



Strategic Plan

2024 - 2027

Our Future BEgins Now

Introduction

The Bishop England High School Advisory Council embarked on a new three-year strategic plan for the school in 2023. They hired Sarah Sprinkle Philanthropy to lead the school's planning efforts and established an ad hoc Strategic Planning Committee to guide the process. Over the course of several months that year, the committee and consultant (planning team) conducted twelve focus groups focused on key population segments and priority areas for the school including: Catholic Identity, Alumni Relations, Advancement, Athletics, Facilities, Community Relations, Programming/Academics, Faculty/Staff, and Student Feedback. The team also conducted ten in-depth interviews with key members of Bishop England administration and community partners. After the plan was drafted, the school held a final feedback event at a private residence and solicited final thoughts from notable members of the BE community.

The planning team submitted a draft plan to the diocese for approval in November 2023 and after several meetings and revisions, the plan was approved by Bishop Jaques Fabre-Jeune in August 2024. One notable revision was the re-categorization of the plan's objectives to comply with the National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools (NSBECS). This would enable the plan to be used for accreditation purposes.

The four pillars and objectives of the plan are as follows:

PILLARS AND OBJECTIVES

- ▣ Mission and Catholic Identity
 - Objective: Develop a vibrant Catholic identity driven by mission, rooted in Gospel values, centered on the Eucharist, measured by data for ongoing improvement.
- ▣ Governance and Leadership
 - Objective: Provide effective spiritual, instructional, and managerial leadership, measured by data as markers for ongoing improvement and growth.
- ▣ Academic Excellence
 - Objective: Provide students with an academic program that engages them in learning and prepares them for the 21st century, measured by data for ongoing growth.
- ▣ Operational Vitality
 - Objective: Develop and maintain standards for operational vitality in finances, human resources/personnel, facilities, and institutional advancement.

The school immediately launched an implementation team to begin work on the plan and is pleased to report significant progress and accomplishment of year one objectives.



Mission and Catholic Identity

Objective: Develop a vibrant Catholic identity driven by mission, rooted in Gospel values, centered on the Eucharist, measured by data for ongoing improvement.

Critical Initiative: BEHS will strive to integrate the Catholic Faith in all aspects of the school environment to encourage students and the greater school community to see the role of Faith in their lives.

INTENDED OUTCOMES:

- ☐ Create a yearly faith formation theme with opportunities for students, faculty, staff, parents, and other stakeholders to participate in the student's faith journey and grow in Faith.
- ☐ Review all external communications, website, admissions packet, marketing, and social media to ensure our Catholic Identity is prominently featured.
- ☐ Expand the Campus Ministry program through additional programming, retreats, prayer, Sacraments, and service opportunities for faculty, staff, students, and parents.
- ☐ Improve the integration of the Catholic Faith in all classrooms and extracurricular activities through internal and external programs.
- ☐ Collaborate with local parishes to increase student and family participation through increased volunteerism and the activity of the parent ambassador program.
- ☐ Define the role of our Catholic Faith in the school's daily life and how non-Catholic students, faculty, staff, and parents can participate in this aspect of the school, emphasizing the beauty and importance of the Mass.
- ☐ Intentionally creating community-building opportunities through peer groups and the Parent Ambassador program.

Governance and Leadership

Objective: Provide effective spiritual, instructional, and managerial leadership, measured by data as markers for ongoing improvement and growth.

Critical Initiative: Review and change organizational structure to support the school's current and future needs.

INTENDED OUTCOMES:

- ▣ Create an effective hierarchical structure that enhances the school's Catholic Identity and academic environment.

Critical Initiative: In collaboration with the Catholic Schools Office, examine the best board structure for the organization's future success.

INTENDED OUTCOMES:

- ▣ Create the best administrative model to allow flexibility and growth for the school by examining the benefits of different board structures: advisory, limited jurisdiction, or control.

Academic Excellence

Objective: Provide students with an academic program that engages them in learning and prepares them for the 21st century, measured by data for ongoing growth.

Critical Initiative: Establish a reputation as a challenging, competitive educational institution that prepares students spiritually and intellectually for the future so that they become leaders in their communities.

INTENDED OUTCOMES:

- ▣ Create and communicate a comprehensive counseling program that begins during the 9th-grade year and provides a cohesive process that enables the students to reach their academic and personal goals.
- ▣ Review the World Language offerings to ensure they meet our students' current and future needs.
- ▣ Evaluate summer course offerings for students to get ahead and avoid the summer slide.
- ▣ Increase the number of electives available to students to ensure a broad array of choices spanning student interests to add life skills to the curriculum, focusing on STEAM electives.
- ▣ Investigate the current academic calendar and schedule to determine if it meets the needs of the growing student population, educational needs, and skills needed for student success.
- ▣ Provide a comprehensive social media and marketing plan to highlight the academic accomplishments of current students and alumni and demonstrate that Bishop England is a premiere educational institution.

Operational Vitality

Objective: Develop and maintain standards for operational vitality in finances, human resources/personnel, facilities, and institutional advancement.

Critical Initiative: Create a comprehensive student enrollment and retention plan to maximize the student population.

INTENDED OUTCOMES:

- ☐ Increase overall student population to 750 students by increasing current student retention rate by .5% annually, partner school enrollment in the 9th grade by 1% annually, and a freshman enrollment of 200 students annually.
- ☐ Implement a communications and marketing plan for admissions and retention focused on post-graduation success, increased presence in partner schools, new admissions events and promotions, and using the parent ambassador program and current students.
- ☐ Create a system of early intervention for at-risk students.
- ☐ Evaluate the need, cost, and funding of a morning and afternoon student bus service.
- ☐ Work with the Diocese of Charleston to implement the use of the South Carolina Educational Scholarship Trust Fund (ESTF) to increase diversity in enrollment.
- ☐ Determine the possibility of expanding the Options program.
- ☐ Ensure scheduling, personnel, and space are appropriately allocated to maintain the quality of education for the student population increase.
- ☐ Increase funding for admissions and student retention.

Critical Initiative: Create a comprehensive campus plan for renovating current facilities and new construction with cost analysis, prioritization, and a timeline for completion.

INTENDED OUTCOMES:

- ☐ Through a facilities study, create a plan for current facility upgrades that include cost, funding, consistency to the master plan, and a method for eco-friendly initiatives for HVAC and lighting to improve school efficiency and sustainability.
- ☐ Analyze the possibility of repurposing current physical spaces on campus for current and future use to help achieve academic initiatives.
- ☐ Evaluate and prioritize new buildings for campus needs: auxiliary gym, cafe, track, new restroom facilities for athletics, concessions, PAC expansion, and additional practice field.
- ☐ Review all security measures to determine effectiveness and provide a plan for future security needs to ensure the safety of the school community.
- ☐ Investigate potential partnerships and overlap of facilities with neighboring partners.

Critical Initiative: Increase giving to the Fund for BE by 10% annually and evaluate the need for a capital campaign.

INTENDED OUTCOMES:

- ▣ Create a consistent and cohesive message for all fundraising efforts at Bishop England High School with a yearly theme.
- ▣ Improve financial transparency through consistent communication with our entire school community.
- ▣ Increase Annual Fund giving by increasing membership in the Giving Society members, 1915 and President's Circle, by 10% annually.
- ▣ Implement a fundraising calendar for all school activities to eliminate donor fatigue.
- ▣ Coordinate with the athletic department to centralize fundraising for all team needs.
- ▣ Evaluate the number of additional scholarships (monetary need) we will need for the increase in enrollment and growth in tuition.
- ▣ Determine the best method to increase endowment funding without reducing annual fundraising needs.
- ▣ Evaluate the Advancement department to ensure we have the appropriate talents and resources to achieve our goals, with a focus on alumni cultivation and giving.

Critical Initiative: Create a financial plan to ensure the annual budget supports the best learning environment for students, faculty, and staff while providing for the school's future needs.

INTENDED OUTCOMES:

- ▣ Create budget forecasts for the next three years, including future hiring needs, personnel costs, and capital improvements, to help determine enrollment and fundraising goals.
- ▣ Using enrollment forecasts, create scenarios for potential tuition increases for the next three years, considering the cost to educate, the Parishioner/non-Parishioner gap, and a comparative analysis of local schools.
- ▣ Increase non-tuition revenues to 12% of total revenues by reviewing additional revenue streams from upgrades to athletic and other facilities.
- ▣ Improve athletic budgeting, accounting, and funding through internal policies, procedures, and controls.
- ▣ Review internal financial processes and procedures to create a more transparent process.
- ▣ In conjunction with the facilities study, a reserve study should be conducted to ensure that all future facility needs are funded through a planned budgeting process.
- ▣ Develop a competitive total compensation package for faculty and staff, including professional development, parental leave, bonuses, stipends, and salaries.
- ▣ Review non-academic staffing needs to determine the best structure for growth.
- ▣ Improve the new employee onboarding process, evaluation process, professional development plan, and conflict resolution.
- ▣ Tuition Assistance will remain a line item in the budget, increasing by 25% in three years.

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