



# **Catholic Schools of Baton Rouge**

## **Board Strategic Planning**

# **AGENDA**

## **What should be included in a diocesan strategic plan?**

- Governance
  - A. Optimize the School Structure
  - B. Metrics for Goals & Performance
- Faculty Recruiting: Teachers, Staff, and Administrators (Recruitment, Retention, Formation, etc.)
- Student Recruiting
  - A. How do we combat competition? Public? Private?
  - B. What makes Catholic schools stand apart to encourage parents to send their children?
  - C. How do we market Catholic education?



WE **GROW** SCHOOLS AND THE PEOPLE  
WHO HAVE THE COURAGE TO LEAD THEM



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# Select Associations & Partners



Tennessee Association of Independent Schools

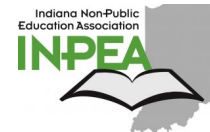
- Archdiocese of Philadelphia Catholic Schools
- National Business Officers Association
- Mid-South Independent School Business Officers
- Georgia Association of Independent Schools
- Georgia Christian Schools Association
- Georgia Association of Private and Parochial Schools
- South Carolina Association of Christian Schools
- Philadelphia Area Independent Schools Business Officers
- Tennessee Association of Independent Schools
- Association of Colorado Independent Schools
- North Carolina Association of Independent Schools
- Association of Delaware Valley Independent Schools
- Florida Council of Independent Schools
- Texas Private Schools Association
- Northwest Association of Independent Schools
- North Carolina Association for Public Charter Schools
- Indiana Non-Public Educators Association
- North American Division of Seventh-Day Adventists
- American Association of Christian Schools



PAISBOA  
PHILADELPHIA AREA INDEPENDENT SCHOOL  
BUSINESS OFFICERS ASSOCIATION



NORTH CAROLINA ASSOCIATION FOR PUBLIC CHARTER SCHOOLS







**CROSS-POLLINATING  
IDEAS**

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- CATHOLIC
- CHRISTIAN
- ADVENTIST
- EPISCOPAL
- LUTHERAN
- INDEPENDENT
- MENONITE
- QUAKER
- MONTESSORI
- INTERNATIONAL
- BOARDING
- SPECIAL ED
- FOR-PROFIT
- CHARTER

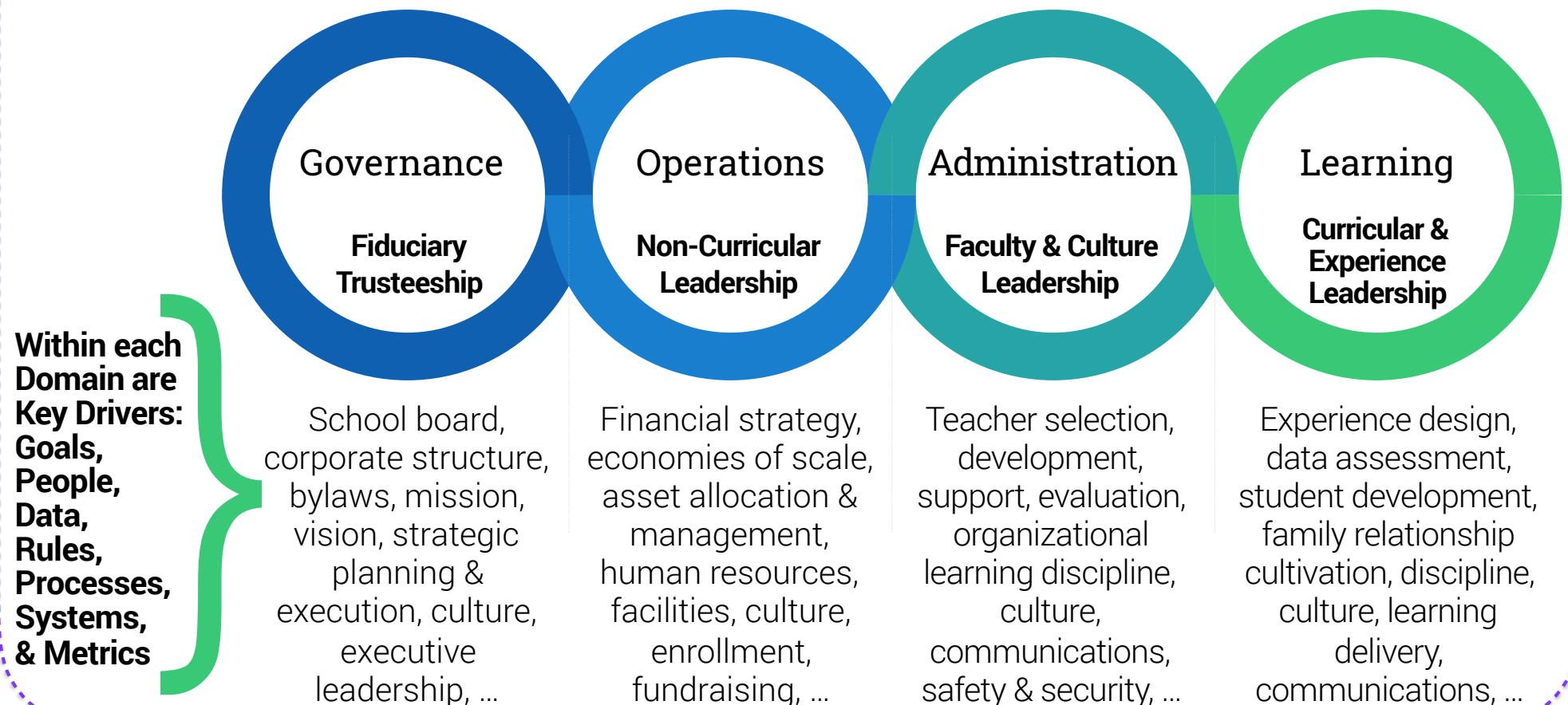
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# School Growth Design Framework™

Schools are complex organizations with inter-dependencies across the Four Domains of School Design. Understanding how each component and decision is connected enables greater clarity, accountability, and growth.










## SCHOOL CONTEXT

**Internal: Mission, Purpose, Goals, Value Proposition, Target Market, Values, Beliefs, Vision: Ideal Future, Story**  
**External: Key Partners, Accreditation(s), Community, Campus Design**

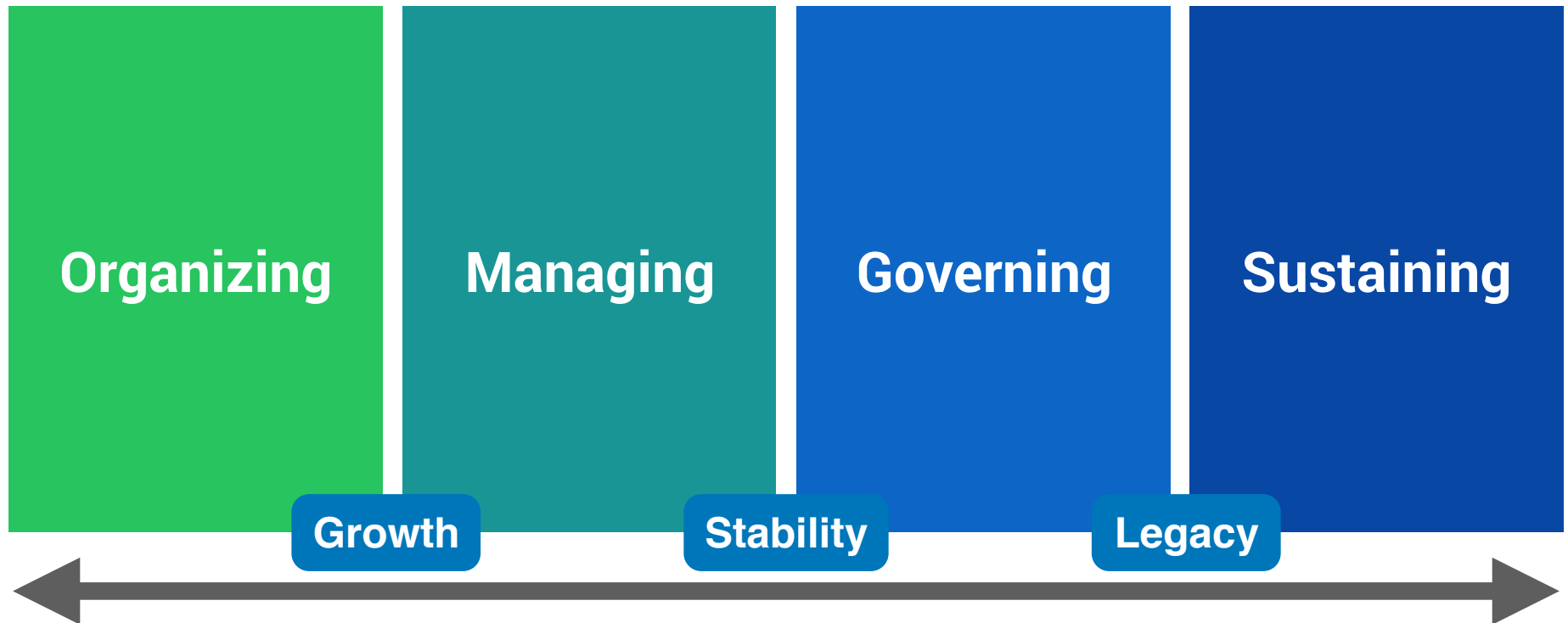




# Strategic Context Map

<b>MISSION:</b>			<b>VISION:</b>		
<b>CORE VALUES:</b>					
 <b>KEY PARTNERS</b> •	 <b>KEY ACTIVITIES</b> •	 <b>VALUE PROPOSITION</b> •	 <b>RELATIONSHIP TYPES</b> •	 <b>TARGET MARKET</b> •	
	 <b>KEY RESOURCES</b> •		 <b>ENGAGEMENT CHANNELS</b> •		
 <b>COST CENTERS</b> •			 <b>REVENUE STREAMS—% from each target market</b> •		

# The Four Stages of Board Development



**Differences:** Time horizon, level of trust and delegation, capacity to lead and grow, organizational structure, decision making process, consistency, financial management



# School Key Performance Indicators



Re-Enrollment



Family Engagement



Talent Quotient



Response Time



Progressive Applicant Yield



Communication Flow



Cash Flow

# Our Motivating Belief

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Talented,  
Energized,  
Engaged Educators  
Change the World

# Talent Alignment

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"The secret of my success is that we have gone to exceptional lengths to hire the best people in the world...You're well advised to go after the cream of the cream. A small team of A+ players can run circles around a giant team of B and C players."

—Steve Jobs

## Mission

Seek people who are mission-driven vs. just mission tolerant. Do they passionately believe what you believe?

## Culture

Culture is someone's job and it's everyone's job. The natural genius of your people will directly impact the work environment you need to win.



## Strategies

What is their energy and commitment toward executing the organizational plans and methods?

## Position

How well does each person align with the qualifications and expectations of the job?

## 12 Disciplines of Effective School Leadership



### **Leadership Capacity**

Talent, Energy & Engagement

### **Organizational Health**

Cohesiveness, Clarity,  
**Communication** & Consistency

### **Continuous Improvement**

Systems Thinking, **Personal  
Mastery, Mental Models,**  
Shared Vision & **Team Learning**

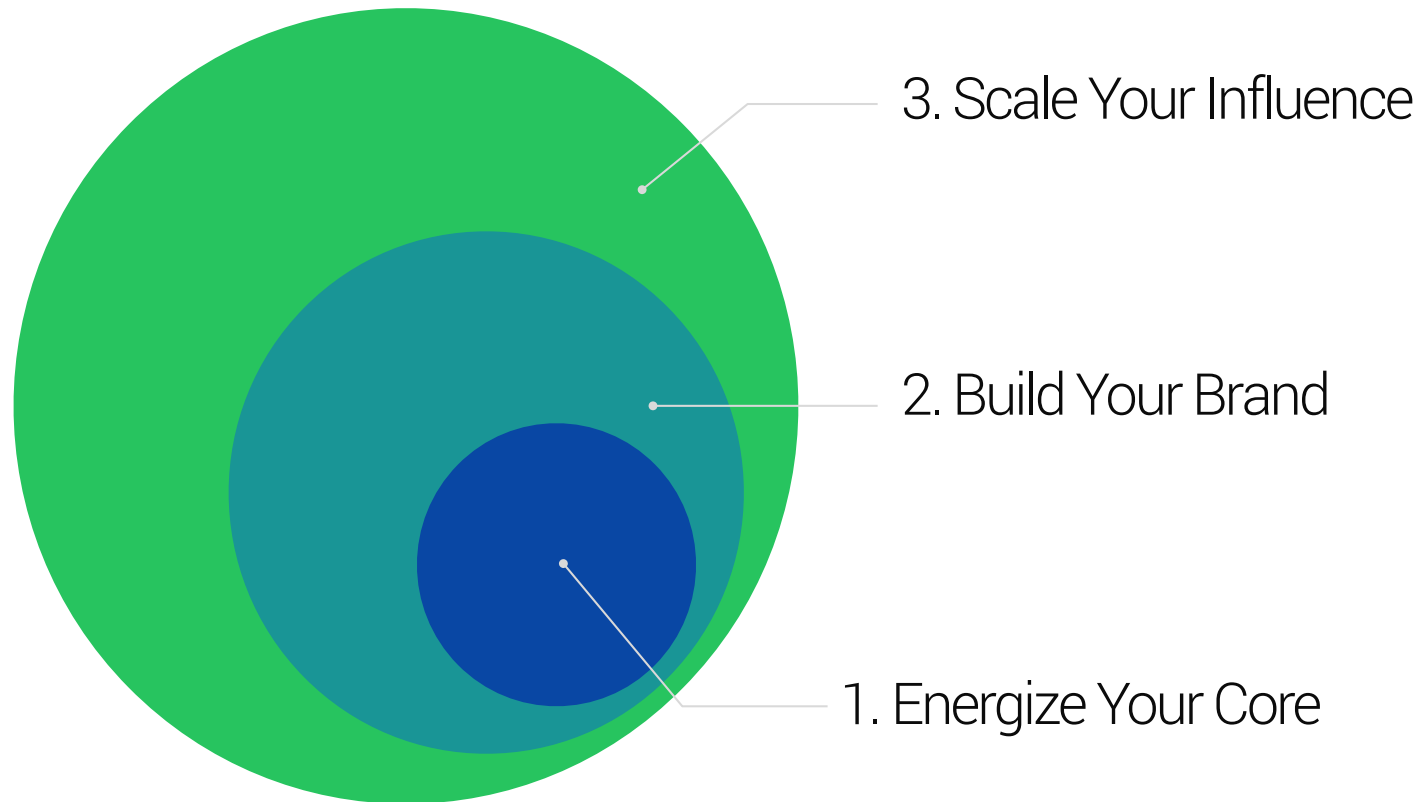
# Enrollment is Complex





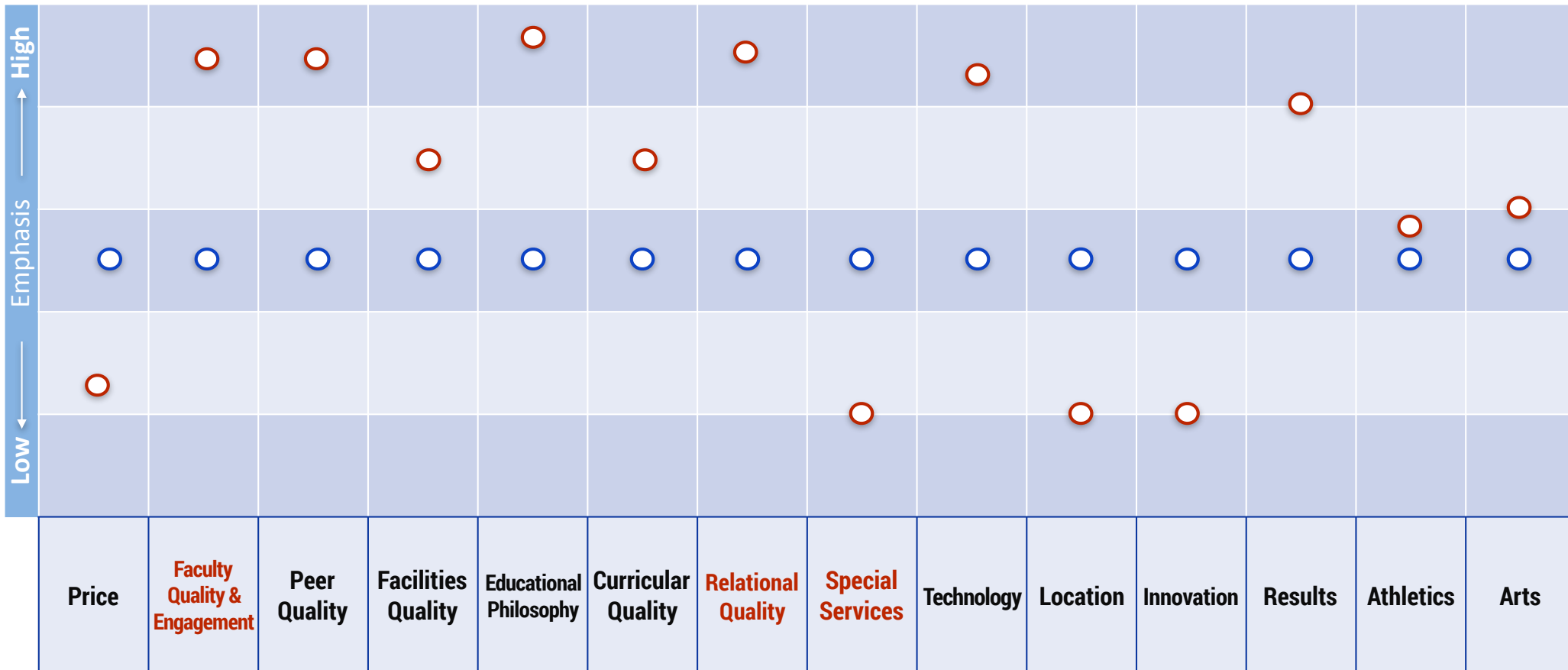
# Marketing Strategies to Grow

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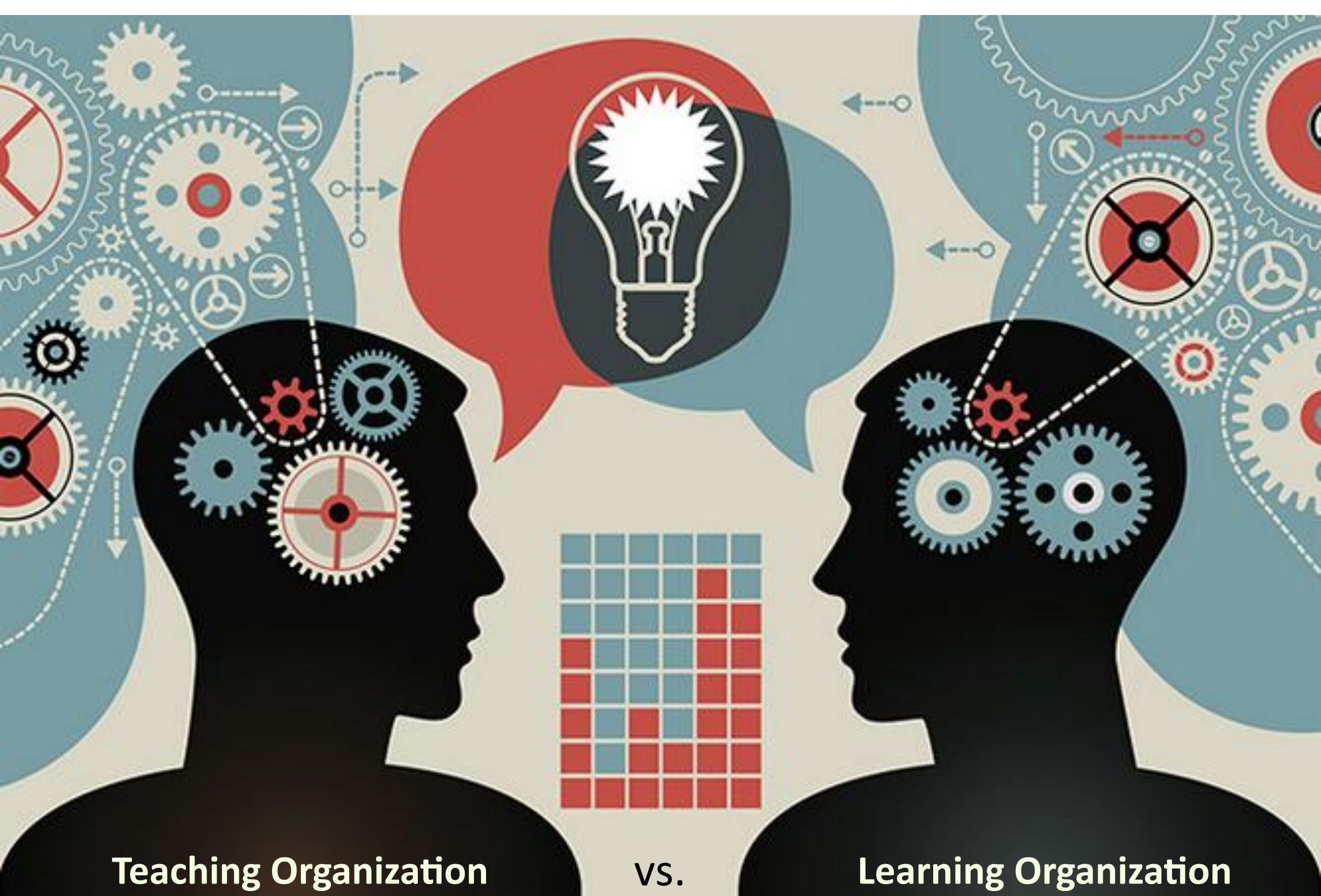


# Competitive Strategy Canvas

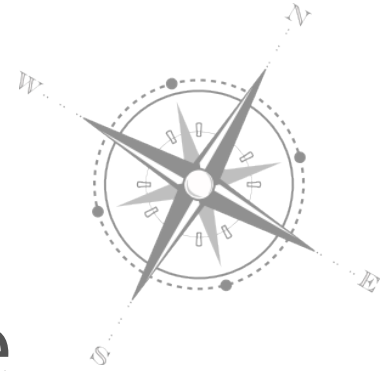
○ = Top Competitor  
○ = Your School



Small Class Size



# Schools that Learn Have a Distinct Competitive Advantage



- **Adapt** faster to new opportunities & competitive threats
- **Grow** at a faster rate
- **Build** deeper relationships & more productive engagement



- **Achieve** beyond the basics, to create a culture of excellence
- **Gain** deeper knowledge of their target markets
- **Prioritize** for greater Return on Investment