

OPERATIONAL VITALITY

Goal #7: FENWICK HIGH SCHOOL will ensure consistent and compelling messages across all communication vehicles including print, electronic, web, and social media, while also communicating targeted messaging for specific constituent groups.

Preliminary Objectives:

- A. To review existing messaging within the context of enhanced emphasis on the school's Dominican identity, the Four Pillars, and the Profile of the Graduate at Graduation.
- B. To advance a clear understanding that Fenwick is poised to reach for and achieve its next level of excellence.
- C. To obtain audience feedback and contemporary research for refining communications and marketing efforts and expand into new areas.
- D. To identify and initiate opportunities to engage potential students, families, and community supporters through on-campus experiences.
- E. To incorporate metrics for evaluation into the design of a comprehensive marketing and communications plan that addresses specific publics, desirable outcomes, schedule, and evaluation.

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Goal #8: FENWICK HIGH SCHOOL will operate with a comprehensive, data-driven Enrollment Management Plan reflective of the Profile of the Graduate at Graduation and the inclusion of the individual gifts and talents of students who will support the continued excellence of the Fenwick tradition.

Preliminary Objectives:

- A. To detail strategies, timelines, staffing, and accountability for addressing all phases of enrollment.
- B. To prepare a profile of overall desired enrollment and a profile to inform the recruitment of each entering freshman class.
- C. To increase targeted communications to and relationship development with key partner schools.
- D. To prepare goals and strategies within the existing draft of the Enrollment Management Plan based on available data for recruitment and admissions.
- E. To expand the Enrollment Management Plan to include the retention phase of enrollment.

- F. To refine further a marketing message, calendar, and strategies for the recruitment of students and families.
- G. To ensure the existence of adequate staffing and professional development, to support targeted outreach via marketing and personalization during the recruitment and admissions experience.
- H. To utilize data effectively, operate with a repertoire of marketing strategies and materials, and identify and implement best practice strategies to support increased personalization of the recruitment and admissions experience.
- I. To assign responsibility for oversight of student and family retention within the role of an appropriate administrator.

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Goal #9: FENWICK HIGH SCHOOL will establish a data-driven, Comprehensive Institutional Advancement Plan to promote substantial growth in the areas of major gifts, campaign response, and planned giving.

Preliminary Objectives:

- A. To articulate quantifiable goals, objectives, strategies, deadlines, and assignments under the Plan that are regularly updated and evaluated.
- B. To expand on existing alumni outreach and communication tailored for age/era, status, giving, and enrollment potential.
- C. To reframe the capital campaign strategy and messaging to generate new understanding and excitement, as well as volunteer and leadership involvement.
- D. To review the prospect management system so that efforts are effectively and efficiently directed to the highest benefit audiences.
- E. To identify gaps in existing institutional advancement efforts with respect to ensuring that appropriate "moves management" strategies are in place for current and prospective donors.

Accepted by the Planning Committee: March 13, 2018

Approved by the Fenwick Board of Directors: June 11, 2018



Mary Ellen Penicook
Board Chair



Fr. Richard Peddicord, O.P.
President

FENWICK STRATEGIC PLAN FOR 90TH ANNIVERSARY YEAR AND BEYOND

As Fenwick embarks on its 90th anniversary school year in 2018-19, we are very pleased to present this strategic plan, which will help guide our actions for the next several years.

Last year we took several steps to create a comprehensive and robust strategic plan. We hired an experienced consultant, CSM (Catholic School Management), a division of Christian Brothers Services, to guide us in the preparation of what will be a three to five-year plan. Our planning was research-based and data-driven, envisioning the optimal future of the school over the next few years.

This strategic plan will not change our facilities master plan, which envisions a much longer timeframe for implementation. The underlying assumptions in the facilities master plan, which led to the launch of *Excellence, Leadership, Tradition* — the Centennial Campaign for Fenwick High School, will not change.

CSM focused our planning within the national standards and benchmarks for operating effective Catholic elementary and secondary schools identified a decade ago in a hallmark publication from Loyola University Chicago and Boston College. These standards and benchmarks fall within four primary areas:

- 1) mission and Catholic identity
- 2) governance and leadership
- 3) academic excellence
- 4) operational vitality

We received input from many representative groups among the Fenwick community — students, teachers, parents, alumni, past parents, and so on. The survey questions focused on how Fenwick High School can best achieve its mission — *to inspire excellence and educate each student to lead, achieve and serve* — in the coming years. Thank you for your input in this process.

The following goals and objectives will help drive Fenwick's actions and decision-making over the coming years. In the next several months, specific action items will be identified to address each objective. These action items will have specific goals and timelines, and will identify those responsible for implementing them. We will report annually on the progress made on the strategic plan.

Fenwick is in a great position of strength! With your continued support and participation, Fenwick will continue to thrive. When fully executed, this plan will result in an institution that effectively educates our students in a changing environment, maintains our rich Dominican traditions, is even stronger financially, and communicates with our constituencies in a clearer, strategic manner. Furthermore, we expect that the plan will ensure that Fenwick's mission thrives now and well into the future.

Please join us in prayer, celebration, community, and financial support whenever possible. Together we will inspire students, as we ourselves lead, achieve and serve on behalf of Fenwick High School.

Mary Ellen Penicook
Board Chair, Fenwick High School

Fr. Richard Peddicord, O.P.
President, Fenwick High School

MISSION AND DOMINICAN CATHOLIC IDENTITY

Goal #1: FENWICK HIGH SCHOOL will leverage its unique status as the only Dominican Friar owned and sponsored school in the country.

Preliminary Objectives:

- A. To educate all Friars, faculty, administration and parents, with an understanding of how their connection to the Four Pillars of Prayer, Study, Community and Preaching of the Dominican Order can forever inform and enrich their lives
- B. To identify additional best practices in promoting the Four Pillars.
- C. To expand the existing freshman orientation experience to highlight the Four Pillars of the Dominican Order.

MISSION AND DOMINICAN CATHOLIC IDENTITY

Goal #2: FENWICK HIGH SCHOOLS four-year, comprehensive retreat and service programs will be rooted in the Four Pillars of the Dominican Order and the guiding principle that college preparation rests on both academic excellence and spiritual, social, and emotional maturity.

Preliminary Objectives:

- A. To ensure that the Four Pillars of the Dominican Order are incorporated into the student life experience each year of attendance.
- B. To research best practices with respect to Catholic High School Retreat Ministry programs.
- C. To minimize academic stress and impact of all grade level retreats.
- D. To develop policy that supports full engagement of students, faculty, and staff in supporting an expanded retreat program.
- E. To develop engaging, meaningful, age-appropriate retreat opportunities for students at each grade level.
- F. To assess current service program objectives, format, and outcomes in view of contemporary best practices in service learning for Catholic, college preparatory high schools.

GOVERNANCE AND LEADERSHIP

Goal #3: FENWICK HIGH SCHOOLS governance and leadership structures will align the roles and responsibilities of the Board, President and administration to support the school's strategic priorities and promote policies and practices that support communication and transparency among the Board, the administration, faculty, students, and parents.

Preliminary Objectives:

- A. To continue annual review of bylaws for the Board of Directors in light of current research and best practices as to the roles, responsibilities, and recommended committee structure of governing boards for order-owned, Catholic, college preparatory high schools.
- B. To evaluate whether the Board's membership criteria ensure that candidates possess the talents, capacity and connections to best serve Fenwick and its philanthropic goals.
- C. To promote practices that further implement the Strategic Plan, including monitoring ongoing progress.
- D. To assess the current administrative structure and communication practices to ensure maximum benefit of the President-Principal model and appropriate alignment of administrative oversight to the internal and external affairs of the school.
- E. To assess the types and membership of administrative teams and councils in light of the updated administrative structure to ensure appropriate separation of responsibilities, efficient communication, and transparency in decision-making.
- F. To maintain an organizational chart current as to reporting relationships and accountability.

GOVERNANCE AND LEADERSHIP

Goal #4: FENWICK HIGH SCHOOL will improve its collection, curation, analysis, and application of data for informing decision-making, operational plans, and accountability.

Preliminary Objectives:

- A. To ensure the consistent excellence of its programs, people, and practices on a data-based basis.
- B. To ensure that all operational plans set goals, assess outcomes, and ensure accountability based on data and relevant metrics and analytics.
- C. To continually monitor and further promote the profile of the Fenwick faculty and staff consistent with Fenwick's Inclusion Statement.

- D. To assess existing employee compensation packages with an eye towards identifying growth areas to ensure a competitive posture with peer institutions.
- E. To analyze anticipated attrition within the faculty and staff in order to create a plan to ensure continued excellence.
- F. To annually administer general parent and student satisfaction surveys, and provide that feedback to the internal Fenwick community.
- G. To prepare and present, on an at least annual basis, a State of the School Message for all internal stakeholders that promotes the ongoing excellence and targeted growth areas of the school utilizing data and metrics to provide support and rationale for decision-making.
- H. To continue to engage in activities that support the attainment of goals identified through the AdvancED Improvement Plan.
- I. To prepare compressed dashboards of key performance indicators of school vitality, as well as critical initiatives, for the Board, key leadership teams, and the faculty.

ACADEMIC EXCELLENCE

Goal #5: FENWICK HIGH SCHOOL will articulate the characteristics of its Graduate at Graduation and will use that Profile to guide academic, formation, enrollment, and advancement program goals.

Preliminary Objectives:

- A. To articulate measurable descriptors of the characteristics of the Graduate at Graduation.
- B. To review all curricular offerings to determine alignment to the graduate descriptors and ensure consistency of the student experience among courses at the same level.
- C. To institute clear expectations of practices to be used during faculty collaboration time for the regular review of relevant student data by all faculty in order to monitor ongoing effectiveness of curricular offerings and instructional methodologies.
- D. To utilize the Profile of the Graduate at Graduation as a critical tool in the development of an overall enrollment profile of the Fenwick student body.
- E. To prepare a desired profile to inform the recruitment of each entering class as well as decision-making with regard to annual transfer applications.

- F. To align priorities of overall advancement goals, as well as priorities of the Centennial Campaign, with the Profile of the Graduate at Graduation.
- G. To identify programmatic strengths for marketing and promotion
- H. To identify areas of improvement of the student and parent experience.
- I. To align guidance and counseling services with the Profile of the Graduate at Graduation.

OPERATIONAL VITALITY

Goal #6: FENWICK HIGH SCHOOL will develop a comprehensive financial management plan that addresses short and long-term debt, advances financial stability, and enables the school to respond to potential shifts in enrollment, economic conditions, and the educational marketplace.

Preliminary Objectives:

- A. To establish benchmarks for financial management based on best practices data collection and analysis.
- B. To develop a plan for debt management prior to the start of construction of new facilities.
- C. To investigate the adoption of policy to guide the length of time for which construction-related debt may be incurred.
- D. To create a "net tuition revenue" model that identifies the desired relationship between total tuition and philanthropy as a percentage of the annual operating budget.
- E. To identify all financial and demographic data that underlies the annual budget development
- F. To reduce the impact shifts in enrollment patterns may have on the operational management of the school.
- G. To develop benchmarks for determining how tuition assistance shapes the incoming freshman classes.
- H. To continually assess the impact of tuition assistance on student outcomes.
- I. To create a profile of student need that establishes a maximum number of awards ranging from full to partial tuition assistance (as well as how many full-pay students are desired as a percentage of the incoming freshman class).
- J. To create categories for incoming freshman classes that specify how many students will receive merit-based scholarships.