

Strategic Goals and Strategies for 2012-2016

Goal #1: Continually strengthen our mission and identity as a Brothers of the Sacred Heart Catholic School.				
Strategy Number	Strategy Description	Primary Responsibility	Due Date/Focus of Report	Status
1.1	Cultivate, practice and celebrate the Catholic identity of CHS through regularly scheduled school liturgies, prayer and retreat experiences and celebrations of the Sacrament of Reconciliation.	Campus Ministry	March 2012—report on enhancements for 2012 and beyond.	11/1/11—Excellent routine in place. Consider initiatives to enhance, especially retreats for underclassmen.
1.2	Explicitly encourage and challenge students to recognize their calling to a lifetime of ministry within the Catholic Church.	Campus Ministry	April 2012—Report on plans for 2012-13.	11/1/11—Explicit encouragement happens, but could be more intentional and consistent.
1.3	Through charism seminars, retreats, mission experiences and other formation experiences, actively promote the formation of faculty, coaches and future leaders in the educational tradition of the Brothers of the Sacred Heart.	Administration	April 2012—Review and report on assessment of initiatives.	11/1/11—Good leadership initiatives (PLACE and Coindre Leadership Program), faculty initiatives (Charism Seminar and Catholic Social Teaching In-Services). Consider more opportunities for faculty prayer and spiritual opportunities for coaches and moderators. New initiatives by the athletic director on the formation of coaches is in place.
1.4	Provide for the on-going, systematic instruction of students and faculty regarding the history and tradition of the Brothers of the Sacred Heart and their founder, Fr. André Coindre.	Religion Department	May 2012—Review BSH curriculum; strategies to make BSH history and charism more known especially by faculty.	11/1/11—BSH history/spirituality is already in the curriculum. Faculty have periodic in-service focused on Coindre and charism and tradition of BSH.
1.5	Promote a culture of vocation awareness within the CHS community with prominence given to the Brothers of the Sacred Heart as a viable, rewarding and attractive vocational option for young men.	Campus Ministry	May 2012—Explicit description of “culture of vocation” and strategies for implementing	11/1/11—Invitations to evening w/brothers for 11 th and 12 th is in place; more articulation of what “culture of vocation” means is needed.
1.6	Initiate contacts and relationships with staff and students of other Brothers of the Sacred Heart schools and missions in the United States and internationally and with other disadvantaged young people as a means of promoting solidarity and preserving the founding charism of Fr. André Coindre.	Campus Ministry	May 2012—Specific suggestions for ways students and faculty can engage in periodic communication and exchange.	11/1/11—Most communication is limited to administrators and relatively few students involved in mission trips.

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1.7	Engage the CHS Community in reflecting upon and considering revisions to the Mission Statement and in developing a process for evaluating its effectiveness in that mission.	Board of Directors	Fall 2012—Proposed revision or re-affirming of unrevised mission statement by Board.	11/1/11—Some initial ideas have been discussed in regard to the Mission Committee in the strategic planning process. More consultation needed.
1.8	Further cultivate a spiritual environment at CHS and promote the spiritual growth of students through experiences of prayer (individual and group), liturgy, retreats, mission opportunities and participation in students' local churches.	Campus Ministry	May 2012—Specific plans to promote prayer and parish involvement presented to the school administration.	11/1/11— School liturgies and most retreats are strengths. More genuine prayer opportunities and emphasis on local church is needed.
Goal #2: Advance excellence in all school programs.				
Section A of Goal #2—Curriculum and Instruction Strategies:				
Strategy Number	Strategy Description	Responsibility	Due Date/Focus of Report	Status
2.A.1	Increase college readiness scores of all students with a targeted goal of at least 70% of CHS graduates achieving readiness proficiency in all four content areas (English, Math, Science and Reading) within five years.	Academic Council	April 2012—Analysis and report to school community on progress within the last year.	11/1/11—CHS is about a year and a half into a process of focusing on improving college readiness for all. Good student assemblies in last 2 years. Need to track progress annually.
2.A.2	Increase 21st Century Skills (as described by Partnership for 21st Century Skills) which includes specific skills in four categories: 1) Core Subjects and 21st Century Themes; 2) Learning and Innovation Skills; 3) Information, Media and Technology Skills; and 4) Life and Career Skills.	Academic Council	August 2012—In-service presentations for faculty focused on 21st century skills and effective instructional strategies.	11/1/11—CHS has not established a clear corporate vision embraced by all about what instruction in 21st Century Skills is.
2.A.3	Increase the number of Advanced Placement and honors courses available to CHS students.	Administration	May 2012—Administration determines need and priorities for additional AP and honors offerings.	11/1/11—Staffing, section numbers and finances make more offerings difficult.

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2.A.4	Increase the realistic options for students to take electives during their high school careers through alternative scheduling, on-line courses, collaboration with St. Joseph Academy and other means.	Administration	December 2012—Report to Board on strategies to increase these offerings (e.g., through collaboration with SJA, on-line courses, summer courses, alternate schedules such as 9th period, etc.)	11/1/11— Students are offered the opportunity to take an online P.E. summer course to allow more electives during the school year. State, diocesan and CHS requirements leave limited opportunities for electives for many students.
2.A.5	Intentionally integrate the Arts into all areas of the CHS curriculum.	Academic Council	December 2012—Report to administration and by May 2013 report to entire faculty regarding plan for substantive integration of Arts throughout the curriculum.	11/1/11—Performing arts in chorus and band and visual arts are strong in individual courses, but there are relatively few school-wide celebrations of the arts or substantive integration of arts into other academic areas.
2.A.6	Within the next year, research and design a model for most effective use of instructional technology in the context of the mission of CHS and the educational tradition of the Brothers of the Sacred Heart.	Technology Committee	May 2012—Presentation of clear vision of instruction to administration for approval.	11/1/11—Excellent instruction is the general norm at CHS. However, the vision of student-centered, inquiry based learning is not clearly and universally embraced as a priority.
2.A.7	Develop a multi-year, detailed plan leading to the implementation of that model of instructional technology.	Technology Committee	May 2012—Detailed plans for on-going staff development and in-service opportunities presented to the administration along with more detailed description of Instructional Coordinator’s role.	11/1/11—Part-time Instructional Coordinator is in place and some in-service is being planned. A more comprehensive approach is needed.
2.A.8	Provide an effective academic assistance program for students at risk of not succeeding academically.	Academic Support Program	May 2012 – Research on academic profiles of “at risk” students and their success rates at CHS continues and is compiled to create some baseline measures and provide guidance in future intervention initiatives and admission procedures. Criteria for mandatory membership in the Academic Support Program will be evaluated and adjusted accordingly.	11/1/11—Academic support program in place, but more useful data needed to guide intervention initiatives and admission decisions.
Section B of Goal #2—Student Life Strategies:				

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Strategy Number	Strategy Description	Responsibility	Due Date/Focus of Report	Status
2.B.1	Collect accurate data regarding substance abuse and bullying among CHS students.	Formation Director	November 2011—Parent Collaboration and maintain data and initiatives annually.	11/1/11—I-Care Surveys have been taken in 2006, 2008 and 2010. Parent Collaborations have been held on the issue.
2.B.2	Design and initiate strategies to substantially reduce substance abuse and bullying among students, and periodically adjust strategies to improve their effectiveness.	Formation Director	March 2012—Adopt a comprehensive plan for implementation in the 2012-2013 school year.	11/1/11—Extensive analysis of the 2010 survey results, Board consultation with medical specialists and planning for the November 2011 Parent Collaboration have helped identify major direction of future initiatives.
2.B.3	Cultivate positive values among students through initiatives such as the Honor Code that flow out of the Pedagogy of Trust characteristic of the educational tradition of the Brothers of the Sacred Heart.	Honor Board	May 2012—Recommend to the school administration adjustments in procedures regarding the Honor Code to achieve this.	11/1/11—The focus of the Honor Code/Honor Board has evolved into one that primarily addresses academic dishonesty as opposed to representing the general ideals of honor and integrity. The Board is currently in the process of evaluating and revising the Honor Code Statement that is written on every test to more accurately represent the ideals stated in the original Honor Code (1997). Additionally, the Honor Board is considering ways to increase student buy-in.
2.B.4	Collect data regarding participation in school extra-curricular activities among students to establish a base-line measure of the current participation, and initiate strategies to increase that participation.	Activities Director	May 2012—Report to school administration accurate stats regarding current participation, trends and strategies to increase these for the future.	11/1/11—Extensive extracurricular activities are available to students. However, accurate participation stats have not been consistently captured.
2.B.5	Intentionally form coaches and teams in the tradition of the Brothers of the Sacred Heart through retreat and prayer opportunities.	Athletic Director	May 2012—Present a plan to the administration for 2012-2013.	11/1/11—Several initiatives in this area including prayer and retreat opportunities have been initiated.
2.B.6	Host more enjoyable, up-to-date events at CHS that are attractive and wholesome social opportunities for young people.	Activities Director	May 2012--Report on consultation with students and initiatives for 2012-2013.	11/1/11--Recent planning regarding a student-initiated Habitat Build and events to help fund this effort are significant steps in this direction.

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2.B.7	Increase collaboration between CHS and St. Joseph Academy as a means of promoting positive social interaction among students, increasing elective options for both schools, and promoting appreciation of and participation in Arts programs.	Administration	December 2012--A joint plan prepared by the administrations of CHS and SJA to achieve this objective.	11/1/11--Significant collaboration in social interaction and academic is taking place. More collaboration in the area of elective choices and Arts would benefit both schools. Both schools continue to coordinate their school calendars to facilitate the sharing of classes.
2.B.8	Formally and informally, gather information about the experiences and perceptions of minority students at CHS with the intent of using that information to further promote acceptance and success of all students.	Formation Director	May 2012--Report to the administration on current experiences of minority students.	11/1/11--Last year's Student Council/Faculty conversation regarding experiences of minority students was a good beginning. More on-going opportunities like this need to be developed.
2.B.9	Seek means of further collaboration with other schools and community groups involved in the Arts.	Fine Arts Department	May 2012--Report to the administration with recommendations for further collaboration.	11/1/11--Strong Chorus and Band programs need to continue with increased emphasis on the Arts in general achieved through such additional collaboration.
2.B.10	Heighten awareness of the importance of the Arts among all segments of the CHS community through more communication and promotion of events and performances.	Fine Arts Department	May 2012--Recommend to the administration a comprehensive plan to increase attendance at Arts events and performances.	11/1/11--Typical promotion efforts have focused on school announcements via the CHS website, daily announcements and monitor displays in the Union and Mall.
2.B.11	Actively promote increased attendance of administration, faculty and staff and students at CHS arts events and productions.	Administration	June 2012--Review, revise as necessary and adopt recommendations regarding attendance from the Fine Arts Department.	11/1/11-- A new initiative by the student council called the "class cup" is in place this school year to increase attendance by students through competition at various school events, other than athletics. For the faculty and staff, the weekly bulletin and school announcements inform about school events, otherwise few promotions have been done for the faculty and staff.
2.B.12	Provide an abundance of opportunities (both required and voluntary) for students to participate in genuine service to those in need as an expression of their faith.	Campus Ministry	May 2012--Present an evaluative report to the administration of service opportunities available during 2011-'12 and recommendations for adjustments for the future.	11/1/11--Service program has been effective and opportunities for student service have been varied and plentiful.
2.B.13	Celebrate through specific programs and events the importance and positive impact of the Arts and Athletics.	Fine Arts Department and Athletic Director	May 2012--Recommend to the administration programs and events to promote these areas.	11/1/11--Annual Arts Show, Band and Chorus performances have generally been successful. Re-institution of the Grizzly Greats would be a significant celebration for athletics.

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2.B.14	Increase the public recognition (within the school community and in the general public) of students' achievements through the use of the school web page, displays, convocations and other means.	Advancement Team	May 2012--Review overall student recognition efforts including convocations, announcements, web page, CHS Connections, publications and other means, and recommend adjustments in recognition strategies	11/1/11--Convocations, leadership assembly and announcements have been the main forms of recognition. Recently, the use of the video monitors in the Mall and Union have increased opportunities for student recognition.
2.B.15	Consistently and intentionally promote a school culture at CHS that is characterized by personal attention and acceptance of diversity.	Administration	March 2012--Establish a plan to effectively recruit minority faculty members, and by May 2012, review and revise as needed recruitment efforts promoting diversity.	11/1/11--I Care survey from 2010 suggests that bullying is an issue in the younger grade levels. Conversation between students and faculty last year clearly emphasized that acceptance of diversity would be promoted by a more diverse faculty.
2.B.16	Provide consistent opportunities for admission to CHS for qualified students from non-traditional feeder schools as one way to increase and maintain the diversity of the CHS student body between 15% and 20% total minority student population.	Admissions Director	February 2012--Carefully track applicants from non-traditional feeder schools throughout the admissions process.	11/1/11--Additional Open House advertising initiatives this year were a direct effort to make the opportunity of CHS for non-traditional feeder school students more well known. - Continued outreach to students that attend our summer program from non-traditional schools. - Continued outreach to Church parishes without schools attached to them. - Continued relationships with Young Leaders Academy and Boys Hope.

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Section C of Goal #2—Facilities Strategies:				
Strategy Number	Strategy Description	Responsibility	Due Date/Focus of Report	Status
2.C.1	Adopt a comprehensive master plan for the future of CHS.	Board of Directors	December 2012--Create a comprehensive master plan for the future of CHS.	11/1/11--Initial work on a land use plan for the entire campus has been done.
2.C.2	Systematically address, through the annual operational budget of the school, multiple and on-going “short-term” facility needs.	Board of Directors	January 2012--Prepare and adopt a budget for 2012-2013 that provides for some of these short-term needs.	11/1/11--Attempts are being made to include this in the budget.
	Prioritize and address, in that prioritized order, the following “long-term” facility improvements:	Board of Directors	May 2012--Adopt a prioritized list of long-term facility improvements that will guide the master planning process.	11/1/11--Priorities have not been established, but through the strategic planning process, numerous suggestions for future facilities have been advanced.
	o A defined entrance to the CHS campus and an enhanced, cohesive sense of “campus.”			
	o Food Service			
	o Library Media Center			
	o Chapel / Student Worship Space			
	o Faculty / Staff Resources			
	o Instructional Spaces			
	o Athletics/Extracurricular Activities			
2.C.3	o Renovation of Football Field and Track Complex (restrooms/lights, Track, field turf, bleachers, entrance, fencing, Field house,			
	o Extracurricular space (Band, 9th Grade Football, Lacrosse, PE fields, etc.)			
	o Support Fields for Athletics			
	o Auxiliary Gym with lockers for 8th & 9th Grade, Band Room, Janitorial Storage, Student/Faculty Commons, Weight Room and lockers			
	o Parking and traffic flow concerns			
	o Repair and/or replacement of major mechanical, electrical, plumbing or structural components of buildings on campus.			

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2.C.4	Utilize space in the Fine Arts Building, and plan renovations needed, to make that facility an appropriate display area and focal point for the Arts at CHS.	Fine Arts Department	March 2012--Create a plan for selection, placement, and rotation of student art throughout the Fine Arts Building.	11/1/11--Student art is displayed mainly in the art classrooms, sometimes in the Mall display cases, and at Art Show events.
2.C.5	Inventory and develop a plan to address necessary infrastructure, hardware, software and other technology needs across all curriculum areas and school programs.	Technology Committee	February 2012--Report on infrastructure design and future needs to the administration and president.	11/1/11--An assessment of current infrastructure is currently being conducted.
Goal #3: Continue to attract and retain talented faculty, staff and leadership who will bring our mission alive.				
Strategy Number	Strategy Description	Responsibility	Due Date/Focus of Report	Status
3.1	Develop, with the involvement of faculty and staff, and implement a comprehensive, mission-based philosophy of compensation that improves compensation for all faculty and staff and insures faithfulness to and continuity of the mission of CHS.	President	October 2012--Utilizing input from groups of faculty and staff as well as models developed in other schools, present a philosophy of compensation to the Board of Directors for approval.	11/1/11--Initiatives in this area have thus far been informal and inconsistent.
3.2	Provide on-going professional development for faculty and staff that emphasizes formation in the educational charism of the Brothers of the Sacred Heart, instructional strategies that promote active student learning and assessments that are valid and reliable indicators of student achievement.	Administration	June 2012--Adopt a plan for professional development for the 2012-2013 school year to address formation in the BSH charism, active learning and valid assessments.	11/1/11--Excellent work has been done in formation of faculty in the charism of the BSH. Likewise, significant and positive professional development in the area of assessments and college readiness has been done. More focus on instructional styles that promote active learning is needed.
3.3	Actively recruit minority teachers and CHS alumni.	Administration	February 2012--Develop a plan to identify quality minority people who may be willing to embrace the mission of CHS and the educational charism of the BSH.	11/1/11-- Due to the lack of minority applicants, few minority teachers are currently in place. Current minority faculty have been utilized to help in recruitment efforts, specifically at LSU Teacher Recruitment Day. Much more work is needed in this area, moving beyond the scope of LSU teacher recruitment.

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3.4	Provide more immediate incentives for advanced study for faculty and staff.	President	March 2012--Investigate possible changes to the Brother Donnan Berry Faculty Endowment to accomplish this.	11/1/11--The necessity of paying out-of-pocket for advanced study and waiting up to a year for reimbursement may be a disincentive for advanced study.
3.5	Continue the emphasis on faculty formation in the tradition of the Brothers of the Sacred Heart.	Administration	May 2012--Present to the Board of Directors a comprehensive overview of faculty formation initiatives in the charism of the BSH.	11/1/11--Excellent programs are in place including the in-service on Catholic social teaching, retreats, charism seminar, Coindre Leadership Program, PLACE, etc.
3.6	Consciously and continuously identify, cultivate and form future leaders of CHS in the tradition of the Brothers of the Sacred Heart.	President	April 2012--Report to Shareholder on development of future leadership.	11/1/11--Leadership development efforts include recruiting faculty members to serve as administrative interns, moderators and coaches, and to accept other service responsibilities that demonstrate their potential and disposition for leadership in the tradition of the BSH.
3.7	In recruitment of teachers and staff, give priority whenever possible to the recruitment of practicing Catholics.	Administration	May 2012--Present to the Board of Directors a report on the new hires for 2012-2013 in regard to the number who are practicing Catholics.	11/1/11--This has always been a preference. More intentional focus on this as a positive attribute for CHS may be helpful.

Goal #4: Significantly strengthen our financial resources to assure excellence for our students today and for years to come.

Section A of Goal #4—General Strategies:

Strategy Number	Strategy Description	Responsibility	Due Date/Focus of Report	Status
4.A.1	Through creative, consistent and effective fund-raising efforts, seek to reduce the amount of future tuition increases while providing reasonable compensation and benefits for faculty and staff.	Board of Directors	January 2012--Present to the Board a budget for 2012-2013 that balances the competing interests of costs and compensation.	11/1/11--PAGE giving for school operations has increased dramatically in recent years.
4.A.2	Periodically perform efficiency audits of energy usage, staffing level and organizational structure, and land use to insure optimal performance.	President	January 2012--Present to the Board an efficiency report regarding staffing and energy use.	11/1/11--Energy use levels and staffing levels have been tracked for a few years.

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4.A.3	Develop and implement strategies to identify and cultivate new sources of revenue to support school operations.	President	October 2012--Present to the Board a realistic appraisal of potential non-tuition revenue sources that may offset future tuition increases.	11/1/11--The Board has been sensitive to tuition increases, but has not previously looked non-tuition sources of revenue other than donations.

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Section B of Goal #4—Admissions and Enrollment Management Strategies:				
Strategy Number	Strategy Description	Responsibility	Due Date/Focus of Report	Status
4.B.1	Maintain CHS enrollment close to the “ideal” of 1,030 students.	Admissions Director	February 2012--In making admissions decisions, target ideal enrollment and remain aware of enrollment trends.	11/1/11--Enrollment trends and responses to recent recruitment efforts suggest maintaining ideal enrollment is feasible.
4.B.2	Closely monitor enrollment and retention of accepted students, and introduce initiatives to increase retention.	Admissions Director	May 2012--Analyze number and reasons for withdrawal of students during the current year and look for correlations between this data and profiles of students who enroll at CHS.	11/1/11--Better information needs to be obtained about the reasons for student withdrawal so that this can help inform operation, recruitment and admissions decisions.
4.B.3	Conduct a professional assessment or survey at least every three years (statistically representative sampling) of individuals in the CHS community and in the general public to determine perceptions of CHS and to identify community needs.	Advancement Team	September 2012--Formal assessment presented to the administration, president and Board of Directors.	11/1/11--This has been discussed, but only limited progress has been made to date.
Section C of Goal #4—Advancement and Alumni Relations Strategies:				
Strategy Number	Strategy Description	Responsibility	Due Date/Focus of Report	Status
4.C.1	Develop a serious, sustained planned gift program that actively and continuously cultivates and moves toward a legacy gift commitment a minimum of 50 friends/partners of CHS.	Advancement Team	April 2012--Report to president and Board on progress.	11/1/11--Beginning in September, the Legacy Gift Director has been in place. Initial identification of potential donors is taking place.
4.C.2	Substantially increase the endowed funds and assets of the CHS Foundation from the current level of approximately \$8,000,000 to a target of \$20,000,000 within the next 10 years so that mission critical financial needs for financial assistance, compensation and affordable tuition can be met for the long-term future of CHS.	Advancement Team	July 2012--Assess progress toward target during the 2011-2012 fiscal year.	11/1/11--Highly volatile investment returns are not controllable or predictable and will have a significant impact on achievement of this target.

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4.C.3	Create a systematic, on-going major gift program that annually provides potential donors with a menu of gift opportunities that directly promote the mission of CHS.	Advancement Team	January 2012--Develop a "Wish List" of items benefiting the school to which major donors could contribute.	11/1/11--The Wish List of donation items is being developed.
4.C.4	Seek additional ways for alumni, both within the Baton Rouge area and throughout the world, to more closely identify with the mission of CHS.	Advancement Team	May 2012--Propose a plan for 2012-2013 school year.	11/1/11--Typically, alumni express very strong positive attitudes toward CHS. Active cultivation of their continued identification with CHS could be pursued through additional strategies. Financial support from alumni has been less than potential, possibly reflecting a disconnect between positive attitude and continued identification with CHS.
4.C.5	Increase the identification of CHS alumni with the schools' mission as evidenced by the percentage of annual alumni gifts increasing from the current 8% to 25% within the next five years.	Advancement Team	May 2012--Propose a plan for 2012-2013.	11/1/11--Annual appeals have been made for alumni giving, but there has been no concerted effort to increase the percentage of giving in recent years.
4.C.6	Initiate systematic efforts to cultivate among current students a greater awareness of the need and opportunity for their future investment in the mission of CHS.	Advancement Team	May 2012--Propose a plan for 2012-2013 school year.	11/1/11--Current students and recent alumni have not been cultivated consistently.
4.C.7	Continue progress in increasing the percentage of parents participating in PAGE to at least a level of 85% within the next three years.	Advancement Team	January 2012--Assess level of participation in PAGE for 2011-2012 and pursue strategies to boost that percentage during the current fiscal year.	11/1/11--Excellent progress made in recent years in total contributions, though the percentage of those contributing has not consistently increased.
4.C.8	Demonstrate to donors and potential donors that Catholic High School is worthy of their trust and investment through its transparency regarding fund-raising and its good stewardship of resources.	Advancement Team	May 2012--Propose a plan for 2012-2013 school year.	11/1/11--A significant effort to demonstrate worthiness of trust through transparency was an effective strategy for PAGE. It may also be effective with alumni and friends appeals.
4.C.9	Prepare for a capital campaign within the next two years designed to fund many of the long term strategic plan initiatives.	President	May 2012--Design a tentative plan and timeline for completion of the revised master plan and future capital campaign.	11/1/11--Only remote preparations have been made, but the completion of the strategic plan is an important step in this.

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4.C.10	Identify possible avenues for technology donations and develop a detailed, step by step, multi-year process that can provide potential donors with a basic understanding of the technology vision they would be asked to support.	Advancement Team	May 2012--Propose a plan that includes vision of instruction as well as possible donor tax benefits.	11/1/11--The Technology Committee is working on a vision of instruction that includes extensive and effective use of technology.
4.C.11	Prioritize and focus alumni staff resources according to the likely tangible return as measured by the following four criteria: 1) advancement of the understanding of and identification with the school's mission; 2) the community-building potential of the effort; 3) the cultivation value of the effort; and 4) the potential revenue generated by the effort	Advancement Team	May 2012--Propose a plan for 2012-2013 school year.	11/1/11--Alumni sponsors many excellent events, but prioritization according to these criteria has not been done.
Section D of Goal #4—Public Relations Strategies:				
Strategy Number	Strategy Description	Responsibility	Due Date/Focus of Report	Status
4.D.1	Consider changing the name of Public Relations to Communication in order to better represent to the internal and external CHS community the priority and focus of the office.	President	May 2012--Decide on the name and provide a rationale that succinctly explains the purpose and role of this area.	11/1/11--No formal decision has been made, but internally, the term Communications has replaced Public Relations.
4.D.2	Continue to place a high priority on the design and maintenance of the CHS web page and CHS Connections as an expression of the vitality and quality of CHS.	Advancement Team	May 2012--Review the use of electronic resources such as these and report to president on recommended adjustments.	11/1/11--Redesign of the main web page was done about a year ago. New design is attractive and user-friendly. CHS Connections provides up-to-date information and drives users to the school web page.
4.D.3	Continue to produce high quality print publications.	Advancement Team	May 2012--Review current publications and report to president on recommended changes.	11/1/11--Excellent quality publications have become a reliable characteristic of CHS.
4.D.4	Research social media trends and opportunities, and recommend adjustments in CHS policies and practices for the use of social media.	Advancement Team	May 2012--Review current status and report to president on recommended changes.	11/1/11--CHS has limited presence in social media. Exploration of safe and effective additional utilization of social media is necessary.

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4.D.5	Design all materials with sensitivity to the public misconception that CHS already has sufficient assets.	Advancement Team	May 2012--Assess the perception created through all PR initiatives and report to president regarding adjustments that could address this concern.	11/1/11--Public Relations needs to craft messages that celebrate the accomplishments and opportunities of CHS without creating the impression of affluence and while communicating needs to achieve further excellence.