



FATHER GABRIEL RICHARD

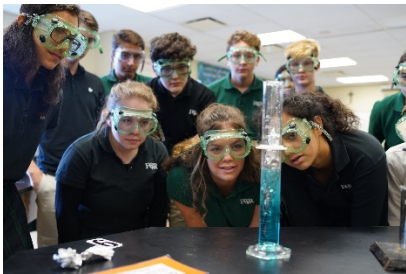
HIGH SCHOOL • ANN ARBOR • EST. 1868

***Father Gabriel Richard High School  
Strategic Plan 2019-2024  
Working Draft as of September 25, 2019***

*Vision*

**Engage. Inspire. Prepare.**

Father Gabriel Richard provides an engaging and inspiring environment delivering Christ-centered learning. The school prepares students to become fully mature Catholics--equipped to serve their families, the Church, and the world.



*Mission*

Father Gabriel Richard High School, a Catholic school community, exists to build up the Body of Christ through the intellectual and spiritual formation of its students. Rooted in the Catholic Intellectual Tradition, FGR cultivates in each student a sense of awe in response to the beauty of truth. Strengthened by the Sacraments, students are equipped to live at the service of others through academic excellence, intentional discipleship, creativity and sportsmanship.

## Goals and Outcomes of the Strategic Plan

### Position FGR to be among the top Catholic high schools in the nation

- ❖ In support of parents in their roles as primary educators of their children, FGR is a vibrant school community **forming students who are well-prepared to enter the world as curious, confident, capable, Christ-centered leaders.**
- ❖ We foster a culture where students, faculty, administration, and families work side by side each day to **build up the body of Christ** and **make a difference in the world.**
- ❖ FGR demonstrates authentic Catholic character and provides outstanding value to its students and their families. Therefore, we experience **strong enrollment demand** and **enthusiastic philanthropic support** which generate the resources needed to continually invest in our people, programs, and facilities.



## *Strategies and Action Steps (Overview)*

### **1) Deliver a consistently excellent Catholic high school experience that students and parents choose and recommend**

- a) Offer rigorous college prep programs in the Catholic Liberal Arts and Sciences tradition so that students are well-prepared for their college and career of choice
- b) Design and deliver a thoughtful, consistent four-year experience that reflects our culture and values
- c) Support students' maturation as they take increasing responsibility and ownership for their academic and spiritual growth
- d) Provide excellent opportunities in extra-curriculars such as sports, clubs, and the arts

### **2) Refine and strengthen the authentic Catholic culture at FGR**

- a) Engage students where they are
- b) Focus on truth and explain "the whys," especially in theology and liturgy
- c) Continually define, discuss, and integrate authentic Catholic culture throughout the curriculum and student experience
- d) Share FGR's authentic Catholic culture with the broader community

### **3) Prepare students to be successful at college and life after FGR**

- a) Strengthen and expand the counseling program for college and life success
- b) Focus on the whole student including spiritual, mental, emotional, intellectual, and physical needs
- c) Create an atmosphere where young men and women mature as successful adults
- d) Leverage local network of partners to strengthen academics and provide real-world exposure and connections to alumni and community professionals

### **4) Create a vibrant culture that attracts, develops, and retains excellent faculty**

- a) Hire the best possible faculty, staff, and coaches
- b) Develop a more structured professional development and mentoring program that provides ongoing training for staff and faculty
- c) Set and uphold consistent expectations to align efforts and create consistency
- d) Prioritize and support time to build authentic relationships and connections

### **5) Develop and continually refine innovative enrollment strategies that respond to rapidly changing environment affecting Catholic churches and schools**

- a) Foster word of mouth recommendations from current families
- b) Connect with partner schools and parishes while also cultivating new sources of students from public schools, independent schools, and home schools
- c) Strengthen the experience for families throughout the admissions process
- d) Invest in robust marketing strategies to effectively reach potential students and families

### **6) Invest in a consistently welcoming, nurturing, and functional school environment**

- a) Improve *interior* functionality, aesthetics, and safety
- b) Improve *exterior* functionality, aesthetics, and safety
- c) Focus on classroom updates that enhance learning and engagement

### **7) Strengthen the financial capacity of the school through philanthropy and development**

- a) Continue to build personal relationships that invite engagement and investment
- b) Identify and prioritize key capital needs and objectives for the next 5 years
- c) Strengthen the alumni network
- d) Foster a culture of giving that spans the student and alumni experiences

**1) Deliver a consistently excellent Catholic high school experience that students and parents choose and recommend**

**a) Offer rigorous college prep programs in the Catholic Liberal Arts and Sciences tradition so that students are well-prepared for their college and career of choice**

- i. Strengthen math programs and create a center of excellence in math
- ii. Improve curriculum integration and consistency across the four-year experience
- iii. Review and evaluate current requirements for graduation to ensure we fulfill our mission of forming intelligent, fully-formed thinkers
- iv. Define role of Learning Resource Center as well as how all students can access support when needed
- v. Ensure that graduates of FGR are excellent writers

**b) Design and deliver a thoughtful, consistent four-year experience that reflects our culture and values**

- i. In 2019-2020, form a committee of teachers, students and leaders that will create a values statement for the school
- ii. Create more fun and joyful rituals that become meaningful traditions
- iii. Create a powerful freshman experience that sets the tone for all four years
- iv. Make a consistent effort during 9<sup>th</sup> and 10<sup>th</sup> grades to build community among FGR families through parent and student events and opportunities
- v. Reimagine students service expectations and opportunities
- vi. Design and implement a Capstone experience for seniors
- vii. Consider what electives could be added to enhance current offerings
- viii. Continue to seek and respond to student and parent feedback about their experience

**c) Support students' maturation as they take increasing responsibility and ownership for their academic, personal, and spiritual growth**

- i. Foster more school-wide and smaller group events and opportunities to connect and deepen relationships with peers, teachers, and school leaders
- ii. Communicate "the why" behind decisions
- iii. Develop opportunities either in the formal curriculum or in another place for a "Life 101" course designed to empower our students to take on the practical challenges of life in the world
- iv. Create a character development component to formal curriculum and co-curricular activities

**d) Continue to strengthen opportunities in extra-curriculars such as sports, clubs, and the arts**

- i. Offer athletic programs that align with our students' interests and develop their characters
- ii. Offer student organizations and clubs that align with our students' interests



## **2. Refine and strengthen the authentic Catholic culture at FGR**

### **a) Engage students where they are**

- i. Seek student voice and input for a lived Catholic culture
- ii. Support students in articulating their understanding of their faith
- iii. Facilitate peer to peer support through experiences like Kairos
- iv. Strengthen ties amongst smaller groups

### **b) Focus on truth and emphasize “the whys,” especially in theology and liturgy**

- i. Review campus ministry year-long program
- ii. Develop faith integration that is meaningful and not contrived or forced
- iii. Underscore the importance of the Sacraments as the means, established by Jesus Christ, by which He comes to meet His people

### **c) Continually define, discuss, and integrate authentic Catholic culture throughout the curriculum and student experience**

- i. Ensure that the faculty and staff share and understand the mission for Catholic Education through ongoing discussions and intentionality
- ii. Invite and practice open, frank, thoughtful conversations among staff, administration, students, and parents
- iii. Model the teachings of the Catholic Church to our students, families, faculty, and staff

### **d) Share FGR’s authentic Catholic culture with the broader community**

- i. Host events such as *Familiaris Consortio* Lecture
- ii. Collaborate with partners on community events



### **3. Prepare students to be successful at college and life after FGR**

- a) Strengthen and expand the counseling program for college and life success**
  - i. Hire additional counselor or college coordinator who will help each student and family identify best college and career options
  - ii. Schedule regular meetings with all parents and students throughout four years at FGR in order to create and implement a plan for success at FGR and beyond
  - iii. Provide more guidance and connection to resources for preparation for college entrance and college-entrance and Advanced Placement tests
  
- b) Focus on the whole student including spiritual, mental, emotional, intellectual, & physical needs**
  - i. Continue to provide safe and confidential mental health support in coordination with Emmaus Health
  - ii. Consider actively connecting and referring students to additional community resources for mental health and support
  - iii. Define how spirituality will be addressed specifically through the counseling program
  
- c) Create an atmosphere where young men and women mature as successful adults**
  - i. Design class-wide projects to reinforce unity, cohesion, and identity within each grade and across the four-year experience
  - ii. Provide training to reinforce behaviors that help mature adults thrive
  - iii. Set and model standards for a healthy relationship with social media and phone usage
  
- d) Leverage local network of partners to strengthen academics and provide real-world exposure and connections to alumni and community professionals**
  - i. Offer alumni speaker events to introduce present students to a variety of college and career experiences and options
  - ii. Support students over a full range of options for after high school



#### **4. Create a vibrant culture that attracts, develops, and retains excellent faculty, staff, and coaches**

##### **a) Hire the best possible faculty, staff and coaches**

- i. Actively recruit new faculty, staff, and coaches and invest in them
- ii. Create a replicable hiring process to ensure consistency and collaboration

##### **b) Develop a more structured professional development and mentoring program that provides ongoing training for staff and faculty**

- i. Create a more intentional and thorough onboarding program for new teachers
- ii. Create structure and processes to support teachers throughout the year
- iii. Establish clear guidelines regarding how to mentor and evaluate and guide fellow faculty and staff members
- iv. Provide excellent professional development for teachers by engaging with external educational leaders
- v. Transform observation and evaluation processes in order to provide deep, meaningful feedback to teachers

##### **c) Set and uphold consistent expectations**

- i. Promote ownership of curriculum consistency by instructional leaders
- ii. Hold monthly faculty meetings including “feedback” time to address positives and negatives at meetings and reinforce an ongoing partnership with administration
- iii. Provide regular and frequent recognition for teachers who exemplify values in action
- iv. Provide opportunities for frequent communication and collaboration among faculty and staff
- v. Improve and provide clear and frequent communication between administration and faculty and staff

##### **d) Prioritize and support time to build authentic relationships and connections**

- i. Create more social opportunities for teachers and parents to connect and bond
- ii. Engage parents as partners with teachers in the education process
- iii. Foster a friendly and cooperative relationship among faculty, staff, and parents
- iv. Provide opportunities for faculty and staff to build friendships and rapport with one another



## **5. Develop and continually refine innovative enrollment strategies that respond to the rapidly changing environment affecting Catholic churches and schools**

### **a) Foster word of mouth recommendations from current families**

- i. Formally identify members of the FGR community as ambassadors to their own elementary schools, parishes, and neighborhoods
- ii. Empower students to connect with peers during the shadow experience
- iii. Offer clinics and camps to showcase the best of FGR to future students
- iv. Train all students in hospitality to welcome prospective students
- v. Host and invite friends to FGR events

### **b) Connect with partner schools and parishes while also cultivating new sources of students from public schools, independent schools, and home schools**

- i. Have current students visit partner schools
- ii. Create a parent and student ambassador network to parish and other grade schools
- iii. Select FGR students to tutor elementary students at our partner schools
- iv. Develop relationships with local independent schools, public middle schools and homeschool networks

### **c) Strengthen the user experience for families throughout the admissions process**

- i. Refine admissions criteria to attract college-bound students who support the school's mission
- ii. Use academic scholarships to attract top-performing students
- iii. Define ideal total student body size and work to attract target enrollment for each class

### **d) Prioritize investment in robust marketing strategies to effectively reach potential students and families**

- i. Connect with prospective students by developing and maintaining an attractive and user-friendly online presence
- ii. Use geo-fencing and geo-tagging to reach prospective families and students based on the churches, schools, and other locations they frequent
- iii. Evaluate promotional items that would work as valuable advertising and exposure to FGR in the greater community

## 6. Invest in a consistently welcoming, nurturing, and functional school environment

### a) Improve interior functionality, aesthetics, and safety

- i. Update front entry
- ii. Invest in new paint and prominently-featured student artwork
- iii. Update signage to assist with way-finding within the school
- iv. Create student spaces for enhanced extracurricular and academic opportunities
- v. Cultivate a more sacred environment in the chapel and sacristy

### b) Improve exterior functionality, aesthetics, and safety

- i. Present outside of building in an inviting way
- ii. Address landscaping
- iii. Create a gathering place outside for students
- iv. Place appropriate permanent signage in outside spaces, athletic fields, and entrances to the building for sporting events

### c) Focus on classroom updates that enhance learning and engagement

- i. Strengthen technology infrastructure and learning applications in the classroom
- ii. Modify classroom setups with teacher input to enhance learning
- iii. Design more creative teacher, staff, and coaching offices and social spaces to foster collaboration



## **7. Strengthen the financial capacity of the school through philanthropy and development**

### **a) Build and maintain personal relationships that invite engagement and investment**

- i. Continue and expand personal meetings with all constituencies
- ii. Use social media, electronic communication, mailings and diverse forms to communicate

### **b) Identify and prioritize key capital needs and objectives for next five years**

- i. Carefully consider, develop and prioritize capital needs
- ii. Add targeted social events and friend raisers based on areas of need
- iii. Develop and implement strategy for larger capital campaign based on identified needs
- iv. Consider building an endowment

### **c) Strengthen the alumni network**

- i. Provide infrastructure to support alumni-driven engagement with their peers and with the school
- ii. Highlight alumni success and raise awareness through *Legacies* magazine; consider more frequent publication
- iii. Regularly invite alumni back to campus for classroom and extra-curricular engagement
- iv. Add tools such as a LinkedIn group to help alumni network with one another

### **d) Foster a culture of giving that spans the student and alumni experiences**

- i. Focus on personalized outreach and meetings with key donors
- ii. Continue annual fundraising programs such as auctions, car raffle, annual fund and, where appropriate, capital campaign

