St. Theresa Catholic School

Strategic Plan
2015-2020
ST. THERESA CATHOLIC SCHOOL IN MEMORIAL PARK
STRATEGIC PLAN CONTENTS

Letter from the Pastor ........................................................................................................................................2
Letter from the Principal .....................................................................................................................................3
Executive Summary .............................................................................................................................................4
Strategic Plan Initiatives ...................................................................................................................................5
Strategic Planning Committee and Subcommittees .........................................................................................6
History of the School .........................................................................................................................................9
Vision and Mission Statements .......................................................................................................................11
Recommendations, Rationales and Strategies ..............................................................................................12
  1. Mission and Catholic Identity
  2. Governance and Leadership
  3. Academic Excellence
  4. Operational Vitality (Facilities and Finance)
  5. Advancement (Enrollment, Retention and Marketing)
Annual Action Items and Budget Projections ...............................................................................................37
Implementing, Monitoring and Evaluating the Plan ......................................................................................54
Dear Friends of St. Theresa Catholic School,

It is a joy to introduce you to the fruits of the work of so many marvelous people, namely our principal Melissa Ilski, her enthusiastic staff and a large number of parents who entrust their children to our care and give of their time generously for the good of our school and its future.

What we have been handed to care for, is the gift and sacrifice of so many people, who almost seventy years ago, built St. Theresa school. It has been tended well, and from reading this strategic plan, it is in good hands. It is evidence of hearts and minds working together collaboratively for children already with us and conscious of those that will in time take their seats. If it were merely words on paper, it would simply fulfill certain requirements, but it is not. It is much, much more. A document with a heart has been created. One that shows keen and intelligent minds, filled and inspired by a common faith in God lived out in the Catholic tradition. It is a faith that recognizes different needs and varied gifts, brought to flower at St. Theresa for the good of our Church, our city and our world.

As pastor it is a blessing and joy to work with Mrs. Ilski, her staff and parent volunteers. Together with humble and grateful hearts, may we continue to serve the young and most vulnerable.

With every blessing,
Fr. Phil
Dear Father Phil Lloyd,

“St. Theresa Catholic School is a diverse community of Love, rooted in Faith, Service and Knowledge.” The teachers, staff and school board are all deeply committed to living this Vision and using it to drive all planning and programming decisions. Last year we embarked upon an endeavor to extend this Vision into a five year Strategic Plan, ensuring a strong and vibrant future for our school community, which continues to capture this Vision. Through intensive data collection and analysis, we held discussions with the many invested stakeholders of our St. Theresa community. These rich conversations allowed us to evaluate existing programs and campus needs and make recommendations which will greatly enhance current academics and operational processes.

The future of St. Theresa Catholic School is steeped with exciting and innovative advancements which have been thoroughly and carefully planned and vetted by dedicated constituents of our school and parish community. The future sees our students intrinsically connected to global learning in the digital world through the integration of 1:1 computers in elementary and middle school. The future embraces differentiated instruction and lifelong learning through an expanded Learning Resource Center to meet the needs of all our students and a dedicated Professional Development Plan to support the growth and development of our faculty. The future promises a strategic effort to align the realization of these goals with fiscal responsibility, outlined within a detailed five year Financial Plan which encompasses all cost areas including: Annual Operational Budget, Advancement Plan (including Enrollment Management), Professional Development Plan, Technology Plan, and the Strategic Plan. The future explores the feasibility of additional classrooms in a new school building to meet the needs of growing enrollment. Most importantly, the future calls us to be greater witnesses to Christ’s love and reveal the love of Christ to all our students by deepening their understanding of their faith, fostering their commitment to service and creating more opportunities for our students to develop an intrinsic connection and commitment to parish life. We look forward to the future with great excitement and anticipation as we strive toward these goals, united as one faithful community in Christ.

Respectfully yours in Christ,

Melissa Ilski
ST. THERESA CATHOLIC SCHOOL
EXECUTIVE SUMMARY

In February 2015, St. Theresa Catholic School undertook a strategic planning process to evaluate the current state of the school, formulate a strategic direction for the future and develop concrete recommendations with an implementation plan to enable us to realize these goals. A Strategic Planning Committee was formed consisting of the School Board, school administrators, teachers, staff and additional community members. Under the direction of Regina Haney - a consultant from the National Catholic Education Association - this Strategic Planning Committee worked through several phases of creation and evaluation, culminating in this strategic plan for the future. This plan is active from 2015 through the 2018/19 school year.

The committee's work began by performing a SLOT analysis to identify strengths, limitations, opportunities and threats. We also identified assumptions, mandates and non-negotiables to lay a foundation on which plans could be built. The Strategic Planning Committee reviewed several data sets that included demographic information, enrollment trends, test scores and survey results from parents and the School Board. We also reviewed and updated our school's mission statement and developed a vision statement to guide our efforts. These exercises led to the identification of five critical domain areas of school effectiveness to be specifically addressed in the strategic plan: Mission and Catholic Identity, Governance and Leadership, Academic Excellence, Operational Vitality, Advancement.

In the second phase of this process, the Strategic Planning Committee divided into subcommittees, one for each critical area. Members of the school board chaired each committee and directed its efforts. Additional community members and professionals with relevant backgrounds were invited to join each subcommittee. The groups then researched, brainstormed and proposed action items to address each domain area.

In the final phase of our process, the Strategic Planning Committee reviewed, integrated and refined the subcommittees' plans into a cohesive set of attainable goals and concrete recommendations for realizing these goals. We have prioritized them with timelines and estimated costs, and established mechanisms for implementation, monitoring and evaluation.

Andy Erich
School Board President
2014-2016
Strategic Plan Initiatives

The planning process has resulted in five primary directions for new initiatives that will guide St. Theresa Catholic School forward over the next five years toward a stronger realization of its Vision and Mission.

Mission and Catholic Identity
St. Theresa Catholic School is an educational community rooted in the Catholic faith and committed to providing students with a comprehensive, creative, and challenging program of studies. In a nurturing environment, students are encouraged to discover their full potential and to generously put their gifts at the service of God and others.

Governance and Leadership
In collaboration with the School Board and School Board subcommittees, St. Theresa administration provides strategic leadership by setting direction, advising on policy and strategy decisions, overseeing and monitoring organizational performance, and ensuring overall accountability.

Academic Excellence
St. Theresa Catholic School is committed to academic excellence and making Catholic education accessible to diverse learners of the 21st century.

Operational Vitality (Facilities and Finance)
Systems and protocols are implemented which provide accountability and ensure financial viability with sustainable growth.

Advancement (Enrollment, Retention, Marketing)
An integrated approach to advancing the Mission of St. Theresa Catholic School, focused on implementing marketing and stewardship operations and strategies to generate the necessary resources required to meet the needs of our students, while also supporting the school’s current operational expenses.

The Strategic Planning Committee established several subcommittees of the School Board to oversee the implementation of these new initiatives. As was done in the planning process, each subcommittee also included additional members of the community at large. Implementation of the strategic plan will provide the board with concrete annual objectives, while the subcommittee structure will enable leveraging resources and talented individuals in the community and region to supplement their efforts and dedication.

Each year, progress toward and relevance of existing goals will be evaluated and new initiatives will be established so that the strategic plan becomes a living document, always looking forward toward the next five years. The overarching goal is to provide St. Theresa Catholic School with the direction and support necessary to ensure both academic excellence and financial stability in a Catholic environment, where students are part of "a diverse community of Love, rooted in Faith, Service and Knowledge."
**ST. THERESA CATHOLIC SCHOOL**
**STRATEGIC COMMITTEE AND SUBCOMMITTEE ROSTERS**

### STRATEGIC PLANNING COMMITTEE

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andrew Erich * β † (Chair)</td>
<td>Geophysicist M.S. Geophysics</td>
</tr>
<tr>
<td>Melissa Ilski * †</td>
<td>Principal M.Ed. Education Administration</td>
</tr>
<tr>
<td>Cynthia Garza * β</td>
<td>Operations Management M.A. International Business</td>
</tr>
<tr>
<td>Caroline Grahmann Gardner β †</td>
<td>Assistant Corporate Controller B.B.A. Accounting</td>
</tr>
<tr>
<td>Art Tan * β †</td>
<td>Financial and Controlling Consultant M.B.A. International Finance &amp; Banking</td>
</tr>
<tr>
<td>Carter Williams * β †</td>
<td>Attorney J.D. Law</td>
</tr>
<tr>
<td>Fr. Phil Lloyd †</td>
<td>Pastor M.A. Family Therapy</td>
</tr>
<tr>
<td>Mike Prochaska * β †</td>
<td>Technology and Business Consultant MBA Information Systems</td>
</tr>
<tr>
<td>Anne Gorman β †</td>
<td>Medical Research; Science Teacher; Pharmaceutical Representative; Self-employed B.A. Chemistry</td>
</tr>
<tr>
<td>Neil Shaw * β †</td>
<td>Organization Change Manager MBA Finance &amp; Management</td>
</tr>
<tr>
<td>Tarah Vann * β</td>
<td>Financial Analyst; Real Estate Agent B.S. Finance</td>
</tr>
</tbody>
</table>

* Current parent of STCS student ** Past parent *** Current and past parent
∞ Alumnus of STCS β School Board member † STC parishioner
## Mission and Catholic Identity

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art Tan *β †</td>
<td>Financial and Controlling Consultant</td>
</tr>
<tr>
<td>Karen Horne †</td>
<td>STCS School Nurse</td>
</tr>
<tr>
<td>Catlyn Ream †</td>
<td>STCS Kindergarten teacher</td>
</tr>
<tr>
<td>Meris Chaumont</td>
<td>STCS Religion teacher</td>
</tr>
<tr>
<td>Ginger Tamborello †</td>
<td>STC Parish DRE</td>
</tr>
</tbody>
</table>

## Academic Excellence

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mike Prochaska * β †</td>
<td>Technology and Business Consultant</td>
</tr>
<tr>
<td>Mary Aamodt</td>
<td>Principal Incarnate Word Academy</td>
</tr>
<tr>
<td>Kiersten Kinchen</td>
<td>STCS MS Math teacher</td>
</tr>
<tr>
<td>Suzanne Armstrong</td>
<td>STCS Pre-Kindergarten teacher</td>
</tr>
<tr>
<td>Alexa Fontana</td>
<td>STCS 2nd grade teacher</td>
</tr>
<tr>
<td>Debbie Dills</td>
<td>STCS MS Science teacher</td>
</tr>
<tr>
<td>Libby Keenan</td>
<td>STCS Pre-Kindergarten teacher</td>
</tr>
<tr>
<td>Carman West</td>
<td>STCS Dean of Students</td>
</tr>
<tr>
<td>Sharon Telfer</td>
<td>STCS Learning Resource Director</td>
</tr>
</tbody>
</table>

## Governance and Leadership

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neil Shaw * β †</td>
<td>Organization Change Manager, MBA Finance &amp; Management</td>
</tr>
<tr>
<td>Cynthia Garza * β</td>
<td>Operations Management</td>
</tr>
<tr>
<td>Melissa Ilski * β †</td>
<td>STCS Principal</td>
</tr>
<tr>
<td>Johanna Bransford ** †</td>
<td>STC Parish Administrator</td>
</tr>
</tbody>
</table>

## Consultant

Regina Haney, Ed.D.  
Executive Director  
Boards and Councils Department  
National Catholic Educational Association

---

* Current parent of STCS student  ** Past parent  *** Current and past parent  
∞ Alumnus of STCS  β School Board member  † STC parishioner
### Operational Vitality (Facility & Finances)

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caroline Grahmann Gardner</td>
<td>Assistant Corporate Controller</td>
</tr>
<tr>
<td>Anne Gorman</td>
<td>Chemical Engineer</td>
</tr>
<tr>
<td>Rachael Volk</td>
<td>STCS Kindergarten teacher</td>
</tr>
<tr>
<td>Scott Whitley</td>
<td>STCS MS Social Studies teacher</td>
</tr>
<tr>
<td>Scott Sugalski</td>
<td>STCS Athletic Director</td>
</tr>
</tbody>
</table>

### Advancement (Enrollment/Retention & Marketing)

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carter Williams</td>
<td>Attorney</td>
</tr>
<tr>
<td>Tarah Vann</td>
<td>Financial Consultant &amp; Real Estate Agent</td>
</tr>
<tr>
<td>Susan Schmaeling</td>
<td>Consultant for Non-Profit Organizations</td>
</tr>
<tr>
<td>Kurt Kleeman</td>
<td>Director of Mission Advancement</td>
</tr>
<tr>
<td>Christine Miller</td>
<td>STCS 3rd grade teacher</td>
</tr>
</tbody>
</table>

* Current parent of STCS student  ** Past parent  *** Current and past parent  
∞ Alumnus of STCS  β School Board member  † STC parishioner
On August 10, 1947, the Most Reverend Christopher E. Byrne, Bishop of Galveston, blessed the cornerstone of St. Theresa Elementary School. Father Ralph J. Diefenbach, who served as Chaplain to the American troops in Europe during World War II, was the founding pastor of the school. Students were taught by the Sisters of the Incarnate Word Order while Sister Rita Malone, V.I. served as the first principal.

The school, a monument to the 300 families of St. Theresa’s parish who made it a reality, was a dream come true for Reverend Diefenbach and the Sisters of the Incarnate Word. Classes began on September 29, 1947, with 220 students enrolled in the first through eighth grades. Tuition was only $5 per month. The members of St. Theresa’s parish attended Mass on Sundays in one large room of the school which had been converted into a church. On Sunday, February 15, 1948, Bishop Byrne dedicated the first ten classrooms - a $200,000 building which was called “the most modern schoolhouse in America.” The school brought national and international recognition to itself and to Houston through picture-stories in Life magazine and Architectural Record, a trade journal of the architecture profession. Some of the outstanding features listed were the elaborate public address system, the terrazzo floors, the tile walls, indirect lighting and lockers in each classroom. Later plans included the building of a church, gymnasium, cafeteria, rectory and convent.

In 1949, the school auditorium was erected at the corner of Durham and Haskell, opposite Memorial Park. The building was air conditioned and seated approximately 600 persons. This was used as the temporary church until December of 1959.

During the 1950’s, more classrooms were added, bringing the total to 17. Cost of the new classrooms, which were built onto existing buildings, cost approximately $30,000. Funds for the classrooms were raised at the annual parish barbecue and bazaar. According to school records, St. Theresa’s enrollment reached its peak years from 1954-1958 during which time a grand total of 795 students were enrolled.

In 1959, the cornerstone of the present church, facing Memorial Park, was blessed by the Most Reverend Wendelin J. Nold, Co-Adjutor Bishop of the Diocese of Galveston-Houston. Construction of the rectory and cafeteria also began in that year. The Christmas midnight Mass,
1959, was the first Mass celebrated in the new church. Sadly, Father Diefenbach was not present at this Mass. The beloved pastor, at the age of 45, was tragically killed in an airplane crash just six months prior to the dedication of the new Church.

Throughout the next 2-3 decades school enrollment decreased due to the opening of several local Catholic schools, such as St. Cecilia’s, St. Ambrose and St. Jerome. St. Theresa’s, however, continued to raise funds for a new community center which opened in 2000 located behind the church and facing Rodrigo Street. This building housed a state of the art kitchen and a second floor for faith formation classrooms and offices. It was also used as a cafeteria for the school students and many parish and school activities. Years later this building underwent renovations to transform it into the new school gymnasium while the former auditorium (originally the church) was redesigned as a Fellowship Hall named after Father Diefenbach.

St. Theresa’s enrollment is flourishing again and six classrooms are presently housed in temporary buildings located on the grounds facing Rodrigo Street. A Feasibility Study will be conducted in spring of 2016, with the hope of beginning construction on a new 2 story school building the summer of 2017. The proposed new school building will house 17 new classrooms, a chapel, a music/media room and school administrative offices.

For over 65 years, St. Theresa Catholic School has continued to grow and maintain a high level of excellence. Students continue to excel in academics, reach out to community needs, and support various charities, modeling Catholic principles of faith, service and knowledge.
Vision

St. Theresa Catholic School is a diverse community of Love rooted in Faith, Service and Knowledge

We promise to adhere to this vision throughout the strategic planning process. As a strategic planning committee, we feel we can best support this Vision through the following efforts:

1. Enhancing and highlighting what makes St. Theresa unique
2. Maintaining and supporting our diverse student population (academic & cultural)
3. Improving internal and external communications
4. Inspiring passion for students' faith as they demonstrate it in all they think, do and say
5. Maintaining and improving Service Opportunities
6. Maximizing our resources so as to value and support the unique needs of a diverse student population
7. Increasing our visibility to the community through service projects and other events
8. Providing a safe and secure learning environment
9. Increasing instructional technology in all aspects of learning
10. Becoming more financially independent, while managing the financial burden of Catholic School education for our families (more tuition assistance, all-inclusive tuition, etc.)
11. Focusing on sustainability by creating and implementing systems and structure needed for long term growth

Mission

St. Theresa Catholic School is an educational community rooted in the Catholic faith and committed to providing students with a comprehensive, creative, and challenging program of studies. In a nurturing environment, students are encouraged to discover their full potential and to generously put their gifts at the service of God and others.
**ST. THERESA CATHOLIC SCHOOL**
**RECOMMENDATIONS, RATIONALES AND STRATEGIES**

1.1  Mission and Catholic Identity

**Recommendation 1.1:**
Ensure that all Catholic and non-Catholic staff are trained and prepared to support the Catholic mission.

**Rationale:**
All staff members must be part of the school’s vibrant Catholic school community. In this way, all teachers work together in the faith and are excellent witnesses to the students and families of the school.

**Strategy:**

**What is to be done?**
Prepare Catholic teachers faculty of other faiths and denominations to be part of a vibrant Catholic cohort who integrate Catholic teaching into the curriculum and who are excellent witnesses to the students and school families.

**Who will be involved?** Principal, PTO, Staff, Archdiocese

**Who will be responsible?** Principal and Administration

**What are the needed resources?** Funding and Time, Facility, Space

**What budget is needed?**
Y1- $9,000
Y2- $2,000
Y3- $2,000

**How will it be evaluated? How will we know we are successful?** All teachers will be either certified, or would have completed all preparation courses. Principal provide report annually to the board. (Catholic and Non-Catholic have separate tracks)

**When will it be accomplished?** All teachers will be certified within 3 years of starting their employment.
1.2 Mission and Catholic Identity

Recommendation 1.2
Systematically integrate meaningful and significant service opportunities into the life of the entire school community.

Rationale:
We believe expanding and enhancing student, faculty and family service opportunities will enable the school’s vision to be realized as well as incorporating Catholic Social Teaching into the core of who we are as a school community—a community concerned with the needs of others. As St. James says in chapter 2, verse 14, “What good is it, my brothers, if someone says he has faith but does not have works? Can that faith save him?” (http://www.usccb.org/bible/james/2). Pope Francis says it simply; “The life of Jesus is a life for others. … It is a life of service” (7/28/13, WYD).

Strategy:

What is to be done? Representatives from each class (e.g., homeroom parent or PTO liaison) will develop community service initiatives and work with them all year. Develop appropriate service targets for all grade levels.

Who will be involved? School Community

Who will be responsible? Teacher and Homeroom Parent

What are the needed resources? Donations, student time, teacher, community services, parents, parish

What budget is needed?
Y1- $100
Y2- $100
Y3- $500

How will it be evaluated? How will we know we are successful? Teachers will report annually on the service project per grade level and present at the end of the year to administration and board.

When will it be accomplished? Create and start implementation by 2016-1017 Academic School Year. Maintain and improve program annually.
1.3 Mission and Catholic Identity

**Recommendation 1.3**
Increase the number of parents and families who attend school and parish liturgies and ministry events

**Rationale:**
Parent and family participation at school sponsored liturgies is a significant means for St. Theresa Catholic School to demonstrate a more noticeably, tangible Catholic faith-filled atmosphere. The liturgy brings out true unity in catholicity of the church (Wilhelm, 1981). “Through participation in the liturgy, we are able to offer perfect worship to God for ourselves, others and to bring graces to the world” (1981, p. 241).

**Strategy:**

**What is to be done?** Form a committee that will identify opportunities to integrate parents into the parish community

**Who will be involved?** Religion Coordinator, Acting DRE representing Parish, Classroom Students and Parents

**Who will be responsible?** Religion Coordinator and DRE

**What are the needed resources?** Planning time

**What budget is needed?** $500 per year

**How will it be evaluated?** More participation and integration in school and parish liturgies and events is demonstrated.

**When will it be accomplished? How will we know we are successful?** Visible increase in school families at mass and ministry events

**Sources:**

1.4 Mission and Catholic Identity

Recommendation 1.4
Increase religious programming and assessments to meet the spiritual needs of our staff and students

Rationale:
Our Catholic Identity is rooted in Gospel values, centered on the Eucharist, and committed to faith formation, academic excellence and service. Therefore we must ensure that we provide our teachers and students with the resources and space necessary to meet these standards.

Strategy:

What is to be done? Form a committee that will identify religion curriculum, programming and assessments to enhance the faith formation of our students

Who will be involved? Principal, Pastor, Religion Coordinator, parish DRE, teachers

Who will be responsible? Religion Coordinator, parish DRE, teachers

What are the needed resources? Planning time, Catechesis of the Good Shepherd, ACRE test, IFG test

What budget is needed?
Y1- $1,965
Y2- $1,965
Y3- $2,555
Y4- $2,755
Y5- $2,955

How will it be evaluated? The committee will work with administration to perform an annual diagnostic analyzation of assessment results which will guide future curriculum, programming and in-service planning for teachers and students. The committee, in collaboration with teachers and administration, will conduct on-going evaluations of the Catechesis of the Good Shepherd.

When will it be accomplished? How will we know we are successful?
The ACRE will be administered annually to 5th and 7th grade students. The IFG will be administered to all religion teachers annually. Programs and curriculum planning will reflect faith formation needs of students and staff based on assessment results. By 2019-2020, the Catechesis of the Good Shepherd program will be fully implemented.
2.1 Governance and Leadership

Recommendation 2.1
The School Board Members will attend annual Archdiocesan training, as well as privately funded training opportunities as identified by administration and/or School Board Officers. It is recommended that evaluations and needs assessments be developed to ensure the board is able to effectively provide strategic leadership.

Rational:
The schoolboard is charged with recommending policies and offering guidance to the pastor and principal in strategic planning. As a governing body the school board is responsible for overseeing and monitoring organizational performance and ensuring overall accountability and therefore must have the knowledge and training to do so effectively.

Strategy:

What is to be done?
- Conduct Mission driven goal setting
- Create and implement annual reviews of organizational performance
- Conduct annual board Needs Assessment
- Set accountability goals for various school committees and administration annually
- Provide ongoing Board training for identified areas of need

Who will be involved?  School board, Pastor, Principal

Who will be responsible?  Board Members

What are the needed resources?  Work time for editing and approving document

What budget is needed?
Y1- $0
Y2- $1,000
Y3- $2,000
Y4- $2,000
Y5- $2,000

How will it be evaluated? How will we know we are successful?
At the beginning of each school year, the needs assessment will be determined. At the conclusion of the school year, the document will be evaluated to determine progress and establish a plan for the upcoming school year. Board members will attend all trainings.

When will it be accomplished?  These will be annual goals, set and accomplished yearly.
2.2 Governance and Leadership

Recommendation 2.2
Review and evaluate School Board processes and procedures annually

Rational:
The school board by-laws should support and define the role of the school board and its mission as a governing body. They also define the role the board will take in the school’s strategic planning. The by-laws should also establish succession planning for each academic school year.

Strategy:

What is to be done? The by-laws will be reviewed at the beginning of each term, by all new and returning board members. The board will update committees, functions and goals annually as needed.

Who will be involved? School Board, Pastor, Principal

Who will be responsible? School Board officers

What are the needed resources? Work time for editing and approving document

What budget is needed? None

How will it be evaluated? How will we know we are successful? The by-laws will be submitted on the school board agenda in August 2015 as a voting item. Once approved, the changes will be immediately implemented and reviewed annually.

When will it be accomplished? The review will be conducted at the beginning of each new term.
2.3 Governance and Leadership

Recommendation 2.3
Increase integration between St. Theresa Parish and School stakeholders

Rational:
Developing transparency between St. Theresa Parish and School stakeholders will increase communication and collaboration that will further support the fulfillment of the school’s mission.

Strategy:

What is to be done?
School will have representation on all major Parish Committees and ensure Parish representation on all major school committees

Who will be involved?
Pastor, Principal, School Board, School Board subcommittees, Pastoral Council, Parish Ministries

Who will be responsible?
Pastor, Principal, School Board, Parish Ministries

What are the needed resources?
Planning and hours of volunteerism

What budget is needed? None

How will it be evaluated? How will we know we are successful? Each committee and sub-committee will be represented by members from the school and parish

When will it be accomplished? Membership integration will continue as St. Theresa Parish and School boards, councils and committees discern new members.
3.1 Academic Excellence

Recommendation 3.1
Create and implement a Curriculum and Instruction Committee to facilitate and monitor the use of research based best practices within the classroom.

Rationale:
St. Theresa Catholic School is committed to academic excellence and making Catholic education accessible to diverse learners of the 21st century. Teachers must have the resources and personnel to support this effort.

Strategy:

What is to be done? Create a Curriculum & Instruction Committee of highly effective educators who:

- Serve as a teacher resource
- Act as intervention specialists
- Plan for more effective cohesive curriculum (alignment) opportunities
- Facilitate peer observations
- Identify professional development needs
- Identify programming needs
- Liaison between teachers/administration/Admissions
- Identify and set instructional goals with teachers annually
- Research and purchase on-line Formative Assessments

Who will be involved? Administration and Teachers

Who will be responsible? Principal

What are the needed resources?
Highly effective educators, planning time, framework of best practices, shared educational vision, educational school data, and formative assessments

What budget is needed?
Y1- $1,000
Y2- $3,664
Y3- $3,664
Y4- $4,654
Y5- $5,664

How will it be evaluated? How will we know we are successful?
The first formative assessment will occur in the fall of 2016 and a second assessment will occur on spring 2017. Beginning in the 2017-2018 school year, students will be assessed three times per year.
Teachers will immediately analyze assessment results and information will be used to guide instructional planning. Success will be noted by an annual increase in standardized tests scores as determined by annual academic goals.

**When will it be accomplished?** Formative assessments will begin in fall of 2016. Goals will be set and evaluated annually.
Recommendation 3.2:
Continue the growth and development of the Learning Resource Center to improve the resources available to meet the needs of all students.

Rationale:
St. Theresa Catholic School is committed to academic excellence and making Catholic education accessible to diverse learners of the 21st century. Teachers must have the resources and personnel to support this effort.

Strategy:

What is to be done? Provide the necessary resources to meet the diverse needs of the students by:

- Research and purchase on-line Blended Learning Program
- Identify the learning differences that will be addressed in the learning resource center
- Consider the implementation of a tier system to address the specific needs of students with special education needs and accommodations
  - Develop guidelines and an application process for tier levels
- Create an effective Learning Resource for increased student needs, equipped with highly effective educators and appropriate technology
- Identify the additional services and classes that will be addressed in the Learning Resource Center

Who will be involved? Administration and Learning Resource Director

Who will be responsible? Learning Resource Director with the guidance and approval of the Principal

What are the needed resources?

- Consider the need for additional staff – part-time special education teacher, part-time Title I teacher (funded by HISD), and contracted speech pathologist and dyslexia specialist as needed
- A classroom with space for more than one small group instruction to occur simultaneously
- 8-10 computer workstations including headphones
- Projector and projector screen for instruction
What budget is needed?
Y1- $0
Y2- $19,436
Y3- $43,436
Y4- $44,436
Y5- $45,436

How will it be evaluated? How will we know we are successful?
- Improvement in grades each nine weeks
- Improvement in skills being specifically addressed according to tier level
- Improvement in skills necessary to become an independent learner such as organizational skills, time management skills, etc.
- Annual increase in standardized test scores

When will it be accomplished? Within five years
3.3 Academic Excellence

Recommendation 3.3
Create and implement a Digital Immersion & Programming Plan

Rationale:
Technology plays a critical role 21st century and students must be equipped with the necessary tools to succeed in the new millennium. Students must know how to access information efficiently and effectively in order to become problem solvers who can readily adapt in new and innovative ways. They must learn to intuitively interact and collaborate with cultural sensitivity and global awareness, always modeling our Catholic faith and utilizing digital technology with the utmost responsibility.

Strategy:

What needs to be done?
- Decide what technology devices the teachers and students will be using in all grade levels, create a budget for all necessary items, get approval from principal & recommendation from school board for purchasing/leasing items, and purchase/lease items.
- Equip new building with Wi-Fi, Smart Board, projector, digital camera, printer and document camera in every classroom.
- Buy equipment to have a news studio for the students.
- Incorporate an technology professional development plan into the overall Staff Development Plan

Who will be involved? Administration, School Board and Technology Director

Who will be responsible? Director of Technology and Technology Committee with approval of the Principal

What are the needed resources?
- Evaluate and consider the need for additional staff – part-time elementary computer teacher teaching the Prek-4th grade classes.
- Evaluate and consider the need for full time Director of Technology/Middle School technology teacher that manages all devices for use and repair.
- Space where all technology can be repaired.
- Storage for extra equipment.
What budget is needed?

Y1- $102,600 (fiscal year 2016-2017)
Y2- $5,600
Y3- $0

How will it be evaluated? How will we know we are successful?

- Improvement in grades each nine weeks from technology use
- Improvement in skills from technology use
- Improvement in skills necessary to become an independent learner such as organizational skills, time management skills, etc.
- Annual increase in standardized test scores due to available technology in the classroom

When will it be accomplished? Within five years

Year 1: iPads purchased for Early Childhood classes (5 per class and one cart of 30 to be shared). Professional development provided to teachers.

Year 2: All 1st grade classes are equipped with a set of iPads. Students in 2nd through 8th grade are equipped with a laptop. Each grade level 2nd through 8th are equipped with a black/white printer for students to print. Professional development provided to teachers.

Year 3: All new classrooms in new building are equipped with a SmartBoard, projector, document camera and digital camera. New building is wired for Network/Internet capacity. Create TV Studio in new building to broadcast news and events going on at school.
3.4 Academic Excellence

Recommendation 3.4
Create a three-year Professional Development Plan

Rationale:
Research has shown that teaching quality and school leadership are the most important factors in raising student achievement. For teachers and school leaders to be as effective as possible, they must continually expand their knowledge and skills to implement the best educational practices. Educators learn to help students learn at the highest levels.

Strategy:

What is to be done? Create a 3 year Professional Development Plan, including Learning Teams, who work together with Administration to use data to understand what students are not learning, find instructional gaps, then determine what they need to learn to help close those gaps. Learning Team members next set out to learn what they need to know to improve student learning.

Who will be involved?
Administration, Teachers, Archdiocesan cluster groups, third-party professional development vendors

Who will be responsible? Administration and Learning Team Members

What are the needed resources? Professional development framework, highly effective educators, planning time, framework of best practices, shared educational vision, educational school data, and formative assessments

What budget is needed?

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y1</td>
<td>$9,000</td>
</tr>
<tr>
<td>Y2</td>
<td>$10,000</td>
</tr>
<tr>
<td>Y3</td>
<td>$20,000</td>
</tr>
<tr>
<td>Y4</td>
<td>$30,000</td>
</tr>
<tr>
<td>Y5</td>
<td>$40,000</td>
</tr>
</tbody>
</table>

How will it be evaluated? How will we know we are successful? A 3 year Professional Development Plan is created and implemented. Student data and teacher input is used to drive planning and development opportunities. Every teacher development/training opportunity will be evaluated for effectiveness and significance. We are successful when teachers implement a variety of teaching strategies and technology with greater confidence and competence, which is reflected in increased student performance on formative assessments.
When will it be accomplished? The Learning Team will work with administration to draft a 3 year Professional Development plan by July 2016, to submit for school board approval in August 2016. Implementation of the plan will continue annually with modifications as needed to fit student and staff needs. In 2019, the Learning Team will begin crafting a new 3 year Professional Development Plan.
4.1 Operational Vitality

**Recommendation 4.1**
Ensure campus facilities meet the demands of increasing enrollment

**Rational:**
As enrollment increases each year, the school needs additional campus facilities to meet the needs of the growing student body.

**Strategy:**

**What is to be done?**
- Create a 5-10 year long term Capital Building Plan
- Conduct a feasibility study for immediate capital plans
- Hire a professional grant writer for Capital funding
- Plan and build a new school building for more classroom space to fit growing enrollment
- Focus on Funding the Mission of St. Theresa in coordination with the Advancement Committee

**Who will be involved?**
Pastor, Principal, Capital Building Committee, Advancement Committee, School Stakeholders, Community businesses

**Who will be responsible?**
Pastor, Principal, Capital Building Committee, Advancement

**What are the needed resources?**
- Grant Writer
- Feasibility Study

**What budget is needed?**
Y1- $17,500

**How will it be evaluated? How will we know we are successful?**
School classroom needs will be included in Capital Planning needs of the Parish. School parents will be included in the Feasibility study for the parish Capital Campaign. A Grant writer will be hired and secure grants for the Capital Campaign and new school building. A new school building including offices and 17 classrooms will be constructed.

**When will it be accomplished?**
A successful feasibility study will be conducted in 2016 and construction on a new school building will begin summer of 2017 and be completed in spring of 2018.
4.2 Operational Vitality

Recommendation 4.2
Improve overall campus security and maintenance

Rationale:
An effective school facility is responsive to the changing programs of educational delivery, and at a minimum should provide a physical environment that is comfortable, safe, secure, accessible, well illuminated, well ventilated, and aesthetically pleasing. The school facility consists of not only the physical structure and the variety of building systems, such as mechanical, plumbing, electrical and power, telecommunications, security, and fire suppression systems. The facility also includes furnishings, materials and supplies, equipment and information technology, as well as various aspects of the building grounds, namely, athletic fields, playgrounds, areas for outdoor learning, and vehicular access and parking.

Strategy:

What is to be done?
- Implement an online maintenance software to increase effectiveness of maintenance requests
- Create systems and process for regular campus security and maintenance audits for accountability and student safety
- Purchase and implement Firestorm Emergency Preparedness Program
- Create and implement annual evaluations of overall plant maintenance and security

Who will be involved?
Principal, School Board, Plant Manager, Teachers, Staff

Who will be responsible?
School and Parish Administration and Plant Manager

What are the needed resources?
Software and planning time

What budget is needed?
Y1- $600
Y2- $2,400
Y3- $3,200
Y4-$3,200
Y5- $3,200
How will it be evaluated? How will we know we are successful?
Maintenance software utilized, work requests completed and regular audits conducted as scheduled. Campus safety and school preparedness is improved due to increased precautions taken based on needs identified through the Maintenance Software and Firestorm Management System.

When will it be accomplished? Software is purchased and implemented spring 2016. Firestorm Emergency Preparedness Program purchased and implemented in spring 2016. Responsible personnel will conduct annual reviews of program and software effectiveness.
4.3 Operational Vitality

Recommendations 4.3
Create an overall Financial Plan that incorporates the vital elements of Good Stewardship and Cost Containment, Advancement, Enrollment and External Funding to support the viability and expansion of St. Theresa Catholic School

Rationale: School must plan for financial viability and maintain a balanced budget.

Strategy:

What is to be done?
1. Create a short term, and long term financial plan – 2yr. and 5yr. plans which include:
   a. General Operating Budget
   b. Advancement Plan (including Enrollment Management) and Budget
   c. Professional Development Plan and Budget
   d. Technology Plan and Budget
   e. Strategic Plan and Budget
2. Review plan/s monthly and update plans annually as needed

Who will be involved? Pastor, Principal, Administration, Finance Councils, School Board, Advancement Team, Finance Manager

Who will be responsible? Principal, Pastor, Finance Manager

What are the needed resources? Planning time

What budget is needed? None

How will it be evaluated? How will we know we are successful? All plans will be written, approved and implemented.

When will it be accomplished?

Y1- Operational Budget and Strategic Plan and budget will be completed and implemented; Technology Plan will be created

Y2- Technology Plan will be implemented; Advancement Plan and Budget will be completed and implemented; Professional Development Plan will be completed and implemented
5.1 Advancement

**Recommendation 5.1**
Deliver more effective communication to parents in a timely and efficient manner, via multiple technologies

**Rationale:**
Two-way communication between school and parents/families is foundational for effective partnership that will enhance student achievement and formation.

**Strategy:**

**What is to be done?**
Keep families updated and informed through regular scheduled meetings, newsletters, reports, social media, take home folders, and via Student Information system improving design, content, distribution and frequency with a consistent message that reflects the school vision, allowing channels for feedback and parent communication to the school as well.

**Who will be involved?**
Advancement Team / School Office

**Who will be responsible?**
Advancement Team / School Office

**What are the Resources?** Student Information System Communications component and Word/PDF Newsletter

**What budget is needed?** None

**How will it be evaluated? How will we know we are successful?** Parents will be surveyed annually. Success will be measured based on the feedback provided by parents.

**When will it be accomplished?**

- Y1 - New School Information System / New school weekly newsletter / Improved e-blast process
- Y3 – New school office reports / Enhanced surveys
- Y4 – School mobile App including push up notifications and feedback
5.2 Advancement

**Recommendation 5.2**
Optimize enrollment levels at all school grade levels with a sustainable Enrollment Plan

**Rationale:**
Enrollment is the main driver of school revenue and thus it is essential to maximize student enrollment.

**Strategy:**

**What is to be done?**
- Create an Advancement Plan including Enrollment Management
- Obtain an enrollment and recruitment system
- Implement an Enrollment Management Team
- Evaluation Recruitment process by all staff involved
- Obtain promotional materials such as flyers, folders, brochures, banners, stand up displays and update website
- Implement and evaluate Admission Process to ensure sustainable enrollment

**Who will be involved?**
Advancement Team/ School Office / Front desk / Admission Review Committee / Teachers

**Who will be responsible?**
Advancement Team / School Office / Front desk / Admission Review Committee / Teachers

**What are the Resources?**
New admissions marketing materials / Advertising of events and Open House at local newspapers (The Leader) / Volunteers for Enrollment Management Teams

**What budget is needed?**
Y1- $1,500
Y2- $3,000
Y3- $3,000
Y4- $3,000
Y5- $3,000

**How will it be evaluated? How will we know we are successful?**
- Net increase of 30 students per year until capacity is reached (360 with 2015 facilities)
- 80%+ effectiveness conversion of admission applicants
- Annual Parent & Teacher satisfaction surveys
When will it be accomplished?

Y1 – Create Advancement Plan; New Enrollment and Recruitment System / First year of admissions process evaluation

Y2 – Enrollment Management Team implementation / Print materials

Y3 – Conversion of admission applicants will be achieved
5.3 Advancement

Recommendation 5.3
Retain enrolled students throughout the school year and throughout multiple schools years

Rationale:
Retaining students reassures that communications and school culture are at optimal levels and reduce the need to double the efforts in enrollment front. At the same time school morale and finances are affected by low retention levels.

Strategy:

What is to be done?
Retention is a shared responsibility, which requires the implementation of a customer service culture with the faculty and school staff. The staff and teachers would have access to a retention chart that shows the school growth during the admission process.

Who will be involved?
Advancement Team / School Office / School Faculty / Front desk

Who will be responsible?
Advancement Team / School Office / School Faculty / Front desk

What are the Resources?
A Customer Service training and large visuals to be placed at the teacher’s lounge

What budget is needed?
Y1- $500
Y2- $500
Y3- None
Y4- None
Y5- $500

How will it be evaluated? How will we know we are successful?
Maintaining a high retention rate that will keep an average of 90% or higher rate of the total students retained (not including attrition)

When will it be accomplished?
Y1 – Retention charts will be installed and explained to faculty
Y2 – Customer service first training
Y5 – Customer service second training
5.4 Advancement

**Recommendation 5.4**
Provide an integrated approach to advancing the Mission of St. Theresa Catholic School by implementing necessary strategies and operations to increase school revenue.

**Rationale:**
A comprehensive advancement program is needed to improve stewardship and constituent relations. The implementation of a philanthropic culture following St. Theresa Catholic School mission would be able to support the school financial needs in the future.

**Strategy:**

**What is to be done?**
- Focus on Mission driven activities
- Improve constituent relations and stewardship with the assistance of reliable software
- Identify constituents and create an extensive database
- Apply an in-depth approach to the Annual Fund through strategic solicitation and volunteer management
- Update communication channels to reflect the new philanthropic culture

**Who will be involved?**
Advancement Team / School Office / Church Office / School Faculty / Finance Office / Volunteers

**Who will be responsible?**
Advancement Team / School Office / Church Office / Finance Office

**What are the Resources?**
Development software
Update of all communications (website, advancement print materials, newsletters, and thank you cards)

**What budget is needed?**
Y1- $4,480
Y2- $8,980
Y3- $8,980
Y4- $8,980
Y5- $8,980

**How will it be evaluated? How will we know we are successful?**
Growing the current fundraising donations by 50% in a 5 year term
When will it be accomplished?

Y1 – Mission Advancement software purchase / New Annual Fund strategy implemented / start database collection / Start building constituent relations through visits, meetings and talks

Y2 – Eliminate non-mission driven fundraising initiatives / Mission advancement software full implementation / communication channels update / Constituents relations up to 30%

Y3 – Constituents relationships up to 60%

Y4 – Constituents relationships up to 90%
The goals and initiatives in each action plan in the preceding section are ordered according to our implementation priorities and time line. The charts below provide a snapshot view of the proposed initiatives and associated cost estimates for each recommendation over the 5 year planning period. Some costs will repeat annually and have been noted accordingly. Five significant budgeting considerations emerge while reviewing the financial needs of the strategic plan: enhanced academic programs and instructional resources; extensive improvements to technology; planned professional & religious development of teachers; increased classrooms and building space; targeted school advancement. These are clear priorities in need of and worthy of investment. Strengthening these areas in tandem, will likely lead to increased enrollment, strengthening the overall vitality of the school.

These estimated budgeted costs sums to the modest amount of $46,145 in the first year of the plan, $166,660 over the first three years of implementation and $390,430 for the entire five years based on the estimated recurring costs for the last two years of the plan. The plan also identifies some costs that will be funded by external revenue streams, which are calculated separately for budgeting purposes. The following is a breakdown by academic year:
Academic Year 2015-2016

The school’s budget for the 2015-2016 academic year includes the items in these Action Plans.

### Mission and Catholic Identity - Y1

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>FTCM</td>
<td>Archdiocesan requirements for teacher religion certification</td>
<td>$9,000</td>
<td>Annual budget</td>
</tr>
<tr>
<td>1.2</td>
<td>Service Opportunities</td>
<td>Strengthen students commitment to service</td>
<td>$100</td>
<td>Annual budget</td>
</tr>
<tr>
<td>1.3</td>
<td>Increase School/Parish Integration</td>
<td>More opportunities for school and parish constituents to work, pray and play together</td>
<td>$500</td>
<td>Annual budget</td>
</tr>
<tr>
<td>1.4</td>
<td>ACRE/IFG</td>
<td>Archdiocesan requirements for assessing faith formation of staff and students</td>
<td>$1,965</td>
<td>Archdiocesan grant</td>
</tr>
</tbody>
</table>

**Total** $11,565

**Other funding sources** -$1,965

**Annual Budget Total** $9,600

### Governance and Leadership - Y1

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Conduct Needs Assessment</td>
<td>Identify needs of the School Board</td>
<td>$0</td>
<td>---</td>
</tr>
<tr>
<td>2.1</td>
<td>Set Goals &amp; Begin Implementation</td>
<td>Effective plan with clear expectations and shared vision</td>
<td>$0</td>
<td>---</td>
</tr>
<tr>
<td>2.1</td>
<td>Create &amp; Implement Annual Review</td>
<td>Ongoing review of systems and processes</td>
<td>$0</td>
<td>---</td>
</tr>
<tr>
<td>2.2</td>
<td>Identify &amp; Implement Succession Plan</td>
<td>Ensure for continuity of members and planning</td>
<td>$0</td>
<td>---</td>
</tr>
<tr>
<td>2.2</td>
<td>Update Bylaws</td>
<td>Relevant bylaws that meet current needs</td>
<td>$0</td>
<td>---</td>
</tr>
</tbody>
</table>

**Annual Budget Total** $0
### Academic Excellence- Y1

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Create Instruction Committee</td>
<td>Stipends</td>
<td>$1,000</td>
<td>Annual budget</td>
</tr>
<tr>
<td>3.3</td>
<td>Create Tech plan for 1-1 computers</td>
<td>A plan to outline technology needs for 1-1 integrated digital immersion</td>
<td>$0</td>
<td>Annual budget</td>
</tr>
<tr>
<td>3.3</td>
<td>Order materials for 1-1 (2016-2017)</td>
<td>Hardware &amp; Software for integrated digital immersion</td>
<td>$102,600</td>
<td>*Reserve Funds &amp; Fundraising</td>
</tr>
<tr>
<td>3.4</td>
<td>Professional Development</td>
<td>Support for classroom instruction &amp; technology needs</td>
<td>$9,000</td>
<td>Title II funds</td>
</tr>
</tbody>
</table>

**Total** $112,600

- **Other funding sources** $-111,600

**Annual Budget Total** $1,000

---

### Operational Vitality- Y1

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Feasibility Study</td>
<td>Additional classrooms and instructional space</td>
<td>$7,500</td>
<td>Capital</td>
</tr>
<tr>
<td>4.1</td>
<td>Capital Funds Procurement (Grants)</td>
<td>Additional classrooms and instructional space</td>
<td>$10,000</td>
<td>Capital</td>
</tr>
<tr>
<td>4.2</td>
<td>Maintenance Software</td>
<td>Campus Safety &amp; Security</td>
<td>$600</td>
<td>Annual Budget</td>
</tr>
</tbody>
</table>

**Total** $18,100

- **Other funding sources** $17,500

**Annual Budget Total** $600
### Academic Year 2015-2016 (Con’t)

#### Advancement- Y1

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2</td>
<td>Printed Material</td>
<td>Admissions</td>
<td>$1,000</td>
<td>Annual budget</td>
</tr>
<tr>
<td>5.2</td>
<td>Events</td>
<td>Admissions</td>
<td>$500</td>
<td>Annual budget</td>
</tr>
<tr>
<td>5.3</td>
<td>Retention Chart</td>
<td>Retention</td>
<td>$500</td>
<td>Annual budget</td>
</tr>
<tr>
<td>5.4</td>
<td>Donor Software</td>
<td>Little Green Light</td>
<td>$480</td>
<td>Annual budget</td>
</tr>
<tr>
<td>5.4</td>
<td>Printed Material</td>
<td>Fund the Mission</td>
<td>$3,000</td>
<td>Annual budget</td>
</tr>
<tr>
<td>5.4</td>
<td>Events</td>
<td>Fund the Mission</td>
<td>$1,000</td>
<td>Annual budget</td>
</tr>
</tbody>
</table>

|                  | Annual Budget Total | $6,480       |
# Academic Year 2016-2017

## Mission and Catholic Identity - Y2

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>FTCM</td>
<td>Archdiocesan requirements for teacher religion certification</td>
<td>$2,000</td>
<td>Annual budget</td>
</tr>
<tr>
<td>1.2</td>
<td>Service</td>
<td>Strengthen students commitment to service</td>
<td>$100</td>
<td>Annual budget</td>
</tr>
<tr>
<td>1.3</td>
<td>School/Parish</td>
<td>More opportunities for school and parish constituents to work, pray and play together</td>
<td>$500</td>
<td>Annual budget</td>
</tr>
<tr>
<td>1.4</td>
<td>ACRE/IFG</td>
<td>Archdiocesan requirements for assessing faith formation of staff and students</td>
<td>$1,965</td>
<td>Annual budget</td>
</tr>
</tbody>
</table>

**Annual Budget Total** $4,565

## Governance and Leadership - Y2

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Board Training</td>
<td>Effective Board members with clear expectations and unified vision of school improvement</td>
<td>$1,000</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>2.1</td>
<td>Evaluate &amp; Update Goals</td>
<td>Effective plan with clear expectations and shared vision</td>
<td>$0</td>
<td>---</td>
</tr>
<tr>
<td>2.2</td>
<td>Evaluate &amp; Update Annual Review</td>
<td>Ongoing review of systems and processes</td>
<td>$0</td>
<td>---</td>
</tr>
<tr>
<td>2.2</td>
<td>Create &amp; begin Integration Plan for cross-representation on parish/school committees</td>
<td>Unified and supportive school/parish community</td>
<td>$0</td>
<td>---</td>
</tr>
</tbody>
</table>

**Annual Budget Total** $1,000
### Academic Year 2016-2017 (Con’t)

#### Academic Excellence- Y2

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Implement Instruction Committee goals</td>
<td>Stipend &amp; incentives</td>
<td>$1,500</td>
<td>Annual budget</td>
</tr>
<tr>
<td>3.1</td>
<td>Purchase Formative Assessments</td>
<td>On-line software</td>
<td>$2,164</td>
<td>Annual budget</td>
</tr>
<tr>
<td>3.2</td>
<td>Purchase Blended Learning Program</td>
<td>On-line software</td>
<td>$3,436</td>
<td>Annual budget</td>
</tr>
<tr>
<td>3.2</td>
<td>LRC p/t Staff</td>
<td>salary</td>
<td>$16,000</td>
<td>Annual budget</td>
</tr>
<tr>
<td>3.3</td>
<td>Technology for new Classrooms</td>
<td>Technology for digital immersion</td>
<td>$5,600</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>3.4</td>
<td>Professional Development</td>
<td>Support for classroom instruction &amp; technology needs</td>
<td>$10,000</td>
<td>Annual budget</td>
</tr>
<tr>
<td>3.4</td>
<td>Professional Development</td>
<td>Support for classroom instruction &amp; technology needs</td>
<td>$4,000</td>
<td>Title II</td>
</tr>
</tbody>
</table>

**Total** $42,700

**Other funding sources** - $4,000

**Annual Budget Total** $38,700

#### Operational Vitality- Y2

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2</td>
<td>Maintenance Software</td>
<td>Campus Safety &amp; Security</td>
<td>$1,200</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>4.2</td>
<td>Implement Firestorm Emergency Preparedness</td>
<td>Security management Program</td>
<td>$1,200</td>
<td>Annual Budget</td>
</tr>
</tbody>
</table>

**Annual Budget Total** $2,400
### Academic Year 2016-2017 (Cont)

#### Advancement- Y2

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2</td>
<td>Printed Material</td>
<td>Admissions</td>
<td>$2,000</td>
<td>Annual budget</td>
</tr>
<tr>
<td>5.2</td>
<td>Events</td>
<td>Admissions</td>
<td>$1,000</td>
<td>Annual budget</td>
</tr>
<tr>
<td>5.3</td>
<td>Training</td>
<td>Staff Mission training</td>
<td>$500</td>
<td>Annual Budget Y2, Y5</td>
</tr>
<tr>
<td>5.4</td>
<td>Printed Material</td>
<td>Fund the Mission</td>
<td>$7,000</td>
<td>Annual budget</td>
</tr>
<tr>
<td>5.4</td>
<td>Events</td>
<td>Fund the Mission</td>
<td>$1,500</td>
<td>Annual budget</td>
</tr>
<tr>
<td>5.4</td>
<td>Donor Software</td>
<td>Little Green Light</td>
<td>$480</td>
<td>Annual budget</td>
</tr>
</tbody>
</table>

|                     | Annual Budget Total | $12,480 |
## Mission and Catholic Identity - Y3

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>FTCM</td>
<td>Archdiocesan requirements for teacher religion certification</td>
<td>$2,000</td>
<td>Annual budget</td>
</tr>
<tr>
<td>1.2</td>
<td>Service</td>
<td>Strengthen students commitment to service</td>
<td>$500</td>
<td>Annual budget</td>
</tr>
<tr>
<td>1.3</td>
<td>School/Parish</td>
<td>More opportunities for school and parish constituents to work, pray and play together</td>
<td>$500</td>
<td>Annual budget</td>
</tr>
<tr>
<td>1.4</td>
<td>ACRE/IFG</td>
<td>Archdiocesan requirements for assessing faith formation of staff and students</td>
<td>$2355</td>
<td>Annual budget</td>
</tr>
<tr>
<td>1.4</td>
<td>Catechesis of the Good Shepherd</td>
<td>Faith formation for school students and parishioners</td>
<td>$400</td>
<td>Annual budget</td>
</tr>
</tbody>
</table>

**Annual Budget Total** $5,555

## Governance and Leadership - Y3

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Board Training</td>
<td>Effective Board members with clear expectations and unified vision of school improvement</td>
<td>$1,000</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>2.1</td>
<td>Board Retreat</td>
<td>Effective Board members with clear expectations and unified vision of school improvement</td>
<td>$1,000</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>2.2</td>
<td>Evaluate &amp; Update Integration Plan for cross-representation on parish/school committees</td>
<td>Unified and supportive school/parish community</td>
<td>$0</td>
<td>---</td>
</tr>
</tbody>
</table>

**Annual Budget Total** $2,000
## Academic Excellence- Y3

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Evaluate &amp; Update Instructional Committee</td>
<td>Stipend, incentives, evaluation tool</td>
<td>$1,500</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>3.1</td>
<td>Utilize Formative Assessments</td>
<td>On-line software</td>
<td>$2,164</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>3.2</td>
<td>LRC f/t Staff</td>
<td>salary</td>
<td>$40,000</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>3.2</td>
<td>Blended Learning Program</td>
<td>On-line software</td>
<td>$3,436</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>3.4</td>
<td>Professional Development</td>
<td>Support for classroom instruction &amp; technology needs</td>
<td>$20,000</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>3.4</td>
<td>Professional Development</td>
<td>Support for classroom instruction &amp; technology needs</td>
<td>$4,000</td>
<td>Title II</td>
</tr>
</tbody>
</table>

**Total** $71,100

### Other funding sources

$4,000

**Annual Budget Total** $67,100

## Operational Vitality- Y3

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2</td>
<td>Maintenance Software</td>
<td>Campus Safety &amp; Security</td>
<td>$1,200</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>4.2</td>
<td>Security Staff/Monitor</td>
<td>Campus Safety &amp; Security</td>
<td>$1,000</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>4.2</td>
<td>Implement Firestorm Emergency Preparedness</td>
<td>Security management Program</td>
<td>$1,000</td>
<td>Annual Budget</td>
</tr>
</tbody>
</table>

**Annual Budget Total** $3,200
## Academic Year 2017-2018 (Con’t)

### Advancement- Y3

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2</td>
<td>Printed Material</td>
<td>Admissions</td>
<td>$2000</td>
<td>Annual budget</td>
</tr>
<tr>
<td>5.2</td>
<td>Events</td>
<td>Admissions</td>
<td>$1000</td>
<td>Annual budget</td>
</tr>
<tr>
<td>5.4</td>
<td>Donor Software</td>
<td>Little Green Light</td>
<td>$480</td>
<td>Annual budget</td>
</tr>
<tr>
<td>5.4</td>
<td>Printed Material</td>
<td>Fund the Mission</td>
<td>$7,000</td>
<td>Annual budget</td>
</tr>
<tr>
<td>5.4</td>
<td>Events</td>
<td>Fund the Mission</td>
<td>$1500</td>
<td>Annual budget</td>
</tr>
</tbody>
</table>

**Annual Budget Total** $11,980
### Mission and Catholic Identity- Y4

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>FTCM</td>
<td>Archdiocesan requirements for teacher religion certification</td>
<td>$2,000</td>
<td>Annual budget</td>
</tr>
<tr>
<td>1.2</td>
<td>Service</td>
<td>Strengthen students commitment to service</td>
<td>$500</td>
<td>Annual budget</td>
</tr>
<tr>
<td>1.3</td>
<td>School/Parish</td>
<td>More opportunities for school and parish constituents to work, pray and play together</td>
<td>$500</td>
<td>Annual budget</td>
</tr>
<tr>
<td>1.4</td>
<td>ACRE/IFG</td>
<td>Archdiocesan requirements for assessing faith formation of staff and students</td>
<td>$2,455</td>
<td>Annual budget</td>
</tr>
<tr>
<td>1.4</td>
<td>Catechesis of the Good Shepherd</td>
<td>Faith formation for school students and parishioners</td>
<td>$500</td>
<td>Annual budget</td>
</tr>
</tbody>
</table>

**Annual Budget Total** $5,555

### Governance and Leadership- Y4

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Board Training</td>
<td>Effective Board members with clear expectations and unified vision of school improvement</td>
<td>$1,000</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>2.1</td>
<td>Board Retreat</td>
<td>Effective Board members with clear expectations and unified vision of school improvement</td>
<td>$1,000</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>2.2</td>
<td>Evaluate &amp; Update Integration Plan for cross-representation on parish/school committees</td>
<td>Unified and supportive school/parish community</td>
<td>$0</td>
<td>---</td>
</tr>
<tr>
<td>2.2</td>
<td>Hire Consultant</td>
<td>Begin Strategic Planning for 2021-2026</td>
<td>$5,000</td>
<td>Annual Budget</td>
</tr>
</tbody>
</table>

**Annual Budget Total** $7,000
## Academic Year 2018-2019 (Con’t)

### Academic Excellence- Y4

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Evaluate &amp; Update Instructional Committee</td>
<td>Stipend, incentives, evaluation tool</td>
<td>$1,500</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>3.1</td>
<td>Utilize Formative Assessments</td>
<td>On-line software</td>
<td>$3,164</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>3.2</td>
<td>LRC f/t Staff</td>
<td>salary</td>
<td>$40,000</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>3.2</td>
<td>Blended Learning Program</td>
<td>On-line software</td>
<td>$4,436</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>3.4</td>
<td>Professional Development</td>
<td>Support for classroom instruction &amp; technology needs</td>
<td>$30,000</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>3.4</td>
<td>Professional Development</td>
<td>Support for classroom instruction &amp; technology needs</td>
<td>$4,000</td>
<td>Title II</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$83,100</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Other funding sources</strong></td>
<td></td>
<td><strong>$4,000</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Annual Budget Total</strong></td>
<td></td>
<td><strong>79,100</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Operational Vitality- Y4

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2</td>
<td>Maintenance Software</td>
<td>Campus Safety &amp; Security</td>
<td>$1,200</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>4.2</td>
<td>Security Staff/Monitor</td>
<td>Campus Safety &amp; Security</td>
<td>$1,000</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>4.2</td>
<td>Implement Firestorm Emergency Preparedness</td>
<td>Security management Program</td>
<td>$1,000</td>
<td>Annual Budget</td>
</tr>
<tr>
<td></td>
<td><strong>Annual Budget Total</strong></td>
<td></td>
<td><strong>$3,200</strong></td>
<td></td>
</tr>
</tbody>
</table>
### Academic Year 2018-2019 (Con’t)

#### Advancement- Y4

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2</td>
<td>Printed Material</td>
<td>Admissions</td>
<td>$2000</td>
<td>Annual budget</td>
</tr>
<tr>
<td>5.2</td>
<td>Events</td>
<td>Admissions</td>
<td>$1000</td>
<td>Annual budget</td>
</tr>
<tr>
<td>5.4</td>
<td>Donor Software</td>
<td>Little Green Light</td>
<td>$480</td>
<td>Annual budget</td>
</tr>
<tr>
<td>5.4</td>
<td>Printed Material</td>
<td>Fund the Mission</td>
<td>$7,000</td>
<td>Annual budget</td>
</tr>
<tr>
<td>5.4</td>
<td>Events</td>
<td>Fund the Mission</td>
<td>$1500</td>
<td>Annual budget</td>
</tr>
</tbody>
</table>

|                  | Annual Budget Total | $11,980 |
### Mission and Catholic Identity - Y5

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>FTCM</td>
<td>Archdiocesan requirements for teacher religion certification</td>
<td>$2,000</td>
<td>Annual budget</td>
</tr>
<tr>
<td>1.2</td>
<td>Service</td>
<td>Strengthen students commitment to service</td>
<td>$500</td>
<td>Annual budget</td>
</tr>
<tr>
<td>1.3</td>
<td>School/Parish</td>
<td>More opportunities for school and parish constituents to work, pray and play together</td>
<td>$500</td>
<td>Annual budget</td>
</tr>
<tr>
<td>1.4</td>
<td>ACRE/IFG</td>
<td>Archdiocesan requirements for assessing faith formation of staff and students</td>
<td>$2,255</td>
<td>Annual budget</td>
</tr>
<tr>
<td>1.4</td>
<td>Catechesis of the Good Shepherd</td>
<td>Faith formation for school students and parishioners</td>
<td>$300</td>
<td>Annual budget</td>
</tr>
</tbody>
</table>

**Annual Budget Total** $5,555

### Governance and Leadership - Y5

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Board Training</td>
<td>Effective Board members with clear expectations and unified vision of school improvement</td>
<td>$1,000</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>2.1</td>
<td>Board Retreat</td>
<td>Effective Board members with clear expectations and unified vision of school improvement</td>
<td>$1,000</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>2.2</td>
<td>Evaluate &amp; Update Integration Plan for cross-representation on parish/school committees</td>
<td>Unified and supportive school/parish community</td>
<td>$0</td>
<td>---</td>
</tr>
<tr>
<td>2.2</td>
<td>Continue with Consultant</td>
<td>Complete Strategic Plan 2021-2026</td>
<td>$3,000</td>
<td>Annual Budget</td>
</tr>
</tbody>
</table>

**Annual Budget Total** $5,000
## Academic Year 2019-2020 (Con’t)

### Academic Excellence - Y5

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Evaluate &amp; Update Instructional Committee</td>
<td>Stipend, incentives, evaluation tool</td>
<td>$1,500</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>3.1</td>
<td>Utilize Formative Assessments</td>
<td>On-line software</td>
<td>$4,164</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>3.2</td>
<td>LRC f/t Staff</td>
<td>salary</td>
<td>$41,000</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>3.2</td>
<td>Blended Learning Program</td>
<td>On-line software</td>
<td>$4,436</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>3.4</td>
<td>Professional Development</td>
<td>Support for classroom instruction &amp; technology needs</td>
<td>$40,000</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>3.4</td>
<td>Professional Development</td>
<td>Support for classroom instruction &amp; technology needs</td>
<td>$4,000</td>
<td>Title II</td>
</tr>
</tbody>
</table>

**Total** $95,100

**Other funding sources** $4,000

**Annual Budget Total** $91,100

### Operational Vitality - Y5

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2</td>
<td>Maintenance Software</td>
<td>Campus Safety &amp; Security</td>
<td>$1,200</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>4.2</td>
<td>Security Staff/Monitor</td>
<td>Campus Safety &amp; Security</td>
<td>$1,000</td>
<td>Annual Budget</td>
</tr>
<tr>
<td>4.2</td>
<td>Implement Firestorm Emergency Preparedness</td>
<td>Security management Program</td>
<td>$1,000</td>
<td>Annual Budget</td>
</tr>
</tbody>
</table>

**Annual Budget Total** $3,200
## Academic Year 2019-2020 (Con’t)

### Advancement- Y5

<table>
<thead>
<tr>
<th>Item</th>
<th>Action Plan</th>
<th>Needs</th>
<th>Cost</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2</td>
<td>Printed Material</td>
<td>Admissions</td>
<td>$2000</td>
<td>Annual budget</td>
</tr>
<tr>
<td>5.2</td>
<td>Events</td>
<td>Admissions</td>
<td>$1000</td>
<td>Annual budget</td>
</tr>
<tr>
<td>5.3</td>
<td>Training</td>
<td>Staff Mission training</td>
<td>$500</td>
<td>Annual Budget Y2 ; Y5</td>
</tr>
<tr>
<td>5.4</td>
<td>Donor Software</td>
<td>Little Green Light</td>
<td>$480</td>
<td>Annual budget</td>
</tr>
<tr>
<td>5.4</td>
<td>Printed Material</td>
<td>Fund the Mission</td>
<td>$7,000</td>
<td>Annual budget</td>
</tr>
<tr>
<td>5.4</td>
<td>Events</td>
<td>Fund the Mission</td>
<td>$1500</td>
<td>Annual budget</td>
</tr>
</tbody>
</table>

**Annual Budget Total** | $12,480
| Area  | Year 1 2015-16 | Year 2 2016-17 | Year 3 2017-18 | Year 4 2018-19 | Year 5 2019-20 | Total  
|-------|----------------|----------------|----------------|----------------|----------------|--------
| 1.1   | $9,000         | $2,000         | $2,000         | -              | -              | $13,000|
| 1.2   | $100           | $100           | $500           | -              | -              | $700   |
| 1.3   | $500           | $500           | $500           | $500           | $500           | $2,500 |
| 1.4   | $1,965         | $1,965         | $2,555         | $2,755         | $2,955         | $12,195|
|       | **Area 1 Subtotal** | **$11,565**   | **$4,565**     | **$5,555**     | **$3,255**     | **$28,395** |
| 2.1   | -              | $1,000         | $2,000         | $2,000         | $2,000         | $7,000 |
| 2.2   | -              | -              | -              | $7,000         | $5,000         | $12,000|
| 2.3   | -              | -              | -              | -              | -              | -      |
|       | **Area 2 Subtotal** | -              | **$1,000**     | **$2,000**     | **$9,000**     | **$19,000** |
| 3.1   | $1,000         | $3,664         | $3,664         | $4,664         | $5,664         | $18,656|
| 3.2   | -              | $19,436        | $43,436        | $44,436        | $45,436        | $152,744|
| 3.3   | -              | $102,600       | -              | -              | -              | $102,600|
| 3.4   | $9,000         | $10,000        | $20,000        | $30,000        | $40,000        | $109,000|
| 3.4   | -              | $4,000         | $4,000         | $4,000         | $4,000         | $16,000|
|       | **Area 3 Subtotal** | **$10,000**   | **$145,300**   | **$71,100**    | **$83,100**    | **$404,600** |
| 4.1   | $17,500        | -              | -              | -              | -              | $17,500|
| 4.2   | $600           | $2,400         | $3,200         | $3,200         | $3,200         | $12,600|
| 4.3   | -              | -              | -              | -              | -              | -      |
|       | **Area 4 Subtotal** | **$18,100**   | **$2,400**     | **$3,200**     | **$3,200**     | **$30,100** |
| 5.1   | -              | -              | -              | -              | -              | -      |
| 5.2   | 1,500          | 3,000          | 3,000          | 3,000          | 3,000          | 13,500 |
| 5.3   | 500            | 500            | -              | 500            | -              | 1,500  |
| 5.4   | 4,480          | 8,980          | 8,980          | 8,980          | 8,980          | 40,400 |
|       | **Area 5 Subtotal** | **$6,480**     | **$12,480**    | **$11,980**    | **$11,980**    | **$55,400** |
|       | **Grand Total All Areas** | **$46,145**    | **$165,745**   | **$93,835**    | **$110,535**   | **$537,495** |
|       | **Archdiocesan Grant** | -              | -              | -              | -              | ($1,965) |
|       | **Covered Title Funds** | ($9,000)       | ($4,000)       | ($4,000)       | ($4,000)       | ($25,000) |
|       | **Reserves and Fundraising** | ($17,500)     | ($102,600)     | -              | -              | ($120,100) |
|       | **Annual Budget (or to be Determined)** | $17,680        | $59,145        | $89,835        | $106,535       | $390,430 |
1. Strategic Planning Process and Timeline

   a. Fall 2014
      - Hired Dr. Regina Haney, Executive Director of School Boards at NCEA, as a consultant for the 2015-2020 St. Theresa Catholic School Strategic planning process
   
   b. Spring of 2015
      - The Strategic Planning Committee was formed, comprised of School Board members, school and parish staff and relevant community members
      - The Strategic Planning Committee met with Dr. Haney and completed a SLOT analysis to identify Strengths, Limitations, Opportunities and Threats for St. Theresa Catholic School
      - Subcommittees formed and assigned sections of the plan, in particular the 5 areas identified through the SLOT analysis
      - Dr. Haney guided strategic planning meetings in person, via GoToMeetings, emails and phone conferences as subcommittees continue to work on Goals and Recommendations
      - The principal, Strategic Planning Committee and other board committees present progress reports at each board meeting.
      - Progress reports are communicated to staff at Parish and School Staff Meetings and to parents and community members through PTO meetings
   
   c. Fall 2015
      - School Board approves the Strategic Plan budget and Annual Actions Items.
   
   d. Spring 2016
      - Strategic Plan is finalized and submitted to Pastor and Superintendent for approval.
      - All school and parish stakeholders are invited to attend a general assembly for the presentation of the Strategic Plan.
   
   e. Staff and School Board will review the plan annually, reassess major issues and challenges, and revalidate and update recommendations and strategies. All progress and updates will be communicated to stakeholders via the Annual Report
2. **Disseminate the plan.**
   a. Internal release
      - Present highlights of the plan to the faculty.
      - Chronicle progress and achievements in letters to parents and reports to the PTO
      - Present short highlights of yearly operational plans and implementation progress at annual back-to-school and PTO nights.
      - On a regular basis, insert information on the plan’s implementation progress into the parish bulletin.
   b. External release
      - Brochure:
        (a) Print an attractive brochure that details the basics of the plan—mission, vision, goals and strategies for the future.
        (b) Distribute brochure to key stakeholders via mail and electronic means.
        (c) Use the brochure that details the basics of the plan during visits with potential donors.
      - Website: Post Strategic Plan on the school website.

3. **Organize the School Board as the lead agent for implementing the strategic plan.**
   a. Continue the board as a committee-driven board with the responsibility to oversee the implementation, monitoring and evaluation of the strategic plan. To do this, the following board subcommittees will be continued:
      - Mission and Catholic Identity
      - Governance and Leadership
      - Academic Excellence Finance
      - Operational Vitality
      - Advancement
   a. Each committee will have a basic job description and goals, as listed in the school board by-laws. Additional duties will be taken from the plan, depending on the year of implementation. Committees will be required to present a written report before each board meeting. As a result, work will be done in committee and not at the board meeting. The result of the configuration should be a more focused and productive board.
   b. The school board as a whole will have the following responsibilities:
      - The board is to incorporate the financial aspects of the strategic plan into its annual budget.
      - The board is to include the plan’s strategies into its plan for the year.
      - Annually, with the pastor and principal, the board is to evaluate the school and board’s adherence to the plan and make appropriate revisions. The operational plans developed by the appropriate committees should be used because they contain benchmarks or success factors.
      - On a regular basis, the board is to communicate with all school and parish stakeholders to present progress on implementation of the plan as well as the St. Theresa School mission and vision.