# St. Paul Parish School
# Five Year Strategic Plan

**2008-2009**

**to**

**2013-2014**

Adopted by the
School Advisory
Council in Spring 2009

# Acknowledgements

The creation of this plan has been a true school community effort.  We would not have been able to create this Plan without the support from all of those who participated in our activities.

We would like to extend our gratitude to the members of the School Advisory Council who guided the development of the Plan:

| | | |
|---|---|---|
| Fr. Steve Clovis | Chris Storment | Sherilyn Schwartz |
| Kelli Braud | Kellie Sherman | Andy Storment |
| Jon Anderson | Erica Pifer | Kelly Hughes |
| Julie Foster | Laurie Melendy | |
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# Why create a strategic plan?

This plan is a guide for the St. Paul Parish School community to use as they work towards a common mission. It outlines: (1) the issues St. Paul Parish School faces today, (2) where St. Paul Parish School wants to be in five years, and (3) how St. Paul Parish School can fulfill its mission. St. Paul Parish School's previous strategic plan was created in 1998, and in 2008, the School Advisory council recognized the need to update the plan to reflect and prepare for the current and future challenges the school faces.

~St. Paul Parish School Mission~

*"St. Paul Parish School provides a Catholic education fostering the spiritual, intellectual, physical, and social development of each student in a safe and nurturing environment."*

This plan recognizes and addresses the issues and challenges St. Paul Parish School faces, and provides guidance about the following categories:

- **Curriculum**
- **Facilities**
- **Budgets**
- **Communications**
- **Student Enrichment**
- **School Culture**

# How was this strategic plan created?

The success of the strategic plan hinges on the ability of the school to effectively involve a broad range of stakeholders and align this process with the accreditation efforts. Substantive input and buy-in from a diversity of interests ensures that this plan reflects the highest priorities of the school. The planning process included four activities:

**Activity #1:   Stakeholder Interviews**

| | |
|---|---|
| *When:* | October 2008 |
| *Who:* | School staff, Parish Administrator, Parishioners |
| *How:* | Phone interviews |
| *What:* | Participants identified school's strengths and issues. |

**Activity #2:   St. Paul Parish School Community Survey**

| | |
|---|---|
| *When:* | November 2008 |
| *Who:* | Parents and school staff |
| *How:* | Online survey disseminated via email |
| *What:* | Survey respondents (1) prioritized the importance of issues identified during the stakeholder interviews, (2) responded to questions concerning enrollment size and uniform policy, and (3) answered accreditation questions. |

**Activity #3:   School Community Workshop**

| | |
|---|---|
| *When:* | November 2008 |
| *Who:* | Parents and school staff |
| *How:* | Families with children attending St. Paul Parish School were invited to attend an interactive workshop |
| *What:* | Participants discussed key issues identified from the community survey, and provided their ideas for addressing the issues. |

**Activity #4:   School Advisory Council Meetings**

| | |
|---|---|
| *When:* | October 2008 ~ April 2009 |
| *Who:* | School Advisory Council (SAC) |
| *How:* | Series of meetings & email correspondences |
| *What:* | SAC members refined goals, helped develop and prioritized action items, and reviewed and adopted the final plan. |

# What are the key issues?

Throughout the planning process, participants addressed issues and concerns for the future of St. Paul Parish School. This plan directly addresses most of these key issues; however, some of the issues are being considered on a continual basis by the school and its staff and therefore are not specifically addressed with an action item in this plan.

Key issues include:

### Facilities
- Lack of a long-term plan for facilities
- Improvements to the middle school needed
- Lack of adequate gym facilities
- Lack of non-classroom space (e.g., library, after-school care room, tutoring room, etc.)
- Lack of classroom space (e.g., computer room)

### Budgets
- No plan for asset replacement
- Limited budget for routine maintenance
- Limited contingency fund
- Operating expenses are partially covered by non-tuition funds

### Curriculum
- Curriculum needs to be updated (beyond textbooks, i.e., science program)
- Lack of specialized opportunities for gifted students
- Limited use of technology and few computer class offerings
- Limited foreign language program
- Limited arts program
- Limited capacity to help children with special needs

### Student Enrichment
- Limited non-sports, after-school offerings

### Public Relations/Communications
- Limited use of technology for parent/teacher communication
- Website design and functionality is several years old
- Limited readership of the Voyager
- Limited communication to the Eugene/Springfield community

# What is the framework of this plan?

This strategic plan provides a concrete, specific plan of action that will empower and guide St. Paul Parish School toward achieving its mission. This plan has three parts: Goals, Strategies, and Actions.

**Goals:** The six goals provide a statement of intent regarding *Curriculum, Facilities, Budget, Communication, Student Enrichment, and School Culture*. Each goal of this plan has strategies that will help achieve the goal.

**Strategies:** The ten strategies provide a conceptual framework or method for how the goals can be achieved.

**Actions:** This plan has 31 specific actions that are "do-able," "assignable," and "measurable" for implementing the strategies. There are three components to each action item described below:

> **Lead:** The assigned person/committee responsible for ensuring the action is implemented
>
> **Partner:** Person/committee assisting the lead with implementation
>
> **Timeline:** States when the action should be completed; the timeline, however does not imply the level of importance
>
> *The timelines are subject to change, depending on additional funding or changes in priority!*

## Our Goals

**Goal 1 (Curriculum):** Provide educational opportunities for all levels of students

**Goal 2 (Facilities):** Ensure facilities are safe, age-appropriate, and provide an environment that supports curriculum and activities

**Goal 3 (Budget):** Develop a budget that relies on diversified funding strategies and meets school operating needs

**Goal 4 (Communication):** Diversify strategies to strengthen communications with and among parents, parishioners, teachers, staff, students, and the greater community

**Goal 5 (Student Enrichment):** Facilitate and support student enrichment activities

**Goal 6 (School Culture):** Promote and maintain a school culture that is grounded in the Catholic values of community

*All lists of Goals, Strategies, and Actions are listed on page 8 though 12*

# How do we make it happen?

The goals, strategies and action of this plan provide a framework to help St. Paul Parish School achieve its mission.  Four key components are necessary to keep the plan active and meaningful:

**(1)  Strong leadership**
Strong leadership is essential to ensure that the efforts being implemented are in line with the goals of the plan.

**(2)  School stakeholders' involvement**
Implementation of items in this plan requires substantial buy-in, involvement, and support from the school's stakeholders.

**(3)  Systematic monitoring**
Systematic monitoring will track progress of this plan and help identify needed changes.

**(4)  Update**
To ensure congruency with the needs of the school, this plan should be updated every five years.

This section describes the structure and process to ensure successful plan implementation and monitoring.  Key players include: School Advisory Council, Leads and Partners, and School Stakeholders
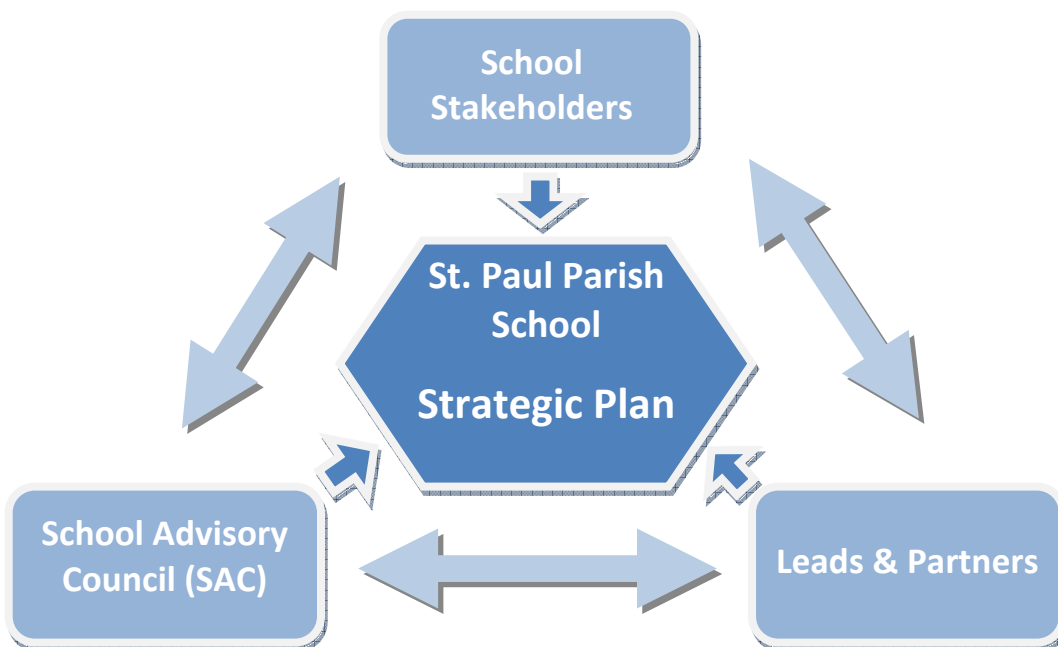
### School Advisory Council (SAC)

The School Advisory Council (SAC) will play a significant role in implementing this plan.  SAC will serve as the governing body of this plan, and ensures the progress of action items are in accordance to the timeline. In general, SAC will be responsible for:

- Monitoring the progress of the overall plan
- Creating a yearly work plan based on identified action items
- Effectively communicating with the leads to ensure action items are carried out according to the timeline
- Making  modifications and updates to the plan when necessary
- Ensuring new members of SAC and leads are introduced to the plan

### Leads and Partners

Each action item has been assigned a "lead" and "partner(s)."  The lead, whether a person or a committee, is responsible for taking the steps necessary to implement the action item; and the partners are responsible for assisting the lead with their responsibilities.  In general, the lead will be responsible for:

- Making sure that individual actions contained in the plan are accomplished
- Involving partners and volunteers in the implementation of the action item
- Monitoring the progress of the action item
- Closely communicating with the SAC on progress of the implementation

### School Stakeholders

School stakeholders are the heart of this plan.  For this plan to be truly successful, the school stakeholders need to:

- Support leads and partners in the implementation of the action items
- Provide feedback, issues, and concerns to update the plan and keep it consistent with community needs

## Budget Factors

Many action items listed in this plan impact the school's budget in one way or another. Implementation of some of the action items will require substantial budgetary support. St. Paul Parish School's Budget and Finance Committee will be working closely with the lead members and SAC to determine and consider adequate resources necessary in implementing the action items.

# Goal 1: Curriculum

*Provide educational opportunities for all levels of students*

## Strategy 1.1  Ensure students of all academic levels are challenged and are provided with opportunities

|  | Lead | Partners | Timeframe (yrs) |
|---|---|---|---|
| 1.1.1<br>Create a plan to identify and support gifted students | Principal | Staff Members | 1 to 2 |
| 1.1.2<br>Expand staff support in grades 5-8 | Principal | Staff Members & B&F Comm.[1] | 1 to 2 |
| 1.1.3<br>Consider placement of students according to academic level in some subjects | Principal | Staff | 3 to 4 |

## Strategy 1.2  Incorporate up-to-date technology into classroom

|  | Lead | Partners | Timeframe (yrs) |
|---|---|---|---|
| 1.2.1<br>Evaluate classroom technology and determine needs every two years | Principal | Staff Members, B&F Comm. | 3 to 4 |

[1]Budget and Finance Committee

# Goal 2: Facilities

*Ensure facilities are safe, age-appropriate, and provide an environment that supports curriculum and activities*

### Strategy 2.1   Develop and implement long and short-term facilities plans

|  | Lead | Partners | Timeframe (yrs) |
|---|---|---|---|
| 2.1.1 Prioritize facility needs based on building evaluation | Facilities Chair | Principal, Pastor, Custodian | 1 to 2 |
| 2.1.2 Create maintenance plan for indoor and outdoor facilities | Facilities Chair | Principal, Pastor, Custodian | 1 to 2 |
| 2.1.3 Evaluate upper wing for improvements | Facilities Chair | Principal, Staff | 1 to 2 |
| 2.1.4 Create a plan and timeline to build a new gym | Facilities Chair, Budget & Finance Chair | Pastor, Principal, SAC | 1 to 2 |
| 2.1.5 Determine use for excess property | Pastor, Principal | SAC, Staff | 1 to 2 |
| 2.1.6 Annually update furniture replacement plan | Principal | Staff | 1 to 2 |

### Strategy 2.2   Update, remodel, or build new facilities

|  | Lead | Partners | Timeframe (yrs) |
|---|---|---|---|
| 2.2.1 Identify short-term solutions for issues with the existing gym | Facilities Chair, Principal | SAC, Staff | 1 to 2 |
| 2.2.2 Evaluate technology infrastructure | Principal | IT[2] Support Staff | 2 to 3 |
| 2.2.3 Remodel upper wing | Facilities Chair | Staff | 4 to 5 |
| 2.2.4 Identify future potential uses (or opportunities) for the existing gym facility | Pastor, Principal | SAC, Staff | 5 |
| 2.2.5 Remodel staff office space | Principal | Staff | 5 |

[2]Information Technology

# Goal 3: Budget

*Develop a budget that relies on diversified funding strategies and meets school operating needs*

### Strategy 3.1  Develop financial plan and expand school revenue

|  | Lead | Partners | Timeframe (yrs) |
|---|---|---|---|
| 3.1.1 Evaluate relationship with organizations that use the facility (e.g., Pop Warner and Kidsports) | Pastor, Principal | Athletic Director | 1 to 2 |
| 3.1.2 Create a prioritized plan for asset replacement | Budget & Finance Chair | B&F Comm[3]., Staff, SAC | 2 to 3 |
| 3.1.3 Conduct a capital campaign feasibility analysis for facilities needs | Pastor, Principal, Budget & Finance Chair | B&F Comm., SAC Members | 2 to 3 |
| 3.1.4 Increase level of capital/contingency reserves to $200,000 | Pastor, Principal, Budget & Finance Chair | B&F Comm., SAC | 5 |

[3]Budget and Finance Committee

# Goal 4: Communication

*Diversify strategies to strengthen communications with and among parents, parishioners, teachers, staff, students, and the greater community*

### Strategy 4.1  Incorporate technology into school communications

|  | Lead | Partners | Timeframe (yrs) |
|---|---|---|---|
| 4.1.1<br>Upgrade website and designate a webmaster | PR Chair & Principal | PR Comm[4]., IT & Admin[5] Staff | 1 to 2 |
| 4.1.2<br>Utilize technology for mass information sharing | PR Chair & Principal | PR Comm., IT & Admin Staff | 1 to 2 |
| 4.1.3<br>Distribute the Voyager electronically | PR Chair & Principal | PR Comm., IT & Admin Staff | 1 to 2 |
| 4.1.4<br>Explore an emergency text message system | PR Chair & Principal | PR Comm., IT & Admin Staff | 2 to 3 |
| 4.1.5<br>Investigate web-based gradebook systems (i.e., progress report, gradebook) | Principal | Staff, SAC Members | 2 to 3 |

### Strategy 4.2 Increase awareness of school operations

|  | Lead | Partners | Timeframe (yrs) |
|---|---|---|---|
| 4.2.1<br>Enhance the school's annual report to include updates on budget, facilities, public relations, parent-teacher relationships, curriculum, student enrichment, and spiritual themes | Principal, Budget & Finance Chair | SAC Members, B&F Comm., Staff | 1 to 2 |
| 4.2.2<br>Distribute school's annual report | Principal, Budget & Finance Chair | Principal, B&F Comm. | 1 to 2 |

### Strategy 4.3  Increase awareness of the school within the Eugene/Springfield Community

|  | Lead | Partners | Timeframe (yrs) |
|---|---|---|---|
| 4.3.1<br>Create a public relations and marketing plan | PR Chair & Principal | PR Comm. | 2 to 3 |

[4]Public Relations Committee
[5]Information Technology and Administrative

# Goal 5: Student Enrichment

*Facilitate and support student enrichment activities*

### Strategy 5.1   Identify enrichment topics/areas in which students would want to be involved

|  | Lead | Partners | Timeframe (yrs) |
|---|---|---|---|
| 5.1.1<br>Conduct annual student/parent interest survey | Student Enrichment Chair | SE Comm[6]., SAC Members | 1 to 2 |
| 5.1.2<br>Pursue collaboration with local Catholic schools | Pastor, Principal | SE Comm., Staff | 3 to 4 |

[6]Student Enrichment Committee

# Goal 6: School Culture

*Promote and maintain a school culture that is grounded in the Catholic values of community*

### Strategy 6.1  Provide opportunities for increased fellowship

|  | Lead | Partners | Timeframe (yrs) |
|---|---|---|---|
| 6.1.1<br>Increase turnout for social activities for parents and students | PTC Chair | PTC Comm[7]., All Stakeholders | 1 to 2 |
| 6.1.2<br>Increase turnout for social activities for parishioners, parents, and students | PTC Chair | PTC Comm., All Stakeholders | 1 to 2 |
| 6.1.3<br>Include alumni in school social events | PTC Chair | PTC Comm., All Stakeholders | 5 |

[7] Parent Teacher Communication Committee

# Action items by lead and timeline

### Principal

| | | |
|---|---|---|
| 1.1.1 | 1.1.2 | 1.1.3 |
| 1.2.1 | 2.1.5 | 2.1.6 |
| 2.2.1 | 2.2.2 | 2.2.4 |
| 2.2.5 | 3.1.1 | 3.1.3 |
| 3.1.4 | 4.1.1 | 4.1.2 |
| 4.1.3 | 4.1.4 | 4.1.5 |
| 4.2.1 | 4.2.2 | 4.3.1 |
| | 5.1.2 | |

### Facilities Chair

| | |
|---|---|
| 2.1.1 | 2.1.2 |
| 2.1.3 | 2.1.4 |
| 2.2.1 | 2.2.3 |

### PR Chair

| | |
|---|---|
| 4.1.1 | 4.1.2 |
| 4.1.3 | 4.1.4 |
| | 4.3.1 |

### Budget and Finance Chair

| | |
|---|---|
| 2.1.4 | 3.1.2 |
| 3.1.3 | 3.1.4 |
| 4.2.1 | 4.2.2 |

### Student Enrichment Chair

5.1.1

### Pastor

| | |
|---|---|
| 2.1.5 | 2.2.4 |
| 3.1.1 | 3.13 |
| 3.1.4 | 5.1.2 |

### PTC Chair

6.1.1

6.1.2

6.1.3

| Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---|---|---|---|---|
| 1.1.1  1.1.2  2.1.1 | 2.2.2 | 1.1.3 | 2.2.3 | 2.2.4 |
| 2.1.2  2.1.3  2.1.4 | 3.1.2 | 1.2.1 | | 2.2.5 |
| 2.1.5  2.1.6  2.2.1 | 3.1.3 | 5.1.2 | | 3.1.4 |
| 3.1.1  4.1.1  4.1.2 | 4.1.4 | | | 6.1.3 |
| 4.1.3  4.2.1  4.2.2 | 4.1.5 | | | |
| 5.1.1  6.1.1  6.1.2 | 4.3.1 | | | |

*Action Item Timeline*