

BISHOP KELLY HIGH SCHOOL



Strategic Plan 2010 - 2015

October 25, 2010
Board of Governance Approved

Dear Friend of Bishop Kelly High School,

The Strategic Plan for BISHOP KELLY HIGH SCHOOL 2010 – 2015 is our vision and roadmap for our future. It is the result of carefully analyzing our current strengths, weaknesses, threats and opportunities and our current strategic plan. We considered and utilized hundreds of comments received from interviewing and surveying students, alumni, education representatives, business and community members, patrons, clergy, and staff. We also incorporated the work done for our 2010 Accreditation Report by the respective teams which involved faculty, staff, administration, students and parents. In addition, we reviewed our last strategic plan done in 2005 and assessed what went well and what we can do better.

While much progress has been made in the past five years since our last strategic plan, many issues came out of the data collection and research we did – questions over Catholic identity and what it means and does not mean, how to be respectful of other faith traditions at BK, strong competition from other schools in the area, strengthening our academic, performing arts and music programs, affordability and accessibility, improving our facilities and technology infrastructure, trust and respect amongst faculty, staff, administration, parents and students, and alcohol/drug usage.

This Strategic Plan represents a highly collaborative effort involving representatives from all of our key stakeholders – students, parents, faculty, staff, administration, alumni, the Diocese, our parishes and community members. A core steering committee and a broader planning team, which had representatives from all stakeholders, did much of the work you see here. We also have been sharing the plan with the broader community for feedback. We will continue that process right up until we submit our final plan for approval to Bishop Kelly Board of Governance on October 25.

Finally, this strategic plan will enable us to make the critical choices on where to focus our time, talent and financial resources to best serve our mission of “educating and developing the whole student in the Catholic tradition - spirit, mind and body” and to reach our vision of “a Catholic community achieving excellence in learning, service, and life”. And it all begins with our vision for the Bishop Kelly graduate which is on the next page.

Thank you for your interest in and commitment to Bishop Kelly. I look forward to working together with each of you on how we can indeed “achieve excellence” and “educate and develop the whole student”.

Kind regards,

Rich



Bishop Kelly High School

Our Vision for the Bishop Kelly Graduate

The Bishop Kelly community recognizes the family as the student's first and most influential teacher. Through education and personal experience, we build upon that foundation to prepare each graduate for a lifetime quest to reach excellence.

Each graduate is prepared in the following areas:

Spirit

- a relationship with Jesus Christ which manifests itself through service and a personal commitment to social justice
- a knowledge of the Catholic Church's teachings, as well as the compassion and dedication to live out those teachings
- an ability to evaluate moral choices and issues based on a well-formed conscience, the teachings of the Catholic Church, and the guidance of the Holy Spirit
- an awareness of world religions and an appropriate respect for the beliefs of others
- a deep sense of spirituality and a desire for spiritual growth, prayer, and personal reflection
- an ability to form strong, respectful and meaningful relationships based on Christian values

Mind

- a capacity for creativity, critical thinking, questioning, and reflective problem solving
- an ability to analyze, synthesize, and evaluate information from different sources
- an exceptional academic foundation in a broad range of subjects
- an ability to effectively communicate in both written and oral forms
- a firm grasp of technology and its role in maximizing learning
- an appreciation for the power of positive self-expression through the arts and literature

Body

- a recognition that one's body is a gift from God
- an acceptance of the responsibility to treat one's own body with modesty and respect
- an ability to establish physical, social, and emotional boundaries and respect for the boundaries of others
- a lifetime commitment to healthful nutrition and physical activity
- a dedication to physical balance, harmony and self-control
- an acknowledgement of discipline, perseverance, and courage as keys to success

**BISHOP KELLY HIGH SCHOOL
STRATEGIC PLAN
2010—2015**

**Approved and adopted by the Bishop Kelly High School Board of Governance
October 2010**

**Robert Talboy - Chairperson
St. John's Representative**

**Bryan Smith - Vice Chairperson
St. Mary's Representative**

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**Deacon Michael Eisenbeiss
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**Dan Makley
Superintendent of Idaho
Catholic Schools**

**Rich Raimondi
President
Bishop Kelly High School**

**Robert Wehde
Principal
Bishop Kelly High School**

**Debbie McDonald
President
Bishop Kelly Foundation**

**Deana Braden
BKEO Representative**

OUR VISION

a Catholic community achieving excellence in Learning, Service, and Life

OUR MISSION

**We educate and develop the whole student in the Catholic tradition ---
Spirit, Mind, and Body.**

OUR BELIEFS

- **Jesus Christ is our Lord, our ultimate teacher and role model.**
- **A knowledge of Catholic teachings will promote compassion and a dedication to live out those teachings in our community and world.**
- **Moral development and service to God and others is central to learning.**
- **Respect for all is our commitment.**
- **Learning is our priority.**
- **All students strive for excellence consistent with ability through a diverse and comprehensive education system.**
- **All students are children of God and are valued for their unique gifts and needs.**
- **Our Christian learning environment is the responsibility of all members of the Bishop Kelly community working together.**
- **Continuous improvement is imperative to developing lifelong learners.**
- **The body is a gift from God and should be treated with dignity and respect.**
- **Participation in activities provides a valuable experience in students' growth.**

BISHOP KELLY GOALS and STRATEGIES

GOAL #1: Learning Environment

Each Bishop Kelly graduate is prepared for a life of well-being—spiritual, social, emotional, and physical health.

STRATEGIES	
1.1	Identify and address the key areas of needed improvement in spiritual, social, emotional, and physical health (First Year Priority)
1.2	Create a model/matrix on what excellence looks like for each category
1.3	Create a comprehensive “BK Student Leadership” program
1.4	Identify ‘needs improvement’ in the culture of BK moving from harassments and exclusion to tolerance, acceptance, and inclusion
1.5	Create a “Bishop Kelly Graduate Portfolio” for each senior that addresses each of the categories in the BK document, “Our Vision for the Bishop Kelly Graduate”
1.6	Create programs that recognize and address the additional needs of special education, international, and exchange students (First Year Priority)

GOAL #2: Spiritual Environment

Bishop Kelly students are supported by a learning environment that actively embraces Catholic identity and spiritual and moral development.

STRATEGIES	
2.1	Develop a common knowledge, understanding and commitment to "Catholic Identity" in both words and actions (per WCEA guidebook) (First Year Priority)
2.2	Identify 'needs improvement' in the culture of BK in the areas of: <ul style="list-style-type: none">• Relationships between board, administration, faculty and staff• Respect for the voice of students and parents• Catholic practices and principles in place at BK (First Year Priority)
2.3	Integrate Catholic teachings across the curriculum (First Year Priority)
2.4	Continue to communicate our Catholic values through our actions
2.5	Improve the practice of the faith we teach by providing service learning opportunities, prayer, sacraments, and retreats

GOAL #3: Curriculum and Instruction

Bishop Kelly provides all students with an excellent education through curriculum and instructional support in the areas of: core academic subjects, life and career skills, learning and innovation skills and information, media and technology skills (as defined by the 21st century skills definitions).

STRATEGIES
3.1 Convene a general meeting to include parents, pastors, diocesan officials, students, and staff to review and revise the key performance indicators that will measure successful accomplishment of the graduate profile.
3.2 Develop monitoring and mentoring systems for students to assure focus on the vision of the Bishop Kelly graduate. (First Year Priority)
3.3. Continue Bishop Kelly's focus on college and career preparatory approach by: <ul style="list-style-type: none">• Reviewing, analyzing, responding to input on curriculum/instructional delivery• Conduct a curriculum audit. (First Year Priority)
3.4 Conduct a best practice search, review, and implement a program for Life and Career Skills (Professionalism) and Learning and Innovation Skills (critical thinking and creativity)
3.5 Conduct a best practice search to improve Bishop Kelly's focus on Technology <ul style="list-style-type: none">• Reviewing, analyzing, and responding to input on technology and its role in maximizing student learning• Blended learning opportunities

STRATEGIES
3.6 Gather data in order to evaluate and record ESLR achievement, curriculum effectiveness of all students, curriculum strengths and weaknesses, action plan item accomplishment and to create a documented process for making informed curriculum decisions, recording curricular achievements and defending change (First Year Priority)
3.7 Evaluate opportunities for expanded AP, concurrent enrollment, and advanced technology learning for students and curriculum audit.
3.8 Develop a consistent coordination and articulation of curriculum with local Catholic elementary schools
3.9 Develop and implement a plan to significantly improve our performing arts, fine arts and music programs (First Year Priority)

Goal #4 – Activities

Bishop Kelly encourages, supports and provides all students with the opportunity to participate in and excel at extracurricular activities – athletics, clubs, debate, performing arts, science competitions, etc.

STRATEGIES	
4.1	Develop and support coaches and moderators for <u>all</u> activities by improved coordination, setting expectations and sharing best practices (First Year Priority)
4.2	Continue to invest in the facilities and infrastructure to enable students to achieve their potential in their chosen activities
4.3	Develop a strength and conditioning program to enable our students to compete more effectively and safely
4.4	Promote the Bishop Kelly community as the standard for good sportsmanship in all activities
4.5	Develop a program that supports students in their desire to participate at the next level should they wish to and have the potential

GOAL #5: Faculty/Staff/Administration Professional Development

Bishop Kelly faculty, staff and administration support student learning and growth through excellence in professional development.

STRATEGIES
5.1. Strengthen the collegial relationships among faculty, staff and administration, intra-departmental and inter-departmental (First Year Priority)
5.2 Provide and fund meaningful opportunities for faculty and staff growth and development
5.3 Create a mentoring, succession planning and organizational system to support faculty and staff development and organizational effectiveness

Goal #6: Resources

Bishop Kelly's resources (people, organization, financial, facilities and technology) are fully utilized to optimize student access and success in academics, service, and extra-curricular activities.

STRATEGIES
6.1 Continue our facilities and technology infrastructure investments
6.2. Develop our long term financial model such that it supports our planned growth, capital needs and strategic initiatives (First Year Priority)
6.3 Develop strategies for non-tuition revenue that will help us achieve BK's vision while maintaining accessibility to an affordable education (First Year Priority)
6.4 Review and strengthen the compensation packages for all BK employees to ensure we remain competitive and retain our talented faculty and staff
6.5 Significantly improve our alumni relations and activities (First Year Priority)
6.6 Begin planning for and funding of improvements in performing arts, fine arts and music facilities and programs
6.7 Determine the changes to the organization, policies and practices that are necessitated by this Strategic Plan (First Year Priority)

STRATEGIES
6.8 Increase financial assistance from BK and the BK Foundation to ensure access and affordability for all families that wish to have their children attend BK
6.9 Develop and fund a plan to address the needs of students (transportation, sites, blended learning, housing, etc.) in the West Treasure Valley and throughout the state of Idaho
6.10 Review and improve our partnership with the Hispanic community to increase access and student success

Goal #7: Partnerships

The Bishop Kelly community exemplifies in all of its policies and actions a Christian model of collaboration and partnership with and among all key stakeholders.

STRATEGIES
7.1 Define "Christian model of collaboration and Partnership" and the critical success factors for creating and sustaining partnership
7.2 Review the collaboration/partnering that is now occurring, what is missing, and propose steps to increase collaboration and partnerships (First Year Priority)
7.3 Establish regular forums, meetings and councils with key stakeholders (parents, faculty/staff, BKEO, parishes and parish schools, diocese) to foster and encourage communication, collaboration, and inclusion (First Year Priority)
7.4 Review and take necessary steps to improve the effectiveness and impact of Board of Governance meetings and the overall relationship between the BK administration and the BOG
7.5 Maintain the strong relationship between the school and the Foundation through collaborative efforts in Planned Giving, cross functional committee involvement, active school participation in the Winners Choice Dinner, and ongoing communication between the Foundation and the stakeholders of Bishop Kelly High School.

STRATEGIES
7.6 Review and improve our collaboration/partnership with the Diocese, parishes and parish schools (First Year Priority)
7.7 Develop plan for partnership with local universities/colleges to enhance students success and faculty/staff development

Goal # 8: Brand and Value

Bishop Kelly's brand and value is well understood in the community and enables us to accomplish Goals 1 through 7.

STRATEGIES	
8.1	Create an on-going communication plan for informing all stakeholders (internal and external) about progress toward the key performance indicators and the Strategic Plan
8.2	Enhance our website and social media presence to improve our image and increase communication opportunities for Bishop Kelly
8.3	Understand our position today in terms of other schools that serve the same population and improve our ability to compete for students and resources by studying best practices: Local public high schools, Riverstone IB, Charter schools, Magnet schools, Home school, On-line and hybrid high schools (First Year Priority)
8.4	Develop the plan to engage the K-6 students and parents in our parishes to connect them to BK and to help us "build the BK they want ... and they will come!"
8.5	Develop a clear and compelling 'branding strategy' for Bishop Kelly
8.6	Document and develop tools to communicate the value of a BK education and the return for a family on their investment (First Year Priority)

GLOSSARY OF TERMS

Action plans—Action plans are the process steps to implement a strategy. They assign specific tasks to individuals or groups and state the date at which these tasks must be completed.

Alignment—Alignment exists in an organization when the vision, mission, and core values are clear; when goals, strategies, and action plans are agreed on and focused on performance indicators.

Assumptions—An assumption is a temporary hypothesis about a possible trend, future event or condition that could have significant impact on the organization.

Catch ball—Catch ball is a process of two-way communication. Input is collected from smaller planning groups and sent out to other stakeholders for their input and suggested revisions.

Consensus—Consensus is general agreement among several people. It occurs when all team members can support the decision. Consensus does not mean everyone agrees to the same extent, but it does mean all can support the decision without compromising needs or values.

Core Beliefs—Core Beliefs are fundamental, ethical, moral and professional beliefs.

Dash Board---Dash boards of data provides the institution with pictures of its progress toward meeting both the Key Performance Indicators (KPI's) and the Operational Performance Indicators (OPI's).

First Year Priorities—Those strategies that are to be started the first year of the Strategic Plan

Gap Analysis—Gap analysis evaluates that which is needed for the organization to close the 'gap' between where it is now and its preferred future or 'vision'.

Goals—Goals are broadly defined accomplishments, conditions, or results to be achieved in order for the organization to accomplish its mission and achieve its vision.

Key Performance Indicators—Key Performance Indicators (KPI's) are those overarching measures that outline the requirements for achieving the organizational vision.

Mission—Mission is the clear and compelling purpose of the organization, the reason the organization exists.

Opportunities—Opportunities are possible situations or conditions in the internal and external environment that can be exploited to achieve positive results.

Organized Abandonment—Organized or strategic abandonment refers to the process of eliminating or reducing activities in order to free up resources to pursue other organizational priorities.

Responsible Party—The responsible party or the 'owner' of a specific action indicate the person who is responsible to see that the action is completed correctly and on time.

Stakeholders—Stakeholders are those people who have an interest in the well-being and success of the organization.

Strategic Management—Strategic Management is a participative proactive process to effectively manage changes leading to enduring organizational success.

Strategic Planning—Strategic planning is the process by which planning members of an organization, with input from all its internal and external communities, envision its future and develop the necessary procedures and operations to achieve that future.

Strategy—A strategy is a broad statement of how the organization will deploy major resources to accomplish its vision and maximize their Key Performance Indicators.

Strengths—Strengths are internal to the organization and there are two kinds:

- Competencies—what the organization is good at and is a unique demonstrable capability
- Resources—what is available to the organization such as financial resources, people, environment

SWOT Analysis—In long range planning, the SWOT analysis is used to collect data that will influence the goals and strategies as the organization moves toward its vision; SWOT stands for:

- Strengths

- Weaknesses
- Opportunities
- Threats

Target Dates—Target dates provide a tentative schedule for the purpose of organizing the strategies and actions.

Threats—A threat is a situation or condition outside the organization that might occur and have a negative impact or disrupt the activities of the organization. Estimating its probability and degree of impact may help the organization avoid potential pitfalls.

Trends—A trend is movement. It is when two or more points are connected to show a direction.

Vision—A vision is a mental image, a vivid description of what the organization will be like if it fully achieves its mission and maximizes its Key Performance Indicators.

Weaknesses—Weaknesses are internal to the organization and there are two types:

- Lack of competencies—failure to demonstrate adequate capability
- Lack of resources—limitations of financial resources, people resources, etc.

BISHOP KELLY HIGH SCHOOL

