

Embracing Our Faith, Embracing Our Future

A Strategic Plan for the School of the Incarnation

2007 - 2010

Report of the Strategic Planning Committee

June 8, 2007

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
Recognition.....	7
Mission Statement.....	9
Background.....	10
Assumptions for 2007-2010.....	12
Introduction.....	13
Ongoing Commitment.....	14
Academic and Extracurricular Programs.....	15
Facilities.....	16
Finance.....	17
Advancement and Communications.....	18
Attachment	
▪ Implementation Timeline	

LETTER FROM THE PRINCIPAL

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

As the Principal of School of the Incarnation, it is my privilege to introduce this next chapter in our development, Embracing Our Faith, Embracing Our Future, A Strategic Plan for 2007-2010. This plan reflects the work of many who through research, discussion and consensus have developed a plan to meet the demands of an ever-growing community of faith and learning.

This plan will commence a journey that will culminate in the celebration of the tenth anniversary of the opening of this School. This anniversary will recognize the growth of a community in people and programs; honoring its humble beginnings as a Kindergarten of fifty to its evolution as a dynamic K-8 elementary school serving more than eight hundred students and their families.

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. The commitment to this project is a commitment to the future of our students and our community. I especially want to recognize the dedication of our Strategic Planning Chair, Gretchen Klebasko, for her insight and leadership in driving this project to its completion. Her contributions to the School Board have been invaluable; her presence a blessing. And to our pastors, thank you for your commitment to this interparish school. Your leadership and spiritual guidance are a source of strength for our community.

Please continue to pray for the success of our school. May all that we do bear witness to Jesus our Lord.

Blessings in Christ,

Dr. Barbara McGraw Edmondson
Principal

LETTER FROM THE SCHOOL BOARD

Dear Parents and Friends of the School of the Incarnation,

This Strategic Plan represents the best efforts of the Principal, faculty and staff, and School Board members to preserve and continue the blueprint for success that the School of the Incarnation has created in its first seven years of existence.

As the school settles in for a long and fruitful lifetime of service to provide a quality Catholic education for new generations of children, it continues to serve as an inspirational model to the surrounding community and the Archdiocese of Baltimore. Let us remember and never forget our central mission – our spiritual mission – to contribute in a lasting and meaningful way to the greater glory of Almighty God through our active support and involvement in the mission of the School of the Incarnation.

This Strategic Plan represents our ongoing effort to balance secular requirements against spiritual needs. When Jesus was confronted on this issue by the Pharisees, he used these words to describe that we have real obligations to legitimate secular authority that need to be honored in addition to our spiritual commitments: ‘Render unto Caesar the things that are Caesar’s, and unto God the things that are God’s’.

Let us always be guided by Jesus’ words in the administration of the school, as we do our best to balance these obligations in a very real way, and commend this responsibility to future custodians of the School of the Incarnation.

As always, we ask this through the Blessed Virgin Mary and Our Lord Jesus Christ.

Gretchen L. Klebasko

Michael L. Cecere III

Chair, Strategic Planning Committee

Chair, School Board

LETTER FROM THE BOARD OF PASTORS

Dear Friends,

The work on the Strategic Plan for the School of the Incarnation is essential to establish a vision for our school family. Our theme of “Embracing our Faith, Embracing our Future” serves our principal, faculty, staff, students, and their parents. I offer you my favorite scripture passage concerning education (Sirach 6:32-37):

My child, if you wish, you can be taught; if you apply yourself, you will be shrewd. If you are willing to listen, you will learn; if you give heed, you will be wise. Frequent the company of elders; whoever is wise, stay close to him. Be eager to hear every godly discourse; let no wise saying escape you. If you see a man of prudence, seek him out; let your feet wear away his doorstep! Reflect on the precepts of the Lord, let his commandments be your constant meditation; then he will enlighten your mind, and the wisdom you desire he will grant.

I pray that it may inspire and encourage your efforts to implement the enclosed document.

Our Strategic Plan addresses the care of our children; for their minds, bodies, and souls. We also have to be fiscally responsible for the future of our school. To do this we need the grace of wisdom and foresight.

On behalf of the Board of Pastors, may God bless you for your hard work and dedication to our School.

Sincerely yours in Christ,

(Rev.) Joseph F. Barr
President of the Board of Pastors

INTRODUCTION

(Jesus) proposed another parable to them. "The kingdom of heaven is like a mustard seed that a person took and sowed in a field. It is the smallest of all the seeds, yet when full-grown it is the largest of plants. It becomes a large bush, and the 'birds of the sky come and dwell in its branches.'" He spoke to them another parable. "The kingdom of heaven is like yeast that a woman took and mixed with three measures of wheat flour until the whole batch was leavened." (Matthew 13: 31-33)

In September 2000, after years of planning, preparation and discernment, the School of the Incarnation welcomed its first students and embarked on its mission of both proclaiming and bringing forth the Kingdom of God among its students, families and parishes. Jesus likened the Kingdom of God to a mustard seed, and to a small amount of yeast. Both of these images speak of the power of God to bring forth incredible blessings, even through the smallest and simplest of beginnings. God's Kingdom, like that seed and like that yeast, flourishes and grows, and produces abundant fruit – fruits of faith, hope and love.

From our humble beginnings, our school community has witnessed great growth and an abundance of fruitful blessings. In the Gospel of Luke, Jesus reminds us that "much will be required of the person entrusted with much, and still more will be demanded of the person entrusted with more." (Luke 12: 48) We have been entrusted with the sacred and awe-inspiring responsibility of forming our children as faith-filled disciples of Jesus as part of the Catholic Tradition. We seek to nurture their spiritual, intellectual, physical, social and emotional wholeness, and to root their lives in the values of the Gospel. We are given the task of planting and nurturing those seeds, and enabling God's grace to bring those seeds to full fruit. This Strategic Plan represents our commitment to continue to nurture the growth of God's Kingdom in our school community. We look ahead to a future full of promise and blessing.

As Jesus proclaimed the Kingdom of God among us, so we give thanks for the blessings of the Kingdom incarnate here. We accept with humble joy the call to continue to nurture that Kingdom in our midst.

Elsewhere in Luke's Gospel, Jesus said, "Let the children come to me and do not prevent them; for the kingdom of God belongs to such as these." (Luke 18:16) Let us commend all of our efforts and plans to the provident hand of God, that He might bless them. May the children we serve, visible signs of God's goodness and love, inspire us to nurture those seeds of faith, hope and love, as we await the coming of the Kingdom in its fullness.

*"The staff inspires students to be like Jesus and to make a different world."
5th Grader - School of the Incarnation*

RECOGNITION

It is appropriate at this time to formally recognize the selfless contributions of the Board of Pastors, School Faculty and Staff, School Board members, and members of the Home and School Association who contributed significantly to the preparation of this Strategic Plan.

Board of Pastors

Reverend Joseph Barr, *President*
Pastor, Holy Family

Reverend William Viola, *Treasurer*
Pastor, St. Joseph

Reverend Eugene Nickol, *Secretary*
Pastor, Our Lady of the Fields

Reverend Jeffrey Dausen
Pastor, Church of the Holy Apostles

Reverend Edward Connelly
Pastor, St. Elizabeth Ann Seton

Reverend Joseph Cosgrove
Pastor, Our Lady of Perpetual Help

School of the Incarnation Faculty and Staff

Dr. Barbara Edmondson
Ms. Emily Mehler
Ms. Jacquelyn Bertwell
Ms. Jodi Masino Carroll
Ms. Carolyn Gabelman
Ms. Teresa Gately
Ms. Landy Glenn
Ms. Gina Godesky
Ms. Julia Guenther
Ms. Heather Johnson
Ms. Colleen Jordan
Ms. Jennifer Oshenska
Ms. Amy Santini
Ms. Anastasia Schmitz
Ms. Christine Seibold
Ms. Mary St. Jacques
Ms. Denise Vogt
Mr. Michael Wells
Ms. Betsy Werthmann

School Board Members

Mr. Michael Cecere III
Ms. Gretchen Klebasko
Reverend Jeffrey Dauses
Ms. Leslee Brady
Ms. Mildred Ann DeSimone
Mr. William Dodd
Sister Charlotte Emmons
Ms. Patricia Garland
Mr. Raymond Grace
Ms. Susan Hackman
Ms. Jacqueline Lewis
Mr. Daniel Malloy
Mr. Douglas Winkler
Dr. Robyn Zgorski

Home and School Association

Ms. Marian Newell
Ms. Annette Batson
Ms. Robin Church
Ms. Donna Cumberland
Ms. Michele Dougherty
Ms. Lorine Ruff

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:

The 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

*“I know I go to school with people who love God just like me.”
3rd Grader – School of the Incarnation*

Leadership

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

The Steering Committee

This four-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 Vice-Chair Ms. Gretchen Klebasko, who also served as Chair of the Strategic Planning Committee; School Board Chair Mr. Michael Cecere; Board of Pastors Representative Reverend Jeffrey Dausen; 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. Michael Cecere III, *Chair, School Board*

Ms. Gretchen Klebasko, *Vice-Chair, School Board and Chair, Strategic Planning Committee*

Dr. Barbara McGraw Edmondson, *Principal*

Reverend Jeffrey Dausen, *Representative, Board of Pastors*

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

Ms. Mildred Ann DeSimone, *Secretary, School Board and Co-Chair, Academic Excellence Committee*

Dr. Robyn Zgorski, *School Board and Co-Chair, Academic Excellence Committee*

Ms. Leslee Brady, *School Board and Co-Chair, Advancement and Communications Committee*

Ms. Patricia Garland, *School Board and Co-Chair, Advancement and Communications Committee*

Mr. William Dodd, *School Board and Chair, Facilities Committee*

Mr. Raymond Grace, *School Board and Co-Chair, Finance Committee*

Mr. Douglas Winkler, *School Board and Co-Chair, Finance Committee*

Issues Committees

There were four Issues Committees:

Academic Excellence Committee

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

Ms. Mildred Ann DeSimone, *Co-Chair*
Dr. Robyn Zgorski, *Co-Chair*
Sister Charlotte Emmons
Ms. Susan Hackman
Ms. Emily Mehler
Ms. Jacqueline Bertwell
Ms. Michele Dougherty
Ms. Carolyn Gabelman
Ms. Teresa Gately
Ms. Gina Godesky

Ms. Julia Guenther
Ms. Heather Johnson
Ms. Jennifer Oshenska
Ms. Lorine Ruff
Ms. Amy Santini
Ms. Mary St. Jacques
Ms. Anastasia Schmitz
Ms. Christine Seibold
Ms. Denise Vogt
Ms. Betsy Werthmann

Finance Committee

This Committee studied the financial needs of the School by reviewing its revenue sources, expenses, and the need to balance these competing issues in the budget process. Membership included:

Mr. Douglas Winkler, *Chair*
Mr. Raymond Grace
Ms. Robin Church

Ms. Colleen Jordan
Ms. Jacqueline Lewis

Facilities Committee

This Committee reviewed the operational aspects of the School including facility and equipment needs, grounds, maintenance, staffing, and depreciation reserves. Membership included:

Mr. William Dodd, *Chair*
Ms. Annette Batson

Ms. Emily Mehler
Mr. Michael Wells

Advancement and Communications Committee

This Committee considered the broad range of issues relating to the potential of the School to enlist financial support beyond tuition, as well as communications between the School and its constituent parishes and neighboring communities. Issues discussed included fund-raising, philanthropic support, marketing efforts, publications and other collateral material, communications (school-parish; school-community; and school-parents), and tuition assistance. Membership included:

Ms. Patricia Garland, *Co-Chair*
Ms. Leslee Brady, *Co-Chair*
Ms. Jodi Masino Carroll
Ms. Donna Cumberland

Reverend Jeffrey Dausen
Ms. Landy Glenn
Mr. Daniel Malloy
Ms. Marian Newell

Issues Committee Considerations and Responsibilities

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

- The need to sustain a distinctive Catholic identity for the 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.

As part of this process, individuals on the Issues Committees participated by:

- Attending a kick-off meeting on October 26, 2006
- Serving on one of four (4) Strategic Planning Issues Committees
- Participating in Issues Committee meetings
- Soliciting input from parishioners, family, friends, and colleagues, as well as through personal research
- Reviewing the preliminary final report and attending a wrap-up meeting on May 29, 2007
- Praying for the success of the effort

Assumptions for 2007-2010

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

- The 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.
- The School of the Incarnation will remain 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
- The School of the Incarnation will continue serving children in Kindergarten to Grade 8.
 - The 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.
 - The 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 “As One Body ... We Celebrate ... We Challenge,” the strategic plan for the Catholic Schools of the Archdiocese of Baltimore.
 - The School of the Incarnation will remain 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.

Introduction

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

- Academic Excellence
- Finance
- Facilities
- Advancement and Communications

The Committee decided that Academic Excellence would be the dominant theme for the 2007-2010 Strategic Plan as the School continues to implement the new curriculum promulgated by the Archdiocese of Baltimore. Recognizing, however, the need to continue to address the foundational issues of finance, facilities, and advancement and communications, these themes were also included in the planning process and guided the formation of the Strategic Plan.

**ONGOING COMMITMENT TO SELECT GOALS ACHIEVED
AS PART OF THE 2004-2007 STRATEGIC PLAN**

The 2004-2007 Strategic Plan 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, including:

- Expansion and enhancement of the annual faith themes each school year;
- Expansion of the social justice component of the curriculum for middle school students (6th, 7th and 8th grades);
- Identification of opportunities to integrate global cultures, history, language and literature into the School curriculum;
- Participation 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;
- Operation of summer programs to include students from the School as well as other school age participants from the constituent parishes; and
- Support of a strong professional development program for teachers and staff.

ACADEMIC AND EXTRACURRICULAR PROGRAMS

“When I was very young, I went to church with my grandma and I would recite the prayers because I memorized them, but now I recite them because I know what they mean...”
7th Grader – School of the Incarnation

Background

In April of 2005, the Archdiocese of Baltimore Division of Catholic Schools published a new elementary school course of study. The following year, as implementation of the new course of study began, schools were required to begin to record and evaluate delivery of curriculum and instruction in their respective schools. The framework for this evaluation and the resulting curriculum decisions is called 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, staffing and student co-curricular and extracurricular programs, as reflected in the objectives outlined in this Strategic Plan.

Objectives

- Expand the curriculum mapping initiative to enhance curriculum and instruction in all content areas in order to:
 - Identify gaps and redundancies in content
 - Build a wider array of assessment types
 - Enhance student writing across the curriculum
 - Identify opportunities for curriculum integration across subject areas, including collaboration with the specialty classes (Music, Art, Technology, Library/Media, and Physical Education)

- Develop school-wide consensus maps in all content areas and provide published maps of all subjects by Fall, 2009 using the following sequence:
 - Fall, 2007 Religion and Math
 - Fall, 2008 Social Studies, Science, Spanish
 - Fall, 2009 Language Arts, Specialty Classes

- Use assessment data from the Stanford 10 testing program to inform curriculum decisions. Identify any areas of potential curriculum or instructional concerns each summer to assist with instructional planning for the new school year. (Summer, 2007¹)

¹ All dates in parentheses are to be considered completion dates.

- Establish Science and Technology clubs to complement the curriculum and provide students with opportunities to develop talents and interests in these areas. (Fall, 2008)
- Expand the current accelerated reading program to include cross-curricular content and projects in order to more effectively meet the needs of students identified with advanced academic skills. (Fall, 2008)
- Expand the role and membership of the Athletic Club to continue development of the middle school interscholastic athletic program and the intramural program for Grades 3-8. (Fall, 2007)
- Re-establish the Middle School Drama Club. (Fall, 2008)
- Identify a team of teachers to participate in professional development opportunities in conjunction with University of Connecticut and the National Center for Gifted and Talented Education as a means to provide all classroom teachers with resources and support for implementing differentiated instruction and enrichment activities for all students in the regular classroom. (Summer, 2008)
- Complete an annual needs survey with all faculty and staff each spring in order to plan a professional development agenda for the following school year. (Spring, 2008)
- Hire a Coordinator of Curriculum and Professional Development. (Fall, 2009)

FACILITIES

*“I love being in an environment where God brings you together.”
7th Grader – School of the Incarnation*

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 technological and programmatic demands of a large student body as well as the school’s commitment to a well-maintained and secure facility.

Objectives

- Create and update a Master Facilities Checklist for “end of year” and “beginning of year” items. (Spring, 2008)
- Create an electronic archive of service plans, warranties, and owner’s manuals. (Spring, 2008)
- Collaborate with the Athletic Club to create an irrigated field suited for competitive sports. (Spring, 2010)
- Identify and assess options to expand the kitchen facilities to meet the demand of the increasing number of students enrolled. (Spring, 2008)
- Reconvene the School Technology Committee to update the School’s technology plan in accordance with Archdiocesan guidelines. Issues to be addressed in the plan include, but are not limited to:
 - IT staffing and outsourcing;
 - Implementation of new technologies and software;
 - Maintenance and replacement schedule of the system network as well as classroom and office computers and other hardware; and
 - Faculty and staff training and professional development. (Fall, 2007)
- Update the School’s Technology Plan in accordance with Archdiocesan requirements. (Fall, 2007)
- Increase the use of technology by students in the classroom with the purchase of a full classroom complement of laptop computers for the intermediate grade students (Grades 3-5). (Fall, 2009)

FINANCE

*“I like that my friends love God and Jesus as much as I do. I love my teachers.”
1st Grader – School of the Incarnation*

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 newly established Annual Fund help to support the School's operational costs. The School's building and land mortgage are not operational expenses; these are met by the collective support of the six sponsoring parishes. The objectives outlined below address required investments and long-term planning for the facility, the growing need for tuition assistance, the rising cost of faculty and staff salaries and benefits, 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 non-tuition revenue. (Spring, 2009)
- Ensure excess restricted funds are invested within the interparish loan fund. (Ongoing)
- Designate a portion of the Home and School Association revenue toward specific projects to be determined by School needs. (Spring, 2008)
- Develop a capital reserves schedule in accordance with analysis performed by outside contractor. (Spring, 2008)
- Explore alternatives to the current staff/teacher salary scale, develop a proposal to be presented to the School Board and subsequently to the Board of Pastors, and implement the approved proposal as part of the 2008-2009 school budget. (Fall, 2007)
- Examine faculty and staff tuition benefits to verify adequacy or propose necessary changes. (Fall, 2008)
- Examine the guidelines for family tuition assistance to verify adequacy or propose necessary changes. (Fall, 2008)

ADVANCEMENT AND COMMUNICATIONS

*“Catholic school has taught me to respect others’ beliefs and differences.”
6th Grader – School of the Incarnation*

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

- Increase the amount of income generated from the Annual Fund Drive by 10% annually, including the development of a comprehensive communication plan that all stakeholders, including the constituent parishes, will support. (starting Spring, 2008)

- Raise funds for the design and construction of a middle school wing courtyard. (Spring, 2009)

- 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. (Fall, 2008)

- In collaboration with the Board of Pastors, develop a comprehensive communication plan to increase awareness of school programs and needs in the six constituent parishes and their surrounding communities. (Fall, 2008)

Attachment I

SUBJECT	RECOMMENDATION	2007			2008			2009			2010		
		Spr.	Sum.	Fall	Spr.	Sum.	Fall	Spr.	Sum.	Fall	Spr.	Sum.	Fall
Academic and Extracurricular Programs													
	Expand the curriculum mapping initiative to enhance curriculum and instruction in all content areas	Ongoing											→
	Develop school-wide consensus maps in all content areas and provide published maps of all subjects		X			X			X				
	Use assessment data from the Stanford 10 testing program to inform curriculum decisions. Identify any areas of potential curriculum or instructional concerns each summer to assist with instructional planning for the new school year	Ongoing											→
	Establish Science and Technology clubs to complement the curriculum and provide students with opportunities to develop talents and interests in these areas						X						
	Expand the current accelerated reading program to include cross-curricular content and projects in order to more effectively meet the needs of students identified with advanced academic skills						X						
	Expand the role and membership of the Athletic Association to continue development of the Middle School interscholastic athletic program and an intramural program for Grades 3-8		X										
	Re-establish the Middle School Drama Club							X					
	Identify a team of teachers to participate in professional development opportunities						X						
	Complete an annual needs survey with all faculty and staff each spring in order to plan a professional development agenda for the following school year				X			X				X	
	Hire a Coordinator of Curriculum and Professional Development									X			
Facilities and Equipment													
	Create and update a facilities check-list for “end of year” and “beginning of year” items				X			X				X	
	Create an electronic archive of service plans, warranties, and owner’s manuals				X								
	Collaborate with the Athletic Association to create an irrigated field suited for competitive											X	

SUBJECT	RECOMMENDATION	2007			2008			2009			2010		
		Spr.	Sum.	Fall	Spr.	Sum.	Fall	Spr.	Sum.	Fall	Spr.	Sum.	Fall
	sports												
	Identify and assess options to expand the kitchen facilities to meet the demand of the increasing number of students enrolled				X								
	Reconvene the School Technology Committee to update the School's technology plan in accordance with Archdiocesan guidelines			X									
	Update the School's Technology Plan in accordance with Archdiocesan requirements			X									
	Increase the use of technology by students in the classroom with the purchase of a full classroom complement of laptop computers for the intermediate grade students (Grades 3-5)							X					
Finance													
	Investigate and propose ways to increase non-tuition revenue							X					
	Ensure excess unrestricted funds are invested within the interparish loan fund	Ongoing	→										
	Designate a portion of Home and School Association revenue toward specific projects to be determined by School needs				X								
	Develop a capital reserves schedule in accordance with analysis performed by an outside contractor				X								
	Explore alternatives to the current staff/teacher salary scale, develop a proposal to be presented to the School Board and subsequently to the Board of Pastors, and implement the approved proposal as part of the 2008-2009 school budget			X									
	Examine faculty and staff tuition benefits						X						
	Examine the guidelines for family tuition assistance						X						
Advancement and Comm-unications													
	Increase the amount of income generated from the Annual Fund Drive by 10% annually, including the development of a comprehensive communication plan that all stakeholders, including the constituent parishes, will support				X								
	Raise funds for the design and construction of a middle school wing courtyard							X					
	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						X						
	In collaboration with the Board of Pastors,						X						

SUBJECT	RECOMMENDATION	2007			2008			2009			2010		
		Spr.	Sum.	Fall	Spr.	Sum.	Fall	Spr.	Sum.	Fall	Spr.	Sum.	Fall
	develop a comprehensive communication plan to increase awareness of school programs and needs in the six constituent parishes and their surrounding communities												

