



St. Theresa Catholic School

in Memorial Park

Strategic Plan

2021



**ST. THERESA CATHOLIC SCHOOL
STRATEGIC PLAN CONTENTS**

Letter from the Pastor	2
Letter from the Principal.....	3
Executive Summary.....	4
Strategic Plan Initiatives.....	5
History of the School	6
Vision and Mission Statements	7
Goals, Objectives and Action Plans.....	8
1. Mission and Catholic Identity	
2. Governance and Leadership	
3. Academic Excellence	
4. Operational Vitality (Facilities and Finance)	
5. Advancement (Enrollment, Retention and Marketing)	
Implementing, Monitoring and Evaluating the Plan.....	26

LETTER FROM THE PASTOR

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 five 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

LETTER FROM THE PRINCIPAL

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. In 2015 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.

In 2019 the faculty and staff of St. Theresa Catholic School, with the support of the School Board, parents, parishioners and friends of St. Theresa Catholic School, once again embarked on a comprehensive analysis of school needs in order to strategically plan for the future. However, completion of an updated Strategic Plan in 2019-2020 was delayed due to the disruption of the COVID-19 global pandemic. While the planning process resumed again during the 2020-2021 school year, we were forced to re-imagine a whole new way to live our Mission of “providing students with a comprehensive, creative, and challenging program of studies.” As we continue to plan for the future, addressing the widespread and lasting effects of this pandemic on our students and our community will be a critical factor in ensuring the strength and vitality of St. Theresa Catholic School.

This 2020 strategic plan utilizes the *National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools* as a basis for the format of the plan, and as a guide for creating the Goals, Objectives and Action Plans. However, this plan is unique to St. Theresa Catholic School and is not required to have goals reflective of each specific standard and benchmark. The standards and benchmarks are included in this plan for reference and guidance. Each year, progress toward and relevance of existing goals will be evaluated, and new initiatives will be established so that the strategic plan is maintained as a living document, always looking forward toward the next three to 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."

The future of St. Theresa Catholic School is brimming with exciting and innovative advancements which have been thoughtfully planned and vetted by dedicated constituents of our school and parish community and outlined within this document. Goals contained herein, prioritize a future focused on differentiated instruction and student success through the enhancement of our Learning Resource Center, which supports the academic needs of all our students, as well as the addition of a school counselor to support the social-emotional needs of our students. Careful consideration was given to future facility needs as we celebrate growing enrollment, anticipate future repairs and plan for preventative care. A strategic effort was made to align the realization of goals with fiscal responsibility. Most importantly, this plan highlights the ways in which we will bring the light 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 Iłski

EXECUTIVE SUMMARY

Beginning in 2019, The St. Theresa Catholic School (STCS) strategic plan transitioned into a rolling three-to-five-year strategic plan to facilitate yearly evaluation of progress to plan and to address and evaluate changing needs of our staff, students, and community members. The board voted to recommend keeping the established strategic committees from 2015-2018 in place with their stated mission through at least 2021.

The strategic committees consisting of members from the school board, school administrators, teachers, staff, and community members continued to meet bimonthly to address the plan and evaluate our progress in each committee. Each year a SLOT—strengths, limitations, opportunities, and threats-- analysis is performed to aid in the revision of the plan. Board members continued to chair each committed and directed each of its efforts. At the conclusion of each meeting, the chair would report the findings at the next board meeting.

In March 2020, due to COVID-19 necessitating the requirement that students finish the 2019-2020 school year virtually, the strategic plan and resources supporting the plan were modified mid-year to best minimize overall impact to students, staff, and faculty. The Board's concern was the duration and long-term impact of COVID-19 and potential future disruptions compounded thereafter. The Board modified its meeting frequency from bi-monthly to monthly to facilitate more frequent discussions around emerging topic and to provide more frequent recommendations when requested.

The Mission and Catholic Identity came together with Academic Excellence immediately started focusing on new ways utilizing technology already present in the classroom and many homes today to enable learning remotely and safely while minimizing student academic impact. Operational Vitality recommended safety protocols, tools, and procedures that would help keep everyone safe in preparation for returning to campus learning. The Governance and Leadership committee continued to evaluate advise, with guidance from various health entities, on the specific policies and procedures that St. Theresa Catholic School should adopt within the established framework established by community leaders.

COVID-19 has forever shaped how the School and Board will forever look at our strategic initiatives and decisions in each of our committee areas. Working together with faculty and staff, we turned the limitations and threats brought on by COVID-19 into opportunities, so the school was able to safely open for in-person instructional learning for the entire 2020-21 school year.

Respectfully,

Christopher J. Athans
School Board President
2017-2021

STRATEGIC PLAN INITIATIVES

The strategic plan process provides directions for new initiatives that guide St. Theresa Catholic School forward toward a stronger realization of its Vision and Mission. The strategic plan is organized into five domain areas which are represented by committees chaired by school board members.

Oversight and implementation of the strategic plan will provide the school board with concrete annual objectives, while the committee structure will enable leveraging resources and talented individuals on the school faculty and staff as well as in the community to supplement their efforts and dedication.

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 committees, 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.

HISTORY OF THE SCHOOL

HISTORY OF ST. THERESA CATHOLIC SCHOOL

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 2019 marked the completion of a new two-story building that houses sixteen classrooms, a science lab and the administrative offices. This new facility, along with major renovations to the church was funded by a successful capital campaign initiated in 2015. St. Theresa now welcomes over 330 students onto campus every day, a gain of 130 students over the last 9 years.

For over 75 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.

ST. THERESA CATHOLIC SCHOOL

VISION AND MISSION

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. Maintaining a student-centered focus in all decision making and planning efforts
2. Maximizing our resources to provide a safe and secure campus learning environment
3. Enhancing instructional technology to provide robust instruction on campus and via virtual learning
4. Expanding our resources to support the unique needs of a diverse student population
5. Prioritizing social and emotional learning, with enhanced guidance programs
6. Maintaining and supporting our diverse student population (academic & cultural)
7. Improving internal and external communications
8. Inspiring passion for students' faith as they demonstrate it in all they think, do and say
9. Maintaining and improving Service Opportunities
10. Improving community relations...
11. Becoming more financially independent, while managing the financial burden of Catholic School education for our families (more tuition assistance, all-inclusive tuition, etc.)
12. 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

GOALS, OBJECTIVES AND ACTION PLANS

Mission and Catholic Identity

STANDARD 1: An excellent Catholic school is guided and driven by a clearly communicated mission that embraces a Catholic Identity rooted in Gospel values, centered on the Eucharist, and committed to faith formation, academic excellence and service.

BENCHMARKS:

- 1.1 The governing body and the leader/leadership team ensure that the mission statement includes the commitment to Catholic identity.
- 1.2 The governing body and the leader/leadership team use the mission statement as the foundation and normative reference for all planning.
- 1.3 The school leader/leadership team regularly calls together the school’s various constituencies (including but not limited to faculty and staff, parents, students, alumni(ae) to clarify, review and renew the school’s mission statement.
- 1.4 The mission statement is visible in public places and contained in official documents.
- 1.5 All constituents know and understand the mission.

Goal 1: All constituents know and understand the mission

Objective: Everyone in the school community can recite the mission of the school and give concrete examples of how it is implemented in the school.

Year	BM	Action Steps	Needs/ Resources	Assigned To	Start Date	Comp. Date	Funding Source	Annual Cost
SY20-21	1.4 1.5	1. All classrooms, communal gathering spaces & school publications contain the mission statement 2. All Faculty & Staff recite the mission statement	Posters, signs, banners with the mission statement	SB; Leadership Team; Faculty & Staff	SY2013	ongoing	Annual budget	\$200
SY21-22	1.5	1. All Faculty & Staff recite the mission statement with their classes daily 2. Examples of how the mission is implemented will be highlighted in weekly newsletter	Classroom signs; direct instruction; Peek of the Week highlights with pictures	Teachers; Development Director; Development Coordinator	SY2020	ongoing	n/a	\$0
SY22-23	1.5	Selection of Teacher of the Month for those teachers who exemplify the mission	Staff nominations; display board; plaque	Leadership Team	Aug 2021	ongoing	Annual budget	\$250
SY23-24	1.3	STCS constituents will review and renew current missions statement through surveys and community involvement	Survey Monkey; Planning time	SB; Leadership Team	Aug 2022	May 2023	Annual budget	\$100

STANDARD 2: An excellent Catholic school adhering to mission provides a rigorous academic program for religious studies and catechesis in the Catholic faith, set within a total academic curriculum that integrates faith, culture, and life.

BENCHMARKS:

- 2.1 Religious education curriculum and instruction meets the religious education requirements and standards of the (arch)diocese.
- 2.2 Religion classes are an integral part of the academic program in the assignment of teachers, amount of class time and the selection of texts and other curricular materials.
- 2.3 Faculty who teach religion meet (arch)diocesan requirements for academic and catechetical preparation and certification to provide effective religion curriculum and instruction.
- 2.4 The school’s Catholic identity requires excellence in academic and intellectual formation in all subjects including religious education.
- 2.5 Faculty use the lenses of Scripture and the Catholic intellectual tradition in all subjects to help students think critically and ethically about the world around them.
- 2.6 Catholic culture and faith are expressed in the school through multiple and diverse forms of visual and performing arts, music and architecture.
- 2.7 The theory and practice of the Church’s social teachings are essential elements of the curriculum.

Goal 2: Increase religious programming and assessments to meet the spiritual needs of our staff and students

Objective: 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.

Year	BM	Action Steps	Needs/ Resources	Assigned To	Start Date	Comp. Date	Funding Source	Annual Cost
SY20-21	2.3	Faculty meet all catechetical requirements	Capernaum	Assistant Principal; Teachers	Aug 2020	Ongoing	n/a	\$0
SY21-22	2.1 2.2	Begin planning for implementation of Catechesis of the Good Shepherd	Scheduled planning time	Principal; Parish Faith Formation Leader	Sept 2021	May 2022	Annual budget	\$100
SY22-23	2.1 2.2	1. Schedule & Attend Training for Catechesis of the Good Shepherd 2. Source Atrium supplies 3. Begin CCGS classes	CCGS Training CCGS Atrium materials & volunteers	Principal; Parish Faith Formation Leader; Teachers	Sept 2022	May 2023	Annual budget	\$5000
SY23-24	2.1 2.2	Continue training & classes	CCGS Training CCGS Atrium materials & volunteers	Principal; Parish Faith Formation Leader; Teachers	Aug 2023	Ongoing	Annual budget	\$1000

STANDARD 3: An excellent Catholic school adhering to mission provides opportunities outside the classroom for student faith formation, participation in liturgical and communal prayer, and action in service of social justice.

BENCHMARKS:

- 3.1 Every student is offered timely and regular opportunities to learn about and experience the nature and importance of prayer, the Eucharist, and liturgy.
- 3.2 Every student is offered timely, regular, and age appropriate opportunities to reflect on their life experiences and faith through retreats and other spiritual experiences.
- 3.3 Every student participates in Christian service programs to promote the lived reality of action in service of social justice.
- 3.4 Every student experiences role models of faith and service for social justice among the administrators, faculty and staff.

Goal 3: Strengthen student commitment, by providing student-initiated services for hands on participation and commitment to service of social justice.

Objective: 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?” Pope Francis says it simply; “The life of Jesus is a life for others. ... It is a life of service”.

Year	BM	Action Steps	Needs/Resources	Assigned To	Start Date	Comp. Date	Funding Source	Annual Cost
SY20-21	3.3	Increase students awareness and commitment to service through Service Learning opportunities which focus on Spiritual & Corporal Works of Mercy	Monthly Awareness Days; Structured & unstructured service projects; implementation of Service Award	Assistant Principal; Teachers; Students	Aug 2020	Ongoing	n/a	n/a
SY21-22	3.2	Every classroom will integrate guided and self-directed prayerful meditation and/or spiritual reflection time	Meditation guides, SEL curriculum; prayer spaces	Teacher & Counselor	Aug 2021	Ongoing	Annual Budget	\$500
SY22-23	3.3	Students will analyze service opportunities and select an opportunity for a year-long commitment and learn how to advocate for others	Community outreach programs; service learning programs	Teachers & Students	Sept 2022	Ongoing	n/a	n/a
SY23-24	3.3 3.4	Classes will partner with the parish in Social Outreach opportunities & speak at Masses to encourage participation	Community outreach programs; service learning programs; parish opportunities	Teachers; DRE	Sept 2023	Ongoing	n/a	n/a

STANDARD 4: An excellent Catholic school adhering to mission provides opportunities for adult faith formation and action in service of social justice.

BENCHMARKS:

- 4.1 The leader/leadership team provides retreats and other spiritual experiences for the faculty and staff on a regular and timely basis.
- 4.2 The leader/leadership team and faculty assist parents/ guardians in their role as the primary educators of their children in faith.
- 4.3 The leader/leadership team collaborates with other institutions (for example, Catholic Charities, Catholic higher education, religious congregation-sponsored programs) to provide opportunities for parents/guardians to grow in the knowledge and practice of the faith.
- 4.4 All adults in the school community are invited to participate in Christian service programs to promote the lived reality of action in service of social justice.
- 4.5 Every administrator, faculty, and staff member visibly supports the faith life of the school community

Goal 4: Provide more opportunities for adults in the school community to deepen their faith through adult faith formation events and social justice experiences.

Objective: 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”

Year	BM	Action Steps	Needs/Resources	Assigned To	Start Date	Comp. Date	Funding Source	Annual Cost
SY20-21	4.1	Faculty and Staff will participate in 3 spiritual retreats per year	Planning time; retreat space; participant materials	Admin team	Aug 2020	May 2021	Annual Budget	\$2000
SY21-22	4.2 4.3	The school will coordinate with local Catholic speakers to provide parent information sessions every semester	Catholic Speakers; planning time; meeting space	Admin Team; PTO	Sept 2021	May 2022	Annual Budget	\$1000
SY22-23	4.4	Teachers will work with students to select an opportunity for a year-long commitment and learn how to advocate for others	Community outreach programs; service learning programs	Teachers & Students	Sept 2022	Ongoing	n/a	n/a
SY23-24	4.4 4.5	Faculty & Staff will partner with the students and parish in Social Outreach opportunities	Community outreach programs; service learning programs; parish opportunities	Teachers; DRE	Sept 2022	Ongoing	n/a	n/a

Sources:

Cook, & T.J. (2001). *Architects of Catholic culture: Designing & building Catholic culture in Catholic schools*. Arlington, VA: National Catholic Educational Association.

Cook, & T.J. (2015). *Charism and culture: Cultivating Catholic Identity in Catholic schools*. Arlington, VA: National Catholic Educational Association

Governance and Leadership

STANDARD 5: An excellent Catholic school has a governing body (person or persons) which recognizes and respects the role(s) of the appropriate and legitimate authorities, and exercises responsible decision making (authoritative, consultative, advisory) in collaboration with the leadership team for development and oversight of the school’s fidelity to mission, academic excellence, and operational vitality.

BENCHMARKS:

- 5.1 The governing body, representing the diversity of stakeholders, functions according to its approved constitution and by-laws.
- 5.2 The governing body systematizes the policies of the school’s operations to ensure fidelity to mission, and continuity and sustainability through leadership successions.
- 5.3 The governing body, in collaboration with or through the actions of the leader/leadership team, maintains a relationship with the Bishop marked by mutual trust, close cooperation, continuing dialogue, and respect for the Bishop’s legitimate authority.
- 5.4 The governing body, in collaboration with or through the actions of the leader/leadership team, maintains a constructive and beneficial relationship with the (arch) diocesan Education Office consistent with (arch)diocesan policy pertaining to the recognition of Catholic schools by the Bishop.
- 5.5 In the case of a parish school, the governing body, in collaboration with the leader/leadership team, maintains a relationship with the canonical administrator (pastor or designee of Bishop) marked by mutual trust, close cooperation, and continuing dialogue.
- 5.6 The governing body engages in formation and on-going training and self-evaluation for itself and the leadership team to ensure the faithful execution of their respective responsibilities.

Goal 1: The School Board Members will attend annual Archdiocesan training, as well as privately funded training opportunities and spiritual retreats to ensure the faithful execution of their respective responsibilities.

Objective: The school board 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.

Year	BM	Action Steps	Needs/Resources	Assigned To	Start Date	Comp. Date	Funding Source	Annual Cost
SY20-21	5.6	Attend CSO Archdiocesan Advisory School Board Trainings	Archdiocesan Advisory School Board Trainings	CSO; School Board	June 2020	May 2021	n/a	\$0
SY21-22	5.6	1. Create Annual Needs Assessment Tool to identify annual Board Member Training Needs 2. Attend CSO Archdiocesan Advisory School Board Trainings	Needs Assessment Evaluation Tool; Archdiocesan Advisory School Board Trainings	Principal; School Board President; CSO	June 2021	May 2022	n/a	\$0

SY22-23	5.6	1. Complete Annual Needs Assessment Tool to identify annual Board Member Training & Formation Needs SY2023 2. Identify & register SB for training & retreat opportunities to meet Needs Assessment outcomes 3. Attend trainings & retreats throughout the SY2022-23 4. Evaluate training and retreat effectiveness to determine ongoing board needs	Needs Assessment Tool; Archdiocesan Advisory School Board Trainings; Additional training & retreat opportunities identified via Needs Assessment	Principal; School Board President; School Board	May 2022	June 2023	School Budget	\$2,000
SY23-24	5.6	1. Continue Needs Assessments for Board Training & Retreat Opportunities 2. Evaluate training and retreat effectiveness to determine ongoing board needs	Needs Assessment Tool; Archdiocesan Advisory School Board Trainings; Additional training & retreat opportunities identified via Needs Assessment		May 2023	June 2024	School Budget	\$2,000

Goal 2: School Board members, in collaboration with the principal and pastor, will review and evaluate School Board processes and procedures annually to ensure fidelity to the mission, academic excellence and operational vitality

Objective: The school board by-laws should support and define the role of the school board and its mission as a governing body, as well as the role the board will take in the school’s strategic planning. School Board by-laws and procedures should be reviewed annually to ensure effectiveness and relevance for each upcoming school year.

Year	BM	Action Steps	Needs/Resources	Assigned To	Start Date	Comp. Date	Funding Source	Annual Cost
SY20-21	5.1	Review & Update By-laws	Archdiocesan Advisory School Board handbook	School Board	Aug 2020	May 2021	n/a	\$0
SY21-22	5.2	Create & implement an annual review of systems and processes		School Board	Aug 2021	May 2022	n/a	\$0
SY22-23	5.2	Evaluate effectiveness of Strategic Plan Committees		School Board	Aug 2022	May 2023	n/a	\$0
SY23-24	5.1	Evaluate effectiveness of Discernment Process & member recruitment		School Board	Aug 2023	May 2024	n/a	\$0

STANDARD 6: An excellent Catholic school has a qualified leader/leadership team empowered by the governing body to realize and implement the school’s mission and vision.

BENCHMARKS:

- 6.1 The leader/leadership team meets national, state and/or (arch)diocesan requirements for school leadership preparation and licensing to serve as the faith and instructional leader(s) of the school.
- 6.2 The leader/leadership team articulates a clear mission and vision for the school, and engages the school community to ensure a school culture that embodies the mission and vision.
- 6.3 The leader/leadership team takes responsibility for the development and oversight of personnel, including recruitment, professional growth, faith formation, and formal assessment of faculty and staff in compliance with (arch)diocesan policies and/or religious congregation sponsorship policies.
- 6.4 The leader/leadership team establishes and supports networks of collaboration at all levels within the school community to advance excellence.

- 6.5 The leader/leadership team directs the development and continuous improvement of curriculum and instruction, and utilizes school-wide data to plan for continued and sustained academic excellence and growth.
- 6.6 The leader/leadership team works in collaboration with the governing body to provide an infrastructure of programs and services that ensures the operational vitality of the school.
- 6.7 The leader/leadership team assumes responsibility for communicating new initiatives and/or changes to school programs to all constituents

Goal 3: School Board members will work in collaboration with the principal, pastor, school faculty and trusted stakeholders to ensure fidelity to the school’s Strategic Plan Initiatives.

Objective: The strategic plan provides directions for new initiatives that guide St. Theresa Catholic School forward toward a stronger realization of its Vision and Mission. It is critical that the School Board work with important school stakeholders to implement these initiatives which focus on the continuous improvement of programs and services to ensure operational vitality.

Year	BM	Action Steps	Needs/Resources	Assigned To	Start Date	Comp. Date	Funding Source	Annual Cost
SY20-21	6.2	Complete Updated Strategic Plan	2015-2020 Strategic plan; Revised strategic plan format which aligns with NSBECS	School Board; Strategic Planning Committees	Aug 2019	June 2021	n/a	\$0
SY21-22	6.7 6.6 6.5 6.4 6.2	1. Communicate Updated Strategic Plan with all school stakeholders 2. School Board Members meet monthly Strategic Planning Committees to: ensure implementation of initiatives; focus on the continuous improvement model by evaluating school needs and updating initiatives annually	2021-2024 Strategic plan	School Board; Strategic Planning Committees	Aug 2021	May 2022	n/a	\$0
SY22-23	6.7 6.6 6.5 6.4 6.2	1. Communicate Updated Strategic Plan with all school stakeholders 2. School Board Members meet monthly Strategic Planning Committees to: ensure implementation of initiatives; focus on the continuous improvement model by evaluating school needs and updating initiatives annually	2021-2024 Strategic plan	School Board; Strategic Planning Committees	Aug 2021	May 2022	n/a	\$0
SY23-24	6.7 6.6 6.5 6.4 6.2	1. Communicate Updated Strategic Plan with all school stakeholders 2. School Board Members meet monthly Strategic Planning Committees to: ensure implementation of initiatives; focus on the continuous improvement model by evaluating school needs and updating initiatives annually	2021-2024 Strategic plan	School Board; Strategic Planning Committees	Aug 2021	May 2022	n/a	\$0

Academic Excellence

STANDARD 7: An excellent Catholic school has a clearly articulated, rigorous curriculum aligned with relevant standards, 21st century skills, and Gospel values, implemented through effective instruction.

BENCHMARKS:

- 7.1 The curriculum adheres to appropriate, delineated standards, and is vertically aligned to ensure that every student successfully completes a rigorous and coherent sequence of academic courses based on the standards and rooted in Catholic values.
- 7.2 Standards are adopted across the curriculum, and include integration of the religious, spiritual, moral, and ethical dimensions of learning in all subjects.
- 7.3 Curriculum and instruction for 21st century learning provide students with the knowledge, understanding and skills to become creative, reflective, literate, critical, and moral evaluators, problem solvers, decision makers, and socially responsible global citizens.
- 7.4 Curriculum and instruction for 21st century learning prepares students to become expert users of technology, able to create, publish, and critique digital products that reflect their understanding of the content and their technological skills.
- 7.5 Classroom instruction is designed to intentionally address the affective dimensions of learning, such as intellectual and social dispositions, relationship building, and habits of mind.
- 7.6 Classroom instruction is designed to engage and motivate all students, addressing the diverse needs and capabilities of each student, and accommodating students with special needs as fully as possible.
- 7.7 Faculty collaborate in professional learning communities to develop, implement and continuously improve the effectiveness of the curriculum and instruction to result in high levels of student achievement.
- 7.8 The faculty and professional support staff meet (arch) diocesan, state, and/or national requirements for academic preparation and licensing to ensure their capacity to provide effective curriculum and instruction.
- 7.9 Faculty and professional support staff demonstrate and continuously improve knowledge and skills necessary for effective instruction, cultural sensitivity, and modeling of Gospel values.
- 7.10 Faculty and staff engage in high quality professional development, including religious formation, and are accountable for implementation that supports student learning.

Goal 1: Ensure that the curriculum is aligned, includes Gospel values, and utilizes technology in a way that is engaging and differentiated

Objective: All teachers will utilize the Archdiocesan Curriculum Guides and Lead4ward resources to develop comprehensive units of study/lesson plans, ensuring alignment of curriculum, which will include technology to support current & future needs for virtual learning.

Year	BM	Action Steps	Needs/Resources	Assigned To	Start Date	Comp. Date	Funding Source	Annual Cost
SY20-21	7.1	<ol style="list-style-type: none"> All teachers utilize Google Classroom and ZOOM for Distance Learning All teachers post assignments in Google Classroom Chrome Books purchased for students Teachers and students utilized ClassLink to allow in-person and distant learners to access all school files and learning applications in order to align activities. 	Google Classroom; ZOOM; ClassLink	Distance Learning Committee; Leadership Team; Technology Director	Aug 2020	May 2021	Campus Budget CARES Act (ESSER Fund)	\$30,000 \$2,495
SY21-22	7.1	<ol style="list-style-type: none"> Purchase new textbooks for ELA in Grades PK-8 Teachers receive training from publishing company Teachers include new ELA program in lessons planning Teachers utilize technology components of all curriculum programs Students use Chrome Books for in-class and distance learning Teachers and students utilized ClassLink which allowed in-person and distant learners access to all school files and learning applications in order to align activities. Teachers in grades K-5th will utilize the Mystery Science online program to enhance student learning and align instruction for in-person and distant learners. Teachers in grades PK-5th will utilize the Reading A-Z and RAZ Kids online programs to improve reading skills, enhance student learning, and align instruction for in-person and distant learners. Teachers in grades PK-5th will utilize the Scholastic Classroom Magazines materials and online program to increase non-fiction reading skills, content-area knowledge, enhance student learning, and align instruction for in-person and distant learners. 	New Into Reading and Reading Mastery Curriculum; Chromebooks; Training time; PlanBook; Software for new programs	Reopening Committee; Leadership Team; Director of Technology	Aug 2021	May 2022	EANS grant CARES Act (ESSER Fund)	\$100,000 \$6,332.61
SY22-23	7.1	<ol style="list-style-type: none"> Evaluate the components of Computer ancillary class. Instruction will focus on teaching students how to navigate all STCS applications. Computer ancillary class will add keyboarding instruction/program for upper elementary and junior high students. Computer teacher will receive training on keyboarding instruction and any other program purchased to enhance instruction. 	Research programs	Leadership Team; Computer Teacher	Aug 2022	May 2023	Campus Budget	
SY23-24	7.1	<ol style="list-style-type: none"> Curriculum Committee will review and evaluate current SS and Science programs. Technology Committee will review and evaluate technology needs. 	Sample textbooks Sample software	Textbook Committee; Director of Technology	Aug 2023	May 2024	Campus Budget	

Goal 2: Faculty collaborate in professional learning communities to develop, implement, and continuously improve the effectiveness of the curriculum and instruction to result in high levels of student achievement.

Objective: Teachers meet regularly in Professional Learning Communities to analyze data, set goals, and improve instruction to meet goals.

Year	BM	Action Steps	Needs/Resources	Assigned To	Start Date	Comp. Date	Funding Source	Annual Cost
SY20-21	7.6	<ol style="list-style-type: none"> Teachers participate in on-going PD for differentiated instruction. LRC implemented an IAT (Intervention Assistance Team) process to support teachers and students as needed with a focus on academic assistance. Teachers receive training for the IAT process. 	<p>Planning Time Title II Funds LRC Staff</p>	<p>Catapult Learning; LRC Staff; Leadership Team</p>	Aug 2020	May 2021	Title II Funds	n/a
SY21-22	7.6	<ol style="list-style-type: none"> LRC will redistribute supplemental materials for multi classroom use to assist with differentiated instruction. *Redistribution will occur upon evaluation of when it is safe to reissue materials due the lasting effects of the COVID pandemic. Additional staff was hired, Instructional Specialist, for the Learning Resource Center allowing for an increased number of students to receive LRC support. Expand the IAT (Intervention Assistance Team) to include behavioral support for teachers and students as needed. Implementation of a two track math program for 7th and 8th grade students to better meet the individual needs of students. One track will be for students developmentally on grade level and one track will be for students who are developmentally ready for advanced placement math courses. 	<p>Planning Time</p>	<p>Leadership Team; LRC Staff; 7th and 8th grade Math Teachers</p>	Aug 2021	May 2022	Title III Funds Campus Budget	\$60,000
SY22-23	7.6	<ol style="list-style-type: none"> Implementation of Advanced Studies Program for junior high students demonstrating academically advanced ability and readiness levels facilitated through the LRC. JH teachers will receive training on the Advanced Studies Program. LRC will collaborate with JH teachers to assist with creating Advanced Studies projects for qualifying students. 	<p>Planning time; Matrix system to identify students for Advanced Studies; Resources for independent Advanced Studies projects</p>	<p>Leadership Team; LRC Staff</p>	Aug 2022	May 2023	Campus Budget	n/a
SY23-24	7.6	<ol style="list-style-type: none"> Expand the Advanced Studies Program to include elementary students demonstrating academically advanced ability and readiness levels. Elementary teachers will receive training on the Advanced Studies Program. LRC will collaborate with Elementary teachers to assist with creating Advanced Studies projects for qualifying students. 	<p>Planning Time; Matrix system to identify students for Advanced Studies; Resources for independent Advanced Studies projects</p>	<p>Leadership Team; LRC Staff</p>	Aug 2023	May 2024	Title III Funds Campus Budget	

STANDARD 8: An excellent Catholic school uses a variety of school-wide assessment methods and practices to document student learning and program effectiveness, to make student performances transparent, and to inform the continuous review of curriculum and the improvement of instructional practices.

BENCHMARKS:

- 8.1 School-wide and student data generated by a variety of tools are used to monitor, review, and evaluate the curriculum and co-curricular programs; to plan for continued and sustained student growth; and to monitor and assess faculty performance.
- 8.2 School-wide and aggregated student data are normed to appropriate populations and are shared with all stakeholders.
- 8.3 Faculty use a variety of curriculum-based assessments aligned with learning outcomes and instructional practices to assess student learning, including formative, summative, authentic performance, and student self-assessment.
- 8.4 Criteria used to evaluate student work and the reporting mechanisms are valid, consistent, transparent, and justly administered.
- 8.5 Faculty collaborate in professional learning communities to monitor individual and class-wide student learning through methods such as common assessments and rubrics.

Goal 3: Classroom instruction is designed to engage and motivate all students, addressing the diverse needs and capabilities of each student, and accommodating students with special needs as fully as possible.

Objective: Teachers will differentiate instruction to meet the needs of students and utilize the Learning Resource Center as needed.

Year	BM	Action Steps	Needs/Resources	Assigned To	Start Date	Comp. Date	Funding Source	Annual Cost
SY20-21	8.1	1. Teachers meet in PLC's to review data and set classroom and student goals. 2. Committees develop and implement Distance Learning Protocols	Planning Time; IStation Reports; Go Math Reports; Standardized Assessments Reports	Leadership Team	Aug 2020	May 2021	n/a	n/a
SY21-22	8.1	1. Implement NWEA to assess student growth by administering student progress monitoring and benchmark assessments at the beginning, middle, and end of the year.. 2. Teachers will receive training for utilizing the components of NWEA. 3. Set campus goals focused on student growth - one for ELA & Reading and one for Math. 4. Early Childhood teachers will collaborate and propose revisions to current report cards focusing on age appropriate milestones as well as aligning the format.	Planning Time; NWEA; GoMATH; IStation; Reading Sample Early Childhood report cards	Leadership Team; Teachers	Aug 2021	May 2022	EANS; Campus Budget	\$5000
SY22-23	8.1	1. Implement revised Early Childhood report cards which focus on age appropriate milestones and are vertically aligned. 2. Teachers keep data boxes that include test scores and writing samples. Student data and writing samples will follow the student each year	Planning Time; NWEA Assessment Tools; Boxes for student data	Leadership Team; Teachers	Aug 2022	May 2023	n/a	n/a

		for teacher reference. 3. Create Student End of the Year Survey						
SY23-24	8.1	Long-Term Data is reviewed to evaluate current programs.	Planning Time	Leadership Team	Aug 2023	May 2024	n/a	n/a

STANDARD 9: An excellent Catholic school provides programs and services aligned with the mission to enrich the academic program and support the development of student and family life.

BENCHMARKS:

- 9.1 School-wide programs for parents/guardians provide opportunities for parents/guardians to partner with school leaders, faculty, and other parents/guardians to enhance the educational experiences for the school community.
- 9.2 Guidance services, wellness programs, behavior management programs, and ancillary services provide the necessary support for students to successfully complete the school program.
- 9.3 Co-curricular and extra-curricular activities provide opportunities outside the classroom for students to further identify and develop their gifts and talents and to enhance their creative, aesthetic, social/emotional, physical, and spiritual capabilities.

Goal 4: Provide more programs and services to support the socio-emotional needs of students.

Objective: The school will prioritize wellness initiatives which provide student guidance services and parent educational experiences that focus on maximizing student success.

Year	BM	Action Steps	Needs/Resources	Assigned To	Start Date	Comp. Date	Funding Source	Annual Cost
SY20-21	9.2	1. Partner with Catapult Learning to provide full time, on-site student counseling services 2. Parent Interest Survey: Potential Information Sessions 3. Parent Interest Survey: Enrichment/Extracurricular	Counselor; Guidance program; Planning time	Leadership Team; Catapult Learning	Aug 2020	May 2021	Title Funds	\$43,000
	CARES Act (ESSER Funds)						\$16,300	
SY21-22	9.2 9.1	1. Full-time Counselor hired 2. Enhance Guidance Program & services on campus 3. Analyze Parent surveys and implement high yield results for parent sessions 4. Extracurricular activities will resume upon evaluation of safety protocols due to lasting effects of COVID pandemic. 5. Computer lab will re-open and students will attend as an ancillary class and receive technology instruction.	Planning Time; Scheduling; Parent Night Speakers; Friendzy Program; Guidance Program	COVID Planning Committee; Leadership Team; Academic Excellence Committee; Counselor	Aug 2021	May 2022	Campus Budget	
SY22-23	9.1 9.3	Prioritize additional enrichment programs post COVID	Planning Time; Parent Volunteers; Teacher Volunteers	Leadership Team	Aug 2022	May 2023	Campus Budget	
SY23-24	9.1	Monitor and re-evaluate recommendations	Planning Time	Leadership Team	Aug 2023	May 2021		

Operational Vitality

STANDARD 10: An excellent Catholic school provides a feasible three to five year financial plan that includes both current and projected budgets and is the result of a collaborative process, emphasizing faithful stewardship.

BENCHMARKS:

- 10.1 The governing body and leader/leadership team engage in financial planning in collaboration with experts in nonprofit management and funding.
- 10.2 Financial plans include agreed-upon levels of financial investment determined by the partners involved who may include but are not limited to parishes, dioceses, religious orders, educational foundations, the larger Catholic community, and responsible boards.
- 10.3 Financial plans define revenue sources that include but are not limited to tuition, tuition assistance/scholarships, endowment funds, local and regional partnerships, public funding, regional cost sharing, (arch)diocesan and/or religious communities' assistance, foundation gifts, entrepreneurial options and other sources not listed.
- 10.4 Financial plans include the delineation of costs for key target areas such as instruction, tuition assistance, administration, professional development, facilities, equipment, technology, program enhancement/expansion, capital projects and other planned projects.
- 10.5 Current and projected budgets include a statement of the actual and projected revenue sources, indicating an appropriate balance among revenue sources, and a statement of actual and projected expenditures including the actual cost per child, benchmarked compensation/salary scales, and other health benefits and retirement costs.
- 10.6 Financial plans include educational materials for distribution to all members of the community explaining the total cost per child and how that cost is met by identifying the percentage of cost that is paid for by tuition and the remaining amount of cost that is supported by other sources of revenue.
- 10.7 The governing body and leader/leadership team provide families access to information about tuition assistance and long-term planning for tuition and Catholic school expenses.
- 10.8 The governing body and leader/leadership team ensure that appropriately developed financial plans and budgets are implemented using current and effective business practices as a means of providing good stewardship of resources.

STANDARD 11: An excellent Catholic school operates in accord with published human resource/personnel policies, developed in compliance with (arch)diocesan policies and/or religious congregation sponsorship policies, which affect all staff (clergy, religious women and men, laity and volunteers) and provide clarity for responsibilities, expectations and accountability.

BENCHMARKS:

- 11.1 Human resource programs are professionally staffed at the appropriate level (i.e central office, school office) and ensure full compliance with human resource policies.
- 11.2 Human resource policies delineate standards for position descriptions including staff responsibilities and qualifications, hiring, compensation, and benefits, as well as standards for professional development, accountability, succession planning and retirement.
- 11.3 Human resource policies ensure that competitive and just salaries, benefits, and professional growth opportunities are provided for all staff.
- 11.4 Human resource policies ensure that institutional planning includes investment in personnel growth, health care and retirement.

Goal 1: The Principal works in collaboration with the Pastor and School Finance Committee to ensure that the Financial Plan incorporates the vital elements of the Strategic Plan including Good Stewardship and Cost Containment, Advancement, Enrollment and External Funding to support the viability and expansion of St. Theresa School.

Objective: The school must plan for financial viability and maintain a balanced budget, while meeting the everchanging needs of students, staff and facilities.

Year	BM	Action Steps	Needs/ Resources	Assigned To	Start Date	Comp. Date	Funding Source	Annual Cost
SY20-21	10.1 10.3	1. Secure PPP loan forgiveness 2. Utilize CARES Act funds to secure resources to enhance health & safety of on campus learning & accessibility for virtual learning	Planning time, PPP loan forgiveness documents, CARES consultant and procedures	Principal; LRC Director; Bookkeeper	July 2020	Ongoing	PPP CARES Act	n/a
SY21-22	10.1 10.3 10.7 11.2 11.3	1. Utilizes CARES Act funds to secure resources to enhance health & safety of on campus learning & accessibility for virtual learning 2. Apply for EANS 1 grant 3. Plan for EANS procurement, tracking and distribution of items upon funding of D2 requests 4. Work with EANS consultant for procurement of D3 items & services 5. Work with Finance Council and archdiocese to accurately account for EANS reimbursements and expenditures 6. Apply for second round of EANS when released. 7. Ensure that Human Resource needs are addressed and enhanced as needed, to meet the growing enrollment and increased instructional needs of the campus.	CARES Act consultant; EANS consultant; planning time	Admin team; EANS Procurement Coordinator; Finance Council	May 2021	Sept 2023	CARES Act EANS 1	n/a
SY22-23	10.1 10.3 10.7 11.2 11.3	1. Apply for second round of EANS when released 2. Work with EANS consultant for procurement of D3 items & services 3. Work with Finance Council and archdiocese to accurately account for EANS reimbursements and expenditures 4. Ensure that Human Resource needs are addressed and enhanced as needed, to meet the growing enrollment and increased instructional needs of the campus.	EANS consultant; planning time	Admin team; EANS Procurement Coordinator; Finance Council;	July 2022	Sept 2023	EANS 1 EANS 2	

SY23-24	10.1 10.3 10.7 11.2 11.3	1. Re-evaluate campus and budget needs post COVID 2. Ensure that Human Resource needs are addressed and enhanced as needed, to meet the growing enrollment and increased instructional needs of the campus.	Planning time	Finance Council	July 2023	Ongoing	n/a	n/a
---------	--------------------------------------	--	---------------	-----------------	-----------	---------	-----	-----

STANDARD 12: An excellent Catholic school develops and maintains a facilities, equipment, and technology management plan designed to continuously support the implementation of the educational mission of the school.

BENCHMARKS:

- 12.1 The school’s facilities, equipment, and technology management plan includes objectives to support the delivery of the educational program of the school and accessibility for all students.
- 12.2 The school’s budget supports facilities, equipment, and technology management with specific funds for capital improvements, depreciation, and replacement.
- 12.3 The school’s purchasing, and physical and technological improvements are, by design, done in alignment with the mission and the school’s planning and curricular goals, and consistent with environmental stewardship.

Goal 2: Continue to maintain and improve overall campus facilities as we celebrate growing enrollment, anticipate future repairs and plan for preventative care.

Objective: 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.

Year	BM	Action Steps	Needs/ Resources	Assigned To	Start Date	Comp. Date	Funding Source	Annual Cost
SY20-21	12.1	1. Re-assign classrooms based on enrollment to maximize social distancing 2. Adjust all HVAC systems to maximize filtration 3. Add air purifiers to rooms without HVAC filtration 4. Add hand sanitizer stations throughout campus 5. Provide masks and gloves throughout campus 6. Increase sanitization with added day porter 7. Utilizer aerosol sprayers for increased sanitization 8. Individualize meal service within classrooms 9. Add desk shields to all classrooms and offices 10. Re-route carpool to minimize cross contamination 11. Add COVID protocol signage across campus 12. Remove surplus furniture from campus to maximize space 13. Purchase Cleared4School Health screener for on campus safety	Maintenance team; day porter; supplies; movers;	Admin team; maintenance team	July 2020	Sept 2020	Annual Budget; CARES grant; EANS grant	\$250,000

SY21-22	12.1 12.2 12.3	<ol style="list-style-type: none"> 1. Purchase new furniture to maximize space in classrooms 2. Purchase aerosol spray disinfecting guns for each grade level 3. Update computers and classroom technology to better support virtual learning and classroom instruction 4. Lease new modular cafeteria to allow students to eat safely outside their classrooms 5. Implement CrisisGo Emergency management System 6. Work with Church & School Facilities Committee to plan necessary building renovations to older campus buildings (flooring, lighting, windows, HVAC, technology updates for hardware/software/network) 	Admin Team; Maintenance Team; Technology Director; Plant Manager; supplies; site prep & permitting	Admin Team; Maintenance Team; Technology Director; Plant Manager; Church & School Facilities Committee	July 201	Ongoing	Annual Budget EANS grant	\$500,000
SY22-23	12.1 12.2 12.3	<ol style="list-style-type: none"> 1. Implement phase 1 of renovations plan 2. Analyze campus spaces for growing enrollment needs and additional student service needs 3. Continue to plan preventative maintenance 	Planning time; contractors	Admin Team; Maintenance Team; Technology Director; Plant Manager; Church & School Facilities Committee	July 2022	Ongoing	Annual School Budget; Annual Church budget;	\$150,000
SY23-24	12.1 12.2 12.3	<ol style="list-style-type: none"> 1. Implement phase 2 of renovations plan 2. Analyze campus spaces for growing enrollment needs and additional student service needs 3. Continue to plan preventative maintenance 	Planning time; contractors	Admin Team; Maintenance Team; Technology Director; Plant Manager; Church & School Facilities Committee	July 2023	Ongoing	Annual School Budget; Annual Church budget;	\$150,000

STANDARD 13: An excellent Catholic school enacts a comprehensive plan for institutional advancement based on a compelling mission through communications, marketing, enrollment management, and development.

BENCHMARKS:

- 13.1 The communications/marketing plan requires school leader/leadership team and staff person(s) to ensure the implementation of contemporary, multiple information technologies to reach targeted audiences, and to establish reliable and secure databases and accountability to stakeholders.
- 13.2 The enrollment management plan requires the governing body to review and the school leader/leadership team to supervise annual and continuous measurement and analysis of both enrollment and retention patterns for all student groups.
- 13.3 The development plan requires school leader/leadership team, in collaboration with the governing body, to ensure that key strategies are in place to identify, grow and maintain significant funding prospects, including alumni(ae), over time and when appropriate.

Goal 3: Optimize enrollment levels at all school grade levels with a sustainable Enrollment & Marketing Plan

Objective: Enrollment is the main driver of school revenue and thus it is essential to recruit new students while retaining current students.

Year	BM	Action Steps	Needs/Resources	Assigned To	Start Date	Comp. Date	Funding Source	Annual Cost
SY20-21	13.2	<ol style="list-style-type: none"> 1. Create hybrid learning systems to allow students to stay enrolled while learning from home 2. Partner with Catholic Virtual to keep students enrolled who wish to continue virtual learning 3. Create virtual campus tours 4. Send parent Interest Survey to plan programming for next year with less COVID restrictions 5. Analyze exit surveys to assess and address trends 6. Stream Masses and student events 	Faculty & Staff planning time; Survey Monkey;	Admissions Director; Development Director; Technology Director	July 2020	May 2021	Annual Budget	\$3000
SY 21-22	13.2	<ol style="list-style-type: none"> 1. Implement high interest activities and programs to improve Student Retention rate 2. Resume on campus tours; open houses; school visits 3. Create School Board Call Lists for new family connections 4. Work with PTO to resume on campus parent events 5. Prioritize retention/ recruitment plan for grades with lower enrollment (2,3,4) 	Volunteers to connect with families; PTO; Dads Club	Advancement Committee/ School Board	Aug 2021	May 2022	Annual Budget	\$1000
SY22-23	13.2	<ol style="list-style-type: none"> 1. Work with LRC to plan Parent Info Nights 2. Organize Family Mentor Program for new families 	LRC, Volunteers, Speakers	Admissions Director; Development Director; LRC Director	Aug 2022	May 2023	Annual Budget	\$1000
SY23-24	13.2	<ol style="list-style-type: none"> 1. Utilize Student Ambassadors for off campus recruitment events 2. Create Family Ambassadors to host perspective family events 	Student Ambassadors; family ambassadors	Admissions Director; Development Director;	Sept 2023	May 2024	n/a	n/a

Goal 4: Provide an integrated approach to advancing the Mission of St. Theresa Catholic School by implementing necessary strategies and operations to increase school revenue.

Objective: 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.

Year	BM	Action Steps	Needs/Resources	Assigned To	Start Date	Comp. Date	Funding Source	Annual Cost
SY20-21	13.1 13.3	<ol style="list-style-type: none"> 1. Utilize outstanding communication practices within and among our parish-school community 2. Sustain our social media presence and digital footprint 3. Promote specific fundraising efforts including Annual Fund, Gala/Fundraising events 4. Survey 8th Graders and Identify Student Ambassador to represent the School at school events. 5. Strengthen the Tuition Assistance Program. 	Print and Electronic Resources	Director of Admissions, Advancement, School Office, Advancement Committee, Faculty Support	Aug 2020	June 2022	Development Budget	\$3500

SY21-22	13.1 13.3	<ol style="list-style-type: none"> 1. Identify marketing/recruiting opportunities with neighboring childcare facilities, realtors and local parishes (catholic/noncatholic). 2. Broaden donor base and seek out innovative opportunities to increase fundraising for Tuition Assistance & Annual Fund. 3. Assess Alumni and Jr Alumni engagement and identify opportunities to increase engagement by 2024. 4. Implement Graduate Ambassador program to promote school. 5. Expect family participation in the annual fund to reach 75% by FY 2024 through marketing to increase awareness. 6. Invite donors, school stakeholders and media to celebrate 75th anniversary of the school 	Print and Electronic Resources Donor database	Director of Admissions, Advancement, School Office, Development	Aug 2021	July 2022	Development	\$2000
SY22-23	13.1 13.3	<ol style="list-style-type: none"> 1. Re-Assess Alumni and Jr Alumni engagement in the school community. 2. Continue to market and engage alumni in school activities. 3. Apply for the Best of the Best Program for Private Schools in Houston via Houston Chronicle 	Graphic Designing, Volunteers, Social Media, Website Updates	Director of Admission, Advancement, School Office, Registrar, Advancement Committee	Aug 2021	June 2023	Development	\$500
SY23-24	13.3	<ol style="list-style-type: none"> 1. Establish a Tuition Assistance Program to provide an affordable Catholic education to all who desire one. 	Donor database, Print and Electronic Resources	Development, Principal, Pastor	Aug 2020	June 2023	Development	\$500

IMPLEMENTING, MONITORING AND EVALUATING THE PLAN

Quality management provides the glue for achieving the plan.

1. Strategic Planning Process and Timeline

- a. Initial Five year Plan (Spring of 2015)
 - The Strategic Planning Committee was formed, comprised of School Board members, school and parish staff and relevant community members
- b. Annually Updated Plan (Beginning 2020-2021)
 - Strategic Plan will be a continuously updated document. 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
 - 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 committees will be continued:
 - Mission and Catholic Identity
 - Governance and Leadership
 - Academic Excellence
 - Operational Vitality
 - Advancement
- b. 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.
- c. The school board as a whole will have the following responsibilities:
 - 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.