

ST. TERESA SCHOOL



LONG RANGE PLAN 2017 - 2020

MISSION STATEMENT

ST. TERESA CATHOLIC SCHOOL, AND INTEGRAL COMPONENT OF ST. TERESA PARISH, SERVES THE COMMUNITY BY PASSING ON THE CATHOLIC FAITH AND VALUES WHILE IMMERSING THE STUDENT IN A CHRIST-CENTERED ENVIRONMENT. A CONTINUED PARTNERSHIP OF ST. TERESA PARISH, FAMILIES AND STAFF WITHIN A TRADITION OF ACADEMIC EXCELLENCE WILL PROVIDE STUDENTS THE OPPORTUNITY TO LEARN ABOUT THE CHURCH'S TEACHINGS, TO INCORPORATE THEM IN THEIR DAILY LIFE, AND TO TAKE AN ACTIVE ROLE IN ADDRESSING SOCIAL CONCERNS. WE ARE COMMITTED TO SERVE THE CHILDREN AND FAMILIES WHO DESIRE A CATHOLIC EDUCATION.

FINANCE

- The St. Teresa School Board will work with the Pastor, Principal, Business Manager, and Parish Finance Council to build financial strength within the parish by offering a competitive tuition structure that will draw and retain students, while helping the principal develop a budget that optimally utilizes tuition dollars, donations, and the parish subsidy according to best accounting practices.
- **ANNUALLY** Work with the Business Manager to provide monthly updates to the board with detailed Profit and Loss statements including what was budgeted and spent each month, and where specifically shortfalls or surpluses fall.

2018	2019	2020
<ul style="list-style-type: none"> • Evaluate current tuition structure to include discounts in order to make tuition competitive but also reasonable to cover expenditures. 	<ul style="list-style-type: none"> • Fully implement Budget Development Process outlined in the Diocese of Belleville Elementary School Board Training Manual on a yearly basis. • Review and fully adhere to the Basic Internal Controls checklist outlined in the Diocese of Belleville Elementary School Board Training Manual on a yearly basis • Solidify a school board budget for school board specific initiatives. • Implement at least three initiatives in which school families will regularly donate more funds to St. Teresa Parish (could include increasing the number of school families who give to the parish electronically, educational initiatives on the "tuition gap"/parish subsidy, or increasing mass attendance through school-themed liturgies). 	<ul style="list-style-type: none"> • Evaluate current tuition assistance structure and the feasibility of having 7-10% of the school operating budget available for tuition assistance.

- 2018 Utilize social media platforms such as Facebook, Twitter, and Instagram solely as vehicles by which the school promotes its positive image to school families, parishioners, prospective donors, and the community and identify “champions” of each social media platform, with goal of at least 4 posts per month by 2019.
- 2019 Implement at least three other forms of regular communication with the parish, prospective donors, and the community (could include student essays in the church bulletin, school newsletter mailings, or periodic electronic updates)
- 2020 Transition the school website to primarily a “window to the school” for prospective families, the parish, and the community, including prospective donors

COMMUNICATIONS

The St. Teresa School Board will highlight positive aspects of the school and promote the school’s image and Catholic identity to prospective families, the parish, and the community, thus enabling the parish and school to attract and retain families and to generate a favorable response to fundraising as an investment in the future.

2018

- Implement a monthly school board e-communication with school families.

2019

- Transition the primary mode of communication between the administration, teachers, and School Board and existing families to Option C
- Implement the Option C mobile application as the primary source of information for existing school families

2020

- Consolidate the number of electronic programs/"log-ins" that school families have to access by 30%
- Increase the number of payments that can be made electronically via Option C or direct links (e.g. tuition, athletic payments, lunch accounts, field trips)

COMMUNICATIONS

The St. Teresa School Board will help the administration and teachers facilitate reliable and more streamlined communication with existing school families, including utilizing evolving technology.

DEVELOPMENT

THE ST. TERESA SCHOOL BOARD WILL HELP TO MAXIMIZE THE NUMBER OF CONTRIBUTORS BY INCREASING THE NUMBER OF PARTICIPANTS AND AMOUNT CONTRIBUTIONS MADE FOR FINANCIAL SUPPORT OF THE SCHOOL AND SCHOOL FUNCTIONS, PRIMARILY TO THE ANNUAL FUND

2018

- Ensure that viable databases exist for major donors, parents and parishioners who have donated to the annual fund in the past, corporate donors, grandparents, and alumni.
- Update the School Board fundraising policy, including more clear delineation as to where funds are to be earmarked
- For the annual fund, solicit 30 major donors, and increase by at least 5 each year.
- Increase annual fund contributions by at least 10 percent each year starting in 2018.

2019

- Transition the annual fund focus/emphasis to major donors/grandparents/alumni and make the goals of how the funds will be used clear.
- Implement a formal or semi-formal recognition event for major donors
- Reach out to at least three other Catholic Schools regarding best practices for their annual fund and development

2020

- Establish an annual fund committee and timeline as outlined in the Diocese of Belleville Elementary School Board training manual to include a major gift phase, a grandparents phase, a school board phase, a parent phase, a faculty/staff phase, a professional/corporate phase, and an alumni phase.
- Establish a planned giving committee preferably comprised of professionals with appropriate finance backgrounds and better solidify planned giving programs and policies.
- Assess the need and feasibility of a capital campaign.
- Work with the PTO to make the Tiger Dollars initiative more robust and increase revenue from that initiative each year.
- Attempt to consolidate the number of "asks" by working with other school organizations to reduce the number of fundraisers (other than those that benefit the annual fund, PTO auction, or "fundraisers") by 1-2 per year

PLANNING AND POLICY

The St. Teresa School Board will work with the pastor and principal to adopt optimal policies and long range plans to best meet the needs of the school and the diocese, and to continue to review existing policies.

2017

- The Long Range Plan will be reviewed and updated, and will be made available for all to review on the school website initially (and eventually Option C), and will be posted around the school for faculty/staff, families, and students to review.

2018

- All current school board policies will be reviewed and updated, to include ensuring that they meet the needs of the current educational environment and that they are in line with current diocesan educational policy.
- The current school board by-laws will be reviewed and updated.
- Update the school board fundraising policy to include more clear delineation as to where funds are earmarked.
- Reevaluate the school board social media policy to be sure evolving concerns about the nature of posts by students and school families are addressed.

2019

- Be sure the school's homework policy is in line with the diocesan homework policy.

BUILDING AND GROUNDS

The St. Teresa School Board will assist the administration in creating and implementing a facilities master plan which outlines the school's needs for equipment and space utilization, capital improvements, and facilities management.

2018

- Work with the pastor and principal to evaluate the viability of the Early Childhood Center (ECC) at its current location, from the perspectives of finance, recruitment, enrollment, and facility utilization.
- Estimate a 3 year repair and upgrade budget for school facilities.
- Assess the scope, budget and resources needed to address the roof leak over the parish center/piano room.
- Assess the scope, budget and resources needed to replace electrical panels.
- Assess the scope, budget, and resources needed to address sewage repairs specifically on the line under the music room by 2018 and implement by 2020

2019

- Address whether a capital campaign is needed to finance any of the above projects.

2020

- Assess the scope, budget, and resources needed to replace the boiler.

CURRICULUM

THE ST. TERESA SCHOOL BOARD WILL WORK WITH THE PRINCIPAL TO CONTINUE TO UPDATE THE CURRICULUM AND CO-CURRICULAR ACTIVITIES TO MEET THE NEEDS OF ALL STUDENTS, WITH EMPHASIS ON TECHNOLOGY AND IMPROVEMENT OF IOWA BASIC SKILLS TEST SCORES, AND CONTINUALLY ASSIST THE PRINCIPAL IN ASSESSING THE EFFECTIVENESS OF THE CURRICULUM AND ITS RESOURCES.

2018

- Increase use of various technologies in both instruction and learning so as to expand computer literacy, teaching methodologies, STEM activities, and communication.
- Support and assist teachers in using the STEM lab to encourage discovery, critical thinking, exploratory learning, and use of technology, and to actively engage our students in hands-on problem solving activities.

2019

- Set up a comprehensive system for evaluating curriculum (to include textbooks, e-books, supplements, and field trips) and extra-curricular (clubs/organizations) materials for their effectiveness in areas of student learning and success while ensuring cost effectiveness.

2018

- Quantify annual technology costs and re-calibrate the student technology fees accordingly.
- Improve wireless bandwidth to support electronic book traffic.
- Install new server.
- Reduce number of desktops due to migration toward electronic books.
- Upgrade Microsoft office software.
- Purchase Grow Cart for Experiments.
- Review current printer contracts and alternative solutions.

2019

- Replace and Upgrade Smart Boards.
- Fully implement Google Classroom.

2020

- Retire outstanding loan amount for STEM lab construction.

TECHNOLOGY

The St. Teresa School Board will assist the principal in continuing to evaluate and update technology available to the school and its students.

ENROLLMENT

THE ST. TERESA SCHOOL BOARD WILL WORK WITH THE ADMINISTRATION TO MAINTAIN A PROACTIVE MARKETING PLAN TO TARGET NEW FAMILIES AND TO DRIVE AN ENROLLMENT MANAGEMENT INITIATIVE IN ORDER TO MAINTAIN A VIABLE CATHOLIC SCHOOL.

2018

- Maintain open houses/rallies for back-to-school in the fall and prospective students in the winter and spring.
- Conduct focus groups of new families and possibly other groups to assess effectiveness of current initiatives and to gather ideas for other initiatives, to include families paying full non-parishioner tuition.
- Implement a “Kindergarten boot camp” for new families.
- Assess enrollment/retention trends from the ECC up through 2nd grade over the past 3-5 years and continue to foster involvement of ECC students in the main campus with at least 1-2 initiatives per year.
- Explore the possibility of referral incentives for existing families.
- Develop enrollment targets over the next 3-5 years..

2019

- Implement and expand a “drip campaign” to include a mailing project targeting families with young children ages 1-5 years, including seasonal themed post cards, invitations to open houses, and baptismal cards.
- Develop at least three initiatives to create a greater presence for St. Teresa School in the parish (this could include more school themed masses or events).
- Develop at least three initiatives to foster a greater presence for St. Teresa School in the community (this could include volunteering at Belleville festivals, adopting families at the holidays, etc).
- Establish a St. Teresa Ambassadors program of trained parents and students to give tours to, reach out to, and stay in touch with prospective families throughout the year.

2018

- Establish a short slogan or values statement.
- Ensure that the school has a viable vision statement, and that the mission and vision statement are conspicuously posted in all classrooms and other areas of the school, including the website.

2019

- Work with the principal and director of religious education to identify and implement at least 20 ways that Catholic Identity can be enhanced (this could include signage, statues, crucifixes, symbols, activities on the feasts of St. Teresa and St. Luke, more annual education/emphasis on St. Teresa and St. Luke)
- Work with the principal and director of religious education to ensure that faculty and staff participate in prayer and retreats through the year.
- Identify and implement annual and sustainable service projects that benefit the parish, the community and the diocese that involve some continuity (this could include interfacing with the St. Vincent DePaul society, service trips to soup kitchens in East St. Louis, service trips to rural southern Illinois, etc).
- Establish a board sponsored recognition/awards program for teachers and volunteers.

2020

- Work with the principal and director of religious education to ensure that faculty and staff participate in professional development regarding the sacraments, the saints, and scripture.
- Work with the principal in implementing an annual and sustainable Character Education Program, and eventually expanding this program to athletics.

MISSION EFFECTIVENESS

The St. Teresa School Board will work with the Pastor, Principal and Director of Religious Education to continue to improve and promote a strong Catholic Identity within the school, parish, and community that emphasizes the sacraments, the saints, service to the community, scripture, and prayer.