



# Saint Francis De Sales Catholic School

2021-2026 Strategic Plan



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## Letter from the Principal:



I am thrilled to be the new principal and to lead St. Francis de Sales (SFdS) in the next part of the journey. SfdS School has been committed to academic excellence and educating the whole child since 1964. We combine a rigorous curriculum that is aligned with TEKS and focuses on 21st century learning skills such as problem solving and critical thinking. Social and emotional growth paired with co-curricular activities and opportunities to serve in the Christian spirit, SFdS is an excellent choice for educating your child in a faith-based environment. 97% of graduates from SFdS are accepted into their high school of choice. Many alumni serve on our faculty and staff, and even more have returned as parents!

Offering in-person instruction and providing students with a superior education is our primary goal, however, health safety during the pandemic is of the utmost importance. All employees are subject to temperature checks upon arrival each day. Visitors are not permitted on campus without an appointment and they, too, must take a health survey. Student temperatures are taken twice a day, masks are required for kindergarten through 8th grade, and hand sanitizer stations are placed throughout the school. SFdS has a designated health coordinator who follows CDC and local guidelines to ensure the safety of our staff and students. In addition, we have an electrostatic disinfectant sprayer we use in the classroom for added protection.

I invite you to tour our campus in person and experience the family feel of our community.

Peace be with you,

Anne M. Quatrini  
Principal

## Executive Summary:

This living document is intended to outline the strategic plan for St. Francis de Sales over the course of the next five years. The key goals of the Strategic Plan will be to increase sources of revenue, upgrade the facilities, maintain a high level of academic achievement, and increase the reach of the marketing program.

Since the economic downturn following the COVID-19 outbreak St. Francis de Sales has been able to stabilize and maintain a balanced budget; however, the lingering effects of this downturn will continue to affect the foreseeable future. It will be critical to St Francis de Sales strategy to further strengthen its financial position by meeting the following key objectives.

Key goals and initiatives for the coming years are as follows:

Increase enrollment through recruitment and marketing by enhancing brand awareness through instruments such as Social Media Calendars, Advanced Social Media Marketing, and creation of a Google Business page.

Increase annual fundraising by strengthening ties to alumni and other key stakeholders.

Grow revenues through creation of additional revenue streams.

## Mission Statement:

"The mission of St. Francis de Sales School is to educate each student in a spirit of faith and academic excellence according to Roman Catholic principles. As part of a caring, disciplined community, our school, in partnership with parents, nurtures and challenges each student to develop to his or her fullest potential."

## Philosophy:

We, at St. Francis de Sales Catholic School, acknowledge that parents are the first, and foremost, educators of their children and are charged with the challenging task of creating a family atmosphere animated with love and reverence for God and all people. We recognize, too, that the family is the first school of those social virtues which every society needs (Christian Education Vatican II). We are privileged to assist parents in the task of educating their children.

Central to the educational mission of St. Francis de Sales School are the teachings of Jesus Christ. At St. Francis de Sales Catholic School, we are dedicated to helping students live the Gospel. We recognize the importance and uniqueness of each student and are committed to helping each student recognize the importance and uniqueness of self and each other.

It is the joint responsibility of students, teachers, and parents to make St. Francis de Sales Catholic School a faith-filled community where the primary purpose of education, helping students reach their potential, is enlivened by the Gospel spirit of freedom and charity.

The aim and desired result is to graduate students who are well-versed in the Catholic faith, Christian in their attitude and outlook, and academically prepared to continue their education.

## School Profile:

St. Francis de Sales Catholic School has been a beacon of light in southwest Houston for over 55 years! We are one of the most richly diverse Catholic Schools in the Archdiocese of Galveston-Houston. Our students excel academically, spiritually and athletically. High schools tell us they can always tell a St. Francis de Sales student because they are kind, charitable and come prepared with strong study habits.

As one of the premiere Catholic schools in Houston, our mission statement reflects our deep commitment and focus for the total development of each student spiritually, intellectually, physically, emotionally, and socially. Our goal is to educate children to become caring, faith-filled adults involved with their family and their community. We nurture all children from diverse backgrounds as a reflection of the neighborhood, city and world in which we live. St. Francis de Sales is accredited by the Texas Catholic Conference of Bishops Education Department, and is member of NCEA, NCTM, NCTSS, and GHARC.

We offer a comprehensive curriculum designed to meet the academic needs of each student, preparing them for high school, college and beyond. In addition to basic studies, we provide additional courses in the areas of: Art, Music, Spanish, Physical Education, and Technology. Students receive hands-on experience with new model computers and software in the Computer Lab, Library/Media Center and with iPads and wireless laptops in mobile units for classroom use.

We emphasize a strong moral code of Christian behavior. As a school, we emphasize listening skills, manners and self-discipline. We expect this high standard of behavior because we believe that every student has the right to learn and every teacher has the right to teach. Our focus is to graduate students who are well versed in the Catholic faith, Christian in their attitude and outlook, and academically prepared to continue their education.

## SFds School Quick Facts:

Founded: 1964

Enrollment: approx. 250 students PreK3 thru 8th grades

Religious Affiliation: Roman Catholic

Average Class Size: 17:1

Classrooms: 27 Spacious classrooms including 2 science labs, computer lab, art room, and religion room

Student ethnicity: 36% Asian, 13% African/African American, 22% Hispanic, 17% Anglo, 10% Multi-racial, 2% Native Pacific Islander. One of the most diverse Catholic schools in the archdiocese!

Hours: (PreK-8) **7:55 a.m. to 3:15 p.m.**

BASP/Before and After School Program: 7:00 a.m. - 6:30 p.m. (PK-8)

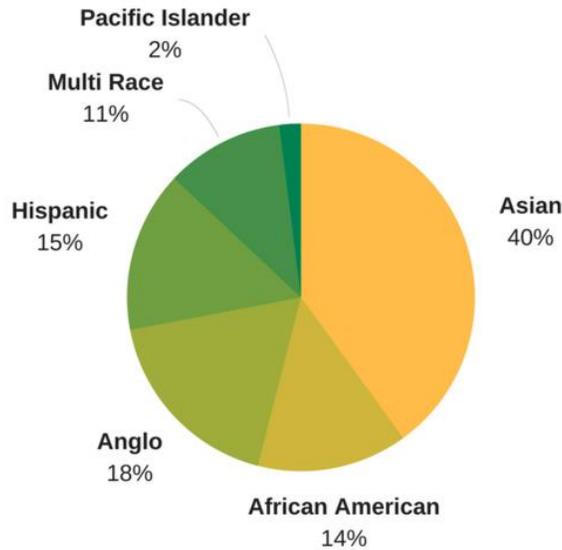
Faculty: All degreed and certified classroom teachers; many with graduate degrees

Uniforms: Yes

St. Francis de Sales Catholic School admits students of any race, color, religion, or national and ethnic origin to all the rights, privileges, programs and activities generally accorded or made available to students at the school. We are an equal opportunity educational institution in administration of its education policies, admission policies, financial aid, athletics and other school-administered programs.

"We are known for exceptional diversity with strong academics & moral character."

## Embracing Our Diversity



School Year 2018-2019

## School History:

Ground breaking ceremonies for St. Francis de Sales Catholic School were held on September 19, 1963, one year after the parish was established by the Diocese. On September 8, 1964, the school opened its doors to 463 students in grades 1-6. The faculty included three Dominican sisters and ten lay teachers. Sister Justin Farinella, O.P. was principal, and Sister Mercedes Meyer, O.P. served as assistant principal. Father Albert Beck was the pastor of St. Francis de Sales Church at the time, and Father Anthony J. Plessala was the assistant pastor.

In the beginning, classes were large, with thirty or more students in each. There were three 1st and 2nd grade classes, two 3rd and 4th grade classes, and one class each for 5th and 6th grades, all in the main school building. Grades 7 and 8 were added during the following two years. To meet the growing needs of the parish, a second school building was opened in November of 1966, and in April of 1967 the school received its first accreditation by the Texas Education Agency, the entity responsible for school accreditations at the time. In May 1967 the first graduation took place.

On September 14, 1980, Bishop John L. Morkovsky, Bishop Joseph Fiorenza and Auxiliary Bishop John McCarthy celebrated the dedication of the new church building. The old church became the community center and school gym.

The school's mission was founded upon the principle of "Veritas." The Dominican motto, "Veritas" or "Truth," is based on the underlying philosophy of all Dominican education that "Ye shall know the truth, and the truth shall make you free." The courses of study selected for those early years were chosen to discover and develop the potential and talents of every boy and girl to the fullest. That first mission statement is still the foundation of St. Francis de Sales School today, as we strive to educate each student in a spirit of faith and academic excellence according to Roman Catholic principles. As part of a caring but disciplined community, our school, in partnership with parents, nurtures and challenges each student to develop to his or her fullest potential.

St. Francis de Sales Catholic School offers a comprehensive curriculum designated to meet the academic needs of each student. In addition to basic studies, the school provides additional studies in the areas of art, music, Spanish, physical education, computer, and speech. The school has successfully maintained its accreditation throughout its existence, and continues its work to maintain the highest academic standards.

Our school logo, designed in 1996 by Debbie Moseley of Moseley Creatives, symbolizes our parish and school community with Christ as our core. The white space surrounding the cross reminds us of the ancient buildings in Bethlehem, where Jesus was born. The central cross is framed by an unending circle of strength and unity as children, parents, teachers and parish pray, learn and live together.

# 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.

**STANDARD 1 – 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.

**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.

**STANDARD 2 - 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.

**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.

**STANDARD 3 - 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.

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

**STANDARD 4 - 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.

| Year    | Objective # | Action Step  | Assigned                | Start Date | Due Date | Resources                   |
|---------|-------------|--|-------------------------|------------|----------|-----------------------------|
| 2021-26 | 1           | Community Mentor Program – Mentor program with the various church ministry organizations to provide service opportunities to the students. | Deacon, Campus Ministry | Ongoing    | Yearly   | Church bulletin, ministries |

|         |   |   | Team                |         |             |                       |
|---------|---|---|---------------------|---------|-------------|-----------------------|
| 2021-26 | 2 | Establish and grow Alumni Association by creating a data base and directory   | Board Members       | Ongoing | Fall 2021   | Previous alumni lists |
| 2021-26 | 3 | Involve/Invite Community stakeholders<br>Reach out to other church leaders, nearby church leaders, local government officials, nearby school leaders, and community organizations to share in activities and promote our school | Advancement         | Ongoing | Fall 2021   | Free                  |
| 2021-26 | 4 | Foster community events by participating in the church Christmas raffle and festival, Family Night, etc.  | Stakeholders        | Ongoing | Yearly      | Free                  |
| 2021-26 | 5 | Outreach to untapped communities within the church and school to increase volunteerism  | Stakeholders, Board | Ongoing | Spring 2021 | Free                  |

## 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.

### STANDARD 5 - 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.

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

### STANDARD 6 - 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.

| Year    | Objective # | Action Step   | Assigned                   | Start Date | Due Date | Resources |
|---------|-------------|---|----------------------------|------------|----------|-----------|
| 2021-26 | 1           | Maximize personnel efficiencies and minimize duplication of effort through creating an organizational chart for school staff that includes areas of responsibility and a description of duties. | Principal                  | Ongoing    | 8.1.2021 | Arch. HR  |
| 2021-26 | 2           | Increase School Board membership to max allowable – 11 members  | Advancement, Board Members | Ongoing    | 8.1.2021 |           |

## 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.

### STANDARD 7 - 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.

**STANDARD 8:** An excellent Catholic school uses 8 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.

### STANDARD 8 - 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.

**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.

**STANDARD 9 - 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.

| Year    | Objective # | Action Step   | Assigned               | Start Date | Due Date | Resources                                  |
|---------|-------------|---|------------------------|------------|----------|--|
| 2021-26 | 1           | Plan for more effective cohesive curriculum (alignment) opportunities; Liaison between teachers/administration/admissions.                                    | Principal, Dept. Heads | 8.1.2020   | Annually | Catapult Learning, Daily Café, Renaissance |
| 2021-26 | 2           | Identify professional development needs; programming needs and set instructional goals with teachers annually.  | Principal, Dept. Heads | 8.1.2020   | Annually | Catapult Learning                          |
| 2021-26 | 3           | Increase support for the role of Counselor, Department Heads, and Instructional Coordinator. Increased time in the classroom with both teachers and students. | Principal, Dept. Heads | 8.1.2020   | Annually | Catapult Learning                          |

## 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.

**STANDARD 10 - 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.

| Year | Objective # | Action Step | Assigned | Start Date | Due Date | Resources |
|------|-------------|-------------|----------|------------|----------|-----------|
|------|-------------|-------------|----------|------------|----------|-----------|

|         |   |  |                                  |            |             |  |
|---------|---|--|----------------------------------|------------|-------------|--|
| 2021-26 | 1 | Support a balanced budget through robust financial reporting and operational variance analysis in addition to revenue and expense management.                                  | Principal, Accountant, Treasurer | 8.1.2020   | Monthly     |  |
| 2021-26 | 2 | Maintain budgeted revenues by expanding non-tuition revenues through increased fundraising activity and community involvement /support such as \$5 Free dress day              | Advancement                      | 1.5.2021   | Annually    |  |
| 2021-26 | 3 | Area of Focus/Goal: Annual Report<br>Create a comprehensive annual report that focuses on the school's achievements, its financial position, and its goals for the near future | Advancement                      | 1.5.2021   | Spring 2021 |  |
| 2021-26 | 4 | Creation of new scholarships: sports, academics  | Advancement                      | Ongoing    | 8.1.2022    |  |
| 2021-26 | 5 | Bank Loans for Tuition or other forms of Financing   | Board Members                    | 12.21.2020 | Annually    |  |

**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.

**STANDARD 11 - 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.

| Year    | Objective # | Action Step   | Assigned                   | Start Date | Due Date | Resources |
|---------|-------------|---|----------------------------|------------|----------|-----------|
| 2021-26 | 1           | Obtain/create accurate job descriptions               | Principal                  | 8.1.2020   | 8.1.2021 |           |
| 2021-26 | 2           | Accountant advises staff on compensation and benefits | Accountant                 |            | Annually |           |
| 2021-26 | 3           | Review salaries and share with stakeholders           | CSO, Principal, Accountant |            | Annually |           |

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

**STANDARD 12 - 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.

| Year | Objective # | Action Step | Assigned | Start Date | Due Date | Resources |
|------|-------------|-------------|----------|------------|----------|-----------|
|------|-------------|-------------|----------|------------|----------|-----------|

|         |   |  |                               |           |                       |                    |
|---------|---|--|-------------------------------|-----------|-----------------------|--------------------|
| 2021-26 | 1 | Maintain a high level of maintenance and while minimizing Facility maintenance expenses through utilizing the wealth of knowledge, time and resources available through the parents of SFdS through Sparkle Day  | Stakeholders                  | Annually  | Fall and Spring       |                    |
| 2021-26 | 2 | Restructure of Maintenance Department Custodial and Maintenance guidelines and job descriptions  | Pastor, Principal             | 8.1.2020  | 3.15.2021             |                    |
| 2021-26 | 3 | Develop a multi-year master facility plan based on the identified needs to prioritize improvements and renovations   |                               |           |                       |                    |
| 2021-26 | 4 | Explore Grant Money for Facility improvements.<br><a href="https://captainplanetfoundation.org/grants/">https://captainplanetfoundation.org/grants/</a><br><a href="https://www.aateachers.org/index.php/member-benefits/scholarships-and-grants">https://www.aateachers.org/index.php/member-benefits/scholarships-and-grants</a><br><a href="https://www.wholekidsfoundation.org/programs/school-gardens-grant">https://www.wholekidsfoundation.org/programs/school-gardens-grant</a><br><a href="https://corporate.target.com/corporate-responsibility/philanthropy/corporate-giving/field-trip-grants">https://corporate.target.com/corporate-responsibility/philanthropy/corporate-giving/field-trip-grants</a> (applications open 8/1/2020)<br><a href="https://kidsgardening.org/grants-and-programs/">https://kidsgardening.org/grants-and-programs/</a><br><a href="https://www2.ed.gov/programs/edseed/index.html">https://www2.ed.gov/programs/edseed/index.html</a><br><a href="https://www.eschoolnews.com/2008/02/07/seven-successful-grant-seeking-strategies-for-private-schools/">https://www.eschoolnews.com/2008/02/07/seven-successful-grant-seeking-strategies-for-private-schools/</a> | Board Members, Advancement    | Ongoing   | Annually              |                    |
| 2021-26 | 5 | Improvements to current facilities – Upgrading Kitchen, Refreshing Gymnasium, Updating field house and school bathrooms.   | Principal, Accountant, Pastor | Ongoing   | 6.1.2021              | \$17,000/ restroom |
| 2021-26 | 6 | Create impressionable visitor experience throughout school using technology (such as video wall of flat panel TVs at office entry promoting school activities and recognizing student awards; other strategically placed monitors throughout school such as cafeteria or common visitor areas)   | Principal, Advancement        | 10.1.2020 | 12.15.2020 (complete) |                    |
| 2021-26 | 7 | Increase parent engagement and support through use of conference technology (such as Zoom) for school meetings; periodic video messages from principal posted to social media  | Principal, Advancement        | 7.1.2020  | Ongoing               |                    |
| 2021-26 | 8 | Ensure parents understand and use the various technology systems used by the school and students (RenWeb/FACTS, google classroom, etc.); hold trainings to help familiarize parents with school technology   | Principal, Advancement        | 7.1.2020  | Ongoing               |                    |

**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.

**STANDARD 13 – 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.

| Year    | Objective # | Action Step   | Assigned                   | Start Date | Due Date | Resources |
|---------|-------------|---|----------------------------|------------|----------|-----------|
| 2021-26 | 1           | Social Media Calendar 1. To stay connected with current SFDS families 2. To update current SFDS families on happenings within the school 3. To introduce outside families to SFDS and build a relationship with them through social media by planning posts monthly | Advancement, Board Members | 6.2020     | Ongoing  | Budget    |

|         |   |  |                            |            |                     |  |
|---------|---|--|----------------------------|------------|---------------------|--|
| 2021-26 | 2 | Google Business Page 1. Create Google Business Page to become more visible in organic Google searches 2. Showcase reviews of SFDS  | Principal, Advancement     | 12.21.2020 | Maintain            |  |
| 2021-26 | 3 | Area of Focus/Goal: Video Production 1. Record and produce videos that promote the school to use in social media campaigns   | Advancement, Board Members | Ongoing    | 7.1.2021            |  |
| 2021-26 | 4 | Attract new students and maintain a student retention rate of 90% or higher. This can be supported through providing information on the school website that highlights the high percentage of students that get into the Secondary School of their choice, highlighting the excellent teaching expertise, safety and security, value, and the other numerous competitive advantages offered by St. Francis De Sales. | Advancement, Board Members | Ongoing    | Regular maintenance |  |



## **Acknowledgements:**

### **2020-2021 Advisory School Board Members**

Fr. Joseph Son Thanh Phan, Pastor

Anne Quatrini, Principal

Travis Lee, President

Matthew Velasquez, Vice President

Meghan Mirt-Kelner, Secretary

Treasurer - Ted Green

Member: Matt Spieldenner