

BISHOP DUBOURG HIGH SCHOOL



STRATEGIC PLAN

November, 2008

TABLE OF CONTENTS

I.	Strategic Planning Overview and Methodology	1
II.	Goal 1: Develop Leaders In Faith And Service	6
III.	Goal 2: Improve Academic Quality	8
IV.	Goal 3: Improve The Image Of Bishop DuBourg High School	11
V.	Goal 4: Achieve Financial Independence	15
VI.	Goal 5: Improve The Quality Of The Facility	18
VII.	Exhibits	
	a. Exhibit A - Strategic Plan Exercise	
	b. Exhibit B - SWOT Questionnaire	

I. Strategic Planning Overview and Methodology

In the late fall of 2007, the leadership of Bishop DuBourg High School decided to develop a strategic plan to guide the school for the next three years. To accomplish the task, the administration recruited a Strategic Planning Committee of volunteers (“Committee”) from key constituent groups, including the Advisory Board of Education (“Board”), administration, faculty, staff, parent and alumni from different eras. The members of the Committee selected were:

- Steve Butz, ‘78 – Parent/ Alumni
- Mike DiRaimondo, ‘75 – Board/Alumni
- Dan Donahue – Parent
- Lisa Donahue, ‘79 – Parent/Alumni
- Cheryl Lovell, ‘74 – Alumni
- Fr. Michael Lydon – Administration
- Mary Beth O’Donoghue – Faculty
- Kerry Olsen – Staff
- Katie Seppi, ‘95– Alumni

The first step in the development of this strategic plan was to develop a Mission Statement, a Vision Statement and to identify core values. These elements of this plan guided the development of the remaining portion of the plan by focusing on what the school does now, what the school aspires to be in the future, and the core values that guide all the decisions that drive the plan. Bishop DuBourg High School had a Mission Statement, but had yet to develop a Vision Statement or identify core values. The initial

task of the Committee was to review the current Mission Statement to determine its relevance, develop a Vision Statement and identify core values.

Key to the development of this strategic plan was to obtain input from those who have an interest in the future of the organization. To obtain that input for the first task the Committee identified five core leadership groups that are important to the development of Bishop DuBourg High School: the administration, the Board, parents, faculty/staff and students. Members of the Committee obtained input from each group by asking key questions of each group. (Exhibit A)

The Committee then compiled the data gathered from all of the leadership groups and began the process of reviewing the Mission Statement, developing the Vision Statement and identifying core values based on the information received. After several in-depth discussions about and critical analysis of the Mission Statement, Vision Statement and core values, the Committee drafted recommendations for each area. They then submitted these recommendations to the Board and the administration for review and approval. After many revisions, the Committee, with the approval of the administration and the Board, adopted the following Mission Statement, Vision Statement and core values for Bishop DuBourg High School:

Mission Statement

Inspired by Christ, Bishop DuBourg High School educates a diverse coeducational community, enables young people to reach their full potential, and develops leaders in faith and service, through Catholic values and academic excellence.
--

Vision Statement

Bishop DuBourg High School will provide a caring, safe and affordable environment in a contemporary facility where the professional staff will use exceptional educational methods to meet the needs of a diverse student body and to develop young adults with faith in Christ who will serve the larger community.

Core Values

- Faith
- Service
- Tradition
- Leadership
- Excellence
- Diversity
- Respect

At the same time, the Committee began developing goals and objectives for the strategic plan. To begin this process the Committee identified key stakeholders in all segments of the community who had influence or interest in the future of Bishop DuBourg High School. Participants from the key stakeholders participated in a SWOT (Strength/ Weakness/ Opportunities/ Threats) analysis done in small group settings with discussion led by members of the Committee. Two separate sessions were held on a Saturday and a weeknight in March 2008. The Parent Organization also participated in a SWOT discussion during its March 2008 meeting. In addition to the small group SWOT discussions, the Committee also obtained input for the students by adding several questions to the survey that was being conducted in preparation for North Central accreditation.

Using all of this input, the Committee then developed five goals for the strategic plan. These goals are broad statements outlining results that Bishop DuBourg High School is absolutely committed to achieving. The goals dictate Bishop DuBourg's choices and drive decision-making throughout the high school.

Those goals are as follows:

Goal 1: Develop leaders in faith and service

Goal 2: Improve academic quality

Goal 3: Improve the image of Bishop DuBourg High School

Goal 4: Achieve financial independence

Goal 5: Improve the quality of the facility

With these goals in place, the Committee needed to establish objectives to support each goal. These objectives are specific statements that relate directly to each goal. The objectives supply details of what must be done and when. Objectives should be measurable and achievable. To identify objectives, each Committee member was assigned a goal and asked to develop two or three possible objectives. The Committee then discussed the suggestions for each goal and established draft objectives.

In addition to objectives the Committee sought to develop high level action plans for each objective. These action plans outline specific steps identifying target completion date and responsible parties who are responsible for their implementation. To complete this portion of the plan, the Committee split the goals between the Committee members. Each goal team sought input from the key leadership group that would be primarily responsible for implementation of the action plans. Using the input from the key

leadership groups each goal team drafted the objective statements and action plans for each goal.

The next step in the process was to obtain comments from the core leadership groups that initially gave input to provide comments on the draft plan. These comments were incorporated into the final strategic plan. This final strategic plan is the result of a collaborative effort between the Committee, the core leadership groups and community stakeholders of Bishop DuBourg High School. The Advisory Board of Education will use the final strategic plan for guidance in future decisions. The Governance and Strategic Planning Committee of the Board, in particular, will be charged with using and revising this plan as time unfolds.

The Committee thanks all those who took the time and energy to provide valuable input for this plan. The dedication of the Bishop DuBourg family shows that the school is a truly valued asset to its students, parents and the community.

II. GOAL 1: DEVELOP LEADERS IN FAITH AND SERVICE

	Responsible Party	Due Date	Comments/Status
OBJECTIVE 1: FORM A CAMPUS MINISTRY CORE GROUP			
A. Create a survey for and administer to all students in Religion classes to determine their participation in St. Catherine Laboure's youth group (XLT), Southside Youth Ministry (SSYM), and other parish youth groups	Vice President for Faith Formation; Campus Ministry	September 2008	Completed
B. Create an accurate database of Bishop DuBourg (DB) students who are involved in XLT, SSYM, and parish youth groups	Vice President for Faith Formation; Campus Ministry	November 2008	Completed
C. Contact youth ministers to obtain information about DB students who are members at XLT, SSYM and other youth groups	Vice President for Faith Formation	December 2008	
D. Grow the regular attendance of Tuesday morning student prayer group to 10 members	Vice President for Faith Formation; Campus Ministry	May 2009	
E. Create a core group of 15 students to help plan Masses and recruit other liturgical and retreat student leaders	Vice President for Faith Formation; Campus Ministry	May 2009	
F. Contact at least one Archdiocesan and one other Catholic private high school to research how they organize their campus ministries	Vice President for Faith Formation; Campus Ministry	May 2010	

GOAL 1: DEVELOP LEADERS IN FAITH AND SERVICE

	Responsible Party	Due Date	Comments/Status
OBJECTIVE 2: DEVELOP A PLAN FOR SPIRITUALITY THAT EXTENDS TO ALL ACTIVITIES AND PEOPLE AT BISHOP DUBOURG			
A. Invite the five previous graduating classes to Thanksgiving Mass and Reception afterwards on 11-25-08	Director of Advancement ; Campus Ministry	October annually	Completed/ annual invitation
B. Send memos advertising our all-School Masses to key “feeder” parishes for publication in their parish bulletins	Vice President for Faith Formation, Main Office staff	August 2009	Annual invitation
C. Train all coaches and club moderators to pray before all activities	Vice President for Faith Formation, Athletic Director)	May 2010	
D. Create a plan to insert prayer at beginning and end of all major fundraising, alumni, and other significant gatherings	Vice President for Faith Formation, Athletic Director	May 2010	
E. Increase the regular attendance at the parent prayer group to 10 members	Vice President for Faith Formation, Leader of Parent Prayer Group	May 2009	
F. Write an article about the parent prayer group for the Dec. '08-Jan. '09 DB Connection, St. Louis Review	Leader of Parent Prayer Group	November 2008	
G. Offer Eucharistic adoration during Advent '08 and Lent '09 for the parent prayer group	Vice President for Faith Formation	December 2008	
H. Use the “all call” phone device to remind all parents of the bi-monthly prayer group	Vice President for Faith Formation, Principal	January 2009	
I. Remind the parents' association at every meeting of the bi-monthly parent prayer group	Vice President for Faith Formation President of Parents Association	December 2008	
J. Offer a Prayer Service at the beginning of every Parent Association meeting	Vice President for Faith Formation	January 2009	
K. Offer a spiritual evening of reflection for parents during Advent or Lent	Vice President for Faith Formation	October 2010	

GOAL 1: DEVELOP LEADERS IN FAITH AND SERVICE

	Responsible Party	Due Date	Comments/Status
OBJECTIVE 3: DEVELOP A PLAN THAT HIGHLIGHTS CHRISTIAN SERVICE THROUGHOUT THE SCHOOL YEAR			
A. Create a monthly special on DBC Live which highlights the achievements of three students who performed service; give story to DB Connection and St. Louis Review as well	Vice President for Faith Formation; Campus Ministry	November 2009	
B. Create a survey that identifies and measures student Christian service and administer it to all students through Religion classes	Vice President for Faith Formation	September 2008	Completed
C. Every quarter advertise student service opportunities on DBC TV, on website, DB Connection, and student newspaper	Campus Ministry	September 2009	
D. Every semester at least one staff member will speak about Christian service they perform on DB TV	Vice President for Faith Formation	September 2009	
E. Publish at least one positive story about Senior Service and other service projects in the Feb-March 2009 DB Connection; offer the story to the St. Louis Review and Suburban Journals as well	Campus Ministry; Director of Communication	January 2009	
F. Visit all Religion classes to teach a lesson plan that helps students reflect on their Christian service	Vice President for Faith Formation; Campus Ministry	September 2009	
G. Contact and recruit adult moderators to seek and determine a site for an "outside St. Louis" service project	Vice President for Faith Formation; Campus Ministry	May 2009	

III. GOAL 2: IMPROVE ACADEMIC QUALITY

	Responsible Party	Due Date	Comments/Status
OBJECTIVE 1: THE BISHOP DUBOURG HIGH SCHOOL PROFESSIONAL LEARNING COMMUNITY (ADMINISTRATION, ACADEMIC DEANS AND TEACHERS) WILL CREATE AN ANNUAL RESEARCH-BASED PROFESSIONAL DEVELOPMENT PLAN			
A. The administration and academic deans will provide significant professional development opportunities in support of the professional development plan	Principal and Academic Deans	August – June yearly	
B. The administration and academic deans will provide time in the schedule in support of the professional development plan	Principal and Academic Deans	August – June yearly	
C. The administration will provide resources and incentives in support of the professional development plan	Principal	Throughout the year	
D. The administration and academic deans will inform teachers of workshops and conventions which would provide professional development opportunities	Principal and Academic Deans	Throughout the year	
E. The academic deans will ensure that teachers create an individual professional development plan which will focus on the Advanced school improvement goal, technology integration and also on their own areas of growth	Academic Deans	October yearly	
F. The academic deans will ensure that teachers meet in Peer Review Teams to analyze and critique their individual and school-wide improvement goals	Academic Deans	August – June yearly	
G. The Director of Technology will train the faculty and staff on the latest computer methodologies	Director of Technology	Throughout the year	

III. GOAL 2: IMPROVE ACADEMIC QUALITY

	Responsible Party	Due Date	Comments/Status
OBJECTIVE 2: THE BISHOP DUBOURG HIGH SCHOOL PROFESSIONAL LEARNING COMMUNITY WILL DEVELOP A COMPREHENSIVE CURRICULUM, EFFECTIVE INSTRUCTIONAL STRATEGIES AND MEANINGFUL ASSESSMENT TECHNIQUES TO MEET THE NEEDS OF OUR STUDENTS			
A. The professional learning community will annually review and revise the curriculum goals and objectives	Academic Deans	April – May yearly	
B. The professional learning community will use data (i.e. course evaluations; North Central Association activity plans, documentation, and evaluation; dean and peer review observations, etc.) to evaluate and strengthen classroom instructional strategies and assessment techniques	Academic Deans	August – June yearly	
C. The professional learning community will utilize appropriate assessments of and for learning	Academic Deans	August – June yearly	
D. The academic deans will visit classrooms quarterly observing and evaluating instructional strategies in accordance with local guidelines	Academic Deans	August – June yearly	
E. The academic deans will review course expectation sheets in accordance with local guidelines	Academic Deans	August and January	
F. The academic deans will evaluate course exams in accordance with local guidelines	Academic Deans	December and May	
G. The academic deans will monitor classroom updates (online assignments) and educator access (online grade book) in accordance with local guidelines	Academic Deans	August – June yearly	

IV. GOAL 3: IMPROVE THE IMAGE OF THE BISHOP DUBOURG HIGH SCHOOL

	Responsible Party	Due Date	Comments/Status
OBJECTIVE 1: DEVELOP AND IMPLEMENT A COMPREHENSIVE ENROLLMENT MANAGEMENT PLAN TO RETAIN CURRENT STUDENTS AND TO ATTRACT PROSPECTIVE STUDENTS.			
A. Develop a comprehensive marketing strategy targeting students, parents, and alumni using print, electronic, and other materials suitable for parents and children.	Director of Advancement; Director of Admissions	Annually prior to August 15th	
B. Meet annually with principals of top 10 “feeder” schools; send regular specific/general communications to these schools for them to publicize in their newsletters—one communication per quarter	President; Director of Communication	August 2009	
C. At least monthly update enrollment management database to identify potential students by year, number/kinds of contact points and contact information of students and parents	Director of Admissions	May 2009	
D. Quarterly, send Good News E-Mails to potential parents and students and current DB parents	Director of Admissions, Director of Communication	May 2010	
E. Using base of 155 students, increase incoming freshman enrollment--class of 2013--to 166; class of 2014 to 178; class of 2015 to 187; class of 2016 to 196; class of 2017 to 202	President ; Director of Admissions; Director of Advancement	September 2013	
F. Create a database of students who have left DB and their reason for leaving	Principal	August 2009	
G. Based on data, develop a comprehensive retention plan that addresses the specific reasons students are withdrawing in order to retain a net student retention rate of 95%	Principal; Care Team	August 2009	

GOAL 3: IMPROVE THE IMAGE OF THE BISHOP DUBOURG HIGH SCHOOL

	Responsible Party	Due Date	Comments/Status
OBJECTIVE 2: ENHANCE CURRENT COMMUNICATIONS AND ACTIVITIES DIRECTED AT DUBOURG ALUMNI.			
A. Rejuvenate an Alumni Association, with tangible objectives, especially social and service opportunities	Director of Advancement; Director of Alumni Relations;	December 2008	
B. Create a secure on-line social networking system	Director of Communication	November 2010	
C. Create a list of alumni who currently or potentially could give \$1,000 and e-mail or mail 3-4 times per year about good news in the school	Director of Advancement; Director of Communication	May 2010	
D. Develop a comprehensive public relations program that includes media contact info, sample press releases; begin regular press releases to local media outlets (5-6 annually).	Director of Communication	November 2009	

GOAL 3: IMPROVE THE IMAGE OF THE BISHOP DUBOURG HIGH SCHOOL

	Responsible Party	Due Date	Comments/Status
OBJECTIVE 3: DEVELOP AND IMPLEMENT A COMMUNICATIONS PLAN TO ENHANCE OUR IMAGE WITH THE COMMUNITY.			
A. Host at least one charitable event annually on our campus; e.g., Relay For Life (April, 2009)	Director of Advancement	May 2009	
B. Attend local chamber of commerce meetings (i.e. Affton, Shrewsbury, Webster Groves, etc.)/ Neighborhood Association meetings (especially St. Louis Hills N.A., Princeton Heights N.A, etc.)	President	May 2009	
C. Increase external press coverage in local newspapers, journals and the St. Louis Review; i.e. offer an article bi-monthly to each news outlet-based on DB Connection newsletter	Director of Communication	May 2009	
D. Decorate the DB building and grounds at Christmas time with appropriate Catholic and Christian symbols (For example, "Christ is Born" in the Eichelberger windows)	President; Art and Religion Departments	December 2009	
E. Host business meetings and social meetings of local business and social organizations and Archdiocesan meetings on campus	President	Annually	Completed

GOAL 3: IMPROVE THE IMAGE OF THE BISHOP DUBOURG HIGH SCHOOL

	Responsible Party	Due Date	Comments/Status
OBJECTIVE 4: UTILIZE CURRENT STUDENTS TO HELP “SHOWCASE” BISHOP DUBOURG			
A. Use a “student-centered” approach at Open House to both potential students and parents	Director of Advancement; Director of Admissions	November 2008	
B. Sponsor a “kids on campus” or “pack the gym night” for 7 th and 8 th graders, use buddy system 1 on 1 with current students	Director of Admissions	January 2010	
C. Host a Luke 18 Retreat with a student sponsor for each retreat participant	Campus Ministry	May 2010	
D. “Night of the Rising Stars”- an art show for 7 th and 8 th graders- current students act as host/MC’s for event, “feeder” grade school teachers to act as judges	Director of Admissions & Art Department Teachers	December 2009	
E. Have students write quarterly articles for St. Louis Review, Old News Boys Day, or other newspapers	Journalism Class	September 2009	
F. Invite top “feeder” grade schools to Guild Theater productions	Director of Guild Theater; Director of Communication	September 2009	

V. GOAL 4: ACHIEVE FINANCIAL INDEPENDENCE

	Responsible Party	Due Date	Comments/Status
OBJECTIVE 1: DEVELOP A TUITION MANAGEMENT PLAN WHICH MAXIMIZES COLLECTION AT 95%			
A. Create and implement enrollment management plan to identify and recruit additional students from targeted grade schools	Director of Advancement; Director of Admissions	March 2009	
B. Increase collection of “past due” tuition amounts by 10% each year in order to have no balances remain outstanding for more than 12 months	President	Initial Due Date: December 2008 then reviewed at end of each fiscal year (June 30)	
C. Develop and implement a tuition collection program designed to minimize the amount of delinquent tuition receipts	President	Currently in place. To be reviewed annually at end of each fiscal year.	
D. Increase tuition assistance by enhancing current programs and identifying new sources to achieve 10% annual increase	President; Director of Advancement	April 2009	
E. When calculating the budget, keep annual tuition cost increases at the cost of living or less	President; Finance Committee	April 2009 (annually thereafter)	

GOAL 4: ACHIEVE FINANCIAL INDEPENDENCE

	Responsible Party	Due Date	Comments/Status
OBJECTIVE 2: REDUCE OR LIMIT ANNUAL INCREASES OF AVERAGE OPERATING COSTS PER STUDENT TO COST OF LIVING (COLA) OR LESS			
A.. Identify and implement cost containment measures to keep fixed cost increases to COLA or less per year, including monthly review of department expenditures; (consideration must be given to the impact of salary increases as per St. Louis Archdiocesan Teachers' Association (SLATA) Agreement)	President; Finance Committee	April 2009 and each fiscal year	
B. Conduct annual vendor review to identify potential cost saving items; establish purchasing policy requiring bid system for each purchase where feasible	President, Principal, Finance Committee	March 2009	
C. Research potential "cooperative" purchasing through the Archdiocese in order to minimize costs	President	December 2008	Completed
D. Analyze the demographics of teacher population to determine realistic mix of veteran and less experienced teachers for the next five years; using these demographics, create a realistic budget regarding teacher compensation	President, Principal, Finance Committee	January 2009	

GOAL 4: ACHIEVE FINANCIAL INDEPENDENCE

	Responsible Party	Due Date	Comments/Status
OBJECTIVE 3: CREATE AND IMPLEMENT A DETAILED 5-YEAR ADVANCEMENT PLAN TO INCREASE “NON TUITION” REVENUE BY 8% PER YEAR			
A. Implement a detailed program to increase DB Forever (annual fund) contributions by twice the rate of inflation each year. Base amount is Fiscal Year (FY) 2009 = \$170,000	Director of Advancement	February 2010 in conjunction with annual budget process	
B. Perform a cost-benefit analysis and review for current and new fund raising activities including detailed cost budgets and expected revenue amounts (in conjunction with annual budget process); to be reviewed as part of the quarterly reviews of Finance Committee.	Director of Advancement	February 2010 in conjunction with annual budget process	
C. Assess resources and personnel needed to effectively implement DB Forever and fund raising strategies	President; Director of Advancement; Finance Committee	September 2009	
D. Recruit volunteers to research and develop grant funding for a mid-sized (\$25,000 - \$100,000) project	President	March 2010	

VI. GOAL 5: IMPROVE THE QUALITY OF THE FACILITY

	Responsible Party	Due Date	Comments/Status
OBJECTIVE 1: PREPARE A COMPREHENSIVE FACILITIES IMPROVEMENT PLAN DETAILING MAJOR CAPITAL IMPROVEMENT PROJECTS INCLUDING ASSOCIATED COSTS ESTIMATES			
A. Review all capital studies and lists of facility improvements prepared in the last five years	Administration, Facilities Committee	January 2009	
B. Develop a comprehensive list of major improvement projects	Administration, Facilities Committee	February 2009	
C. Develop and prioritize a comprehensive list with Board, administration, and staff to establish priorities for major improvement projects	Board, Administration	March 2009	
D. Develop budget level estimates for all major improvement projects	President, Head of Maintenance and Facilities Committee	May 2009	
E. Develop draft of a comprehensive facility improvements plan	President, Facilities Committee	August 2009	
F. Review draft of comprehensive facility improvements plan with Board, administration and staff	Presented by Facilities Committee	Sept 2009	
G. Finalize comprehensive facility improvements plan	President, Facilities Committee	December 2009	
H. Review the comprehensive facility improvements plan annually	President; Facilities Committee	December 2009 and annually thereafter	

GOAL 5: IMPROVE THE QUALITY OF THE FACILITY

	Responsible Party	Due Date	Comments/Status
OBJECTIVE 2: IDENTIFY THREE SMALL IMPROVEMENT PROJECT (LESS THAN \$10,000) THAT CAN BE COMPLETED BY VOLUNTEER LABOR EACH YEAR.			
A. Identify various small improvement projects	Administration; Maintenance; Facilities Committee	Weekly	
B. Review identified projects with core group of volunteers to determine which project feasibility	Maintenance; Facilities Committee	Periodically	
C. Visit Parent Organization and Football Booster parent's club meeting to develop volunteer labor and materials pools	President; Facilities Committee	One meeting each quarter	
D. Develop project volunteer recruitment tool to place on DB website and in DB Connection	Director of Communications, Facilities Committee; Parent Organization	September 2009	
E. Develop a method to sort the alumni database by profession or company affiliation; solicit additional volunteers from alumni with construction or construction related background	Advancement	April 2009	
F. Develop and maintain a data base of volunteer labor and materials that provides specific information on individual skills and materials available	Advancement	May 2009	
G. Track projects completed by volunteer labor and acknowledge the accomplishment of the volunteers	President	Annually	

GOAL 5: IMPROVE THE QUALITY OF THE FACILITY

	Responsible Party	Due Date	Comments/Status
OBJECTIVE 3: EVALUATE FEASIBILITY OF FUTURE CAPITAL CAMPAIGN			
A. Review the comprehensive facility improvements plan and determine a target capital campaign amount	Board; Administration; Facilities Committee	January 2010	
B. Consult with Archdiocese about procedures and protocols for a capital campaign	President; Board; Advancement	January 2010	
C. Choose a capital campaign consulting company and conduct a feasibility study	Administration; Advancement; Board; Capital Campaign Consulting Firm	June 2010	
D. Review results to determine if capital campaign is feasible.	Administration; Board; Capital Campaign Consulting Firm	July 2010	
E. Approach Archdiocese for approval of capital campaign and solicit Archdiocesan gift	President	August 2010	
F. After obtain Archdiocesan approval, conduct capital campaign	President; Board; Advancement; Capital Campaign Committee; Capital Campaign Consulting Firm	August 2011	

Exhibit A

Strategic Plan Exercise

What are the Core Values of Bishop DuBourg High School?

Core values and assumptions drive both “mission” and “vision”. In other words, the fundamental principles an organization believes in directly affect what the organization devotes itself to doing in the present and what the organization sees as its optimal future.

List below—in a single words, phrases, or short sentences 5-7 Core Values of Bishop DuBourg:

1.

2.

3.

4.

5.

6.

7.

What is the mission of DuBourg High School?

Mission statements serve as a guide for day-to-day operations and as the foundation for future decision-making and include the following criteria:

- Focuses on satisfying customer needs: Focus the organization on satisfying customer needs instead of spotlighting your service. Our customers include students, parents, teachers, alumni and the community.
- Based on your core competencies: Base your mission on a competitively superior internal strength or resource that your organization performs well in comparison to your competitors.
- Motivates and inspires commitment: Your mission statement should be motivating. Base it on how the mission contributes to people's lives.

- Realistic and clear: Avoid making the mission too narrow or too broad. A mission needs to contain a purpose that's realistic. Many organizations can go off on tangents that aren't core to their purpose and are unrealistic because their mission isn't clearly defined.
- Specific, short, sharply focused, and memorable: A precise statement of purpose that describes the essence of the organization.

List 5-7 words or short statements that describe our purpose and what we intend to do to satisfy the needs of our students, parents, community, etc.?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

What is the vision of Bishop DuBourg High School?

A vision statement communicates what this organization desires and needs to be like in the future.

- Audacious: Represents a dream that's beyond what you think is possible. It represents the mountaintop your organization is striving to reach. Visioning takes you out beyond your present reality.
- Capitalizes on core competencies: Builds on your organization's core competencies. It builds on what you've already established: history, customer base, strengths, and unique capabilities, resources, and assets.
- Futurecasting: Provides a picture of what your organization looks like in the future.
- Inspiring: Engaging language that inspires. It creates a vivid image in people's heads that provokes emotion and excitement. It creates enthusiasm and poses a challenge.
- Motivating: Clarifies the direction in which your organization needs to move and keeps everyone pushing forward to reach it.
- Purpose-driven: Gives a larger sense of purpose.

Looking ahead 5-7 years, picture DB as the best it can possibly be (in all areas). Describe that vision. Could be single words, phrases or short sentences.

Exhibit B

SWOT Questionnaire

Bishop DuBourg High School is developing a Strategic Plan to guide the organization for the next several years. To ensure the plan accurately captures the needs and expectations of the community we are seeking input from a broad base of community stakeholders. To obtain this input we are asking that the stakeholders provide answers to the following questions. If you cannot attend the stakeholders meeting on and you would like to provide input, please complete the questionnaire and return it in the enclosed self-addressed stamped envelope. We thank you in advance for your interest in helping us shape our future.

1. List three strengths of our organization.

1.

2.

3.

2. List three weaknesses of our organization.

1.

2.

3.

3. List three opportunities for our organization. Opportunities are issues, events or trends that may create new possibilities for our organization. Examples of opportunities are new customer categories or major shifts in technology.

1.

2.

3.

4. List three challenges that face our organization. Challenges are issues, events or trends that many have a negative impact on our organization. Examples of challenges are changes in reduced funding sources or a shrinking student base.

1.

2.

3.

5. What is your overall impression of our organization?

Which of the following best describes you?

- Administration
- Alumnus
- Business Owner
- Board of Education Member
- Community Member
- Educational Institution
- Faculty
- Government
- Parent
- Parish Representative
- Staff
- Other _____