- 6.** St. Francis Catholic High School's athletic program has a reputation for excellence.
- 7.** St. Francis Catholic High School's enrollment is stable, inclusive of the broader community, and is available to all students desiring an education with a strong sense of sisterhood in a highly engaged community.
- 8.** St. Francis Catholic High School has a true partnership with its feeder schools, and the high school students maintain an active positive presence in the elementary/middle schools.
- 9.** St. Francis Catholic High School maintains a mutually beneficial relationship with the alumnae, who remain connected to the community and give generously.
- 10.** St. Francis Catholic High School's robust endowment allows the school to offer a competitive compensation package to faculty and financial assistance to families who cannot afford the cost of tuition.
- 11.** St. Francis Catholic High School's campus is attractive, welcoming, secure, and supportive of the excellent programs provided by the school.
- 12.** St. Francis Catholic High School's leadership and governance structure is transparent and includes clear lines of who to see for what purpose.

Key Areas of Focus

There are four main areas of focus for St. Francis in *Shaping our Future*. Please explore them below:

MISSION AND CATHOLIC IDENTITY

1. St. Francis Catholic High School will continue to strengthen a school culture that affirms a strong Catholic identity which includes welcoming students of all faith backgrounds.
2. St. Francis Catholic High School will build on its current efforts to embrace diversity, work towards equity, and promote inclusion to foster a community of belonging.
3. St. Francis Catholic High School will build on its faculty faith formation program to support faculty in teaching from faith and for faith.

ACADEMIC EXCELLENCE

1. St. Francis Catholic High School's academic program – rooted in excellence, fostering leadership, and developing servant hearts – blends a college preparatory curriculum with innovative learning experiences equipping each student to be a transformative change agent in the world.
2. Expand opportunities to earn college credit throughout the academic program.

OPERATIONAL VITALITY

A. ENROLLMENT MANAGEMENT

1. Create a yearly marketing and communication plan which includes details of an overall marketing campaign as well as ongoing social media posts.
2. Following the rebranding of St. Francis Catholic High School, develop a strategic communication plan to launch the new brand.
3. Sustain a viable enrollment that reflects racial, cultural, economic, and academic diversity.

OPERATIONAL VITALITY, CONT.

B. FACILITIES

1. Update the facilities master plan to reflect current financial and enrollment conditions.
2. Develop a maintenance management program.

C. ADVANCEMENT

1. Create and implement a development program to build development revenue through annual giving, major gifts, endowment, planned giving, and capital campaigns. The development program will provide 10% of operating revenue and will achieve or exceed a revenue/expense ratio of 2.5:1, with a long-term goal of 3.5:1.
2. Enhance alumnae engagement with professional connections and a philanthropic focus.

D. FINANCES

The five-year financial projection will be updated every year and utilized to ensure long-term stability.

GOVERNANCE AND LEADERSHIP

1. Enhance Board governance and school leadership continuity over time.
2. The strategic plan will be implemented by the President, with oversight of the Board of Trustees, and will be updated annually.





ST. FRANCIS CATHOLIC HIGH SCHOOL

Forming Future-Ready Women for Lives of Impact

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