

# **Embracing Our Faith, Embracing Our Future**

A Strategic Plan for the School of the Incarnation

2010 - 2013

**Report of the Strategic Planning Committee**

**May 26, 2010**

**School of the Incarnation**  
*Gambrills, Maryland*

*An Inter-Parish School of the Archdiocese of Baltimore*

Church of the Holy Apostles • Holy Family • Our Lady of the Fields  
Our Lady of Perpetual Help • St. Elizabeth Ann Seton • St. Joseph

## TABLE OF CONTENTS

Letter from the Principal.....	3
Letter from the School Board.....	4
Letter from the President of the Board of Pastors.....	5
Introduction.....	6
Mission Statement.....	7
Background.....	8
Assumptions for 2010-2013 .....	11
Ongoing Commitment.....	12
Academic Excellence.....	13
Facilities and Operations .....	14
Fiscal Planning.....	15
Institutional Advancement .....	16

- Implementation Timeline

## **LETTER FROM THE PRINCIPAL**

*Dear Members of the Board of Pastors and the School Board,*

*As the Principal of the School of the Incarnation, it is a privilege to present this next chapter of our strategic plan, Embracing Our Faith, Embracing Our Future 2010-2013. This plan reflects the continued commitment of the School Board to create vision and outline objectives which are true to our School's mission.*

*This year we celebrate our tenth year anniversary. As we honor our brief history and relish the successes of the last ten years, we look forward with anticipation to the next chapter in our history knowing that the possibilities are many. Building upon the foundation which we have established, we challenge ourselves to enhance our students' experiences both in and out of the classroom. We act as stewards of our resources and of our wonderful campus to ensure that our students will have a place to learn and to worship for years to come.*

*On behalf of the Faculty and Staff, I offer my gratitude to the members of the School Board and all those who shared their time and talent in preparing this document. I especially want to recognize the dedication of our Strategic Planning Chair, Patricia Garland and the School Board Chair, Doug Winkler, for their insight and leadership in driving this project to its completion. Our thanks to Landy Glenn for using her creative talents to produce this publication. And to our pastors, thank you for your commitment to this interparish School. Your leadership and spiritual guidance shepherd our community.*

*As we continue on our journey we pray that all that we do will glorify our Lord.*

*Blessings in Christ,*

*Dr. Barbara McGraw Edmondson  
Principal*

## **LETTER FROM THE SCHOOL BOARD**

Dear Parents and Friends of School of the Incarnation,

“Let the children come to me, and do not prevent them; for the kingdom of heaven belongs to such as these”

This passage from the 19<sup>th</sup> chapter of the Gospel of Matthew represents the philosophy the School Board utilizes as it makes decisions about the policies of School of the Incarnation.

The entire School community should be very proud of what has been accomplished in just ten short years. Under the guidance of the Board of Pastors, the very dedicated people who serve and have served on the School Board work very closely with school administration to continue to achieve success. The hard work of all involved has paid off: School of the Incarnation is one of the top primary educational facilities in the Archdiocese of Baltimore. Although many are responsible for the success of the School, special recognition must be given to our Principal, Dr. Barbara McGraw Edmondson, an incredible leader, and to the school staff and faculty.

The School Board is charged with leading the School by the guidance of the Strategic Plan, which is written once every three years. Numerous volunteers from the School Board, administration, faculty and staff place many hours in reviewing past accomplishments and goals that may not have been accomplished. Many recommendations are considered, discussed, and fine-tuned and the result is what you will read on the following pages. The final product is the result of the best collaborative work of those many dedicated people.

The School will continue to provide exceptional Catholic education for children not yet even born. Spirituality will fill those halls in the future as it has over the past ten years. There is a sentence in the prayer for School of the Incarnation, which reads: “Bless our efforts to build a school to serve our children and our parishes.” The brick and mortar construction have long been completed, what will be ongoing is the spiritual and faith forming construction.

Please keep the administration, faculty and staff, School Board, but most of all the children, in your prayers.

We ask that God bless the School of the Incarnation always.

Patricia W. Garland

Douglas S. Winkler

Chair, Strategic Planning Committee

Chair, School Board

## **LETTER FROM THE BOARD OF PASTORS**

Dear Families and Friends of the School of the Incarnation,

We present this updated Strategic Plan for 2010-2013 to you to continue to set forth a vision for the entire School family. The theme remains: “Embracing Our Faith, Embracing Our Future” and it serves us well as we plan a direction for our administration, faculty, parents and children here at the School. For inspiration, I offer you this passage from St. Matthew’s Gospel:

*“Everyone who listens to these words of mine and acts on them will be like a wise man who built his house on solid rock. The rain fell, the floods came, and the winds blew and buffeted the house. But it did not collapse; it had been set solidly on rock. And everyone who listens to these words of mine but does not act on them will be like a fool who built his house on sand. The rain fell, the floods came, and the wind blew and buffeted the house. And it collapsed and was completely ruined.”*  
*Matthew 7:24-27*

I pray we all have the wisdom to build our School’s future on the Lord’s teachings as we implement the vision on our Strategic Plan to address the care of our children: their minds, bodies and souls. We are also challenged to be fiscally responsible for the future of the School. To do this, we will need grace, wisdom and foresight from God to bless our efforts and make them fruitful.

On behalf of the Board of Pastors, I pray God bless you for your hard work and dedication to this project and to School of the Incarnation.

Sincerely, in the Risen Lord,



Father Gene Nickol  
President of the Board of Pastors

## INTRODUCTION

The strategic planning process is an ambitious endeavor that demands those involved in the process to look beyond the day to day workings of an organization and to see the bigger picture. It calls upon leadership to seek an understanding of the issues and anticipate the impact of decisions on those who are affected by their leadership. As School of the Incarnation celebrates its Tenth Anniversary there could not be a better time than now to reflect on the accomplishments as well as the obstacles and detours of the past ten years and to begin to plan for a future that will be marked by the continued well-being and enhancement of the institution.

Walt Disney in describing the entrepreneurial organization that he inspired said, “We keep moving forward, opening new doors and doing new things, because we are curious and curiosity keeps leading us down new paths. We are always exploring and experimenting.” This openness and the vision to see beyond what is in the here and now created for all of us the Magic of Disney!

It is the desire of our school leadership in collaboration with the faculty, parent and parish representatives who served on the Strategic Planning Committee to create a vision which opens new doors, expands minds and calls us to explore and see the possibilities for both our students and our faith community. Such a vision will demand and support new student initiatives, professional development for our administration, faculty and staff and a sound financial plan grounded in a long-range view of the requirements of good stewardship of our facilities and other resources.

We are called as a community of faith to bring the Gospel message to our children and their families. We are called as ministers of our faith to exemplify the tenets of dedication, hard work and a belief that all that we do is for the glory of God. We are called to be both visionaries and doers, working collaboratively as teachers and caregivers of the youth who are entrusted to us. And as we move forward, setting the stage for the next milestones in School of the Incarnation’s history, let us remember what the Lord promises us;

*“ . . . if two of you agree on earth about anything for which they are to pray, it shall be granted to them by my heavenly Father.*

*For where two or three are gathered together in my name, there am I in the midst of them.” Matthew 18: 19-20*

To all of those who shared their time, talent and wisdom with us as members of the planning team, we thank you. Your commitment to School of the Incarnation and to Catholic Education is applauded. May your reward be the knowledge that because of your commitment and direction this community will continue to flourish and to educate bright, inquisitive and caring young people who will graduate and leave us with the knowledge and the conviction to make a difference in our world.

## **MISSION STATEMENT**

In 2003, the School Board and the Board of Pastors approved the Mission Statement for the School of the Incarnation. The Mission Statement guided the work of the Strategic Planning Committee, and is set forth below:

**T**he School of the Incarnation embraces an inter-parish community of children with differing gifts. Through collaboration amongst the faculty, parents, and other professionals, the School seeks to challenge and support a diversity of learning styles and needs and to nurture a spiritual, intellectual, physical, social and emotional wholeness in its students. With a commitment to professional and catechist development for its faculty and staff, the School of the Incarnation will continue to be grounded in a spirit of openness, rooted in Gospel values, and to be attuned to the evolving pedagogy of education. Through instruction, faith formation, and Gospel proclamation, students will be called to a greater understanding of their inherent responsibility, as Children of God, to actively participate in a global and technologically advanced society as instruments of justice in the world.

*To Him, each one of us is very special, each one a unique creation.*

*We are one world.*

*We are all sisters and brothers in Jesus Christ.*

*We must work for all those who suffer and hear Our Lord say:*

*'I was a refugee and you gave me a home.'*

- Blessed Teresa of Calcutta

## **BACKGROUND**

*As a proud alumna of SOTI, I am honored to have attended this school as it is the basis of my education and the foundation of my faith. School of the Incarnation has successfully prepared me for my high school studies, putting me on the right track to triumph over any obstacles to come my way. -Class of 2009*

### **Leadership**

The School of the Incarnation Strategic Planning process was led by three volunteer groups:

#### ***The Steering Committee***

This three-member committee met regularly to assess the progress of the planning process and to provide support to the Coordinating and Issues Committees. Membership included School Board member Ms. Patricia Garland, who served as Chair of the Strategic Planning Committee; School Board Chair Mr. Douglas Winkler; and the School Principal Dr. Barbara McGraw Edmondson.

#### ***The Coordinating Committee***

This group included the chairpersons of each of the Issues Committees and worked to ensure that duplication of effort was avoided, topics were being fully addressed by the Issues Committees, and the Issues Committees had the information required to complete their work. Membership included:

Mr. Douglas Winkler, *Chair, School Board*

Ms. Patricia Garland, *School Board and Chair, Strategic Planning Committee*

Dr. Barbara McGraw Edmondson, *Principal*

Reverend William Viola, *Representative, Board of Pastors*

Ms. Margaret Castagnola, *Secretary, School Board and Chair,  
Academic Excellence Committee*

Mr. Dan Collins, *School Board and Chair, Facilities Committee*

Mr. Daniel Gretz, *School Board, HSA Representative*

Ms. Jackie Lewis, *School Board and Chair, Finance Committee*

Ms. Maureen McCart, *School Board and Chair, Advancement Committee*

## ***Issues Committees***

Guided by the Mission Statement and the work performed pursuant to the Strategic Plans 2004-2007 and 2007-2010, the Strategic Planning Committee identified several overarching themes for 2010-2013:

- Academic Excellence
- Finance Planning
- Facilities and Operations
- Institutional Advancement

### ***Academic Excellence***

This Committee considered the broad range of issues involving the academic and extracurricular programs offered by the School, including academic goals and standards, staff training and professional development, use of technology in support of the curriculum, special educational services/gifted and talented, human resources/additional staff, extracurricular activities, the faith formation process, special programs and student to staff ration. Membership included:

Ms. Margaret Castagnola, <i>Chair</i>	School Board Secretary
Ms. Alice Anderson	School Board Representative
Ms. Mildred Ann DeSimone	School Board Representative
Ms. Sandi Dlugonski	Intermediate Grade Teacher
Ms. Marianne McGuire	Instructional Technology Assistant
Ms. Jennifer O'Leary	Primary Grade Teacher
Ms. Jennifer Oshenska	Instructional Technology Teacher
Ms. Denise Vogt	Middle School Teacher

### ***Fiscal Planning***

This Committee studied the financial needs of the School by reviewing investment strategies, multi-year budgeting, tuition assistance, and staff salaries and benefits. Membership included:

Ms. Jackie Lewis, <i>Chair</i>	School Board, Finance Committee Chair
Mr. Joe Amato	School Board Representative
Mr. Frank Brodnax	School Board Representative
Mr. Mark Elliott	Parent Representative
Ms. Colleen Jordan	School, Business Manager

## ***Facilities and Operations***

This Committee reviewed the operational aspects of the School including equipment, building, grounds, maintenance, and staffing. Membership included:

Mr. Dan Collins, <i>Chair</i>	School Board, Facilities Committee Chair
Mr. Dan Gretz	School Board, HSA Representative
Mr. Michael Kudlawiec	Teacher, Athletic Director
Ms. Emily Mehler	School, Assistant Principal
Mr. Jim Runkles	School, Facilities Manager

## ***Institutional Advancement***

This Committee considered the broad range of issues relating to the potential of the School to enlist financial support beyond tuition, including fund-raising, philanthropic support, marketing efforts, tuition assistance, and communications. Membership included:

Ms. Maureen McCart, <i>Chair</i>	School Board, Advancement Committee Chair
Ms. Leslee Brady	School Board, Membership Committee Chair
Ms. Landy Glenn	Special Project Coordinator
Ms. Gretchen Klebasko	HSA, Vice-President
Mr. Adam Nepp	School Board Representative
Ms. Sandra Raber	HSA, President
Ms. Lori Ruff	Alumni Parent

## **Issues Committee Considerations**

Each Issues Committee sought to account for the following when debating and delivering its recommendations:

- The need to sustain a distinctive Catholic identity for School of the Incarnation.
- The applicability of a particular recommendation to the unique characteristics of students in:
  - Primary Grades (Kindergarten - Grade 2)
  - Intermediate (Grades 3 - 5)
  - Middle (Grades 6 – 8)
- The financial and human resources required to realize their recommendations.
- Soliciting input from parishioners, family, friends, and colleagues, as well as through personal research.

## **ASSUMPTIONS FOR 2010-2013**

The Strategic Planning Committee framed its discussions and recommendations with the following assumptions:

- School of the Incarnation will remain a Roman Catholic elementary school, rooted firmly in the Gospel, the teachings of the Church, and the policies and practices of the Archdiocese of Baltimore.
- School of the Incarnation is an inter-parish school serving the six parishes of:
  - St. Elizabeth Ann Seton, Crofton
  - Church of the Holy Apostles, Gambrills
  - Holy Family, Davidsonville
  - St. Joseph, Odenton
  - Our Lady of the Fields, Millersville
  - Our Lady of Perpetual Help, Edgewater
- School of the Incarnation will continue serving children in Kindergarten to Grade 8.
- School of the Incarnation will continue to be financially self-supporting, dependent upon tuition, philanthropic support, and other income to fund its annual operating and capital expenses.
- School of the Incarnation will continue to work closely with the Division of Catholic Schools of the Archdiocese of Baltimore, adapting the Archdiocesan standards-based curriculum to its needs, but embracing this curriculum in its entirety.
- The Strategic Plan for the School of the Incarnation will complement “Preserving the Tradition, Transforming the Future: The Rebirth of Catholic Schools in the Archdiocese of Baltimore,” the strategic plan for the Catholic Schools of the Archdiocese of Baltimore.
- School of the Incarnation is a non-profit corporation of the State of Maryland, legally joined to its inter-parish sponsors, and will maintain its operations at its present site.

## **SELECT GOALS ACHIEVED** **AS PART OF THE PREVIOUS STRATEGIC PLANS**

The 2004-2007 and 2007-2010 Strategic Plans listed several goals that have since been achieved and are now part of the ongoing operation of the School. The Strategic Planning Committee would like to recognize those achievements and confirm the School's and School Board's commitment to retain these as an integral aspect of School operation for the period of this Strategic Plan to include:

### **2007-2010 Plan**

- Establish Science and Technology activities and/or clubs.
- Expand the role and membership of the Athletic Club to continue development of the middle school interscholastic athletic program and intramural program for Grades 2-8.
- Re-establish the Middle School Drama Club;
- Participate in professional development opportunity; University of Connecticut: CONFRATUTE.
- Create an electronic archive of service plans, warranties, and owner's manuals;
- Collaborate with the Athletic Association to create an irrigated field suited for competitive sports.
- Expand the kitchen facilities to meet the needs of the increasing student numbers.
- Increase the use of technology by students in the classroom with the purchase of a full classroom complement of laptop computers.
- Designate a portion of Home and School Association revenue toward specific projects to be determined by school needs.
- Design and launch middle school courtyard project.
- Identify and implement strategies in collaboration with the Home and School Association to develop and recognize volunteerism by parents and other members of the school community.

### **2004-2007 Plan**

- Enhance the impact of the annual faith themes on student learning.
- Expand of the social justice component of the curriculum for middle school students (6<sup>th</sup>, 7<sup>th</sup> and 8<sup>th</sup> grades).
- Identify of opportunities to integrate global cultures, history, language and literature into the School curriculum.
- Participate in regional and national student scholastic projects and competitions such as the County Science Fair, Destination Imagination, the National Geographic Geography Bee and the Archdiocesan Spelling Bee.
- Extended enrollment of summer programs to include students from the School as well as other school age participants from the constituent parishes.
- Support a strong professional development program for teachers and staff.

## **ACADEMIC EXCELLENCE**

*Having been at SOTI for all my elementary and middle school life, I have found that it has prepared me to go on to high school prepared and ready, knowing that I will be able to show my Christian values to other people and my academic capabilities and skills to the members of the teaching staff. My time at SOTI has been great and taught me many lessons. -Class of 2010*

### ***Background***

In pursuit of creating an instructional trajectory which as it unfolds brings students closer to the knowledge and skills requisite to success in high school, college and citizenry, School of the Incarnation continues to engage in the process of Curriculum Mapping. Through this process, each faculty member records the content and skills taught and the assessments used to evaluate student progress using a web-based program; this information is called a map. The map is then reviewed and discussed by the faculty, resulting in collective curriculum decisions and a subject specific school-wide map in each of the academic subjects. In addition to providing a course of study, which is based on the collaborative work of the faculty, decisions made through the mapping process also drive decisions regarding faculty training and professional development, leadership and student co-curricular and extracurricular programs, as reflected in the objectives outlined in this Strategic Plan. Integral to our pursuit for academic excellence and our mission to serve students of differing gifts, this plan challenges us to identify new avenues to address the needs of our students with exceptional abilities. In addition, we seek to provide an education for the twenty first century, making technology paramount to the classroom experience.

### ***Objectives***

- Hire a Coordinator of Curriculum and Professional Development. (Fall, 2011)
- Implementation of the new technology plan to include:
  - The specification of the role of the instructional technology teacher and instructional assistant in support of faculty and student use of technology in the classroom. (Fall, 2010)
  - The purchase of new computers in the technology lab and the installation of associated network access points. (Fall, 2010)
  - Investigation and procurement of new technologies that enhance the instructional program as they become available e.g. SMARTBoard, Flip Video Camera, projectors and student notebooks. (Spring, 2011)
- Investigate programs, strategies and the possible collaboration with other educational institutions to address the needs of students who exhibit talented and gifted attributes. (Spring, 2011)
- Continue the curriculum mapping initiative to enhance curriculum and instruction in all content areas and publish maps of all subject areas in order to:
  - Ensure that instructional pacing is adjusted in line with current and future Archdiocesan mandated assessments. Identify gaps and redundancies in all content areas. (Fall, 2010 – Ongoing)

- Engage in professional learning communities both amongst the School's faculty and other educators via participation in professional development as well as dialogue with peers in the Rubicon Atlas network. (Spring, 2011 - Ongoing)
- Build a wider array of assessment types to address the needs of differing learning styles and to enhance higher order thinking skills. (Fall, 2010 – Ongoing)
- Use data from standardized testing to direct instruction and to ensure proficiency in knowledge and skill in all content areas. (Fall, 2010 – Ongoing).
- Expand opportunities for curriculum integration across subject areas, including collaboration with the specialty classes to include Music, Art, Technology, Library/Media, and Physical Education. (Fall, 2011)

## **FACILITIES and OPERATIONS**

*Coming to School of the Incarnation has affected my life because I have been prepared for facing any challenges that come my way. I have been educated academically and spiritually, but more than that I have found a support system in students and faculty that will last a lifetime. School of the Incarnation has provided me with a blessed nine years and the foundation for a wonderful life. -Class of 2010*

### ***Background***

The School of the Incarnation's current facility opened in July 2002, and was originally designed for classes and programs for 640 students in grades K-8. In July 2004, a third wing of classrooms was added to the existing building, which permitted the school's total enrollment to be increased to 810 students. The school facility hosts an integrated technology and computer network and a multi-purpose room, which serves as a gymnasium and cafeteria as well as a worship space for Church of the Holy Apostles. The facility and grounds are maintained by a full-time Facility Manager and part-time assistant, as well as by a variety of contracted services. The following objectives address the growing programmatic demands of a large student body as well as the school's commitment to a well-maintained, environmentally conscious and secure facility.

### ***Objectives***

- Investigate and recommend solutions for use of limited common space being utilized by an array of school and parish programs as well as the need for additional storage space. (Fall 2010)
- Perform a re-evaluation of the existing Reserve Study and chart an updated priority list of major maintenance and facility upgrade projects. (Fall, 2010)
- Undertake a feasibility study to identify and implement cost effective Green Initiatives that positively impact utilities, materials and school sanitary expenses. (Fall, 2011)

## **FISCAL PLANNING**

*School of the Incarnation was a great experience for me and I met a lot of great people. It has helped make all aspects of high school much easier...-Class of 2008*

### ***Background***

The School of the Incarnation is predominately financially supported by tuition revenue. Revenue from the Extended School Program, fundraising efforts by the Home and School Association and the Annual Fund help to support the School's operational costs. The objectives outlined below address required investments and long-term planning, the growing need for tuition assistance, as well as the essential need to identify alternative sources of revenue to address current and future financial demands.

### ***Objectives***

- Investigate and propose ways to increase investment profits and other sources of non-tuition revenue. (Fall, 2010- Ongoing)
- Examine Tuition Assistance Program protocols and funding to ensure support for families commensurate with need and the School's financial resources. (Spring, 2011)
- Present an annual two year budgetary projection based on the current year's approved budget. (Spring, 2011)

## **INSTITUTIONAL ADVANCEMENT**

*I came to this School in Kindergarten and every year has been a joy. SOTI has so well prepared me for high school. I have learned so much academically and spiritually. The friends that I've made will last forever. I will miss SOTI so much. -Class of 2010*

### ***Background***

A key component of the School's financial health is its ability to identify opportunities to develop partnerships with its many constituencies. Such relationships provide the opportunity for the School to glean the gifts of time, talent and treasure from those individuals, businesses and community organizations committed to the fulfillment its mission. The objectives identified in this plan provide a directive for fundraising as well as set the stage for the development of a well-articulated communication plan for the School.

### ***Objectives***

- Complete the construction of "Gathering Place" Courtyard Project. (Fall, 2011)
- Publish an Annual Report with a list of donors based on the fiscal year. (Fall, 2010)
- Reaffirm the commitment of the six parishes to create greater visibility of the School for parishioners via a consistent and sustained communication which includes the appointment by the School of a communications liaison to the parish/pastoral councils. (Fall, 2010)
- Execute a feasibility study to focus on the proposed opening of an early learning center at SOTI. (Fall, 2011)
- Explore the cost benefits of contracting a professional grant writer. (Spring, 2012)

	2010 Fall	2011 Spring	2011 Fall	2012 Spring	2012 Fall	2013 Spring	2013 Fall
<p><b>RECOMMENDATION</b></p>							
<p>Hire a Coordinator of Curriculum and Professional Development.</p>	<p>Ongoing</p>	<p>Ongoing</p>	<p>Ongoing</p>	<p>Ongoing</p>	<p>Ongoing</p>	<p>Ongoing</p>	<p>Ongoing</p>
<p>Implementation of the new technology plan to include:</p> <ul style="list-style-type: none"> <li>The roles of the technology teacher and assistant in support of teacher and student use of technology in the classroom</li> <li>The purchase of new computers and installation of associated network access points</li> <li>Investigation of new technologies that enhance the instructional program as they become available (e.g. SMARTBoard, Flip Video Camera, Notebooks)</li> </ul> <p>Investigate programs and strategies for meeting the needs of students who exhibit talented and gifted attribution.</p> <p>Continue the curriculum mapping initiative to enhance curriculum and instruction in all content areas and publish maps of all subject areas in order to:</p> <ul style="list-style-type: none"> <li>Ensure that instructional pacing is adjusted in line with current and future Archdiocesan mandated assessments. Identify gaps and redundancies in content</li> <li>Build a wider array of assessment types</li> <li>Use data from standardized testing to direct instruction to assure proficiency in major subject areas</li> <li>Identify opportunities for curriculum integration across subject areas, including collaboration with the specialty classes (Music, Art, Technology, Library/Media, and Physical Education)</li> </ul>	<p>ACADEMIC EXCELLENCE</p>	<p>Subject</p>					

	2010 Fall	2011 Spring	2011 Fall	2012 Spring	2012 Fall	2013 Spring	2013 Fall
<b>RECOMMENDATION</b>							
	Develop a plan to investigate and recommend solutions for use of limited common space.	Short bar					
	Perform a re-evaluation of the existing Reserve Study and chart an updated priority list of major maintenance and facility upgrade projects.	Short bar					
	Undertake a feasibility study to identify and implement cost effective Green Initiatives.	Medium bar					
	Investigate and propose ways to increase investment revenue.	Short bar					
	Examine Tuition Assistance Program protocols and funding to insure support for families commensurate with need and the school's financial resources.	Medium bar					
	Present 2 year projections based on that current year's approved budget.	Ongoing					
	Complete Courtyard Project.	Medium bar					
	Publish an Annual Report with a list of donors based on the fiscal year.	Short bar					
	Reaffirm the commitment of the six parishes to create greater visibility of SOTI for parishioners.	Short bar					
Study the feasibility of opening an early learning center at SOTI.	Medium bar						
Explore securing the services of a contract grant writer.	Long bar						
<b>ADVANCEMENT</b>							
<b>FINANCE</b>							
<b>FACILITIES</b>							
Subject							