BC HIGH

Strategic Plan

VISION 2026

"IN PURSUIT OF DEPTH & HUMAN EXCELLENCE"

Our vision for the coming years is to nurture and transform young men of diverse backgrounds into exceptional, reflective leaders of character, compassion, and spiritual and intellectual depth, committed to building a more just and inclusive world in the Jesuit, Catholic tradition.

Our Vision

The timing of our strategic planning process is perfectly situated within the context of Jesuit education given the celebration of the Ignatian Year; the 500-year anniversary of the conversion of Ignatius and the 2021 Global Colloquium for Jesuit Secondary Education. At the Colloquium, Jesuit schools were encouraged to use this time as an opportunity to strengthen our Jesuit identity and as Father Arturo Sosa, SJ, Superior of the Society of Jesus quoted, "to be courageous despite uncertainties and to be open so that we can truly discern where our mission of Jesuit education is being led." Further, he encouraged Jesuit leaders to think of schools as spaces for educational investigation – "true laboratories in innovation and teaching." With that in mind, we set forth to create a plan that allows us to form our students for faith, for depth, for reconciliation, and as global citizens.

Throughout our process of laying out a master plan, the spirit of Saint Oscar Romero echoes clearly: "we are workers, not master builders; ministers, not messiahs. We are prophets of a future not our own." We are charting a path toward BC High's future. We are asking the question; who do we want our students to become? In many ways, our students must have more courage than ever to face the challenges of society today. But the pursuit of excellence is a process, not a place. We are called to "plant the seeds that one day will grow." And with the ingenuity, generosity, and fidelity of our alumni, parents, and friends we can put our faith into action to build a BC High beyond our wildest dreams.

We are proud of our past, our continued commitment to the City of Boston, and those whom we serve here in our community, all while looking ahead to a brighter future. With a newly engaged Board of Trustees, dynamic and determined President and school leadership, we are well positioned to take on the necessary tasks of growing our school and providing the best formation possible for our young men.

With a strong commitment to our mission and a deep understanding that this underpins our distinct form of education, we can proceed confidently after several years of positive enrollment trends, remarkable growth and consistent fundraising efforts, and rapidly expansive progression in technology and financial stability. We are well situated to begin the process for our NEASC review (2024) as well as our next Jesuit sponsorship review (2026).

Our students are at the very core of every decision the school will make as we address the following defining goals of the Strategic Plan, guided by our mission and other key principles. That is, the symbiotic relationship between care and learning, the commitment to diversity, equity, and inclusion, access and affordability, all while maintaining financial sustainability for the future. Supported by a comprehensive campaign and a robust campus master plan, these five defining goals will shape our work in the years to come.

1.We will provide a transformative experience of the head, heart, and hand in the pursuit of human excellence.

2. We will recruit, support, and retain faculty and staff who will be deeply committed to our mission and values.

3. We will develop, enhance, and maintain state-of-the-art facilities to accommodate our students' needs.

4. We will continue to attract and support a diverse student body that will embrace and further our Jesuit mission.

5. We will continue to strengthen our position as a leader in the City of Boston, the Jesuit global network, and beyond.

Planning & Implementation Process

We approached the strategic planning process from a position of strength. With new leadership in place on the Board of Trustees, the President and Cabinet have worked diligently and collaboratively toward creating a vision for the future of BC High. In Fall 2020, the Board authorized the formation of the Strategic Planning Committee and engaged Manatt, LLC to help facilitate the strategic planning process. Throughout the year, this core team met and carefully established the pillars, initiatives, and ongoing work necessary to support the future success of our students, faculty, staff, and greater school community. From this process we developed a strategic plan that will guide our next five years.

STRUCTURE

Our Core Committee consisted of several members of the Board of Trustees, President's Cabinet, and Alumni Advisory Council. This team met monthly for more than 12 months, and various subcommittees within this team came together on a bi-monthly basis as well.

- Fr. Michael McFarland, SJ (co-chair)
- Grace Regan P'12 (co-chair)
- The Hon. Serge Georges, Jr. '88
- Rich Davey '91
- June Matte P'15,'17
- Kevin Powers, Esq. '85, P'16
- Greg Bulger '68 (former Board member)
- Rick Flynn '76, P'04,'07,'10
- Paul Donato '95
- Kelly DeGregorio, CFRE
- Michael Hoyle, Ph.D
- Adam Lewis
- Charlie Drane Ed.D
- Colleen Carter

COMMITTEES

Creating and following an institutional strategic plan that is both realistic and attainable requires the collective expertise and commitment of the entire BC High community. While several committees have already begun their work, we are in the process of establishing additional committees to ensure this strategic plan is fully executed and measured for positive results.

Our committees include:

- Campus Master Plan
- Principal's Leadership Team
- Academic Council
  - Teaching & Learning Committee
  - Faculty Evaluation Committee
  - Inclusive Education Committee
- Data Committee
- Campaign Committee
- Retention Committee
- Student Focus Groups
- Parent Focus Groups
- Faculty & Staff Focus Groups

IMPLEMENTATION

We have already begun our work towards fulfilling many of the goals and objectives in each of the five pillars, while others are being established. We will continue to evaluate our work regularly through goal setting and quarterly reviews by the Board of Trustees. Implementation of each of the efforts will be ongoing.

Guideposts

MISSION

Boston College High School is a Jesuit, Catholic college preparatory school. We strive to challenge our students to become young men of integrity, educated in faith and for justice, committed to academic excellence and service to others. As a Jesuit, Catholic school, we strive to reflect the diversity of our church and community.

Our mission since 1863 has been to form leaders of competence, conscience and compassion who seek to do all things ad majorem Dei gloriam – for the greater glory of God.

As an institution, we continue to be guided by the mission of our school. The mission of our school has stood the test of time for more than 150 years and remains true to this day. The importance of this mission, and commitment to it, is reflected in each of the strategic pillars so that we can better serve our students, faculty, and staff for the next five years.

DIVERSITY, EQUITY, AND INCLUSION

In June 2020, the Board of Trustees approved a statement to be used as an affirmation of BC High's ongoing commitment to diversity, equity, and inclusion. This statement guides our work and aim to become a more inclusive and welcoming school, one that consistently strives to promote, affirm, and celebrate human diversity.

The statement reads:

Human Diversity is a gift that BC High strives to promote, affirm, and celebrate. As a Jesuit, Catholic school, we are committed to justice, equity, and inclusion as they are essential to meaningful learning, personal growth, and loving relationships.

As a Jesuit, Catholic school, we believe diversity, equity, and inclusion are essential to meaningful learning, personal growth, and loving relationships. As such, we are committed to building a community that respects and affirms all our members; honoring diversity of race, ethnicity, national origin, physical ability, religion, sexual orientation, and socioeconomic status.

FINANCIAL SUSTAINABILTY

Together with the Finance Committee of the Board of Trustees, school leadership is committed to ensuring that best practices are followed while maintaining a keen eye to potential opportunities for growth. To support and strengthen BC High's long-term financial viability, operations of the school will exist within available operating resources. School leadership will undertake appropriate strategic planning to proactively identify long-term financial plans and challenges, stewarding our financial resources to support our students, programs, facilities, and meet our mission.

As part of this process, the Board of Trustees has approved a comprehensive campaign to ensure financial sustainability. Transformational gifts will make an impact on our strategic priorities, while endowment and planned gifts will build future financial sustainability. Gifts to the Fund for BC High will support the annual needs of the schools operating budget and provide necessary opportunities for students to thrive each year.

1. **We will provide a transformative experience of the head, heart, and hand in the pursuit of human excellence.**

We seek to ensure that the learning experience of our students is underpinned by cura personalis and the relationships to best support them, given the increasing incidence of mental health issues in adolescence. Further, it is critical that our curriculum is aligned with the mission and vision (including the global Jesuit mission), reflects the current context of the students, and meets market and industry standards.

Conduct a comprehensive and holistic teaching and learning review

BC High's priorities will be to:

- Emphasize the place of relationship as precursor to learning – boys as relational learners
- Provide relational learning and depth of experience (already commenced with 2020 schedule change)
- Expand our strong academic tradition through core subjects and providing a pathway to college
- Foster a desire for engaged learning in its students
- Seek to develop and promote the full potential of its students through the way the curriculum is delivered and the centrality of Ignatian Pedagogy
- Define our response to market and other secular forces in a manner consistent with its educational philosophy and the Catholic tradition
- Respond to needs of students at different age/grade levels

- Ensure electives are seen as important for providing student choice but appropriate criteria, aligned with the BC High educational philosophy and will need to be developed for determining the range of offerings at different levels. These criteria will include support for core traditional areas, exposing students to new areas, challenging students, and available resources
- Develop an Assessment for Learning – every assessment item should be an 'episode of learning'
- Provide differentiated instruction / learning support to accommodate the change in student demographics
- Integrate the Centers of Human Excellence (Ignatian, Identity & Formation; Diversity, Equity, & Inclusion; Innovation; Leadership; and Global) into the curriculum
- Emphasize the position of the Arts and Health & Wellness
- Clearly articulate STEM
- Create more choice in Freshman and Sophomore years
- Cultivate coherence between the Arrupe Division and high school

Symbiotic relationship between care and learning

BC High's priorities will be to:

- Meet the needs of all students by providing a significantly improved level of holistic care, acknowledging the symbiotic relationship that exists between student care and wellbeing and their learning and growth
- Bring the provision of student pastoral care in line with best practice in a 21st century educational setting

- Develop a house system to become a 'community within a community' based on the empirical data around the importance of strong relationships and a deep understanding of context
- Create an enhanced environment / context where students can optimize their growth and ultimately fulfill the mission of BC High
- Promote deeper connections through a student led inter-house competition, covering athletic and co-curricular activities
- Provide meaningful opportunities for student leadership through the construct of the House System

2. We will recruit, support, and retain faculty and staff who will be deeply committed to our mission and values.

Our teachers make the biggest and most important impact on our students. We must ensure that we invest in their development in a comprehensive and strategic manner to support and enhance the faculty and staff experience. It is critical that our faculty and staff reflect the diversity of our student body.

Develop a multi-faceted Faculty Assessment Tool that is ongoing, consistent with our Jesuit context, and both formative and summative in nature

BC High's priorities will be to:

- Initiate comprehensive review process and data repository to include both formative, summative and multi-faceted assessments, such as:
  - student shadowing,
  - lesson observations,
  - professional learning groups; and
  - peer observations
- Conduct student surveys
- Ensure teacher contract allows flexibility to create new model of teacher evaluation
- Base any new model of teacher evaluation and formation on data from empirical research

Increase faculty & staff diversity

BC High's priorities will be to:

- Formalize mechanisms by which we can draw faculty of color and diverse faculty to BC High, particularly through a fellowship or scholar in residence program
- Continue to find new areas to recruit faculty and staff of color including NEMNET, Diversity@Workplace, African American Development Officers Association and Hack Diversity for IT jobs
- Define and formalize a retention strategy for faculty and staff of color
- Work to identify relationships and opportunities to engage diverse candidates in employment conversations
- Attend workshops on diversity hiring to share key points and our collective thoughts
- Engage in diversity hiring conversations at the leadership level using AISNE, NAIS and the People of Color Conference

Retain faculty & staff

BC High's priorities will be to:

- Ensure that a competitive benefits package is available to all faculty and staff
- Establish relations and collaborate with the Boston College Lynch School and Donovan Urban Teaching Scholars Program
- Create a comprehensive formation plan for all staff
- Establish wellness programs that promote mental, physical, and spiritual health and well-being

3. We will develop, enhance, and maintain state-of-the-art facilities to accommodate our students' needs.

To best address the academic, athletic, emotional, mental, and spiritual needs of our students, we will develop a comprehensive and strategic campus master plan that also creates operational efficiencies with technology. The physical space of our campus, the areas in which our students learn and are cared for, should complement our philosophical approach to teaching and learning. With a large and diverse community (students, faculty, and staff), aging infrastructure, and a 40-acre campus situated on Dorchester Bay, we will take into account many factors while looking to the future and the area around us. It is important -- and exciting -- for us to think of the relationship between the space in which our students learn and are formed and the technological and physical needs that will continue to arise as we grow and accommodate a more diverse and dynamic community of learners.

Develop Campus Master Plan with Deferred Maintenance and New Initiatives

BC High's priorities will be to:

- Soften edges of campus with landscape architecture and welcome signage and fencing
- Renovate and reimagine the stadium grandstand
- Renovate and address necessary upgrades to McElroy Hall
- Create a Wellness Center
- Build a Learning Laboratory/Innovation Hub
- Expand the Strength and Conditioning space including locker rooms
- Build a Natatorium
- Build a Hockey Rink

Create Operational Efficiencies with Technology

BC High's priorities will be to:

- Use technology to create academic and administrative efficiencies enabling staff to work smarter
- Create a data warehouse to build the integration logic to connect to each software system
- Create a Data Committee to assist with implementation as we modernize our data collection/use

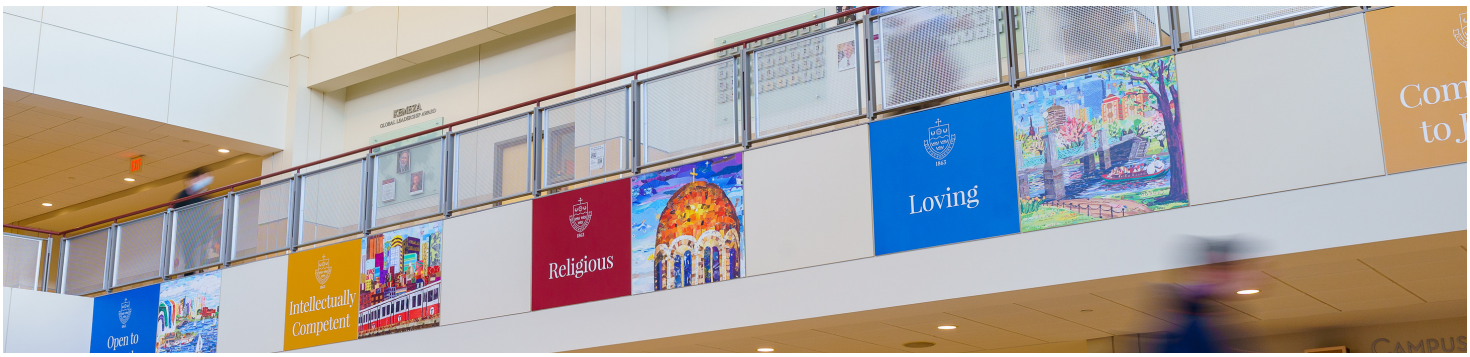
4. We will continue to attract and support a diverse student body that will embrace and further our Jesuit mission.

BC High will increase accessibility and affordability, in line with our mission, so that students from all socioeconomic backgrounds are able to attend. Our enrollment process will integrate the amount of financial aid funding, the process for financial aid, and how the merit process impacts student body composition. This includes enhancing the personalized experience that prospective families have come to expect in choosing a school for their son(s.) We know that personal outreach, frequent communication, and a sense of being known are critical to enroll the very best students for BC High.

Align the Enrollment Process with the Vision, Enhance Merit Programs, Continue to Foster a Personalized Experience for All Families, and Build on Existing Retention Efforts to Support and Care For Students

BC High's priorities will be to:

- Enhance recruitment in cities / towns that traditionally yield racially diverse applicants
- Examine how merit scholarships can be used to increase the racial diversity of the enrolled students from specific towns/regions
- Develop advertising campaign with clear financial aid messages
- Establish and maintain merit scholar programming with clear events, initiatives, and goals throughout the academic year



- Define a specific yield program with outreach from key leadership (ie., president, principal) for a personalized approach
- Enrollment staff will be responsible for designated towns/schools and the prospective students from those areas
- Develop and foster relationships with community based organizations (CBO), youth organizations including sports and interest groups
- Work with academic team to ensure students are academically, socially, and spiritually adjusted

5. We will continue to strengthen our position as a leader in the City of Boston, the Jesuit global network, and beyond.

It is important to ensure that we deepen relationships with outside organizations to enhance the overall student experience by providing opportunities that they could never receive at another school. BC High students are our best form of advertising, and it is critical that the places and organizations they participate in, particularly those which will best support the Centers for Human Excellence, are informed about all the opportunities present at BC High.

The partnerships that we form are not simply to benefit our students' outcomes, but also to deepen our students' connection to the communities in which they serve. To further our mission in supporting a diverse student body, we will create additional avenues in which our students of color can succeed beyond BC High. BC High will continue to be viewed as a leader in education – through the work of our students, our
faculty, staff and alumni.

Create and enhance partnerships to support the student experience through the classroom, co-curriculars, and the Centers for Human Excellence, Deepen Relationships with institutions on Columbia Point, and Actively Engage as a Thought Leader

BC High's priorities will be to:

- Create custom packages to be distributed to each partnership, CBO, business, organization that support BC High
- Develop plans for each Center that specifically target outside organizations, business, etc.
- Work with Center directors on specific goals for new relationships each year
- Continue to facilitate Point Partners with monthly meetings. Establish personal relationships for key leaders, ie., Cabinet, Center Directors, etc.
- Seek opportunities for our leadership to be featured key experts. Share through social media channels and on BC High website