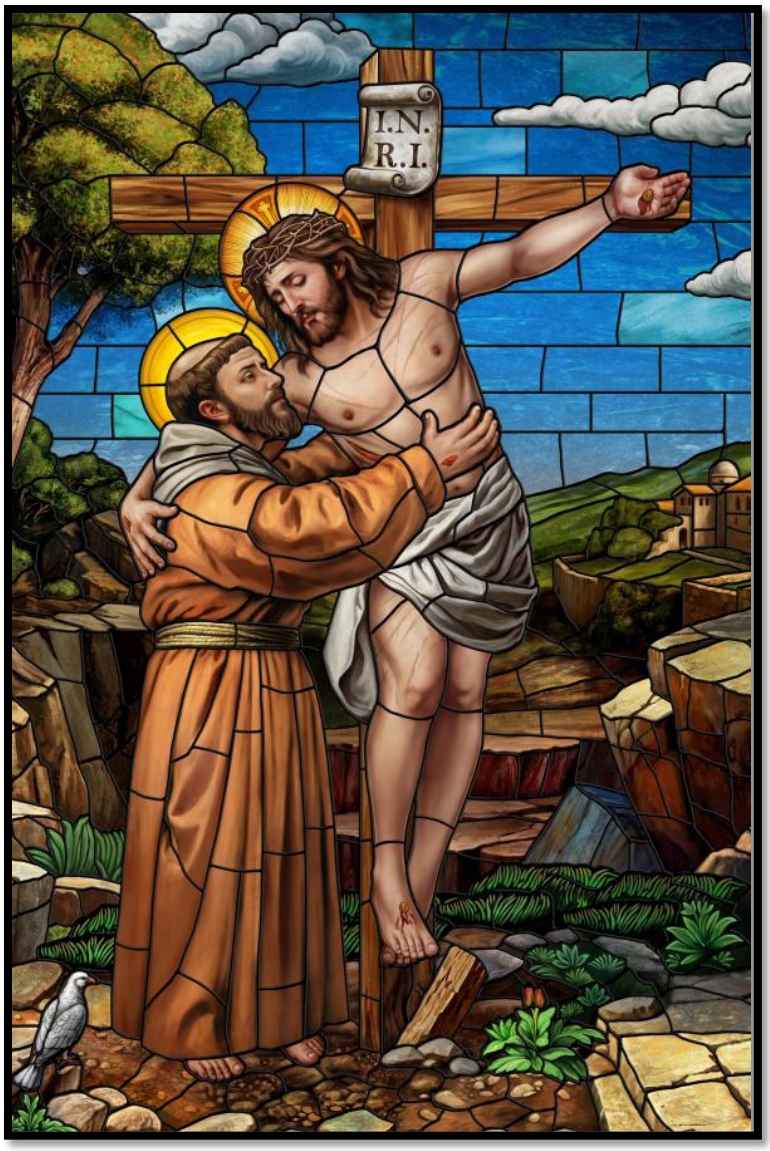
Roger Bacon 2038

STRATEGIC PLAN



“ST. FRANCIS AT THE CROSS” STAINED GLASS WINDOW
IN THE ANNE NURRE HEIDT ATRIUM CHAPEL

Foundational Documents

MISSION STATEMENT

"Rooted in the Franciscan values of holiness and learning, self-discipline and compassion, Roger Bacon is a Catholic High School which develops the hearts, minds, and bodies of its young men and women in a caring and challenging environment."

VISION STATEMENT

Roger Bacon High School will be the preeminent co-educational Catholic secondary school in Cincinnati. Built upon a solid foundation of Franciscan values, Roger Bacon will be a small, coed, diverse, fiscally responsible Franciscan high school known for rigorous academic programs and quality community service initiatives that develop self-discipline and strength of character. Roger Bacon students will be academic achievers, faith-based individuals, and leaders committed to serving their community.

SCHOOL PHILOSOPHY

The Franciscan ideal of education is "In Sanctitate et Doctrina" (In Holiness and Learning). As such, Roger Bacon guides its students and prepares them to be spiritual and faith-based individuals, academic achievers and leaders committed to service and social justice.

Dedicated to developing a sound mind in a sound body, Roger Bacon offers diverse spiritual life experiences, comprehensive academic programs, and numerous co-curricular opportunities in the fine arts and athletics.

Fostering a caring and challenging culture, Roger Bacon welcomes students of all faith traditions and invites them to actively participate in our Franciscan community.

SCHOOL OBJECTIVES

- Provide a **comprehensive academic program** that allows students to reach their greatest potential.
- Encourage and provide support to students as they discern their **post-graduation plans** whether that be college, career, or military.
- Teach students the **essential technological skills** necessary to be successful and competent in their future.

- Develop the skills of **oral and written communication** including digital literacy to promote professional and personal growth.
- Instill a **strong work ethic** through organizational skills, study habits, and effective time management.

- Develop a **lifelong relationship with God** by integrating the Franciscan values into our curriculum.

- Inspire a lifelong commitment to donating one's time, talent, and treasure towards the **betterment of the community**.

PROFILE OF A ROGER BACON GRADUATE

A graduate from Roger Bacon is educated with a comprehensive, liberal arts course of studies that enable him/her to deal successfully with the complexities and challenges of life. He/she is cosmopolitan and eclectic in outlook, Catholic in religion or at least in perspective, but with a unique, Franciscan approach to life that is humane, tolerant, service-oriented, positive, humble and joyful. In short, a Roger Bacon graduate is a good citizen and person, prepared for life at the collegiate-level or in the workforce, whose heart, mind and body development are fully integrated.



Graduating Class of 2025

Environmental Planning Assumptions

The assumptions detailed below represent the work of the Plans and Policy Committee to define the planning environment as understood in October 2025. Unless otherwise noted, information was obtained from the State of the Region Cincinnati 2025 produced by the Center for Research & Data, Cincinnati Regional Chamber (released in October 2025). The data is compared to that of 19 other American peer cities. These assumptions are reflected in the resulting strategic priority areas, goals, and short and long-term key initiatives that comprise the Strategic Plan.

I. Demographics

1. **The Cincinnati region is experiencing its strongest period of growth in at least a decade**. In 2024, the Cincinnati metro area added more than 20,000 residents and surpassed 2.3 million in total. Long-term projections suggest the region could reach 2.9 million people by 2050 with concentrated growth in the urban core and Northern Kentucky.

2. **Hamilton County is the most populous county in the region** – home to more than one third (837,359) of the region's residents. It is projected that Hamilton County will lead the way for numeric population growth.

3. Since 2020, Warren and Butler Counties have seen the highest population growth, adding over 13,000 and 9,000 residents respectively. These gains are attributed to their strategic locations along major transportation corridors and relative abundance of open land.

4. Prime working age population refers to the number of residents between the ages of 25 and 54. **Cincinnati ranks low among peer cities – 17th with 38% of the population in this age group**. Notably, the region's foreign-born population are much more likely to be in their prime working age than native-born population.

5. Overall diversity of the City of Cincinnati, Cincinnati Metro Area and the United States is as follows:

Race/Ethnicity	City of Cincinnati	Cincinnati Metro Area	United States
White	48.7%	75.7%	59.8%
Black	37.1%	11.6%	12.1%
Multiracial	9.2%	7.1%	13.2%
Hispanic/Latino (any race)	6.8%	5.0%	20.0%
Asian	2.4%	3.2%	6.3%
Other	2.5%	2.2%	8.6%

(*Source: U.S. Census Bureau 2024)*

II. Economic

1. Cincinnati, a center of the aerospace, consumer goods and commercial banking industries, had a 2023 Real GDP of $161.1 billion which ranks 11th among peer metros. **Cincinnati has the highest GDP among Ohio metros**, with an economy larger than both Columbus and Cleveland. Over the past 5 years, the Cincinnati region's Real GDP growth has been about 24% higher than the rest of Ohio, but about 17% lower than the country as a whole.

2. The Cincinnati region has seen a **2% growth in jobs since 2019**, which is slightly lower than the 2.9% job growth seen from 2018 to 2023. While the region trails Columbus slightly, it outpaces other nearby metros like Dayton, Cleveland and Pittsburgh. The data indicates that job growth is constrained by a lack of workforce.

3. **Downtown Cincinnati is the region's largest employment center** with 77,512 employees. Florence is the largest employment center in Northern Kentucky (53,139 jobs) while Mason (43,926) leads the way for the northern suburbs. The fastest growing employment centers in the region by zip code for the past five years are:

- Mason (45040)
- Cincinnati (45221)
- Lebanon (45036)
- West Chester (45069)
- Loveland (45140)
- Fairfield (45014)

4. Since the beginning of 2023, the national, state and local unemployment rates have all risen slightly. **Locally, the rate went from 3.7% in January 2023 to 4.8% in June 2025 – higher than the national rate**. Unemployment rates in the Cincinnati region have been consistently lower than the rest of Ohio.

5. The largest employers in the region reflect the strong presence of health care:

Rank	Company	Location	Total Local Employees
1	Cincinnati Children's Hospital	Corryville	19,568
2	TriHealth	Walnut Hills	12,831
3	University of Cincinnati	CUF	11,470
4	St. Elizabeth Healthcare	Edgewood	11,147
5	Procter & Gamble	Downtown Cincinnati	11,000
6	UC Health	Avondale	10,470
7	Mercy Health	Blue Ash	10,000
8	GE Aerospace	Evendale	9,000
	Kroger	Downtown Cincinnati	
10	Cincinnati Public Schools	Corryville	7,100

(*Source: Cincinnati Business Courier 2024)*

6. The fastest growing industries are aerospace, advanced manufacturing and healthcare. With the addition of *GE Aerospace*, the Cincinnati region has **eight companies in the Fortune 500** – up from five in 2023.

7. The **median household income in the Cincinnati region in 2024 was $81,489 per year** – up from approximately $75,000 the previous year. **Income disparities** between the 4 Ohio counties that are primary sources of students remain significant. Warren County has a median household income of $111,952 – the third wealthiest county in Ohio. By contrast, Clermont County ($87,952), Butler County ($80,423), and Hamilton County ($72,728) are all significantly lower.
(*Source: US Census Bureau 2024)*

8. The median Black household in Cincinnati has an income of $51,944. The median White household has an income of $88,283.
(*Source: 2024 American Community Survey)*

9. The **child poverty rate in the Cincinnati region in 2024 was 14.9%** - an increase from 13.6% in 2023. There are wide disparities within the region, ranging from 18.7% in Hamilton County and 17.8% in Butler County to 7.7% in both Warren and Clermont Counties.
(*Source: US Census Bureau 2024)*

10. Severe housing cost burden refers to the percentage of renters who spend 50% or more of their income on housing. Cincinnati ranks 18th out of 20 peer metros in housing affordability, with the **3rd highest percentage (24.8%) of families devoting more than 50% of their income to housing**.
(*Source: US Census Bureau 2024)*

11. Cincinnati has clear advantages in population size and growth, overall economic scale, and concentrations of corporate management and finance jobs. However, the economy is large but slow-growing, with weak housing indicators pointing to supply and affordability challenges. The share of prime working-age residents and overall educational attainment are respectable, but not top-tier, underscoring the need for stronger workforce and talent strategies.

III. Catholic Education

1. **Average household income for 2024 in the primary market from which Roger Bacon draws students is approximately $81,700 – an increase of 16.7% over 2020 levels.** Given the projected 2025/26 price of full tuition for one student and the availability of income-based vouchers**, the price of tuition is no longer seen as a barrier for a student desiring to attend Roger Bacon.** The universal income-based vouchers, which became available to all Ohio residents starting in the 2023/24 school year, increases the affordability for all families in Ohio.

2. Data from the Archdiocese of Cincinnati indicates that the cost of tuition has increased 25% at coed schools, 23% at all male schools and 19% at all female schools from 2019/20 to 2024/25. Over the same time, **Roger Bacon saw an increase in tuition and fees of $1,900 or 20% - significantly lower than the average for coed schools and all-male schools**. The pace of tuition/fee increases over this time has outpaced the increase in the average household income (16.7%). **Increases in cost of tuition are anticipated to continue to outpace increases in average household income**. However, with the advent of a universal income-based voucher program, the percentage of families able to afford the cost of educating students at both the Catholic elementary and high school-levels has increased.
(Source: 2024-2025 Superintendent's Report; Tuition + Fees and Enrollment: 6-year Trend Comparisons – Archdiocese of Cincinnati)

3. Demographic study of the primary market (central/northern Cincinnati) and an emerging market (west side Cincinnati) suggests the presence of high-school aged children will remain relatively consistent over the coming 5 to 10 year period. Yet, **the emerging market area is less diverse than the primary market**. Therefore, if contribution to total enrollment increases from the emerging market, then overall diversity of the student body may be decreased. In addition, new considerations may emerge in order to maintain positive relationships with the traditional partner schools within the primary market.
(Source: CSM/Mission Insite Demographic Study Conducted March 2021; 2024-2025 Superintendent's Report, Archdiocese of Cincinnati)

4. There was an overall increase in attendance at area Catholic high schools for the 2025/26 school year. **Increases were highest in Cincinnati-based Coed schools** which saw an increase of 369 students over a five-year period (2021/22 to 2025/26). During this time, attendance at all-male schools remained relatively stagnant (increase of 75) while four all-female schools (Ursuline Academy; St. Ursula Academy; Mercy McAuley, and Mount Notre Dame) saw a loss of 186 students. Only Seton had an increase of students during this time period. **The enrollment decline in Catholic schools K-12 has been reversed in large part to the expanded voucher program**. During the 2025/26 school year, 89% of the Roger Bacon student body attended a Catholic elementary school. These conditions reinforce the necessity of expanded outreach to target new Catholic feeder schools. **There has not been a need to expand outreach to public-school students**.
(Source: High School Comparison 2025-2026 Opening Day Numbers – Archdiocese of Cincinnati)

5. In an extremely competitive school market, Roger Bacon has the distinction of being one of only six co-educational schools (De Paul Cristo Rey, Purcell Marian, Summit Country Day, Badin and McNicholas). In order for Roger Bacon to position itself as the co-ed school of choice, additional differentiators are needed to ensure continued market share. **The Assisi Scholar Program has become the largest single differentiator for the school.** The combination of academics and measurable outcomes (i.e., college scholarships, college credits earned, ACT scores) coupled with the Franciscan charism of a pilgrimage to Italy have been extremely attractive to high performing students. Maintaining a "small size" – and the additional opportunities available with that size - is equally important. **In contrast, tuition and fees have become less of a discriminator given the accessibility of income-based vouchers.**

6. Roger Bacon enrollment data for current classes suggests **greater competition for Roger Bacon to attract male students** for enrollment despite a greater number of high school options for females (5 all-girl schools and four co-ed schools). **For the 2025/26 school year October Week Count, there are 304 females (53%) and 266 males (47%).** Male schools generally have more resources to use to offset tuition differences between them and Roger Bacon. Understanding of the factors influencing the decision-making process for males and females should be considered in programs for marketing in addition to academic and student programming.

Students	Grade 9	Grade 10	Grade 11	Grade 12	Total
In-State					
Boys	53	79	65	67	264
Girls	87	75	74	61	297
Out-of-State					
Boys	0	2	0	0	2
Girls	4	3	0	0	7
Total	144	159	139	128	570

(Source: 2025/26 October Count Week Report)

7. Several challenges in the near-term include:

- Expanding to 580 students but maintaining the **small school feel and experience**
- Maintaining **diversity**
- Attracting **higher performing students**
- **Increasing market share** (especially in emerging markets) when competitor schools, especially those struggling, "figure it out"

IV. FINANCIAL

1. The Roger Bacon tuition gap is approximately $1,060 per student. Even with the advent of universal vouchers and 100% participation by Roger Bacon students, it is anticipated that there will be **no significant changes in the average tuition gap over the next 5 years – primarily due to increased personnel costs (i.e., salary and benefits)**.

2. Salaries and benefits represent approximately 65% to 70% of all expenses. Based on an annual analysis prepared by the Treasurer, **Roger Bacon's salary scale is competitive with other Catholic high schools in the Archdiocese of Cincinnati**. Reasonable increases in tuition of 3.0% are dependent upon controlling salaries. General wage inflation will impact the extent of tuition increases. More importantly, **increases in benefits – especially health care – will continue to be a significant driver in tuition increases**.

3. Roger Bacon does not have issues hiring or retaining qualified teachers based on historical turnover rates; however**, the challenge is increasing**. Teacher shortages have become a critical issue across the United States. According to a June 2025 analysis by the *Learning Policy Institute*, nearly 13% (1 in 8) of teaching positions in the United States are either unfilled or filled by individuals not fully certified for their teaching positions. Teacher shortages are particularly acute in three areas: special education, science and math. Teacher shortages stem from two main factors – fewer people entering the profession and high rates of attrition. Attrition comprises about 90% of annual teacher demand. Less than one fifth of teachers leaving the profession are retiring. Primary reasons for leaving are a lack of adequate compensation or dissatisfaction with teaching or their specific position.
(Source: Learning Policy Institute Fact Sheet: An Overview of Teacher Shortages, July 16, 2025)

4. Government funding for the 2025-2026 school year totaled approximately $4.8 million (Ed Choice - $3.8 million; Jon Peterson - $526K, and Aux funds - $490K). **For SY 2025/26, all students receive Ed Choice or Jon Peterson funds**. The implementation of universal income-based vouchers has dramatically increased the reliance of both Roger Bacon and its families on these "scholarship" programs. These programs are funded through the State of Ohio Department of Education and are not guaranteed in the future. **Elimination or significant changes to the programs pose significant financial exposure for Roger Bacon**. Additionally, given economic and household income forecasts, many families will be reliant on academic scholarships, government funding, and other resources to continue attending Catholic high schools.

V. GENERAL/PROGRAMMATIC

1. Roger Bacon will continue to be:
   - **Catholic**;
   - Rooted in **Franciscan values**, teachings, and traditions;
   - Focused on providing **quality academics**, a strong commitment to **community service**, competitive athletic programs, a wide range of extracurricular opportunities, and an emphasis on spiritual and social development;
   - **Small** yet able to serve a **diverse student body**, with a variety of educational needs and financial requirements, which desires an **inclusive, safe and nurturing environment**.

2. Roger Bacon will continue to operate in a **highly competitive market**. While the impact of income-based vouchers is unknown in respect to the number of students in Catholic elementary schools, an intensely competitive environment with other Catholic high schools that generally possess more resources for recruitment and financial aid will continue.

3. Roger Bacon will continue to **attract and retain qualified and dedicated staff and faculty** provided an ongoing commitment is made to ensuring a supportive educational environment, a competitive salary and benefits package, and quality professional development.

4. Roger Bacon will continue to pursue the presence of **Franciscan friars on staff**. Since the Franciscan provinces have merged and moved headquarters to Atlanta, Georgia, Roger Bacon will maintain continual contact with Our Lady of Guadalupe Province leadership to both attract and retain Franciscan friars as faculty /staff members. **Their presence at Roger Bacon is a distinguishing aspect of our charism** and differentiates Roger Bacon from other Catholic high schools in the Cincinnati area.



Assisi Scholars on Mount Penna at the Franciscan Sanctuary, La Verna (2025)

Policy Statement on Growth

Grounded in our Catholic faith and the Franciscan charism that defines our identity, Roger Bacon High School embraces strategic growth as a faithful expression of mission and a disciplined pathway to market leadership. In a competitive and evolving educational landscape, **we will not grow for growth's sake, but to amplify impact** - elevating academic excellence, strengthening student formation, expanding opportunity, and securing long-term sustainability. By aligning Catholic Franciscan tradition with innovation, measurable outcomes, and operational excellence, Roger Bacon High School will position itself as the region's premier coed Catholic high school - **distinctive in faith, confident in competitiveness, and unwavering in its commitment to forming servant leaders for generations to come**.

Rooted in our Catholic faith and animated by the Franciscan tradition, Roger Bacon High School stands at a pivotal moment - called **not simply to sustain its legacy, but to strengthen and advance it**. Faithfulness to mission requires more than preservation; it demands **courage, clarity, and strategic intent**.

In today's competitive educational environment, Catholic schools must distinguish themselves through both spiritual formation and measurable excellence. Roger Bacon High School will respond by pursuing **purposeful growth** that:

- **Enhances academic rigor**
- **Expands student opportunity**
- **Strengthens enrollment vitality**
- **Advances facilities and programming**
- **Ensures long-term financial stewardship**

Inspired by the humility, joy, and servant leadership modeled by St. Francis, we seek to form graduates who lead with integrity, compassion, and courage. We do not pursue expansion for its own sake. We pursue strategic growth so that our **impact deepens, our influence widens, and our ability to form young men and women of faith endures for generations**.

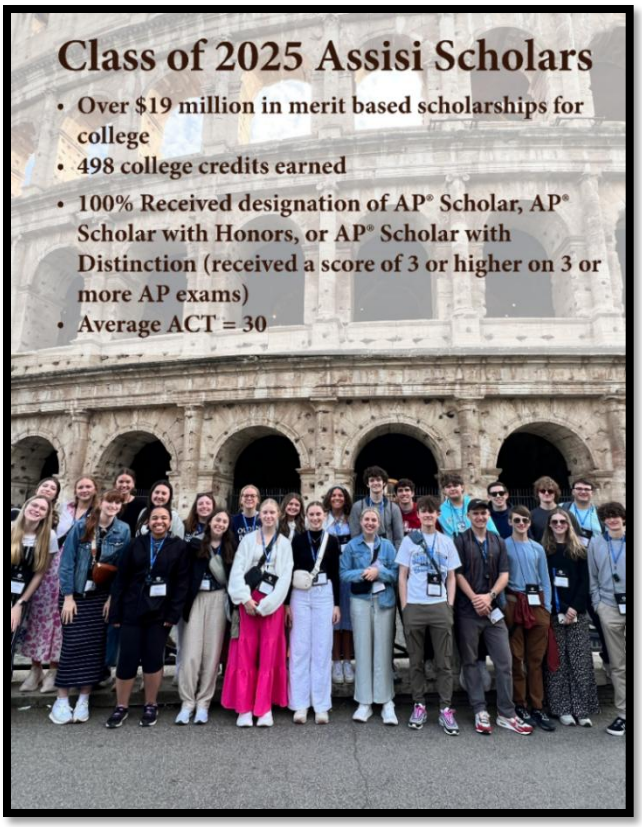
Through **disciplined stewardship and bold vision**, Roger Bacon High School commits to becoming **not merely larger, but stronger, more competitive, and unequivocally market-leading in its expression of Franciscan excellence**.

Strategic Priority Areas

Roger Bacon High School is in a unique position in its history. At the conclusion of a substantial campus renovation that is laying the groundwork for the next century, we can focus our strategic attention on our students' educational experience and spiritual development, Roger Bacon's long-term sustainability and athletics. To that end, the Strategic Plan focuses on four priority areas:

- **Catholic Franciscan Identity**
- **Educational Experience**
- **Operational Sustainability**
- **Athletics**

Objectives of each strategic priority area will be identified as either short-term (less than 5 years) or long-term (5 years +)



"That, by the help of my works, others may go forward to greater things."

- Friar Roger Bacon

Catholic Franciscan Experience

Franciscan education is committed to the development of the "whole person." Our goal is to instill in our students the skills necessary for a lifetime of learning, giving them an appreciation for others and those less fortunate and developing in them a personal relationship with Jesus Christ. As a Franciscan high school, we are called to permeate our society with Gospel vales. We are to be instruments of change and heralds of peace in a broken world, reaching out to all people, especially the poor and marginalized, through service, reconciliation and healing. Roger Bacon is committed to creating an environment in which religious faith is valued and nourished – where community service is fostered and individual and group expressions of Franciscan values are encouraged.

Goal 1: Promote Community Service

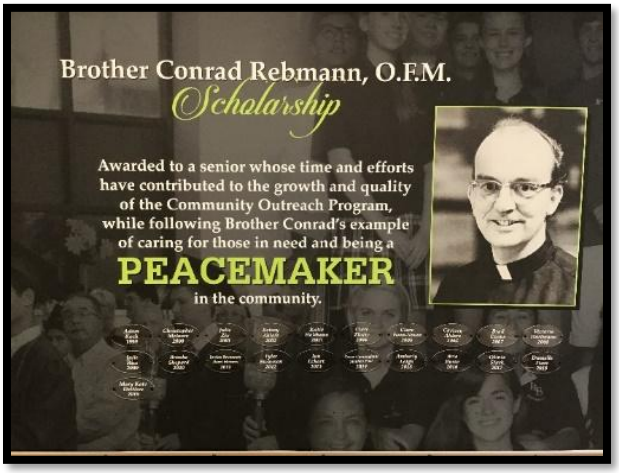
Community service develops social responsibility, provides an appreciation of cultural diversity and a broader dense of "community," and advances personal growth and value development.

Short-Term Objectives:

- Provide the Spiritual Life Student Team (SLST) with **expanded student leadership development**, including team building, theological reflection, organization, communication, inspiration and motivation.
- Promote **service-learning opportunities** in the curriculum centered on our Franciscan values.
- Ensure the Ohio Catholic School Accrediting Association Catholic Identity Goal **incorporates Franciscan values**.
- Expand and **endow mission trip** experiences to more foreign and domestic locations.

Long-Term Objectives:

- **Enhance community outreach opportunities** to support Franciscan charism, specifically class-wide service opportunities within the framework of the school day.
- **Endow opportunities for retreats** (i.e., Kairos, J.O.Y. etc.)



Goal 2: Increase Community Partnerships

Sharing our Franciscan charism with outside organizations, to include grade schools, other high schools and colleges, provides opportunities for our students to experience and interact with others within the framework of our Catholic, Franciscan education.

Short-Term Objectives:

- **Support and expand Catholic elementary school academic initiatives** to improve access to a Franciscan education; specifically: accelerated reading program for 3rd grade students; high school math classes for 8th grade students, and mentoring/tutoring.

- Provide **ongoing formation for Roger Bacon/Our Lady of the Angels alumni** in printed publications, digital and events that would deepen the wisdom and application of our Franciscan charism in their working and retirement lifestyle.

- **Collaborate with local charities and nonprofits** that serve those in need, providing students opportunities to practice service, compassion, and humility in real-world settings.

Long-Term Objectives:

- **Partner with Franciscan universities** (i.e., St. Bonaventure University, Siena University, Marian University, St. Francis University, Franciscan University of Steubenville, etc.) to promote lifelong Franciscan educational opportunities.

- Develop a relationship with Franciscan high schools to **share best practices and our mutual Franciscan charism**.

- **Support parish and faith-based programs**, such as liturgies, retreats, and service projects that deepen students' spiritual lives.



Siena University

Educational Experience

A dynamic academic experience engages students through hands-on learning, problem-solving, and real-world applications of classroom concepts. Students participate in projects, research, experiments, and collaborative challenges that deepen understanding and foster critical thinking. These experiences inspire curiosity, enhance mastery of subjects, and prepare students for higher education and future careers.

Goal 3: Expand Classroom Educational Opportunities

A dynamic educational experience immerses students in learning that is interactive, engaging, and connected to real-world applications. Rather than simply listening to lectures, students actively explore concepts through hands-on projects, collaborative problem-solving, and creative expression. These experiences encourage curiosity, critical thinking, and teamwork.

Short-Term Objectives:

- **Expand the use of College Credit Plus classes** (dual-enrollment courses that allow Ohio students in grades 7-12 to earn both high school and college credit simultaneously by taking courses through an Ohio college or university).
- Explore additional **Advanced Placement (AP®) and/or dual enrollment courses** to enhance curriculum options.
- Apply **project-based learning and research projects** across the curriculum.
- Ensure the **variety of course offerings** provide students with more relevant choices and opportunities for real-world application.

Long-Term Objectives:

- Utilize collaborations with students from other schools or countries to **increase global and cultural awareness**.
- Utilize **guest speakers** to bring firsthand knowledge and professional experience to topics that connect classroom lessons to real-world applications.



Guest Speakers in the entrepreneurship class (2025)

Goal 4: Enhance College Readiness of Students

Strengthening college readiness initiatives equips students with the academic, social and personal competencies necessary to succeed in postsecondary education and beyond. Prioritizing college readiness fosters a culture of high expectations, continuous learning and long-term student success.

Short-Term Objectives:

- Renovate and reorganize spaces used by the counselors, intervention specialists and the nurse to provide effective and efficient student support services.
- Ensure the **curriculum in core subjects is aligned with college-level standards and expectations** from instruction through assessment.
- Increase enrollment in **dual-credit and College Credit Plus courses**.
- Prepare a **personalized college and career plan**, developed with a counselor, for each student that is revisited annually and provides **individualized guidance** on postsecondary options, admissions and financial aid.
- **Engage student and families in the application processes**, FASFA completion and scholarship searches.
- **Assist with applications, essays and financial aid submissions** to reduce barriers to college access and increase acceptances to colleges of choice.
- Offer **field trips to college campuses** and invite guest speakers from higher education institutions to meet with interested students.

Long-Term Objectives:

- Form **partnerships with local universities and businesses** to provide dual credit opportunities, mentoring, and exposure opportunities.
- **Connect current students with graduates** who have successfully transitioned to college to share experiences and create a powerful cycle of aspiration and support.





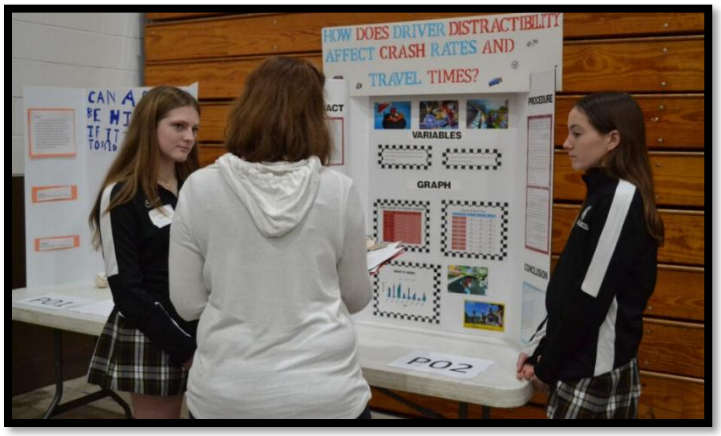
Class of 2025

Goal 5: Integrate Cutting-Edge Technology

Integration and use of cutting-edge technology are a strong part of Roger Bacon's heritage, tracing roots all the way back to Friar Roger Bacon, a noted medieval scientist. Roger Bacon is committed to ensuring technology supports effective instruction and contributes to critical thinking, problem-solving and the learning process.

Short-Term Objectives:

- Create a **dedicated STEM Room** which incorporates robotics and other STEM offerings.
- Offer **hands-on projects, experiments, and competitions** to spark interest in science, technology, engineering and mathematics.
- Provide students with opportunities to tackle **real-world challenges using scientific and mathematical reasoning**.
- **Renovate science labs** to meet 21st century challenges in Biology, Chemistry and Physics.



Roger Bacon Science Fair (2024)

Long-Term Objectives:

- Provide opportunities for **internships, field experiences, and partnerships** with businesses, universities, and community organizations.
- Expand courses offerings to reflect **current and anticipated trends in STEM fields, business, trades**, etc.
- Develop tools to **evaluate the advantages and disadvantages of technology** in regards to student learning, engagement, college/career readiness, teacher effectiveness and recruiting/marketing.

Goal 6: Expand Fine Arts Offerings

Expanding our fine arts program gives students the chance to explore creativity, express themselves, and develop critical thinking skills. Participation in music, theater, visual arts, and dance builds confidence, teamwork, and communication abilities, while also supporting academic achievement and emotional well-being. Exposure to diverse cultures and ideas fosters empathy and global awareness, and the skills gained in the arts—creativity, discipline, collaboration, and leadership—prepare students for success in higher education and future careers.

Short-Term Objectives:

- Design and create a **state-of-the-art multimedia production space** that supports student learning in digital media, video production, and other creative technologies.

- Expand and **strengthen the school choir program** by increasing student participation, offering diverse repertoire, providing performance opportunities both on and off campus, and fostering musical excellence, teamwork, and confidence among all members.



- Host events that **highlight student work and creativity**, building confidence and community support for the arts program.

- Increase opportunities for Roger Bacon students to **perform and/or exhibit their artwork on the local, regional, national and international levels**.

Long-Term Objectives:

- Develop Fine Arts classes which **develop skllls transferrable to jobs and careers**.

- Partner with local artists, theaters, galleries, and cultural organizations to provide **mentorship, workshops, and performance opportunities**.

- **Integrate arts across the curriculum** by encouraging interdisciplinary projects that combine fine arts with subjects like history, literature, STEM, and social studies.

- **Upgrade classrooms, studios, rehearsal spaces, and equipment** to support a wider variety of artistic activities.

- Pursue **grants, donations, and fundraising initiatives** specifically targeted at expanding fine arts opportunities.

Goal 7: Broaden Student Educational Enrichment Opportunities

Roger Bacon has a strong history of educational exposure in our community. We will broaden student educational enrichment opportunities by providing diverse, engaging, and meaningful experiences beyond the traditional classroom, including academic programs, arts and culture, service learning, leadership development, and real-world experiences that foster intellectual growth, creativity, and lifelong curiosity.

Short-Term Objectives:

- **Introduce mentor efforts and internship** with local professionals and alum in the medical, law, business, financial and government fields.

- **Increase experiential learning** through field trips, outdoor education, and hands-on projects that connect learning to the real world.

- Provide **leadership & personal growth opportunities** through student government, peer mentoring, public speaking workshops, and off-campus leadership opportunities (i.e., *Leadership Cincinnati Youth*, *HOBY Youth Leadership Program*, *West Point Society of Cincinnati Annual Leadership & Ethics Seminar*, *American Red Cross Leadership Development Camp*, etc.).

- Expand student opportunities to participate in **summer programs on college campuses** that give students the opportunity to experience college-level academics, explore potential careers and participate in hands-on projects.

Long-Term Objective:

- Create **partnerships** with local businesses and universities (i.e., The University of Cincinnati Center for Robotics Research; Northern Kentucky University Center for Integrative Natural Science & Mathematics)



Harper Mucillo '28 (right) attends Stanford University's Summer Intensive Law & Trial Program (2025)

Goal 8: Attract, Develop, & Retain Exceptional Faculty and Staff

Roger Bacon High School is committed to recruiting, developing, and retaining the finest faculty members to teach and challenge our students, including the continued presence of Franciscan friars on staff. Faculty and staff development programs and continuing education will be utilized to keep our employees on the leading edge of educational methods and approaches. We will work to ensure that salary and benefits are attractive and competitive.

Short-Term Objectives:

- Offer **salaries and benefits that are competitive within the region**, including health insurance, retirement plans, and professional development stipends.
- Promote a **supportive, collaborative, and mission-driven environment** where faculty/staff feel valued and inspired.
- Showcase **effective school leadership**, clear expectations, and administrative support that allows teachers to focus on teaching.
- **Highlight faculty/staff achievements publicly** through awards, newsletters, and school events to show value and appreciation.
- Emphasize the **school's unique mission, culture, and impact on students**, appealing to faculty/staff seeking meaningful work.
- Foster an understanding and interest among the friars in the Province of Our Lady of Guadalupe of the **unique and attractive opportunities assignment at Roger Bacon provide**.



Joseph Kneip Award Winners

Long-Term Objectives:

- **Diversify the demographic profile of the faculty/staff** as positions become available.
- **Partner with teacher training programs, alumni, and professional networks** to ensure a steady stream of qualified candidates.
- Develop **pathways for teacher leadership and succession** to sustain excellence and continuity in education.

Operational Sustainability

At Roger Bacon, sustaining our operational vitality is central to accomplishing our goals in education, programs, and facilities. Roger Bacon provides an exceptional educational experience and strives to continuously improve efforts for young men and women that we serve. Through prudent fiscal management, increased Endowment, effective governance and leadership, a stable student body, a strong marketing program, and an inspired charitable culture, Roger Bacon will be prepared for the future ahead of us. Roger Bacon will continue to position itself operationally to be affordable for the majority of families seeking a Catholic, Franciscan education, with or without state or federal assistance.

Goal 9: Increase the Endowment Fund

The Endowment Fund provides vital funding to Roger Bacon which covers operational expenses, support for student programs, and financial aid. Increasing the Endowment Fund is a vital part of prudent fiscal management and key to the long-term financial viability of the school.

Short-Term Objectives:

- **Grow the Endowment Fund to $20 million by the year 2028** so that increases to the cost of tuition can be minimized and yearly draws cover both financial assistance and cost of living increases.
- **Increase endowed scholarships** to enhance the ability of students to attend Roger Bacon High School and minimize vulnerabilities associated with federal/state funding.
- Emphasize **estate giving and planning** as a key component to increase giving to the Endowment.



Tom and Don Speed Memorial Scholarship Winners (2025)

Long-Term Objectives:

- **Increase the Endowment Fund to $30 million by the year 2038 with an ultimate goal of $44 million** to ensure Roger Bacon can operate independently of government funding.
- Increase enrollment in the **Fr. Andrew Fox Society** to ensure a strong pipeline of planned giving investment in the Endowment Fund.

Goal 10: Ensure Strong Governance and Leadership

As Roger Bacon moves into the future, a strong governance model is essential to ensure continued sustainability and viability. The merger of the Franciscan provinces and relocation of provincial headquarters outside the Cincinnati area highlights the need for a strong organizational structure – both at the Board of Directors and school levels.

Short-Term Objectives:

- Monitor and explore opportunities and challenges presented to Roger Bacon for **collaboration with other Franciscan ministries** as a result of the merging of Provinces.

- **Enhance cooperation between Roger Bacon and the Friars Club** to best utilize the resources of each organization in support of their shared missions.

Long-Term Objectives:

- Maintain **effective lines of communications** between all three levels of governance (i.e., Province/Board of Directors/School Administration).

- Continue **effective professional development** centered on the efficient execution of governance responsibilities.

- Maintain **close collaboration with the Archdiocese of Cincinnati**, especially through the Catholic Schools Office.



Celebrating Grandparents' Day with President Steve Schad, Archbishop Casey, Principal Tim McCoy and Superintendent Matt Daniels (2025)

Goal 11: Stabilize the Student Population

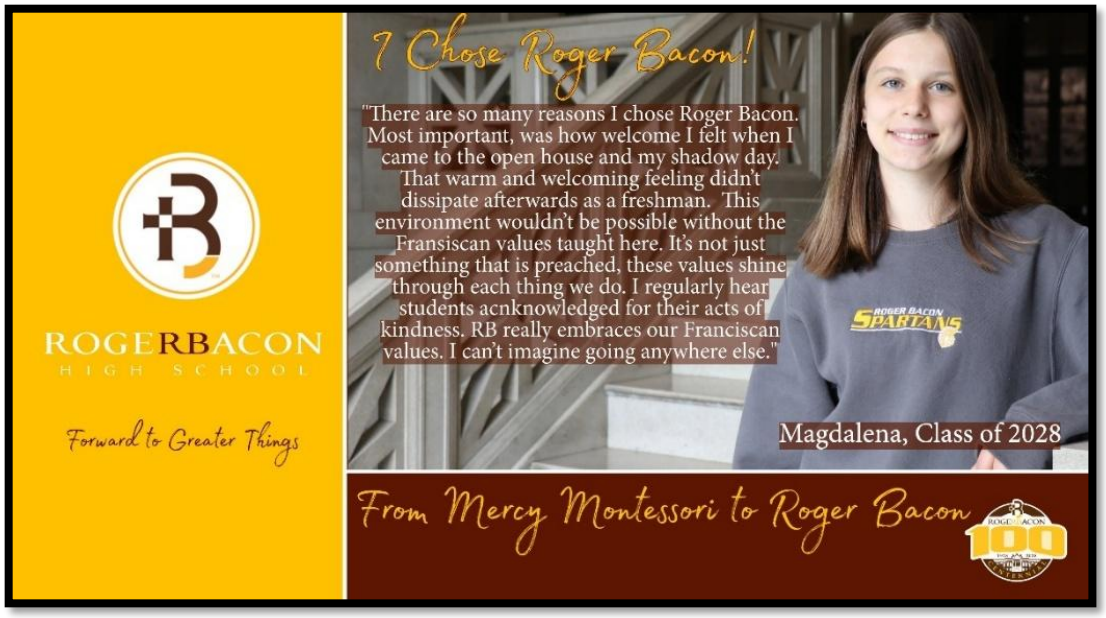
Roger Bacon will strive to find and attract new families to enhance our overall student body and support our mission. The new talents and interests of these students will lead to an increasingly diverse and vibrant community as the school grows to its full potential. The enhanced ongoing efforts in the areas of marketing and student retention are interrelated and are critical to our success.

Short-Term Objectives:

- Maintain enrollment at the **570 – 590 level**.
- Ensure **traditional feeder schools** are emphasized in enrollment and recruiting efforts.
- Develop **aggressive and innovative marketing strategies** to ensure our message is promulgated efficiently and effectively.
- Lead in the use of **social media** to reach prospective students, to include an **innovative and informative website** which highlights our values and the advantages of a Franciscan education.

Long-Term Objective:

- **Expand the "reach" of Roger Bacon** into schools and geographic areas outside our traditional base.



Targeted recruiting postcard (2024)

Goal 12: Engage Stakeholders, Alumni and Past Parents

Engaging stakeholders, alumni, and past parents strengthens our school community, fosters lasting pride, and ensures that decisions reflect shared values. By tapping into their experience and insights, we can improve programs, campus planning, and student opportunities, while also creating mentorship, networking, and support systems for current students. Engaging our broader community not only builds trust and collaboration but also provides valuable resources that help the school grow and thrive for generations to come.

Short-Term Objectives:

- Seize opportunities to **honor our 100th anniversary** to promote the history of Roger Bacon, its successes through the years, and our plans for its future. Roger Bacon's 100th Anniversary Celebration in 2028 and events leading up to this milestone will provide unique opportunities for commemorative activities.

- **Host and/or support virtual or in-person alumni events** (i.e., reunions, luncheons, etc.) to foster relationships, gather insights, and inspire ongoing support for the school.

- Use **online platforms and social media** to keep alumni informed, celebrate milestones, and create opportunities to give conveniently.

- Provide **opportunities for alumni to fund scholarships**, classrooms or programs in honor of themselves, their families or teachers who inspired them.

- Create **small groups of alumni donor**s who commit to giving together, fostering camaraderie and collective impact.

- Focus fundraising efforts and outreach on current and recent parents.

Long-Term Objectives:

- **Systematically identify and update contact information for alumni** using school records, social media, "class leaders," and community connections to create a reliable database to support engagement and fundraising initiatives.

- Maintain **effective relationships with the Alumni Association** to leverage their time, expertise and feedback to support the school's programs and initiatives.



First Friday Mass (2025)

Athletics

Athletics play a crucial role in high school education and student development, going far beyond just winning games. They serve as a meaningful extension of the overall educational experience, fostering physical, academic, social, and emotional growth. High school athletics serve as a powerful magnet for attracting quality students while significantly enhancing overall school culture. They create a vibrant, connected community that draws motivated families and fosters pride, belonging, and positive behaviors across the student body. Participation in high school sports correlates with higher rates of college attendance, better academic outcomes that strengthen applications, and for talented athletes — a substantial edge via athletic recruitment at many institutions.

Goal 13: Upgrade Athletic Facilities

Modern and updated athletic facilities improve athlete safety and performance, student and athlete development, recruitment and retention, community pride and engagement, equity and accessibility, long-term cost efficiency and Academic and institutional reputation. Strong athletic programs supported by quality facilities can boost a school's visibility, morale, and overall reputation, benefiting academics and enrollment as well.

Short-Term Objectives:

- Replace **bleachers** in the Fogarty Center gymnasium.
- Partner with the City of St. Bernard and St. Bernard / Elmwood Place School District for an **all-weather track at Ross Park**.
- **Renovate Bron Bacevich Memorial Stadium** to include:
  - New locker rooms and restroom facilities
  - Enhanced seating options to include alumni decks
  - New press box with enhanced sound system
  - Interactive scoreboard
  - Athletic training room
  - Honor Wall for individual/team recognition
  - LED stadium lighting

Long-Term Objectives:

- **Enclose the current practice field** to provide a year-round facility**.**
- Develop **relationships with adjacent land owners** for potential future partnerships or land/property acquisitions.

Goal 14: Reinvigorate the Athletic Experience

By creating safe and inspiring programs that promote student engagement, physical and mental well-being, academic accountability and character development, the athletic experience for the entire school community will be improved. Through modern resources, dedicated coaching, and strong community partnerships, we aim to provide meaningful opportunities for all students to participate, lead and grow.

Short-Term Objectives:

- Hire a full-time ***Athletic Performance Coach*** to teach during the school day.
- Formalize the **coach hiring and evaluation process.**
- Create an **improved, competitive pay structure** for the coaching staff.
- Create a **Roger Bacon Sports Network (RBSN)** in conjunction with a new elective course for students titled *Sports Media and Production*.
- **Formalize the recruiting process** and establish roles for coaches, athletic administrators, and the Admissions Department.
- **Reinvigorate parent involvement** with the reestablishment of an effective and highly involved Athletic Booster organization.

Long-Term Objective:

- **Revisit our league affiliation and opponent scheduling**.



2024 State Champions



"Forward to greater things...."