

REICHER CATHOLIC HIGH SCHOOL
STRATEGIC PLAN 2010 - 2015

REICHER CATHOLIC HIGH SCHOOL STRATEGIC PLAN

MISSION STATEMENT

Reicher Catholic High School educates each student in spirit, mind and body by fostering personal excellence within the Catholic tradition.

PHILOSOPHY OF REICHER CATHOLIC HIGH SCHOOL

Human beings have these basic desires: a desire for God, for knowledge of this world, for social, physical, mental well-being and for community. It is through education that they pursue the realization of these desires.

Catholic, co-educational, and college preparatory, Reicher Catholic High School seeks not to mold but to guide students in the process of learning so that future decisions will be made responsibly and with confidence from a foundation based on spiritual, intellectual, moral and social development.

Ultimately, Reicher has as its goal the preparation of the fully integrated individual who will seek the truth and speak it and will become a creative force for good in a secular society.

GOALS:

1. To nurture and strengthen the faith, values, and virtues of each student.
2. To maintain high standards of academic discipline and performance by challenging students to attain the highest levels of personal responsibility, effort and knowledge.
3. To reverence the uniqueness of the individual and to develop a social conscience.
4. To enhance physiological understanding and growth by improving physical fitness and mental acuteness.

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VISION STATEMENT

Reicher Catholic High School strives to become the high school of choice for Catholic families in the greater Waco area, as well as for college-bound students of other faiths.

This strategic plan will continue to build on the spiritual and academic foundation laid by the Sisters of St. Joseph Carondelet more than 56 years ago. The school has been blessed with the ministry of the Daughters of Charity for the past 26 years and will cherish their generosity and unselfish service for years to come. In keeping with the unique charism of these two religious orders, Reicher Catholic High School embraces and fosters a Christ-centered spiritual formation in respect, discipline, excellence and service.

ACCREDITATION AND PROFESSIONAL AFFILIATIONS

- Reicher Catholic High School is accredited by the Texas Catholic Conference Education Department (TCCED) which receives its authority from the Texas Catholic Conference of Bishops and the Texas Education Agency (TEA)
- RCHS is an active affiliate member of the National Catholic Educational Association (NCEA), the Texas Association of Private and Parochial Schools (TAPPS), and the Texas Private Schools Music Educators Association (TPSMEA).

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Dear Reicher Catholic High School Family and Friends,

Reicher Catholic High School desires to become the school of choice for Catholic families in Waco, as well as for families of other faiths who are seeking an excellent college preparatory education formed in faith. It is through this vision that the Administration, Faculty, Advisory Board and Supporters of Reicher Catholic High School are preparing for this future.

The Reicher Advisory Board is happy to present our **2010 – 2015 Strategic Plan** which will guide us into a sustainable and exciting future. Many hours have been spent over the last two years to review the previous Strategic Plan, assess where we are, and develop a new plan going forward. I am very grateful to the members of the Steering Committee who worked in the process with me and gave countless hours in meetings and on their own to create this document.

I am also thankful to the students, parents, faculty members, alumni and benefactors who contributed their ideas, concerns and hopes for our school. These contributions became the seeds for our work and will help to generate excitement as we move forward into the years ahead. The plan will be used as a working document to guide decisions in the future and may be adjusted or revised as needed by future Administrations or Advisory Boards.

Please take time to review the process and methodology used to develop this plan and become familiar with the action steps we are putting before us to improve the school for current and future students. Implementing this plan will take support and contribution from everyone. As you review the plan, find places where you can help in the upcoming implementation phase. You will see that some of the action steps have already been completed or at least begun. But there are many still to accomplish and we encourage you to find ways to support the implementation of this plan, whether through financial support or by rolling up your sleeves and working to make things happen.

Thank you again for your love and support of Reicher Catholic High School. It is indeed an honor to be the leader of such an outstanding school community.

Sincerely,

Arlene Anderson Jones
Principal

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HISTORY

Reicher Catholic High School opened in 1954 under the administration of Monsignor J. J. Kearns and the auspices of the Most Reverend Louis J. Reicher, the first bishop of Austin. The school, initially named Waco Catholic High School, was directed by the Sisters of St. Joseph of Carondelet until 1985. For 56 years, Reicher has been working toward the betterment of the community for all Wacoans.

In its five decades, Reicher has provided excellence in Catholic education to almost 3000 graduates who have assumed leadership roles in Texas and throughout the country. Our students have distinguished themselves as physicians, teachers, business leaders, clergymen, religious sisters, public officials, military officers and other professionals; and one is now a university chancellor.

In 1998, against the advice of those who urged fleeing to the suburbs, Reicher renewed its commitment to the city by launching the \$9 million Reicher Renaissance Capital Improvement Project. This project included renovating an aging facility into a modern campus that now includes a 1,200 sq. ft. art studio, a music studio with practice rooms, a large meeting hall, a conference room, a new gym/activity center with athletic locker rooms, a field house, state-of-the-art performing arts center and chapel. A girls' field house and weight room along with a new concession stand was added during the final phase in 2008.

In the distinctive tradition of Catholic education, Reicher kept its tuition as low as possible to ensure affordability within the Catholic community. A comprehensive financial aid program assists families who desire a Catholic education but cannot afford to pay the full tuition. This legacy of diversity -- a proud hallmark of Reicher—is threatened by rising educational costs, caused in part by the diminishing number of generous religious sisters who staffed our schools for nominal stipends. Catholic education in 2010 is largely the work of dedicated lay men and women who require a living wage for their families.

This Strategic Plan supports the mission of Reicher to continue to provide superior Catholic education to a diverse student body so that each child may realize their God-given potential in spirit, mind, and body, thus perpetuating Reicher Catholic High School's role of leadership in American society and beyond.

METHODOLOGY

This strategic plan is the culmination of more than a year of work which began as the previous strategic plan expired. The document was produced in collaboration with the Reicher Catholic High School Advisory Board, Administration, Faculty, and members of the greater Reicher community, including current and former parents, benefactors, alumni and students, and local clergy. The rich diversity of perspective from these stakeholders brings forth a plan that reflects the vision we all share for Reicher's future.

Strategic planning began with the establishment of a steering committee to oversee the process and bear the responsibility for writing the plan. Members appointed to the steering committee were selected from the Advisory Board, former plan steering committee members, the faculty, parents and benefactors.

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The first task of the committee was to conduct an evaluation of the previous strategic plan to determine what goals were accomplished and what objectives were realized. The main categories that were addressed in the former plan were included in the new plan with the exception of the category “Student Body”.

It was determined that those aspects in the student body category were contained in Student Life/Activities as well as in the Development category. In addition to these, a category addressing financial matters was added to help the school forecast future needs in enrollment as well as future tuition rates.

After the evaluation of the previous plan was complete, the steering committee determined the format for the new plan and the process that would be followed in order to best attract input from stakeholders. Each steering committee member became responsible for one or two categories of the plan to ensure widespread input and comprehensive coverage of each category. The Advisory Board in collaboration with the Steering Committee participated in a day long work session which produced the goals and objectives for each category facilitated by Ashley Thornton from Baylor Business School. These goals and objectives were shared with the faculty and administrative team for input.

Once the goals and objectives were finalized, focused meetings were conducted with various constituencies to brainstorm ways each objective could be accomplished. The Faculty, the Academic Council, the Administrative Team and the Student Council were asked to participate in processes that generated ideas and methods to meet these objectives. A “Principal’s Task Force” was formed consisting of a diverse group of students who are not elected leaders in the school but who are involved and active students. This group participated in a focused process as well to give input to these goals and objectives. The steering committee concluded the input gathering process by hosting a “Convocation of Ideas” which brought together parents, benefactors, clergy and alumni. Stakeholders that were unable to make the Convocation were invited to respond through a written questionnaire.

Hundreds of ideas and comments were considered as the final action plans were developed. The plan reflects the priorities expressed by the various groups and include resources needed, a timeline and person responsible for each action. Sequences of the actions are listed in chronological order by expected completion date and do not necessarily reflect a priority. The final document provides a vision for the future in keeping with the school’s mission to educate in mind, body and spirit within the Catholic tradition.

The Advisory Board will be charged with reviewing and revising this document annually. The administration is charged with the implementation of the goals and objectives in collaboration with the Advisory Board and departments of the school.

We are thankful for everyone in the Reicher community who participated in the process. It is our hope that because of the time given and the ideas shared, this document will be a helpful guide toward a faithful and fruitful future for Reicher Catholic High School.

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OVERVIEW

I. Catholic Identity/Mission

Create an undeniably Catholic teaching and learning environment.

- Teach and model Christ-like behavior during the school day and at all Reicher activities.
- Develop Catholic, Christ-centered Spirituality in all students and staff.
- Encourage students and alumni to practice their faith through continued service to the larger community.
- Develop ways to encourage students to carry faith messages and culture home.

II. Academic and Fine Arts

Provide a college preparatory program to maximize each student's potential.

- Ensure teachers will be certified in area of instruction and encouraged to pursue advanced degrees or continuing education.
- Ensure the use of varied instructional strategies that will encourage a passion and thirst for learning.
- Raise program standards to expand college admission options and choices.
- Maintain high standards of excellence in instruction, performance, facilities, and equipment in all Fine Arts programs.

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III. Alumni Relations/Reicher Community

Foster active involvement by the entire Reicher Community.

- Implement an organized method for finding and contacting alumni.
- Create opportunities for active involvement of alumni.
- Utilize effective feedback and assessment methods of all programs.
- Strive for 100% parent involvement in the school.
- Develop a Parent Covenant in which parents pledge service and support to the school.
- Expand the Booster Club as the parent association for all parents.

IV. Athletics

Maintain a competitive athletic program that emphasizes personal integrity and self-discipline.

- Encourage athletics and academics to reinforce each other.
- Balance emphasis among various athletic programs.
- Foster coaches as spiritual and academic leaders as well as athletic leaders.

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V. Development

Elicit involvement of people in the mission and vision of Reicher Catholic High School.

- Develop a planned giving program.
- Develop feedback channels for parents and Reicher community pertaining to the state of the school.
- Increase gifts from local businesses.
- Foster greater support from local parishes.

VI. Faculty

Recruit and retain an exceptional and diverse faculty.

- Provide and encourage continuing education and enrichment for faculty.
- Improve teacher evaluation and accountability.
- Find creative ways to enrich instruction by drawing on community resources including ethnic/minority leaders.
- Maintain and exceed compensation levels in accordance with the Diocesan guidelines.

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VII. Finances

In the spirit of equity and justice, establish financial priorities to provide accessible Catholic education.

- Improve the tuition assistance programs to increase access to Catholic education.
- Strengthen reserve funds for emergencies and long-term needs.
- Evaluate the financial accountability of programs and balance spending between the academic and extra-curricular programs.
- Re-assess the tuition structure and develop a model for making on-going tuition decisions in an objective way.
- Develop a plan to gradually lower the diocesan subsidy and increase parish subsidies.

VIII. Student Life/ Activities

Provide a challenging environment where students grow in charity, leadership and personal excellence.

- Develop a strong campus ministry program wherein students feel they have a valuable place in the Reicher community.
- Foster an environment where community service inside and outside of Reicher has a priority in students' lives.
- Follow Christ's model by accepting, cherishing and celebrating our individual and ethnic identities.
- Foster the value of personal, face-to-face communication.

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IX. Technology

Expand the educational experience through the continued use of emerging technology.

- Improve student access to learning opportunities through the acquisition of new and emerging technology.
- Acquire and maintain hardware per the technology plan and add a systematic way to collect and infuse new technology ideas.
- Continue to educate teachers and parents on the use of available Reicher technology.
- Coordinate the use of technology with theology and Catholic life values.

X. Transportation/ Buildings and Grounds

Improve upon current facilities and allow for expanding enrollment.

- Involve the Waco community more in the RCHS physical plant development.
- Develop and maintain a secure campus.
- Maintain environmentally responsible facilities.
- Expand the cafeteria and gymnasium facilities to accommodate increasing enrollment, including a studio for dance, choir, and other activities.
- Continue to upgrade athletic facilities and transportation as enrollment increases.

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ACTION PLANS

CATEGORY I: CATHOLIC IDENTITY/MISSION

GOAL: Create an undeniably Catholic teaching and learning environment.

OBJECTIVE # 1: Teach and model Christ-like behavior during the school day and at all Reicher activities.

Action	Resources Needed	Timeline	Person(s) Responsible
Provide formation for faculty regarding Christ-like behavior	2 Faculty/Staff In-Services Pamphlets Emails Retreat Opportunities (<i>use a board to display spiritual retreats</i>)	2010/11 and On-going	Principal Vice-Principal Campus Minister
Remind faculty and staff to model Christ-like behavior	Quarterly notes in faculty/staff mailboxes	2010/11 and On-going	Principal Vice-Principal Campus Minister
Make praying before all classes and before lunch a priority	Catholic Prayer Book for all Faculty/Staff, Calligraphic table prayer in dining hall, public address system accessible to all classrooms and athletic areas, Finances	2010/11 and On-going	Principal Campus Minister
Conduct a Student-Faculty/Staff forum so that the faculty can listen to the students' concerns	Faculty/Staff In-Services	Begin 2011 Spring Semester of each year (<i>more if needed</i>)	Principal Vice-Principal Student Council Moderator(s) Student Council

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CATEGORY I: CATHOLIC IDENTITY/MISSION

GOAL: Create an undeniably Catholic teaching and learning environment.

OBJECTIVE #2: Develop Catholic, Christ-centered Spirituality in all students and staff.

Action	Resources Needed	Timeline	Person(s) Responsible
Implement the chosen charismas'/virtues for each class: Freshman-RESPECT ; Sophomore-DISCIPLINE ; Junior-EXCELLENCE ; Senior-SERVICE	Signs in each hallway Attractive posters (<i>created by students</i>) Reicher Prayer (<i>created by students to be prayed at Morning Prayer</i>) Finances	Current and ongoing	Principal Class Moderator(s) Class Officers
Provide formation for faculty/staff on student interaction that demonstrates compassion, acceptance, and empathy.	Faculty/Staff In-Service each semester Read <u>Nobody Left to Hate</u> by Elliot Aronson Finances	2010/11 and On-going	Principal Vice-Principal Campus Minister
Provide retreats for each class	Substitute for classes and responsibilities Finances	2010/11 and On-going	Principal Faculty Class Moderator(s) Campus Minister
Faculty are to include Catholic faith element within their lesson plans at least once a week	Faculty In-Service on Lesson Planning Weekly Lesson Plans	2010/11 and On-going	Principal Vice-Principal
Include Catholic acceptance clause in the letters of employment and in the student acceptance documents	Letters of Agreement for Faculty/Staff Covenant Agreement	2010/11 and on-going	Principal

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CATEGORY I: CATHOLIC IDENTITY/MISSION

GOAL: Create an undeniably Catholic teaching and learning environment.

OBJECTIVE #3: Encourage students and alumni to practice their faith through continued service to the larger community.

Action	Resources Needed	Timeline	Person(s) Responsible
Send service notifications (education) and reminders to alumni	Postcards Addresses for alumni (email and snail mail) Design Team, Web Director Finances	2011/12	Principal Class Moderator(s) Class Officers
School sponsored mission trip for both alumni and students	Research Advertising Calendar dates	2011/12	Campus Minister Student Council Service Liaison
Provide opportunities for the corporal works of mercy: (1) Feed the hungry, (2) Give drink to the thirsty, (3) Clothe the naked, (4) Shelter the homeless, (5) Visit the sick, (6) Visit those in prison, and (7) Bury the dead	Poster of Corporal Works of Mercy along with Service Locations	2011/12 and on-going	Student Council Service Liaison Student Council Chaplain Campus Minister
To develop a Pro-Life group	Research Interested students and faculty/staff	2011/12	Campus Minister Student Council Chaplain
Advertise local churches and mass schedules to the students	Artist Fun caricature map of Waco with Church locations, mass times, reconciliation times Finances	2011/12	Campus Minister Art Teacher

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CATEGORY I: CATHOLIC IDENTITY/MISSION

GOAL: Create an undeniably Catholic teaching and learning environment.

OBJECTIVE #4: Develop ways to encourage students to carry faith messages and culture home.

Action	Resources Needed	Timeline	Person(s) Responsible
Outside-of-school faith-based activities (Mass, Service opportunities) with families once a year	Research Core group of interested parents Finances	2011/12	Campus Minister
Send flyers home once a month to remind/teach families about Catholic faith through the Theology classes that reflect what is being taught in class.	Pre-formed Flyers (<i>i.e. St. Anthony Press</i>) Physical home address of families Finances	2011/12 and ongoing	Campus Minister, Theology Teachers
Quality spiritual emails sent home on a monthly basis by theology instructors.	Access to email accounts Monthly spiritual email	2011/12 and On-going	Campus Ministry, Theology teachers Web Director Principal
Prayer experiences during Advent and Lent for the St. Louis and Reicher communities	Advertisement Calendar Dates Finances	2010/11 and On-going	Campus Minister Student Council Chaplain
Schedule regular opportunities for confession and adoration.	Priests and other prayer leaders	2011 and on-going	Campus Minister Theology Department

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CATEGORY II: ACADEMIC

GOAL: Provide a college preparatory program to maximize each student's potential

OBJECTIVE # 1: Ensure teachers will be certified in area of instruction and encouraged to pursue advanced degrees or continuing education.

Action	Resources Needed	Timeline	Person(s) Responsible
Develop relationships with Baylor and MCC education departments.	Time to develop relationships.	2010/11 and ongoing.	Principal/Vice-principal/Dept. Reps
Require teachers to attend professional conferences/workshops in content area at least one time every three years.	Increase designated budget item allotted for continuing education and dues for professional organizations for departments. Maintain log of attendance	2010/11 and ongoing. Expand current allocation from 11/12 and ongoing	Principal/Vice-principal Development
Provide means and financial support for continuing education for teachers to pursue advanced degrees apart from staff development already provided by Reicher or the Diocese.	Increase designated budget item allotted for individuals. Develop criteria to qualify for use of these funds.	Expand current allocation beginning 2011/12 and increase over 5 yr. period.	Principal/Development/Vice-principal

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CATEGORY II: ACADEMIC

GOAL: Provide a college preparatory program to maximize each student's potential

OBJECTIVE #2: Ensure the use of varied instructional strategies that will encourage a passion and thirst for learning.

Action	Resources Needed	Timeline	Person(s) Responsible
Increase staff development on instructional strategies, cooperative learning, critical thinking, learning styles and performance based activities in the classroom.	Increase funds for staff development and bring presenters in to the school.	Ongoing	Vice-principal
Develop guidelines and strategies for use of outside of class assignments and communicate expectations.	Training, Materials, Procedures for monitoring	2010/11	Vice-principal
Use technology to enhance student engagement, increase use of PowerPoint and other applications in student presentations and make Math software available	Increase funds for technology: software as well as classroom mobile carts of iPads and classroom mobile carts of laptops that can be checked out by teachers.	2010/11 and ongoing	Director of Technology / Teachers /Development
Coordinate with local business and academic professionals to enhance instruction/guest presenters	Time to develop relationships Coordination with local talent	2011/12 and ongoing	Teachers Department Reps.
Develop and implement a Learning Lab to improve success rate of students with mild learning difficulties	Funds for a diagnostician/teacher specialist. Space for the lab. Funds for software, materials, and equipment. Resource with Assessment Center at Baylor (Dr. /Mrs.) Whipple)	2011/12 school year and beyond	Principal/ Vice-principal Development

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CATEGORY II: ACADEMIC

GOAL: Provide a college preparatory program to maximize each student's potential

OBJECTIVE #3: Raise program standards to expand college admission options and choices.

Action	Resources Needed	Timeline	Person(s) Responsible
Implement vertical alignment with junior high curriculum at Catholic feeder schools based on national standards – beginning with Math	Designated time for curriculum development and alignment. Funds for compensation for outside time spent	2010/11 with Math and ongoing with additional disciplines	Vice-principal
Continue to provide and increase opportunities for SAT/ACT Prep classes for Juniors and Seniors	Funding for SAT Prep instructors, Software and other resources for SAT prep	2010/11 and ongoing	College Counselor
Increase rigor in Freshman and Sophomore courses to prepare students for demands of Junior and Senior level courses by expecting higher level outside of class work, increasing use of more independent work/assignments and essay tests	Staff development, materials, training	2010/11 and ongoing	Vice-principals/ Department Reps Teachers
Conduct annual review & disaggregation of test scores for curriculum review and development	Time for faculty and administration	2010/11 and ongoing	Vice- Principal/Counselor
Review and revise curriculum guides for each course based on national and state standards	Funds for stipends for additional time spent outside of duty for teachers to work on curriculum development, professional dues, and materials.	2010 - 2013	Vice-principal/ Department Reps.
Require a study skills/composition course for 9 th graders to increase success rate of achievement, as well as a test prep/college planning class for Juniors.	Increase budget for additional class personnel, materials, software.	2011/12 and ongoing	Vice-principal
Establish a Pre-engineering track in conjunction with a college or university	Increased budget for additional courses, qualified teachers, and program requirements	By 2012	Principal/Vice-principal
Add more options in Foreign Language – (i.e. French and/or Chinese)	Increase budget for teachers to add course options	2012/13	Principal/ Vice-principal
Enhance Science labs and update department facilities and equipment	Funds to upgrade science facilities and equipment. Funds for consultants.	By 2013	Principal/Facilities Committee/Development/ Science Teachers

REICHER CATHOLIC HIGH SCHOOL STRATEGIC PLAN

CATEGORY II: ACADEMIC

GOAL: Provide a college preparatory program to maximize each student's potential

OBJECTIVE #4: Maintain high standards of excellence in instruction, performance, facilities, and equipment in all Fine Arts Programs.

Action	Resources Needed	Timeline	Person(s) Responsible
Continue and enhance developmental programs in Catholic feeder schools for Instrumental Music	Designated funds for personnel and instruments and literature	2010/11 and ongoing	Principal/Band Director /Development
Increase literature, uniforms, supplies and equipment for choral and instrumental music courses.	Increased budget	2011/12 and ongoing	Principal/ FA Teachers /Development
Increase instrument inventory for Band	Increased budget	2011/12 and ongoing	Principal/Development
Develop curriculum guides and standards for each performing arts course.	Increase funds for outside of duty work time for teachers.	By 2011/12	Vice-principal and Fine Arts teachers
Provide facilities/space with mirrors for dance classes	Funds for equipment and space or additional facilities	By 2011/12	Principal/Facilities Committee/Development
Participation in professional organizations, competitions and other performance clinics	Funds for travel and fees	By 2011/12	Principal/ Performing Arts Faculty
Upgrade light board in the PAC to digital. Obtain spot light.	Designated funds Consultation	By 2014	Principal/ Facilities Committee/Development
Provide permanent gallery space for art display	Space and designated funds for set-up	By 2014	Principal/Facilities Committee/Development /Art Faculty
Increase support for the Fine Arts through promotion activities and increase budgets	Increased budgets, increased support from Booster Club, marketing	2011/12 and ongoing	Principal, Booster Club Development Department

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CATEGORY III: ALUMNI / REICHER COMMUNITY

GOAL: Foster active involvement by the entire Reicher community.

OBJECTIVE #1: Implement and organized method for finding and contacting alumni.

Action	Resources Needed	Timeline	Person(s) Responsible
Consolidate all alumni information into a single, manageable data base.	Time	Ongoing	Director of Alumni Relations Support Staff
Utilize carefully screened and monitored social networking site. (e.g. Facebook)	IT support	2010/11 and ongoing	Dir. of Alumni Relations Principal, IT Director
Establish interactive link to Reicher webpage to permit alumni to update their information online	IT support, cost of enhanced website	2011/12	Dir. of Alumni Relations Principal, IT Director

CATEGORY III: ALUMNI / REICHER COMMUNITY

GOAL: Foster active involvement by the entire Reicher community.

OBJECTIVE #2: Create opportunities for active involvement of alumni.

Action	Resources Needed	Timeline	Person(s) Responsible
Keep Reicher website/newsletters updated with Alumni news/features	Time, IT support to develop interactive component	2010/11 and ongoing	Director of Alumni Relations, IT Director
Invite Alumni to speak at Reicher (especially concerning service) at school functions and class retreats.	Active list of willing Alumni speakers	2010/11 and ongoing	Principal and Dir. of Alumni Relations
Develop mentoring program for willing alumni, matched with willing student	Protocols from successful mentoring programs, Background clearances per Diocese, Coordinate with teachers	2011/12 and ongoing	Vice-principal, Director of Alumni Affairs

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CATEGORY III: ALUMNI / REICHER COMMUNITY

GOAL: Foster active involvement by the entire Reicher community.

OBJECTIVE #3: Utilize effective feedback and assessment methods of all programs.

Action	Resources Needed	Timeline	Person(s) Responsible
Identify programs to be reviewed and utilize consistent, methodical feedback methods – phone calls, email and direct mail follow-up.	Develop list of programs and type of feedback that will be useful. Time, personnel	2011/12	Principal/ Vice-principal/ Dir. of Development
Utilize surveys on website with carefully constructed alternative feedback responses (e.g. click on a, b, or c)	Time, personnel	2012/13	Principal/ Vice-principal/ Dir. of Development, IT Dir.

CATEGORY III: ALUMNI / REICHER COMMUNITY

GOAL: Foster active involvement by the entire Reicher community.

OBJECTIVE #4: Strive for 100% parent involvement in the school.

Action	Resources Needed	Timeline	Person(s) Responsible
Encourage students to get their parents involved	Script/protocol - Booster Club membership	2010/11 and ongoing	Booster Club/ Teachers
Develop mentoring program for parents of upperclassmen to assist incoming parents/students	Lists of willing parents of upperclassmen	Summer before 2011/12 and ongoing	Vice-principal Booster Club
Invite each incoming family upon enrollment to become involved as part of the Reicher family. – follow-up quarterly	Welcome and expectation packet	Summer before 2011/12 and ongoing	Vice-principal, Booster Club, teachers

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CATEGORY III: ALUMNI / REICHER COMMUNITY

GOAL: Foster active involvement by the entire Reicher community.

OBJECTIVE #5: Develop a Parent Covenant in which parents pledge service and support of the school.

Action	Resources Needed	Timeline	Person(s) Responsible
Modify the current covenant to include agreement to support and serve the school. Include with enrollment package	Modify enrollment materials	Summer 2011	Administration

CATEGORY III: ALUMNI / REICHER COMMUNITY

GOAL: Foster active involvement by the entire Reicher community.

OBJECTIVE #6: Expand the Booster Club as a Parent Association for all students.

Action	Resources Needed	Timeline	Person(s) Responsible
Inform/educate parents that the Booster Club is the Parent Association of RCHS and is for the benefit of all students	Review of charter, bylaws and literature to ensure purposes are clear	2011/12	Principal/Booster Club Board

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CATEGORY IV: ATHLETICS

GOAL: Maintain a competitive athletic program that emphasizes personal integrity and self-discipline.

OBJECTIVE #1: Encourage athletics and academics to reinforce each other.

Action	Resources Needed	Timeline	Person(s) Responsible
Establish tutorials for students in need using teachers, coaches or other students as tutors	Time, Stipends	2010-2011 trial period	Athletic Director, Vice-Principal, NHS Moderator
Establish system to compensate for time lost due to athletic events/games, and or establish limits to minimize time lost in classroom.	Time	2011-2012	AD, Administration
Establish system with the Athletic Department that rewards/recognizes excellence in the classroom, but that also provides consequences for poor performance	Policy Development	2011-2012	AD, Vice-Principal
Establish "Academic Achievement Award" for each sport	N/A	2011-2012	AD, Vice-Principal

CATEGORY IV: ATHLETICS

GOAL: Maintain a competitive athletic program that emphasizes personal integrity and self-discipline.

OBJECTIVE #2: Balance emphasis among various athletic programs.

Action	Resources Needed	Timeline	Person(s) Responsible
Improve support and spirit for sports other than football by holding Pep Rallies for other sports	Time	2010/11 and ongoing	Administration /AD
Maintain number of full-time teacher/coaches in order to provide more "specialist" coaches for each sport	N/A	2010/11 and ongoing	Administration / AD
Increase notification within the school of all sporting events via announcements @ assembly and high-visibility sports calendars in the hallways	Equipment and Materials	2010/11 and ongoing	AD/ Cheerleaders
Establish summer camps or clinics for all sports.	Camp fees to cover cost	2011/12	AD/ Coaches
Strive for improved "budget equity" by purchasing new equipment and uniforms on a more regular basis in all sports. (male and female sports)	Reallocation of existing funds	2012/13	AD / Booster Club

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CATEGORY IV: ATHLETICS

GOAL: Maintain a competitive athletic program that emphasizes personal integrity and self-discipline.

OBJECTIVE #3: Foster coaches as spiritual and academic leaders as well as athletic leaders.

Action	Resources Needed	Timeline	Person(s) Responsible
Increase the use of Coaches in Spiritual Leadership roles throughout the school (i.e. giving pep talks for academic teams; talks on morals, etc)	Time	2010/11	AD/Campus Minister
Establish a Reicher Chapter of the Fellowship of Christian Athletes if approved by the diocese.	Time and fees	2011/12	AD/ Campus Minister/ Booster Club
Participate in Notre Dame program <i>Play Like a Champion</i> in conjunction with the Diocese	Time and Fees	2011/12	AD / Administration

REICHER CATHOLIC HIGH SCHOOL STRATEGIC PLAN

CATEGORY V: DEVELOPMENT

GOAL: To elicit involvement of people in the mission and vision of Reicher Catholic High School.

OBJECTIVE # 1: Develop a planned giving program

Action	Resources Needed	Timeline	Person(s) Responsible
Develop and market the endowment fund	Time	2011	Ad hoc committee
Use website and other social networks to promote a planned giving program	Person(s) to design a website	2012	Development & technology

CATEGORY V: DEVELOPMENT

GOAL: To elicit involvement of people in the mission and vision of Reicher Catholic High School.

OBJECTIVE # 2: Develop feedback channels for Parents and Reicher Community pertaining to the state of the school.

Action	Resources Needed	Timeline	Person(s) Responsible
Use the "School Reach" phone service to keep the community informed	Funding for the purchase of the system.	Fall 2011	Technology department, administration
Continue to redesign the school website	Funding to hire an outside company to develop and maintain the site	Fall 2010 and ongoing	Technology department/club & administration
Consider an official social network page	Time	2011	Technology, alumni relations
Include the "current needs" campaign in the newsletter	None needed	2010 and ongoing	Development director

REICHER CATHOLIC HIGH SCHOOL STRATEGIC PLAN

CATEGORY V: DEVELOPMENT

GOAL: To elicit involvement of people in the mission and vision of Reicher Catholic High School.

OBJECTIVE #3: Increase gifts from local business.

Action	Resources Needed	Timeline	Person(s) Responsible
Use current data base to identify local business families within the school and among alumni	Employment information on current and past Reicher parents. Alumni employment information?	2010	Registrar/administration/d evelopment committee
Create a Reicher 100 type of campaign for businesses	TIME!	2011	Development director and committee

CATEGORY V: DEVELOPMENT

GOAL: Elicit involvement of people in the mission and vision of Reicher Catholic High School.

OBJECTIVE #4: Foster greater support from local parishes.

Action	Resources Needed	Timeline	Person(s) Responsible
Invite priests from different parishes to attend a board meeting. Special guest or guest of honor?	Board members, time	Start 2011	Principal and Board president
Provide an opportunity for students to communicate with their priests and parishes on a regular basis.	Theology assignments, pastor events at Reicher	Ongoing	Theology department/principal Development Dept.
Increase student involvement in their parishes	List of parishes attended by students	Immediately	Theology department
Develop a plan to increase exposure of the school to the parish priests and vowed religious by increase of student involvement to the parishes	Ambassador events, parish visits, theology assignments	Ongoing	Administration, Theology Dept., Enrollment Committee

REICHER CATHOLIC HIGH SCHOOL STRATEGIC PLAN

CATEGORY VI: FACULTY

GOAL: Recruit and retain an exceptional and diverse faculty.

OBJECTIVE #1: Provide and encourage continuing education and enrichment for faculty.

Action	Resources Needed	Timeline	Person(s) Responsible
Develop a "Faculty Enrichment" fund as a designated recipient for contributions to Reicher and publicize the giving opportunity. Use the fund to help defray the cost of CE for faculty.	Develop recipient criteria Coordinate with Development	Begin summer 2011	Vice-principal/Development
Provide incentives to teachers who achieve certain levels of CE credit	Develop research criteria for incentives	Fall of 2011	Principal/Vice-principal

CATEGORY VI: FACULTY

GOAL: Recruit and retain an exceptional and diverse faculty.

OBJECTIVE #2 Improve teacher evaluation and accountability

Action	Resources Needed	Timeline	Person(s) Responsible
Utilize methods to supplement direct principal evaluation – e.g. student evaluations, parent feedback	Fair and balanced protocols, forms, making clear that ultimate evaluation remains the responsibility of the Principal	2011/12	Principal/Vice-principal
Provide opportunities for teaches to observe master teachers on-site and at other schools.	Released time for teachers	2011-12	Principal/Vice-principal

REICHER CATHOLIC HIGH SCHOOL STRATEGIC PLAN

CATEGORY VI: FACULTY

GOAL: Recruit and retain an exceptional and diverse faculty.

OBJECTIVE #3 Find creative ways to enrich instruction by drawing on community resources, including ethnic/minority leaders

Action	Resources Needed	Timeline	Person(s) Responsible
Develop a “speaker’s bureau” or list of guest speakers to invite to present on appropriate and topical matters.	List of speakers, utilize diocesan resources and current faculty contacts in community	2011/12	Vice-principal

CATEGORY VI: FACULTY

GOAL: Recruit and retain an exceptional and diverse faculty.

OBJECTIVE #4 Maintain and exceed compensation levels in accordance with the Diocesan guidelines

Action	Resources Needed	Timeline	Person(s) Responsible
Reallocate resources as necessary to maintain compensation levels.	Budget analysis by Principal and Advisory Board	Ongoing	Principal/Finance/Advisory Board
Provide contribution opportunities designated as faculty enhancement fund	Develop means to set up fund	Immediate	Development Office
Designate portions of increases in revenue to faculty and staff compensation	Budget adjustments by Principal and Advisory Board	2011/12	Principal

REICHER CATHOLIC HIGH SCHOOL STRATEGIC PLAN

CATEGORY VII: FINANCES

GOAL: In the spirit of equity and justice, establish financial priorities to provide accessible catholic education.

OBJECTIVE #1 Improve the tuition assistance programs to increase access to Catholic education.

Action	Resources Needed	Timeline	Person(s) Responsible
Hold bi-annual gathering for parish priests, clergy and other members of the religious community.	Planning, initial outlay of funds	2010/11	Development Office / Administration
Develop special events to address the needed increase in the tuition assistance fund.	Planning, time, initial outlay of funds	2011/12	Development Office
Implement alumni initiatives to begin and grow an emergency tuition fund.	Research target graduating classes and other benefactors	2011/12	Development Office/ Administration

CATEGORY VII: FINANCES

GOAL: In the spirit of equity and justice, establish financial priorities to provide accessible catholic education.

OBJECTIVE #2 Strengthen reserve funds for emergency and long-term needs

Action	Resources Needed	Timeline	Person(s) Responsible
Continue to build a reserve fund to cover a minimum of 6-8 months of operating expenses.	Establish a timeline to accomplish this task.	Immediate and ongoing.	Business and Finance Committee/Advisory Board.
Provide for a contingency fund for fixed asset repair/replacement.	Establish a timeline to accomplish this task.	Immediate and ongoing.	Business and Finance Committee – Advisory Board/Development Committee.

REICHER CATHOLIC HIGH SCHOOL STRATEGIC PLAN

CATEGORY VII: FINANCES

GOAL: In the spirit of equity and justice, establish financial priorities to provide accessible catholic education.

OBJECTIVE #3 Evaluate the financial accountability of programs and balance spending between the academic and extra-curricular programs

Action	Resources Needed	Timeline	Person(s) Responsible
Increase budget amounts for academic disciplines.	Budget.	Immediate and ongoing.	Administration.

CATEGORY VII: FINANCES

GOAL: In the spirit of equity and justice, establish financial priorities to provide accessible catholic education.

OBJECTIVE #4 Re-assess the tuition structure and develop a model for making on-going tuition decision in an objective way.

Action	Resources Needed	Timeline	Person(s) Responsible
Forecast enrollment and cost increases out by 3-year increments rather than the current method of planning for one year forward.	Planning.	Immediate.	Principal/ Finance Office/ Business and Finance Committee.

CATEGORY VII: FINANCES

GOAL: In the spirit of equity and justice, establish financial priorities to provide accessible catholic education.

OBJECTIVE #5 Develop a plan to gradually lower the diocesan subsidy and increase parish subsidies.

Action	Resources Needed	Timeline	Person(s) Responsible
Open dialog with Bishop and continue to solicit support to increase parish subsidy among local parishes.	Time, access to Bishop's Office	Ongoing	Principal

REICHER CATHOLIC HIGH SCHOOL STRATEGIC PLAN

CATEGORY VIII: STUDENT LIFE/ ACTIVITIES

GOAL: Provide a challenging environment where students grow in charity, leadership and personal excellence.

OBJECTIVE #1: Develop a strong campus ministry program wherein each student feels they have a valuable place in the Reicher community.

Action	Resources Needed	Timeline	Person(s) Responsible
Implement small bible study groups	Teacher/mentors. Bible study guides. Designated meeting areas	2011	Catholic identity committee, theology department, community groups
Network with non-profit organizations so that the student body can “adopt” an organization	Non-profit organization contact information	2011/12	Student service committee Administration/faculty representative or mentor
Juniors & seniors within community groups assume greater responsibility for the freshmen and sophomores	None needed	2011/12	Dean of students/administration

CATEGORY VIII: STUDENT LIFE AND ACTIVITIES

GOAL: Provide a challenging environment where students grow in charity, leadership and personal excellence.

OBJECTIVE #2: Foster an environment where community service inside and outside Reicher has a priority in student’s life and family life

Action	Resources Needed	Timeline	Person(s) Responsible
Implement a “Keep Reicher Beautiful” program	Gardening tools & supplies. Trash bags, etc.	Spring 2011	Booster club
Develop a “Family Day” community service program	Faculty moderator, calendar time, supplies	2013	Campus Ministry
Encourage school clubs and organizations to do community service as a group	None	2011 and ongoing	Student council, service commission
As part of choosing a college, have students explore the needs or service opportunities in that area by contacting the college ministry	Include in college prep sessions	2011 and ongoing	College counselor

REICHER CATHOLIC HIGH SCHOOL STRATEGIC PLAN

CATEGORY VIII: STUDENT LIFE AND ACTIVITIES

GOAL: Provide a challenging environment where students grow in charity, leadership and personal excellence.

OBJECTIVE #3: Follow Christ’s model by accepting, cherishing and celebrating our individual and ethnic identities.

Action	Resources Needed	Timeline	Person(s) Responsible
Invite ethnically diverse professionals to speak to students	List of organizations and clubs	2011/12 and ongoing	Faculty
Host a Culture Week	Organizer, supplies, released time	2013 and ongoing	Freshman class and moderator

CATEGORY VIII: STUDENT LIFE AND ACTIVITIES

GOAL: Provide a challenging environment where students grow in charity, leadership and personal excellence.

OBJECTIVE #4: Foster the value of personal, face-to-face communication.

Action	Resources Needed	Timeline	Person(s) Responsible
Designate several days in the school year as tech-free days.	Design “tech-free day” promotional items such as posters, small vinyl bags, pens, pads, etc. Student/teacher committee to develop guidelines and identify ways to encourage students’ participation.	2011/12 and ongoing	STUCO/ Students & faculty
Use more student sharing in community groups	Designate time in community group for activity.	Ongoing	Community group planners and leaders

REICHER CATHOLIC HIGH SCHOOL STRATEGIC PLAN

CATEGORY IX: TECHNOLOGY

GOAL: Expand the educational experience through the continued use of emerging technology.

OBJECTIVE #1 Increase student access to learning opportunities, through the acquisition of new and emerging technology

Action	Resources Needed	Timeline	Person(s) Responsible
Extend hours of library and/or computer lab – have facilities open before & after school on selected days.	Increase budget to accommodate additional expense for labor for library or computer lab.	Begin immediately and evaluate necessity and use of program over school year.	Vice Principal/Media Center Staff
Increase number of mobile carts and/or other portable devices that can be used in any classroom. Consider the HP windows format iPads	Increase budget to provide for purchase or grants. Apply for HP grant.	Immediate and ongoing.	Principal/Technology Committee /Development
Evaluate the need and cost of classroom sets of TI calculators with TI Navigator for teachers or the availability of application software.	Resources needed to evaluate – nominal.	2011	Principal/Technology Committee/Math Teachers
Check into the feasibility of a computer check-out program for student use.	Increase budget - equipment purchases and develop oversight program.	2012-2014	Principal/Technology Comm./Development

CATEGORY IX: TECHNOLOGY

GOAL: Expand the educational experience through the continued use of emerging technology.

OBJECTIVE #2 Acquire and maintain hardware per the technology plan and add a systematic way to collect and infuse new technology ideas.

Action	Resources Needed	Timeline	Person(s) Responsible
Upgrade & organize servers and upgrade the school’s back-up system.	Increase budget for labor/services and supplies.	Immediate	Technology Committee/Development
Provide teachers with supplemental software for texts.	Increase budget for departmental supplies.	Immediate and ongoing.	Vice Principal
Continue with technology plan to place fixed LCD projectors in remaining classrooms and increase the number of document cameras and SMART board capabilities.	Budget/grants.	2013	Technology Committee/Development

REICHER CATHOLIC HIGH SCHOOL STRATEGIC PLAN

CATEGORY IX: TECHNOLOGY

GOAL: Expand the educational experience through the continued use of emerging technology.

OBJECTIVE #3 Continue to educate teachers and parents on the use of available Reicher technology.

Action	Resources Needed	Timeline	Person(s) Responsible
Continue to offer instruction sessions to parents and students on the use of the latest technology offered at RCHS - <i>Edline & Naviance</i> .	Video tutorials and scheduled presentations	Immediate and ongoing.	Technology Committee.
Work to improve communication with parents.	Nothing additional.	Immediate and ongoing.	Extended Administration Team.

CATEGORY IX: TECHNOLOGY

GOAL: Expand the educational experience through the continued use of emerging technology.

OBJECTIVE #4 Coordinate the use of technology with theology and Catholic life values.

Action	Resources Needed	Timeline	Person(s) Responsible
Provide instructions across the curriculum on ethical use of computers for students. Have same guidelines apply to teachers.	Written guidelines.	Immediate and ongoing.	Vice Principal/Faculty.
Provide informative sessions for parents regarding texting, "sexting", inappropriate photo transmission.	Information could be provided on <i>Edline</i> in video format.	Immediate and ongoing.	Vice Principal/Counselor.
Provide links to the Vatican libraries and other Catholic resources on <i>Edline</i> .	Determine requirement to include link.	Immediate and ongoing.	Director of Technology.

REICHER CATHOLIC HIGH SCHOOL STRATEGIC PLAN

CATEGORY X: TRANSPORTATION/BUILDINGS AND GROUNDS

GOAL: Improve upon current facilities and allow for expanding enrollment.

OBJECTIVE #1: Involve the Waco Community more in the RCHS physical plant development.

Action	Resources Needed	Timeline	Person(s) Responsible
Establish a closer relationship with the Waco Police Department; possibly offering discounted tuition for families of officers. This could be done in conjunction with the relocation of their main offices to the old Hillcrest Tower.	Tuition assistance, publicity	2011/12	Administration, Development
Expand relationship with Brazos Middle School	Time	2011/12	Administration/ Service Commission/ NHS
Establish leadership scholarship for two Brazos Middle School students to attend Reicher, based upon the middle school principal's recommendation	Tuition assistance	2012/13	Administration/ Development

CATEGORY X: TRANSPORTATION/BUILDINGS AND GROUNDS

GOAL: Improve upon current facilities and allow for expanding enrollment.

OBJECTIVE #2: Develop and maintain a secure campus

Action	Resources Needed	Timeline	Person(s) Responsible
Increase the use of security guards on campus (outside as well as for extracurricular activities)	Increase in budget	2011/12	Security sub-committee/ Administration
Initiate the use of controlled access for students for entry @ doors and/or gates (to parking lot)	Grant money	2012/13	Security sub-committee/ Administration/Director of Facilities
Install emergency phones (call boxes) around campus	Grant money	2012/13	Security sub-committee/ Administration/ Development

REICHER CATHOLIC HIGH SCHOOL STRATEGIC PLAN

CATEGORY X: TRANSPORTATION / BUILDINGS AND GROUNDS

GOAL: Improve upon current facilities and allow for expanding enrollment.

OBJECTIVE #3: Maintain environmentally responsible facilities.

Action	Resources Needed	Timeline	Person(s) Responsible
Expand the recycling program for paper, cardboard, plastics, etc	Receptacles for offices and classrooms	2010 and ongoing	Administration/ Dir. of Facilities/Service Commission
Research and make recommendations regarding the use of solar panels for power and/or heating	Grant money	2013/14	Administration/Building and Grounds Committee
Research and make recommendations regarding installation of artificial turf on football field to conserve water and fuel, and reduce emissions and chemical usage.	Grant money / Capital campaign	2014/15	Administration/AD / Buildings and Grounds Committee/ Development

CATEGORY X: TRANSPORTATION / BUILDINGS AND GROUNDS

GOAL: Improve upon current facilities and allow for expanding enrollment.

OBJECTIVE #4: Expand the cafeteria and gymnasium facilities to accommodate increasing enrollment, including a studio for dance, choir, and other activities.

Action	Resources Needed	Timeline	Person(s) Responsible
Build a multi-purpose facility for indoor practice area, dance, cheer, and/or dining facility, or expand current facilities.	Capital Campaign	2012/13	Administration/ Building and Grounds Committee
Convert 2 nd floor in Braden Performing Arts Center into learning space (dance or similar activity)	Capital Campaign	2012/13	Administration/Development/ Buildings and Grounds Committee

REICHER CATHOLIC HIGH SCHOOL STRATEGIC PLAN

CATEGORY X: TRANSPORTATION / BUILDINGS AND GROUNDS

GOAL: Improve upon current facilities and allow for expanding enrollment.

OBJECTIVE #5: Continue to upgrade athletic facilities and transportation as enrollment increases.

Action	Resources Needed	Timeline	Person(s) Responsible
Increase size of fleet of vehicles to more efficiently transport students.	Grant/Donor/Funds	2012/13	Administration/Buildings and Grounds Committee/ Development
Research the feasibility of building new or renovating the main press box, and enclosing the visitor press box at J.J. Kearns Stadium	Campaign/Booster Club	2012/13	AD/ Administration/ Buildings and Grounds Committee/ Booster Club

REICHER CATHOLIC HIGH SCHOOL STRATEGIC PLAN

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