

THE STRATEGIC PLAN 2015-2020



THE SACRED HEART SCHOOL OF MONTREAL

STRATEGIC PLAN 2015-2020



In June 2014, the Board of Directors of The Sacred Heart School of Montreal and the senior leadership team embarked on a strategic planning process whose purpose was to establish goals

and objectives that will preserve the school's legacy of graduating young women who become the leaders of tomorrow and who will shape a changing world. This is how we aim to achieve this.



building rich in history and equipped for the modern student. Rooted in tradition, but always evolving, The Sacred Heart School of Montreal aims to instill in its students the values that Saint Madeleine Sophie cherished, all the while promoting creative education and leadership framed by the five goals of a Sacred Heart education. The truly international character of a Sacred Heart School aids in fostering a global education and citizenship in our girls.

MESSAGE FROM THE HEAD OF SCHOOL

The Sacred Heart School of Montreal is the pre-eminent English Catholic high school for girls in Montreal. Established in 1861 by the Society of the Sacred Heart, which was founded in France in 1800 by Saint Madeleine Sophie Barat. The Sacred Heart School of Montreal is a member of the worldwide network of Sacred Heart Schools with 148 schools across some 30 countries. Each school shares the five goals that govern our mission and guide our educational philosophy.

From its inception, the Society of the Sacred Heart opened its doors to all girls, regardless of circumstance, who desired a Sacred Heart education. Saint Madeleine Sophie Barat's schools were rooted in a broad vision: to deliver an education that would inspire young women to be agents of social transformation in their own times. Today, our school prides itself on its commitment to social justice and empowering young women to take their place in an ever-changing world.

Our current home on Atwater Avenue, is the sixth home of the school since its inception in 1861. City House, as it is fondly called, is a

The Sacred Heart School of Montreal has undergone many changes since it opened its doors on Atwater Avenue in 1928. Although things may look different than they did eighty-seven years ago, the same warm, welcoming environment is contagious the minute you step foot inside.

I am proud to serve this community as Head of School and I am enthusiastic about the prospects envisioned in this strategic plan. It will inspire all of our various constituents and help steer the course of the future of the school for generations to come.

Shawn O'Donnell, MBA, BEd
Head of School

STRATEGIC PLAN 2015 - 2020

In 2014, the Board of Directors committed to renew the school's Strategic Plan and a sub-committee was appointed to manage this exercise. Based on the sub-committee's recommendation, John Littleford and Associates was hired to undertake and facilitate a strategic planning session for the school, to help set direction and priorities.

John Littleford and Associates is an international management consulting firm for independent and international schools, colleges, non-profit organizations and for-profit companies founded by John Littleford in 1994. Mr. Littleford has served as head of school for 18 years, a teacher for 25 years, and a board member and chair of schools and nonprofit agencies.

He has written and spoken extensively worldwide on each area of the firm's consulting expertise. The agency's mission is to provide comprehensive, customized management consulting services of the highest quality to independent and international schools, non-profit organizations and for-profit companies needing strategic assistance.

Littleford and Associates is committed to delivering objective and thorough analyses aided by the largest and most accurate database in the world; a tailored and creative approach to problem-solving; and recommendations and solutions reflecting an in-depth, insightful understanding of the unique cultures of its client institutions.

Mr. Littleford conducted a week-long series of focus groups capturing the insights and opinions of almost 120 individuals from different stakeholders (RSCJs, parents, past parents, students, staff, faculty, alumnae, donors, City House Foundation trustees and members of the Board of Directors). The Board and the Senior Administration Team (Shawn O'Donnell, Head of School; Jean Filipovich, Assistant Head, Academics; Iveth Bosmediano, Director Finance; and Annette Kopec Brawley, Director Advancement & Communications) participated in a one-day workshop where the most frequently mentioned topics and concerns, as expressed by the focus group participants, were reviewed and discussed. The themes were further refined until five main priorities were established. Sub-teams were convened to elaborate on action plans for each of the priorities. The Strategic Planning Committee compiled the contributions of the sub-teams, drafted the Strategic Plan for review and, with the Board's endorsement, subsequently distributed it to the community.

Membership of the Strategic Planning Committee:

Patricia Laplante – Alumna (Chair)

Michel Duchesne – Past Parent

Danielle Dunleavy – RSCJ Representative

Antonia Maioni - Alumna

Mark Nawacki – Current Parent

Shawn O'Donnell – Head of School

Tania Tretiak - Alumna

Maria Valente-Fernandes – Alumna

VISION

St. Madeleine Sophie understood a changing world and knew that in the midst of change only one reality remains constant: the love of God for each person. The Sacred Heart School of Montreal aims to **empower girls to meet the challenges of an ever changing world**. It is that vision that guides us today through our five goals.



MISSION

“For the sake of one child...”

Like all Sacred Heart schools around the world, our school is committed to the legacy of our foundress, Saint Madeleine Sophie Barat. Our philosophy and goals reflect the uniqueness of a Sacred Heart education and the strong bond among Sacred Heart schools worldwide.

Our mission is to nurture the mind, body and spirit of each student in a supportive and caring environment.

THE FIVE GOALS COMMON TO ALL SACRED HEART SCHOOLS



A personal and active faith in God

A genuine respect for intellectual values

A deep sense of social justice which impels to
action

The building of community as a Christian value

The development of respect for oneself and for
others

The focus of the Strategic Plan is the mission of the school and its reputation for academic excellence and teaching with timeless values. In order to ensure its long-term sustainability, the following five priorities have been identified:



Our Identity

Sacred Heart is an English Catholic girls high school in Montreal. We are committed to the five goals of the worldwide network of Sacred Heart Schools. We will promote the goals on a regular basis so that we, as a community, are aware of how we live these goals and how they are at the forefront of everything we do. In so doing, we aspire to empower our students to meet the challenges of an ever-changing world.



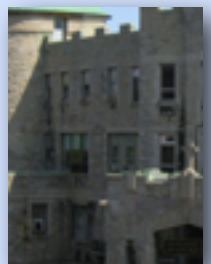
Financial Sustainability

Private English education in Quebec is under scrutiny as the government seeks to address its financial position. The Board and the school's administration continue to be vigilant and fiscally responsible so as to make a Sacred Heart education available to the broadest constituency possible.



Enrollment

The legacy of The Sacred Heart School of Montreal shall continue through strong, consistent enrollment. To that end, we will continue to employ the best admissions, marketing and branding strategies in order to attract students for years to come.



Programs / Facilities

We are committed to reviewing options that will allow Sacred Heart students access to state of the art facilities and resources to meet their needs in an increasingly competitive educational landscape. We continue to strive for academic excellence.



Governance

We depend on fundraising to support the bursary and scholarship programs for students as well as to fund large special projects aimed at enhancing our students' experience. We recruit Board members from a diverse set of backgrounds, expertise and experience and continue to strive for excellence in governance.



UNDERSTANDING WHO WE ARE

IDENTITY

The Sacred Heart School of Montreal is an English language **all girls** Catholic high school in Montreal. To strengthen our unique identity the school will make the five goals of the worldwide network of Sacred Heart Schools the focus of our future. Students, their families, faculty and staff will understand that these goals are at the forefront of everything we do and define who we are and what we offer.

We will do this by:

- Consistently integrating the five goals in school communications for all stakeholders
- Incorporating the goals and philosophy into our student programming and curricula
- Making the goals a pillar of our recruitment and admissions strategies
- Building and sustaining a diverse student body
- Obtaining academic accreditations (Canadian Accredited Independent Schools -CAIS- and Sacred Heart Committee on Goals - SHCOG) that attest to our high standards
- Reflecting on the five goals at every Board meeting
- Making these goals visible throughout the building



PRESERVING OUR LEGACY

A PRECIOUS 154 YEAR LEGACY

FINANCIAL SUSTAINABILITY

Private English education in Quebec is under scrutiny as the government seeks to address its financial position. We will establish long-range financial planning with five and ten-year models that will provide us the flexibility to offer a Sacred Heart education to the broadest constituency of students.

We will do this by:

- Maintaining strict financial oversight to ensure that the school's assets are managed according to our budgets and the priorities of the Strategic Plan
- Ensuring effective financial management with sufficient cash reserves
- Adapting our financial models to potential changes in government funding with the possibility of becoming an entirely independent learning institution, free of public subsidies
- Keeping high quality of education at the forefront of the budget process
- Continuing to foster a culture of giving to our City House Foundation. As a not-for-profit organization, we are dependent on more than tuition to deliver a program of excellence
- Continuing to attract and retain leading faculty and staff through the use of competitive compensation packages



ATTRACTING AND DEVELOPING THE WOMEN LEADERS OF TOMORROW

ENROLLMENT

The future of the school depends on our ability to attract new students. Focused on our Vision, Mission and Sacred Heart goals, we will continue to employ the best admissions, marketing and branding strategies to attract students for years to come.

We will do this by:

- Introducing an International Student Recruitment Program to add further diversity to the student body starting in the Fall of 2015
- Maintaining a robust Financial Assistance program that encourages enrollment from diverse communities. Currently, 25% of our student body receives a scholarship or bursary
- Promoting the values of a Catholic all girls education at the secondary level
- Offering transportation solutions for families living outside of the downtown core in order to provide accessibility solutions to more students
- Leveraging the worldwide network of Sacred Heart Schools
- Continuing to develop strong relationships with our feeder schools and targeted communities
- Implementing retention strategies, in order to continue to have low rates of turnover
- Continuing to use targeted recruitment, a personalized approach and a warm Sacred Heart welcome



ACADEMIC EXCELLENCE & INNOVATION

PROGRAMS AND FACILITIES

Academic excellence is the foundation of our school. We will continue to implement innovative learning programs utilizing new technologies, resources and facilities to meet our students' needs in an increasingly competitive educational environment.

We will do this by:

- Offering small class sizes in a small school environment with enriched learning in a caring and supportive setting
- Providing 21st century learning with the latest technology (one-to-one computing, Google Apps for Education, iPad labs, Media Room, SmartBoards, Ebeams, Interactive projectors, 3-D printer) to enhance the learning experience
- Continuing to offer student exchange programs through our worldwide Sacred Heart network
- Offering value added programs such as accelerated math, mother-tongue French language, Advanced Placement courses, and more
- Providing innovative solutions for learning and leveraging the offerings of the Sacred Heart Network of Schools, such as e-learning and online courses
- Supporting and promoting strong extracurricular and sports programs; increasing leadership opportunities beginning in Secondary I
- Designing classrooms and work-spaces that encourage collaboration and teamwork with a strong focus on student centered learning
- Focusing on how girls learn best and tailoring pedagogical approaches to support their unique learning style
- Ensuring faculty and staff have the tools necessary to mentor, coach and guide the Sacred Heart girl



BOARD OF DIRECTORS

GOVERNANCE

We recruit Board members and City House Foundation trustees from diverse business backgrounds with the expertise and experience necessary to ensure excellence in governance. The school relies on philanthropic support to fund the bursary and scholarship programs as well as large special projects aimed at enhancing our students' experience. The Board of Directors will work in collaboration with the City House Foundation to help meet those goals.

We will do this by:

- Ensuring that the Board's membership structure and processes advance the school's mission, vision and long-term viability, and that the Board operates in fiduciary, strategic and generative modes
- Ensuring that critical skills and expertise exist among board members or engaging external stakeholders to assist as necessary
- Conducting the Board's business in a timely fashion and ensuring good governance practices are followed
- Continuing to conduct evaluations of the Board's effectiveness and acting on any recommendations
- Ensuring strong school leadership and engaging in succession planning
- In collaboration with the City House Foundation, working to ensure the long term viability of the school by being active participants in fundraising campaigns, by seeking donors to capital and endowment initiatives, and by creating a strategy to grow the endowment
- Monitoring the progress of the strategic plan exercise to ensure that the core mission and the vision of the school are maintained while evolving the value proposition to meet the needs of tomorrow's students



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