

# 2019 – 2020 St. Teresa School Board Strategic Plan

## CURRICULUM AND TECHNOLOGY

-Develop survey tools and analyze data regarding how prepared our graduates are in key subject areas at local high schools by 2021.

-Develop recommendations for enhancing the English/Language Arts (ELA) curriculum by 2020, with an emphasis on writing.

-Investigate and pursue grants for the school, specifically for professional development, by 2021

-Evaluate the feasibility of a foreign language curriculum by 2023.

-Identify and schedule technology hardware infrastructure replacements, including workstations, smartboards and other needs, looking 5-6 years out and aligning with technology fee projections, by 2020.

-Support the administration with reviewing recurring costs of software licensing, eBooks, internet, phone, intercom, security systems, and printer agreements at end of contracts through 2023

-Analyze (through surveys, teacher input, etc) current technology tools (e.g. iPads) used by students and develop a plan for optimal use of these tools going forward by 2021.

-Aim for composite Iowa Test scores in Mathematics and English/Language arts to reach the 85<sup>th</sup> percentile nationally by 2022, which would allow for Blue Ribbon School application by 2023.

## BUILDING AND GROUNDS

-Use the Property Condition Assessment for the school, to develop and implement a “Facilities 5 Year Plan” addressing key repair and upgrade projects with budgeted costs for the school spanning 2020-2025.

-Fix-up projects: upgrades to stairwell, playground, downspouts, fences, and various painting projects

-Immediate repairs: atrium roof, STEM lab water intrusion, camera system, office lobby doors, kitchen appliances, intercom

-Capital improvements: kitchen, entire roof, boiler, HVAC, parking lot

-Work with the Development and Finance Committees to address whether a capital campaign is needed to finance any of the above projects.

-Prioritize projects, prepare plans as required for Diocese approval, obtain pricing, assist with coordinating and verifying the work, through 2023.

## PLANNING AND POLICY

-Update the board’s Long-Range Plan, sharing it with parishioners, donors and families through 2023.

-Review and update as needed all current school board policies ensuring that they meet the needs of the current educational environment and are in line with current diocesan educational policy by 2021.

-Review and update the current school board bylaws by 2021.

-Update the school board suspension policy to bring it in line with state law.

## MISSION EFFECTIVENESS

-Work with the Principal and Director of Religious Education to brainstorm and identify ways that Catholic Identity can be enhanced annually through 2023.

-Identify existing activities by updating the board’s annual Catholic Identity calendar

-Recommend initiatives to highlight National Vocations Awareness Week

-Work with the principal in implementing an annual and sustainable Character Education Program, gaining recognition as a School of Character, and eventually expanding this program to athletics by 2021.

-Identify three annual and sustainable service projects that benefit the school, parish, community and/or the diocese that involve some continuity.

-Work with the Principal and Director of Religious Education to research recommendations for prayer, retreat, and spiritual growth/professional development options for faculty and staff to participate in each school year annually through 2023.

-Work with the Director of Religious Education to support growth and enhancement of the Catechesis of the Good Shepherd program through 2023.

-Increase the number of nominations for each Heart of St. Teresa Award to at least 5 for each award by 2023.

-Explore the feasibility of being recognized as an Honor Roll School by the Cardinal Newman Society by 2022.

## COMMUNICATIONS AND ENROLLMENT

-Enhance use of social media platforms including Facebook, Twitter, and Instagram as vehicles to promote our school to families, parishioners, prospective donors, and the community through 2023, including possible advertising on social media platforms.

-Enhance the school website, including updated pictures and a promotional video by 2021.

-Publish the school newsletter at least bi-annually by 2021.

-Work to implement and expand a “drip campaign” to include a mailing project targeting families with young children ages 1-5 years. (e.g. holiday themed postcards, school updates, open house invitations, and baptismal cards by 2021.

-Increase K-8 enrollment back to 225 students by 2023.

-Increase and sustain K enrollment in the 20-25 students range by 2022. Develop initiatives to integrate Pre-K students more fully into the school community and encourage them to stay.

-Increase enrollment to 40-50 Pre-K 4-year-old students per year, in order to achieve sustained K enrollment of 20-25 students.

-Through the use of either surveys or focus groups of new families and other groups, assess the effectiveness of current enrollment initiatives and gather ideas for other initiatives, including Discover Catholic Schools Week each November.

-Create a template to assess enrollment/retention trends and develop targets for Pre-K through 8<sup>th</sup> grade over the past 5 years by 2021, and sustain this evaluation through 2023.

-Develop at least three initiatives to create a greater presence for St. Teresa School in the parish and community through 2023, emphasizing the faith and Catholic identity aspects of the school.

## DEVELOPMENT

-Establish a planned giving committee preferably comprised of professionals with appropriate finance backgrounds by 2023.

-Increase annual fund contributions by at least 5% per year through 2023.

-Coordinate with other organizations such as PTO, as well as the administration, faculty, staff, and building and grounds committee to develop “wish list” and other major purchase requirements through 2023.

-Develop a “fundraising calendar” guide for prospective donors outlining the various fundraising campaigns at St. Teresa School by 2021.

-Evaluate current donor and alumni databases and possibly consolidate them to optimize cost-effectiveness by 2021.

-Collect at least 100 accurate alumni e-mails/addresses from classes that graduated prior to 2009 each year through 2023.

## FINANCE

-Achieve a positive balance sheet for school revenue vs. expense for 3 consecutive years starting in FY 2020.

-Develop a more robust Tuition Assistance process, increasing total tuition assistance to \$35,000 by 2021, with a goal of having 7-10% of the school operating budget available for tuition assistance in 5 years.

-Aim for Extended Care, Lunch, and Pre-Kindergarten to be profitable for 3 consecutive years starting in FY 2020.

-Expect that 100% of school families paying “parishioner” tuition rates will contribute time, talent, and/or



St. Teresa Catholic School, an integral component of St. Teresa Church, serves the community by passing on the Catholic Faith and values while immersing the student within a Christ-centered environment. A continued partnership of St. Teresa Parish, families, and staff within a tradition of academic excellence will provide students the opportunity to learn about the Church's teachings, to incorporate them in their daily lives, and to take an active role in addressing social concerns. We are committed to the children and their families, who desire the best in Catholic education.