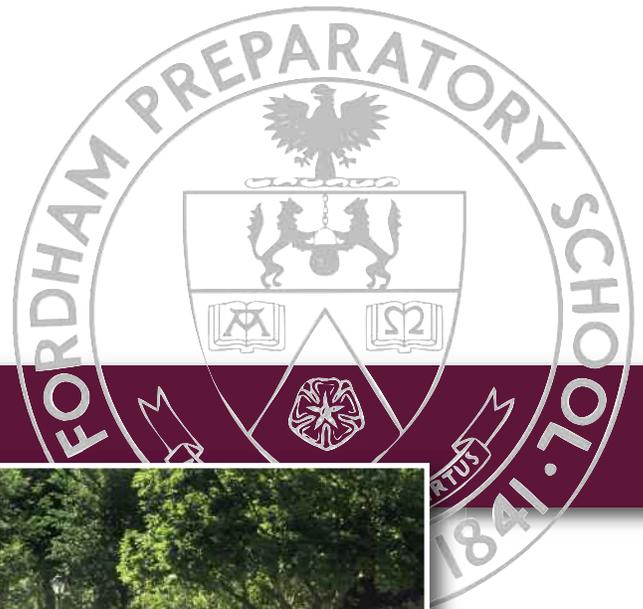


FORDHAM
PREPARATORY
SCHOOL



Igniting Our Mission

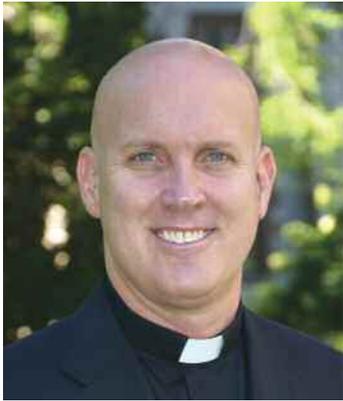
Ad Majorem Dei Gloriam

STRATEGIC PLAN

2017-2022

Faith • Scholarship • Service

Since 1841



Dear Fordham Prep Community,

In the 175th year since the founding of Fordham Prep, the school community, calling upon the guidance of the Holy Spirit, discerned, debated and developed several new priorities for our future.

I am pleased to present the final outcome of this work in *Igniting Our Mission: Strategic Plan, 2017-2022* which was approved by the Board of Trustees on June 14, 2017.

The questions which guided our work were driven by a rigorous effort to stay true to the core values of our Catholic and Ignatian mission:

- The development of Catholic faith which asks critical questions, engages the world, and works for justice and reconciliation;
- the promotion of human excellence;
- the care for the individual student in the totality of his gifts, and the opportunities for his growth;
- a commitment to advance the common good of society through the Jesuit apostolate of secondary, college preparatory education.

I am especially pleased that these questions and dialogue engaged so many valued stakeholders and members of our community: students, faculty, school leaders, current and past parents, trustees and alumni. The quality of “Igniting Our Mission” testifies to their generosity and care throughout this rigorous and respectful process.

No strategic plan is perfect. However, “Igniting Our Mission” is an important resource allowing us to focus our vision and continue to revisit with integrity and discipline several priorities which will fulfill our mission and purpose.

I am profoundly grateful to the Drafting Committee and to each member of the Fordham Prep community who contributed a question, a critical intervention, a proposal or suggestion to improve this plan. Even though all of these may not be reflected fully in the final product, your contribution to the dialogue improved the process, and therefore the outcome of “Igniting Our Mission.” Thank you for your generous effort on behalf of our students of today, and tomorrow. They are the true beneficiaries of our work.

Finally, please join me in your prayers that “Igniting our Mission” and our progress toward these priorities may be dedicated, as in all things, to God’s greater glory!

Sincerely yours,

A handwritten signature in black ink, appearing to read 'Chris Devron'.

Reverend Christopher J. Devron, SJ
President

Fordham Preparatory School is a four-year, Catholic, college preparatory school. Our commitment to education is shaped by the spirituality and pedagogical tradition of the Society of Jesus, founded in 1540 by St. Ignatius of Loyola. This heritage stresses the development of excellence in the whole person: moral, spiritual, intellectual, physical, emotional and aesthetic. Today, our educational apostolate is strengthened by our affiliation with the local, national and international networks of Jesuit secondary schools.

Based on a legacy which began with the Spiritual Exercises of St. Ignatius and continues through contemporary Ignatian reflections, our Jesuit tradition has fashioned schools to be communities of faith, scholarship and service.

- We are a community of faith. Rooted in the Catholic tradition, we look to Jesus Christ as the revelation of God and humanity. We seek to foster knowledge and love of God and neighbor, and welcome the gifts that non-Catholic members of our community contribute to that mission. We encourage all members of our community to evaluate dominant cultural values in the context of their faith.
- We are a community of scholarship. At the heart of Jesuit education is the rigorous study of the humanities and sciences, reflecting the conviction that the study of great ideas is inextricably linked to the formation of character. Our program of studies encompasses more than the acquisition of knowledge; it fosters academic discipline and encourages reflection in the pursuit of excellence.
- We are a community of service. St. Ignatius' declaration that "love ought to manifest itself in deeds rather than words" is embodied today in the call to be a person for others. We put our faith into action by seeking opportunities to serve our brothers and sisters, especially those in need, and by working to promote justice.





Praying, studying and working together, our communal life is animated by the spirit of *magis* (“greater”) and *cura personalis* (“care of the individual”).

Magis, a distinctive aspect of Jesuit education, expresses the responsibility to seek a greater realization of our potential and mission and to strive for excellence in all things. We are dedicated to the development of a curriculum and community that call forth the best from students, faculty and staff for the greater glory of God.

Cura personalis is the Jesuit resolve to know and treat each person as an individual made in the image and likeness of God. *Cura personalis* encourages students, faculty and staff to build relationships, both in and out of the classroom, based on dignity, respect and trust.

The intellectual and religious values which motivate our mission as a school guide each individual’s total development. We challenge each graduate to be a lifelong learner, an agent of positive change, spiritually motivated and committed to justice, a healer and shaper of his world.

Mission Statement

As a Catholic, all-male, Jesuit, college preparatory school, Fordham Prep’s mission is to inspire young men to reflect, to question, to learn, to pray, to love, to serve and to lead. Since 1841, we have based our challenging curriculum and pursuit of human and academic excellence on a foundation of Catholic faith and principles. We seek to be one community created from a broad spectrum of ethnic, racial, geographic and socioeconomic backgrounds. We strive to include qualified students of limited financial resources by providing substantial financial assistance. Our faculty and staff dedicate themselves to a caring and dynamic interaction with students both inside and outside the classroom, a characteristic of Jesuit education for over 450 years. We educate our students to be men for others: spiritually motivated, intellectually accomplished and committed to promoting justice.

Fordham Prep's strategic priorities focus on 6 key areas:

- Excellence in Teaching and Learning
- Facilities for the 21st Century
- Financial Stability and Sustainability
- Formation and Support of the Student Community
- Fostering a Catholic Ignatian Community
- Organizational Effectiveness

Excellence in Teaching and Learning

Excellence in teaching and learning has been a hallmark of Jesuit schools since the founding of the first school in 1547. Cultivation of the intellect, which is at the heart of this academic enterprise, has always been recognized as a means for uncovering truth, discovering meaning, building character and striving for the *magis*. Fordham Prep's emphasis on excellence in teaching and learning is reflected in the careful selection of faculty and students, the design of curricula balancing the humanities and sciences, and our commitment to an educational program which responds to and anticipates the challenges of an increasingly complex global and technological society.

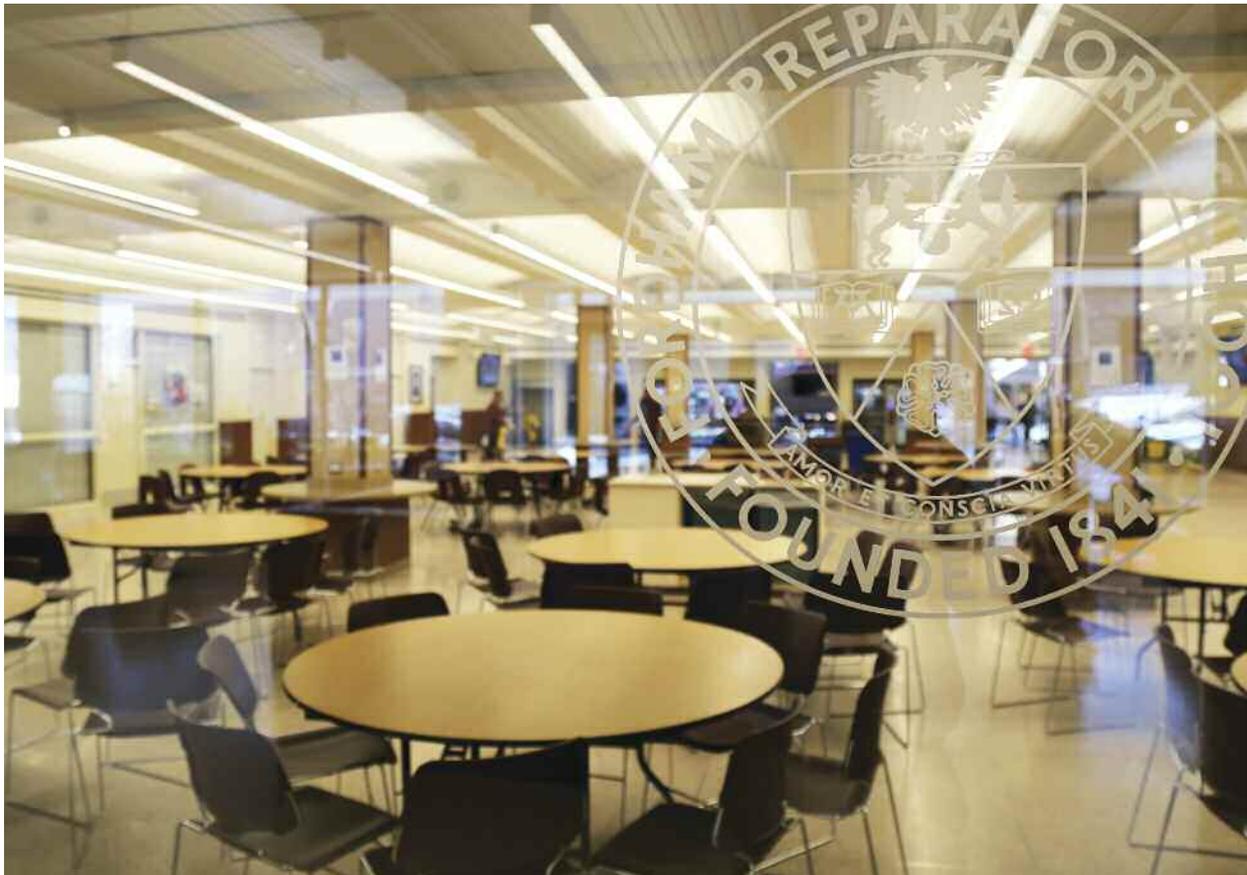
Strategic Priorities

- Review the current curriculum for alignment with our mission and the promotion of 21st century skills.
- Study options for a new master schedule to address issues related to class size, course offerings, and time for departmental collaboration.
- Use new methods of tracking student data to identify areas to improve student learning and to enhance college readiness and success.
- Develop ways to integrate technology into the curriculum more deeply as a resource to promote the goals of student learning.
- Enhance the professional development program for tenured and non-tenured teachers in order to provide teachers with effective instructional and assessment strategies and to ensure opportunities for growth in technology integration, Ignatian values and global competency.
- Explore opportunities for promoting departmental and interdisciplinary collaboration.









Facilities for the 21st Century

Fordham Prep is committed to developing a school environment that fosters the academic, spiritual and social development of all students. The school's facilities must serve to promote a positive learning environment, celebrate the rich history and Catholic Jesuit identity of Fordham Prep, provide modern and accessible facilities for students, and improve and strengthen the visibility of Fordham Prep to ensure that the school will continue to attract the best students in the New York City metropolitan area.

Strategic Priorities

- Expand, modernize and effectively reconfigure classrooms, group learning spaces and offices.
- Cohesively integrate independently designed sections of the school complex in order to create a more unified appearance throughout the building.
- Create a chapel space designed to meet the spiritual needs of the Prep community.
- Upgrade student lockers and locker room spaces to better accommodate current and future needs.
- Adopt environmental sustainability standards and practices relating to the operation, redevelopment and expansion of the school complex.



Financial Stability and Sustainability

Fordham Prep is committed to developing and sustaining a sufficient financial base from which the school's mission can be made effective and affordable, at present and into the future. In order to accomplish this we are committed to engaging all stakeholders – alumni, current and past parents, faculty, staff, trustees, friends and graduating students - in addressing the school community's needs as a not-for-profit institution, reliant not only on tuition but on continued annual support from all these stakeholders.

Strategic Priorities

- Engage stakeholders to increase annual support, to contribute large gifts and to develop estate planning gifts.
- Increase the giving rate of participation to at least 20% of the Prep's stakeholders.
- Further develop methods of communication and engagement with the school's stakeholders to encourage their continued participation and support.
- Seek diversification of investments to provide a balance that should enhance total return and current income while avoiding undue risk concentrations in any single asset category.
- Maintain a balanced tuition/financial assistance policy to provide students of every socioeconomic level, particularly students from middle income families, the opportunity to attend and fully participate at the Prep.
- Develop a strategy to provide greater funding for faculty professional development in the areas of instructional and assessment strategies as well as opportunities for growth in technology integration, Ignatian values and global competency.
- Establish a funding strategy, a combination of annual giving and endowment, to ensure the growth and long term sustainability of the global education and service immersion programs and to provide financial aid to ensure access to these programs for all students.

Formation and Support of the Student Community

Fordham Prep's student body reflects its mission to educate young men from a broad spectrum of ethnic, racial, geographic and socioeconomic backgrounds. Programs and services must be in place to support our work in the formation of young men of conscience, competence, compassion and commitment with a primary focus on *cura personalis*, care for the whole person.

Strategic Priorities

- Cultivate an academically qualified student population of socioeconomic, racial, geographic and ethnic diversity that reflects New York City metropolitan area demographics.
- Further develop and integrate all services to support academic, financial and learning needs in order to allow all students to fully participate and succeed at Fordham Prep.
- Continue to implement the recommendations of the 2016 Mental Health Plan in order to offer appropriate resources for our student's emotional and mental health needs.
- Implement the recommendations of the Strategic Plan for Global Education which include school-wide initiatives to promote global competence and opportunities for experiential learning through international cultural immersions and exchanges with other Jesuit schools.
- Provide intentional curricular and extracurricular programming for the formation of young men with the highest standards of integrity, particularly in the ethical and healthy use of technology.



Fostering a Catholic Ignatian Community

The Catholic faith, the Jesuit roots, the Ignatian charism and the place of Fordham Prep in the work of the Society of Jesus give our school its history, its values and its mission. It is vital that we ensure our Catholic Ignatian identity is understood by succeeding cohorts of stakeholders and that the mission is embraced as the blessed collaborative responsibility of all constituents.



Strategic Priorities

- Enhance our appreciation and understanding of our identity and mission through an annual reflection on the Prep's mission statement, goals and objectives by trustees, faculty, and staff, parents, students and alumni.
- Expand programs to form faculty and staff (including coaches and moderators who are not full-time employees) in the Catholic Ignatian mission and identity of Fordham Prep.
- Ensure the vibrancy of the Catholic sacramental life of the Prep.
- Expand opportunities for trustees, parents and alumni to engage Fordham Prep's mission of faith and service, especially opportunities to experience Ignatian spirituality.
- In collaboration with the Jesuit Schools Network (JSN) and the Provincial Assistant for Secondary Education (PASE), continue to identify and develop Ignatian lay leaders from within the Prep.
- Develop an Alumni Service Corps to allow alumni to serve as teachers, coaches and moderators on a short term basis.
- Develop a system to annually review faith and service programs for students and adults to ensure that they are adequately supported, mission-driven and transformational.

Organizational Effectiveness

Organizational effectiveness ensures that institutional systems and structures are in place to support the mission of Fordham Prep and to promote effective communication and collaboration among administration, faculty, staff, trustees, parents and other stakeholders.

Strategic Priorities

- Develop strategies for continuing to attract and retain a committed and highly qualified faculty and staff.
- Develop strategies to recruit an ethnically diverse faculty that more closely reflects the diversity of the student body.
- Improve processes to ensure timely and transparent communication among faculty, staff, trustees and administrators.
- Enhance communication regarding responsibilities of non-teaching staff, administrators, and program directors.
- Evaluate the organizational and support process for extracurricular programs and ensure their alignment with the school's mission and philosophy.

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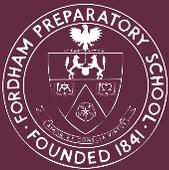
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FORDHAM PREPARATORY SCHOOL
441 E. Fordham Road
Bronx, NY 10458
www.fordhamprep.org