

Fenwick High School

Strategic Plan

2011 - 2015

Mission

Fenwick students, guided by faith and reason, are a community of scholars, athletes, artists and leaders, devoted to lives of virtue, service, learning and truth as disciples in the Dominican Catholic tradition.

The Strategic Planning Process began in Fall 2009 with extensive data gathering and qualitative research through focus groups and surveys from all Fenwick constituent groups. The first step in the Strategic Planning process was to evaluate the current Fenwick mission statement. Our dialogues with the various groups emphasized the need to move toward the articulation of a holistic educational approach and the significance of developing students as life-long learners. Our mission will be to focus on the student as a whole person and to provide transformative experiences throughout each student's four years at Fenwick. These experiences will occur in the classroom, on the playing field, on the stage and through leadership and service opportunities.

Vision

Fenwick is committed to being a preeminent college preparatory high school inspired by its Dominican Catholic identity and dedicated to the comprehensive transformation, achievement and growth of its students in a diverse and accepting community.

Fenwick's tradition of leadership and excellence has inspired the construction of a vision statement that will guide the direction of the school for the next five years. Fenwick is currently a strong and vibrant institution. The vision reflects the desire to maintain our high standards, avoid complacency and strive to exceed our current level of success.

Executive Summary

Over the next five years, it is anticipated that attracting students to Catholic schools will be more challenging. The last Fenwick Strategic Plan expressed concerns regarding the rising cost of Catholic education, the need for financial aid, the need for more classroom space and the desire for nearby athletic facilities. These concerns remain.

With the data obtained as a result of the Strategic Planning Process, we have created an initial outline focusing on the current strengths of the school as well as those we need to develop. The key areas of the plan are provided below.

Scholar: This is a core competency for Fenwick. The Advanced Ed accreditation process will be ongoing with successful completion by May 2012. Regarding curriculum, there is a need for greater standardization, as well as for the eventual integration of additional semesters of Theology as defined by the Archdiocese. In order to accommodate these curriculum

changes, we will need to reevaluate the current schedule. We will also explore a learning resource program for students who need additional educational support.

Athlete: In order to remain competitive, Fenwick must look for opportunities to obtain additional athletic facilities as well as to upgrade current facilities. In addition to interscholastic competition, Fenwick must broaden its Physical Education curriculum. An expanded intramural program will provide additional participation opportunities for students.

Artist : The Expressive Arts programs have experienced significant growth over the past few years. We must address the need for additional music and performing arts space as well as curriculum adjustments to accommodate our current and future student interest.

Leader: Leadership and service are key components of a Fenwick education. This plan addresses the need to provide an integrated approach for current initiatives and develop a comprehensive student formation program.

Dominican

Catholic Identity: A Fenwick education is built on the four Dominican pillars of prayer, community, study and service. In our increasingly secular world, it is more important than ever to articulate our Dominican Catholic identity. This is one of many ways that Fenwick differentiates itself from other institutions.

Diversity: Fenwick has renewed its commitment to inclusivity and diversity. We recognize the importance of providing an accepting, tolerant and respectful environment. We will add programs to develop a better understanding and appreciation among our community of various cultures and ethnicities. We will improve diversity among faculty, administration and the Board of Trustees to better reflect our student population.

People

Management: People are our most important resource, as they provide impactful experiences for our students. It is critical to recruit and retain exceptional people and provide opportunities for learning and growth through evaluation, professional development and mentoring programs. Succession planning and Board strengthening will ensure that Fenwick continues to offer outstanding leadership.

Finance and

Development: It is imperative that Fenwick continues to look for alternative revenues sources, while at the same time continuing to manage expenses. A capital campaign and increased focus on building the endowment will be necessary to support the long-term plans for Fenwick.

This Strategic Plan has many elements that will need to be implemented over the next five years and its success will depend upon on a few key factors. First, funding is critical. The Development Department will need to continue to generate incremental revenue for the school. Second, the Fenwick administration will need to work collaboratively with the faculty and other constituents to champion the plan. Lastly, as we embark upon our tactics, the vision and mission need to remain at the forefront of the decision-making process to serve as a reminder that the student experience is our top priority.