

## STRATEGIC PLAN REPORT ST. JAMES SCHOOL

The following is a  DRAFT is the  FINAL REPORT

**GOAL: MISSION**

**GOAL STATEMENT:** Ensure Catholic tradition and values are taught within a superior academic program.

**Strategy #A1 - Statement:** Uphold a cohesive parish/school teamwork.

CHECK YEAR OF IMPLEMENTATION					LIST SPECIFIC ACTIONS	
06-07	07-08	08-09	09-10	10-11	Action Step	Assigned to:
X					A1.1 Teach parishioners the role of the school within the parish [using traditions and Bishops' proclamations]. (Address during Catholic schools week in church)	Pastor and Principal
X					A1.2 Appraise current misunderstandings and through a variety of means impart correct information. (Bulletin board at church ; speaking at mass)	Principal and staff
X					A1.3 Encourage the priest's presence and public advocacy regarding the school. (Schedule weekly priest visit, even if brief)	Principal
X					A1.4 Incorporate students' presence in the parish activities, as age-appropriate, i.e. junior Catholic daughters, breakfasts, etc.	Principal and staff
X					A1.5 DRE/Staff meets regarding sacramental prep to improve organization and consistency. This should then be followed by meeting with parents. Implementation schedule as above.	Second grade teacher and parish DRE

**Strategy #A2 - Statement:** Continue hiring academically qualified teachers who are role models of their faith.

CHECK YEAR OF IMPLEMENTATION					LIST SPECIFIC ACTIONS	
06-07	07-08	08-09	09-10	10-11	Action Step	Assigned to:
X					A2.1 When selecting between qualified teacher applicants, give consideration to the applicant who is a practicing St. James parishioner, second priority to a practicing Catholic applicant, and third priority to a practicing Christian over a non-practicing Catholic applicant.	Principal
X					A2.2 Encourage staff participation in other faith- based activities.	Principal/Pastor

**Strategy #A3 - Statement:** Maintain students' community service and weekly liturgies.

CHECK YEAR OF IMPLEMENTATION					LIST SPECIFIC ACTIONS	
06-07	07-08	08-09	09-10	10-11	Action Step	Assigned to:
X					A3.1 Maintain community programs such as “adopt a grandparent”, food collection and toy drive.	Teaching staff
X					A3.2 Students serve at the Rainbow Family Luncheon or at a similar public event.	Principal/Marketing director
		X			A3.3 Create a yearly community service project outside of school (grades 4 and 5)	Teaching staff
X					A3.4 Invite parishioners to volunteer for service projects with the students. Implementation Ideas: Advertise in parish bulletin board; offer opportunities during Catholic Schools Week.	Principal/Staff

**GOAL: ACADEMICS**

**GOAL STATEMENT:** Provide a superior academic program distinguished by its Catholic character, learning outcomes and "specialty" curriculum.

**Strategy #B1 - Statement:** Offer age-appropriate, comprehensive technology education.

CHECK YEAR OF IMPLEMENTATION					LIST SPECIFIC ACTIONS	
Year 1	Year 2	Year 3	Year 4	Year 5	Action Step	Assigned to:
		X			B1.1 Investigate and provide a technology teacher. Provide for teacher in-service in technology.	Principal
	X				B1.2 Establish a technology advisory committee of parents.	Parents' Club
	X	X	X	X	B1.3 Budget for sufficient technology resources and teacher training.	Finance Committee
X					B1.4 Purchase interactive whiteboard (SMARTboard)	Principal
X					B1.5 Investigate price for portable computer lab	Academics Committee
X					B1.6 Continue to expand and integrate technology across the curriculum	Technology teacher and classroom teachers

**Strategy #B2 - Statement:** Distinguish the academic program further by offering one or more programs in addition to a superior core curriculum.

CHECK YEAR OF IMPLEMENTATION					LIST SPECIFIC ACTIONS		Assigned to:
Year 1	Year 2	Year 3	Year 4	Year 5	Action Step		
	X				B2.1	Research what local schools offer and determine "specialty" programs [art, music, bilingual education, technology, foreign language, "magnet school type offering"]	Academics Committee
				X	B2.2	Add distinguished co-curriculum activities for middle grades.	Academics Committee and teachers
	X				B2.3	Demonstrate learning through additional public performances (ie. Night of Notables, expand science fair)	Academics Committee and teachers
		X			B2.4	Provide for an artist in residence (Luke Zimmerman-children's artist)	Academics Committee
X					B2.5	Tap into Linfield Science dept for science demos	Academics Committee

**Strategy #B3 - Statement:** Define the scope of "student learning capabilities" the school can meet [gifted, challenged etc.].

CHECK YEAR OF IMPLEMENTATION					LIST SPECIFIC ACTIONS		Assigned to:
Year 1	Year 2	Year 3	Year 4	Year 5	Action Step		
X					B3.1	Secure all public school services the school is entitled to receive	Principal
	X				B3.2	Establish and expand the bilingual program to attract and service increased Hispanic enrollment.	Principal, Marketing Coordinator, and Spanish teacher
	X				B3.3	Evaluate the scope of the student abilities in both marketing and admissions [acceptance of new students]	Marketing coordinator and Principal
X					B3.4	Hire a Spanish teacher	Principal

**Strategy #B4 - Statement:** Structure the after-school program to both expand learning opportunities and to be conducted during hours compatible with working parent schedules.

CHECK YEAR OF IMPLEMENTATION					LIST SPECIFIC ACTIONS	
Year 1	Year 2	Year 3	Year 4	Year 5	Action Step	Assigned to:
X					B4.1 Utilize volunteers to teach in after-school program	Marketing Coordinator/ EC teacher
X					B4.2 Compile a parent resource list at the beginning of the school year	Marketing Coordinator
X					B4.3 Continue to add computers to support curricular programs	Principal
	X				B4.4 Provide more choices/extensions: art, music, sports (taught by high school/college students)	Parents' Club and Principal

**GOAL: PERSONNEL**

**GOAL STATEMENT:** Employ, in a timely way, qualified personnel to achieve the growth outlined in the 2006-11 Strategic Plan.

**Strategy #C1 - Statement:** Hire a fulltime person for marketing, public relations, volunteer coordination and development.

CHECK YEAR OF IMPLEMENTATION					LIST SPECIFIC ACTIONS	
06-07	07-08	08-09	09-10	10-11	Action Step	Assigned to:
X					C1.1 Employ a person by May10, 2006 to achieve defined, quarterly goals in each area.	Principal
X					C1.2 Design the position to "fund" itself by second year through increased enrollment and development (marketing, grants, donations, educational loan programs).	Principal, Finance Committee, Marketing Coordinator
X					C1.3 Research resources and networking opportunities in marketing (i.e., Blanchet (Salem) and Regis's (Stayton)).	Marketing Coordinator
Assumptions made: The above activities overlap with the goals of Finance, Enrollment, Plants and Facilities						

**Strategy #C2 - Statement:** Provide qualified personnel throughout the school to achieve the academic growth desired.

CHECK YEAR OF IMPLEMENTATION					LIST SPECIFIC ACTIONS	
06-07	07-08	08-09	09-10	10-11	Action Step	Assigned to:
	X				C2.1 Allocate (raise) funds to support staff development to strengthen and retain faculty.	Principal, SAC, Parents' Club
		X			C2.2 Expand preschool program by investigating possibility of 2 or more 4 year old preschool classes during academic year (Different Models	Academics Committee and Principal
X	X				C2.3 Research the addition of 6-8th grade (building space, staffing, cost,?)	Maintenance Committee and Principal
	X				C2.4 Give hiring preference between two competent applicants to the bi-lingual candidate.	Principal
	X				C2.5 Pay competitive staff salaries using Archdiocesan pay scale	Principal and Finance Committee
Assumptions made: The above activities overlap with the goals of Academic, Finance, Enrollment, Plants and Facilities						

**Strategy #C3 - Statement:** Reach 80% of the Archdiocesan pay scale in Zone 2.

CHECK YEAR OF IMPLEMENTATION					LIST SPECIFIC ACTIONS	
06-07	07-08	08-09	09-10	10-11	Action Step	Assigned to:
	X				<p>C3.1 Adopt the goal of accepting at least 80% of the Archdiocesan pay scale in Zone 2.<sup>1</sup></p> <p>a) Freeze current faculty who are off the newly adopted Zone 2 pay scale at their current salaries, but each faculty will receive all CPI adjustments to the Zone 2 pay scale yearly. Follow Archdiocesan policy.</p> <p>b) Adjust faculty currently below the appropriate salary for their experience to achieve Archdiocesan pay in Zone 2 and continue to give any CPI adjustments plus their step each year. When they achieve the appropriate credits or degrees, they will move over to the next rank column and down one step.<sup>2</sup></p>	Principal and Finance Committee
	X				C3.2 Evaluate the Zone 2 pay scale yearly to include any Cost Per Living adjustments and give to all faculty	Archdiocese
X					C3.3 Evaluate all faculty and staff members annually and, when needed, specify areas to improve.	Principal
	X				C3.4 Maintain a fund in the budget to support inservice for licensed staff.	Principal and Finance Committee
<p>Assumptions made: The above activities overlap with the goals of Academic, Finance, Enrollment.</p>						

**GOAL: ENROLLMENT/MARKETING**

**GOAL STATEMENT:** Achieve and sustain capacity enrollment.

**Strategy #D1 - Statement:** Design and implement a comprehensive marketing program to make St. James School well known in the larger community.

CHECK YEAR OF IMPLEMENTATION					LIST SPECIFIC ACTIONS	
06-07	07-08	08-09	09-10	10-11	Action Step	Assigned to:
X					D1.1 Develop and implement a parish-wide school information program for St. James Parish and neighboring Catholic parishes. Implementation Ideas: Train parents as recruiters, offer kickback on tuition, use the welcome wagon, develop a parent speaker bureau, have kids bring a non-St. James kid to family movie night. New families that enter church—Fr. Terry interview to tell about church ministries including the school. Kelly follow-up. Follow-up on potential new families.	Marketing Coordinator
X					D1.2 Target a parish-school awareness program within the Hispanic community. Implementation Ideas: Recruit bi-cultural volunteers to help with the outreach.	Marketing Coordinator
X					D1.3 Investigate monthly media coverage in McMinnville. Implementation Ideas: Investigate price effectiveness. Talk with other private schools to see what they are doing and how it is paying off.	Marketing Coordinator
X					D1.4 Focus school image/"brand"/I.D. and develop a variety of promotional resources/events. Implementation Ideas: Talk with outside sources on cost of developing professional resources, tie in 100 <sup>th</sup> yr. anniv, use alumni	Marketing Coordinator
	X				D1.5 Evaluate marketing effectiveness annually and adjust plan as needed. Implementation Ideas: Marketing Committee and Marketing Coordinator meet on a regular basis.	Principal and SAC

**Strategy #D2 - Statement:** Establish desired capacity enrollment per grade and set yearly benchmarks to reach capacity by 2010-11 school year.

CHECK YEAR OF IMPLEMENTATION					LIST SPECIFIC ACTIONS	
06-07	07-08	08-09	09-10	10-11	Action Step	Assigned to:
X					D2.1 Conduct exit interviews with families who are not registering for the following school year and address their concerns wherever possible.	Principal
		X			D2.2 Strive toward enrollment in pre-Kindergarten through first grade that reflects diversity.	Marketing Coordinator
X					D2.3 Conduct research regarding needed hours for extended care and early childhood programs.	Marketing Coordinator and Extended Care teacher
X					D2.4 Concentrate initially on increased enrollment in Pre-K to 1 <sup>st</sup> grade.	Marketing Coordinator
X					D2.5 Conduct outreach to parishioners with children via mail with phone follow-up. Implementation Ideas: Send letter introducing Marketing Director and follow up with a phone call. Poll parishioners with young children.	Marketing Coordinator and Marketing Committee
X					D2.6 Investigate the need to extend preschool to a full day.	Academics Committee and Marketing Coordinator

**Strategy #D3 - Statement:** Complete the assessment by December 2007, as to the feasibility of adding sixth grade in 2008, seventh grade in 2009 and eighth grade in 2010.

CHECK YEAR OF IMPLEMENTATION					LIST SPECIFIC ACTIONS	
06-07	07-08	08-09	09-10	10-11	Action Step	Assigned to:
X					D3.1 Work closely with parents in grades 3, 4, and 5 to candidly appraise possible expansion. Implementation Ideas: Prepare report of results.	Principal and Consultant
		X			D3.2 Explore feasibility of "van transportation" to surrounding areas (include Pre-K).	Marketing Coordinator
X					D3.3 Interview prospective major donors as to their opinions about expansion and the funding of expansion. Implementation Ideas: Have Marketing Committee and Board develop a list of potential major donors. Send out a letter and set appointments.	Principal and SAC
		X			D3.4 If expanding, define and communicate academic and co-curricular programs to be offered in advance.	Principal and Staff

**GOAL: PLANT AND FACILITIES**

**GOAL STATEMENT:** Maintain a safe, attractive, energy-efficient school building.

**Strategy #E1 - Statement:** Write a five-year preventative maintenance plan and budget for implementation.

CHECK YEAR OF IMPLEMENTATION					LIST SPECIFIC ACTIONS	
06-07	07-08	08-09	09-10	10-11	Action Step	Assigned to:
		X \$38,000			E1.1 Replace school windows	Maintenance Committee
				X \$30,000	E1.2 Install drop ceiling throughout school	Maintenance Committee
				X \$14,947	E1.3 Insulate above ceiling	Maintenance Committee
	X \$8,745				E1.4 Inspect mortar on exterior school—tuck and point where needed	Maintenance Committee
X \$4,250-7,860	X	X			E1.5 Replace exterior school doors	Maintenance Committee
X					E1.6 Form committee to inspect and allocate ongoing maintenance of grounds and facilities.	Maintenance Committee

**Strategy #E2 - Statement:** Research funding for desired improvements [grants, volunteer labor, donated or at-cost supplies and equipment].

CHECK YEAR OF IMPLEMENTATION					LIST SPECIFIC ACTIONS	
06-07	07-08	08-09	09-10	10-11	Action Step	Assigned to:
X					F2.2 Check into Oregon Tax Rebate program for window replacement	Maintenance Committee
X					E2.2 Check into Oregon Tax Rebate program insulation	Maintenance Committee
X					E2.3 Research possibility of grants/grant writers	Principal, Marketing Coordinator, Maintenance Committee
X					E2.4 Utilize volunteers for yearly maintenance (pressure washing, touch up paint, landscaping etc.)	Marketing Coordinator, Maintenance Committee, Parents' Club
X					E2.5 Research project in order to use school contacts to purchase materials at a discount	Maintenance Committee, Business Manager

**Strategy #E3 - Statement:** Implement space changes needed for greater enrollment, expanded programs and possibly additional grades.

CHECK YEAR OF IMPLEMENTATION					LIST SPECIFIC ACTIONS	
06-07	07-08	08-09	09-10	10-11	Action Step	Assigned to:
X					E3.1 Research possibility of portables on school grounds.	Maintenance Committee
X					E3.2 Evaluate existing space in school and parish for future use possibilities	Maintenance Committee
		X	X	X	E3.3 If adding a grade per year (6th grade in 2008-09, 7th grade in 2009-10, 8th grade in 2010-11) make space arrangements the prior year.	Principal and Maintenance Committee

**GOAL: FINANCE**

**GOAL STATEMENT:** Operate a financially stable quality program.

**Strategy #F1 - Statement:** Maintain affordable tuition.

CHECK YEAR OF IMPLEMENTATION					LIST SPECIFIC ACTIONS	Assigned to:
06-07	07-08	08-09	09-10	10-11	Action Step	
X					F1.1 Project increased enrollment levels with affordable tuition levels to establish benchmarks to achieve over five-years. Maintain tuition at current level plus COLA.	Principal, Finance Committee, Business Mgr.
X					F1.2 Project tuition numbers for school to be at capacity in 5 years.	Principal, Finance Committee, Business Mgr.

**Strategy #F2 - Statement:** Establish funding for need-based financial aid.

CHECK YEAR OF IMPLEMENTATION					LIST SPECIFIC ACTIONS	Assigned to:
06-07	07-08	08-09	09-10	10-11	Action Step	
	X				F2.1 Direct parish subsidy to this purpose.	Principal, Finance Committee
X					F2.2 Investigate donor-sponsored scholarships and establish convenient ways to donate. Implementation ideas: Build upon the current pink envelope program, educate parishioners about this program. Establish an automatic withdrawal program for the pink envelopes.	Principal, Finance Committee, Marketing coordinator
X					F2.3 Investigate getting on the United Way ballot.	Marketing Coordinator
X					F2.4 Form business partners to support student tuition needs.	Principal, Finance Committee, Marketing Coordinator

**Strategy #F3 - Statement:** Secure \$100,000 per year from annual fund and major donor programs.

CHECK YEAR OF IMPLEMENTATION					LIST SPECIFIC ACTIONS	Assigned to:
06-07	07-08	08-09	09-10	10-11	Action Step	
X					F3.1 Establish a development committee of influential people to guide and help implement the annual fund and major donor programs. Implementation Idea: They conduct research on other successful programs. Seek ways to be better educated about development methods in Catholic schools.	Principal, Finance Committee, Business Mgr.
X					F3.2 Identify and personally visit potential donors to request financial support	Principal, Finance Committee

**Strategy #F4 - Statement:** Set up a Planned Gifts Program

CHECK YEAR OF IMPLEMENTATION					LIST SPECIFIC ACTIONS	
06-07	07-08	08-09	09-10	10-11	Action Step	Assigned to:
	X				F4.1 Educate potential donors regarding estate planning issues.	Principal, Finance Committee, Business Mgr.
	X				F4.2 Ask CPA, estate planning attorney, and financial planner to facilitate workshops	Principal, Finance Committee, Business Mgr.
	X				F4.3 Hold an educational event to educate parishioners/community about school (do not ask for money). Follow up with another event to ask for money.	Principal, Finance Committee, Business Mgr.
	X				F4.4 Establish recognition plan for donors who arrange planned gifts for the school.	Principal, Finance Committee, Business Mgr.

**Strategy #F5 - Statement:** Concentrate on expanding the two annual fundraising events and eliminate all other smaller activities.

CHECK YEAR OF IMPLEMENTATION					LIST SPECIFIC ACTIONS	
06-07	07-08	08-09	09-10	10-11	Action Step	Assigned to:
X					F5.1 Explore ways to expand annual auction	Auction Committee
X					F5.2 Explore ways to expand annual Wine and Food Classic to increase attendance	Wine & Food Classic Committee
X					F5.3 Evaluate two major fundraisers each year in order to eventually release smaller fundraisers	SAC, Parents' Club Executive Board

**Strategy #F6 - Statement:** Design an effective volunteer program for parents and parishioners.

CHECK YEAR OF IMPLEMENTATION					LIST SPECIFIC ACTIONS	
06-07	07-08	08-09	09-10	10-11	Action Step	Assigned to:
X					F6.1 Utilize people's expertise to strengthen many aspects of the school (co-curricular, technology, academic, enrichment, public relations etc.) Implementation Idea: Develop parent information sheet that lists parent talents and abilities.	Marketing Coordinator
X					F6.2 Appraise parent "burn out" from fundraisers and required volunteer hours, adjust program as needed. Need more families for bigger volunteer base.	Marketing Coordinator
X					F6.3 Provide orientations for volunteers to give new parents equal access to opportunities and to promote each volunteer as a "spokesperson" for the school in the neighborhood, business and parish communities.	Marketing Coordinator

