



# STRATEGIC PLAN 2008 - 2012

PRESENTED JUNE 2008

## LIVE, LAUGH & LEARN!



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# I N T R O D U C T I O N

***“Vision without action is merely a dream.  
Action without vision just passes the time.  
Vision with action can change the world.”***  
*Joel Arthur Barker*

In the fall of 2007, the Sacred Heart School Growth and Enhancement Committee, supported by the School Council, embarked on a renewed initiative to develop a 5-year Strategic Plan, including a new Vision, Mission, Guiding Principles, Goals and Objectives. The goal of the committee was to publish a document that reflected the needs of a diverse group of stakeholders, was responsive to the issues facing education in general, and would lay the foundation for continued future success at Sacred Heart.

The Committee began the process by conducting and reviewing various analyses, including:

- internal strengths and weaknesses
- external opportunities and threats
- competitor comparatives
- parent surveys
- parish surveys
- student surveys
- staff surveys

The committee also spent time reviewing various literature, including articles on population, demographics, enrolment trends both locally and provincially, and issues surrounding Catholic schools in general.

By Christmas of 2007, the committee had formulated a new Vision and Mission statement, and had identified core Guiding Principles under which the School would operate going forward. During the Spring of 2008, the Committee identified corresponding Goals and Objectives that would support the new direction of Sacred Heart.

The hope is that as a working document, and one that will be brought forward each year for updates and modifications, this Strategic Plan will act as a roadmap that will ensure the long-term sustainability of Sacred Heart.

# ACKNOWLEDGEMENTS

This document is the end result of the work of many individuals and groups over the past six months. We would like to take this time to acknowledge their endless enthusiasm and strong commitment to the future of Sacred Heart School.

## **Growth and Enhancement Committee**

Mr. Kevin Harnish	Principal, Sacred Heart School
Mr. Steve Reynolds	Parent; Five-year Plan Facilitator
Mr. Tony Donovan	Parent; School Council Chairperson
Mrs. Christine Murphy	Learning Assistance / Computer Teacher
Mr. Gerry Chidiac	Parent; School Council Vice-Chairperson
Mrs. Stephanie Rex	Parent; Movie Night Organizer
Mr. Rob Mazzelli	Parent

## **Father John Garden, Sacred Heart Cathedral Rector**

Thank you for your tremendous support in this process and for your contribution to our new Vision, Mission and Guiding Principles. Your insight and “word smithing” were exceptional.

## **Bishop Gerry Wiesner, Bishop of the Prince George Diocese**

### **Mr. Ray Noonan, Superintendent of Catholic Independent Schools for the Diocese of Prince George**

Thank you for continuing to support our Visioning process.

## **Mr. Chris Opio**

Thank you for your presentation of the Five Year Plan process to help our school begin its process.

We would also like to thank all the parents and special guests who were present at our Annual General Meeting in November 2007 to hear about the new Five Year Plan project.

And finally, we would like to thank all the Sacred Heart School students, staff, parents and parishioners for their contribution in filling out our surveys to help us collect data on how they see our school and in what areas they would like to see improvement.

## OUR PROUD HISTORY

The history of Sacred Heart School begins in 1946, when Bishop Jordan asked the Sisters of St. Ann to build and staff a boarding school in Prince George. In 1948 the Parish bought the lots adjacent to Sacred Heart Rectory and construction began on a four-classroom block complete with activity room and residential quarters. With the help of the Oblate Brothers, volunteer and paid help, the building was completed and officially opened by the Sisters of St. Ann in 1949. There were 42 students enrolled in Grades 1-4. A year later, in September of 1950, Grades 5 and 6 were added, and a total enrollment was 105 students. In the fall of 1951, Grade 7 was added, and in the fall of 1952 Grade 8 students were accepted. In 1957 the Auditorium and classrooms for these grades were built.

During the nineteen years from 1949 to 1968, under the administration of the Sisters of St. Ann, the school grew from 47 to 290 students, and a total of 3,389 students passed through the doors of the school.

When the Sisters of St. Ann finished their time at Sacred Heart School, the school was fortunate that the Presentation Brothers from Ireland arrived. They carried on the great work of the Sisters of St. Ann and operated the school from 1968 to 1994. In 1994, the first lay principal, Mr. Terry Wilson, was appointed administrator to Sacred Heart School. The Presentation Brothers continued to teach at Sacred Heart School until 1997.

Sacred Heart School was built on the commitment of these individuals who dedicated their lives to teaching the students who passed through its doors. There were also many Frontier Apostles who came as missionaries to teach in Sacred Heart School. They came with their youth and enthusiasm to share in the rich history of our school.

Sacred Heart School continues to provide its students with dedicated teachers and a spirit of giving among its students and families. The tradition continues on today as many former students send their own children to the school. It truly exemplifies its name as it is a school that holds many fond memories in the hearts of its alumni.

## **O U R V I S I O N**

Form Exceptional Leaders using Christ as our Model

## **O U R M I S S I O N**

Honour the Inherent Goodness of each Student as a Child of God,  
and to Cultivate their Physical, Artistic, Academic,  
Emotional, Moral and Spiritual Growth

## **O U R G U I D I N G P R I N C I P L E S**

Embrace a Spirit of Acceptance and Belonging

Treasure our Catholic-Christian Identity and Values

Welcome all People of Diverse Beliefs, Cultures and Backgrounds

Provide a Safe and Secure Environment

Nurture the Discovery and Development of Individual Potential

Celebrate the Gifts and Talents of Everyone

Ensure Financial Sustainability

Treat all People with Dignity and Respect

# RECRUITMENT & RETENTION

## STUDENT GOAL:

*Increase enrollment over the next Five Years*

School Year	Increase	FTE's
2008		100
2008-2009	4%	104
2009-2010	6%	110
2010-2011	8%	119
2011-2012	10%	131
2012-2013	10%	144

OBJECTIVE	START DATE	IMPLEMENTATION GROUP
Develop new advertising campaign	Spring 2008	Marketing Committee
Explore options for a new logo	Spring 2008	Marketing Committee
Align with Children's Choice Daycare	Spring 2008	Staff
Establish the brand of Sacred Heart	April 2008	Marketing Committee
Develop/enhance Website	June 2008	Marketing Committee
Develop Pre-Kindergarten / Early Learning program	2010	Staff
Develop an After School Care program	2010	School Council

**STAFF GOAL:**

*Make Sacred Heart School an Excellent Place to Teach*

<b>OBJECTIVE</b>	<b>START DATE</b>	<b>IMPLEMENTATION GROUP</b>
Host an annual Welcome Back staff dinner	September 2008	Parent Support Group
Develop an effective tool for staff feedback	January 2009	Staff / Fr. John
Increase Salary base to Provincial levels	2011+	School Council
Explore options for subsidized housing	2011+	School Council
Explore options for incentive programs	2011+	School Council

# EDUCATION

## GOAL:

*Be Recognized for Inspiring Students to Enjoy Learning*

OBJECTIVE	START DATE	IMPLEMENTATION GROUP
Increase school-wide student involvement in Art-from-the-Heart	June 2008	Staff
Promote and create awareness of K-7 French as a second language	June 2008	Marketing Committee
Increase mathematics application learning by increasing math instruction 50 minutes / week	September 2008	Staff
Shift our education focus to create better thinkers and problem solvers	September 2008	Staff
Institute a bi-annual science fair	Spring 2009	Staff
Develop a forum to showcase students' artistic talents (ie music and dance)	Spring 2009	Staff
Computerize the school Library	Spring 2009	School Council/Staff

# FINANCE

## GOAL:

*Achieve Financial Stability that Sustains Growth and Reinvestment*

OBJECTIVE	START DATE	IMPLEMENTATION GROUP
Create a Finance Committee	Spring 2008	School Council
Develop a Five-year financial model	Fall 2008	Finance Committee
Develop a policy for tuition collection	Fall 2008	Finance Committee
Create and communicate one major donation project per year	Fall 2008	Parent Support Group
Develop Alumni Donation program	2009	School Council / Staff
Partner with other schools to offset costs	2009	Staff/CIS Admin
Develop a Student Volunteer program	2009	Staff

# FACILITIES

## GOAL:

*Restore the Unique Character of our School*

OBJECTIVE	START DATE	IMPLEMENTATION GROUP
Complete review of existing facilities, including heating and ventilation	Spring 2008	Parish
Renovate Library (carpet, shelving, paint)	December 2008	School Council
Develop a Five-year Property Improvement plan	January 2009	School Council
Develop annual Maintenance plan	2009	School Council
Enhance existing playground	Spring 2009	School Council
Install proper signage (Property and Queensway)	Summer 2009	School Council
Paint outside of facilities	Summer 2009	School Council
Improve exterior landscaping	Summer 2010	School Council
Purchase new classroom furniture	2011+	School Council
Improve inside esthetic	Each year	School Council

# EXTERNAL STAKEHOLDERS

## GOAL:

*Utilize the Collective Energy of our Stakeholders*

OBJECTIVE	START DATE	IMPLEMENTATION GROUP
<b>ALUMNI:</b> Develop an Alumni database	Fall 2008	Staff
Incorporate Alumni into Website	2008	Marketing Group
Create an Alumni Endowment Fund	2010	School Council
<b>PARISH:</b> Improve recognition of Guardian Angel Fund contributors	Ongoing	School Council
Contribute weekly to the Parish newsletter	January 2008	Staff
Improve visibility of students during Parish / School Mass	Spring 2008	Staff / Parents
Participate in Parish hospitality events	Fall 2008	Parents
<b>PARENTS:</b> Develop a volunteer recognition program	2008	School Council/Staff
Support the PSG in re-defining their model	Fall 2008	School Council
Develop a database of parent skills	Fall 2010	Staff
<b>COMMUNITY:</b> Establish a Community Appreciation program	Spring 2008	Staff
Create a stronger media presence	2009	Marketing Committee
Ensure school is actively providing input into City planning decisions affecting the school	2009	School Administration
Support City of PG monthly "themes"	2010	Marketing Committee

# SCHOOL SPIRIT

## GOAL:

*Achieve an Atmosphere of Involvement, Belonging and Ownership*

OBJECTIVE	START DATE	IMPLEMENTATION GROUP
Re-instate the Student Leadership program	Fall 2008	Staff
Publish a Sacred Heart Cookbook	Christmas 2008	Parent Support Group
Create an annual "Work Bee" program	Spring 2009	Parent Support Group
Create an annual Family Day event	2010	Parent Support Group
Develop a tribute to our heritage through: <i>History Book of Sacred Heart</i> <i>Photo Montage in the Hallways</i> <i>Photos of Alumni in the Halls</i>	2010	Work Bee
Publish a Sacred Heart Poetry/Short-story book	2011+	Staff

# TECHNOLOGY

## GOAL:

*Integrate Technology in all Aspects of Learning*

OBJECTIVE	START DATE	IMPLEMENTATION GROUP
Inventory current technology infrastructure; hardware and software	Fall 2008	Staff
Assess current technology program and progress	Winter 2008	Staff
Implement a Maintenance and Improvement Program	Spring 2009	Staff
Develop a comprehensive Technology plan	2009	Staff
Develop training for staff and students	2010	Staff
Explore new methods of technology integration for distance learners	Spring 2010	Staff

# LOOKING AHEAD

It is the recommendation of the Growth and Enhancement Committee to have this Strategic Plan brought forward each year to allow time for a complete review of its goals and objectives, and to make amendments and updates where necessary. As a working document, the Strategic Plan must remain relevant, and must continue to reflect the ideas and needs of all stakeholders at Sacred Heart School.

To that end, the Committee will endeavor to conduct the annual review starting in March of each year, and will re-publish the document by the end of May. This will ensure the direction for the forthcoming school year is communicated well in advance of the September start date.

In addition to re-visiting the Strategic Plan each year, the committee also recommends that each year, two members of the committee be replaced with new volunteers. The hope is that each contributing member only need spend up to three years on the committee, ensuring a continuum of creativity and energy.

The Growth and Enhancement Committee would like to finish this year's project by saying a big THANK YOU to everyone who was a part of this process, and would also like to say how much they are looking forward to watching the exciting future of Sacred Heart School unfold. It's going to be an interesting and challenge ride.

***“Whether you think you can,  
Or think you can’t,  
You’re right.”  
Henry Ford***