



# GARCES MEMORIAL HIGH SCHOOL

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## Strategic Plan 2018-2024

Founded on Faith | Rooted in Tradition | Growing in Excellence

## Our Values

Garces Memorial High School promotes the development of the whole student. We strive to bring Christ to the center of our community. We believe in creating lifelong learners and leaders for the future.

## Our Mission

Garces Memorial High School is a Catholic, Co-educational, college preparatory high school. Our school educates youth to fulfill the mission of Christ by developing students spiritually, academically, and socially. Our mission calls to instill every member of the Garces Memorial community the courage to act with faith, knowledge, compassion and justice.

## Our Promise

We promise to be with your child every step of the way. We have a dedicated staff and your child's success is of the utmost importance to each one of us. We will work with you in every area of your student's life to make sure that they are spiritually connected, academically prepared and socially responsible. Being a part of the Garces Family is to be part of a rich tradition that is supported throughout the Garces community. It means a commitment to your child's academic success and overall high school experience. We are a Catholic college preparatory school with the highest standards and a staff that rises to the challenge daily.



# Our Belief

The Garces Memorial High School graduate will have the Courage to Act with Faith, Knowledge, Compassion, and Justice.

## FAITH

Faith is believing in the power of God and sharing His word with others.  
"You believe because you have seen me. Blessed are those who believe without seeing me." John 20:29

## KNOWLEDGE

Knowledge is acquiring skills through experience and education.  
"Let the wise listen to these proverbs and become even wiser. Let those with understanding receive guidance." Proverbs 1:5

## COMPASSION

Compassion is demonstrating God's love by responding to one another in a positive light.  
"Instead, be kind to each other, tenderhearted, forgiving one another, just as God through Christ has forgiven you." Ephesians 4:32

## JUSTICE

Justice is using our faith and law to determine what is morally right.  
"There is joy for those who deal justly with others and always do what is right." Psalms 106:3





## **Catholic Identity & Spiritual Objectives & Strategies**

Objective 1: Catholic Values & Moral Principles

Objective 2: Worship

Objective 3: Strengthen the Ability of all Faculty to Demonstrate Knowledge of the Catholic Faith

Objective 4: Assure that the Garces Memorial Environment Consistently Reflects Elements of Catholic Faith

# Objective 1: Catholic Values and Moral Principles

*Demonstrate an increased ability to live with integrity, Catholic moral principles, respect and concern for others, and foster an appreciation for the bond of the Spirit among us.*

## STRATEGIES

- 1.1 Define and demonstrate relevant honesty and integrity for individuals, relationships and society in the 21st century.
- 1.2 Foster reverence for life, chastity and abstinence.
- 1.3 Promote morally responsible use of social media.
- 1.4 Promote a spirit of mutual respect and support based on our baptismal unity.

# Objective 2: Worship

*Provide opportunities for deeper participation in the liturgy, awareness of Catholic devotions and commitment to personal prayer.*

## STRATEGIES

- 2.1 Instruct and provide opportunities for various forms of Christian prayer.
- 2.2 Offer catechesis in the use of the Sacrament of Reconciliation for ongoing conversion and spiritual growth.
- 2.3 Develop a school prayer which reflects our identity and demonstrate it in the life of the school.

## **Objective 3: Strengthen the Ability of all Faculty to Demonstrate Knowledge of the Catholic Faith**

*Provide opportunities for our faculty and staff to grow personally and become more knowledgeable in our Catholic faith.*

### **STRATEGIES**

- 3.1 Develop an in-service educational program for teachers.
- 3.2 Incorporate education of our faith into hiring of new faculty.
- 3.3 Support inclusion of gospel values across curriculum.

## **Objective 4: Assure that the Garces Memorial Environment Consistently Reflects Elements of Catholic Faith**

*Strengthen the communication of our Catholic faith to all constituents.*

### **STRATEGIES**

- 4.1 Explain essential elements of practices within the Catholic Faith.
- 4.2 Increase information of our Catholic faith and communicate to parents about the Catholic faith and practices at Garces Memorial High School.



## Curriculum Objectives & Strategies

Objective 1: Academic Success

Objective 2: Learning Environment

Objective 3: Fine Arts

Objective 4: Collaboration Period

# Objective 1: Academic Success

***Measure the effectiveness of the current curriculum in preparing students for college and the job market.***

## STRATEGIES

- 1.1 Review and/or expand current curriculum to include additional advanced courses, additional elective courses, stronger interdisciplinary connections across the curriculum and preparation for standardized college entrance tests.
- 1.2 Provide more non-traditional learning opportunities including online courses, blended learning and experiential learning opportunities.
- 1.3 Explore new ways to educate our students and implement new strategies.
- 1.4 Provide students with the skills to problem solve and think critically.

# Objective 2: Learning Environment

***Focus professional development on the merits of differentiated instruction and differentiated assessment.***

## STRATEGIES

- 2.1 Strengthen the implementation of differentiated instruction and differentiated assessment within the curriculum, instructional practices and assessment in each classroom.
- 2.2 Clearly define the Garces Memorial student population by their learning styles and challenges to strengthen the resources available to faculty. Provide instruction that is responsive to student needs.
- 2.3 Strengthen the existing communication program to foster parental understanding of student learning styles and needs to allow parents to work as partners in the learning process.



- 2.4 Nurture an environment that demands student commitment, encourages student participation and responsibility and promotes academic integrity by creating a shared school-wide vision that fosters independent thinking.
- 2.5 Students of varied learning styles and challenges will demonstrate academic success.



## Objective 3: Fine Arts

***Provide a curriculum that supports varied learning styles, so all students are able to demonstrate academic success.***

### STRATEGIES

- 3.1 Strengthen the relationship between the departments within the fine arts program.
- 3.2 Develop a choir program which focuses on different elements of music (i.e., liturgy, pop music, and performance music)
- 3.3 Create an environment for fine arts that attracts and encourages future students with an interest in fine arts to attend Garces Memorial.
- 3.4 Continue to strengthen the relationships with the local junior high schools especially our feeder schools.
- 3.5 Collaborate with the Foundation to develop a Black Box theater to enhance our fine arts program.

# Objective 4: Collaboration Period

*Review the effectiveness of the collaboration period.*

## STRATEGIES

- 4.1 Study five- exemplary Catholic High Schools to determine how they utilize their collaboration period and find ways to implement the necessary adjustments.
- 4.2 Strengthen the effectiveness of the collaboration period with how it is used by students to strengthen their academic success.
- 4.3 Clearly define the objective for the collaboration period and how to utilize that period more effectively for the success of all the students.





Objective 1: Long Term Planning

Objective 2: Foundation Planning

## **Finance Objectives & Strategies**

# Objective 1: Long Term Planning

***Create a fiscally responsible financial plan for the future of Garces Memorial.***

## STRATEGIES

- 1.1 Review the need for tuition growth.
- 1.2 Evaluate the increase or decrease in each budget each month.
- 1.3 Develop a reserve fund for capital improvements and/or financial downturn.
- 1.4 Establish a faculty and staff compensation plan and review it annually to remain competitive.
- 1.5 Develop a five-year Financial Strategic Plan to gauge the overall budget needs.

# Objective 2: Foundation Board

***Establish a strong relationship between the School Board and the Foundation Board to coordinate fundraising initiatives to ensure the longevity of Garces Memorial High School.***

## STRATEGIES

- 2.1 Clearly define the objective of the Foundation Board and its vision as it relates to the school.
- 2.2 Work in conjunction with the school principal to ensure there is alignment between the Foundation and the Garces Memorial Vision for the Future.
- 2.3 Find funding for classroom enhancements and other areas on the campus that could benefit from Foundations assistance.



- 2.4 Study five- exemplary Catholic High Schools who have lucrative Foundations to incorporate best practices for a foundation.
- 2.5 Develop a Campus Master Plan for the renovation of classrooms, building a Black Box theater and other campus enhancements.





## Facilities Objectives & Strategies

Objective 1: Develop a Campus Master Plan

Objective 2: Master Planning

Objective 3: Enhance the Interior and Exterior Aesthetics of the Campus.

# Objective 1: Develop a Campus Master Plan

*Provide resources to assist in the maintenance and improvements of all facilities.*

## STRATEGIES

- 1.1 Locate any existing Capital Master Plans and evaluate.
- 1.2 Conduct space planning studies and proposals for all buildings to evaluate space utilization to maximize space efficiencies.
- 1.3 Establish facilities needs index to provide strategic direction for longterm financial planning and fund-raising goals.
- 1.4 Compile a list of capital improvements and prioritize wants vs. needs of these improvements.
- 1.5 Obtain construction cost estimates for targeted capital improvements.

# Objective 2: Master Planning

*Create a Master Plan for the current and future maintenance of Garces Memorial.*

## STRATEGIES

- 2.1 Conduct a facilities audit which will produce a facilities index on all buildings.
- 2.2 Develop a maintenance service database or work order system.
- 2.3 Develop a five-year deferred maintenance plan that includes budgets and funding allocations.

- 2.4 Develop and implement strategies to promote and support a safe campus.
- 2.5 Identify an organizational structure that would assure the success of the capital planning.

## Objective 3: Enhance the Interior and Exterior Aesthetics of the Campus

*Maintain and enhance the current state of the campus and follow the strategic plan.*

### STRATEGIES

- 3.1 Create a comprehensive plan to address interior and exterior aesthetic needs.
- 3.2 Maintain preventive maintenance policies.
- 3.3 Develop and maintain maintenance and operational manuals.







## Marketing Objectives & Strategies

Objective 1: Branding

Objective 2: Recruiting

Objective 3: Transportation

Objective 4: Academic Excellence in  
Marketing to the Community

Objective 5: Enhance Relationships  
with Local Parishes and Feeder  
Schools

# Objective 1: Branding

***Create and maintain a consistent brand for all marketing materials which set us apart from other schools.***

## STRATEGIES

- 1.1 Establish and implement clear branding standards reflective of the school's mission, achievements and vision creating a consistent point of view in the market.
- 1.2 Develop new marketing messages and brand architecture and rigorously promote the brand in all school endeavors.

# Objective 2: Recruiting

***Increase enrollment annually by attracting more prospective families to Garces Memorial.***

## STRATEGIES

- 2.1 Create an attractive admissions folder and overall pamphlet that will attract families when they inquire about Garces Memorial.
- 2.2 Develop a financial aid pamphlet to familiarize families of financial aid opportunities at Garces Memorial.
- 2.3 Establish a parent ambassadors group that will help with the recruitment of future students and families.
- 2.4 Parent ambassadors can have small informal meetings in their homes for potential families that are interested in learning more about Garces Memorial.
- 2.5 Approach alumni who will assist in the recruitment of students and will help enhance the relationships among the local Parishes.
- 2.6 Develop and maintain an attractive website and social media platforms that are user friendly and attractive for perspective families.

## Objective 3: Transportation

*Create transportation opportunities to prospective families that live a great distance from Garces Memorial.*

### STRATEGIES

- 3.1 Provide transportation for students that wish to attend Garces Memorial.
- 3.2 Develop a car-pool program for students who need transportation to Garces Memorial.

## Objective 4: Academic Excellence in Marketing to the Community

*Strengthen and enhance the public perception and internal perception of all the services Garces Memorial has to offer their families.*

### STRATEGIES

- 4.1 Market a cutting- edge curricular, campus ministry, and athletic program to the great metropolitan region (Medical, PLTW, FFA, SAT and Prep Classes).
- 4.2 Develop a program to assist students who are struggling within an academically rigorous environment.
- 4.3 Enhance the awareness and effectiveness of the counseling department with personal counseling for college and social emotional support of our students.
- 4.4 Market small class sizes and safe environment to prospective families.

# Objective 5: Enhance Relationship with Local Parishes and Feeder Schools

*Continue to foster outreach to our parish community and feeder schools.*

## STRATEGIES

- 5.1 Enhance Garces Memorial's visibility and support of local parishes and feeder Schools (i.e. attending Masses at local parishes, setting up awareness booths, etc.)
- 5.2 Invite the local clergy and feeder schools to attend Garces Memorial events and be a part of our Catholic spiritual community.
- 5.3 Increase financial support from local parishes so students from their church can attend Garces Memorial.
- 5.4 Strengthen the relationship with the local parishes, clergy, and feeder schools to become a united team working together to send potential students to Garces Memorial.
- 5.5 Provide opportunities for students to assist local parishes by speaking at Masses to enlighten the parish community about Garces Memorial.
- 5.6 Establish times that our students can help at local feeder schools to create a more visible relationship.







Objective 1: Network Environment

Objective 2: Enhance Applications for Management Systems

Objective 3: Individual Technology

Objective 4: Students Technology Expectations

## Technology Objectives & Strategies

# Objective 1: Network Environment

*Strengthen our infrastructure to assist with technology needs.*

## STRATEGIES

- 1.1 Enhance and update network core infrastructure.
- 1.2 Enhance and upgrade user technology tools.
- 1.3 Support a build-out and expansion of technology capacities through dedicated commitment of funds from the facilities plan.
- 1.4 Sustain the Mehnga Sanghera Family Learning Center with upgrades and maintenance annually during the summer.

# Objective 2: Enhance Applications for Management Systems

*Secure our technology systems.*

## STRATEGIES

- 2.1 Upgrade data security and policies.
- 2.2 Enhance data management systems.



## Objective 3: Instructional Technology

*Provide ongoing technology support for teachers with professional development.*

### STRATEGIES

- 3.1 Align the teaching of student technology competencies with content area learning outcomes.
- 3.2 Foster a supportive environment for teachers as they study, adapt and develop meaningful instructional strategies to enhance student learning.
- 3.3 Provide professional development for teacher training for innovative ways to use technology in the classrooms.
- 3.4 Clearly identify staff and teachers' expectations for technology lessons and the requirement of technology in the classroom.

## Objective 4: Students' Technology Expectations

*Enhance the students' knowledge of moral obligations and opportunities to create innovative ways to use technology.*

### STRATEGIES

- 4.1 Develop a teaching plan for instructing students in ways of being morally responsible with the use of technology.
- 4.2 Create an internal communication device for students that allows for the progression of technology. (i.e. Video announcements, calendar of events, etc.)



## **Advancement Objectives & Strategies**

Objective 1: Alumni Involvement

Objective 2: Annual Giving

Objective 3: Public Perception

Objective 4: Long Range Capital and  
Endowment Needs



# Objective 1: Alumni Involvement

*Foster creative ways to enhance alumni support.*

## STRATEGIES

- 1.1 Create a traditional Alumni Board that has a subcommittee for the Hall of Honor.
- 1.2 Enhance the presence of alumni on campus by offering activities to entice them to return to their Alma Mater.
- 1.3 Develop the awareness that alumni need to financially support Garces Memorial for its longevity.
- 1.4 Strengthen the alumni relationship with the school and the Foundation Board.

# Objective 2: Annual Giving

*Maintain annual giving of 750,000 per year through each academic year.*

## STRATEGIES

- 2.1 Maintain the performance of the Annual Fund to gross \$300,000 each academic year.
- 2.2 Maintain special events revenue to net \$450,000 each academic year.
- 2.3 Increase alumni engagement and monetary participation.
- 2.4 Increase Foundation support in the efforts to maintain current and future needs of the school.

## Objective 3: Public Perception

*Strengthen the capabilities, effectiveness and the public perception of the Advancement Office.*

### STRATEGIES

- 3.1 Reorganize and restructure Advancement staff roles and responsibilities to utilize all employees' strengths for the success of Garces Memorial.
- 3.2 Create an environment, which provides more consistent interaction between the Advancement Office and the faculty and staff.

## Objective 4: Long Range Capital and Endowment Needs

*Provide for the long-range capital and endowment needs identified in the plan.*

### STRATEGIES

- 4.1 Conduct a Capital Campaign when the school is ready to launch the next phase of the strategic plan.
- 4.2 Further explore opportunities for corporate partnerships and for corporate and foundation grants.
- 4.3 Enhance the Planned Giving program.



## Governance Objectives & Strategies

Objective 1: Continue to foster a close relationship with the Diocese, Local Parishes and Feeder Schools

Objective 2: Leadership Expectations

Objective 3: Leadership shall serve as Faith and Instructional leaders of the school

Objective 4: Communication

Objective 5: Hire a Part Time Executive Director for the Foundation and Community Outreach\*

# Objective 1: Continue to Foster a Close Relationship with the Diocese, Local Parishes and Feeder Schools

*Maintain continued opportunities for the Catholic Community to work together.*

## STRATEGIES

- 1.1 Continue to foster great communication with the Superintendent and the other departments within the Diocese of Fresno.
- 1.2 Strengthen the relationship with the local feeder schools to attract more students to Garces Memorial.
- 1.3 Strengthen the presence at the local Parishes to enhance the relationship among the Catholic Community.

# Objective 2: Leadership Expectations

*Enhance and continue to maintain high expectations of the Garces Memorial leadership team.*

## STRATEGIES

- 2.1 Continue to disaggregate and use school wide data to enrich instruction and ensure academic excellence.
- 2.2 Incorporate the involvement of the local Priests to enhance the Catholic experience.
- 2.3 Continue to offer collaboration periods for students five days a week.
- 2.4 Study five-exemplary Catholic High schools service hour program to determine appropriate activities to enhance students' growth in their Catholic identity.

## Objective 3: Leadership Shall Serve as Faith and Instructional Leaders of the School

*Foster continued growth in educational leadership.*

### STRATEGIES

- 3.1 Strengthen the relationship with the Bishop to insure Garces Memorial is adhering to the Mission of the Diocese of Fresno.
- 3.2 Enhance professional development for the leadership team as well as the teachers as directed from the Superintendent.

## Objective 4: Communication

*Strengthen communication by the leadership teams continued work with all those invested in Garces Memorial.*

### STRATEGIES

- 4.1 Continue to enhance communication and transparency with all constituents.
- 4.2 Strengthen the relationships of the Garces School Board with other active and pertinent boards (Alumni Board, Foundation, Booster Club, Hail Mary Club and Parents Club). The School Board is the only board which gives advice to the principal.
- 4.3 Actively find creative ways to market Garces Memorial to the community to enhance admissions.



## Objective 5: Hire a Part Time Employee that Focuses on Foundation and Community Outreach (recommended by the Diocese of Fresno\*)

***Create a position that allows the principal to oversee the school and to have assistance with monetary demands.***

### STRATEGIES

- 5.1 Enhance the involvement of the Foundation with Garces Memorial.
- 5.2 Strengthen relationships with donors who can donate to the school.
- 5.3 Develop a more functional approach to the Annual Fund Drive and increase the monies brought in to the school.
- 5.4 Assist with the school fundraisers.
- 5.5 Strengthen the community perception of Garces Memorial and assist with outreach to the community.

