

STRATEGIC PLAN – 2008 to 2013

Crespi Carmelite High School Encino, California

For the past fifty years, Crespi Carmelite High School has served male high school students who wish to pursue a college preparatory, Catholic education in a Carmelite environment. In the spirit of the Gospel, the Carmelite Community engages the student in three interlocking dimensions: Prayer, Community and Justice.

Crespi Carmelite High School has developed Expected School-Wide Learning Results (ESLR) which are regularly described as THE CRESPI MAN. These characteristics are:

A lifelong learner

A productive and mature person

A moral and spiritual person

In 2007 the Board of Directors and administration determined that a new five-year strategic plan was needed to guide the high school into its preferred future. The Strategic Plan, while focusing on the next five years, also establishes a vision that extends well into the future. The goals and strategies developed in the Strategic Plan are designed to achieve our vision as Crespi builds on its excellence over the past fifty years to prepare for our future for the next fifty years .

The following summary of the Strategic Plan lists goals that have been established for the next five years for Crespi Carmelite High School. The resource document from which these goals were taken includes strategies and timelines for implementation. The plan was developed with the involvement of a planning consultant, school administrators, Board committees, faculty representatives and focus groups.

STRATEGIC GOALS – 2008 to 2013

Mission and Catholic Identity

Crespi will continue its mission of providing a Catholic educational environment for young men.

- Catholic teachings, traditions and experiences will continue to serve as the foundation for learning and living at Crespi Carmelite High School.
- Crespi Carmelite High School will continue to serve as a witness of a Catholic/Christian lifestyle rooted in Gospel values and the Carmelite tradition.
- The Carmelite identity of Crespi graduates will be extended into the students' college experience and beyond.

Outreach to Prospective Students

Crespi will expand its outreach to attract a diverse and talented student body in the communities it serves.

- Crespi Carmelite High School will strive to attract an increasing number of Catholic elementary school students and Catholic public school students in parish religious education programs.

- More admissions activities will be undertaken in collaboration with Louisville High School.
- Transportation programs for families from the Conejo Valley, Simi Valley, Santa Clarita Valley and/or the West Side will be developed.
- A branding campaign will be initiated to professionally and consistently deliver the Crespi story and message to prospective students and their families.
- Funding of the financial aid program will increase at no less than the same percentage as the annual tuition increases.

Educational Plan

Crespi will continue to expand and improve its educational offerings to ensure that we become the number one choice for an increasing number of 8th grade boys and that we successfully fill a unique niche in the Catholic high school market.

- In addition to the traditional college prep program, signature curricular program(s) will be identified and implemented by 2010-11 that clearly differentiates Crespi Carmelite High School's academic program from other high schools in the region.
- Technology will be used effectively and integrated throughout the curriculum to support instructional goals and provide students with a strong technological foundation for future academic pursuits.
- Teachers will integrate current research-based teaching/learning methodologies into their instruction.
- Crespi will become a Blue Ribbon School of Excellence by 2011 or 2012.
- Personal and career counseling opportunities for students will be expanded.
- Class offerings in some academic areas will be expanded.

Staffing Plan

Crespi will continue to attract and retain an excellent staff.

- Faculty and staff compensation will be competitive with or exceed salaries at other Catholic high schools to attract and retain quality and qualified educators while maintaining a balanced budget.
- Positions will be added or changed to support and continue building quality educational programs and to maintain small class sizes.
- Staff and faculty professional development will continue to be a high priority.
- The teacher evaluation process will challenge all teachers to be utilizing current technology and effective methodologies.

Advancement/Development Plan

Philanthropic support will be grown in order to provide more tuition assistance, improve facilities, strengthen programs and build an endowment.

- The 50th anniversary year (2009-10) will be used to substantially expand the outreach to alumni and the community.

- A branding campaign will be initiated to professionally and consistently deliver the Crespi story and message to prospective donors and supporters.
- A Phase III capital campaign may be launched by 2011.
- Over the next five years, the advancement program will strive to double the Annual Fund income, double the number of alumni who support Crespi, and reduce by fifty percent the cost per dollar raised by the Advancement Office.
- The Crespi Carmelite High School Endowment will grow by \$2 million over the next five years.
- A significant, sustained deferred giving program will be established.
- The Advancement Office will make prospective donors aware of the unfunded projects on the Future Capital Projects list to determine their interest in funding high priority projects

Facilities/Equipment Plan

A facilities master site plan will be commissioned during 2009 to prioritize campus upgrades and additions.

- The Phase II Construction Project (surface the athletic field, resurface and expand the track and new batting cages) will be completed.
- The campus may be expanded by adding some off-site facilities such as a baseball field.

Finance Plan

Crespi will continue to exercise strong financial discipline and stewardship to remain in a fiscally strong position.

- Debt will not be used to fund capital projects.
- Tuition and fees at Crespi will remain competitive with the private Catholic high schools in the San Fernando Valley.
- A growing endowment and annual advancement income will make it possible to annually increase tuition assistance income.

Governance and Leadership Plan

We are blessed to have a strong administrative team and governing board. Both are committed to continue the process of long-range planning and improvement.

- Crespi will request that the Carmelite Community not transfer the current President and Principal to ensure that the strategic plan is effectively implemented.
- A succession plan will be developed for the President and the Principal positions.
- The Board of Directors and administration will annually update the five-year strategic plan and will present it to the Board for approval.