

VISION 2020

Strength Through Unity

COMMUNICATION PLAN



United together to promote . . . Faith Formation, Academic Excellence, Service to Others

VISION 2020

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VISION 2020

Strength Through Unity

I. History and Background

- Catholic education and formation of the youth in Morgan City and the surrounding areas commenced when Sacred Heart Academy was established on September 4, 1893, by five Marianite Sisters of the Holy Cross. This institution and its successors have served the area spiritually and educationally for nearly 125 years.
- Growth prompted Sacred Heart Academy's K-12 student body to relocate in 1957 to the current location as Sacred Heart High School. This location has served the community for over sixty years.
- Holy Cross Catholic Church Parish was formed in 1964, over 50 years ago, to serve the area's increasing population. In this same year, two elementary schools were formed: Holy Cross Elementary and Sacred Heart Elementary. Additionally, Sacred Heart High School's name was changed to Central Catholic High School.
- Together Holy Cross Catholic Church, Holy Cross Elementary School, and Central Catholic High School employ a staff of over 60 faculty members, administrators, and support personnel with a student population of over 500.
- Holy Cross Elementary School and Central Catholic High School are nationally accredited under the criteria of AdvancED.
- Growth has been made possible from the involvement and support of members of

the community and the blessings of Almighty God.

II. Areas Served

- The schools serve a broad area and includes faculty, staff, and students from many of the surrounding areas.

Communities Served:

- Amelia
- Bayou L'Ourse
- Bayou Vista
- Belle River
- Berwick
- Centerville
- Gibson
- Morgan City
- Patterson
- Pierre Part
- Schriever
- Stephenville

Church Parishes Served:

- Holy Cross – Morgan City
- Sacred Heart – Morgan City
- St. Andrew – Amelia
- St. Bernadette – Bayou Vista
- St. Bridget – Schriever
- St. Joseph – Patterson
- St. Joseph – Centerville
- St. Joseph the Worker - Pierre Part
- St. Rosalie – Stephenville
- St. Stephen – Berwick

State Parishes Served:

- St. Mary
- St. Martin
- Assumption
- Lafourche
- Terrebonne

Church Dioceses Served:

- Diocese of Baton Rouge
- Diocese of Houma-Thibodaux
- Diocese of Lafayette

III. Vision Statement

The schools seek to develop morally and mentally the whole child--soul, mind, and body--utilizing heart, head, and hands by teaching as Jesus did and thus building the Kingdom of God.

IV. Mission Statement

With Jesus Christ as the focus, the schools provide an environment for academic excellence while fostering the ongoing formation of the whole person--soul, mind, and body. In continuing to build the kingdom of God on earth, the schools follow the sacred traditions and teachings of the Catholic Church.

V. VISION 2020 Rationale, Purpose, Goals, and Areas of Focus

Past success and a vision for the future have served the school community very well. **VISION 2020: *Strength Through Unity***, is the next step in enhancing that long-term vision. In 2013, a committee was called together from Holy Cross Catholic Church, Holy Cross Elementary School, Central Catholic High School, and interested civic leaders of the community to review the relationship between Holy Cross Elementary School and Central Catholic High School. At that time, it was believed the futures of both institutions were to be based on unity of purpose, activities, and programs to enhance long-term viability. This group prayerfully developed a joint strategic plan. This strategic plan identified the need to build strength through unity and to increase the endowment to enrich spiritual, academic, and extracurricular programs, and to raise awareness among the community. **VISION 2020: *Strength Through Unity*** is in line with these past goals that were never achieved or implemented. Facing the current economic downturn, the steps detailed in this Communication Plan are necessary to enter a path that stabilizes the long-term sustainability of Catholic education in Morgan City and the surrounding areas and makes it available to more families. This enables the schools to continue accomplishing the mission of promoting faith formation, academic excellence, and service to others.

The overall goal of **VISION 2020: *Strength Through Unity***, is to develop the steps necessary to proactively assure that the operations of the entire school are as efficient and effective as possible and to also assure the long-term viability and sustainability of Catholic education and formation of the youth in Morgan City and the surrounding areas. This goal is realized by establishing a Unified Diocesan Catholic School in Morgan City. An additional goal is to make sure that this transition has as little effect as possible on the daily interactions taking place between faculty and students. A committee structure (detailed in sections VI Organization Chart and VII Board, Committees, Subcommittees, Priorities) is being established and authorized to address the priorities noted and to do the work necessary to achieve these

desired goals. Over the next several years, the results of these changes are to place the school in a very sustainable long-term position.

There are five main areas of focus as follows:

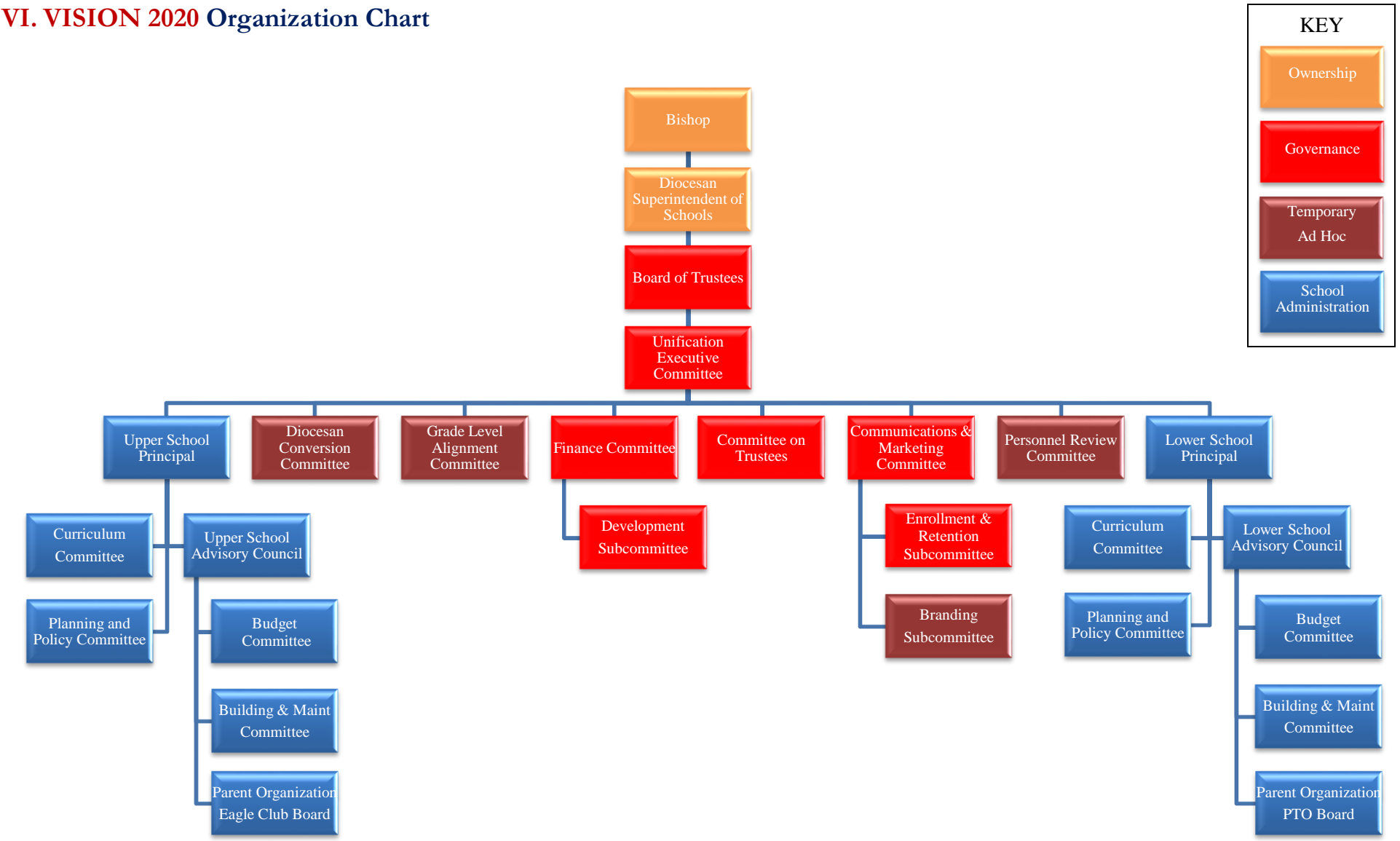
1. Keeping spiritual formation of students, faculty, and staff the key area of focus. All actions and activities keep this as the center of focus.
2. Increasing the overall efficiency and effectiveness of the school's staff and faculty through a unified review of best practices and streamlining all functions inside and outside the classroom.
3. Increasing the school's overall image and perception in the community through a unified branding effort that seamlessly connects both schools with each other and to the community.
4. Increasing the school's enrollment and retention of students through a unified and targeted communications and marketing effort.
5. Increasing the school's overall financial stability through a unified and targeted development effort coupled with a campaign to dramatically increase the endowment.

In summary, this coherent Unified Diocesan Catholic School governs over students' first Lower School PK3 class through graduation from the Upper School. Internally, the goal of these changes is to have a major positive effect on the entire school system including, but not limited to, curriculum, administration, finances, staff, and faculty. Externally, the entire community including students, parents, grandparents, and benefactors see one place, one annual appeal, one voice, and one cohesive unit supporting the Catholic education and formation of youth in Morgan City and the surrounding areas. These initiatives are paramount to the success of establishing a Unified Diocesan Catholic School in Morgan City. Therefore, as the consultation and gradual implementation process begins, the steps outlined in this Communication Plan are a guide to making the right decisions that ultimately support long-term viability.



VISION 2020: *Strength Through Unity*, received its charge from the Diocese of Houma-Thibodaux in May 2017 with His Excellency Bishop Shelton Fabre stating that "...unifying Holy Cross Elementary School and Central Catholic High School by establishing a Unified Diocesan Catholic School serving Morgan City and the surrounding areas is beneficial in terms of both viability and vitality."

VI. VISION 2020 Organization Chart



VII. VISION 2020 Board, Committees, Subcommittees, Priorities

Board of Trustees

This Board of Trustees, operating as a Board of Specified Jurisdiction, shall have as its primary concern the ministry of Catholic school education: the spiritual, intellectual, physical, emotional, and social development of the students. The Board of Trustees, operating in conformity with the policies of the Diocese of Houma-Thibodaux, under the guidance of the Diocesan Office of Catholic Schools and the Diocesan Superintendent of Schools, shall concern itself with Diocesan school planning and policy issues pertaining to the general excellence of Catholic education.

Working in close collaboration with its administrative officers, the principals, and hearing its many publics, this Board of Trustees shall formulate school policies and plans to enable the school to reach its agreed upon goals. These goals are related to, but not limited to, the overall goals established by the Diocese of Houma-Thibodaux and the Diocesan Superintendent of Schools.



Unification Executive Committee (ad hoc, becomes Executive Committee of the Board of Trustees)

This committee is charged with establishing a Unified Diocesan Catholic School in Morgan City and is accountable to the Diocesan Superintendent of Schools and the Bishop. This committee is also charged with the formation of its subcommittees. Each committee reports to the School Unification Executive Committee until the Board of Trustees is established. The School Unification Executive Committee chair is a voting ex officio member of each committee and subcommittee. The chair and members of this committee are listed below. After the Board of Trustees is established, the Unification Executive Committee becomes the Executive Committee of the Board of Trustees with its officers serving here in their capacity.

Burt Adams, Chair

Father Jay Baker

Billy Hidalgo

Dane Robison

Deacon Vic Bonnafee

Glenn Landry

Amanda Talbot

Father Simon Peter Engurait

Father Clyde Mahler

Suzanne Troxclair

Finance Committee (permanent)

This committee is charged with preparing, updating, and monitoring long-range financial plans for the school. It utilizes information from the Advisory Council Budget Committees, develops and proposes to the full Board of Trustees a budget with appropriate assumptions, and monitors the current year budget. It also oversees, from policy and planning perspectives, the Advisory Council Budget Committees and the business operations of the school. The Diocesan Financial Business Manager serves as an ex officio member of the Finance Committee.

Development Subcommittee (permanent)

This subcommittee reports through the Finance Committee and is charged with showing and promoting the positive changes of **VISION 2020: *Strength Through Unity*** to the benefactors and providing the impetus and adrenaline for a great, long-term solution to funding. To achieve these goals, this subcommittee works in collaboration with the Communications and Marketing Committee and uses a concerted effort, similar to the efforts of the very successful unified **VISION 2012** \$10.5 million-dollar capital campaign where the proceeds were used to build the spiritual life center, classroom building, library, and gym.

Diocesan Conversion Committee (ad hoc, disbands after charge is complete)

This committee, lead through the support of the Bishop and the Diocesan Superintendent of Schools, is charged with converting and unifying all Catholic education legal entities into one. It addresses and attends to the canonical, civil, legal, and financial ramifications to ensure a smooth and successful implementation.



Grade Level Alignment Committee (ad hoc, disbands after charge is complete)

This committee is charged with determining a system of promotion that best serves the community taking the public grade level structure into account. To accomplish this, the committee studies and evaluates the best practices used in determining what grades encompass the Upper School and the Lower School. The committee evaluates the number of decision points parents and their students make pertaining to which school to attend and at which school to continue their education. The committee will also evaluate how this impacts student retention, with interest paid to reducing the number of decision points.

Personnel Review Committee (ad hoc, disbands after charge is complete)

This committee is charged with reviewing all positions and their associated responsibilities within the entire Unified Diocesan Catholic School in Morgan City. Where deemed necessary, the committee will combine all possible duplicated efforts within the administration, staff, and teaching personnel of the entire school. It will also streamline all functions inside and outside of the classroom to best serve all constituents. The overall goal of this committee is to have a smooth transition to a Unified Diocesan Catholic School while not affecting the daily faculty and student interaction.



Committee on Trustees (permanent)

This committee is charged with creating a process for recruiting new members to the Board of Trustees and designing and implementing a process for the selection of officers. It also ensures the strength of the Board of Trustees and the implementation of its responsibilities by providing appropriate orientations, in-service training, and evaluations.

Communications and Marketing Committee (permanent)

This committee is charged with assisting the administration in developing a communication plan to promote the school for image and enrollment. It assists the administration in implementing the school's communication plan. It also assists the administration, Board of Trustees, and Enrollment and Retention Subcommittee with planning, creating, implementing, and monitoring a program to market the school, enhance the image, and increase enrollment.

Enrollment and Retention Subcommittee (permanent)

This subcommittee reports through the Communication and Marketing Committee and is charged with encouraging parents and their students not only to come to but also remain in the school. Along with the branding effort and grade level alignment effort, the goal of this subcommittee is to have more students attend and remain in the school throughout the duration of their education.



Branding Subcommittee (ad hoc, disbands after charge is complete)

This subcommittee reports through the Communications and Marketing Committee and is charged with branding the entire school system with an all-inclusive brand that is indicative of a Unified Diocesan Catholic School. This school is directly associated with the Diocese of Houma-Thibodaux and serves 10 church parishes in Morgan City and the surrounding areas. It is important for all church parishes served to identify with a school that is universal and all-encompassing of the needs of the entire community.

Curriculum Committee (permanent)

This committee is charged with facilitating a curriculum implementation and review process in compliance with the *Louisiana Board of Secondary and Elementary Education Title 28 Part LXXIX Louisiana Handbook for Nonpublic School Administrators Bulletin 741* and the *Diocese of Houma-Thibodaux Handbook of Policies for Catholic Schools*. It also engages in collaborative decision-making to ensure that students are engaged in learning through a rigorous, challenging, meaningful curriculum designed to prepare them for college, work, and the world.



Planning and Policy Committee (permanent)

These two committees, representing the Upper School and Lower School, are charged with assisting the administration in the formulation of a long-range strategic plan. They monitor the strategic plan and review objectives for possible policy improvements. These committees also assist the administration in the formulation of policy to guide academic, student, business, development, and faith community affairs.

Advisory Councils (permanent)

These two councils, representing the Upper School and Lower School, are charged with promoting and fostering the school as a community of faith centered on Jesus Christ. They present and proclaim the Gospels, traditions, and teachings of the Catholic Church within an excellent program of academics that directs the individual to learn and grow in formation and commitment to God, family, and community.

Advisory Council Budget Committees (permanent)

These two committees, representing the Upper School and Lower School, are charged with preparing, updating, and monitoring year to year financial plans for the school. They also develop and propose to the Finance Committee a budget for the next fiscal year with appropriate assumptions and monitor the current year budget. These committees will also oversee, from policy and planning perspectives, business operations of the school.

Advisory Council Building and Maintenance Committees (permanent)

These two committees, representing the Upper School and Lower School, are charged with developing and monitoring short-term and long-term facility maintenance, capital improvements, security, space utilization, and emergency management plans for the school.

Advisory Council Parent Organizations (permanent)

This describes the activities of the Upper School's Eagle Club Board and the Lower School's PTO Board. These organizations are charged with promoting the welfare of children and youth in home, school, and community. They bring closer the relationship of home and school so that parents and faculty may cooperate intelligently in the education of the child. They also enhance the educational facilities and extracurricular opportunities for the students and staff which are not otherwise provided for in the school budget.

VIII. VISION 2020 Questions and Answers

What is going to happen?

Holy Cross Elementary School and Central Catholic High School unite to become one PK3 to 12 Unified Diocesan Catholic School with a vision to minister faith formation, academic excellence, and community to all student disciples. The two schools work together as one - under a single leadership - for the overall governing, promoting, marketing, and financing. These focus areas promote the greater good and foster community unity. The principals remain in their capacity as school administrators and have very similar roles to their current roles.

What are the expected results?

By working collaboratively under a unified leadership structure, the expected results are to provide: a more sound and stable infrastructure; better operations of the schools with a single PK3 to 12 academic, spiritual, marketing, and financial vision; and a stronger, more productive outreach and development program providing an endowment for future financial stability. All of this combined ultimately secures the long-term future of Catholic education in the community.

What's going to actually change?

Holy Cross Elementary School becomes part of the Diocesan school system like Central Catholic High School's current Diocesan structure. The difference is mainly within the normally unseen inner workings that take place. Examples include presenting a unified front for the annual appeal along with a unified marketing of the school's image in the community. These changes also allow the school to work directly and closer with Diocesan officials.

What are the benefits by doing this?

The most important benefits are longevity through financial stability. An additional benefit of establishing a Unified Diocesan Catholic School in Morgan City is to work collaboratively in presenting a unified identity to the community. The strength of Catholic education has been decentralization. These changes help the school community to better know the local community and provide programs and activities which fulfill their needs.

What is the name of the school going to be?

The official type of school is a Unified Diocesan Catholic School in Morgan City. A Branding Subcommittee is formed to consider the possibility of renaming the school with a name that identifies the regional nature of the school's PK3 to 12 programs as Diocesan serving Morgan City and the surrounding areas. That subcommittee's recommendations are then made and determined.

What are the school uniforms and school colors going to be?

A Branding Subcommittee is formed to review what exists and the traditions of Sacred Heart School, Sacred Heart Academy, Sacred Heart Elementary School, Holy Cross Elementary School, and Central Catholic High School uniform standards. Their recommendations are then made and determined. Any recommendations involving a change are then phased in over time.

How much are students going to interact together?

As a PK3 to 12 school, age appropriate programs are developed for all students. As in the past, special attention is given to make sure there is an appropriate separation of differing age groups for activities on and off campus, including sporting events, assemblies, or other socialization activities.

What is the effect of these anticipated changes on tuition?

The tiered tuition structure now in place remains in place with modest increases possible each year.

How will information be disseminated to the community?

Presentations made at a meeting involving Diocesan representatives, faculty, staff, Advisory Council members, parents, and benefactors of the community along with the Holy Cross Church Pastoral Council and Finance Council have taken place. Additional information will be disseminated by the Board of Trustees, committees, and the administration as progress is made.

What is the timeline?

Please see the information included in sections IX Calendar and X Timeline. The goal is to implement the key components of the unification process before registration begins for the 2018-2019 school year. Specifically:

- Early November 2017: Share plans with school community
- November 2017 to July 2018: Unification tasks defined and implemented
- August 2018 onward: Operate as a Unified Diocesan Catholic School

IX. VISION 2020 Calendar

January – May 2017

VISION 2020 Unification Executive Committee Formed; Received Charge from Diocese

June – October 2017

Diocesan Conversion Committee Formed; Meetings begin

Planning Committee Formed; Meetings begin

Communication Plan and Marketing Materials are Formulated

Personnel Committee Formed; Meetings begin

Grade Level Alignment Committee Formed; Meetings begin

November 6, 2017

Announcement to Community is made; Communication Plan is implemented

Announce at a community meeting involving Diocesan Representatives, Faculty, Staff, Advisory Council members, Parents, and Benefactors of the Community along with the Holy Cross Church Pastoral Council and Finance Council

VISION 2020 PUBLIC KICK-OFF

November – December 2017

Identify and Enlist Board of Trustee Members and Committee Members

January 2018

Board of Trustees and Committee Members Announced and Begin Work to Achieve Goals

January 20, 2018

Training session for Board of Trustee Members and Committee Members

January – February 2018

Diocesan Conversion Committee continues with work toward school unification

Finance Committee commences work

Development Subcommittee formed

Communications and Marketing Committee commences work

Enrollment and Retention Subcommittee formed

Branding Subcommittee formed

Committee on Trustees commences work

Upper and Lower School Administrative Committees work toward goals

Curriculum Committee

Planning and Policy Committee

Advisory Councils

Budget Committee

Building and Maintenance Committee

Parent Organizations including PTO and Eagle Club

February – December 2018

Development Subcommittee Members formulate a Comprehensive Annual Appeal Plan

February – March..... Preparation

April – June..... Advance Gifts Solicited

June – August..... Council Gifts Solicited

June – August..... Faculty and Staff Gifts Solicited

September – December..... Community Gifts Solicited

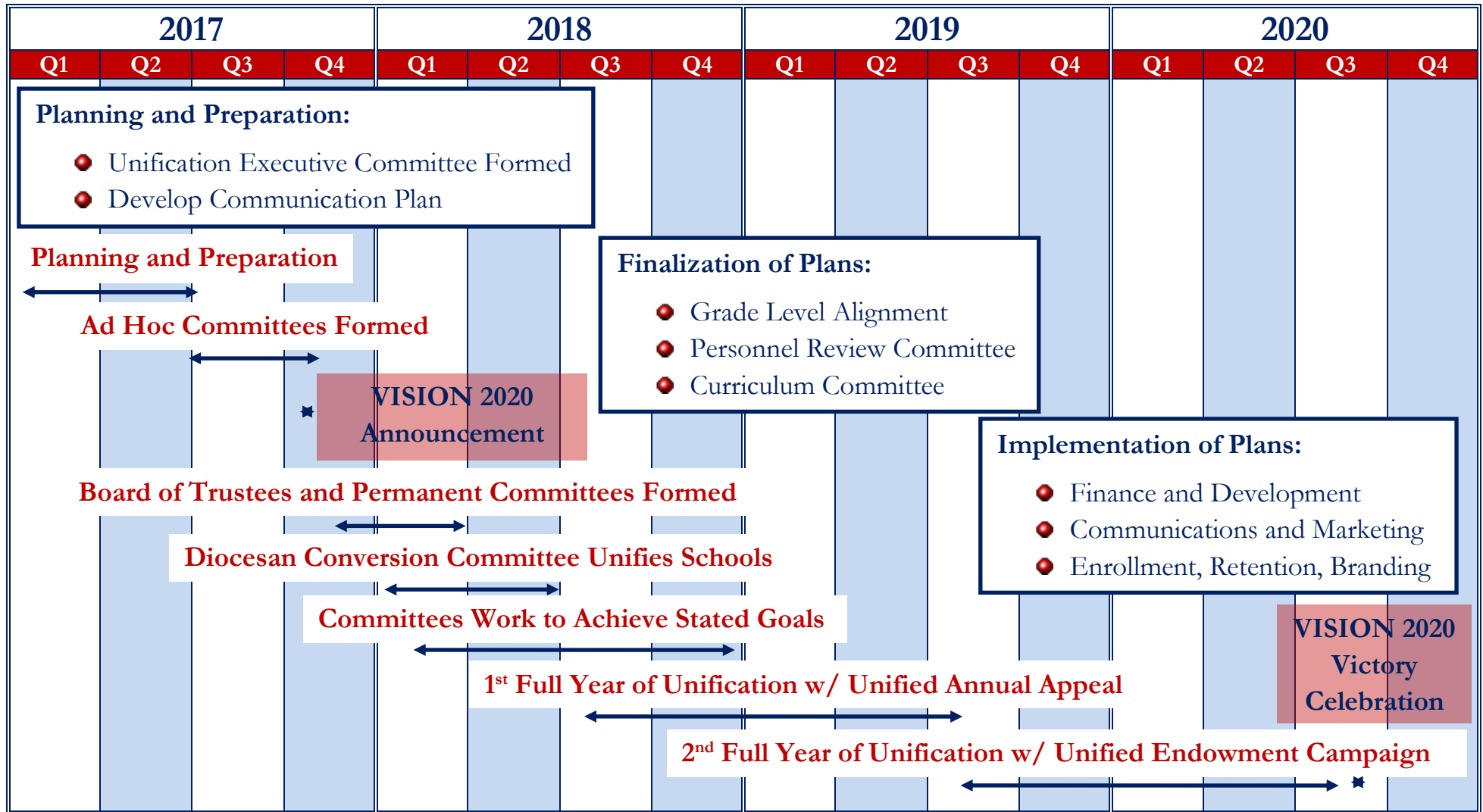
January – December 2019

All Committees Continue the Duties of their Charge and Complete Unification Process

June 2020

VISION 2020 VICTORY CELEBRATION

X. VISION 2020 Timeline



XI. Income and Operating Expenses

A. Holy Cross Catholic Church

Income:	Weekly Collection	83%
	Interest Income	2%
	Other Income	<u>15%</u>
	TOTAL	100%
Expenses:	Ordinary	49%
	Extraordinary	17%
	Fixed Charges	<u>34%</u>
	TOTAL	100%



B. Holy Cross Elementary School

Income:	Tuition	62%
	Registration	5%
	Interest Income	3%
	Other Income	<u>30%</u>
	TOTAL	100%
Expenses:	Administration	13%
	Instruction	50%
	Operations & Maintenance	15%
	Fixed Charges	<u>22%</u>
	TOTAL	100%



C. Central Catholic High School

Income:	Tuition	51%
	Registration	3%
	Interest Income	2%
	Other Income	<u>44%</u>
	TOTAL	100%
Expenses:	Administration	11%
	Instruction	46%
	Operations & Maintenance	19%
	Fixed Charges	<u>24%</u>
	TOTAL	100%

