Cardinal Spellman High School
Bronx, NY

Long Range Strategic Plan
2014-2019
February 2014

Dear Friends of Cardinal Spellman High School,

The Long Range Strategic Plan for Cardinal Spellman High School is our plan for ensuring the continuing tradition of excellence that makes Spellman the premier Catholic co-educational high school in the New York metropolitan area. It is the result of a long and careful analysis of our strengths, weaknesses, threats, and opportunities. The data collected from administrators, students, teachers, parents, alumni, and other concerned stakeholders was invaluable to this project.

Since becoming independent in 2009, Spellman has continued to thrive. As part of the strategic planning process, we have analyzed what actions and plans have helped Spellman to succeed. The areas identified for this plan include: Finance, Physical Plant, Faculty Development, Admissions, Curriculum, Athletics, Development, College Admissions, Parental Involvement, and Catholic values.

The Long Range Strategic Planning Committee began its work by revising the Mission Statement of Cardinal Spellman High School. The new mission statement was approved by the Board of Trustees on March 12, 2013.

This has been a highly collaborative effort, characterized by the hard work of all members of the Long Range Strategic Planning Committee and the numerous members of the Subcommittees in each area.

This Strategic Plan will enable us to move forward by making choices that focus our resources in a way that enables us to live up to our mission. I sincerely thank all of those involved in this effort. It is through our shared sense of purpose that Spellman will continue to be a symbol of excellence in education.

Yours in Christ,

Dan O’Keefe
Cardinal Spellman High School

Mission Statement

APPROVED BY THE BOARD OF TRUSTEES

OF CARDINAL SPELLMAN HIGH SCHOOL

MARCH 12, 2013

Cardinal Spellman High School is the premier, independent, co-educational, college preparatory, Catholic high school in the New York Metropolitan area. Our mission is to promote a culture of aspiration that encourages superior academic performance, leadership, and service. We strive to make our program available to all qualified students. We emphasize personal development and we foster a commitment to others that empowers our diverse student population to become leaders who make a difference in our community, nation, and world.
<table>
<thead>
<tr>
<th>Name</th>
<th>Company/Role</th>
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</thead>
<tbody>
<tr>
<td>Mr. Gerald S. Adolph - 1971</td>
<td>Booz &amp; Company&lt;br&gt;Senior Vice President</td>
</tr>
<tr>
<td>Ms. Sherry F. Bellamy, Esq. - 1970</td>
<td>Leftwich &amp; Ludaway, LLC&lt;br&gt;&lt;i&gt;Of Counsel&lt;/i&gt;</td>
</tr>
<tr>
<td>Mr. Patrick G. Boyle - 1971</td>
<td>New York Life Investment Management&lt;br&gt;Retired Executive Vice President</td>
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<tr>
<td>Mr. Gaspare Cerullo, CPA/PFS CGMA – 1972</td>
<td>Cerullo LLC&lt;br&gt;Managing Partner</td>
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<tr>
<td>Mr. Albert D’Angelo</td>
<td>Holy Name School&lt;br&gt;Retired Principal</td>
</tr>
<tr>
<td>Brother Tyrone Davis, C.F.C.</td>
<td>Archdiocese of New York&lt;br&gt;Executive Director, Office of Black Ministry</td>
</tr>
<tr>
<td>Mr. Stephen J. Duffy - 1971</td>
<td>Moss Adams Capital LLC&lt;br&gt;Managing Director</td>
</tr>
<tr>
<td>Ms. Amelia “Amy” Featherstone – 2004</td>
<td>Goldman Sachs&lt;br&gt;Alternative Investments &amp; Manager Selection</td>
</tr>
<tr>
<td>Mr. Gennaro John Fulvio – 1974</td>
<td>Fulvio &amp; Associates, LLP&lt;br&gt;Managing Partner</td>
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<tr>
<td>Mr. James A. Jennings, III</td>
<td>J.A. Jennings, Inc.&lt;br&gt;President</td>
</tr>
<tr>
<td>Mr. William F. Lawrence – 1969</td>
<td>Frommer, Lawrence &amp; Haug LLP&lt;br&gt;Attorney</td>
</tr>
</tbody>
</table>
Mrs. Paula A. (Williams) Madison - 1970
Williams Group Holdings
Partner

Mr. Kieran P. McTague - 1976
Development Guild/DDI
Senior Vice President

Richard A. Nardi, Esq. - 1972
Loeb & Loeb LLP
Partner

Mr. Daniel S. O'Connell - 1972
Vestar Capital Partners
Chief Executive Officer

Mrs. Dolores Ortiz
Catholic Guardian Society and Home Bureau
Ass't. Exec. Director of Family Support Services

Sr. Margaret Ryan, O.P.
Aquinas High School
President

Mr. Brendan Spillane – 1981
Vestar Capital Partners
Managing Director, Corporate CFO

**Ex-Officio Director**

Dr. Timothy J. McNiff
Superintendent of Schools
Archdiocese of New York
OR
Mrs. Roseann Carotenuto (Board Representative)
Associate Superintendent for the Catholic Elementary Schools in the Northeast Bronx
Archdiocese of New York

**Non Members – School Officials**

Rev. Trevor Nicholls, President
Mr. Daniel O'Keefe, Principal
Ms. Jennifer Rivera '96, Director of Advancement
Dr. Neil McCarthy, Assistant to the President
Mrs. Elizabeth Healy '84, Controller
Long Range Strategic Planning Steering Committee Members:

Stephen Duffy, '71  
Richard Nardi, '72  
Fr. Trevor Nicholls, President  
Daniel O’Connell, '72, President of Board of Trustees  
John O’Hara, ’78, parent  
Daniel O’Keefe, Principal, Chair of Steering Committee  
Carol Popp, ’70, Director of Admissions  
Jennifer Rivera, ’96, Director of Development  
Collin Smith, ’94 Dean of Students

Subcommittee members in addition to the Board of Trustees:

Robert Anderson ’72  
Bridget Cullen  
Luis Espada  
Dr. Joseph Geric  
Mario Gonzalez  
Elizabeth Healy, ‘84  
Mario Hernandez  
Paula Madison, ‘70  
Meredith Masciotti, ‘02  
Jane Morris, ‘73  
Kyle O’Donnell  
Fred Opper  
Frank Ortiz  
Michael Philp  
Timothy Rivlin  
Cristina Rosado  
Brendan Spillane, ‘81  
Sr. Veronica Wood, OSF, ‘74
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Opportunity #1: College Admissions
Lead Role: Director of Guidance

OPPORTUNITY STATEMENT

Every school is looking to improve SAT scores. There is the need to increase the scores in order to improve student college acceptance. Some students are scoring below average. Some factors contributing to the low scores are low family household income and student preparedness. Through the efforts of our counselors, administration and faculty we look to improve these scores.

We would like to see more of our students applying to and attending top colleges. Students need to be aware of the opportunities those colleges have to offer. Increased assistance in the application process would certainly help in this endeavor.

RATIONALE

Data indicates that Spellman students are capable of achieving at higher levels on standardized testing. We would like our SAT scores to reflect the mission statement which states that we are “premier” and “foster superior academic performance.”

The hypothesis is that students who achieve higher scores and get into better colleges will be financially able to support Spellman in the long run and likewise improve school image.

GOALS & OBJECTIVES

By 2016, the number of students accepted into top colleges will increase by 20%.

Baseline 2008-2013: 26

By 2016, SAT scores will increase to the state level for all students. (CR-485, Math-499, WR-476)

By 2020, SAT scores will increase to the national level for all students. (CR-497, Math-514, WR-489)


Objectives: Use data to establish top college readiness.
Use data to help improve SAT scores.

Format of Action Plan:

<table>
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<tr>
<th>Objective</th>
<th>Tasks/ Activities</th>
<th>Timeline</th>
<th>Lead Role</th>
<th>Strategies Used</th>
<th>Measure / Document</th>
<th>Resources needed</th>
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</thead>
<tbody>
<tr>
<td>Establish a recognized culture of “top college” readiness.</td>
<td>-Collect data -Guidance counselor education -Guidance counselor support -Educate students -Educate parents</td>
<td>Ongoing. Beginning 2013-14 school year</td>
<td>Principal and Director of Guidance</td>
<td>-Departmental training -Review data with department -Establish solid contact with top colleges -Parent meetings -Student assemblies</td>
<td>-Application data -Evaluate data for acceptances</td>
<td>-Each counselor must keep extensive records of applications and acceptances -invite top colleges to Spellman</td>
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<td>Record/assess applications to top colleges</td>
<td>-Collect data</td>
<td>Ongoing by year</td>
<td>Director of Guidance</td>
<td>-Review data each year</td>
<td>-College acceptance list</td>
<td>-College acceptance data</td>
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<tr>
<td><strong>Baseline 2013: 207 applications to top colleges</strong></td>
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<td>-Evaluate trends</td>
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<td>-Copies of all student acceptance letters</td>
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<td>Improve SAT scores</td>
<td>-SAT prep course</td>
<td>Ongoing by year</td>
<td>Principal, Assistant Principal, Department Chairs</td>
<td>-Review lesson plans</td>
<td>-PSAT -SAT</td>
<td>Current Curriculum for Math and English</td>
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<tr>
<td><strong>Baseline 2008-13:</strong></td>
<td>-Review/Adjust curriculum</td>
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<td>-Integrate SAT content into curriculum</td>
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<td>-SAT data from previous years</td>
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<td>Math: 464</td>
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<td>-Year-end evaluation</td>
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<td>Critical Reading: 481</td>
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<td>Writing: 471</td>
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<td>Have alumni tell their stories so that current students can relate</td>
<td>-Alumni guest speakers</td>
<td>Ongoing each year</td>
<td>Principal, President, and Director of Advancement</td>
<td>-Invite top college graduates</td>
<td>-College applications and acceptances</td>
<td>-Alumni</td>
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<td>-Young alumni panel/assembly</td>
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<td>-Give current students alumni role models</td>
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<tr>
<td>-Focus applications for top colleges&lt;br&gt;-Enhance teacher recommendations&lt;br&gt;-Improve college essays and resumes</td>
<td>-college essay writing&lt;br&gt;-creating resumes&lt;br&gt;-types of applications&lt;br&gt;-the Common App&lt;br&gt;-workshop for teachers on recommendations</td>
<td>ongoing from year to year</td>
<td>Director of Guidance, Guidance Counselors and English Department</td>
<td>-homeroom assemblies and group guidance session for students&lt;br&gt;-college essay writing in English classes&lt;br&gt;-after school workshop on college essay writing&lt;br&gt;-creation of resumes especially through Naviance&lt;br&gt;-thorough review of the Common App&lt;br&gt;-review of teacher recommendation process at faculty meeting</td>
<td>-number of college applications&lt;br&gt;-number of early decision/early action applications&lt;br&gt;-trends in applications – SUNY, CUNY, Private</td>
<td>-Counselor and teacher input&lt;br&gt;-Sample college essays&lt;br&gt;-Sample resumes&lt;br&gt;-Naviance</td>
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<td>Maximize the use of Naviance Baseline 2013: All Juniors and Seniors are registered users.</td>
<td>-educate counselors and teachers -educate students -look into upgrades -include freshmen and sophomores</td>
<td>ongoing from year to year</td>
<td>Director of Guidance and Guidance Counselors</td>
<td>-power point presentation for students and teachers -information at parents meeting -reinforcement from guidance counselors to students</td>
<td>-data on student usage of Naviance</td>
<td>-updates from Naviance -report from Counselors and Director of Guidance to Principal</td>
</tr>
<tr>
<td>Increase community awareness on the Financial Aid Process</td>
<td>-Guidance counselor education -Student and Parental education -FAFSA education -scholarship information</td>
<td>ongoing from year to year</td>
<td>Director of Guidance and Guidance Counselors</td>
<td>-counselors attend workshops sponsored by the state and Professional organizations for updated information -group guidance sessions and assemblies -Financial Aid meeting for parents -financial aid meeting for Spanish speaking parents -scholarship information posted on Naviance</td>
<td>-data on Financial Aid packages awarded to students</td>
<td>-information from colleges -information from state and federal government</td>
</tr>
</tbody>
</table>
Opportunity #2: Curriculum

Lead Role: Principal

Opportunity Statement:

High School curriculum in New York State changes regularly. The “Regents” program of New York State standards is being replaced by the Common Core Standards. The United States Conference of Catholic Bishops has recently come out with a new curriculum for high school theology classes. These changes provide an excellent opportunity for Cardinal Spellman High School to re-evaluate curriculum in each subject and to establish firmly our mission driven commitment “to encourage superior academic performance” and “promote a culture of aspiration.” Our curriculum should challenge our students to think and prepare them for college.

Goals:

By 2015-16, Cardinal Spellman High School will be in line with the national standards established by the Common Core.

Baseline 2013-14: Algebra and English exams to be given as Common Core Assessments

By 2013-14, curriculum will be clearly defined for each subject.

By 2014-15, Spellman students will be immersed in a culture of top college readiness.

By 2014-15, the Math Department will have streamlined the math program for Spellman students.

Baseline 2013-14: 11 Math programs available to Spellman students.

Baseline 2013-14: No curriculum mapping exists at Spellman.
## Curriculum Improvement

**Format of Action Plan:**

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</tr>
</thead>
</table>
| Define curriculum in each subject | Submit updated syllabi and course outlines | For September 2013 | Department Chairs | Department meetings | Course outlines | -Course outlines  
-NYS syllabi  
-Core curriculum syllabi |
| Prepare students for top colleges | Challenging curriculum | Immediate | Principal Assistant Principal Head of Guidance | Faculty training | -College applications  
-college acceptances | Guidance support |
| Match Spellman curriculum to the Common Core  
**Baseline 2013: Math and English are in line with Common Core Standards** | -Faculty training  
-Have updated common core outlines | For September 2015 | Principal Department Chairs | -Professional Development for Faculty  
-Department meetings | Common Core Standards | -Course outlines  
-NYS syllabi  
-Core curriculum syllabi |
| Streamline Math curriculum  
**Baseline: 11 math tracts** | -Condense math courses  
-challenge students | For September 2015 | -Math Department Chair  
-Assistant Principal | -Evaluate math syllabi  
-avoid redundancy | Math syllabi | Course outlines  
-NYS syllabi  
-Core curriculum syllabi |
<table>
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<tbody>
<tr>
<td>Correlate English curriculum with Social Studies curriculum</td>
<td>-establish English 10 as British Literature -Establish English 11 as American Literature</td>
<td>By September 2014</td>
<td>English Department Chair</td>
<td>-curriculum mapping</td>
<td>Course outlines</td>
<td>Course outlines</td>
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<td>-NYS syllabi</td>
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<td></td>
<td></td>
<td>-Core curriculum syllabi</td>
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<tr>
<td>Curriculum mapping Baseline 2013: 0 subjects/classes are mapped</td>
<td>-establish a full &quot;map&quot; of the curriculum in all subjects</td>
<td>By September 2015</td>
<td>Department Chairs</td>
<td>-interdisciplinary meetings</td>
<td>Course outlines</td>
<td>Course outlines</td>
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<td>-NYS syllabi</td>
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<td>-Core curriculum syllabi</td>
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Opportunity #3: Faculty Development

Lead Role: Principal

Faculty Development

Faculty development is a goal of any school. There is a clear benefit to hiring and retaining the best teachers. The Faculty Development Subcommittee sought to take this opportunity to evaluate possible ways to enhance the faculty at Cardinal Spellman High School. This process would include incentives for present teachers, attracting new teachers, and retaining the quality instructors who teach at Spellman. In addition, the subcommittee believed that improving the quality of the present teachers could be achieved in several ways, including data analysis and curriculum mapping. The subcommittee recognizes that there are also less quantifiable areas, such as developing critical thinking skills, which are essential to educating the whole student.

Our mission driven goal is to focus on making Spellman the “premier” Catholic high school in the New York metropolitan area and to “encourage superior academic performance.”

Goals:

By 2015-16, Spellman will have the data for each teacher’s classes. This data will include class grades and standardized testing (Regents, PARC) in the subject.

Baseline 2008-13: Data collected for entire grade, not by teacher.

By 2015-16, all Spellman faculty will actively participate in curriculum mapping. A curriculum map will be a public document.

By 2015-16, Spellman will continue to offer fair and equitable pay in order to hire and retain the top faculty.

Baseline: Cost of Living increase 2011--1.63%*, 2012--1.59%*, 2013--1.5%* (*Bureau of Labor and Statistics)

Baseline: Salary increase at Spellman 2011--3% (2% + 1% Step), 2012--3% (2%+ 1% Step), 2013--3% (2%+1% Step)
By 2015-16, Spellman will increase the Professional Development budget for teachers.

**Baseline 2011-13: $10,000 per year.**

By 2015-16, a standard of professional development will be clearly defined for Spellman’s faculty.

Research has consistently demonstrated that students perform best on local, regional, statewide, or national assessments when they have a great teacher delivering high quality instruction aligned to rigorous standards. (1) Rote test prep practices are incompatible with highly effective teaching and lead to lower student performance. (2)

1 See [http://ccsr.uchicago.edu/publications/authentic-intellectual-work-and-standardized-tests-conflict-or-coexistence](http://ccsr.uchicago.edu/publications/authentic-intellectual-work-and-standardized-tests-conflict-or-coexistence)

Opportunity: Use data to improve instruction. Improved instruction will lead to improved student performance.

Objective: Use data to identify need for improved instruction.

Format of Action Plan:

<table>
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</thead>
</table>
| Assess/Review grade data for each teacher by class | -Collect data
- schedule teacher meeting | By marking period | Department Chair | -Review with teacher
- develop professional growth plan where necessary
- mentoring | -Marking period class grade data
- departmental evaluation | -SIRS printout of class grades
- teacher’s grading rubric/policy
- teacher’s grade book |

Assess/Review Regents grade data for each teacher by class

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</thead>
</table>
| Assess/Review Regents grade data for each teacher by class | -Collect data
- schedule teacher meeting | By year | Department Chair | -Review with teacher
- compare with marking period data
- develop professional growth plan where necessary
- mentoring | -Marking period class Regents grade data | -SIRS printout of Regents grades |

Compare and contrast State assessments with class grades

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</table>
| Compare and contrast State assessments with class grades | -Collect data
- schedule teacher meeting | By year | Principal and/or Assistant Principal | -Review lesson plans
- Year-end evaluation
- interview | -Final evaluation form | -Regents grades/class grades
- lesson plan book
- teacher’s grade book |
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<tbody>
<tr>
<td>Increase financial opportunities for instruction Baseline 2010-13: $10,000 in Professional Development budget annually</td>
<td>-establish a teacher grant program -increase professional development budget</td>
<td>By year</td>
<td>-Foundation Board -Principal and/or Assistant Principal</td>
<td>-applications for grants</td>
<td>-evaluation -student performance</td>
<td>-funding</td>
</tr>
<tr>
<td>Increase teacher compensation Baseline 2011-13: average raise of 2% annually + step increase (~1%)= 3% Club stipends increased 75% (August 2013 average salary 6% higher than August 2011.)</td>
<td>-increase salary -increase stipends</td>
<td>By year</td>
<td>-Board of Trustees -President -Principal</td>
<td>-financial planning -dialogue with union -comparison with other schools</td>
<td>-pay scale</td>
<td>-funding</td>
</tr>
<tr>
<td>Increase daily Mass attendance/spiritual activity by faculty Baseline 2013: Average of 5 teachers at daily Mass</td>
<td>-invitation -establish a rotation of responsibilities (i.e. lector, gifts)</td>
<td>By year</td>
<td>-Priests -Catholic Values Committee</td>
<td>-example for students -spiritual development</td>
<td>-numbers at Mass</td>
<td>-Faculty</td>
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Opportunity # 4: Recruitment and Admission

Lead Role: Director of Admissions

Opportunity Statement:

This is the most important initiative for the long term success of Cardinal Spellman High School. The Admissions Office will work to sustain the current level of enrollment while maintaining Spellman’s reputation as the premier NY high school.

Rationale: Enrollment is directly related to income. Spellman’s financial stability is based on maintaining enrollment. The enrollment of quality students from Spellman’s recruitment territory is presenting an ever increasing challenge due to the following:

- Decrease in school age population in the Bronx (U.S. Census)

- Trends in feeder school demographics -
  - More bilingual students (increase in Hispanic population in the Bronx - U.S. Census)
  - Increase in number of students identified with IEP's
  - Significantly more students lacking economic means

- Increased competition from Charter Schools – Parents are lured to these schools because of promises essentially mimicking Catholic schools (strong academics, uniforms, individualized attention) without tuition.

- Greater reliance on public school population -
  - Public schools need to be made familiar with Catholic HS admissions process
  - Catholic students lacking basic faith and theological knowledge
  - Increased number of non-Catholic students
  - Students unfamiliar with expected standards of basic discipline

- Parental Concerns –
  - Spellman’s location
  - Spellman’s size
  - Co-ed
  - Tuition & financial aid
• Protection of the Spellman Name/Reputation – Vigilance to public perceptions is much more difficult with the increased use of internet sites such as Facebook, Twitter, and YouTube. Extracurricular and outside programs connected with Spellman must be carefully monitored (public negative perception could destroy years of positive publicity).

• Facility/Grounds – maintenance and improvement of facility vital to recruitment. (Appearance of building implies safety)

Goals:

By September 2013, the school calendar will include an extra “Mini Open House” event
By October 2013, there will be an increase in outreach to public school principals and guidance counselors
By October 2013, a process will be in place to identify 8th grade class leaders
By January 2014, there will be an increase in advertising
TBD – More academic opportunities for advanced students to be challenged and to excel
TBD – Increase in security and building repair
TBD – Increase in financial aid and/or scholarship opportunities for worthy students
TBD – Professional development for teachers to better meet the needs of incoming students
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<th>Tasks/ Activities</th>
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<th>Lead Role</th>
<th>Strategies Used</th>
<th>Measure / Document</th>
<th>Resources needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>To increase promotion of Spellman’s reputation as premier college prep school in NY</td>
<td>Increase advertising</td>
<td>Jan. 2014</td>
<td>Dir. Admissions, Principal</td>
<td>Video club participation, CSHS newsletter sent to feeder schools</td>
<td>*Number of Applications, Number of Website visits</td>
<td>Video Club Incentives, Website, Professionally created commercial</td>
</tr>
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<td></td>
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<td>Video Club Mod.</td>
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<td>Dir. Advancement</td>
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<tr>
<td>Increase outreach to public school principals and guidance counselors</td>
<td>Familiarize with Spellman and Admissions process</td>
<td>October 2013</td>
<td>Dir. Admissions, Principal</td>
<td>Informational dinner with tour</td>
<td>*Number of Applications</td>
<td>TACHS info, Spellman info, STARS, Funding, Building avail.</td>
</tr>
<tr>
<td></td>
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<td>Asst. Principal</td>
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<td>Principal Volunteer Faculty</td>
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<td>Objective</td>
<td>Tasks/Activities</td>
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<tr>
<td>Target 8th grade class leaders</td>
<td>Organize activities to determine candidates</td>
<td>October 2013</td>
<td>Dir. Admissions Asst. Principal</td>
<td>Essay contest, interview, recommendation letters</td>
<td>*Enrollment Numbers</td>
<td>Publicity, Evaluation Committee</td>
</tr>
<tr>
<td>Increase Open House Opportunities</td>
<td>Organize evening and/or Saturday visit</td>
<td>January 2014</td>
<td>Dir. Admissions, Principal</td>
<td>Mini Open House events</td>
<td>*Number of Applications</td>
<td>STARS Faculty cooperation</td>
</tr>
<tr>
<td>Provide more academic opportunities for advanced students to excel more quickly</td>
<td>Review of freshman curriculum</td>
<td>TBD</td>
<td>Principal Asst. Principal Director Guidance Dept. Chairs</td>
<td>Research advanced programs at rival schools</td>
<td>Enrollment of top tier students (Students in 90+ percentile)</td>
<td>Faculty cooperation, planning meetings</td>
</tr>
<tr>
<td>Update Spend-A-Day Program</td>
<td>Add activities to enhance visits</td>
<td>October 2013</td>
<td>Dir. Admissions</td>
<td>Update materials, and keepsakes</td>
<td>*Number of Spend-A-Day Visitors</td>
<td>Sophomore Teacher Cooperation STARS</td>
</tr>
<tr>
<td>Objective</td>
<td>Tasks/ Activities</td>
<td>Timeline</td>
<td>Lead Role</td>
<td>Strategies Used</td>
<td>Measure / Document</td>
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<tr>
<td>Provide a sense of security to parents apprehensive about Spellman’s safety</td>
<td>Building maintenance, security plan</td>
<td>TBD</td>
<td>Principal Deans of Students</td>
<td>Increase before school and after school supervision</td>
<td>Parental feedback, Number of incident reports</td>
<td>Additional security guard, Dean availability</td>
</tr>
<tr>
<td>Increase financial aid and scholarship opportunities</td>
<td>Provide more resources to worthy students</td>
<td>TBD</td>
<td>President Dir. Advancement Controller</td>
<td>Financial review procedure</td>
<td>*General enrollment numbers and Students in 90+ percentiles</td>
<td>SOSS, Student loan program</td>
</tr>
<tr>
<td>Better meet needs of English second language learners</td>
<td>Professional dev. of staff</td>
<td>TBD</td>
<td>Principal Asst. Principal Dir. Guidance</td>
<td>Faculty Workshops, Dept. Meetings</td>
<td>*Enrollment, Graduation Rate</td>
<td>Training, time, technology, Faculty cooperation</td>
</tr>
<tr>
<td>Enrollment of Students from Asia</td>
<td>Contract with agency, resolution of legal concerns</td>
<td>September 2014</td>
<td>Principal Dir. Admissions</td>
<td>Work with selected agency</td>
<td>Enrollment</td>
<td>ELA instructor / point person</td>
</tr>
<tr>
<td>Maintain smaller class sizes especially for 9th grade classes</td>
<td>Scheduling</td>
<td>September 2014</td>
<td>Principal, Asst. Principal, Scheduling Officer</td>
<td>Monitor class sizes</td>
<td>Class Data</td>
<td>Teacher availability, Classroom availability</td>
</tr>
</tbody>
</table>

* Benchmarks – See Appendix C
Opportunity #5 Athletics

Lead Role: Athletic Directors

Athletics

Athletics and extracurricular activities are an essential element of any high school program. There is a clear benefit to having an exemplary sports and activities program in place. It will attract students and help give Spellman recognition in the New York City area. It certainly supports the mission to be the “premier” Catholic, co-educational high school in the New York metropolitan area. The Athletics/Activities Subcommittee sought to take this opportunity to evaluate possible ways to enhance the sports program at Cardinal Spellman High School. This process would primarily include updates and renovations to the facilities at Spellman. In addition, the subcommittee believed that these updates and renovations would have a positive effect on school spirit and help Spellman students to take greater pride in their school.

Goals:

By 2016, Spellman will increase involvement in the football program to 120 students. **Baseline 2013: 75 students.**

By 2018, Spellman will renovate the school gym, including floor and doors.

By 2018, Spellman faculty will have new indoor and outdoor seating for athletes, as well as additional bleachers for the field.

By 2018, Spellman will expand the outdoor facilities to include a press box and snack stand.

By 2018, Spellman will renovate locker rooms for our students as well as the visiting teams.

By 2018, Spellman will increase participation in athletics by 10%. **Baseline 2013: Boys 315, Girls 210**
Format of Action Plan:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Tasks/ Activities</th>
<th>Timeline</th>
<th>Lead Role</th>
<th>Strategies Used</th>
<th>Measure / Document</th>
<th>Resources needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Replace gym floor</td>
<td>- Full removal of old floor</td>
<td>As soon as possible</td>
<td>Athletic Directors Head of Maintenance</td>
<td>Capital improvement</td>
<td>Assessment of gym floor repair professional</td>
<td>Funding</td>
</tr>
<tr>
<td></td>
<td>- Install new floor</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Replace gym doors to parking lot</td>
<td>- Full removal of old doors</td>
<td>As soon as possible</td>
<td>Head of Maintenance</td>
<td>Capital improvement</td>
<td>Security evaluation</td>
<td>Funding</td>
</tr>
<tr>
<td></td>
<td>- Install new doors</td>
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<tr>
<td>Purchase durable fencing for outdoor sports facilities</td>
<td>- Measure length of fence needed - Assess placement - Assess effects on field</td>
<td>As soon as possible</td>
<td>Athletic Directors Head of Maintenance</td>
<td>Capital improvement</td>
<td>Crowd control - Set up boundaries for competition</td>
<td>Funding</td>
</tr>
<tr>
<td>Objective</td>
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<tr>
<td>Increase seating for outdoor sporting events</td>
<td>-Purchase new bleachers -Purchase a concession stand/booth -Fundraising project by baseball coaches</td>
<td>As soon as possible</td>
<td>-Athletic Directors -Head of Maintenance -Coaches</td>
<td>Capital improvement Fundraising</td>
<td>-Attendance at events -Alumni Homecoming</td>
<td>Funding</td>
</tr>
<tr>
<td>Replace team and official seating for indoor sporting events</td>
<td>-Purchase new scoring table with PILOTS logo -Purchase cushioned chairs</td>
<td>As soon as possible</td>
<td>-Athletic Directors -Head of Maintenance -Coaches</td>
<td>Capital improvement Fundraising</td>
<td>-N/A</td>
<td>Funding</td>
</tr>
<tr>
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<tr>
<td>Establish an official viewing/reporting/commentator station on field</td>
<td>-Purchase new Press Box -Operate scoreboard -set up electrical</td>
<td>As soon as possible</td>
<td>-Athletic Directors -Head of Maintenance -Coaches</td>
<td>Capital improvement Fundraising</td>
<td>-Attendance at events -Alumni Homecoming</td>
<td>Funding</td>
</tr>
<tr>
<td>Renovate locker rooms</td>
<td>-Purchase new lockers -Repair showers -Establish a respectable visiting team locker room</td>
<td>As soon as possible</td>
<td>-Athletic Directors -Head of Maintenance -Coaches</td>
<td>Capital improvement Fundraising</td>
<td>-Sports schedule</td>
<td>Funding</td>
</tr>
<tr>
<td>Objective</td>
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<tr>
<td>Improve team seating for outdoor sporting events</td>
<td>-Purchase dugouts</td>
<td>As soon as possible</td>
<td>-Athletic Directors -Head of Maintenance -Coaches</td>
<td>Capital improvement -Fundraising</td>
<td>-Weather forecast</td>
<td>Funding</td>
</tr>
<tr>
<td>Renovate basketball backboards in gym</td>
<td>-Install electronic system to control backboards -Start with glass backboards</td>
<td>As soon as possible</td>
<td>-Athletic Directors -Head of Maintenance -Coaches</td>
<td>Capital improvement -Fundraising</td>
<td>-Sports schedule -Physical education classes</td>
<td>Funding</td>
</tr>
<tr>
<td>Objective</td>
<td>Tasks/ Activities</td>
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</tr>
</tbody>
</table>
| Upgrade Sal Schiazza Fitness Center | - Increase elliptical and treadmills in Fitness Center  
- Replace upright bicycles | As soon as possible | -Athletic Directors  
-Head of Maintenance  
-Coaches | Capital improvement  
Fundraising | -Sports schedule  
-Physical education classes | Funding |
| Increase participation in athletics by 10%  
**Baseline: 525 students** | - Increase coaches’ presence in school  
- Personal invitations from coaches | As soon as possible | -Athletic Directors  
-Coaches | -meetings  
-advertising in school  
-assemblies  
-student testimonials | -Team rosters | -Time |
| Increase football team participation to 120 students  
**Baseline 2013: 75 students** | - Increase use of our field by youth football leagues  
- Personal invitations from coaches | As soon as possible | -Athletic Directors  
-Coaches | -meetings  
-scheduling  
-interaction with youth coaches | -Team rosters | -Time |
Opportunity #6 Finance

Lead Role: Controller

Committee Members
Elizabeth Healy, Chair
Jennifer Rivera
Tim Rivlin
Brendan Spillane

Opportunity Statements

1) Collection of tuition and fees is a significant challenge in the current climate. Increased focus and attention on tuition collection should be enhanced to insure the financial viability of CSHS.

2) In order to attract and retain top-quality teachers and staff, CSHS needs to continue offering its employees fair compensation and benefits without raising tuition to unaffordable levels.

3) Technology in the finance office needs to be upgraded to increase the efficiency of its staff.

4) The Finance Office should review and assess its staffing and determine its adequacy to meet current and longer-term needs and expectations.
5) Explore returning collections of student activities and sports fees to those individuals running the event/team.

Needs:

1) Support of the entire Spellman community in our effort to collect 100% of the tuition owed
2) Reutilization of current PT staff and/or additional staffing to maximize efficiency of the finance office
3) New computers for Tuition Office.

Contributing factors and root causes

Prior to independence from the Archdiocese, the Finance Office was the "middle man." The office facilitated the ordering of supplies, payment of bills, payment of employees and the general "back office" functions of the school with the Archdiocese. In 2009, when the school became independent, the Finance Office continued to function much the same as they had while under the control of the Archdiocese of New York. The bills and the employees got paid, but there was a lack of knowledge regarding financial statement classification and reporting. There have been several higher level personnel changes in the last year, in addition to 3 different accounting software packages which have only added to the issues. The Finance Office is the office that has experienced the most significant change in its day to day operations in the wake of going independent.
**Assessment of existing people and resources**

Finance Staff (3):

Elizabeth Healy '84, Controller

Dawn DiGiacomo, Tuition Manager

Ephegine Johnson, Accounts Payable/Switchboard

Each member of the office is working diligently to ensure success for the collection of tuition, on time payment of bills, human resources and payroll services to the employees. The issue of back tuition weighs heavily on the tuition manager who, in the past, has felt unsupported by the administration in her efforts to collect such monies.

**Rationale**

Our current levels of staffing are relatively consistent with other Catholic High Schools in the Archdiocese, however we have a significantly larger enrollment and staff than any other school

Responsibilities added to the Finance Office since 2009:

- Audit
- Financial Reporting to the Board of Trustees
- Formal Budgeting process
- Increased responsibility for finances
- Increased accountability for all aspects of Finance Office
- Board Meetings
**Goals**

1) Increase the collection of tuition owed to CSHS  
2) Refine and define the duties of each employee in the Finance Office  
3) Review benefits packages for the best cost vs. value  
4) Upgrade the technology for the finance office staff  
5) Potentially place more responsibility for finances in the hands of staff members who are running events

**Objectives**

1) 100% tuition collection  
2) To reevaluate the responsibilities of each Finance position since the new independence  
3) To give our employees the best benefits package possible at an affordable price  
4) Bring the finance office into the 21st century technologically speaking.  
5) Free up the finance office staff by making coaches, moderators and staff more responsible for the money they collect

**Action Plans/Activities**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Tasks/Activities</th>
<th>Timeline</th>
<th>Lead Role</th>
<th>Strategies Used</th>
<th>Measure/Document</th>
<th>Resources Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% tuition collection</td>
<td>Find ways to make collections easier, do not let balances accumulate to an unmanageable level. Train incoming families to pay their tuition on time.</td>
<td>4 years</td>
<td>President Tuition Manager</td>
<td>Exclusion from extracurricular activities, sports clubs etc. Exclusion from class if tuition is in arrears. No one returns for the next school year with an outstanding balance</td>
<td>Decrease in receivable, increase in on time collections</td>
<td>The support of all staff: coaches, teachers, other offices and administrators</td>
</tr>
<tr>
<td><strong>Objective</strong></td>
<td><strong>Tasks/Activities</strong></td>
<td><strong>Timeline</strong></td>
<td><strong>Lead Role</strong></td>
<td><strong>Strategies Used</strong></td>
<td><strong>Measure / Document</strong></td>
<td><strong>Resources needed</strong></td>
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<tr>
<td>Job descriptions for finance employees</td>
<td>To review the job descriptions of each position</td>
<td>1 year</td>
<td>President and Controller</td>
<td>Using a pro forma job description personalize it to our needs</td>
<td>Completion of job descriptions in a published document</td>
<td>No additional</td>
</tr>
<tr>
<td>Best benefits package for the best price</td>
<td>Survey other schools and request proposals from outside benefits providers</td>
<td>2 years</td>
<td>President, Principal and Controller</td>
<td>Review accumulated data and include stakeholders in decision making process</td>
<td>Decision as to whether to continue with Arch plan or choose our own.</td>
<td>Going outside the Arch may require additional staff</td>
</tr>
<tr>
<td>Improve technology in Finance Office</td>
<td>Replace tuition and business office computers</td>
<td>1 year</td>
<td>President and Controller</td>
<td>Budgeting for upgrades</td>
<td></td>
<td>Money</td>
</tr>
<tr>
<td>To push more of the responsibility for extracurricular funds back to the individuals running an event</td>
<td>The finance office should be depositing funds in the bank and the correct QB account. Not keeping track of everything for everyone</td>
<td>1 year</td>
<td>Controller and moderators</td>
<td>Devise a 2 part deposit form that must be filled out by any staff member handing money in to the finance office</td>
<td>Insure compliance with policy by individuals who collect cash/checks/money orders</td>
<td>Cooperation of all involved parties</td>
</tr>
</tbody>
</table>
Opportunity #7 Physical Plant/Facilities/Technology Sub-Committee Mini Plan

Lead Role: Dean of Students

Committee Members:

Collin Smith, Elizabeth Healy, Frank Ortiz, Luis Espada, Mario Hernandez, Bridget Cullen, Mike Philp, Kyle O’Donnell, Meredith Masciotti

Opportunities:

1. The condition all of the exterior doors of the building has become a major hindrance to maintaining the security and safety of CSHS (students, faculty, staff and guests). Due to general wear and tear (over 50 years), the original doors of the building have been adjusted and patched numerous times over the years. In their current state, the doors provide minimum security from unauthorized persons, mainly because they do not close properly and are falling apart. Recently, people have been able to enter the building through doors that have not closed properly. The current policy states that all visitors must enter the building through the Needham Avenue entrance, and deliveries through the loading dock. The doors also serve as major obstacles as points of egress during emergency evacuation drills, because some doors do not open properly (if at all).

   A representative from Sonitec Corp. was asked to come in and survey all of the exterior doors (including the bronze doors). He toured the building with the Dean of Students, Physical Plant staff and security personnel. The official report has not been provided as of yet, but his initial thought on our current situation is that all of the frames are still in good condition and do not need to be replaced, but the doors do. He spoke of options to eliminate the ¼” plexiglass that is currently used as the major partition in 75-80% of the doors. The idea is to provide good quality doors, safety glass, hinges, crash bars, and locks that can withstand the amount of traffic we have coming in and out of CSHS.

2. CSHS has done a great job in trying to bring the building and its operating systems into the 21st century. This is displayed with all of the online functions teachers, students and parents have at their disposal. The classrooms have been equipped with smart boards, projectors and computers to help promote the mission of encouraging superior academic performance, as well as managing many administrative tasks.
These upgrades have placed a strain on the current electrical infrastructure. In its current state, the school's server has been reset or repaired on multiple occasions due to power outages. These outages have created a domino effect on any/all electrical systems in the building. The phone, video, alarm and computer systems have all malfunctioned as a result of the faulty power. Thus, creating voids in operating a school as large as CSHS.

The current electrical system should be updated to accommodate any/all additions made to the building. The advancement office has begun the search for Alum that may own or operate companies that can handle our construction and electrical needs.

3. CSHS current IT Company is Autoexec which is a company based out of Staten Island. Their duties include but are not limited to maintaining the server we currently use, fixing and ordering most of the computers and peripherals (wi-fi routers, video system, SIRS program etc) and ordering tables and chairs for the building.

This committee would like to compare the expense of continuing to use Autoexec to the idea of hiring our own IT person to handle our needs. The thought of “sharing” this person with a nearby school would possibly be a more cost effective approach. This person would be able to tend to our needs quicker than the guys from Autoexec, and possibly set up a system where faculty and staff worked off one server as the students used another. This should alleviate the “traffic jams” caused when a good portion of the building is using the Internet.

4. The Auditorium and Little Theatre are in need of a number of upgrades to help keep them in proper working order and safe for future productions. Dimmer units, electrical boards, new rigging, electric bars and fly bars all need to be replaced in the near future. Carpeting, reupholstered chairs, spotlighting, up to date sound system and air conditioning are some of the items that (in the foreseeable future) would help enhance experience.

Any updates are contingent on the ability of the faculty and staff to maintain its condition for groups and activities like the Cardinal’s Players, Gospel Sensations, Christmas Concert, talent shows and culture day events.
Goals and Objectives

By 2015, all exterior doors will be repaired and/or replaced.

By 2015, all electrical updates will be completed at Spellman in order to handle the increased requirements for technology.

By 2016, a dedicated IT coordinator will be on staff at Spellman.

By 2016, the Spellman auditorium will be completely renovated.

Physical Plant Action Plan:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Tasks/ Activities</th>
<th>Timeline</th>
<th>Lead Role</th>
<th>Strategies Used</th>
<th>Measure / Document</th>
<th>Resources needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Repair/Replace all exterior doors</td>
<td>Obtain estimates from companies. Weigh the pros &amp; cons of repairing &amp; replacing.</td>
<td>ASAP (work can be spread out over time)</td>
<td>Dir. of Physical Plant &amp; Dean of Students</td>
<td>Capital Improvement</td>
<td>Overall security of CSHS</td>
<td>Funding</td>
</tr>
<tr>
<td>Improve electrical infrastructure of the entire building.</td>
<td>Obtain estimates from companies that will determine the extent of the current system and what needs to be done to improve it.</td>
<td>1-3 years (work can be spread out over time)</td>
<td>Dir. of Physical Plant</td>
<td>Capital Improvement</td>
<td>Capability to accommodate the increasing electrical/technological needs of CSHS</td>
<td>Funding</td>
</tr>
<tr>
<td>Objective</td>
<td>Tasks/ Activities</td>
<td>Timeline</td>
<td>Lead Role</td>
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</tr>
<tr>
<td>Hire a dedicated IT person that can handle the increasing technological advancements</td>
<td>- Compare the pros &amp; cons of continuing to use the current IT company vs. hiring an in house person - Possibly partner with a local college to utilize students in their IT program</td>
<td>2-3 years</td>
<td>Principal, Asst Principal, Designated Personnel</td>
<td>Capital Improvement</td>
<td>-Maintaining a cohesive system where all/most departments are working off of the same operating system. - Quicker response time</td>
<td>Funding &amp; Pool of Applicants</td>
</tr>
</tbody>
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<tr>
<th>Objective</th>
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<tbody>
<tr>
<td>Renovate the Auditorium</td>
<td>Repair/ Replace: dimmer units, electrical boards, rigging system, electric bars, fly bars, spotlights, sound system, carpeting, seats &amp; upholstering and possibly an improved venting system/air conditioning</td>
<td>5 yrs+</td>
<td>Dir. of Physical Plant, Principal, Designated Personnel</td>
<td>Capital Improvement</td>
<td>Overall improvement of general appearance and basic workings of the Auditorium for future productions/shows</td>
<td>Funding &amp; Alternate area to house students on days when multiple teachers are out</td>
</tr>
</tbody>
</table>
Opportunity #8  Parental Involvement

Lead Role: President

Opportunity Statement:

A committed interest on the part of parents/guardians is important, if not indispensable if their children’s formal education is to achieve its potential. Whatever the challenges faced by so many or our families, it may safely be assumed that the vast majority of parents are looking for ‘superior academic performance’ from their children and greatly appreciate the spiritual dimension provided by an avowedly Catholic School.

Technology already permits parental involvement to a degree unknown to earlier generations and the challenge is to encourage, develop and strengthen that involvement in as many ways as reasonably possible.

Goals:

By 2013-14, Spellman will produce a regular (at least once a month) online newsletter for parents and guardians.

Baseline: beginning April, 2013: 1 newsletter per month

By 2013-14, Spellman will provide ongoing financial guidance for parents/guardians.

Baseline 2009-13: One financial seminar for parents annually, 150 parents

Two Financial Peace University courses, 6 parents
By 2013-14, Spellman will provide through the Parents’ Association, a regular program of meetings for parents/guardians.

**Baseline 2008-13: 2 meetings annually, 24 parents**

By 2014-15, Spellman will look to increase the number of social events for parents and students.

**Baseline 2008-13, Freshman Family Barbecue, 150 parents**

By 2014-15, Spellman will have in place a program of sacramental preparation that will involve students and their parents.

**Baseline 2008-13: 10 students receive sacraments at Spellman annually**

Opportunities: To make use of technology in order to build upon parental interest in their children’s education.

Objectives: To increase active participation on the part of parents/guardians in the total educational enterprise at Spellman.

Format of Action Plan:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Tasks/ Activities</th>
<th>Timeline</th>
<th>Lead Role</th>
<th>Strategies Used</th>
<th>Measure / Document</th>
<th>Resources needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>To keep parents/guardians up-to-date with all aspects of school life</td>
<td>To produce and send a monthly newsletter in the form of an email</td>
<td>Already in place</td>
<td>President</td>
<td>Just do it</td>
<td>Regular check of parents to ensure that the message is getting through</td>
<td>A computer and time</td>
</tr>
<tr>
<td>Objective</td>
<td>Tasks/Activities</td>
<td>Timeline</td>
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<td>Strategies Used</td>
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<tr>
<td>To make available to parent opportunities to consider best financial practices</td>
<td>Regular financial seminars</td>
<td>Annual, starting no later than the end of September</td>
<td>President, plus Tuition department and professional help, external and in-house</td>
<td>Heavy emphasis upon the importance of a family budget</td>
<td>Monitor Tuition receipts</td>
<td>Financial resources to cover costs associated with outside financial agencies</td>
</tr>
<tr>
<td>To strengthen the existing Parents Association</td>
<td>Arrange a regular series of meetings to deal with issues of parental interest and concern (beyond just the financial)</td>
<td>To begin in September 2013</td>
<td>President, Dean of Students and the Parents’ Association Committee</td>
<td>Liaison with other agencies who have particular dealings with youth and have specific knowledge of the challenges they face.</td>
<td>The number of parents who are able and prepared to come to school of an evening</td>
<td>Finance, to cover speakers’ expenses</td>
</tr>
<tr>
<td>To increase the number of students receiving sacramental preparation</td>
<td>Arrange a regular series of classes of sacramental instruction</td>
<td>To begin in Lent 2014</td>
<td>President, Chaplain, and Sacramental preparation instructor</td>
<td>-Increased awareness of opportunity for sacraments</td>
<td>The number of students baptized, confirmed and receiving First Holy Communion</td>
<td>Instructor, time, and venue</td>
</tr>
</tbody>
</table>
Opportunity #9  Advancement/Alumni Relations

Lead Role: Director of Development

Committee Members

Jennifer Rivera, Chair, Dan O’Connell, Fr. Trevor Nicholls

Opportunity Statements

1) The Spellman Advancement Office (Alumni & Development) is understaffed with limited resources and increasing responsibilities.
2) How do we increase our unrestricted endowment to cover operating costs? $50-100 Million Endowment = BHAG (Big Hairy Audacious Goal)
3) There is no designated person to handle the growing Scholarships (cultivating, nominating, selecting, acknowledging, following-up)

Needs:

1) More Staff/Resources
2) More major gifts, “game changing gifts”

Assessment:

1) Reviewed the structure and staffing of other comparable Advancement Offices
   See appendix A
2) To increase major gifts, the Advancement Director must be relieved from some event and publication responsibilities.

3) Scholarship/Partnership of Support is now an area that requires a point person to keep up on the daily/annual tasks.

Current Knowledge

1) We are still raising money on par with previous years, however, our limited resources are being pulled in too many directions to give 100% to each initiative.
2) Events are steadily increasing and major gift solicitations are decreasing
3) The success of our events and publications has provided a demand for more events and publications.
4) The Scholarship program is handled by multiple departments with no point person. The assignment of students to scholarships requires much research and information, thus delaying the process and also the follow-up. For advancement purposes, each donor should get reports on students’ progress. There is no one to do this, which creates a gap in donor cultivation.

Contributing factors and root causes

The Advancement Office was initially built as an Alumni component, to keep in touch with graduates. As Spellman aged, it became evident that fundraising was becoming necessary outside of the Archdiocese control, thus birthed the Foundation. However, now that Spellman is an independent school, no longer receiving Archdiocese funding, the Advancement office is increasingly becoming a resource for school funding and event planning.

Assessment of existing people and resources

Advancement Staff (3)

Jennifer Rivera, ’96 Director, Advancement, Meredith Masciotti, ’02 Director, Annual Giving, Cathleen DiMuro, Office Manager

Each member of the office is working diligently to ensure success for the Campaign, Annual Giving, Scholarships, Fundraising and Fundraising Events, Publications, Public Relations, Reunions, Website, and Social Media. However, it has grown beyond the capabilities of the limited staff.
Rationale

1) Comparison with other school Advancement Offices.

5) It is imperative that Advancement contain both Development and Alumni, however, most schools separate Directors to either Alumni or Development.

6) Major Gifts—to solicit major gifts, much effort is made to research, contact, cultivate, meet and ask for gifts. This requires dedicated time, not allowed by our current office structure

7) Scholarships are requested now more than ever. Thankfully, our alum and friends are eager to give scholarships as it is the most direct way to help and give back to the school. However, this process of assigning scholarships is intense and requires a dedicated individual.
   b. Scholarship lists need to be updated and reviewed each year (i.e.-which students are up for renewal, which donors have finished commitment and need to be re-asked to give again, currently being done by Advancement Office)
   c. Students need to be nominated for each scholarship (some have very specific parameters) This is usually a group process that Advancement leads through meetings but requires much follow-up that time does not allow for.
   d. Nominees need to be reviewed (i.e.-finance office often has already assigned a scholarship to the nominee, thus another nominee needs to be found and process starts all over again)
   e. Some Endowed scholarship donors request a booklet and list of nominees, which require bios and pictures to be assembled—very time consuming.
   f. Follow-up is a key area to donor cultivation.
      i. Advancement has a tough time collecting thank you notes from all students. Guidance used to help in this process but it has become solely up to Advancement.
      ii. Additionally, letters need to be sent to families to alert them of their scholarship award. This is also done through the advancement office.

Responsibilities added to the Advancement Office since 2009:

- Website (shared with Carol Popp)
- Online Store (shared with John Schoenberg)
- Alumni Association Meetings
- 9 Reunions (Most being held outside of school building, requiring new policies and added contract reviews)
- Golf Outing
- Band Reunion
• Increased Email solicitations
• Gospel Fest (shared with Mila Bello)
• Facebook Administrator
• Block S (shared with Athletic Department)
• Board Meetings (Preparation of Board Minutes)

2013 Added Events

• Career Day, April 19th (rescheduled due to Hurricane Sandy)
  o Necessitated another mailing and email blast
• Band Reunion, April 20th
• First 50th Anniversary Reunion (in conjunction with graduation)
  o Save the Date mailing
  o Letter in newsletter
  o Invitation mailing
  o Alum will march in with graduates
  o Luncheon to be held on campus immediately after ceremony
• 50th Anniversary of the Cardinal’s Players
  o Mailing to alumni
  o Online registration

Goals

1) To review the structure and delegation of responsibilities of the advancement office team.
2) To add staff to accommodate the growing demand for events and financial aid/scholarships
3) To increase major gifts, personal solicitations to donors, and grant writing

Objectives

1) To review the structure of the advancement office to increase results in all areas of alumni and development.
2) To reevaluate the responsibilities of each Advancement positions since the new independence
3) To add staff to accommodate the growing demand for events, publications, and financial aid/scholarships
4) To increase major gifts and personal solicitations to donors by alleviating the demand on the Advancement Director
<table>
<thead>
<tr>
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<th>Measure/Document</th>
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</tr>
</thead>
<tbody>
<tr>
<td>To review the structure of the advancement office</td>
<td>To increase results in all areas of alumni and development.</td>
<td>1 year</td>
<td>Director of Advancement and Board Member</td>
<td>Review other successful Advancement Offices</td>
<td>Amount raised, new donors, new scholarships</td>
<td>Access to other successful school advancement programs</td>
</tr>
<tr>
<td>To reevaluate the responsibilities of each Advancement position since the new independence</td>
<td>To review the job descriptions of each position</td>
<td>1 year</td>
<td>Director of Advancement and Board Member</td>
<td>Review and update current job descriptions</td>
<td>Compare previous years work load and responsibilities</td>
<td>Additional Staff</td>
</tr>
<tr>
<td>To add staff to accommodate the growing demand for events, publications, and financial aid/scholarships</td>
<td>To assess the need for additional staff in Advancement Office</td>
<td>1 year</td>
<td>Director of Advancement, President and President of the Board</td>
<td>Measure results of structure review</td>
<td>Measure by comparing all collected data</td>
<td>Additional Staff</td>
</tr>
<tr>
<td>To increase major gifts and personal solicitations to donors by alleviating the demand on the Advancement Director</td>
<td>To increase major gifts and personal solicitations</td>
<td>2 years</td>
<td>Director of Advancement and Board</td>
<td>Adding staff/reevaluating responsibilities of current staff</td>
<td>Amount raised, new donors, new scholarships</td>
<td>Additional Staff</td>
</tr>
</tbody>
</table>
Opportunity #10  Catholic Values

Lead Role: Catholic Values Committee

Opportunity Statement:

A committed adherence to the teachings of the Catholic Church is an essential character of a Catholic School. Students and faculty should be given the opportunity to learn about the Catholic faith and to reinforce Catholic Church teaching in all aspects of school life.

Goals:

To foster Catholic values among the student body.

To foster Catholic values among the faculty.

To have Cardinal Spellman High School serve as an example of Catholic values to the community.

Objectives:

1) By 2015 to incorporate discipline-specific examples of Catholic contributions into the curriculum for each subject.

2) By 2014 to provide regular opportunities for prayer throughout each school day.

3) To strengthen the Catholic culture of the school.

4) To develop a faculty and staff who uphold Catholic values and live in a way consistent with Church teaching.
### Objectives:

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Incorporate discipline-specific examples of Catholic contributions into the curriculum for each subject</td>
<td>-departments discuss and implement ideas and strategies to incorporate Catholic values/life/tradition/history into their particular curriculums</td>
<td>2014-15</td>
<td>Department Chairs</td>
<td>Department meetings</td>
<td>Course outlines</td>
<td>Support of Theology Department and Catholic Values Committee</td>
</tr>
<tr>
<td>Focus on Christ and provide regular opportunities for prayer throughout each school day</td>
<td>-each class begins with a teacher- or student-led prayer</td>
<td>2014</td>
<td>Catholic Values Committee</td>
<td>-Faculty training -Provide prayer resources</td>
<td>-Faculty survey -Classroom observations</td>
<td>-General faculty meeting -Support of Catholic Values Committee</td>
</tr>
<tr>
<td>Strengthen the Catholic culture of the school</td>
<td>-firmly establish the Catholic Values Committee, which will be responsible for seeking and implementing specific ways to develop Catholic culture</td>
<td>Immediate</td>
<td>Principal Catholic Values Committee</td>
<td>-Regular meetings of the Catholic Values Committee</td>
<td>-Reports and minutes of meetings -Annual evaluation of progress</td>
<td>Support of administration and faculty</td>
</tr>
<tr>
<td>Develop a faculty and staff who uphold Catholic values and live in a way consistent with Church teaching</td>
<td>-available positions are advertised at exceptional Catholic colleges and universities -importance of Catholic teaching and culture is conveyed to prospective employees -interviews with prospective employees</td>
<td>Immediate</td>
<td>Principal Department Chairs</td>
<td>Hiring process</td>
<td>-Numbers at Mass, March for Life, other Catholic activities -Course outlines and classroom observations</td>
<td>-Administration -Catholic Values Committee</td>
</tr>
</tbody>
</table>
Appendix A

Comparison with other Advancement and Alumni Offices

**Fordham Prep (6)**
- Lawrence Curran '77 Director of Alumni Relations
- Dinah Degady Administrative Staff
- John Kahl VP for Development and Alumni Relations
- John Mercorella '07 Alumni/Development Assistant
- Paul Williams '56 Development
- Joan Wollman Director of Annual Giving

**Iona Prep (5)**
- Victor Cristiano – Director of Annual Giving
- Thomas McGrath-Director of Communications
- Valerie Noble-Admin Assistant
- MaryLou Pagano-Director of Alumni
- Barbara Robertson-Chief Advancement Officer

**Cardinal Hayes (4)**
- John Connolly, Development Director
- Trevon Blondet ‘94, Executive Director of Alumni Association
- Rosana Fernandez-Rivera, Director of Communications & Special Events
- Monica Torres-Prócel, Administrative Assistant

**Regis (7) $5.5 million Annual Giving**
- James E. Buggy V.P. of Development
- Elizabeth Blind, Annual Fund Director
- Vincent Catapano ‘96, Alumni Director
- Brian Peterson, Planned Giving Director
- Thomas Hein ‘99, Director of Communications
- Brianne Kilpatrick, Database Manager
- Jennifer Reeder, Executive Assistant
**Archbishop Molloy High School (5) $1 million**
Br. Pat Hogan, F.M.S., Alumni Spiritual Director
Maria Ford, Alumni Relations Director
Craig Katinas '93, Alumni Development Director
Joseph Sommo '03, Alumni Communications Coordinator
Nancy Catalanotto, Assistant

**St. Francis Preparatory School (6) $1.6 million Annual Giving**
Mr. Robert Angeletti, Office of Development
Nancy DeStefano, Office of Alumni Relations
Michael Graziano, Office of Development
Bro. Robert Kent, Office of Alumni Relations
Sally Khan, Office of Development
Maria Velazquez, Office of Development

**Archbishop Stepinac (5) $1,000,000 Annual Giving**
Paul Thomas '80, Director of Institutional Advancement
James Scully '80, President, Stepinac High School Foundation
Dick Nagle '59, President, Stepinac Alumni Association
Brother Fred Sambor, Administrative Assistant
Ron Tedesco, Annual Fund Officer
Appendix B

Sports Programs

THE BOYS PROGRAM

FOOTBALL........FRESHMAN, JV AND VARSITY.

SOCCER............VARSITY

TRACK..............VARSITY

BASKETBALL......FRESHMAN, JV, AND VARSITY

BOWLING.........JV AND VARSITY (BOYS AND GIRLS)

LACROSSE........JV AND VARSITY

BASEBALL.........JV AND VARSITY

Volleyball.....VARSITY
THE GIRLS PROGRAM

SOCCER..................VARSITY

TRACK...................VARSITY

Volleyball.........JV AND VARSITY

Basketball.........JV AND VARSITY

Softball..............JV AND VARSITY

Lacrosse.............VARSITY

Bowling..............JV AND VARSITY

Cheerleading...JV AND VARSITY
Appendix C

Admissions Data

**TACHS Pool (Info supplied by ADNY)**
- 2011 Bronx Total – 2,708 (down 7.5% from 2010)
- 2012 Bronx Total – 2,511 (down 7.3% from 2011)

**Applied to Spellman through TACHS**
- 2010 – 1731
- 2011 – 1634
- 2012 – 1423

**Accepted Through TACHS**
- 2010 – 1185
- 2011 – 1051
- 2012 – 989

**Accepted Without TACHS**
- 2010 – 66
- 2011 – 78
- 2012 – 64
Enrollment - August 2013

- Grade 09 (Class of 2017) – 314
- Grade 10 (Class of 2016) – 377
- Grade 11 (Class of 2015) – 336
- Grade 12 (Class of 2014) – 407

Spend – A – Day Visitors:

- 2010 – 428
- 2011 – 401
- 2012 – 378

Website Visits – Yearly Totals:

- 01/01/10 - 12/31/10: 1,628,441
- 01/01/11 - 12/31/11: 1,955,725
- 01/01/12 - 12/31/12: 1,919,476
- 01/01/13 – 07/31/13 1,046,278