

Updated 08/01/2017

# Saint Malachy School

## Strategic Plan



FAITH IN OUR FUTURE

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## Introduction

Catholic Education officially began at St. Malachy in Rantoul on September 8, 1914. Its beginnings sprang from the vision, faith and generosity of Mrs. Catherine Donovan, together with ninety-eight families of St. Malachy Parish. Donovan Memorial School, as it was named, served the Rantoul community for forty-eight years. The Dominican Sisters of Springfield, Illinois were engaged as teachers and have continued to serve throughout its 100 years of existence.

In 1962, Donovan Memorial School was replaced by a new structure, which was named St. Malachy School, in honor of the parish patron saint, and the tradition and service envisioned by Mrs. Donovan continued to grow. The legacy of service through Catholic education has continued to flourish, and in 1991 we completed an expansion to our school that provided additional classrooms, a commons area and a community room. Again in 2006, St. Malachy completed another addition with our "Opening New Doors" capital project that provided a more adequate gym; an early childhood learning area; a science/art lab; and a larger computer lab.

St. Malachy School strongly believes in educating children to strive for excellence in their God-given talents. The curriculum is geared for opportunities to build self-identity, self-worth, self-esteem, as well as self-discipline in students. The goal of St. Malachy School is to intertwine Christian values within the school's curriculum, and with the combined effort of parents, faculty, religious and parish, help form the personal character of our students; helping them understand and accept the responsibilities of citizenship and realize the strength of Catholic education.

St. Malachy School could not be what it is today without the hard work and sacrifice of those who have gone before us. We have engaged in this strategic planning process not to negate the contributions of previous generations, but with the confident conviction that St. Malachy School can do even more and be even a greater blessing to its students and the local community in the years ahead. In order to remain truly faithful to our Catholic mission, St. Malachy School needs to adapt in response to contemporary circumstances and challenges. It is dynamic fidelity to our rich heritage that we seek to achieve through this strategic plan.

The following stakeholders have guided the strategic planning process at St. Malachy School as members of the steering committee:

Kim Clifford  
Shelley Craft  
Kenny During  
Fr. Joel Phelps  
John Graham  
Kevin Hedrick

Rick Humphrey  
Tom Iorio  
Amy Leng  
Amy Mayer  
Heather Magrini  
Joe Murray

Pat Quinlan  
Carol Sadlek  
Phil Warner  
Vanessa Martinez  
Stacie Gianessi

The following pages outline the St. Malachy School Strategic Plan developed by the steering committee. We believe that a successful strategic plan requires broad input from within and even outside of the school community. We therefore invite you to share your reactions and suggestions regarding the strategies we have identified in the plan so that we can further refine and improve our school in the months and years ahead.

## ***Mission***

**St. Malachy School Mission:** To provide an educational opportunity for each student of St. Malachy School to mature spiritually, intellectually, culturally, socially and physically.

## **Vision**

In partnership with the Diocese of Peoria, St. Malachy Parish, faculty, parents and the area community; St. Malachy School will graduate students whose standards reflect the values instilled by quality Catholic education.

## **SWOT Analysis**

*SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis guides the planning team with identifying the positives and negatives of your school's current reality. Developing a full awareness of your situation can help with both strategic planning and future decision-making. A SWOT analysis provides additional context for planning decisions. The SWOT analysis will help you plan for the future by articulating how the school operates right now. It will reveal trends, irregularities, limitations, and opportunities. To perform a SWOT analysis, gather information about the school's strengths and weaknesses, services, programs, activities, staffing, and finances. This can be done via self-assessment by the planning team and/or by gathering input from other stakeholders through a survey or focus groups.*

**Catholic Identity:** Our faith education program for students is led by a DRE, Sr. Paulette Joerger, a Dominican Sister. Each grade from K-8th has religious education taught by our practicing Catholic teachers, who have been trained to teach catechetical programs. Our ACRE scores are strong, due to the fact that 72 % percent of our K-8 students are Catholic. We hold numerous prayer services during the school year and have a strong Catholic presence in our school. Having Dominican Sisters active in our school and the pro-active visible presence of our pastor has a wonderful faith impact on our students and staff. We also, have a new priest this year.

**Academics:** St. Malachy has a traditional PreK – 8<sup>th</sup> grade academic program. We offer small class sizes and differentiated instruction. Our newly expanded preschool program, Tiger Cub Academy, is taught by 2 lead teachers with the assistance of two teacher's aides. In grades K – 8 there is 1 teacher per grade level (except 2<sup>nd</sup> & 3<sup>rd</sup> grades are combined). As part of our educational program, each grade level participates in PE, Music, Spanish, Library and Computers. Through the public school system, we offer Title 1/RTI services for those students who qualify. In 2014-2015 school year, all grades scored at or above their grade level. (Grade 4 scored two grades above level & Grade 5 scored one grade above level.) St. Malachy School is highly regarded in the Rantoul community and our students are proud to be St. Malachy alums. Data collected from the local schools reflect that St. Malachy students are highly successful in high school.

**Enrollment:** We have tracked enrollment for the past several years. There was a slight decrease in enrollment for the current school year, mainly due to job transfers. However new students helped to make up the difference in enrollment. This academic year we have enrolled 17 new preschoolers and 16 ne K-8 students. We have had an increase in Latino enrollment, enrolling 7 students last year and 4 so far this year. We are implementing new programs to help with this. (ex. Parent ambassador program/Madrinal Model, ESL resources and professional development, Bi-lingual literature, and also having a translator and bi-lingual pastor available if needed).

**Marketing:** St. Malachy currently has an active Marketing Committee of 6 which include the Director of Stewardship, parents, grandparents and parishioners. The committee has been active for the last 6 years. In that time the committee has accomplished many things. The committee has developed a yearly marketing plan using some of the marketing resources provided by the Diocese.

**Development:** A new Director of Stewardship was hired in August 2017. An Annual Fund Drive was established in 2013 among other things. We hold two major fundraisers during the academic year, the *Fall Fest* and the *Spring Auction*.

**Facilities:** St. Malachy School is a well maintained structure, yet there are projects that need to be addressed in the near future. (roof, upgrading of lighting, students furniture, etc.) Areas of the school are 10 yrs old (gym, preschool, Kindergarten, music room, science and computer lab). Our computer lab is one of our strengths but the lab needs upgrading; as well as our Science lab.

**Finances:** The school is operating at a small deficit but is able to operate with the help of generous donors and hard work through fundraising. The school finance committee has been working on ways to cut spending and increase revenue.

## Catholic Identity

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Each topic area (Catholic Identity, Academic Excellence, Enrollment Management, etc.) of the strategic plan will have one or more goals. Goals are a clear statement of the mission, specifying the accomplishments to be achieved if the mission of the school is to be realized. Goals should be SMART (Specific, Measurable, Attainable, Realistic, and Time-bound). For example, a goal might state: "By 2016, the enrollment in the school will increase by 10 percent." Action steps are even clearer statements of the specific activities required to achieve the goals, starting from the current status and moving toward the preferred future.

Complete the following table(s). Add more goals if needed.

<b>Goal #1:</b> During the 2017-18 school year, with a new priest we will continue to support and foster religious vocations.					
<b>Action Steps</b>	<b>Timeframe</b>	<b>Person(s) or Group Responsible</b>	<b>Projected Completion Date</b>	<b>Estimated Cost</b>	<b>Funding Source</b>
<p><b>1. Vocational Awareness-</b></p> <p>Every Thursday from August through May, Father Phelps will teach a short lesson in each class/grade. shadow one student a week from a different grade level.</p> <p><i>Annual Visits-</i></p> <ul style="list-style-type: none"> <li>-Father Phelps will meet with male students in grades 7<sup>th</sup>-8<sup>th</sup> to discuss the vocation of priesthood.</li> <li>-Visit from seminarians to discuss Emmaus Days and provide information for students &amp; parents.</li> <li>- The Dominican Sisters will meet with female students in grades 5<sup>th</sup>-8<sup>th</sup> to discuss their religious vocation and invite those entering 6<sup>th</sup>-8<sup>th</sup> grade to join them at the Dominican Faith Camp at Sacred Heart Convent.</li> </ul> <p><i>"Adopt a Seminarian"</i>- Support our adopted seminarian through a variety of activities (Skyping, sending letters &amp; gifts, praying, and visiting with, etc)</p> <p><i>St. Therese Novena for Vocations-</i> For 9 days the whole school will participate in a novena for the increase of religious vocations.</p>	<p>Annually (August-May)</p>	<p>Fr. Phelps; Dominican Sisters; Principal: Catholic Identity Committee</p>	<p>On-going</p>	<p>\$0</p>	<p>N/A</p>



<b>Goal #2:</b> Continue our school-wide Community Service Program where students serve their communities.					
<b>Action Steps</b>	<b>Timeframe</b>	<b>Person(s) or Group Responsible</b>	<b>Projected Completion Date</b>	<b>Estimated Cost</b>	<b>Funding Source</b>
1. Research potential organizations/projects, develop a calendar to designate those responsible, and gradually introduce each grade level	Annually (August-May)	Staff; Catholic Identity Committee	On-going	\$0	N/A
2. Senior Luncheon- On the 3 <sup>rd</sup> Thursday of each month, student in grades 7th will make invitations, 5th-6th grade students will serve meals and visit with community members, while students in grades PreK-4 <sup>th</sup> will perform songs or skits for entertainment.	Annually (August-May)	Staff; Catholic Identity Committee	On-going	\$20/month (Students are served the same lunch that day)	Donations
3. Service Projects-Can Food Drive, Pajama Drive for local pediatrics hospital, stocking shelves at the local food pantry, visiting the local nursing home, decorating gift bags, etc.	Annually (August-May)	Staff; Catholic Identity Committee	On-going	\$0	N/A

## Academic Excellence

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Complete the following table(s). Add more goals if needed.

<b>Goal #1:</b> Continue to 100% of Pre K – 8 <sup>th</sup> grade students to participate in Spanish, beginning in August of 2016.					
<b>Action Steps</b>	<b>Timeframe</b>	<b>Person(s) or Group Responsible</b>	<b>Projected Completion Date</b>	<b>Estimated Cost</b>	<b>Funding Source</b>
1. Assign staff	August 2016-present	Principal	Completed; On-going	\$0	N/A
2. Determine schedule	August 2016-present	Principal	Completed; On-going	\$0	N/A

3. Develop curriculum	August 2016-present	Assigned Staff	Completed On-going	\$0	N/A
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<b>Goal #2: Continue to upgrade our Technology plan during the 2017-18 school year.</b>					
<b>Action Steps</b>	<b>Timeframe</b>	<b>Person(s) or Group Responsible</b>	<b>Projected Completion Date</b>	<b>Estimated Cost</b>	<b>Funding Source</b>
1. Survey needs of teachers/staff	August 2016 & May 2017	Administration	May 2017	\$0	N/A
2. Feasibility Study -Infrastructure	August 2016	Patty Graham, Fr. Phelps	August 2017	\$0	Henry Smith Trust; School Budget; Private Donations
3. Create priority list for upgrades	May 2016 "On-Going"	Committee of teachers, Patty Graham	August 2017	\$0	N/A
4. Staff will receive Chrome Books and Professional Development for Google Classroom	August-May	Administration Patty Graham	August 2017	Apx. \$1000	

<b>Goal #3: Administration and faculty will analyze curriculum to ensure it is aligned.</b>					
<b>Action Steps</b>	<b>Timeframe</b>	<b>Person(s) or Group Responsible</b>	<b>Projected Completion Date</b>	<b>Estimated Cost</b>	<b>Funding Source</b>
1. Study: <i>"What does a freshman look like?"</i>  -Meet with local educators to ensure our curriculum aligns with their requirements. (ex. Rantoul Township High School, & St. Thomas More) -Collect samples of curriculum & analyze data from our former 8 <sup>th</sup> graders (assessments) to see if they are "on track"	2016-2017	Education Committee; Faculty; Administration	May 2017	\$0	N/A
2. Compare the collected data and make necessary changes.	2017-2018	Education Committee; Faculty; Administration	On-Going	\$0	N/A
3. Track former eight graders, during the school year (assessment scores, classes enrolled in, etc.)	2017-18	Education Committee; Faculty; Administration	On-Going	\$0	N/A

**Goal #4:** Upgrade computers and other technology hardware.

Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
1. Purchase faculty laptops and other necessary hardware and software.	2017-2018	IT Specialist	May 2018	\$10,000	Auction Proceeds
2. Purchase Chrome Books for faculty & provide professional development for Google Classroom.	2017-2018	IT Specialist	May 2018	\$10,000	Auction Proceeds

**Goal #5:** Provide Chromebooks for students to become 1:1 in the classroom.

Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
1. Research and develop a 5 yr. technology plan to maintain & upgrade network, firewall, lab/ software & hardware. In-service Faculty	2016-2017	IT Specialist; Education Committee; Technology Committee	On-going	\$0	N/A
2. Complete a cost and benefit analysis of desktops versus notebooks versus tablets	2016-17	IT Specialist; Education Committee Technology Committee;	On-going	\$0	N/A
3. Purchase Chromebooks for Jr. High (6-8) students.	2018	IT Specialist	2018	\$23,000	Auction; Donations; Henry Smith Trust
4. Purchase Chromebooks for 3 <sup>rd</sup> – 5 <sup>th</sup> grade students.	2019	IT Specialist	2020	\$20,000	Auction; Donations; Henry Smith Trust
5. Purchase Chromebooks for 1 <sup>st</sup> – 2 <sup>nd</sup> grade students.	2020	IT Specialist	2021	\$14,000	Auction, Donations; Henry Smith Trust
6. Purchase Chromebooks for preschool – K students.	2021	IT Specialist	2022	\$14,000	Auction, Donations; Henry Smith Trust

**Goal #6:** Annual program to upgrade to electronic textbooks and software

Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
1. Purchase electronic textbooks and software as each grade receives their Chromebooks.	2018-2021	IT Specialist	2021	\$20,000	Centennial Committee, Golden Clover Club, Budget, HJS Trust
2. Annual purchase of electronic textbooks and	2018-2021		2021	\$20,000	Centennial Committee, Golden

software as each grade receives their Chromebook.		IT Specialist			Clover Club, Budget, HJS Trust
3. Professional Development	2017-18	IT Specialist; School Staff	2018: On-Going	\$5,000	Centennial Committee, Budget

## Enrollment Management (Student Recruitment & Retention)

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*Complete the following table(s). Add more goals if needed.*

<b>Goal #1:</b> Over the next 5 years, retain and recruit families from St. Malachy Parish, Rantoul, community, and surrounding areas (Fisher, Paxton, Ludlow, Gifford and Thomasboro).					
<b>Action Steps</b>	<b>Timeframe</b>	<b>Person(s) or Group Responsible</b>	<b>Projected Completion Date</b>	<b>Estimated Cost</b>	<b>Funding Source</b>
1. Analyze information regarding families who leave St. Malachy. Distribute mid-year satisfaction surveys during a Home & School meeting. Develop year-end surveys for families that are returning the following school year to ask for their suggestions for school improvement.	Have ready to go by the beginning of the 2017-2018 school year.	Marketing Committee; School Administration	On-going	\$0	N/A
2. Continue our Parent Ambassador Program- "Paw Pals": <ul style="list-style-type: none"> <li>• Guide families during the enrollment process (ex. FACTS application, school registration, Spalding scholarship, Financial Assistance</li> <li>• Serve as a resource for new families as they navigate their first year at St. Malachy School</li> <li>• Serve as a mentor and support system, pledging to stay with new families throughout the first year</li> <li>• Serve as the liaison with the principal</li> <li>• Give guided tours to new families</li> </ul>	Throughout the school year	Marketing Committee; School Administration ; Parents	On-going	\$0	N/A

**Goal #2:** Increase the enrollment in our preschool program and retain and maintain a higher retention rate for students transitioning to Kindergarten.

Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
1. Hire a full-time preschool teacher for our Tiger Cub Academy	2017-18 School Year	School Administration; Staff	August 2017	\$25,000	Auction Proceeds
2. Split the Tiger Cub Academy into two age groups with a 20 max per room (3-4 yrs & 4-5 yrs); 1 teacher and 1 aide for each classroom	2017-18 School Year	School Administration; Staff	August 2017	\$0	Auction Proceeds
3. Purchase 2 new signs to place outside of St. Malachy School & St. Elizabeth Parish	July 2017	Maintenance	July 2017	\$500	Auction Proceeds
4. Marketing with an Open House held to invite interested parents, new signage, newspaper advertisements,	February 2018 & May 2017	School Administration; Staff	Ongoing Annually	\$100	Auction Proceeds
5. Hold two annual family fun days for preschool age children and their parents	Fall 2017/Spring 2018	School Administration; Staff	Ongoing Annually	\$100	Auction Proceeds

**Goal #3:** Increase the enrollment of Hispanic/Latino students, who attend our parish and live in our community.

1. Continue our Madrina Program- <ul style="list-style-type: none"> <li>• Guide families during the enrollment process (ex. FACTS application, school registration, Spalding scholarship, Financial Assistance</li> <li>• Serve as a resource for new families as they navigate their first year at St. Malachy School</li> <li>• Serve as a mentor and support system, pledging to stay with new families throughout the first year</li> <li>• Serve as the liaison with the</li> </ul>	2017-18	Marketing Committee, Principal	Ongoing	\$0	Dominican Ministry Subsidy Grant, Tuition Assistance Fund
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principal <ul style="list-style-type: none"> <li>Give guided tours to new families</li> </ul>					
2. Continue to find opportunities to build relationships with the Latino community	Throughout the year	Pastor; Administration, Principal	On-going	\$0	
3. Hispanic Community Liaison. This person will be the information conduit on activities at the school and responsible for increasing the involvement of the Hispanic community at St. Malachy School. <ul style="list-style-type: none"> <li>Provide guidance under the Madrinal Program</li> <li>Oral and written translation when needed</li> <li>Aid staff members in translating newsletter, report cards, notes, etc.</li> <li>Aid secretary on translating handbooks, registration information, policies, etc</li> </ul>	2017-18 school year	Marketing Committee School Administration	On-going	\$4500	Service Hours/Tuition Credit

## Marketing

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*Complete the following table(s). Add more goals if needed.*

<b>Goal #1:</b> Increase community awareness of St. Malachy School to raise enrollment, funding and endowments.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
1. Purchase new yard signs for businesses and parents to display.	July 2017	Director of Stewardship; Marketing Committee.	Ongoing	\$1000	Budget
2. Create an information packet/newsletter to be distributed by local realtors and the Rantoul Chamber of	January 2018	Marketing Committee, Pastor,	Annual Update	\$1750	Budget

Commerce to new families, who are moving to the area.		Principal, Director of Stewardship, Home & School Rep, Staff, & Administrative Assistant.			
3. Create a comprehensive database on the school network of all St. Malachy alumni including as much contact information as available – with a requirement of at least a mailing and email address and year of graduation.	2017-2018; On-Going	Administration, Director of Stewardship, Parish Office staff & the Centennial Committee.	Ongoing	\$0	\$0
4. Submit pictures of activities and important events to Rantoul Press on a monthly basis.	2017-2018	The Marketing Committee	On-going		
5. Participate in the annual 4th of July Parade and town celebration “Rock the Runway” & carry the school banner	July 2017	The Marketing Committee; Booster Club	July 2017	\$0	

<b>Goal #2:</b> Continue to utilize our School Website and Social Media Plan that includes real-time information on tuition plans, financial assistance packages, academic and curriculum information, administration and teacher profiles, current sports schedules and academic excellence statistics for marketing purposes.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
1. Continue to update our new school website, Twitter, and Facebook.	July 2017- August 2018	Technology Director	On-going Update	\$0	Budget

## Development

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**Goal #1:** Under the direction of the new Director of Stewardship have a development fund of \$10 million dollars in twelve years from which earnings can be used to offset deficits.

Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
1. Constant reminders of use of memorials for school in general in the weekly church bulletin; personal attention to appropriate parishioners with significant means.	2017-2018	IT Director, Director of Stewardship, Parish Business Manager	On going	\$0	N/A

**Goal #2:** Reach out to the Alumni and Parishioners to increase involvement

Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
1. Quarterly Newsletters, emails, facebook	2017-2018	IT Director; Director of Stewardship; Parish Business Manager	On-going	\$200/postage	Henry Smith Trust

## Facilities

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**Goal #1:** Maintain outside grounds.

Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
1. Snow removal is contracted	2017-18	Pastor; Administrator; Maintenance	Ongoing	\$50/ hr as needed	Budget
2. Lawn maintenance is		Pastor;	Ongoing	\$15/hr as	

contracted	2017-2018	Administrator; Maintenance		needed	Budget
3. Maintain the landscaping and gardens	2017-18	"Garden Angels"	Ongoing	\$0	Volunteer

**Goal #3:** Annual program to replace classroom desks and chairs on an eight year schedule of 1 room per year.

Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
1. Annual purchase of desks and chairs - Begin with tables for Preschool & Kindergarten (16-17)	2015 to 2022 "On Track"	Pastor; Administrator; Maintenance	2015 to 2022 "On Track"	\$50,000	Budget

**Goal #4:** Replace kitchen equipment.

Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
1. Purchase new oven	Summer 2017	Pastor; Administrator; Cafeteria Manager	Summer 2017	\$5000	Auction; Donations; Budget

**Goal #5:** Construct new parking lot at 345 E. Belle Ave. and improve drainage and pave Grove St. parking lot.  
**\*\*On hold per funding**

Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
1. Bldg & Grounds Committee meeting to discuss action plan & determine if project can be partially done by volunteers & remainder contracted out.	2 years 2014-2016	Building and Grounds Committee	2 years On-going	\$155,000	Henry Smith Trust and Capital Improvement Drive
1. Develop plan and coordinate with Village of Rantoul for approvals and permits.					2014 "On Track"
2. Remove trees and roots at Belle Ave. lot and allow to settle.	2014 2015 (A year before paving)			\$10,000	Henry Smith Trust and Capital Improvement Drive
3. Construct drainage systems at both lots and place aggregate base at Belle Ave. lot.	2015 2016		2015 2016		Henry Smith Trust and Capital Improvement Drive
4. Bid paving of the lots and proceed with	2015 2017		2016 2017		Henry Smith Trust and

construction.					Capital Improvement Drive
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**Goal #6:** Install air conditioning in classrooms, modify heating, replace pneumatic heat control system, install hallways lights including ceiling tile replacement, classroom window blind replacement, asbestos removal, and paint exterior of building. **\*\*On hold per funding**

Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
1. Building and Grounds Committee meeting to discuss action plan and employ a mechanical engineer and architect.	5 years	Building and Grounds Committee	5 years	\$480,000	Henry Smith Trust and Capital Improvement Drive
2. Develop final plans and estimate of cost.					
3. Secure funds.					
4. Bid project and proceed with construction.					

**Goal #7:** Replacement of roof over science and computer labs, and library. **\*\*On hold per funding**

Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
1. Building and Grounds Committee meeting to discuss action plan and employ a structural engineer and architect.	6 to 10 years	Building and Grounds Committee	6 to 10 years	\$575,000	Henry Smith Trust and Capital Improvement Drive
2. Develop final plans and estimate of cost.					
3. Secure funds.					
4. Repaired any leaks as part of general maintenance.	Summer 2017-ongoing/as needed	Maintenance	Ongoing/as needed	\$500	Budget

## Finances

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*Each topic area (Catholic Identity, Academic Excellence, Enrollment & Marketing, etc.) of the strategic plan will have one or more goals. Goals are a clear statement of the mission, specifying the accomplishments to be achieved if the mission of the school is to be realized. Goals should be SMART (Specific, Measurable, Attainable, Realistic, and Time-bound). For example, a goal might state: "By 2016, the enrollment in the school will increase by 10 percent." Action steps are even clearer statements of the specific activities required to achieve the goals, starting from the current status and moving toward the preferred future.*

*Complete the following table(s). Add more goals if needed.*

<b>Goal #1:</b> Communicate to the parish and alumni the financial situation of school on a regular basis.
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<b>Action Steps</b>	<b>Timeframe</b>	<b>Person(s) or Group Responsible</b>	<b>Projected Completion Date</b>	<b>Estimated Cost</b>	<b>Funding Source</b>
1. Pastor discusses finances from the pulpit with specific needs describe including tuition assistance regularly.	2017-2018	Pastor and Director of Stewardship	On-going	\$0	N/A
2. Annual Appeal-Reach out to alumni and parishioners to seek involvement.	2017-2018	Director of Stewardship	On-going	\$0	N/A

**Goal #2: Slow the rate of tuition increases in coming years**

<b>Action Steps</b>	<b>Timeframe</b>	<b>Person(s) or Group Responsible</b>	<b>Projected Completion Date</b>	<b>Estimated Cost</b>	<b>Funding Source</b>
1. Research additional tuition sources from diocese and possibly nationally, particularly for Hispanic students -Apply for Dominican Hispanic Grant -	August-May 2017-2018	Director of Stewardship; Principal	On-going	\$500	Budget
2. Froze tuition for two years. -continue to hold two annual fundraisers to help keep tuition down.	2015-2017	Pastor; Principal; Finance Committee	On-going		HJS Trust; School funds
3. Set up a meeting to discuss tuition for the 2018-19 School Year	November 2017	Pastor; Principal; Finance Committee	January 2018		