

VISION 2020



5-Year Strategic Plan
for
Fr. Tolton Catholic High School

December 2020

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Introduction

Purpose

This Strategic Plan was developed with a commitment to furthering the community culture, faith identity, and financial interests of Fr. Tolton Catholic High School. The school embraces the defining characteristics of Catholic Schools as outlined in the NCEA National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools (NSBECS, 2012), which states that Catholic schools must be:

- Centered in the Person of Jesus Christ
- Contributing to the Evangelizing Mission of the Church
- Distinguished by Excellence
- Committed to Educate the Whole Child
- Steeped in a Catholic Worldview
- Sustained by Gospel Witness
- Shaped by Communion and Community
- Accessible to All Students
- Established by the Expressed Authority of the Bishop

Process

This process was approached with great care and intention.

The Vision 2020 strategic planning committee was formed in November 2019, based on recommendations obtained through a formal nomination process. A diverse group of nominees, representing all relevant Tolton constituencies (donors, Catholic and non-Catholic parents, board members, faculty, and leadership/staff), were approved by the Superintendent on behalf of the Bishop. Concurrently, the Chancery Office employed the assistance of independent consultant Benjamin Potts to conduct a thorough research assessment. The school used all available marketing channels to invite constituents to opt-in to provide feedback through

this process. Mr. Potts spent over two months on-site, patiently and painstakingly administering a series of closed-door meetings with individuals and small groups.

All told, some 410 members of the school community participated in the process, including 223 current Tolton students, 116 parents, 26 faculty members, and 45 adults who are not currently Tolton parents but who have a vested interest in the past, present, and future of the school. In the case of each of the above-mentioned groups of constituencies, the participation level represents a majority of the potential totals of each representative group. In some cases, participation was over 90% of the total possible numbers of each group.

Mr. Potts provided a thorough 120-page report of responses to the school leadership, which was shared in its raw version with Bishop McKnight, the Superintendent, Tolton faculty and staff members, and the VISION Strategic Planning Committee in early 2020. With transparency in mind, and only briefly delayed due to the covid-related school closure, a slightly filtered version was provided to the parent and student community in Spring 2020. Finally, a 7-page summary and progress report was provided to the larger Tolton constituent base via a monthly Blazer Bytes newsletter in early Summer 2020.

With guidance from the school leadership team, the VISION committee met as a large group once per month. Additionally, four subcommittees were created based on NSBECS Domains, and members were then assigned to one of the four subcommittees. The subcommittees met as needed. Using information gathered in the Potts report, these sub-committees conducted in-depth research and additional interviews with faculty/staff and made recommendations relevant to their domain area. The larger group used these recommendations to devise and prioritize high-level goals and, in turn, specific action steps to be carried out over the next 5 years.

Mission Statement

Fr. Tolton Catholic High School is committed to providing a college-preparatory education rooted in the Catholic faith and designed to help each student grow in Spirit, Heart, Mind, and Body. Inspired by the life of Venerable Fr. Augustus Tolton, our diverse, Christ-centered community seeks to ensure that all students are equipped to blaze a unique trail in service to God, the Church, and the world.

Core Values

Tolton's four pillars of Spirit, Heart, Mind, and Body shape and give life to the school's mission and purpose on a daily basis. Below is a list of how Tolton views the practical implementation of its four pillars.

Spirit – Developing Faith Life and Respect for Yourself

- Healthy focus on practices/rituals
- Develop unique gifts
- Feel part of a Community
- Personal growth and empowerment

Heart – Loving others through Thoughts, Actions, & Words

- Focus on service to others
- Respect the dignity of every human life
- Practice integrity, compassion & empathy

Mind – Creating an Environment for a Broad Academic Experience

- Develop forward thinking/problem solving skills
- Nurture creativity
- Expect academic excellence on part of teachers and students

Body – Foster Overall Wellness Through Resources and Activities

- Physical Fitness
- Healthy Habits
- Social/Emotional Health

Overview

Using NCEA's National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools (NSBECS) and the school mission statement and core values as a guide, the following four domain areas are being addressed in this plan document:

- Mission and Catholic Identity
- Governance and Leadership
- Academic Excellence
- Operational Vitality

It is with great thought, deliberation and time spent in careful conversation that the aforementioned domain areas, priority goals, and specific action plans to be developed and implemented will become guiding principles that will propel Tolton Catholic effectively into the school's second decade.

Each domain's specific visionary statement and goals were approached with a domain-specific SWOT (Strength, Weakness, Opportunity, and Threat) analysis in mind.

In the following breakdown of each domain area you will see a Forward Thinking Statement and related priority goals intended to guide that domain's development.

1. Mission and Catholic Identity

Forward Thinking Statement: We aspire to more thoughtfully integrate faith formation, community building and service activities into our day to day programming to create expectations and a cultural experience reflective of our core values that will shape students and families today and beyond.

Goal 1: Re-establish the retreat program to provide for more impactful personal growth experiences that authentically build community.

#	Action Steps	Responsible Party	Start Timeline
1.1.1	Create campus ministry planning team to own retreat programming (should include Campus minister, chaplains, leadership, relevant staff, and dedicated student leaders)	<ul style="list-style-type: none"> ● Campus Minister 	<ul style="list-style-type: none"> ● Summer 2021
1.1.2	Expand Tolton 101 format to include faith formation, focus on Fr. Tolton, and fun components to set cultural expectations for all students and parents, as well as more effectively assimilate non-Catholics	<ul style="list-style-type: none"> ● VP Advancement ● Admissions Coordinator ● Campus Minister 	<ul style="list-style-type: none"> ● Summer 2021
1.1.3	Establish annual welcome event exclusive for new families (either in spring before registration or fall as part of Tolton 101)	<ul style="list-style-type: none"> ● Admissions Coordinator 	<ul style="list-style-type: none"> ● Spring 2022

Goal 2: Transition staff oversight of the Service Program under the umbrella of Campus Ministry to provide dedicated support for purpose-driven service activities at both the student and school level.

#	Action Steps	Responsible Party	Start Timeline
1.2.1	Establish or reestablish ongoing relationships with local charities	<ul style="list-style-type: none"> ● Campus Minister 	<ul style="list-style-type: none"> ● Summer 2022
1.2.2	Establish framework for annual school-wide Day of Service	<ul style="list-style-type: none"> ● Campus Minister 	<ul style="list-style-type: none"> ● Spring 2022
1.2.3	Establish system to support team & club service projects, working in collaboration with coaches and sponsors	<ul style="list-style-type: none"> ● Campus Minister ● Athletics and Activities Director 	<ul style="list-style-type: none"> ● Fall 2022

Goal 3: Find ways to improve the quality of Catholic formation through the theology curriculum and courses.

#	Action Steps	Responsible Party	Start Timeline
1.3.1	Work with Catholic Schools Office to modify Tolton’s current approach to theology instruction and catechetics.	<ul style="list-style-type: none"> ● President/Principal ● Curriculum Committee 	<ul style="list-style-type: none"> ● Fall 2021 – Fall 2023
1.3.2	Work with teachers to establish departmental norms and expectations for theology content delivery.	<ul style="list-style-type: none"> ● President/Principal 	<ul style="list-style-type: none"> ● Fall 2021 – Fall 2023
1.3.3	Work with teachers to provide a more robust faith experience within the classroom by supplementing lessons with prayer and worship experiences and service opportunities.	<ul style="list-style-type: none"> ● President/Principal 	<ul style="list-style-type: none"> ● Fall 2021 – Fall 2023

Goal 4: Intentionally work to create a school environment that fosters a culture of openness to diversity and inclusion

#	Action Steps	Responsible Party	Start Timeline
1.4.1	Transition the Christian Diversity Committee to the Cultural Diversity Council and expand strategic programming and cross-community ministry to increase the group’s impact and reach	<ul style="list-style-type: none"> ● CDC Sponsor ● President/Principal 	<ul style="list-style-type: none"> ● Fall 2020 – Fall 2022
1.4.2	Foster accessibility for all through promotion of scholarships and expanded outreach programs	<ul style="list-style-type: none"> ● VP Advancement ● Admissions Coordinator 	<ul style="list-style-type: none"> ● Fall 2021 – Fall 2023
1.4.3	Better weave Catholic social justice teachings across the curriculum	<ul style="list-style-type: none"> ● President/Principal ● Curriculum Committee 	<ul style="list-style-type: none"> ● Spring 2022 – Fall 2023

Goal 5: Enhance the tangible representations of the Catholic faith, gospel values and Blazer community within our building.

#	Action Steps	Responsible Party	Start Timeline
1.5.1	Commission painting of a portrait of Fr. Tolton in honor of our 10-year anniversary to be hung near our main entrance to be accompanied by a brief biographical plaque	<ul style="list-style-type: none"> ● VP Advancement ● President/Principal 	<ul style="list-style-type: none"> ● Fall 2020 – Spring 2021
1.5.2	“Day in the Life” photography and gospel verses on display in hallways and common areas	<ul style="list-style-type: none"> ● Marketing Coordinator 	<ul style="list-style-type: none"> ● Summer 2021
1.5.3	Install prominent mock-stained glass cross in the commons windows	<ul style="list-style-type: none"> ● President/Principal ● VP Advancement 	<ul style="list-style-type: none"> ● Summer 2021

Goal 6: Better leverage existing programming to develop and support Tolton-specific culture, traditions and rites of passage.

#	Action Steps	Responsible Party	Start Timeline
1.6.1	Provide a structured framework for family formation, support and engagement by rebranding and expanding the traditional Booster Club into a more comprehensive Trailblazer Parent Association (TPA); provide dedicated staff support for each TPA committee	<ul style="list-style-type: none"> ● VP Advancement ● TPA Leaders 	<ul style="list-style-type: none"> ● Summer 2020 – Spring 2024
1.6.2	Refocus House on community building efforts, spirit activities, mentorship and service with consistent programming centrally-provided by a House coordinator and Executive Council. Aim to integrate more House leadership opportunities for underclassmen.	<ul style="list-style-type: none"> ● House Coordinator 	<ul style="list-style-type: none"> ● Fall 2020 – Spring 2023

2. Governance and Leadership

Forward Thinking Statement: We aspire to clarify and more thoughtfully align the roles of school leadership and governance in order to streamline and improve operations for the enhancement of the overall student, family, faculty, and staff experience.

Goal 1: Re-assess and streamline the structure and collaborative functions of the School Administration, Board of Directors, and Advisory Council

#	Action Steps	Responsible Party	Start Timeline
2.1.1	Work with the Chancery to include lay member(s) on the Board of Directors	<ul style="list-style-type: none">● President/Principal● VP Advancement	<ul style="list-style-type: none">● Spring 2021
2.1.2	Work with the Chancery to revise Advisory Council bylaws to streamline committee structure	<ul style="list-style-type: none">● President/Principal● VP Advancement● AC Chair	<ul style="list-style-type: none">● Spring 2021
2.1.3	Publish formal organizational chart to be published with all stakeholders and house it on the website for ready access	<ul style="list-style-type: none">● President/Principal	<ul style="list-style-type: none">● Fall 2021 – annually thereafter

Goal 2: Work with Diocesan leadership to establish standard human resources protocols and processes

#	Action Steps	Responsible Party	Start Timeline
2.2.1	Create formal job descriptions and professional development budget range for all positions within the organization	<ul style="list-style-type: none"> ● Finance Director ● President/Principal 	<ul style="list-style-type: none"> ● Summer 2021 – Spring 2022
2.2.2	Establish hiring protocols, core competencies/requirements, and interview processes reflective of best practices	<ul style="list-style-type: none"> ● Finance Director ● President/Principal 	<ul style="list-style-type: none"> ● Summer 2021 – Spring 2022
2.2.3	Establish strategic relationships with local and national sources of diverse talent	<ul style="list-style-type: none"> ● Finance Director ● President/Principal 	<ul style="list-style-type: none"> ● Fall 2021 – Spring 2023
2.2.4	Establish a school-wide evaluation process	<ul style="list-style-type: none"> ● President/Principal ● Finance Director 	<ul style="list-style-type: none"> ● Spring 2022 – Spring 2024

Goal 3: Create a 5-year staffing plan in alignment with strategic priorities and financial benchmarks

#	Action Steps	Responsible Party	Start Timeline
2.3.1	Specifically, consider the prioritization of additional resources in the areas of Counseling/Guidance, Academic Administration, Advancement and Communications	<ul style="list-style-type: none">● President/Principal● Leadership Team	<ul style="list-style-type: none">● Spring 2021 – Spring 2022

3. Academic Excellence

Forward Thinking Statement: We aspire to align educational resources and establish structure to maximize student learning and create an environment for a broad academic and growth experience.

Goal 1: Establish expectations and priorities for the academic advising program as it pertains to 4-year academic planning and college/career readiness

#	Action Steps	Responsible Party	Start Timeline
3.1.1	Re-evaluate credit hour requirements to balance college prep status with the ability for students to take advantage of CACC offerings or pursue specific areas of focus based on their talents and long-term aspirations (STEM, fine arts, etc); develop protocol for consideration of customized/non-traditional schedules	<ul style="list-style-type: none"> ● President/Principal ● Dean of Academics ● Advisory Council ● Superintendent 	<ul style="list-style-type: none"> ● Fall 2021
3.1.2	Formulate a more structured and personalized process for academic and college advising	<ul style="list-style-type: none"> ● President/Principal ● Dean of Academics 	<ul style="list-style-type: none"> ● Fall 2021
3.1.3	Further explore Associates Degree program available through MACC and determine the viability of a future partnership	<ul style="list-style-type: none"> ● Dean of Academics ● President/Principal 	<ul style="list-style-type: none"> ● Summer 2022

Goal 2: Develop PLC (Professional Learning Community) program to create a data-driven curriculum and instruction process

#	Action Steps	Responsible Party	Start Timeline
3.2.1	Revisit expanded placement testing to be used not only upon admission, but relative to AP/DC opportunities	<ul style="list-style-type: none"> ● President/Principal ● Curriculum Committee 	<ul style="list-style-type: none"> ● Fall 2020 – Spring 2021
3.2.2	Use Professional Learning Community (PLC) program key learnings to ensure robust and appropriate learning experiences that meet content coverage/mastery expectations at all levels - general courses, honors courses, and AP/DC offerings	<ul style="list-style-type: none"> ● President/Principal ● Curriculum Committee 	<ul style="list-style-type: none"> ● Fall 2021 – Spring 2023
3.2.3	Analyze standardized test scores to identify and address learning gaps; offer ACT prep workshops, etc.	<ul style="list-style-type: none"> ● Dean of Academics 	<ul style="list-style-type: none"> ● Fall 2021

Goal 3: Improve faculty effectiveness and retention by providing more dedicated support and opportunities for regular faculty professional development

#	Action Steps	Responsible Party	Start Timeline
3.3.1	Dedicate one day per month to faculty in-service	<ul style="list-style-type: none"> ● President/Principal 	<ul style="list-style-type: none"> ● Fall 2020
3.3.2	Increase frequency of classroom observations and related coaching with a focus on effective classroom management and consistent implementation of standards	<ul style="list-style-type: none"> ● President/Principal 	<ul style="list-style-type: none"> ● Fall 2020 – Spring 2022
3.3.3	Provide ongoing diversity training with the goal of enabling faculty, staff and coaches to be facilitators of inclusion	<ul style="list-style-type: none"> ● President/Principal ● Leadership Team 	<ul style="list-style-type: none"> ● Spring 2021
3.3.4	Require AP teachers to attend at least one (Tolton-funded) AP training/certification	<ul style="list-style-type: none"> ● President/Principal 	<ul style="list-style-type: none"> ● Summer 2021
3.3.5	Create opportunities for regular training/formation for key staff relevant to their area of specialization	<ul style="list-style-type: none"> ● President/Principal ● Finance Director ● Dept Managers 	<ul style="list-style-type: none"> ● Fall 2022 – Spring 2024

Goal 4: Utilize mid-semester student evaluations and graduating senior exit surveys to assess faculty/staff effectiveness and overall experience

#	Action Steps	Responsible Party	Start Timeline
3.4.1	Create and implement graduating senior exit surveys to assess overall experience (electronic format with option for personal interview)	<ul style="list-style-type: none"> ● President/Principal ● Dean of Academics ● VP Advancement 	<ul style="list-style-type: none"> ● Spring 2021
3.4.2	Utilize mid-semester student evaluations to assess faculty/staff effectiveness	<ul style="list-style-type: none"> ● President/Principal ● Dean of Academics 	<ul style="list-style-type: none"> ● Fall 2021

Goal 5: Grow counseling services to support student wellness and better meet academic resource needs

#	Action Steps	Responsible Party	Start Timeline
3.5.1	Create a comprehensive wellness program to meet all non-academic development needs.	<ul style="list-style-type: none"> ● Guidance Counselor 	<ul style="list-style-type: none"> ● Spring 2021 – Spring 2024
3.5.2	Develop a system to better meet the needs of students with learning challenges	<ul style="list-style-type: none"> ● President/Principal ● Guidance Counselor ● Dean of Academics 	<ul style="list-style-type: none"> ● Summer 2021 – Summer 2022

Goal 6: Maintain a vibrant offering of non-athletic options within the Athletics & Activities program

#	Action Steps	Responsible Party	Start Timeline
3.6.1	Further develop partnership with OLLIS music department to strategically grow interest and participation in band and choir programs	<ul style="list-style-type: none">● Music Director● Athletics & Activities Director	<ul style="list-style-type: none">● Spring 2021
3.6.2	Develop and publish a standard process for exploring and establishing new clubs and activities.	<ul style="list-style-type: none">● Athletics & Activities Director● Leadership Team	<ul style="list-style-type: none">● Summer 2021
3.6.3	Enlist parent sponsors, as appropriate, via TPA to oversee activities not adequately covered by existing staff.	<ul style="list-style-type: none">● Athletics & Activities Director● TPA Leader	<ul style="list-style-type: none">● Fall 2021

4. Operational Vitality

Forward Thinking Statement: We aspire to create a foundation for long-term financial stability and solidify the Tolton brand and value proposition within the mid-Missouri community.

Goal 1: Enlist the finance committee to review all financial scenarios to ensure the long-term viability of the school.

#	Action Steps	Responsible Party	Start Timeline
4.1.1	Creating a tuition increase plan that supports both operational vitality and strategic growth without hindering accessibility for families	<ul style="list-style-type: none"> ● Finance Director ● Finance Committee 	<ul style="list-style-type: none"> ● Spring 2021
4.1.2	Identifying ways to balance enrollment objectives and staffing resources in a fashion most conducive to stability and growth (see staffing plan under Governance & Leadership)	<ul style="list-style-type: none"> ● President/Principal ● Leadership Team 	<ul style="list-style-type: none"> ● Summer 2021
4.1.3	Explore alternate forms/sources of revenue (such as increasing the number of summer offerings, online offerings, homeschool partnerships or cost savings through 4-day school week)	<ul style="list-style-type: none"> ● President/Principal ● Finance Director ● Advisory Council Ad Hoc Committee 	<ul style="list-style-type: none"> ● Spring 2021 – Spring 2023

Goal 2: Foster and support steady enrollment growth

#	Action Steps	Responsible Party	Start Timeline
4.2.1	Thoughtfully set annual enrollment goals and adapt outreach plans each year to achieve enrollment of at least 280 students by the 2025-26 academic year	<ul style="list-style-type: none"> ● President/Principal ● VP Advancement ● Admissions Coordinator 	<ul style="list-style-type: none"> ● Spring 2021 - Spring 2024
4.2.2	Focus efforts on building strategic partnerships with Columbia-based schools, Churches, and non-profit organizations to grow our non-Catholic base (See also 1.4.2)	<ul style="list-style-type: none"> ● Admissions Coordinator ● VP Advancement ● President/Principal 	<ul style="list-style-type: none"> ● Summer 2021 - Summer 2022
4.2.3	Continue to nurture relationships with the clergy and school administration from partner Catholic schools outside of Columbia.	<ul style="list-style-type: none"> ● President/Principal ● Advancement Team 	<ul style="list-style-type: none"> ● Spring 2022
4.2.4	Actively track student retention numbers	<ul style="list-style-type: none"> ● Admissions Coordinator ● VP Advancement 	<ul style="list-style-type: none"> ● Spring 2021
4.2.5	Implement a system for a documented exit survey process for outgoing families that includes both personal outreach and electronic survey.	<ul style="list-style-type: none"> ● Admissions Coordinator ● VP Advancement 	<ul style="list-style-type: none"> ● Fall 2021

Goal 3: Improve market position by developing and executing a comprehensive marketing plan to enhance perception of value for both internal and external constituents.

#	Action Steps	Responsible Party	Start Timeline
4.3.1	Enlist local marketing firm to produce professional quality admissions videos, to be updated every 12-18 months	<ul style="list-style-type: none"> ● Advancement Team 	<ul style="list-style-type: none"> ● Fall 2020 – Fall 2021
4.3.2	More intentionally showcase day-to-day activities and accomplishments on our social media platforms that demonstrate focus on our four pillars/core values in our classrooms and extracurriculars	<ul style="list-style-type: none"> ● Marketing Coordinator 	<ul style="list-style-type: none"> ● Spring 2022
4.3.3	Establish standards for displays and decor throughout campus	<ul style="list-style-type: none"> ● Marketing Coordinator ● President/Principal 	<ul style="list-style-type: none"> ● Summer 2021
4.3.4	Redesign and optimize existing website; consider mobile app	<ul style="list-style-type: none"> ● Marketing Coordinator ● VP Advancement 	<ul style="list-style-type: none"> ● Summer 2021
4.3.5	Use mission statement and core values to develop standard “elevator pitch”	<ul style="list-style-type: none"> ● Advancement Team ● President/Principal 	<ul style="list-style-type: none"> ● Summer 2021 – Spring 2022
4.3.6	Convene AC marketing committee to devise and execute targeted, structured outreach efforts (panels, coffee talks, personal invitations to non-catholic congregations, etc); enlist and train constituent volunteers (parents, alumni, faculty) how to talk about Tolton	<ul style="list-style-type: none"> ● VP Advancement ● Admissions Coordinator 	<ul style="list-style-type: none"> ● Fall 2021

Goal 4: Align advancement resources and plans in support of strategic fundraising goals

#	Action Steps	Responsible Party	Start Timeline
4.4.1	Develop a more formal segmentation and tracking system for the Trailblazer Annual Fund Drive	<ul style="list-style-type: none"> ● VP Advancement 	<ul style="list-style-type: none"> ● Spring 2021
4.4.2	Using 2021 results as the inaugural benchmark, grow the Trailblazer Annual Fund Drive revenue by 50% within 5 years	<ul style="list-style-type: none"> ● VP Advancement 	<ul style="list-style-type: none"> ● Summer 2021
4.4.3	Establish \$1M Fr. Tolton Catholic High School endowment within 5 years to support general operations and maintenance of facilities going forward	<ul style="list-style-type: none"> ● VP Advancement 	<ul style="list-style-type: none"> ● Spring 2022- Spring 2024
4.4.4	Expand President’s Circle giving society to include more “tiers” to recognize higher levels of investment	<ul style="list-style-type: none"> ● VP Advancement 	<ul style="list-style-type: none"> ● Summer 2022

Goal 5: Expand strategic alumni relations efforts

#	Action Steps	Responsible Party	Start Timeline
4.5.1	Reconvene/Rebuild existing alumni board	<ul style="list-style-type: none">● VP Advancement	<ul style="list-style-type: none">● Summer 2021
4.5.2	Lay groundwork for inaugural 10-year Reunion event (fall 2024 for the Class of 2014) and annual reunion programming into the future	<ul style="list-style-type: none">● VP Advancement● Alumni Board	<ul style="list-style-type: none">● Spring 2024

Goal 6: Engage facilities committee to develop an overarching facilities plan and related cost estimates.

#	Action Steps	Responsible Party	Start Timeline
4.6.1	Plan for refreshment and maintenance of physical facility and technology infrastructure	<ul style="list-style-type: none"> ● President/Principal ● Facilities Committee 	<ul style="list-style-type: none"> ● Spring 2021 – Fall 2021
4.6.2	Upgrading of classroom technology	<ul style="list-style-type: none"> ● President/Principal 	<ul style="list-style-type: none"> ● Spring 2021 – Summer 2021
4.6.3	Construction of an outdoor track and provision of ADA compliant sidewalks throughout the outdoor athletic facilities	<ul style="list-style-type: none"> ● Athletics & Activities Director ● VP Advancement 	<ul style="list-style-type: none"> ● Summer 2022- Summer 2024
4.6.4	Explore scenarios for the future provision of a performing arts space and/or multi-purpose space (either remodeling existing square footage or new construction)	<ul style="list-style-type: none"> ● Athletics & Activities Director ● VP Advancement ● Facilities Committee 	<ul style="list-style-type: none"> ● Fall 2021

