

A STRATEGIC PLAN
FOR THE 100TH
ANNIVERSARY
AND BEYOND

MARCHING FORWARD



ROGER BACON 2028



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.



THE PROJECT

Roger Bacon High School is in a unique position in its history. On the heels of a substantial campus renovation, we can focus our strategic attention on our students' educational experience and outcomes and on Roger Bacon's long-term sustainability. With input from various stakeholders, the Administration and the Board of Directors diligently completed a strategic plan, creating a roadmap of success for the next five to ten years and beyond. This plan, like everything we do, is student-centric and will move us forward in four main areas:

- **Catholic Franciscan Identity**
- **Educational Experience**
- **Operational Sustainability**
- **Campus Optimization**

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

CATHOLIC FRANCISCAN IDENTITY

Franciscan education is committed to the development of the "whole person." Our goal 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 values. 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.

GOALS

PROMOTE COMMUNITY SERVICE

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

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.





EDUCATIONAL EXPERIENCE

Today's dynamic educational environment requires that we continually benchmark our progress to ensure inclusion of current best practices in education. The educational curriculum and how it progresses through each grade will be our focus. To further the development of the whole student, we will expand our capabilities in the following areas: skilled-based curriculum with common assessments, integration of cutting-edge technology, expanded Fine Arts offerings and expanded student opportunities. Recruitment, development, and retention of exceptional faculty who are passionate to educate students will be a core tactic.

GOALS

CREATE CURRICULUM ALIGNMENT AND PROGRAM COHESION

- Curriculum maps will be skill-centered with an emphasis on specific skill acquisition and demonstration on high stakes tests.

INCREASE INTEGRATION OF CUTTING-EDGE TECHNOLOGY

- Roger Bacon is committed to ensuring technology supports effective instruction and contributes to critical thinking, problem-solving and the learning process.

EXPAND FINE ARTS OFFERINGS

- Roger Bacon High School will become a leader in Fine Arts and provide an opportunity for our student community to "grow through creativity."

BROADEN STUDENT EDUCATIONAL ENRICHMENT OPPORTUNITIES

- We will formalize our external partnership programs while designing ways to recognize and celebrate accomplishments at Roger Bacon.

ATTRACT, DEVELOP, & RETAIN EXCEPTIONAL TEACHERS

- We will work to ensure that salary and benefits are attractive and competitive.

OPERATIONAL SUSTAINABILITY GOALS

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 we will strive to continuously improve our 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.

INCREASE THE ENDOWMENT FUND

- Increasing the Endowment Fund is a vital part of prudent fiscal management and key to the long-term financial viability of the school.

BUILD STRONG GOVERNANCE AND LEADERSHIP

- The merger of the Franciscan provinces and relocation of provincial headquarters outside the Cincinnati area highlights the need for a strong organizational structure

STABILIZE THE STUDENT POPULATION

- Roger Bacon will strive to find and attract new families to enhance our overall student body and support our mission.

CONNECT WITH STAKEHOLDERS, PAST PARENTS, & ALUMNI

- In order to position Roger Bacon for the future, we must nurture our legacy.



FORWARD TO GREATER **SUSTAINABILITY**



CAMPUS OPTIMIZATION

The buildings and facilities on Roger Bacon's 25-acre campus provide many educational, athletic, and social opportunities for our students and their families. Preventative maintenance and effective utilization of our facilities are critical strategic imperatives. We will utilize a financial plan for the ongoing maintenance and upgrading of existing and new facilities. Roger Bacon High School will have facilities that enhance Roger Bacon's image and provide the best environment for academic and athletic success.



GOALS

EVALUATE CAMPUS USAGE AND FOOTPRINT

- We will determine the efficiency of how our buildings, grounds, and outlying land are being used in order to update the campus master plan. Relationships with adjacent land owners will continue to be developed for potential future partnerships or land purchases.

INCREASE CAMPUS SECURITY

- The safety of our students and faculty is our highest priority. We will maintain a safe environment for the Roger Bacon community through ongoing review of facilities, processes, procedures, and security needs.

FORWARD TO GREATER **FACILITIES**

STRATEGIC
PRIORITIES AND GOALS

MARCHING FORWARD



ROGER BACON 2028





CATHOLIC FRANCISCAN IDENTITY

GOAL 1 - PROMOTE COMMUNITY SERVICE

Short Term

- Provide our Community Outreach Board with expanded student leadership development, including team building, theological reflection, organization, communication, inspiration and motivation.
- Create service learning opportunities centered on our Franciscan values.
- Ensure the Ohio Catholic School Accrediting Association Catholic Identity Goal incorporates Franciscan values.

Long Term

- Expand mission trip experiences to more foreign and domestic locations.
- 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

Short Term

- 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 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.
- Request that a Franciscan audit tool be developed that will measure Roger Bacon's Franciscan charism vis-vis Province expectations and desires.

Long Term

- Continue and expand the Assisi Scholars Program while maintaining the annual student pilgrimages to Rome and Assisi.
- Partner with Franciscan universities (i.e., St. Bonaventure University; Marian University; St. Francis University; Franciscan University of Steubenville) to promote "cradle to grave" Franciscan educational opportunities.
- Develop a selection of strategies designed to cultivate and sustain relationships with families in Catholic parishes, including the pastor and parish leadership.
- Partner with Franciscan high schools (Oldenburg Academy and Padua Franciscan) to increase the spread of and share our common Franciscan charism.



EDUCATIONAL EXPERIENCE

GOAL 1 - CREATE CURRICULUM ALIGNMENT & PROGRAM COHESION

Short Term

- Develop skill-based curriculum maps utilizing, at the core, ACT-related skills.
- Develop common assessments for core subject classes integrating high stakes tests formats.
- Institute vertical alignment with an emphasis on ensuring skill acquisition for each level is accomplished.

Long Term

- Develop an ongoing and responsive review process to keep curriculum maps and classroom instruction current and responsive to changing needs.

GOAL 2 - INCREASE INTEGRATION OF CUTTING-EDGE TECHNOLOGY

Short Term

- Develop a course centered on the stewardship of the environment.
- Continue current STEM program offerings and enhance our interdisciplinary robotics program to increase opportunities in the design, construction and operation of robots, computer systems for control, and sensory feedback/information processing.

Long Term

- Create a Fine Arts Digital Computer Lab with hardware and software geared toward sound/photo/audio/visual programming, graphic design, photography, set design, theatre production and music technology.
- Renovate science labs to meet 21st century challenges in Biology, Chemistry and Physics. Includes a "makerspace room" with laser cutter, 3D printers and robotics.
- Fund a STEM Career Exploratory Group to promote STEM careers by visiting locations where work in the STEM fields is being conducted (i.e., General Electric; Proctor & Gamble; Wright Patterson Air Force Base; COSI; Cincinnati Children's Hospital, etc.).
- Expand courses offerings to reflect current and anticipated trends in STEM fields, business, trades, etc.
- Evaluate technological advancements to facilitate remote instruction as needed.



EDUCATIONAL EXPERIENCE

GOAL 3 - EXPAND FINE ARTS OFFERINGS

Short Term

- Increase opportunities for Roger Bacon students to perform and/or exhibit their artwork on the local, regional and national levels.
- Create an "Artist-in-Residence" program to foster collaboration with professional artists to teach, work with and potentially premiere new work exclusively for Roger Bacon students.

Long Term

- Build a new music classroom/rehearsal space for choir, to include concert chairs, music stands, risers, sound system, concert piano, etc.
- Create a Visual Art Studio Room with photo studio lights, backdrops, green screen, freestanding wooden paint easels, additional storage shelves and windows for natural light.
- Develop Fine Arts classes which develop skills transferrable to jobs and careers.
- Implement a concert series to bring professional acts to perform in the Carol Dauwe Fine Arts Center.

GOAL 4 - BROADEN STUDENT EDUCATIONAL ENRICHMENT OPPORTUNITIES

Short Term

- Develop an integrated grade 9-12 career education program to explore and define post-secondary opportunities.
- Expand Assisi Scholar mentor efforts with local professionals, with an emphasis on alum, in the medical, law, business, financial and government fields.

Long Term

- Create technology 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)
- Establish a Student Enrichment Fund to give students an opportunity to participate in extended college visit programs, summer leadership/service opportunities and international exchange programs. Examples include:
 - National youth leadership programs
 - Duke University summer session
 - "The Bridge" College Prep and Leadership Academy - University of Pittsburgh
 - Schola High School Program - Belmont Abbey College
 - Young Writers Summer Workshop - John Carroll University
 - Entrepreneurship and leadership summer programs - University of Dayton
 - HOBY summer leadership camps
 - Sister Cities International Youth Engagement Program
- Conduct counselor-led regional college bus tours to expose students to college life.
- Develop a summer internship program connected with our Franciscan ministries to supplement tuition assistance and reinforce the Franciscan value of service.



EDUCATIONAL EXPERIENCE

GOAL 5 - ATTRACT, DEVELOP, & RETAIN EXCEPTIONAL TEACHERS

Short Term

- Compare our pay scale with those of our primary competitive coed Catholic schools to ensure that compensation remains comparable.
- Continue to monitor public school pay scales using a selection of districts with the most relevance.
- Explore incentive-based pay options.
- Diversify the demographic profile of the faculty as positions become available.

Long Term

- Provide funding for teacher professional development in subject-matter areas and financial incentives to pursue and obtain subject-specific master's level degrees.
- Continue to diversify the demographic profile of the faculty as positions become available.
- Support the ongoing understanding of the Province and friars interested in educational ministers of the unique and attractive opportunity provided by Roger Bacon.



OPERATIONAL SUSTAINABILITY

GOAL 1 - INCREASE THE ENDOWMENT FUND

Short Term

- 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.
- Emphasize estate giving and planning as a key component to increase giving to the Endowment.

Long Term

- Increase the Endowment Fund to \$44 million to ensure Roger Bacon can operate independently of government funding.
- Increase enrollment in the Fr. Fox Society to ensure a strong pipeline of planned giving investment in the Endowment Fund.

GOAL 2 - BUILD STRONG GOVERNANCE AND LEADERSHIP

Short Term

- Initiate and provide ongoing monitoring of the implementation of the Strategic Plan which provides both short-term and long-term goals for Roger Bacon.
- Participate in the determination of a governance and leadership model (i.e., Principal/CEO vs President/Principal) which will form the basis for oversight and administration within the school.
- Develop a Succession Plan which will support eventual transitions of long-tenured roles and provide clear guidance when filling key leadership positions.
- Establish a strong working relationship, with communication, roles and responsibilities clearly delineated, between Province, Board of Directors and School Administration.
- Monitor and explore opportunities and challenges presented to Roger Bacon for collaboration with other Franciscan ministries as a result of the merging of Provinces.

Long Term

- 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.



OPERATIONAL SUSTAINABILITY

GOAL 3 - STABILIZE THE STUDENT POPULATION

Short Term

- Maintain enrollment at the 480-520 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.
- Maintain an innovative and informative website which highlights our values and the advantages of a Franciscan education.

Long Term

- Expand the “reach” of Roger Bacon into schools and geographic areas outside our traditional base.
- Explore the possibility of increasing enrollment activities in public grades schools, especially in areas with a strong Catholic presence.

GOAL 4 - CONNECT WITH STAKEHOLDERS, PAST PARENTS, & ALUMNI

Short Term

- Develop a Comprehensive Development Plan which includes alum outreach strategies and priorities.
- Initiate efforts to increase donor involvement by targeting segmented groups of alum based upon giving history.
- Reorganize the Advancement Department to increase the ability to engage alum, parents and key stakeholders.
- Provide multiple opportunities for alumni to connect to the mission of Roger Bacon today through interacting with its students via Career Education, Mentoring, and Internship programs.
- 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.

Long Term

- Increase the involvement of alum in both fundraising and advancement initiatives.
- Maintain effective relationships with the Alumni Association to identify and contact “class leaders” within each graduating class.
- Enhance the Alumni Relations mission of Advancement to proactively create opportunities for alumni outreach efforts.



CAMPUS OPTIMIZATION

Goal 1 - Evaluate Campus Usage and Footprint

Short Term

- Replace original 1928 pneumatic thermostat heating system and portable air-conditioning units with an integrated heating and air-conditioning system in each room.
- Partner with the City of St. Bernard and St. Bernard / Elmwood Place School District for an all-weather track at Ross Park.
- Upgrade outside areas in anticipation of centennial celebrations, to include refurbishment of the Roger Bacon statue, front courtyard and construction of an outdoor classroom/amphitheater.

Long Term

- Relocate main office to an outside atrium to permit the construction of a dedicated chapel, upgraded counseling and special education spaces, and additional fine arts and technology classrooms.
- Increase use of renewable energy, to include solar energy technology, to reduce our carbon footprint per the Franciscan value of stewardship.
- Develop relationships with adjacent land owners for potential future partnerships or land/property acquisitions.
- Renovate Bron Bacevich Memorial Stadium to include:
 - Upgraded locker rooms and restroom facilities
 - Enhanced seating options to include alumni decks
 - Relocated and remodeled concession stand
 - Updated press box with new sound system
 - Interactive scoreboard
 - Athletic training room
 - Honor Wall for individual/team recognition
 - LED stadium lighting

Goal 2 - Increase Campus Security

Short Term

- Increase lighting in the front of the building, especially high foot and vehicular traffic areas.
- In partnership with the Village of St. Bernard, increase safety in crosswalks across Vine Street.

Long Term

- Work with the City of Cincinnati and the Village of St. Bernard to increase access to secure parking at Bron Bacevich Memorial Stadium with a cross walk and sidewalk to ensure safe passage of students and guests.