



**Holy Trinity Interparochial School
Strategic Plan
2012-2016**

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Our Vision

Objectives and Strategies

1. Catholic and Christ-centered mission, values and programs will be evident throughout our school.
2. Our school will provide quality, faith-based education and academic excellence.
3. Our Catholic school will be a priority ministry of Holy Trinity, St. Helen's and Our Lady of Lourdes parishes.
4. Our school personnel will be respected, qualified, and compensated in a manner that meets or exceeds Archdiocesan guidelines.
5. Mindful of their relationship to the board of Pastors and Principal, the Parent/Parishioner Advisory Groups will have an active part in the governance and financial leadership of the School.
6. Operating budgets will be adequately funded.
7. Directed tuition assistance, endowment, and scholarship funding will increase.
8. A long-term capital plan will address capital needs and funding sources.
9. Our sponsoring parishes will continue to provide meaningful financial support for our mission of Catholic education.

OBJECTIVES FOR ACHIEVING THE VISION

1) Catholicity of our School

Findings and Background

The distinctive Catholic character of our school is what differentiates HTIS from other school options. The teachings of the Catholic Church permeate the entire curriculum. Recognition of this Catholic character/Catholicity by faculty, staff, students and parents provides an ongoing inspiration to continuously improve/increase our Catholicity.

Objectives and Strategies

- a) Establish a system to develop the facets and dimensions of Catholicity at HTIS**
 - i) Take and maintain an inventory of all current spiritual activity within the HTIS community
 - ii) Create a Spiritual Life Committee to promote and enhance spiritual activities at both campuses
 - iii) Initiate and nurture relationships with other local catholic grade schools to share and learn best practices.
- b) Incorporate service as a tangible and measurable part of the Holy Trinity experience**
 - i) Establish an annual project/cause for each classroom or grade
 - ii) Encourage specific service hours for 6th, 7th and 8th grade students.
- c) Develop plan to invite and schedule clergy and religious from the sponsoring parishes to HTIS events**
 - i) Extend the invitation to parish and local order religious to address students
 - ii) Promote religious life as a vocation
- d) Emphasize and teach that tolerance and respect for human dignity are inherent to the daily life of a Catholic.**
 - i) Utilize films, books, lesson plans and other materials that promote tolerance and respect for life in all of its stages.
- e) Reinforce that attendance at Sunday worship is obligatory for Catholics.**
 - i) Discuss Sunday readings in school.
 - ii) Create a strategy for encouraging weekly mass attendance, with a special emphasis on Catholic Schools Week liturgies.

- f) **Our sponsoring parishes will encourage all Catholic families to enroll their children in Catholic school. Non-Catholics will be welcomed and their faiths and traditions respected.**
 - i) Continue to explore methods of communicating the value of Catholic education to the parish communities.

2) **Quality of Educational Programs**

Findings and Background

Holy Trinity Interparochial, a Middle States Association accredited school, is a religious and educational resource serving the local community. Operating under the auspices of the Newark Archdiocesan School Office, Holy Trinity adheres to the requirements of the Archdiocesan Curriculum Guidelines and meets, but is not limited to, the New Jersey Core Curriculum Standards. Holy Trinity emphasizes the values of the Catholic faith, and continually seeks to build a faith community. The staff seeks to provide a systematic growth of knowledge and skills to prepare wholesome, productive members of society. In a Christian environment, Holy Trinity utilizes both traditional and innovative teaching methods so that students receive the best from each. Individual differences are identified and met to enable each child to uphold a positive self-image and to work to his or her potential, to acquire scholastic competence, and to develop the skills and disciplines to prepare them for higher education.

Objectives and Strategies

a) Foster academic excellence

- i) Maintain the Middle States accreditation by achieving the goals set during the self evaluation and participating in the ongoing goal setting process through 2016.
- ii) Accomplish these Middle States goals:
 - (1) -Improve the students' writing skills in all modes of written expression by stressing writing across the curriculum.
 - (2) -Improve mathematical analytical capabilities through the use of higher level thinking activities.
- iii) Review textbooks and materials on a regular schedule to ensure the use of current materials and practice.
- iv) Develop a means of funding needed upgrades in curriculum materials and textbooks by working with the Board of Pastors and the School Advisory Board.
- v) Ensure age appropriate learning through coordination amongst grade levels.

- vi) Provide materials and professional support to maximize differentiated instruction in classrooms.
 - vii) Provide a variety of parent education programs to foster understanding of teaching strategies.
 - viii) Implement a study skills curriculum that can be integrated into the program for each age group.
 - ix) Evaluate schedule changes to accommodate technology within the program and subject areas.
- b) Encourage maximum performance of every staff member**
- i) Facilitate collaborative professional dialogue by scheduling dedicated time for this purpose.
 - ii) Optimize appropriate use of staff talents and skills.
 - iii) Provide ongoing professional development to ensure the faculty maintains skills to diversify the curriculum to meet the needs of individual students.
 - iv) Develop individual professional goals for each staff member through administrative observation, evaluation and discussion.
- c) Incorporate current and emerging technologies into academic and school related programs.**
- i) Purchase appropriate hardware and software to maintain current technology integral to the program.
 - ii) Provide ongoing professional development and support to foster the use of advanced technologies.
 - iii) Incorporate means to evaluate and implement age appropriate usage of technologies, i.e. podcasts, wikis, iTunes, videos, websites, and distance learning.
 - iv) Provide technology support for faculty, which can be available through contractors, volunteers, a parent committee or knowledgeable staff members.

3) Finance Management & Tuition Strategy

Findings and Background

“The parish school is at the heart of the Church.”

Blessed Pope John Paul II

Educating students in the light of the message of the Gospel is a commitment by the three parishes. As a result providing quality Catholic education at an affordable price requires that more funding be available to underwrite additional school costs and to provide tuition assistance.

- The average K-8 per-pupil cost will be approximately \$7,120 for the 2011-2012 school year. Tuition revenue supports \$5,428 of this cost and a combination of parish subsidies, fundraising, donations, and cafeteria revenue covers an additional \$1,598 per student.
- Summary school level operating budget for the 2011-2012 academic year will be:

<u>REVENUES</u>		<u>EXPENSES</u>	
Tuition & fees	79.2%	Salaries & benefits	83.1%
Parish subsidy	12.7%	Utilities, supplies, & maintenance	9.9%
Fundraising	7.2%	Other expenses	7.0%
Other revenue	0.9%		

- Financial operations are solid.
- The previous strategic plan recommended the hiring of a Business Manager, in order to improve internal processes and facilitate the budget process; but this has not been implemented.
- Fundraising support contributes 7% of operating income.
- Parish subsidies have remained constant at \$252,000/year.

Objectives and Strategies

- a) **The amount of parish subsidies will remain level or potentially decrease in accordance with Archdiocesan goals during the 5-year planning period.**
 - i) Support of a parish school reflects belief in the special ministry of Catholic education and demonstrates the value the parishes place on this education. Furthermore, continued reliance on tuition & fees as a growing proportion of the operating budget positions the school less favorably to prospective families.
- b) **Establish a set of standards and guidelines for budget management.**
 - i) Study implementation of a new multi-student tuition program.
The structure of the multi-student discount should include full tuition for the first child with varying discounts applicable for each additional family member. This would result in a more accurate picture of future costs for each family.

- ii) Conduct an inventory of all school clubs, organization and activities to ensure proper reporting and accounting processes in keeping with the School's tax exempt status.
- c) Maintain salaries at or above the Archdiocesan guidelines in order to retain and attract excellent teachers.**
- d) Strive to incorporate school administration (principal and/or vice-principal) into the annual operating budget process.**
 - i) Establish internal process for requisition and disbursement of discretionary operating funds, for example, nursing office supplies.
 - ii) Incorporate a brief financial update during Back to School Night, conducted by SAB

4) Facilities: Capital Improvements and Maintenance

Findings and Background

While much progress has been made in the area of capital projects and maintenance, long term planning may be improved by focusing on the capital planning process, general maintenance budget and centralized maintenance oversight.

Objectives and Strategies

- a) Establish guidelines for budget management to allocate adequate funding and track expenditures for all maintenance and capital-improvement projects.**
- b) Taking into account the capital planning efforts of Deacon Gibbons, develop a capital improvement plan to meet the changing needs of our school.**
 - i) Establish a timeline for each and every capital improvement project.
 - ii) Identify the funding sources for each project whether from capital funding from parishes, fund raising, or general school budget.
 - iii) Monitor the progress of each project.
- c) Establish a comprehensive facility management program to keep the facilities at an optimal working level.**
 - i) Establish a system to identify and monitor maintenance projects and to track the performance of maintenance staff/contractors. Such a system will extend the useful life of the capital-improvements (see Facilities Committee Finding Report).

5) Marketing

Findings and Background

Current marketing activities include Catholic Schools Week, limited targeted advertising, regular placement of articles of activity or achievement in local publications, and weekly summary of school activities in sponsoring parish bulletins. Effectiveness of marketing efforts could be increased by establishing and measuring specific goals and results.

Objectives and Strategies

- a) Our goal is to increase enrollment at HTIS across all grades by 5% each school year until full enrollment is achieved**
- b) Establish a centralized Marketing Committee incorporating all current marketing activities, including both campuses, and reporting to the SAB.**
 - i) Develop specific advertising/promotional programs designed to target specific segmented Populations:
 - (1) Identify Parishes in communities without parish schools and develop relationships with them.
 - (a) Advertise in Church bulletin
 - (b) Have HTIS representative speak at identified parishes
 - (2) Advertise in local newspapers in these communities
 - (3) Place PR articles in local newspapers in these communities
 - (4) Use “parent ambassadors” to spread the word
 - (5) CCD/Parish Population
 - (a) Develop a direct mail campaign to include 3 mailings
 - (b) E-mail campaign
 - (c) Consistent message/advertising in Parish bulletins
 - (6) Pre-schools with no elementary schools
- c) Convert kindergarten students into students at HTIS Westfield campus**
 - i) Begin recruitment process early in Mountainside experience
 - ii) Increase enrollment of “first in family”
 - iii) Maintain family database

- iv) Expand the buddy program to include 3 and 4 year old programs.
- v) Increase Kindergarten deposit that is returned upon enrollment in first grade to encourage families to stay
- vi) Provide 1st year tuition discount to families enrolling in first grade (a significant discount).
- vii) Provide information sessions specifically designed for K parents to be held at beginning of school year to pique interest in Westfield campus.
- viii) Encourage more social events engaging Mountainside parents and Westfield parents

d) General Marketing

- i) Advertise via:
 - (1) Local websites
 - (2) Parish websites
 - (3) Billboard
 - (4) All family magazines with scheduled open houses
 - (5) Local Papers
 - (6) Posters where allowed
 - (7) Street fair booth
- ii) Scheduled open-houses throughout the year (in addition to CSW), with professional presentation by HSA representative.
- iii) Refocus PR efforts ensuring maximum “free” coverage in local newspapers. Include:
 - (1) Teacher achievements
 - (2) Student achievements
 - (3) School achievements
 - (4) School happenings
- iv) Expand offering and quality of prospective student materials/admission materials, both online and in hard copy.
- v) Identify Parent ambassadors to actively recruit new families
- vi) Remind current parents of “referral” bonus program
- vii) Update brochure
 - (1) Blanket community with brochure. Ensure quantities at following locations: Gyms, Realtors’ Offices, Public Areas of Schools, Hearth & Home Goodie bags, Medical Offices, Children’s Activity Centers, etc.

6) Development/Institutional Advancement

Finding and Background

There is currently no established development program. A Foundation Fund designed as a resource for financial grants has been started through a couple of targeted small events.

Objectives and Strategies

To establish a process through which financial resources could be generated to support programs, services and facilities of Holy Trinity Interparochial School and conduct and complete at least one major development drive over the next three years. These activities would be managed by the SAB with the support of the School Administration.

a) Assess current development activities over the last 3 years

- i) Evaluate the status of the Foundation Fund to determine the proper structure, governance and reporting to the HTIS community
- ii) Summary of giving procedure
- iii) History of giving activity
- iv) Review of RCAN Seeds Database

b) Develop Communication Package directed at giving

- i) Giving and matching gift brochure for parents, alumni and sponsoring parish communities
- ii) Solicitation Letter to local area businesses and school vendors
- iii) Establish development webpage and portal on school website for giving

c) Continue work with school grant writer to identify government and foundation resources

- i) Grant writer should submit quarterly reports on grant writing/receiving activities to the SAB

d) Set up Facebook Page to build alumni data base

e) Initiate an Annual Fund drive within the next two years

f) Summarize and publish activities and events as appropriate

- i) Consider adding a list of donors to the annual report