

# 5 Year Strategic Plan 2011 - 2016





## Executive Summary

With a 50 year history steeped in tradition, Melbourne Central Catholic High School (MCC), has been educating and preparing students for the rigors of college, as well as for leading fulfilling and productive lives as Catholics. We are committed to continuing our legacy of success in forming our students into tomorrow's leaders and followers of Christ. Today's MCC students represent the future of our Catholic faith and through imparting their knowledge, skills, values, and faith, they will become instruments for change for a more just and humane world.

To ensure our school's future vitality and strength going forward, our strategic planning team has evaluated our internal and external environment, identified opportunities and challenges, and established our school's most important priorities. The planning team is comprised of the standing strategic planning committee along with eight other committees which focused on core strategic areas. Together, they established a formal strategic plan that reinforces our mission, vision, and guiding principles.

With a long-term strategic focus, we will be well poised to continue to provide an excellent academic Catholic education with a solid comprehensive curriculum for college preparation including enrichment in foreign language, fine arts, and religion, as well as extracurricular programs that promote teamwork, leadership, social development, and physical well-being. We will prepare students with the skills necessary to meet the challenges of the 21<sup>st</sup> Century and for leadership in a global world.

Melbourne Central Catholic High School's strategic plan establishes a clear direction for the course of the school during the next five years. This strategic plan represents the collaboration of many individuals, including school administrators, pastors and clergy, faculty, staff, board members, parents, students, and leaders in academia and business. By sharing their expertise and time, they were instrumental in shaping the roadmap for MCC's future.

The strategic plan outlines MCC's goals and objectives for the school's improvement and advancement. We wholeheartedly dedicate ourselves to the continued evangelization and education of our Catholic youth. We will monitor, measure, and report on the achievement of the action plan quarterly beginning in the 2011-2012 school year.

*It is with my sincerest gratitude that I would like to personally thank everyone involved with MCC's strategic planning process. Your dedication, insight, and contributions brought this vital plan to fruition. The achievement of the goals and objectives of the strategic plan is paramount for our school's improvement and success over the next five years.*

Sincerely,

Michael C. Burke  
President, Melbourne Central Catholic High School



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A black and white photograph of a school building. The building has a two-story structure with a balcony on the upper floor featuring a decorative, repeating oval pattern. A large palm tree stands prominently in the center-right of the frame. In the foreground, a group of students, mostly wearing polo shirts and shorts, are walking along a path. Some are carrying backpacks. The scene is set outdoors with other trees and shrubs visible.

# History



## History of Melbourne Central Catholic High School

Melbourne Central Catholic High School's humble beginnings started as a dream of three local pastors who were steadfast in encouraging the school's emergence in a community where no Catholic high school existed. Their inspiration, along with the patronage of the Most Reverend Joseph P. Hurley P.D., Archbishop of St. Augustine, resulted in breaking ground in 1961 for Brevard County's first Catholic high school. Buildings were erected on 40.59 acres positioned on East Florida Avenue in Melbourne, FL. During the building of the school, students occupied rented barracks across from the Melbourne Airport, which was shared with Brevard Engineering College.

In 1962, four Franciscan Sisters of Allegany, NY, joined the faculty. Rev. Peter Dolan, one of the three pastors who founded the school, became the first President/Principal of the new school. Mother Marguerite O' Connell soon was appointed as the Principal and Fr. Dolan continued as the President.

In January of 1963, the sophomore class entered the new building for the first time. A convent for eight sisters was completed that year. Over the next 11 years, a gymnasium/auditorium was constructed along with the addition of baseball fields and dugouts, a football field, and a softball field.

The Southern Association of Colleges and Schools fully accredited the high school's first graduating class in 1966. In 1968, MCC became part of the newly formed Diocese of Orlando under Bishop William Borders.

The 1980's and 1990's were a time of expansion of infrastructure to accommodate the needs of a growing student population. A new library was built, older buildings were air-conditioned, and a new science building of 21 classrooms was constructed.

The academic programs grew as well. The curriculum changed dramatically in foreign language, science, social studies, English, computer science, and mathematics under the guidance of the school's Academic Council, which consisted of all department heads. Honors classes and Advanced Placement courses were introduced into the curriculum. In 1990, MCC received the prestigious U.S. Department of Education Blue Ribbon School of Excellence recognition.

MCC continues to upgrade and integrate sophisticated technology and state-of-the-art equipment in support of teaching and learning opportunities which prepare students to enter the digital age. Athletics have also expanded to include many outstanding sports, such as football, basketball, soccer, golf, tennis, swimming, baseball, softball, volleyball, track, and cross country.

The faculty now consists of 42 lay teachers with most having earned advanced degrees. In 1989, the last of the Sisters of Allegany left both the education field and MCC after many years of dedicated service.

MCC has a tradition of excellence, graduating many National Merit Scholars, National Hispanic Scholars, and Advanced Placement Scholars. On the state level, MCC has won recognition in Foreign Language competitions, Odyssey of the Mind, Science Fairs, and Bright Future Scholars. Our students continue to excel and exceed national averages on the ACT and SAT tests.

MCC has thrived as a college preparatory school for many years as demonstrated by the fact that a 100% college acceptance rate is typical for each graduating class. The school continues to live up to its founding mission of excellence in academics, service, athletics, arts, and Catholic leadership. This commitment drives and inspires us to meet the needs of our youth in an ever-changing world.



## **Mission Statement**

Central Catholic High School's mission is to educate students in a Christ-centered, college preparatory environment with an emphasis on Catholic teachings and traditions.

Through teaching and example, faculty members strive to guide their students to a personal acceptance of faith and to a respect for the life-long educational process.

Central Catholic is committed to the cultivation of individual potential and to the graduation of sincere, educated and articulate Christians.

## **Vision Statement**

Catholic education is committed to a nurturing approach to education and faith formation. Melbourne Central Catholic faithfully embraces this approach for students and staff alike.

- We will provide a holistic approach to education characterized by Catholic values.
- We will focus on academic excellence, mutual respect, self discipline, faith challenges, and community service to achieve personal goals now and for the future.
- We will encourage leadership and active learning, and encourage critical thinking and technological skills to realize our full potential.
- We will hold faculty and students alike to the high standards of intellectual and moral development.
- We will focus on external factors that enable improvements to facilities and new building projects.



## Guiding Principles of Melbourne Central Catholic High School

As a Catholic high school in the Diocese of Orlando, we strive to ensure the success for all students in the 21st Century global world based on the principles of Catholic doctrine and the living tradition of the Church. Melbourne Central Catholic High School promotes a Christ-centered environment which fosters the total formation of each child. The school, in concert with parents, prepares students to develop leadership skills to meet global challenges and to be of service to others.

Catholic formation is the hallmark of the Catholic education. As such, the philosophy of MCC is founded on the four principles of Gospel, Message, Community, and Service, as proclaimed by the pastoral message of the Bishops in the document, “To Teach as Jesus Did”. Based on these principles, the members of the administration, faculty, staff, clergy, and parents are committed to teach the whole child with love, understanding, and compassion.

Melbourne Central Catholic High School’s administration, faculty, and staff are committed to academic excellence and to teaching tolerance and social justice principles to students and the school community. In order to evangelize Christ’s message and educate the students to become the hands and feet of Christ, an attitude of service permeates every aspect of school life.

Catholic education is Christian value-centered and teaches students by guiding them to share their God-given talents, treasure, and time with their neighbors in a spirit of friendliness, while respecting the diversity within the community and promoting Gospel values.

In keeping with Vatican II, Melbourne Central Catholic High School aims to cultivate the mind, develop the capacity for right judgment and develop in our students a strong sense of relationship with Christ. We are committed to promoting a love of learning in order to prepare students as life-long learners and stewards of this world.

In these challenging times, our school calls together parents and all stakeholders to stand firm and work diligently to develop both the strong Catholic identity of the school and the excellence in academics that will prepare students to meet the challenges of the global world in the 21st Century.



# STRATEGIC PLANNING COMMITTEE GOALS AND OBJECTIVES





# GOALS AND OBJECTIVES





## Academics

### GOAL 1:

Provide a premium educational experience that challenges students to achieve their fullest potential.

1. Evaluate classroom assessment techniques to ensure that all disciplines are focusing on the application of critical thinking skills in preparing our students for college.
2. Increase the offerings of our academic program with consideration of dual credit courses, online learning opportunities, and International and Language Immersion programs.
3. Ensure the curriculum is coordinated both vertically and horizontally.

### GOAL 2:

Implement an exemplary Fine Arts program and continue to investigate ways to improve and expand program offerings to enhance the overall experience of the students.

1. Increase student involvement as creators, performers, critics, and consumers of fine arts through expansion of our drama, art, and music curriculum.
2. Explore options for providing summer enrichment programs.

### GOAL 3:

Recruit, hire, and retain qualified and effective teachers and staff.

1. Assist new teachers with special orientations and ongoing mentoring.
2. Develop a school professional development program based on MCC staff's identified needs.
3. Develop an incentive program to show recognition and appreciation for staff's achievements and efforts.
4. Develop faculty evaluation documents that specifically reflect the changing expectations of teachers in the 21<sup>st</sup> Century.

### GOAL 4:

Create a rigorous academic culture that engages the full community and encourages all students to embrace life-long learning.

1. Identify ways to inspire students to challenge themselves.
2. Provide alumni and parents an opportunity to become and remain active members of the MCC community.
3. Provide our students with a broader exposure to global cultures by adding appropriate new courses in history, the humanities, and the arts.



## Catholic Identity/Mission Effectiveness

### GOAL 1:

Create and maintain an environment that is conducive to prayerful reflections of Christ in our lives.

1. Ensure prayer and worship services are a regular part of daily school life.
2. Locate visible Catholic symbols that create a thoughtful, reflective environment.
3. Enhance worship spaces.

### GOAL 2:

Integrate academic, catechetical, and spiritual enrichment opportunities for all who share in the MCC community.

1. Provide religious formation in Catholic beliefs, values, and traditions for all stakeholders.
2. Instill in our graduates a desire to be lifelong practitioners of their Catholic faith.

### GOAL 3:

Establish community outreach opportunities to maximize involvement and participation.

1. Create signature school-wide service projects.
2. Schedule spiritual renewal days for all stakeholders.

### GOAL 4:

Generate living documentation that articulates, demonstrates, and promotes our Catholic identity.

1. Evaluate annually and re-formulate our Mission Statement as required.
2. Ensure that our Catholic identity is clearly articulated in Central Catholic's descriptive documents.
3. Promote Christ-like attitudes and behavior among all stakeholders and future stakeholders.



## Facilities

### GOAL 1:

Develop a Master Plan for the future development of the campus facilities and grounds.

1. Prioritize the construction of new facilities aligned to the Master Plan.
2. Improve and beautify the appearance of the Central Catholic campus to resemble a college campus.
3. Identify and prioritize short- and long-term physical plant and technology infrastructure needs.
4. Develop a construction team management system to utilize the talents and experience of the Central Catholic community.

### GOAL 2:

Seek innovative ways to make the best use of the existing buildings and grounds.

1. Update the “as built” drawings and documents.
2. Explore and identify the creation of additional usable space within the current campus buildings and grounds.
3. Plan, prioritize, and project costs for deferred maintenance.

### GOAL 3:

Continually strive to improve the safety, functionality, energy efficiency, and security of the campus.

1. Identify and take actions to correct areas of security vulnerability.
2. Increase indoor and outdoor signage.
3. Develop a limited access system with the use of identity verification badges and educate the entire school community on the security protocol.
4. Integrate sophisticated technology in support of teaching and learning opportunities.

### GOAL 4:

Develop a “Best Practices Guide” with the overall goal of moving toward an environment of sustainability through good stewardship and planning.

1. Set up a committee that will be charged with seeking grants and cooperative partnerships that will enhance the energy efficiency of the facilities.
2. Develop a set of policies and procedures that define the following:
  - a. Who may use facilities
  - b. What the facilities may be used for
  - c. When the facilities may be used
  - d. Rules for the facility care and upkeep
  - e. Expectations of conduct within the facilities



## Financial

### GOAL 1:

Maintain a balanced budget that will provide financial support for the school's short-and-long-term operations.

1. Control tuition increases while continuing to enhance student outcomes, collaboration, and accountability.
2. Maintain a comprehensive 5 year projected budget.
3. Provide on-going training and support for department leaders so they can most effectively plan for and maintain budgetary stability within their areas of oversight.

### GOAL 2:

Create additional revenue streams to help supplement and stabilize tuition costs for students.

1. Progressively build a diverse international student enrollment.
2. Foster a relationship with parishes to explore common financial ends.
3. Increase sources of operational auxiliary income through facilities rentals and summer programming activities.

### GOAL 3:

Determine an appropriate reserve fund in order to provide for future operating cash needs.

1. Increase Funded Depreciation account to a percentage of all tuition received.

### GOAL 4:

Develop an aggressive, needs-based tuition assistance program, responsive to families' needs, with particular attention to Catholic families.

1. Establish a relationship with families and businesses willing to contribute to student financial assistance.
2. Reevaluate on a regular basis the student financial assistance program in order to best serve the MCC community.



## Leadership

### GOAL 1:

Enhance the evaluation and professional development processes for faculty, staff and board members to reflect the ever changing environment of Catholic education.

1. Update job descriptions for the President and Principal to clearly and accurately reflect each position's accountabilities.
2. Publish annual goals for each committee established by the Board chairman in consultation with each committee chairperson.
3. Develop a training and professional development plan to support the Board in the future.

### GOAL 2:

The board of trustees will make its role in resource development (time, talent, treasure) a priority to ensure the future financial viability of the school.

1. The Board's role will continue to be defined as policy/planning/fund development. The Board and President will annually update the five year strategic plan and the financial projection.
2. Strengthen the Board structure supporting donor cultivation and solicitation.

### GOAL 3:

Create and strengthen orientation activities for new faculty, staff and board members to enable them to appreciate and participate in the values and mission of the school.

1. Continue to educate the Board on their role as promoters of the school's mission.
2. Selection of Board members will be balanced with expertise of candidates and with special concern for the orientation of new members.

### GOAL 4:

The school's administrative structure and composition will ensure accountability for the coordinated implementation of the strategic plan.

1. The strategic plan is to be championed and assessed by the Board, in cooperation with the President, with an annual audit, review, and renewal.
2. Develop a plan to select future Board members in alignment with the priorities identified in the strategic plan.
3. Structure regular meetings of the administrative team to assure oversight of the strategic plan implementation.



## Marketing/Advancement

### GOAL 1:

Establish the Central Catholic brand in the community.

1. Continue to improve communication with alumni, parents, friends and benefactors through publications, correspondence, website, events, etc.
2. Actively pursue means by which accomplishments of students, faculty members, alumni and sports teams will be highlighted and promoted in local and regional media outlets, as well as parish communities.
3. Define school-wide communication needs, social media and marketing opportunities that will allow us to regularly share campus news and updates with all constituents.

### GOAL 2:

Create and implement a sustainable financial and fundraising model that will support the strategic plan.

1. Work actively and tactically to reach out to new donors, re-engage former donors, and inspire support from those who have never before supported MCC.
2. Examine the current function of the Development program and create a plan that adapts and grows according to the needs and available resources of the school.
3. In conjunction with the 50th anniversary, Central Catholic will embark on a campaign for capital projects and scholarship funds.

### GOAL 3:

Maintain enrollment at approximately 325 students.

1. Develop recruitment strategies that ensure consistency in freshman class size.
2. Enlist the help of teachers, coaches, students, alumni, current and past parents, and other friends of the school in order to identify prospective students and shepherd them through the admissions process.
3. Ensure adequate personnel in admissions process to achieve effective recruitment.
4. Annually evaluate the admissions process, policies, tools, and materials to ensure effective recruitment and retention strategies.

### GOAL 4:

All members of the Central Catholic High School community will be actively involved in promoting the school's advancement priorities.

1. Educate every member of the school community to recognize and fulfill his/her role in building a positive image for the school.
2. Aggressively cultivate mutually beneficial partnerships with the school's largest constituency, its alumni, and its other important constituencies, through consistent, high quality communication and engagement.



## Student Life

### GOAL 1:

Encourage and support more student-to-student and student-to-adult interaction.

1. Create opportunities for older students to support younger students through programs that will promote one-one-one mentoring.
2. Provide a place on campus for students to pursue co-curricular, extracurricular, and social activities which enhance student interaction.
3. Establish regular communication between mentors and mentees at all grade levels.

### GOAL 2:

Develop a comprehensive and varied activity program that encourages more participation from the student body.

1. Evaluate the current activity program to ensure alignment with the school's mission and usefulness to the student body.
2. Design and implement a system of required units for co-curricular activities that will be independent of the academic credits, while allowing students the flexibility to pursue their own interests.

### GOAL 3:

Build school community through involvement in both internal and external opportunities.

1. Formalize a program for bringing invited speakers and special assemblies to campus to inform, challenge, and inspire our students.
2. Design and develop appropriate service opportunities and activities for all students, emphasizing the importance of helping others.

### GOAL 4:

Provide a wholesome, well-balanced, and safe environment for the students.

1. Foster an environment where structure is embraced and discipline enforced.
2. Encourage faculty, students, parents, and alumni to a commitment of honor and integrity.
3. Educate, prepare, and empower students to deal with or address bullying, peer pressure, and other adolescent issues.



## Technology

### GOAL 1:

Annually review and update the school technology plan.

1. Secure additional funding sources beyond tuition to support the school's technology efforts.
2. Ensure the school buildings have reliable network infrastructure.
3. Upgrade existing infrastructure and resources to support all working and learning environments, as well as the learning needs of students.

### GOAL 2:

Provide teachers with the current technological tools and the training necessary to fully utilize them to allow for classroom instruction to enhance the learning environment.

1. Ensure all faculty are trained to use new academic technology resources.
2. Provide instructional technology hardware for use in curricular integration, record-keeping, and stakeholder communications.
3. Secure educational software to enhance and improve the curriculum.

### GOAL 3:

Engage and empower students to become more active participants in the learning experiences that are relevant to their lives and the global marketplace.

1. Investigate establishing a student technology team.
2. Increase student experiences with online courses.
3. Implement standards and learning objectives using technology in all content areas.



## Next Steps

During the strategic planning process, we reaffirmed MCC's mission and vision, identified and analyzed the internal and external environments, and examined market trends and opportunities. We set our sights on MCC's future through careful analysis and anticipation of the diverse needs of our students, faculty and staff; and we developed the roadmap for sustaining our school while increasing its vitality, strength, and success.

As we embark on the implementation and achievement of the strategic plan goals, we will continuously evaluate the current situation and make necessary adjustments in order to maintain the best course of action. After thoughtful reflection of MCC's history and traditions, which are firmly founded on five decades of Catholic education, we are dedicated to sustaining and improving MCC's role in preparing young adults for productive lives in service to their faith, their family, and their communities. This will require concerted efforts of those whose lives have been enriched by the MCC experience. These valued individuals include the faculty and staff of the school, MCC alumni, families, and friends.

Thousands of MCC graduates have lived productive lives as Catholics and their success and leadership as morally responsible citizens in our communities are the greatest tribute to the work of our predecessors who have dedicated their lives to God and to the young adults entrusted to them. Continuation of that work in a rapidly changing world demands carefully thought out responses to the needs of students and society. This plan addresses those needs and provides guidance for the school's administration, faculty, and staff in their efforts to continue MCC's tradition of educational excellence.

The plan's viability is based largely upon the support of the MCC family--faculty, alumni, parents, students and friends—and their unwavering commitment to give their time, talent, and treasure to the school.

In order to achieve the goals and objectives of the strategic plan's core areas, each facet of the plan is being executed within a specified timeframe. Some courses of action are being initiated immediately and others will be implemented over a longer term. Going forward, we will call upon the generosity of the Melbourne Central Catholic family to share their gifts in order to carry out the many goals set forth to ensure our school's future success and prosperity.



## MCC Strategic Planning Committees

### ACADEMICS

Marcia Hammond-Chair  
Amina Batista  
Michael Burke  
Walter Evans  
Kathy Gotshall  
Cary Palsis  
Susan Reibsame  
Bob Rowe  
Jacqui Rowe  
Candee Terry

### CATHOLIC IDENTITY/ MISSION EFFECTIVENESS

Mike Krebs-Chair  
Fr. Brad Beaupre  
Michael Burke  
Mark Cahill  
Joyce Magill  
Clay Woodard  
Lourdes Wyatt

### FACILITIES

Clay Woodard-Chair  
Michael Burke  
Jeff Fleis  
Jose Reilova  
Joe Kelly  
Jenifer Leonard

### FACILITIES Continued

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Shawn Gross  
Mike Krebs  
Pat Wallace

### FINANCIAL

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Aaron Anderson  
Michael Burke  
Jim Kelly

### LEADERSHIP

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Michael Burke  
John Cacciatore  
Katheryn Gotshall  
Jim Ziarno, Sr.

### MARKETING/ADVANCEMENT

Joe Kelly-Chair  
Michael Burke  
Rob Craft  
Matt Gifford  
Joyce Magill  
Tracy Steele

### STUDENT LIFE

Anna Kennedy-Chair  
Shea Bolin  
Michael Burke  
Carmen DeAngelis  
Shari Deane  
Karen Neely  
Teresa Reynolds

### TECHNOLOGY

Lourdes Wyatt-Chair  
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Anita Brady  
Michael Burke  
Margie Garland-Aguilar  
Henry Herschbach  
Anita Kealer  
Dave Koos  
Karen Tinter  
Terry Tinter

### STANDING STRATEGIC PLANNING COMMITTEE

Doug Workman-Chair  
Michael Burke  
Walter Evans  
Marcia Hammond  
Joseph Belinski

## School Leadership

### BOARD OF TRUSTEES

John Cacciatore- President  
Doug Workman  
Rev Bradley Beaupre  
Carmen De Angelis  
Walter F. Evans  
Stephanie Goins  
Marcia Groh-Hammond  
Joe Kelly  
Anna Kennedy  
Michael J. Krebs  
Joyce Magill  
Gerald Oswald

### BOARD OF TRUSTEES Continued

Jose Reilova  
Michael Welch '98  
Clay Woodard  
Lourdes Wyatt '83  
Teresa Reynolds

### BOARD OF DIRECTORS

Carol Brinati  
Rev. Leo Hodges  
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Nicholas Wolsonovich, PhD.



*Melbourne*

**CENTRAL  
CATHOLIC**

*High School*

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