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Letter of Affirmation from the Pastor
St. Mary of the Angels Catholic Church

It is with great pleasure that I present the St. Mary of the Angels Catholic School Strategic Plan 2008-2013. The members of the Strategic Planning Committee were dedicated, hard working, and enthusiastic participants who wanted to ensure that the good work that St. Mary's Catholic School is already doing will continue. I am very grateful to each member who voluntarily spent much time in the many hours of meetings that were required to produce such a helpful Strategic Plan.

The Catholic identity and academic excellence of the school is a proud tradition which we want to enthusiastically continue. Diversity, a family atmosphere and a supportive environment are hallmarks of St. Mary's School often mentioned in responses to surveys and questionnaires. The individualized attention that students receive helping them in their personal growth received equally high marks. Respectful and caring teachers help to create this positive atmosphere.

As we look toward the future with inevitable changes, St. Mary's Catholic School continues to search for effective programs and resources to provide the best possible education for its students. There truly are challenges ahead for our school. Providing funding for future growth, ensuring the financial stability of the school, creating a quality and imaginative marketing plan, and enhancing the school's facilities, are ambitious yet essential elements of the Strategic Plan 2008-2013. We welcome your enthusiastic support to help us provide the best opportunities to develop our students to be the leaders of tomorrow.

In Service of the Lord,

Fr. Raúl Lemus
Pastor
St. Mary of the Angels

Strategic Planning Committee

Pastor
Principal

Fr. Raúl Lemus
Mary Leitten-Thomas

School Advisory Council
School Advisory Council, Staff
School Advisory Council
School Advisory Council
School Advisory Council
School Advisory Council
Foundation, School Advisory Council
Parent (PTG)
Parent (PTG)
Mardi Gras
Mardi Gras
Faculty
Faculty
Parish

Lill Basner
Lisa Cavalin
Michael Carnevalle
Tara Larwood
Christa Roderick
Chuck Vau
Mary Golden
Bev Draudt
Scott Fetherston
Dawn Smith
Javier Rau
Lynda Coursey
Andrea Keffeler
Hagen, Janet

Executive Summary

The development of the Strategic Plan began with a meeting of members of various stakeholders of St. Mary of the Angels Catholic School: pastor, principal, faculty, staff, parents, parishioners and school advisory council members.

The results of surveys completed by parents, staff, and the strategic planning committee were reviewed and categorized into various elements from the responses. These areas included: Catholic Identity, Campus Life, Curriculum/Academics, Faculty and Staff, Administration, Governance, Finances, Enrollment, and Marketing and Development.

In reviewing the strengths, weakness, traditions and critical issues facing the school four major issues or concerns surfaced:

1. Develop a strong marketing plan
2. Strengthen institutional advancement and the development plan
3. Review and strengthen the financial viability of the school
4. Refurbish, maintain and update facilities.

The Strategic Planning Committee developed Action Plans which include time lines and financial projections in each of the areas listed to provide for the continued growth and strengthening of the school

What follows is the plan developed by the committee and presented to the Pastor, Fr. Raúl Lemus, for his approval.

Brief History of the School

St. Mary of the Angels Catholic School

Building a Foundation for a Lifetime - Focusing on Strong Academics, Spiritual Growth and Social and Physical Development.

A History of Success

St. Mary's School founded by the San Jose Dominican Sisters serves families in Mendocino and Lake Counties with a continuing commitment to developing each student's academic and personal excellence. Inspired by the dream to have a Catholic school in Ukiah, Father Celestine Quinlan strived to make it come true. Classes were first held in 1953 for 1st through 6th grades, and have since grown to offer classes from Kindergarten through 8th grade, including a Library, Spanish Classroom, Music, Art, and Computer Lab.

A History of Achievement

Studies have shown both the effectiveness and quality of a Catholic education. Not only are St. Mary's graduates well prepared for high school, college and careers, but they are also more likely as adults, to be active leaders in their church and community. Today's young people represent a future generation of leaders in America. Tuition assistance is available to ensure that all students have the opportunity to receive a strong, quality education to help them make a difference in this ever-changing world.

Making a Difference in Our Community

At St. Mary's students are taught from an early age to reach out and help others in the community. By visiting nursing homes, supporting Plowshares, and running food and donation drives, students learn the values of caring and giving by reaching out and helping people.

Philosophy and Mission Statement

Students at St. Mary of the Angels Catholic School learn that God loves each of us and that our loving response to God leads to a fulfilling life. While parents are the primary educators and teachers have key roles as facilitators of learning, all members of the school community are called upon to build a community of faith based on respect of self and others. Student, faculty and families are also called recognize and honor the uniqueness, diversity and dignity of each individual.

Students develop lifelong critical thinking skills, provide service to our school, the community and the world, practice academic excellence and mature in their emotional, social and physical growth.

Core Values

St. Mary of the Angels Catholic School is...

- Known in the community for its high academic standards, drawing from both Catholic and non-Catholic families.
- Known for its dedicated and experienced teachers who support and ensure that each student is academically challenged in a positive and caring learning environment.
- Providing more than an education. We are a school made up of parents, faculty and students working together. We recognize parents as the primary educators as we create an atmosphere for learning that combines structure and creativity while fostering an enthusiasm for lifelong learning.
- A safe environment to learn-physically, emotionally, and spiritually-a place where the ideas of others are welcome.

Student Learning Expectations

A St. Mary of the Angels Student is a person of faith who:

- Has knowledge of Catholic Church teachings and practices
- Has developed a moral conscience, modeling good behavior for others
- Has demonstrated a spirit of service in Church, family, school and community
- Demonstrates an awareness of God's presence in other people, cultures and nature.

A St. Mary of the Angels Student is a diligent learner who:

- Possesses a solid foundation in basic subjects enabling a student to communicate effectively, think critically and solve problems independently
- Is able to listen actively, speak clearly and write concisely and correctly
- Has developed organizational and study skills allowing the student to follow directions, demonstrate responsibility and accomplish goals
- Is creative and has developed an awareness of music, literature and art
- Has a continuing curiosity for learning.

A St. Mary of the Angels Student is an active community member who:

- Faces challenges and perseveres in attaining realistic goals
- Develops a solid sense of self esteem and self discipline that is reflected in social behavior
- Is able to work cooperatively, demonstrating tolerance and respect
- Displays responsibility and leadership.

A St. Mary of the Angels Student is a globally aware citizen who:

- Understands his/her heritage and appreciates and respects the cultural diversity of society
- Has a sense of responsibility towards those in need
- Is cognizant of current events and world affairs and their effect on life.

A St. Mary of the Angels Student is an integrated individual who:

- Displays knowledge of basic athletic skills and demonstrates good sportsmanship
- Possesses the ability to engage in interactive and cooperative play
- Has an awareness of good health habits and hygiene.

Action Plans

Action Plans -
1. Enrollment and Marketing

1. Enrollment and Marketing

Aim:

St. Mary of the Angels Catholic School will:

- Articulate and market more effectively its role as leader in K-8 education in Mendocino and Lake counties
- Increase enrollment by whatever means /needs are necessary so that more students can participate in and share this faith-based education in a safe atmosphere, which promotes leadership, academic excellence and community service
- Continue to emphasize its belief that the arts, music and athletics are essential elements of a complete educational experience

Strategy or Goal:

A: Increase awareness of the school as a leader in K-8 education in Mendocino and Lake Counties

Action Plans

- 1A1 Establish a Marketing Committee
- 1A2 Develop and maintain current promotional materials
- 1A3 Recognize and market achievements of St. Mary of the Angels Catholic School through the foundation bulletin, parish bulletin, school website, and school newsletter
- 1A4 Market the expertise, competence, and care of the faculty, staff, alumni, and current students
- 1A5 Develop a plan for community outreach through local papers, preschools, fundraising events and community service agencies.

ISSUE OR PROGRAM 1:

ENROLLMENT AND MARKETING

Strategy or Goal A:

Increase awareness of the school as a leader in K-8 education in Mendocino and Lake Counties

Action Plan

Number: 1A1

What is to be done?

Establish a Marketing Committee

Who will be involved?

Advisory Council, Principal, PTG, St. Mary's foundation alumni, parishioners and other community members

Who will be responsible?

Principal, Advisory Council

What are the needed resources?

Time and volunteer personnel

What budget is needed?

None – volunteer based

How will it be evaluated?

Marketing Committee was established and will meet every 2 months

When will it be accomplished?

November 2008

Status

Not yet begun

ISSUE OR PROGRAM 1:

ENROLLMENT AND MARKETING

Strategy or Goal A:

Increase awareness of the school as a leader in K-8 education in Mendocino and Lake Counties

Action Plan

Number: 1A2

What is to be done?

Develop and maintain updated promotional materials.

Who will be involved?

Marketing Committee

Who will be responsible?

Marketing Committee Chair

What are the needed resources?

Time and personnel

What budget is needed?

\$5000 initially; \$1000 per year during plan

How will it be evaluated?

Materials are available when needed

When will it be accomplished?

On-going

Status

Not yet begun

ISSUE OR PROGRAM 1:

ENROLLMENT AND MARKETING

Strategy or Goal A:

Increase awareness of the school as a leader in K-8 education in Mendocino and Lake Counties

Action Plan

Number: 1A3

What is to be done?

Recognize and market achievements of St. Mary of the Angels Catholic School through the foundation newsletter, parish bulletin, school website, and school newsletter.

Who will be involved?

Marketing Committee

Who will be responsible?

Marketing Committee Chair

What are the needed resources?

Time, personnel/Tam computer teacher
Training

What budget is needed?

TBD

How will it be evaluated?

Website upgraded regularly - information appears on a regular basis in foundation newsletter, parish bulletin and school newsletter

When will it be accomplished?

June 2009 (website on-going)
Bulletins/newsletters ongoing

Status

Not yet begun

ISSUE OR PROGRAM 1:

ENROLLMENT AND MARKETING

Strategy or Goal A:

Increase awareness of the school as a leader in K-8 education in Mendocino and Lake Counties

Action Plan

Number: 1A4

What is to be done?

Market the expertise, competence, and care of the faculty, staff, alumni, and current students

Who will be involved?

Marketing Committee

Who will be responsible?

Marketing Committee Chair

What are the needed resources?

Time and personnel

What budget is needed?

Minimal

How will it be evaluated?

Faculty, staff, alumni and current students highlighted in foundations monthly

When will it be accomplished?

June 2009

Status

Not yet begun

ISSUE OR PROGRAM 1:

ENROLLMENT AND MARKETING

Strategy or Goal A:

Increase awareness of the school as a leader in K-8 education in Mendocino and Lake Counties

Action Plan

Number: 1A5

What is to be done?

Develop a plan for community outreach through local papers, preschools, fundraising events and community service agencies.

Who will be involved?

Marketing Committee

Who will be responsible?

Marketing Committee Chair

What are the needed resources?

Time, personnel

What budget is needed?

\$TBD

How will it be evaluated?

Increased enrollment

When will it be accomplished?

Ongoing

Status

Not yet begun

Strategy or Goal:

B: Create the Profile for St. Mary of the Angels Catholic School

- 1B1 Continue to attract, hire, and retain visionary academic faculty
- 1B2 Increase the awareness of the student logo and standardize the use of St. Mary's school logo
- 1B3 Increase the awareness of the school's mission and Student Learning Expectations
- 1B4 Develop a list of specific opportunities and service projects for students which promote St. Mary's school

ISSUE OR PROGRAM 1:

ENROLLMENT AND MARKETING

Strategy or Goal B:

Create the Profile for St. Mary of the Angels Catholic School

Action Plan

Number: 1B1

What is to be done?

Continue to attract, hire, and retain visionary academic faculty

Who will be involved?

Principal, pastor, existing faculty

Who will be responsible?

Principal

What are the needed resources?

Mission San Jose Dominicans, diocese
Salaries, atmosphere

What budget is needed?

Regular increases/raises (existing)

How will it be evaluated?

Low turn-over rate and surveys (to be developed)

When will it be accomplished?

On-going

Status

Not yet begun

ISSUE OR PROGRAM 1:

ENROLLMENT AND MARKETING

Strategy or Goal B:

Create the Profile for St. Mary of the Angels Catholic School

Action Plan

Number: 1B2

What is to be done?

Increase the awareness of the student logo and standardize the use of St. Mary's school logo and slogan (when appropriate)

Who will be involved?

Administration, faculty, marketing committee

Who will be responsible?

Principal

What are the needed resources?

Commitment to the use of standard logo on all clothing, marketing materials and uniforms

What budget is needed?

No significant addition

How will it be evaluated?

marketing committee chair report to principal on the status at the end of 08-09 school year

When will it be accomplished?

Spring 08-09 school year

Status

Not yet begun

ISSUE OR PROGRAM 1:

ENROLLMENT AND MARKETING

Strategy or Goal B:

Create the Profile for St. Mary of the Angels Catholic School

Action Plan

Number: 1B3

What is to be done?

Increase the awareness of the school's Mission Statement and Student Learning Expectations

Who will be involved?

Advisory council, faculty, administration, parents

Who will be responsible?

Principal

What are the needed resources?

TBD

What budget is needed?

Minimal

How will it be evaluated?

Commitment of personnel to task and uniformity (to be announced)

When will it be accomplished?

Ongoing

Status

Not yet begun

ISSUE OR PROGRAM 1:

ENROLLMENT AND MARKETING

Strategy or Goal B:

Create the Profile for St. Mary of the Angels Catholic School

Action Plan

Number: 1B4

What is to be done?

Develop a list of specific opportunities and service projects for students which promote St. Mary's school

Who will be involved?

Faculty, PTG, Pastor

Who will be responsible?

Marketing Committee Chair

What are the needed resources?

Time, materials

What budget is needed?

Minimal

How will it be evaluated?

List created and updated

When will it be accomplished?

January 09

Status

Not yet begun

Action Plan Time Line for Issue 1 Enrollment and Marking

1	Page	Key Recommendations	2008 - 2009	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013
1A1	11	Marketing Committee	September				
1A2	12	Promotional Materials	Ongoing	X	X	X	X
1A3	13	Market Achievements	January 09	X	X	X	X
1A4	14	Market faculty & students	January 09	X	X	X	X
1A5	15	Community outreach	Ongoing	X	X	X	X
1B1	16	Visionary Faculty	Ongoing	X	X	X	X
1B2	17	Standardize use of school logo	X	X	X	X	X
1B3	18	Awareness of Mission Statement	Ongoing	X	X	X	X
1B4	19	Student Service Projects	January 09	X	X	X	X

X = the item continues during the plan

Financial Projections for Issue 1

Enrollment and Marketing

1	Page	Key Recommendations	2008 - 2009	2009 - 2010	2010 - 2011	2011 - 2012	2012- 2013
1A1	11	Marketing Committee	None				
1A2	12	Promotional Materials	\$5000	\$1000	\$1000	\$1000	\$1000
1A3	13	Market Achievements	TBD	TBD	TBD	TBD	TBD
1A4	14	Market faculty & students	Minimal	Minimal	Minimal	Minimal	Minimal
1A5	15	Community outreach	TBD	TBD	TBD	TBD	TBD
1B1	16	Visionary Faculty	Budgeted	Budgeted	Budgeted	Budgeted	Budgeted
1B2	17	Standardize use of school logo	Minimal	Minimal	Minimal	Minimal	Minimal
1B3	18	Awareness of Mission Statement	Minimal	Minimal	Minimal	Minimal	Minimal
1B4	19	Student Service Projects	None	None	None	None	None

Action Plans - 2. Institutional Advancement

2. Institutional Advancement

Aim:

St. Mary's of the Angels Catholic School will:

- Clearly communicate our school character and identity to our community of potential students, institutional funders, and donors
- Promote the school as a center of education from kindergarten through eighth grade which features spirituality, high academic achievement, a safe environment for learning, a community of families gathered to help foster strong values and high self esteem for the children
- Provide for the long-term fiscal security of the school
- Provide for the leadership to support and execute elements of the Strategic Plan Action Items.

Strategy or Goal:

A: Clearly define our school's character and identity

Action Plans

- 2A1 Establish a marketing committee of the school advisory council in collaboration with the Enrollment Action Plans
- 2A2 Review and revise school promotional materials for the school
- 2A3 Promote the community service program of St. Mary's to the school community and to Mendocino and Lake County communities

ISSUE OR PROGRAM 2:

INSTITUTIONAL ADVANCEMENT

Strategy or Goal A: Clearly define our school's character and identity

Action Plan

Number: 2A1

What is to be done?

Establish a marketing committee of the school advisory council in collaboration with the Enrollment Action Plans [hereafter called, marketing committee]

Who will be involved?

Principal, development director, parent volunteers

Who will be responsible?

Principal and school advisory council

What are the needed resources?

Minimal

What budget is needed?

None

How will it be evaluated?

Marketing committee is created

When will it be accomplished?

2008-2009

Status

Not yet begun

ISSUE OR PROGRAM 2:

INSTITUTIONAL ADVANCEMENT

Strategy or Goal A: Clearly define our school's character and identity

Action Plan

Number: 2A2

What is to be done?

Review and revise school promotional materials for the school

Who will be involved?

Development director, marketing committee, principal,

Who will be responsible?

Development director

What are the needed resources?

Time, information

What budget is needed?

Minimal

How will it be evaluated?

When promotional materials are reviewed, revised and/or updated

When will it be accomplished?

2008 and review annually

Status

Not yet begun

ISSUE OR PROGRAM 2:

INSTITUTIONAL ADVANCEMENT

Strategy or Goal A: Clearly define our school's character and identity

Action Plan

Number: 2A3

What is to be done?

Promote the community service program of St. Mary's to the school community and to Mendocino and Lake County communities

Who will be involved?

Marketing committee, development office, principal

Who will be responsible?

Marketing committee

What are the needed resources?

Time, personnel

What budget is needed?

Minimal

How will it be evaluated?

Information will have been distributed

When will it be accomplished?

2008-2009

Status

Not yet begun

Strategy or Goal:

B: Develop strategies to promote the achievements of the faculty and students

Action Plans

- 2B1 Promote and inform school and parish community about the Student Learning Expectations through various media opportunities, e.g., run a Herald column, update website
- 2B2 Recognize and market achievements of the school through the Herald Newsletter, parish bulletin, school website, and principal's newsletter, classroom updates
- 2B3 Promote the expertise, competence, and care of the faculty and staff
- 2B4 Develop a plan for community outreach through local papers, preschools, fundraising events and community service agencies

ISSUE OR PROGRAM 2:

INSTITUTIONAL ADVANCEMENT

Strategy or Goal B:

Develop strategies to promote the achievements of the faculty and students

Action Plan

Number: 2B1

What is to be done?

Promote and inform school and parish community about the Student Learning Expectations through various media opportunities, e.g., run a Herald column, update website

Who will be involved?

Development director, marketing committee, principal

Who will be responsible?

Marketing committee

What are the needed resources?

Time, funding

What budget is needed?

Already in budget expenditures

How will it be evaluated?

Learning outcomes are promoted

When will it be accomplished?

2008-2009 and ongoing

Status

Not yet begun

ISSUE OR PROGRAM 2:

INSTITUTIONAL ADVANCEMENT

Strategy or Goal B:

Develop strategies to promote the achievements of the faculty and students

Action Plan

Number: 2B2

What is to be done?

Recognize and market achievements of the school through the Herald Newsletter, parish bulletin, school website, and principal's newsletter, classroom updates

Who will be involved?

Development office, marketing committee, school and parish offices, principal, faculty

Who will be responsible?

Marketing committee, development office

What are the needed resources?

Time, personnel, funding

What budget is needed?

Current budget with minimal increases

How will it be evaluated?

Achievements have been marketed

When will it be accomplished?

2008 and on-going

Status

Not yet begun

ISSUE OR PROGRAM 2:

INSTITUTIONAL ADVANCEMENT

Strategy or Goal B

Develop strategies to promote the achievements of the faculty and students

Action Plan

Number: 2B3

What is to be done?

Promote the expertise, competence, and dedication of the faculty and staff to the students

Who will be involved?

Marketing committee, principal, faculty/staff

Who will be responsible?

Marketing committee

What are the needed resources?

Time, personnel

What budget is needed?

Minimal

How will it be evaluated?

The faculty and staff were promoted

When will it be accomplished?

2009-2010 and ongoing

Status

Not yet begun

ISSUE OR PROGRAM 2:

INSTITUTIONAL ADVANCEMENT

Strategy or Goal B:

Develop strategies to promote the achievements of the faculty and students

Action Plan

Number: 2B4

What is to be done?

Develop a plan for community outreach through local papers, preschools, fundraising events and community service agencies

Who will be involved?

Development committee, development office, school advisory council, principal, staff, PTG

Who will be responsible?

Marketing committee

What are the needed resources?

Time, personnel

What budget is needed?

Minimal

How will it be evaluated?

Plan was developed

When will it be accomplished?

2009-2010

Status

Not yet begun

Strategy or Goal:

C: Identify and develop specific opportunities to make visible our student community involvement

Action Plans

- 2C1 Create a “Did You Know?” - stories about student achievement and involvement for use on the web site and shared with media and community at-large
- 2C2 Create a database of current student community involvement and opportunities for community service expansion
- 2C3 Identify and develop specific opportunities to make visible our student and alumni achievements
- 2C4 Develop a plan to increase community service opportunities for students in the lower grades in conjunction with the marketing committee

ISSUE OR PROGRAM 2:

INSTITUTIONAL ADVANCEMENT

Strategy or Goal C:

Identify and develop specific opportunities to make visible our student community involvement

Action Plan

Number: 2C1

What is to be done?

Create a “Did You Know?” - stories about student achievement and involvement for use on the web site and shared with media and community at-large

Who will be involved?

Development office, marketing committee, principal, faculty/staff, students

Who will be responsible?

Marketing committee

What are the needed resources?

Time, personnel, information

What budget is needed?

Minimal

How will it be evaluated?

Have stories been shared

When will it be accomplished?

2009-2010 and ongoing

Status

Not yet begun

ISSUE OR PROGRAM 2:

INSTITUTIONAL ADVANCEMENT

Strategy or Goal C:

Identify and develop specific opportunities to make visible our student community involvement

Action Plan

Number: 2C2

What is to be done?

Create a database of current student community involvement and opportunities for community service expansion

Who will be involved?

Marketing committee, development office, parents, students, parish, PTG, school advisory council, faculty

Who will be responsible?

Marketing committee

What are the needed resources?

Time, personnel, information

What budget is needed?

None

How will it be evaluated?

A database will be created

When will it be accomplished?

08-09 begin; 10-11 completed and then ongoing

Status

Not yet begun

ISSUE OR PROGRAM 2:

INSTITUTIONAL ADVANCEMENT

Strategy or Goal C:

Identify and develop specific opportunities to make visible our student community involvement

Action Plan

Number: 2C3

What is to be done?

Identify and develop specific opportunities to make visible our student and alumni achievements

Who will be involved?

Development committee, development office, parents, students, parish, PTG, school advisory council, faculty

Who will be responsible?

Development committee

What are the needed resources?

Time, personnel, information

What budget is needed?

Minimal

How will it be evaluated?

Opportunities have been identified

When will it be accomplished?

09-10 and then ongoing

Status

Not yet begun

ISSUE OR PROGRAM 2:

INSTITUTIONAL ADVANCEMENT

Strategy or Goal C:

Identify and develop specific opportunities to make visible our student community involvement

Action Plan

Number: 2C4

What is to be done?

Develop a plan to increase community service opportunities for students in the lower grades in conjunction with the marketing committee

Who will be involved?

Marketing committee, development office, parents, students, parish, PTG, school advisory council, faculty

Who will be responsible?

Marketing committee

What are the needed resources?

Time, personnel, information

What budget is needed?

Minimal

How will it be evaluated?

Plan has been developed

When will it be accomplished?

09-10 and then ongoing

Status

Not yet begun

Strategy or Goal:

D: Attract external financial support and develop a culture of school community (school families and alumni) giving

Action Plans

- 2D1 Develop a strategy for approaching alumni regarding gifts to the school
- 2D2 Develop strategies to approach parishioners to endow funds through wills and bequests
- 2D3 Develop strategies to create "naming opportunities" throughout the school
- 2D4 Develop and implement a plan which encourages levels of giving for/from all constituents including Annual Appeal

ISSUE OR PROGRAM 2:

INSTITUTIONAL ADVANCEMENT

Strategy or Goal D:

Attract external financial support and develop a culture of school community (school families and alumni) giving

Action Plan

Number: 2D1

What is to be done?

Develop a strategy for approaching alumni regarding gifts to the school

Who will be involved?

Marketing committee, development office, parents, students, parish, school advisory council, faculty

Who will be responsible?

Marketing committee

What are the needed resources?

Time, personnel

What budget is needed?

Minimal

How will it be evaluated?

A strategy has been developed

When will it be accomplished?

2011-2012

Status

Not yet begun

ISSUE OR PROGRAM 2:

INSTITUTIONAL ADVANCEMENT

Strategy or Goal D:

Attract external financial support and develop a culture of school community (school families and alumni) giving

Action Plan

Number: 2D2

What is to be done?

Develop strategies to approach parishioners to endow funds through wills and bequests

Who will be involved?

Marketing committee, development office, parents, students, parish, school advisory council, faculty, parish council

Who will be responsible?

Foundation

What are the needed resources?

Time, personnel

What budget is needed?

Minimal

How will it be evaluated?

A strategy has been developed

When will it be accomplished?

2012-2013

Status

Not yet begun

ISSUE OR PROGRAM 2:

INSTITUTIONAL ADVANCEMENT

Strategy or Goal D:

Attract external financial support and develop a culture of school community (school families and alumni) giving

Action Plan

Number: 2D3

What is to be done?

Develop strategies to create "naming opportunities" throughout the school

Who will be involved?

Foundation, development office, marketing committee, principal, school advisory council

Who will be responsible?

Principal, school advisory council

What are the needed resources?

Time, personnel

What budget is needed?

Minimal

How will it be evaluated?

A strategy for naming opportunities has been developed

When will it be accomplished?

2012-2013

Status

Not yet begun

ISSUE OR PROGRAM 2:

INSTITUTIONAL ADVANCEMENT

Strategy or Goal D:

Attract external financial support and develop a culture of school community (school families and alumni) giving

Action Plan

Number: 2D4

What is to be done?

Develop and implement a plan which encourages levels of giving for/from all constituents including Annual Appeal

Who will be involved?

Foundation, development office, marketing committee, principal, school advisory council

Who will be responsible?

Foundation

What are the needed resources?

Time, personnel

What budget is needed?

TBD (items in plan, printing, postage, consultants, etc.)

How will it be evaluated?

Plan has been developed and implemented

When will it be accomplished?

2012-2013

Status

Not yet begun

Strategy or Goal:

E: Help the pastor and principal find the human resources that will allow them to execute the Strategic Plan

2E1 Determine personnel resources needed to assist the pastor and the principal

2E2 Create job descriptions for identified personnel resources needed

2E3 Identify and recruit the people who match the job descriptions

ISSUE OR PROGRAM 2:

INSTITUTIONAL ADVANCEMENT

Strategy or Goal E:

Help the pastor and principal find the human resources that will allow them to execute the Strategic Plan

Action Plan

Number: 2E1

What is to be done?

Determine personnel resources needed to assist the pastor and the principal

Who will be involved?

Principal, pastor, school advisory council,

Who will be responsible?

Principal, pastor

What are the needed resources?

Time, personnel

What budget is needed?

None

How will it be evaluated?

Have personnel resource needs been determined

When will it be accomplished?

08-09

Status

Not yet begun

ISSUE OR PROGRAM 2:

INSTITUTIONAL ADVANCEMENT

Strategy or Goal E:

Help the pastor and principal find the human resources that will allow them to execute the Strategic Plan

Action Plan

Number: 2E2

What is to be done?

Create job descriptions for identified personnel resources needed

Who will be involved?

Pastor, principal, school advisory council

Who will be responsible?

School advisory council

What are the needed resources?

Time, personnel

What budget is needed?

Minimal

How will it be evaluated?

Job descriptions were written

When will it be accomplished?

09-10 in conjunction with enrollment marketing and development committees

Status

Not yet begun

ISSUE OR PROGRAM 2:

INSTITUTIONAL ADVANCEMENT

Strategy or Goal E

Help the pastor and principal find the human resources that will allow them to execute the Strategic Plan

Action Plan

Number: 2E3

What is to be done?

Identify and recruit the people who match the job descriptions

Who will be involved?

Pastor, principal, school advisory council

Who will be responsible?

Principal

What are the needed resources?

Time, personnel, funding

What budget is needed?

TBD

How will it be evaluated?

Personnel has been recruited

When will it be accomplished?

09-10 and ongoing

Status

Not yet begun

Action Plan Time Line for Issue 2 Institutional Advancement

2	Page	Key Recommendations	2008 - 2009	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013
2A1	24	Establish Marketing Committee	X				
2A2	25	Review school promotional materials	X	X	X	X	X
2A3	26	Promote community service programs	X	X	X	X	X
2B1	28	Promote student leading expectations	X	X	X	X	X
2B2	29	Recognize school achievements	X	X	X	X	X
2B3	30	Promote faculty expertise		X	X	X	X
2B4	31	Plan for community outreach		X			
2C1	33	Promote student achievement		X	X	X	X
2C2	34	Student involvement in the community	X	X	X	X	X
2C3	35	Identity opportunities to promote students		X	X	X	X
2C4	36	Increase service opportunities		X	X	X	X
2D1	38	Alumni Gift Giving				X	
2D2	39	Parishioners Endowing Funds					X
2D3	40	School Naming Opportunities					X
2D4	41	Increase Annual Appeal					X
2E1	43	Identify Personnel Resources	X				
2E2	44	Create Job Descriptions		X			
2E3	45	Recruit Needed Personnel		X	X	X	X

X = the item continues during the plan

Financial Projections for Issue 2 Institutional Advancement

2	Page	Key Recommendations	2008 - 2009	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013
2A1	24	Establish Marketing Committee	None				
2A2	25	Review school promotional materials	Minimal	Minimal	Minimal	Minimal	Minimal
2A3	26	Promote community service programs	Minimal				
2B1	28	Promote student leading expectations	Minimal	Minimal	Minimal	Minimal	Minimal
2B2	29	Recognize school achievements	Minimal	Minimal	Minimal	Minimal	Minimal
2B3	30	Promote faculty expertise		Minimal	Minimal	Minimal	Minimal
2B4	31	Plan for community outreach		Minimal			
2C1	33	Promote student achievement		Minimal	Minimal	Minimal	Minimal
2C2	34	Student involvement in the community	None	None	None	None	None
2C3	35	Identify opportunities to promote students		Minimal	Minimal	Minimal	Minimal
2C4	36	Increase service opportunities		Minimal	Minimal	Minimal	Minimal
2D1	38	Alumni Gift Giving			Minimal	Minimal	Minimal
2D2	39	Parishioners Endowing Funds					Minimal
2D3	40	School Naming Opportunities					Minimal
2D4	41	Increase Annual Appeal					TBD
2E1	43	Identify Personnel Resources	None				
2E2	44	Create Job Descriptions		Minimal			
2E3	45	Recruit Needed Personnel		TBD			

Action Plans - 3. Finances

3. Finance and Tuition

Aim:

St. Mary's of the Angels Catholic School will:

- Provide adequate funding to meet the important and multiple needs of the school
- Achieve financial goals through annual balanced budget review
- Continue to grow and improve teachers' salaries and benefits
- Provide funding for classroom aides to address increasing class sizes
- Fund and grow the scholarship assistance program to meet tuition costs in order to keep the school accessible to families
- Develop processes to ensure that the music and co-curricular programs are funded
- Finance the continued upkeep of its facilities.

Strategy or Goal:

A: Ensure Fiscal Responsibility & Accountability

Action Plans:

- 3A1 Establish a School Finance Committee as a standing committee of the School Advisory Council
- 3A2 Promote practices of prioritizing and re-evaluating spending priorities based on the strategic plan
- 3A3 Develop a formal annual review process of the budget
- 3A4 Establish funding priorities for maintenance and capital expenditures
- 3A5 Create annual “State of the School” finance report in order to communicate to parents the overall budget

ISSUE OR PROGRAM 3:

FINANCES

Strategy or Goal A: Ensure Fiscal Responsibility & Accountability

Action Plan

Number: 3A1

What is to be done?

Establish a School Finance Committee as a standing committee of the School Advisory Council (hereafter called the School Finance Committee)

Who will be involved?

School Advisory Council, Principal, Pastor, Parish Finance Council

Who will be responsible?

School Advisory Council

What are the needed resources?

Time, council members

What budget is needed?

None

How will it be evaluated?

Committee will be established

When will it be accomplished?

Establish council by Spring 09

Status

Not yet begun

ISSUE OR PROGRAM 3:

FINANCES

Strategy or Goal A:

Ensure Fiscal Responsibility & Accountability

Action Plan

Number: 3A2

What is to be done?

Promote practices of prioritizing and re-evaluating spending priorities based on the strategic plan

Who will be involved?

Finance committee, principal

Who will be responsible?

Finance committee

What are the needed resources?

Time, committee members,

What budget is needed?

None

How will it be evaluated?

3 yearly meetings by council; report to the school advisory council

When will it be accomplished?

Establish council by Spring 09

Status

Not yet begun

ISSUE OR PROGRAM 3:

FINANCES

Strategy or Goal A: Ensure Fiscal Responsibility & Accountability

Action Plan

Number: 3A3

What is to be done?

Develop a formal annual review process of the budget

Who will be involved?

Finance committee, principal

Who will be responsible?

Finance committee chair

What are the needed resources?

Financial reports

What budget is needed?

None

How will it be evaluated?

3 yearly meetings to review the budget

When will it be accomplished?

1 year from establishment

Status

Not yet begun

ISSUE OR PROGRAM 3:

FINANCES

Strategy or Goal A: Ensure Fiscal Responsibility & Accountability

Action Plan

Number: 3A4

What is to be done?

Establish funding priorities for maintenance and capital expenditures

Who will be involved?

School Advisory Council, principal, pastor, finance committee, facilities committee, custodian

Who will be responsible?

School finance committee

What are the needed resources?

Finance committee, facilities committee

What budget is needed?

None

How will it be evaluated?

Yearly evaluations of priorities

When will it be accomplished?

Physical plant will be inspected twice yearly with a report to the school advisory council and finance committee beginning 2009-2010

Status

Not yet begun

ISSUE OR PROGRAM 3:

FINANCES

Strategy or Goal A: Ensure Fiscal Responsibility & Accountability

Action Plan

Number: 3A5

What is to be done?

Create annual "State of the School" finance report in order to communicate to parents the overall budget

Who will be involved?

Principal, finance committee

Who will be responsible?

Principal will inform parents; finance committee will help create the report

What are the needed resources?

Summarized version of the school budget

What budget is needed?

None

How will it be evaluated?

Year presentation

When will it be accomplished?

2009 Back to School Night

Status

Not yet begun

Strategy or Goal:

B: Maintain a Commitment to Affordability

Action Plans:

- 3B1 Evaluate teacher salaries and benefits to ensure reasonable increases balanced with the school's ability to maintain financial viability
- 3B2 Develop a tuition structure to ensure maximum affordability
- 3B3 Identify criteria for student/teacher/aide ratio (considering grade level and cost factors)

ISSUE OR PROGRAM 3:

FINANCES

Strategy or Goal B:

Maintain a Commitment to Affordability

Action Plan

Number: 3B1

What is to be done?

Evaluate teacher salaries to ensure reasonable increases balanced with the school's ability to maintain financial viability

Who will be involved?

Finance committee, specialist to create spreadsheet

Who will be responsible?

Finance committee, bookkeeper

What are the needed resources?

Bookkeeper, time, outside expertise

What budget is needed?

None

How will it be evaluated?

Database program will be created which includes benefits, pension, 401K, health as to the total package; B/C representative will provide information

When will it be accomplished?

March 2009 with yearly updates

Status

Not yet begun

ISSUE OR PROGRAM 3:

FINANCES

Strategy or Goal B:

Maintain a Commitment to Affordability

Action Plan

Number: 3B2

What is to be done?

Develop a tuition structure to ensure maximum affordability

Who will be involved?

School advisory council (which will establish a tuition review committee [as a subcommittee of finance committee]), principal

Who will be responsible?

School advisory council

What are the needed resources?

Review of local school tuitions

What budget is needed?

None

How will it be evaluated?

Tuition committee will develop a spreadsheet of tuitions scenarios relative to other local schools and current family enrollment

When will it be accomplished?

Fall 09

Status

Not yet begun

ISSUE OR PROGRAM 3:

FINANCES

Strategy or Goal B:

Maintain a Commitment to Affordability

Action Plan

Number: 3B3

What is to be done?

Identify criteria for student/teacher/aide ratio (considering grade level and cost factors)

Who will be involved?

Principal, faculty

Who will be responsible?

Principal

What are the needed resources?

Information about current levels in public schools as a baseline

What budget is needed?

None

How will it be evaluated?

Review of recommendations by school advisory council; finance committee to ensure ability to make any changes affordable

When will it be accomplished?

January 09 (to include policy in WASC report)

Status

Not yet begun

Strategy or Goal:

C: Foster Community Support and Understanding of School's Financial Situation

Action Plans

- 3C1 Include Music program funding needs in annual school budget
- 3C2 Define the process of integrating funding sources as a necessary support for the cost of education
- 3C3 Review fundraising strategies/purposes both on a large scale and small scale basis
- 3C4 During the course of the next 5 years, move fundraising income to the following year's budget. Money is put in a reserve account for the following year

ISSUE OR PROGRAM 3:

FINANCES

Strategy or Goal C:

Foster Community Support and Understanding of School's Financial Situation

Action Plan

Number: 3C1

What is to be done?

Include Music program funding needs in annual school budget

Who will be involved?

Principal, development director, music teacher, finance committee

Who will be responsible?

Principal

What are the needed resources?

Grant contact

What budget is needed?

To be determined

How will it be evaluated?

Costs of additional salary and parent surveys to determine satisfaction of the music program

When will it be accomplished?

January 2009 budget process

Status

Not yet begun

ISSUE OR PROGRAM 3:

FINANCES

Strategy or Goal D:

Foster Community Support and Understanding of School's Financial Situation

Action Plan

Number: 3C2

What is to be done?

Define the process of integrating funding sources as a necessary support for the cost of education

Who will be involved?

Principal, bookkeeper, school finance committee

Who will be responsible?

School finance committee

What are the needed resources?

Develop written policy for fundraising dollars to be included in budget

What budget is needed?

None

How will it be evaluated?

Yearly evaluations of priorities

When will it be accomplished?

Policy will be included in school handbook for the 2010-2011 school year

Status

Not yet begun

ISSUE OR PROGRAM 3:

FINANCES

Strategy or Goal C:

Foster Community Support and Understanding of School's Financial Situation

Action Plan

Number: 3C3

What is to be done?

Review fundraising strategies/purposes both on a large scale and small scale basis

Who will be involved?

Principal, development director, and chairs of fundraising activities

Who will be responsible?

Principal, school advisory council chairperson

What are the needed resources?

Time, calendar, fundraising history

What budget is needed?

None

How will it be evaluated?

Successful scheduling of yearly activities and events and the establishment of fundraising goals

When will it be accomplished?

April/May 2009

Status

Not yet begun

ISSUE OR PROGRAM 2:

FINANCES

Strategy or Goal C:

Foster Community Support and Understanding of School's Financial Situation

Action Plan

Number: 3C4

What is to be done?

During the course of the next 5 years, move fundraising income to the following year's budget, for example, a "Fundraising Tithe". Money is put in a reserve account for the following year

Who will be involved?

Finance committee, principal, pastor

Who will be responsible?

Finance committee

What are the needed resources?

Establishment of an account as a financial safety net

What budget is needed?

None

How will it be evaluated?

Annual additions to the account

When will it be accomplished?

2010 - 2011 budget year

Status

Not yet begun

Action Plan Time Line for Issue 3 Finances

3	Page	Key Responsibilities	2008 - 2009	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013
3A1	50	Establish School Finance Committee	Spring 09	X	X	X	X
3A2	51	Prioritize Spending	Spring 09	X	X	X	X
3A3	52	Develop Annual Review		X	X	X	X
3A4	53	Maintenance and Capital Priorities		X	X	X	X
3A5	54	“State of the School” Financial Report		X	X	X	X
3B1	56	Evaluate Salaries and Benefits	March 09	X	X	X	X
3B2	57	Develop Tuition Structure		Fall 09		X	
3B3	58	Criteria for Student/Teacher/Aide Ratio		January 09		X	
3C1	60	Music Program Budgeting	January 09	X	X	X	X
3C2	61	Integrate Funding Sources into Budget		May 10			
3C3	62	Review Fundraising Strategies	April 09	X	X	X	X
3C4	63	Develop Reserve Account			2010	X	X

X = Action Plan to be worked on during the year

Financial Projections for Issue 3 Finances

3	Page	Key Responsibilities	2008 - 2009	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013
3A1	50	Establish School Finance Committee	None	None	None	None	None
3A2	51	Prioritize Spending	None	None	None	None	None
3A3	52	Develop Annual Review		None	None	None	None
3A4	53	Maintenance and Capital Priorities		None	None	None	None
3A5	54	“State of the School” Financial Report	None	None	None	None	None
3B1	56	Evaluate Salaries and Benefits		None	None	None	None
3B2	57	Develop Tuition Structure		None		None	
3B3	58	Criteria for Student/Teacher/Aide Ratio		None		None	
3C1	60	Music Program Budgeting	TBD	TBD	TBD	TBD	TBD
3C2	61	Integrate Funding Sources into Budget		X			
3C3	62	Review Fundraising Strategies	None	None	None	None	None
3C4	63	Develop Reserve Account			None	None	None

TBD = To be determined

Action Plans - 4. Funding Future Needs

4: Funding Future Needs

Aim:

St. Mary's of the Angels Catholic School will:

- Ensure the growth of the school through the funding of capital needs
- Find creative opportunities for funding major capital efforts in order to ensure the future of the school?
- Find ways to endow the future of the school and
- Begin to build and upgrade facilities
- Enhance the learning environment for faculty and students.

Strategy or Goal:

A: Collaborate (Parish and School) to create a Master Plan which will prioritize existing facility renovation and new construction projects and establish a timeframe for completion

Action Plans:

- 4A1 Create a School Advisory Council subcommittee to address the school's facilities needs, for example, plant maintenance, new classrooms, a new gym
- 4A2 Collaborate with all concerned parties to evaluate and prioritize specific wants and needs (See Action Plan 4A1)
- 4A3 Report to the school advisory council about proposed the master plan (See Action Plan 4A1)
- 4A4 Evaluate facility needs in light of current budgetary situations
- 4A5 Create a capital campaign committee of the school advisory council

ISSUE OR PROGRAM 4:

FUTURE FUNDING

Strategy or Goal A:

Collaborate (Parish and School) to create a Master Plan which will prioritize existing facility renovation and new construction projects and establish a timeframe for completion

Action Plan

Number: 4A1

What is to be done?

Create a school advisory council subcommittee to address the school's facilities needs, for example, plant maintenance, new classrooms, a new gym

Who will be involved?

School advisory council members and people with needed particular expertise

Who will be responsible?

Chairman of school advisory council facilities' subcommittee

What are the needed resources?

Personnel and time

What budget is needed?

None

How will it be evaluated?

A subcommittee will be formed

When will it be accomplished?

June 2010

Status

Not yet begun

ISSUE OR PROGRAM 4:

FUTURE FUNDING

Strategy or Goal A:

Collaborate (Parish and School) to create a Master Plan which will prioritize existing facility renovation and new construction projects and establish a timeframe for completion

Action Plan

Number: 4A2

What is to be done?

Collaborate with all concerned parties to evaluate and prioritize specific wants and needs (See Action Plan 4A1)

Who will be involved?

Subcommittee of the school advisory council members, administration, facilities director, pastor

Who will be responsible?

Capital campaign committee chair, principal, pastor

What are the needed resources?

Time, personnel

What budget is needed?

None

How will it be evaluated?

Report created by subcommittee will be submitted to the school advisory council

When will it be accomplished?

June 2010

Status

Not yet begun

ISSUE OR PROGRAM 4:

FUTURE FUNDING

Strategy or Goal A:

Collaborate (Parish and School) to create a Master Plan which will prioritize existing facility renovation and new construction projects and establish a timeframe for completion

Action Plan

Number: 4A3

What is to be done?

Report to the school advisory council about proposed the master plan (See Action Plan 4A1)

Who will be involved?

School advisory council and subcommittee, custodian

Who will be responsible?

Chair of subcommittee

What are the needed resources?

Time and manpower

What budget is needed?

None

How will it be evaluated?

Report to school advisory council will be turned in on time.

When will it be accomplished?

September 2011

Status

Not yet begun

ISSUE OR PROGRAM 4:

FUTURE FUNDING

Strategy or Goal A:

Collaborate (Parish and School) to create a Master Plan which will prioritize existing facility renovation and new construction projects and establish a timeframe for completion

Action Plan

Number: 4A4

What is to be done?

Evaluate facility needs in light of current budgetary situations

Who will be involved?

School advisory council

Who will be responsible?

School advisory council chairperson

What are the needed resources?

Time, personnel

What budget is needed?

None

How will it be evaluated?

Report will be delivered

When will it be accomplished?

January 2011

Status

Not yet begun

ISSUE OR PROGRAM 4:

FUTURE FUNDING

Strategy or Goal A:

Collaborate (Parish and School) to create a Master Plan which will prioritize existing facility renovation and new construction projects and establish a timeframe for completion

Action Plan

Number: 4A5

What is to be done?

Create a capital campaign committee of the school advisory council

Who will be involved?

School advisory council, principal

Who will be responsible?

School advisory council chairperson

What are the needed resources?

Time, personnel

What budget is needed?

None

How will it be evaluated?

Committee will be created

When will it be accomplished?

January 2011

Status

Not yet begun

Strategy or Goal:

B: Study the feasibility of starting a capital campaign to improve to school's plant and facilities

Action Plans:

- 4B1 Develop and implement "Watch St. Mary's Grow" - a public relations campaign to find and cultivate various constituents
- 4B2 Investigate diocesan resources to assist in the feasibility study
- 4B3 Hire a firm which has expertise in feasibility studies (for example, Meitler Consultants, Inc.)

ISSUE OR PROGRAM 4:

FUTURE FUNDING

Strategy or Goal B:

Study the feasibility of starting a capital campaign to improve to school's plant and facilities

Action Plan

Number: 4B1

What is to be done?

Develop and implement "Watch St. Mary's Grow" - a public relations campaign to find and cultivate various constituents

Who will be involved?

Foundation, school advisory council, principal, marketing committee, all staff and faculty, parent volunteers

Who will be responsible?

Foundation

What are the needed resources?

Time, funding, personnel

What budget is needed?

Minimal

How will it be evaluated?

Self-critique by Foundation: readiness to begin a capital campaign

When will it be accomplished?

April 2009 and then ongoing

Status

Yet to begin

ISSUE OR PROGRAM 4:

FUTURE FUNDING

Strategy or Goal B:

Study the feasibility of starting a capital campaign to improve to school's plant and facilities

Action Plan

Number: 4B2

What is to be done?

Investigate diocesan resources to assist in the feasibility study

Who will be involved?

Principal, school advisory council subcommittee chairs

Who will be responsible?

Principal

What are the needed resources?

Time, personnel

What budget is needed?

None

How will it be evaluated?

Approval by the diocese

When will it be accomplished?

September 2009

Status

ISSUE OR PROGRAM 4:

FUTURE FUNDING

Strategy or Goal B:

Study the feasibility of starting a capital campaign to improve to school's plant and facilities

Action Plan

Number: 4B3

What is to be done?

Hire a firm which has expertise in feasibility studies (for example, Meitler Consultants, Inc.)

Who will be involved?

Principal, pastor, school advisory council

Who will be responsible?

School advisory council

What are the needed resources?

Time, personnel, future budget

What budget is needed?

TBD

How will it be evaluated?

Firm will be hired

When will it be accomplished?

January/February 2013

Status

Yet to be begun

Strategy

C: Attract Financial Support for St. Mary's Catholic School

Action Plans:

4C1 Create an Annual Appeal Program

ISSUE OR PROGRAM 4:

FUTURE FUNDING

Strategy or Goal C: Attract Financial Support for St. Mary's Catholic School

Action Plan

Number: 4C1

What is to be done?

Strengthen the Annual Appeal Program

Who will be involved?

Foundation, school advisory council

Who will be responsible?

Foundation

What are the needed resources?

Time, personnel, budget

What budget is needed?

\$3000

How will it be evaluated?

Greater participation

When will it be accomplished?

Ongoing

Status

Ongoing

Action Plan Time Line for Issue 4 Future Funding

4	Page	Key Responsibilities	2008 - 2009	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013
4A1	68	Committee to Address Facilities Needs			June 10		
4A2	69	Evaluate Specific Needs			June 10		
4A3	70	Report on Proposed Master Plan				Sept. 11	
4A4	71	Evaluate Facilities Needs			January 11	X	X
4A5	72	Create Capital Campaign Committee				January 11	
4B1	74	Develop Public Relations Campaign	April 09			X	X
4B2	75	Investigate Diocesan Resources		Sept. 09			
4B3	76	Hire Firm to Do Feasibility Study					January 13
4C1	78	Strengthen Annual Appeal Program	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

Financial Projections for Issue 4 Future Funding

4	Page	Key Responsibilities	2008 - 2009	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013
4A1	68	Committee to Address Facilities Needs			None		
4A2	69	Evaluate Specific Needs			None		
4A3	70	Report on Proposed Master Plan				None	
4A4	71	Evaluate Facilities Needs			TBD	TBD	TBD
4A5	72	Create Capital Campaign Committee				None	
4B1	74	Develop Public Relations Campaign	Minimal	Minimal	Minimal	Minimal	Minimal
4B2	75	Investigate Diocesan Resources		None			
4B3	75	Hire Firm to Do Feasibility Study					TBD
4C2	78	Strengthen Annual Appeal Program	\$3000	\$3000	\$3000	\$3000	\$3000

Responses to Questionnaires

Categorized Parent Responses

Parent/Parishioner Responses

Possible Areas of Concern for Strategic Planning

Responses:

21 Parents (some are also parishioners; 2 were committee members)

6 Parishioners (some were grandparents who sent children to the school; 1 was a great grandparent)

1. What are the strengths of St. Mary's Catholic School and/or what is it best known for?

Catholic Identity

- Religious orientation
- Mass attendance in keeping kids (especially individual classes) involved with Sunday Masses
- Strong values, both personal and religious
- Strong spiritual base
- Judeo Christian ethic toward and reinforced at school and church
- Christian-based education
- Christian approach to education
- Being a Catholic school-now with Catholic teachings
- Instilling of moral values without "pushing" religion
- Fostering personal growth and achievement and imparting Christian values Continued attention to issues of Social Justice in the modern world, as a reflection of Catholic principles
- Develops a wonderful values and a well-rounded education
- The strong community, innovative practices such as school family, inter-grade mentoring, etc.
- A great strength is certainly the strong and broad school community and their solid support of the school and its mission
- Strong sense of community within the school for students, parents and teachers
- Sense of community
- Sense of community-everyone seems to know everyone else's names
- The great "family" environment
- Sense of family among faculty/staff/school community
- Personal acknowledgment and service at all levels
- A positive, nurturing learning environment that stresses personal responsibility
- The ultimate strength (and reputation) of St. Mary's school is its level of education which we believe stems from the wonderful faculty & staff, the sense of community & the parental support.
- Family participation
- Parent participation
- Parent involvement
- Parent support
- Having parents regularly involved
- Parental involvement at PTG and class reviews (95%)
- Connection to the parish
- Community involvement
- Community dedication

Parent/Parishioner Responses

- Some of the core dedicated parents
- Dedicated volunteers (2)
- Some of the core dedicated alumni
- Involvement with the community
- St. Mary's is known for producing kids that are respectful, have good common sense, and good morals

Campus Life

- Successful students with self-confidence based on participation and inclusion
- Students seem to be confident in their own actions and thoughts
- Below tolerance for bullying misbehavior
- Produces leaders at the high school
- Uniforms
- Well behaved students
- Lack of gang activity-this is huge
- Students involved in student government
- Its discipline
- Safe environment
- While aging, the physical campus and its grounds are beautiful and worthy of the mission of the school
- Small size
- Good students

Academics/Curriculum

- Religion classes are helpful
- Academic excellence
- Strong academics (2)
- Strong academic programs
- High quality education
- Education
- Educational goals
- High scholastic standards
- Strong school curriculum
- Small class sizes (student/teacher ratio)
- Students educated at national grade level or higher
- Higher scores than local schools state tests
- Scholastic standing compared with other schools is A+
- Teaching and reinforcing study habits and first six years of school which will carry students to achieve in high school and college
- Homework which reinforces the study habits
- Smaller class size in many classes
- Smaller class sizes

Parent/Parishioner Responses

- Small class size
- Small to medium class size with excellent quality of teaching
- Striving for state-of -the-art in technology
- Study habits the students acquire and are expected to develop
- Opportunities for students to engage in public speaking at assemblies, Mass, etc.
- Full curriculum that nurtures the whole child (ethics, music, art, garden) at the same time emphasizing strong basics
- My general impression over the years has been that it is a very good school and produces competitive good students who function well at the high school level. They also appear to get involved with activities in high school.
- Kids club - this is a major advantage over both public/charter schools because both parents work in most families and can't afford babysitters from 3:00 to 5:30 a.m.
- St. Mary's is best known for its disproportional high achievement at Ukiah high school. Many students dominate top grades year after year including 2007
- Well prepared students-St. Mary's students rise to the top of the high school-scholastically and leadership wise
- Its commitment to academic excellence verified by the statistics at Ukiah high school where St. Mary's alumni rate in the upper level of academic performance and leadership
- Math and Science
- Extra curricular activities-music, art, field trips, language
- Expanding fine arts program (music)
- The music program with Mrs. Ali Miller is also a significant bonus that St. Mary's offers Music Program
- Great music program
- Music program K-8
- Music program
- Music and the performing arts program
- Spanish instruction in all grade levels
- Other strengths include the education programs in music, art, computers, library, Spanish and gardening
- Art program, although I'd like to see a written synopsis of grade level objectives and how it aligns with the California visual and performing arts framework. In essence, what makes it an art education program versus an art project or craft program. How do the projects meet specific objectives? Does the school have an art program or does the instructor, put it?
- Hire structure of GPA versus public schools
- Homework club, gardening, music, art, extracurriculars
- Gardening program (2)
- Being a private school
- Kids club
- Not bound by public school rules and regulations

Faculty/Staff

- Dedicated teachers (3)

Parent/Parishioner Responses

- Great staff (2)
- Excellent dedicated teachers
- Approachable staff
- St. Mary's is noted for its outstanding faculty and staff and their commitment to the school's mission
- Dedicated staff (2)
- Great teachers
- Fabulous faculties/staff
- Dedicated staff
- The teachers and office staff
- Best known for carrying faculty and staff that works with parents to provide well-rounded young adults and really prepare them for high school and beyond
- Very strong lower grade teacher commitment
- Art teacher
- In the past I have known of children of friends of mine who have withdrawn their kids from the school because they didn't like certain teachers. However I think this is a common problem in any school situation.
- The front staff
- The kindergarten teacher
- Best teachers

Administration

- Mary enjoys and deserves her exceptional reputation as an effective and inspirational leader
- Principal (2)
- Leadership
- Supportive administration
- Excellent principal - Mary Leitem
- Strong administration
- The new principal
- Great principal

Governance

Finance

Enrollment

Marketing/Development

2. What do you perceive to be the weakness of St. Mary's Catholic School?

Catholic Identity

- We feel the faith should be shared during religion lessons with a practicing Catholic. A lot of attention is given to high standards for education. If we are unable to recruit Catholic teachers, perhaps we can hire a part-time person (a practicing Catholic) to share their faith for religion class.
- No material support for fostering a stronger Catholic community among the parents
- New parents need mentors. The amount of paperwork, communication and general expectations far exceed other schools, which is a good thing but a difficult transition
- I am not familiar with the religion talk-this is, to me, very important for grades K through 8
- Needs more teacher-parent contact
- I would like the religion focus to be centrally emphasized throughout all grades. I know with having teachers that may not be Catholic that may be more difficult to achieve. Perhaps having a religious educator on staff

Campus Life

- A core group of higher-functioning, generally wealthier parents, dominating most aspects of parent participation;
- Select group within each classroom—that is not a cross section of the community which is a good experience for children
- Limited. support of parent teacher group
- Lack of parent participation in PTG
- Unintended consequence: this excludes others unintentionally.
- St. Mary's definitely has a major weakness in athletics not only with the lack of a physical education teacher & weekly program, but also it lacks most athletic opportunities for junior high students (that other junior high programs do offer). The school also lacks a normal sized gymnasium that could promote those activities. We also perceive a weakness when it comes to junior high level resources, choices & opportunities. While our children are not at that age, we understand that many students leave St. Mary's so they may have some of those additional opportunities elsewhere.
- Limited extracurricular offerings-assemblies/talks
- Sports program
- Building maintenance
- The school's outdated and in adequate infrastructure. The age and poor condition of the school buildings, heating system, roof and bathrooms.
- The school buildings are not safe seismically and it is our moral obligation to address this issue immediately within the next five years. A working group of Earth scientists (Peterson et.al., 1996) has estimated a maximum of probable earthquake of magnitude 7.1 along the fault and then run this is true and formed the Ukiah Valley. The ____? Act developed to address these issues with public school buildings should be used as a minimum a guide to assure that safety of our children during an earthquake. Construction costs increased each year, so a plan to reconstruct the school should be completed now and initiated before or in conjunction with a new gymnasium

Parent/Parishioner Responses

- Improve the quality and nutrition of the school lunch program and expand the garden program into the curriculum and lunch program to promote healthy lifestyles and learning
- The only part of the whole child not adequately addressed is nutrition - need other prizes than candy and gift certificates to McDonalds. More/better time for "meals" for lower grades
- Lack of gymnasium (4)
- The facilities are in need of many repairs and upgrades which is very costly
- A gymnasium may be conducive to creating a more competitive sports program - once again, very costly
- No gymnasium for the sports program
- Limited by an aging physical plant
- Old school grounds-needs major updating
- Lack of physical education
- No physical education program
- Athletics department
- Improve aspects of the aging physical campus (i.e expanded gym/theatre/kitchen ect; proper science laboratory)
- Lack of top-notch facilities
- Sports program unable to match public schools
- Some parents feel the lack of sports teams at the junior high level is a problem
- Better security
- A school bus for morning pick up, afternoon drop-off, and field trips
- St. Mary's is not as strict anymore about uniforms and are student behavior

Academics/Curriculum

- Weakening graduation and course requirements to accommodate students who cannot achieve the goals originally set
- Limited Art program
- No formalized Physical Education program
- Lack of organized mandatory exercise program in a time of increasing obesity
- No phys ed. Program
- Physical education and the Art Program. There is no PE teacher which leaves the class teachers to choose how much or little they participate (and PE has sometimes been taken away as a punishment).
- Lack of skill-days to PE program for all grade levels, emphasizing fitness and implemented on a qualified to PE instructor
- Class size is too large for grades 1-3, especially without a qualified full time aide
- More scientists and to assist in low grades, focusing on hands-on approach
- Research does not support such a rigorous academic push in the younger grades
- Hands-on learning, not textbooks and worksheets should be emphasized
- Class sizes getting too large
- No independent study
- Lack of support for family vacation

Parent/Parishioner Responses

Faculty/Staff

- Shortage of funding, lack of nuns to teach (financially that is—hiring teachers adds a lot of cost to the school).
- Lack of top-notch science and math teachers
- Ability to attract experienced and credentials to teachers
- New teachers need mentors to help them handle discipline, motivational and curricular problems in classrooms. It's tough to transfer the "book learning" to actual everyday situations (Try Mrs. Howlett - a retired teacher, on a part-time consultant basis)
- Lack of supervision (letting the kids "configure" it out)
- Lack of wanting to look at all sides of things and taking responsibility for what doesn't work in the classrooms, for example, may be a child is not challenged enough to pay attention or to excel instead of assuming the child cannot do the work. Instead maybe "test" the child to see if they need to be challenged more. Maybe it needs to be more fun.
- The art teacher is uninspiring and has little imagination and no new material. I'm quite sure she doesn't even like kids - art is expression of a child. They should not be told that their individual style is wrong. For some children, these classes assist children in achieving academic excellence
- If money is not available to hire a PE teacher, maybe all classroom teachers could receive training in one of the many PE programs available to elementary schools
- No PE teacher
- Needs a designated PE teacher (not the home class teacher)
- Lack of strong supervision in kids club-children could very well lead campus without supervisors knowing
- Young teachers

Governance

Administration

Finance

- Improve the salary/benefits of the faculty so that they exceed the local public schools (it is a shame that their compensation is close but not equal to that of the local public educators)
- High tuition
- Constant fundraisers in conjunction with high tuition
- Finally, we would rather not be "nickel & dimed" so much. We'd rather have tuition be higher than have so many little additional expenses constantly (i.e. buying Kleenex & paper towels for the classroom, field trips etc.) It just seems that those things could be budgeted
- No scholarship support for field trips
- Not enough funds to cover any extracurricular classes
- Teachers salaries in adequate to closely compete with public's standards and charter schools
- Tuition continues to rise (an necessary problem in order to attract good teaches). We are pricing ourselves out of the market. Review of budget and check sources for workman's comp insurance, liability insurance etc. to get best bids not diocesan blanket policies.

Parent/Parishioner Responses

- Develop some mass purchasing with other schools to cut down on office supply costs.
Do an energy audit to cut on utilities
- Rising tuition rates

Enrollment

- Improve the socio-economic and ethnic range of diversity represented at the school.

Marketing/Development

- No local Catholic high school to continue the education
-

3. **What would you like to see preserved in the school?**

Catholic Identity

- Attending Mass.
- Morning prayers
- I like the student participation at Mass once a month and think this is a good experience for students hopefully extending to life long habits
- Religious/ethical teaching in school
- Regular Mass attendance
- Personal approach
- Continued involvement of parish priests.
- Strong ties with the school and church
- Community feeling
- Parent involvement
- The family participation which contributes greatly to a sense of community
- Parent involvement a couple times a year for “work days” in which parents work together on a Saturday repairing, painting etc. the physical plant.
- The "family" feeling the students have for one another
- Maintaining a feeling of family within the school community as the school continues to grow
- The strong community, innovative practices such as school family, inter-grade momentum turning, etc.
- I think that community involvement by the students, e.g. visiting convalescent hospitals is good for the community as well as the exposure of students to how others live
- Involvement with Plowshares also is a good experience for students plus fund raising for Christmas and other such events for this organization
- Fostering parental involvement-PTG
- PTG
- Basic Catholic-Christian traditions, teachings, and values
- The Christian approach to growing up and education: concern for others less fortunate, a work ethic and goal oriented approach, development of good study habits and organization of work
- The morals and values which this school was founded on - we've seen the public school become inept in educating our children because each child is now a dollar sign (in which test scores now dictate success or failure of teachers and students). Children are failed by this system which teachers focus on meeting quotas and not teaching kids)
- The closeness of everyone being friends and helpful to everyone
- The "buddy" system
- Mentorship (eagle reading, body programs)
- The strong grass roots school community - growth in the student body that preserves and benefits these key values
- Support of local charities

Parent/Parishioner Responses

Campus Life

- We think the level of parent participation is very important. While some parents may find that the requirement is frustrating, the hours spent in and around school is what creates the wonderful sense of community that the school families enjoy.
- Economic/cultural diversity (committed to scholarship program)
- The overall "vintage" feel of the physical environment
- Student council and leadership programs
- Strong values and discipline
- Courtesy toward one another-teachers and parishioners
- Happy to see an after-school club for working parents. A real help to have a safe place for children while parents are working
- Awards and "Authors Tea"
- Awards to encourage children to succeed
- Attractive and functional physical campus
- School cleanliness
- The discipline
- Uniforms (3)
- Size
- Lunch program
- The large grassy field

Academics/Curriculum

- Excellence in education
- High scholastic standards
- Strong school curriculum
- The commitment to academic and personal excellence
- Small class size (2)
- Jr. High
- After-school program
- Tradition of teaching/fostering demanding study habits and early grades
- Lots of homework
- The class size cap at around 30 students is a level we would not want to increase. We would be extremely disappointed if the music program were to be discontinued. We not only want the Spanish program to be preserved, we'd love to see it increased
- A great before and after school program.
- The Spanish classes and music program or a welcomed and fabulous addition
- Emphasis on reading/math/basic academic skills
- Spanish program
- Continue computer training
- Keep up the computer classes and Spanish classes
- Math and Reading levels
- Algebra I and II
- Saxon math

Parent/Parishioner Responses

- Music, arts programs, Spanish, field trips
- Music program (5)
- Music exposure good-also garden program (garden program needs help the spring: 1) compost sacks and Roto tilling of the beds)
- Full curriculum that nurtures the whole child (ethics, music, art, garden) at the same time emphasizing strong basics
- I would also like to see you reading and English grammar mastered before introducing a second language
- Lunch program
- Computer program
- Continues science fair participation
- Library
- Maintain small class sizes
- High standards and expectations
- Kid's club (2)
- Kids club - this is a major advantage over both public/charter schools because both parents work in most families and can't afford babysitters from 3:00 to 5:30 a.m.
- Athletic program

Faculty/Staff

- Outstanding educators who make continued long term commitments to Saint Mary's
- Quality of teachers, staff and students.
- The open door policy between the teachers and parents
- The staff
- Fabulous faculty/staff
- The dedicated teachers and staff
- Keeping a strong school teaching staff
- Teachers

Administration

- Leadership
- Thank you for your leadership in creating a safe, nurturing place for my children to learn, grow and flourish
- Mary Leittem as principal
- The principal

Governance

Finance

Enrollment

Parent/Parishioner Responses

- I like what I already see happening-and integration of a more diverse student body. More ethnic students which will also mean a decline in the ability of families to be able to pay the full tuition but it will not be such an exclusive school for only the wealthy families. The issue will deal with how to support the school financing with less affluent families

Marketing/Development

4. What would you like to see changed or what are some key issues that face St. Mary's Catholic School over the next 5 years?

Catholic Identity

- Maintaining a feeling of family within the school community as it grows
- Keeping the community feel and quality of instruction during the growth phase
- St. Mary's will be asked to compromise its religious values to accommodate others/or everyone's views or agenda
- St. Mary's (and all Catholic schools) needs to remember that these schools were started to create a community of people who share religious values, discipline, and academic excellence
- Continuing tolerance and acceptance of other races, religions, and viewpoints
- More involvement by St. Mary's parish priests in the school- a teaching are presence

Campus Life

- Educate the parents and get them fired up about replacing the school. We can do this by hiring an architect and structural engineering firm to do an assessment of the school (then make the findings public) and have an initial funding schedule set up along with goals to have the school retrofitted or rebuilt. If you present not only the problem but a systematic plan for its solution, the parents will embrace the project and run with it
- Broader parent representation
- Upgrade the infrastructure-a gym/kitchen
- Physical Plant is pretty darn old, and needs some major work or a new school
- Sports facility is non-existent, and needs building
- The lack of regular athletics is also a concern
- Gymnasium built
- The need for a gymnasium
- Track for running
- I would like to see free dress once a month (without going to church) in uniform
- Another thing is if there are bullies that aren't being handled like there has been in the past - "street" mentality will be encouraged. That's not what anyone wants. Kids with behavioral problems should not be allowed to stay in class just because their tuition is paid. If the kids don't feel anything is being done then they feel helpless and the need to do something themselves. Also it should be made clear who the offending child is so that there is no confusion among the teachers and wrong kid gets put into the "troublemaker" group by mistake. This has actually happened and it's a problem for all involved
- Physical plant needs improvement-bathrooms updated
- Updated bathrooms
- Lack of physical space to add classes
- Staying connected to the larger community as performance gap (between St. Mary's and public schools) widen
- Improving connection to food/nutrition to health and personal respect
- Extra classroom space will be needed to accommodate further growth

- Cover from the rain and back gate for pickup
- The facility needs some repair or upgrade
- A gymnasium would attract more sports oriented families to go to sports programs available
- A school bus
- Drive through pick up and drop off. Many schools have this and the lines moves smoothly and is safe for the kids

Academics/Curriculum

- A stronger spelling program, starting earlier. (the approach to spelling in the earlier years reminds me of the Waldorf approach to reading—“they don’t need it now”—but many kids seem to have trouble with spellingthe approach to spelling needs to be re-evaluated.
- Add a fulltime position for a resource specialist for kids with special educational needs
- Re-establish the Accelerated Reading program
- Investigate Accelerated Math
- With the increased popularity and success of local charter programs (the Spanish immersion program and the Waldorf charter), we believe that St. Mary's will need to respond by furthering the Spanish program, continuing to support the art & music programs and re-creating an athletic program.
- Competing with charter schools which also have motivated/involved parents
- I would love for preschool to be put into place - they could share the kindergarten playground
- The addition of kindergarten has been good and perhaps a preschool if it could be arranged
- Key issue will be larger class size and lack of one-on-one attention
- Maintaining low student-teacher ratios as the school continues to grow
- Maintaining "auxiliary" programs (music, etc.) and marking art and garden a line item in the budget
- I would like St. Mary's to stay on the cutting edge of technology
- Expansion and ongoing support of technology both educationally and administratively,
- Improve science/math facilities
- Perhaps tried to get more parent volunteers in classroom to help teachers. Hard to do as most parents work outside the home. Try grandparents that are retired
- Would it be difficult to use same exams that the public schools use to test for achievement at specific grade levels? Might be a good marketing tool to attract new students-if you think St. Mary's results would be higher than the public school. Eagle Peak scores are pretty low
- Growing without overcrowding classrooms
- Physical Ed programs
- Add Independent study program

Faculty/Staff

- The group of wonderful teachers that are nearing retirement age is a significant issue for St. Mary's in the near future. Many of those women have such wonderful reputations, they will leave large footsteps to fill.
- I would like to have a counselor available I think is crucial
- I would like to see a counselor available for the students to confide in
- Attracting new, innovative teachers will become necessary as teachers retire over the next few years
- Retaining high quality teachers, especially in the upper grades
- The availability of teachers. Difficult to compete with wages and benefits of the government funded school systems
- Tough to attract experienced credentialed teachers
- Keeping teachers from going elsewhere
- Retire older teachers and attract new teachers

Administration

- Keeping the principal well

Governance

- An organizational chart. Right now, it's oral lore, and repeated often by the handful of people who know and understand it. It will help all parents and outside groups and organizations to understand the operation of the school more clearly

Finance

- Tuition is very high for middle income families - how to keep the school affordable and not price out many families. Obviously, my child is at St. Mary's, so I feel it is worth the \$4500 tuition. It is, however, a struggle, especially when facing college expenses for my other child.
- Having the funds available for hiring and retaining excellent teachers (again, Catholics when possible).
- Having the funds available to maintain the physical plant (classrooms, etc.).
- Creating greater financial support will for the growth of the school
- We have great teachers, but as the cost of living increases we may lose them if we can't compete with salaries
- The cost is something we always have - maybe more help for children whose parents cannot afford to send their children (more than one in a family). This is always an ongoing problem
- Funding for salary/benefits to attract and keep top-notch credentials teachers
- One of the key issues is financing
- Scholarship program

Enrollment

- Enrollment must be increased -this may be a problem as the young families in Ukiah are getting fewer and fewer. Many cannot afford the tuition has the economy here is not seeming to increase
- Student enrollment due to tuition fees

Marketing/Development

- Long term Fund raising/capital campaign needs to be established.
- A more formal scholarship program/funding needs to be developed—it seems to work but it also seems a bit of a patch work.
- I have no ideas for change but feel any institution is facing ongoing financial problems. The establishment of the Foundation should add a little security to the school but certainly is a long term thing before benefits amount to anything substantial for funding the school
- It would also be nice to offer Catholic private school choice at the high school level
- What would be great to offer 9-12 high school as an alternative toUHS

Categorized Faculty Responses

Possible Areas of Concern for Strategic Planning

11 Responses (some are also parishioners and/or parents)

5. What are the strengths of St. Mary's Catholic School and/or what is it best known for?

Catholic Identity

- Religious foundation
- Formulating and implementing a philosophy of Catholic education
- Integrating the gospel message in the school environment
- Building a faith community among students, staff/faculty, school families
- Strong Catholic family values
- Family oriented community
- Family atmosphere
- An excellent Catholic education with high standards, accountability, and community spirit
- Giving children the gift of self esteem, encouraging them to take risks, and strive in all their endeavors
- Caring environment
- Parents and teachers are team, not adversaries
- Catholic-based education
- A close-knit familiar environment
- Family participation
- Attention given to the students is wonderful and clearly above public schools
- Compassionate students
- Volunteer efforts of parents
- Parental involvement
- Generosity in networking with community

Campus Life

- Small private school
- Safe environment

Academics/Curriculum

- Academics
- Academic standards
- Academics and discipline
- Strong academics
- Students go on to high school with strong study skills
- Academic successes
- St. Mary's graduates generally pursue leadership positions as they enter high school
- Music program (2)

Faculty Responses

- The strong Spanish program
- Computer programs (Art)
- Extracurricular-Music, Spanish, art, gardening, computers, student council
- Enrichment programs to enhance curriculum - Music, Art, Spanish Computer for all grade levels
- Known for excellent education for children

Faculty/Staff

- Great faculty
- Quality instructors
- Great faculty/staff
- Excellent teachers!
- Dedicated staff/faculty
- Strong and happy staff/faculty
- The strong-experienced staff/faculty
- Are hard-working faculty-always willing to go the "extra mile" for student

Administration

- Great leadership
- Great administration
- Of very strong principal who is a true leader, who is willing to listen and try new things, West brought the spirit back to the school, who has welcomed new and old parents, staff, faculty and children

Governance

Finance

- I feel the tuition is not attainable to those in our parish so they look to the public schools. We have families who are here strictly because it is a "locked" campus. That's said

Enrollment

- And there are not enough Catholics attending the school.

Marketing/Development

6. What do you perceive to be the weakness of St. Mary's Catholic School?

Catholic Identity

Campus Life

- Lack of essential facilities, that is, science lab, gym, updated physical plant, automated library system (you can only pass on this stuff for so long)
- The plant itself needs a lot of work: heating, air conditioning, blacktop, restrooms
- Facility is aging
- No air conditioning, antiquated heating system
- No gym (2)
- Gym
- We need a gym!
- Heating/cooling system
- Additional classroom for our program, gardening
- Bathrooms need to be upgraded
- Need new bathrooms
- We are in need of chairs for classrooms
- Custodial help to clean classrooms and school
- Lunch program

Academics/Curriculum

- Large class sizes in K and 1st grade without full-time aides
- Jr. High science program
- Lack of a comprehensive P E program
- Lack of P.E. program
- We need books for reading, computer programs for reading levels

Faculty/Staff

- Lack of paid staff for the library-at least one of the long-time volunteers is retiring this year
- Lack of P. E. teacher

Administration

Governance

Finance

- Struggling finances
- Lack of strong finances
- School is dependent on much fund raising

Enrollment

Marketing/Development

- The Catholic Foundation

Faculty Responses

7. What would you like to see preserved in the school?

Catholic Identity

- Our Catholic identity
- Faith as the school's basis
- A strong sense of community
- Teachings of Catholic values but reaching to all students even if they are not Catholic to be moral, kind person
- Core values that match our mission and philosophy
- Religion
- Welcoming atmosphere
- the "family" atmosphere (2)
- The many traditions that compliment St. Mary's
- Respect for faculty by students and respect for students by faculty

Campus Life

- What we do now
- All of the programs already in place

Academics/Curriculum

- Strong academics
- Academic excellence
- Academics/discipline
- Students graduating with the highest standards and academics
- The music program
- All extra curriculum classes: gardening, art, music, Spanish, computer The fact that most of our students up at the high school our leaders and our top of their classes and most succeed in college and the working world
- Music, Art, Spanish
- Enrichment programs which benefit all students

Faculty/Staff

- Excellent staff
- Happy staff/faculty

Administration

Governance

Finance

- Grant writing which has brought _____? into our classrooms

Enrollment

Marketing/Development

- The Catholic Foundation and

Faculty Responses

8. What would you like to see changed or what are some key issues that face St. Mary's Catholic School over the next 5 years?

Catholic Identity

- Keeping religion and academics going strong-it is the key to our children's future

Campus Life

- Planned to improvement
- Updated library system (automated)
- Better plumbing and heating
- We need a gym (3)
- Building repairs/improvements (2)
- Remodeling kitchen

Academics/Curriculum

- All day kindergarten
- How to address increase in enrollment-that is, aides?
- Limited classes
- P.E. program
- Standards-based textbooks in all grades
- Computer lab reading program
- More library books
- Computers/printers in classrooms for student use

Faculty/Staff

- A paid library position
- A paid position for the library, at least part-time
- More teachers aides as our classes keep growing the staff does not
- Aids for classrooms over 20
- Help with services for learning disabilities students
- Hiring a P.E. teacher
- P.E. teacher
- Full-time PE teacher reinstated

Administration

Governance

Finance

- And expanded scholarship program would be nice
- Finances
- Decreasing fund raising

Enrollment

- More Catholic families

Faculty Responses

- Inconsistent enrollment

Marketing/Development

Categorized Committee Responses

Possible Areas of Concern for Strategic Planning

10 Responses (10 only listed here - 2 committee members are listed with parents)

9. What are the strengths of St. Mary's Catholic School and/or what is it best known for?

Catholic Identity

- Religion
- Religion taught
- Priests on campus
- Liturgies
- Values/morals are reinforced; right from wrong
- Spirituality/caring
- Teaching children to be a “good person”
- Community
- Great community spirit and morale
- Welcoming and relaxed
- Respectful of individuals
- Consequences knows
- Once a family makes the decision/commitment to come to St. Mary's, they usually stay
- Large percentage of active parents
- Parents on campus
- Parents with strong values, committed, involved, reliable, smart and supportive
- School families
-

Campus Life

- Safe
- Discipline
- Accountability
- Location

Academics/Curriculum

- Academic standing in the community
- Strong academics
- Academics (excellence)
- Academics
- Good Education – students excel at the high school and beyond
- Provides an excellent education
- Small size
-

Faculty/Staff

- Teaching staff

St. Mary's Catholic School, Ukiah, CA
Committee Responses

- Strong faculty
- Excellent teachers, ????? on-going education

Administration

- Strong administration
- Strong leadership
- Principal

Governance

-
-

Finance

-
-

Enrollment

-
-

Marketing/Development

- Within the Ukiah community, we have a good image and lots of support
-

10. What do you perceive to be the weakness of St. Mary's Catholic School?

Catholic Identity

- That the religious part does not carry on after high school and into adult life
-

Campus Life

- No gym (2)
- Physical plant needs upgrades
- Old plant facilities
- Physical plant
- Drainage

Academics/Curriculum

- Physical education
- Evaluations of the faculty curriculum; what is being taught-are we maintaining the academic excellence we had?
- Little service of public school to kids with special needs

Faculty/Staff

-

Administration

-
-

Governance

- Some policies are set without input from school advisory council – no “parent input” for example, cell phones, detention
- Lack of a strategic plan
-

Finance

- Too small for proper sources of income
- Limited resources for students and faculty
- Need to rely on fundraising as a major part of the budget
- Lack of financial security
- Feel that there should be one price to pay to cover everything – school supplies, graduation trips, major field trips
- We rely too much on fundraising
- Steady fundraising
- Cost of tuition
- Fund raisers

Enrollment

St. Mary's Catholic School, Ukiah, CA
Committee Responses

- Need more diversity
-

Marketing/Development

- Capital Campaign
- Need to raise money for an endowment to plan for these (physical plant) inevitable needs. Can't live fundraiser to fundraiser
- Community awareness
- Communications
- Continuing need for capital, narrow sphere of participation
- Low profile in the community of the school's contributions
- Community perception of SMS as elitist
- Have a hard time viewing ourselves (school) from local community viewpoint
- Connection with the alumni could be stronger
- Donors/contributors not well acknowledged

11. What would you like to see preserved in the school?

Catholic Identity

- Catholic identity – parish related
- Sense of spirituality
- Religious values
- Catholic values carried on into life
- Feeling of community
- Sense of community (2)
- The feeling of “goodness” the school has
- Intimacy of parents, teachers and students
- Family atmosphere of the school
- Wonderful involvement of talented and caring school parents and volunteers
- The school is beginning to invest in the training of these folks
- Spirit of volunteerism
- Volunteerism
- Coaching
- Sense of service
- Presence
- Keep focus on educating the whole child
- Dedication to creating “whole” students

Campus Life

- Morning assembly
- Mardi Grad

Academics/Curriculum

- High academic standards
- Excellent education
- High academic standards
- Reputation of a stellar education

Faculty/Staff

-

Administration

- Great leadership
- The energy MLT brings

Governance

-
-

Finance

St. Mary's Catholic School, Ukiah, CA
Committee Responses

- Fundraising
-

Enrollment

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Marketing/Development

- The school is beginning to invest in the training of these folks (parents and volunteers)
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12. What would you like to see changed or what are some key issues that face St. Mary's Catholic School over the next 5 years?

Catholic Identity

- Parish culture is not 70%; school is now; how to connect
- Vision stated and formalized needed in a way that each member of the school community can help community it
- My personal take is that we live in a community where it is possible to address spirituality in many classrooms. We can't really celebrate this difference by denying this fact

Campus Life

- Maintaining and improving facility
- Developing a plan to ensure that SMS students have the opportunity to develop their physical abilities along with academic and spiritual

Academics/Curriculum

Faculty/Staff

- Retirement of primary grade teachers
- Continuing to attract the best teachers

Administration

- Future leadership – MLT retirement
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Governance

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Finance

- Increases in tuition
- Lack of fund raising success
- Fund raisers to give school scholarship money and money to update buildings and build on
- Finding new ideas that will energize parents
- Rely less on fundraising
- Financial stability
- Maintain competitive teacher salaries

Enrollment

- Maintaining current enrollment levels without pricing people out of the market

Marketing/Development

St. Mary's Catholic School, Ukiah, CA
Committee Responses

- Reconnect with donors
- Reconnect with Ukiah community
- Launch a capital campaign
- Where to get funding
- Capital campaign to address the structure needs
- Financing building improvements, expansion with gym, science lab
- Fundraising to maintain and update the physical plant, technology, building a gym.
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