

ST. CHARLES BORROMEO CATHOLIC SCHOOL - SCHOOL BOARD STRATEGIC PLAN 2016-2021



Our Vision: Share Faith. Serve Others. Seek Knowledge.

Our Mission: To teach, love, live, and learn as Jesus did.

Our Beliefs:

St. Charles Borromeo School believes that:

- 1. Each child is created in God's image and that opportunities are provided to enable all students to reach their potential.**
- 2. Parents are the primary educators of their children and we will assist parents in educating their children in the teachings and practices of their faith.**
- 3. All children deserve a safe, loving, and respectful environment where children and faculty can grow spiritually and academically.**
- 4. Each member of the school community is called to a personal relationship with Jesus Christ.**
- 5. We are members of a larger church community whose role is to proclaim the Gospel message and celebrate through prayer, worship, and service.**

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STRATEGIC PLANNING COMMITTEE ASSIGNMENTS

STEERING COMMITTEE

Monsignor John Suelzer	Pastor
Robert Sordelet	Principal
Nick Strimmenos	Chairperson, Steering Committee
Sister Genevieve Raup, OSF	Catholic Identity Subcommittee Chair
Chris Kaufman	Enrollment/Marketing Subcommittee Chair
Kevin Hoersten	Curriculum/School Improvement Sub. Chair
Nathan Steigmeyer	Facilities/Capital Improvement Sub. Chair
Rocky Ledo/Dave Bulanda	Finance/Development Subcommittee Chair

SUBCOMMITTEES

Catholic Identity

Sister Genevieve Raupp, OSF, Chairperson
Marcy Watts
Cassie Wagley

Enrollment/Marketing

Chris Kaufman, Chairperson
Chris Kaufmann
Stephanie Schubert
John Henry III

Curriculum/School Improvement

Kevin Hoersten, Chairperson
Robert Sordelet
Keith Heimann
Pam Bojrab
Theresa Svarczkopf

Finances/Development

Rocky Ledo, Chairperson
Dave Bulanda
Ron Cavacini

Facilities/Capital Improvement

Nathan Steigmeyer, Chairperson
Heather Pieper
Jodie Cruz
Deb Beck
Mike Eddy
Tom Wagner

Please find updated notes/comments in blue.

Words/Areas in Green = Need Help

Words/Areas in Pink = Completed or Addressed

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Finance/Development	
Recommendation #1: Establish a contingency fund to help offset any potential loss of voucher program funds in the future.	Current Cantor-Hession Fund & Msgr. John Bequest together allows \$500,000+ contingency
Objective: To protect the parish and school for any major changes that could occur to the voucher program over the next ten years.	Implemented By:
Action Steps: 1. Work with the finance committee of the parish (as we understand we do not run at a surplus) to determine if there is a fund that can be setup to maintain a portion of tuition to be earmarked for this program)	Begin 5/2016 We need to establish a reasonable number. Current Voucher income is approx. \$1.5 million
2. Determine an appropriate annual funding level or percentage	" "
3. Explore investment opportunities best grow the fund	" "
4. Designate specific use of funds (Tuition support, capital improvements, etc.)	" "
5. Create draft plan for Pastor review	1/2019
Responsibility: Principal & Assistant Principals Finance Committees (Parish & School Board) Pastor	
Notes for reference: As of 2015, 2016, 2017, 2018 Annual Reports, the following endowments have been established through the Diocesan Catholic Community Foundation of Northeast Indiana - Investing in the Work of Christ <ul style="list-style-type: none"> •St. Charles Parish Endowment Fund - Income from this fund is to be used for the support of St. Charles Parish, FW. (2015)-\$18,687 (2016)-\$18,074 (2017-\$20,272) •St. Charles School Endowment Fund - Income from this fund is for the support of St. Charles School, FW. (2015)-\$14,410 (2016)-\$13,938 (2017-\$15,632) •Marie K. & George P. Hollo Scholarship Fund - Income from this endowment provides tuition assistance in the form of scholarships for students to attend St. Charles Borromeo School, FW. (2015)-\$28,779 (2016)-27,836 (2017-\$31,221) •St. Charles Borromeo School Canter/Hession Scholarship Fund - Established by a will bequest from Rolland Canter, the fund is to be used for providing scholarships or tuition assistance to students who have financial need and attend St. Charles Borromeo School. FW. (2015)-\$356,154 (2016)-344,478 (2017-\$386,371) •Scholarship Granting Organization of Northeast Indiana (SGONEI) - State sponsored School Scholarship Tax Credit Program for students seeking enrollment in St. Charles. Funding of scholarships from private, charitable donations to SGONEI on behalf of St. Charles School. Donors (individuals & corporations) are eligible for a 50% State tax credit on total amount of donation. (2015)-\$9,000 (2016)-\$11,000 (2017-\$50,320) 	Updated as of 3-20-19 The Catholic Community Foundation of Northeast Indiana's Annual Report 2018 changed the sharing venue from print to an online viewing. To contribute and find endowment funds available, access CCFNEI.org or call the foundation at 260-399-1436

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(2018 \$40,815) Total Disbursed \$49,500. Available to Disburse \$77,032 as of 3-20-19.	
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Finance/Development	
Recommendation #2: Establish a 3-5 year tuition rate plan to assist in the annual determination of tuition rates (understanding that this may be a moving target, but establishing a program will increase financial stability)	Not Begun Needs Review
Objective: To provide long-range tuition calculations, in the form of a rolling 3-5 year plan, to better project, explain, and communicate expected tuition costs to parents and all in the school community	Implemented By:
Action Steps: 1. Conduct a needs assessment to better understand future enrollment, projected expenses, (i.e. increases to salaries, insurance, capital expenses), changing demographics, etc.	Begin 10/2019
2. Create a 3-5 year plan of tuition projection for Pastor review	2/2019
Responsibility: Principal & Assistant Principals Finance Committees (Parish & School Board) Pastor	
Notes for future reference: May need further study regarding move to needs-based tuition vs. current subsidy model. Special awareness of those who cannot access the Choice Scholarship. Any changes must be fair and affordable. Possibly revisit Administration's income based draft and begin to build upon recommendations. -Have met with FACTS Tuition to discuss moving towards tuition through FACTS. Currently have relationship with Old National Bank and ACH withdrawals for our families through them. FACTS would provide the automatic financial assistance recommendation for all families needed for a needs-based tuition model.	As of 3-20-19 Moving to FACTS tuition mgmt. for tuition collection for 2020-2021 school year. Will set up summer of 2019 & begin to advertise this change to stakeholders throughout first semester of 2019-2020

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<p>Finance/Development</p>	
<p>Recommendation #3: To increase Parish and School membership, stewardship, funding base, and overall future success by bolstering Church membership, school and religious education enrollment, finances, marketing, alumni communication, and overall development</p>	<p>Not Begun - Needs Review. This may not be viable, or may be needed. Visioning, planning, and staying viable as a Parish.</p>
<p>Objective: To Create a Stewardship/Development team for the Parish.</p>	<p>Implemented By:</p>
<p>Action Steps: 1. Create a job description for the Stewardship/Development Team</p>	<p>Begin 10/2019</p>
<p>2. Invite parishioners from across parish to join a Stewardship/Development Team</p>	<p>2/2020</p>
<p>3. Establish a calendar of meetings for 2019-2020</p>	<p>6/2020</p>
<p>4. Develop a two-five year stewardship plan</p>	<p>9/2020</p>
<p>Responsibility: Principal & Assistant Principals School Board (Enrollment, Marketing, Finance, Development) Faculty Parish Staff Parish Finance Pastor</p>	
<p>Notes for future reference: We understand that a dedicated Development Director for this position would be ideal, although the increase in overhead to start up maybe more than what is received in increased gifts. So a team of skilled parishioners could work together. If successful, a dedicated person may arise. -This is a broad initiative. As the team’s vision, mission, and goals clarify, the following areas may be of interest to the team: * Promote the Vision, Mission, and programs of the Parish and School * Develop and execute an annual fundraising plan for the school * Secure financial support from individuals, foundations, and corporations * Manage implementation an annual fund & oversee data entry & gift processing * Develop and maintain ongoing relationships with major donors * Educate parishioners as to SGO, Choice Voucher, endowments, bequests, other * Create & execute a strategy for large sustained base of annual individual donors * Oversee organization of special events * Develop & track proposals & reports for all foundation and corporate fundraising</p>	

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Finance/Development	
<p>Recommendation #4: Increase community awareness of existing donor opportunities and avenues available that may benefit our students, teachers, parishioners, and Parish</p>	Some Progress, but can do more. There is more potential for our SGO, & outreach and education about existing endowments & bequests on behalf of the school.
<p>Objective: To consistently and clearly communicate donor programs to all stakeholders and the benefits to both donor and parish recipients</p>	Implemented By:
<p>Action Steps: 1. Create a dedicated SGO/Endowment page on website that can create clear understanding of benefit of donations via Indiana Tax Laws and potentially offer direct link to make donations. <ul style="list-style-type: none"> a. Increase information access thru bulletin announcements, potential Quarterly meetings at School b. Include/expand upon our Business connections within parish members – targeting contacts. c. Resources: <ul style="list-style-type: none"> i. https://secure.in.gov/dor/4305.htm ii. Lutheran: http://www.lutheransgo.org/includes/faq.pdf </p>	1/2017
<p>Responsibility: Principal & Assistant Principals School Board (Enrollment, Marketing, Finance, Development) Faculty Parish Staff Parish Finance Pastor</p>	
<p>Notes for future reference: We have an SGO informational link on our school website. For the past two years we have explained the SGO at Mass talks and we have put an insert in the bulletin as an insert. Kevin Miguel has stepped forward to establish and lead a small outreach team to meet and explain the SGO to individuals and small groups. Our monetary goals need to be established with plan for building up portion of unused funds and increasing SGO awards in lieu of Parish financial aid whenever possible. •Scholarship Granting Organization of Northeast Indiana (SGONEI) - State sponsored School Scholarship Tax Credit Program for students seeking enrollment in St. Charles. Funding of scholarships from private, charitable donations to SGONEI on behalf of St. Charles School. Donors (individuals & corporations) are eligible for a 50% State</p>	

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tax credit on total amount of donation. (2015)-\$9,000 (2016)-\$11,000 (2017-\$50,320) (2018 \$40,815) Total Disbursed \$49,500. Available to Disburse \$77,032 as of 3-20-19.	
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Capital Improvement - Facilities and Grounds	
Recommendation #1: Provide outdoor facilities and equipment that are in need of improvement and/or regular maintenance	
Objective: To provide an updated and safe facility and ground for students, faculty, staff, parents, and visitors to St. Charles	Implemented By:
Action Steps: 1. Assess and replace worn roof over the school a. Prioritize areas in most need and stagger replacement schedule (annual)	Began 6/2017 Ongoing - review & more action needed
2. Assess security of campus a. Update current security system and add camera/monitors where needed [We need to clarify our expectations and begin taking bids on this project] b. Increase exterior lighting especially around the outside of the school and Hession Center and add possible motion sensors where needed. [We have switched out most exterior lighting to LED, but we need a property assessment, plan, and then bids for this project] c. Place key card door scanners at all entrances for security and ease of access [Currently have 4 key card readers 1. Door #3 2. Interior gym door 3. Door # 7 4. Door #8. No readers to east, west, or north side of buildings. Continue with current readers or invest in smaller key fob system and upgrade entire school. Need assessment, plan, and then bids.] d. Develop security plan in case an event arises (if one is not already in place). [Completed: Crisis Plan is in place. Updated annually and sent to CSO] e. Place a garage style pull down door just inside the entrance of the junior high wing to pull down in the event of tornado. [Completed: Installation of 3M Security film on outer and inner doors of Door # 13 (8/15/18). The film is hurricane rated.] f. Explore placing exits from windows in rooms in case of emergency and the primary exit is not available. [We have looked at this and bogged down. We can get a basement egress window from Menards for under \$300 and then try a pilot install. However, we really need to assess our older windows overall and consider an update of windows and frontal facelift where necessary. In that process, we would add an egress window.]	6/2019
3. Address rooftop heating and cooling units atop individual classrooms	Ongoing

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<p>a. Explore the function of these units and replace those in need. [This has been discussed and assessed. [Need a systematic replacement plan from School Board & Parish Building-Grounds Committee, Maintenance & Business Office.]</p> <p>b. Replace with smaller, more efficient units to conserve energy</p>	
<p>4. Assess outdoor drainage</p> <p>a. Replace damaged tile on the south side of jr. high wing as this area floods. [This work is overdue. Currently drain pipe extends to middle of yard in front of Jr. High south-facing classrooms.]</p> <p>b. Explore drainage around the entrance to campus off of Trier road to determine if this could be improved and water moved elsewhere. [Completed: 7/2017 installed new drainage lines & tied to storm drain system. Repaved entrance area 6/2018]</p>	<p>Summer 2017</p>
<p>5. Assess the outdoor appearance of walls/windows surrounding the school.</p> <p>a. Upgrade laminate above the windows for a new, fresh look. [We really need to assess our older windows overall and consider an update of windows and frontal facelift where necessary. In that process, we would add an egress window.]</p>	<p>Summer 2019</p>
<p>6. Assess the need for additional bleachers at the football and softball fields. [Not Begun. Need to review.]</p>	<p>Summer 2019</p>
<p>Responsibility: Principal & Assistant Principals Facilities & Grounds Committee Maintenance Supervisor</p>	
<p>Notes for future reference: [Installed new PA in school 8/2017. Used existing wiring. New control console in Rel. Ed office. Installed new emergency alert push buttons in Principal's office, Secretary entrance window, and Rel. Ed office to serve Religious Ed evening students. Budgeted \$60,000 completed project just under \$25,000.</p> <p>2b. Assessing this summer 2c. Have acquired plenty of scanners - waiting on wiring.</p> <p>2d. Plan in place 2e. Have installed 3M Safety Film</p> <p>2f. Plan is in place - awaiting funding and priority orders vs. other projects</p>	

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Capital Improvement - Facilities and Grounds	
<p>Recommendation #2: Provide indoor facilities and equipment that are in need of improvement and/or regular maintenance</p>	
<p>Objective: To provide an updated and safe facility and ground for students, faculty, staff, parents, and visitors to St. Charles</p>	Implemented By:
<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Assess/renovate restrooms in main hallway of school <ol style="list-style-type: none"> a. Assess/replace fixtures in need of repair, re-caulk around the sinks. b. Assess the feasibility of motion activated sinks and paper dispensers. c. Assess ventilation and install air fresheners, urinal cakes to improve smell. d. Assess the lighting - Restrooms appear very cavernous at this time. e. Paint walls in restrooms just west of 3-6th grade wing. f. Remodel, replace tile, and redo the junior high wing restrooms. (Some tiles are cracked and are probably the original wall). g. Replace/paint worn and stained ceiling / ceiling tiles if appropriate. 	<p>Begin 1/2020</p> <p>Little Progress Needs a Review</p>
<ol style="list-style-type: none"> 2. New PA system <ol style="list-style-type: none"> a. Will improve ability to communicate daily and in emergency situation. 	Completed 8/2017
<ol style="list-style-type: none"> 3. Heating and cooling assessment <ol style="list-style-type: none"> a. Assess controls and configuration to ensure system is working properly b. Add programmable thermostats to rooms - \$100.00 per room and would quickly pay for themselves in energy savings c. Educate staff on use of this equipment so its function can be maximized d. Assess feasibility of cooling in the kitchen area 	<p>Assess 6/2019</p> <p>Some Progress Needs a Review</p>
<ol style="list-style-type: none"> 4. Assess drinking fountain in cafeteria <ol style="list-style-type: none"> a. Replace/repair with a working fountain – Assess space behind the current drinking fountain to determine why this was an extended sink structure and if it is feasible, consider recessed wall unit. [Sealed Wall - No fountain] 	Completed 7/2016
<ol style="list-style-type: none"> 5. Assess lighting in the cafeteria and gym, as well as primary wing. <ol style="list-style-type: none"> a. Replace 400 Watt metal halide with T-8 Fluorescent or alternative energy efficient lighting. [Completed gym install 8/9/18. Working on cafeteria bids, and exploring classroom light replacements currently.] 	<p>Assess 6/2019</p> <p>Stagger replacement as needed</p>
<ol style="list-style-type: none"> 6. Paint lower half of hallway walls a darker color hide marks and add color. 	Ongoing

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7. Paint stenciled scripture passages and quotes (saints, popes, famous people of character, etc.) throughout the building to encourage/inspire and brighten.	Begin 1/2020 Needs Help
8. Assess trim/baseboards in the hallways and clean or paint. [Needs a Review]	Ongoing

Capital Improvement - Facilities and Grounds (cont.)	
9. Assess door hardware/kickboards and door frames. Clean, paint, and replace where needed. Clean and/or re-stain wooden doors throughout school.	Complete by 2019 Needs a Review
10. Conduct a feasibility study regarding the possibility of opening a preschool. a. Survey stakeholders (Parents of newly baptized through grade school) to assess interest and need. [Completed a survey in spring 2017 - favorable for exploring renovation of Parish Hall or New build in place of PH] b. Assess Parish Hall space as a possible location for pre-school. Needs review c. Assess existing Youth Ministry building as possible location for preschool. [Recommend dropping this option as Youth Ministry is now utilized by various groups and building use will increase] d. Assess existing Kindergarten classroom as possible location [temporary only]	a. 9/2016 b. 10/2016 c. 10/2016 d. 7/2016
11. Examine existing Parish Hall space a. Fix falling ceiling tiles b. Re-cover pipes c. Fix window plates in the doors to the parish hall as they shake	a. 6/2019 b. 7/2019 c. 7/2019 Needs a Review
12. Church ceiling – continue to explore source of leaks and repair damage to the ceiling. Safety concern - pieces of the ceiling will fall on people during mass.	6/2019 Need a Review
13. Purchase portable generators in case of extended power outages to supply emergency power throughout facility, i.e. freezers, coolers, sump pumps, etc.	Assess & decide by 11/2019 Needs a Review
14. Consider changing handicap parking behind Chapel to diagonal lanes. This would aid disabled parishioners, create more spaces, and ease maneuverability.	Assess & decide by 11/2019 Needs a Review
15. Assess adding awning over entrance #3 area (gymnasium doors) [Believe this was looked into and recommend we drop - low priority and high cost]	5/2017 Dropped
Responsibility: Principal & Assistant Principals Facilities & Grounds Committee Maintenance Supervisor	
Notes for future reference: #10 We have conducted a survey to our school families. 23% of families responded. Response 95%+ favorable to begin Pre-K Program. We began Pre-K 4 Yr. Old Program 8/9/18 and expanded to a second	

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<p>classroom for 2019-2020 with waiting list for Full Day and A.M. Pre-K 4 Yr. Olds. New roof construction begins 4-12-19. Cost will be (\$400,000+. We have funding in hand. Will then look at #12 after completing roof. Gathering Space is paid off.</p>	
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Catholic Identity		
<p>Recommendation #1: Evangelize, catechize those staff, students, parents who are not baptized and/or practicing Catholics and strengthen those who are active in their faith. [percentage of parents/students do not attend Mass on weekends, more students are non-Catholic than in past]</p>		
<p>Objective: The practice of one's Catholic Faith is incorporated in all we do, in how we act/react throughout the day in/out of class.</p>		Implemented By:
<p>Action Steps: 1. Staff News, Parent Newsletter, Website are used to evangelize and strengthen Catholic practices</p>		Ongoing
<p>2. P.A. announcements, posted information, staff development assist with explanations and practices</p>		Ongoing
<p>3. Attendance at school liturgies and devotions is expected of all staff and students, exceptions to be approved by school administration</p>		Ongoing
<p>4. Address parents of students who habitually arrive late to school on Mass days Thought was well intentioned, but occurrences are down. Phase out goal.</p>		Ongoing
<p>5. Mass Homilies will be instructional and source of catechesis</p>		Ongoing
<p>6. Provide an assembly (possibly funded by Fine Arts Boosters) which enriches our Faith through the arts, i.e. - Catholic song/hymn writer or recording artist Joe Higginbotham Steve Angrisano John Angotti - A day of music 2/19!! Matt Maher Brian Flynn Dan Duet Noelle Garcia Aaron Thompson Karen Herrmann Mike Harrison Greg Walton Servant Song</p>		Ongoing Begin 2018-2019 Continue annually / semi-annually.
<p>Responsibility: Pastor & Associate Pastors Principal & Assistant Principals Religious Ed Director Faculty Parents</p>		

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Students	
Notes for future reference: John Angotti came for a school visit in February 2019. He was the musician at the 8:15 All-School Mass, met with grouped grade levels throughout the day for song and reflection, and led the school in an afternoon praise and worship concert. The faculty, staff, and students enjoyed the day.	

Catholic Identity	
Recommendation #2: Strengthen our Faith by learning and living the virtues Jesus taught and practiced	
Objective: Learning and living the virtues are visible practices of our Catholic Faith	Implemented By:
Action Steps: 1. Focus on virtues in curriculum a. Systematically introduce and incorporate a new virtue each month during the school year.	Begun 9/15 Ongoing annually
2. Continue to provide Planners for students in grades 2-8 with a virtue focus	Annually
3. Utilize the catechesis of virtues incorporated within new Religion Curriculum (OSV adopted 2015)	Annually
4. Choose a virtue a month on which to focus as a school community a. Provide concrete examples and models of these virtues b. Communicate virtues through bulletin boards, newsletters, service projects, disciplinary guidelines incorporate virtue education c. Add virtues to the curriculum of the Olweus Bully Prevention Program	Annually
5. Establish Patron Saints for each classroom a. Supply picture and/or statue of saint for each classroom b. Quotation or phrase complementing saint is displayed	9/2016 Statues purchased & Saints designated
6. Holy Cards/Prayer Cards provided for teachers to disseminate to students	Annually
7. Paint/print in halls (top border area) virtue quotes (saints, scripture, Needs Help!	Begin 11/2019
8. Provide inservice for teachers to encourage personal spiritual growth strengthen their understanding Catholic values and beliefs	Annually
9. Attend NCEA and/or INPEC Convention as a faculty when in Midwest a. Utilize Title II funding for convention	Scheduled for 9/2016 Assess annually
10. Have a faculty retreat day with speaker	2018-2019 school yr.

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11. Award San Damiano Cross (Jesus attitude) to 1 student per homeroom K-7	Annually
Responsibility: Principal & Assistant Principals Priests Faculty Parents	

Catholic Identity	
Recommendation #3: Live the Gospel message through service to the poor and to those in need	
Objective: Provide opportunities for staff and students to physically assist the poor	Implemented By:
Action Steps: 1. Have a Food Drive for Associated Churches' Food Bank (which includes St. Patrick's, our sister parish)	Annually
2. Have a Food Drive or Collection for Thanksgiving	Annually
3. Adopt/assist families at Christmas (Catholic Charities, Parishioners in need, etc.)	Annually
4. Collect monies/resources assist agencies working locally with poor St. Mary's Soup Kitchen Ave Maria House Miss Virginia Food Pantry Matthew 25 Health & Dental Clinic The Franciscan Center Rescue Mission Crib Room-Women's Care Ctr. Charis House Catholic Charities Associated Churches' Food Bank Community Harvest Food Bank Clinica Madre de Dios The Rose Home Vincent House/Vincent Village Turnstone Catholic Relief Services Pontifical Mission Societies [Holy Childhood Association]	Annually
5. Educate School Community about local agencies and their missions a. Invite representatives local agencies to speak to students and staff	Annually
6. As feasible, coordinate student service on-site, hands-on to assist local agencies	Annually
7. Increase student understanding of/personal growth in Spiritual & Corporal Works of Mercy through student reflection/connection relating to assistance and service a. Print the Spiritual & Corporal Works of Mercy in student planners grs. 2-8 b. Paint/post Spiritual & Corporal Works of Mercy in hallway Needs Help	Begin 8/2017 Drop a. & continue with b.
Responsibility: Principal & Assistant Principals	

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Priests Faculty Parents	
Notes for future reference: N/A	

Marketing/Enrollment	
Recommendation #1: To Establish, improve and update the marketing strategies to maximize and sustain enrollment	
Objective: Specific/Direct Student Targeting	Implemented By:
Action Steps: 1. Target advertising to Feeder Pre-schools (Due to loss of natural feeder @ OLGH & natural attendance at other regional Pre-schools in the natural geographic boundaries) <ul style="list-style-type: none"> a. Target by Area (of Parish) b. Target by Informal School Survey (Where did current students attend) c. Create Communication Plan <ul style="list-style-type: none"> i. Flyer ii. Possible Shared Plan where St. Charles might have Pre-schools that we could reciprocate recommendations until such a time that we have our own Pre-school option in house d. Possibly include Open House based on advertising goals 	3-21-19 We now have begun Pre-School so this area is complete. We will continue to explore renovating Parish Hall and/or tearing down and building new for permanent Pre-K 3 & 4 space.
2. Refocus attention to capture in-parish children. <ul style="list-style-type: none"> a. Find enrollment Percentage of Parish kids (K-8) vs actual enrollment <ul style="list-style-type: none"> i. Comparison total parish school-aged children vs. number school enrolled b. Hold informational sessions/events to promote the school 	Summer of 2019 Need to Review
3. Introduce Referral Program <ul style="list-style-type: none"> a. Potentially Include via web request (People are sent an Info Packet) b. Invite current Parishioners to <u>personally</u> refer (letters, calls, coffee, etc.) i.e. Dear XX, Person XX said it would be a good idea to reach out to you 	February of 2020 Need to Review
4. Study potential of utilizing billboard advertisement to promote school <ul style="list-style-type: none"> a. Billboard that targets population may create better reminder than Radio or TV Probably drop. 	Catholic Schools week 2016-2017 Need to Review
5. Explore Cardinal Fest marketing opportunities <ul style="list-style-type: none"> a. Add invitations to local Pre-schools 	Cardinal Fest Annually

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b. Offer school info to all visitors who might attend	Need to Review
Responsibility: Principal & Assistant Principals Enrollment/Marketing Committee	
Notes for future reference: #1 Presented at Kiddie Prep K recruitment. Provided information (brochure stands) to three other Pre-K's. Need to move towards own program. #4 Opted for two newspaper advertisements and recorded an hour show on Redeemer Radio during Catholic Schools week 2/2017 & 2/2018 (Newspaper). Maybe create a video(s) promoting school for selection through website.	

Marketing/Enrollment	
Recommendation #2: To Establish, improve and update the marketing strategies to maximize and sustain enrollment	
Objective: Expand the use of the School Website	Implemented By:
Action Steps: 1. Add "Mentor " Area a. Create FAQ section for new/potential families b. Survey new and established families to create helpful questions/answers c. Create "ask a question" link that would email specific question to be sent to Principal or Mentor Family Volunteers that are willing to answer question.	Begin 9/2017 Need to Review Complete 12/2020
2. Create/Receive website reports that monitor traffic reports and search requests a. Use this data to update or expand website or increase areas of need (Feed this data to make improvements or address Section (1. b. & c.) i. Example: Large amount of searches for Tuition Assistance or Athletic schedule, may make that info easier to find or create new pages for items that are being searched for, but not found	6/2020 Need to Review
3. Study addition of "Live" Content to connect to families via social media (Facebook, Twitter, SchoolReach, etc.) a. Share athletic, academic success, stories of faith & service. b. Designate school staff as point persons for posting to school social media to share real time successes, needs, hopes, etc. (Ex. when Governor visited - real time updates and alerts to nightly TV news coverage and later news articles in JG or OSV)	11/2020 Discussed but not sure about the value of this. We do text more frequently, but unsure of other social media value.
4. Establish Administrative profiles and procedures for control a. Decide mediums and control plan (Ex. Hootsuite)	11/2020 Will follow #4

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b. Create Agreement/training plan for users as well as permissions plan for shared pictures, etc.. (Expand enrollment document form to include permissions for social media)	naturally if/when expand social media
5. Study addition of expanding school website to include mobile access a. Create a responsive website platform [Parish Website now has this capability]	11/2020 Need to Review
Responsibility: Principal & Assistant Principals Enrollment/Marketing Committee	
Notes for future reference: N/A	

Marketing/Enrollment	
Recommendation #3: To Establish, improve and update the marketing strategies to maximize and sustain enrollment	
Objective: Create a vibrant Alumni Association to connect with graduates & their families	Implemented By:
Action Steps: 1. Establish an Alumni Board to assist in the creation of an Alumni Association a. Invite a cross section (year graduated) of known graduates within our local community to comprise the inaugural Alumni Board b. Board will lead in creating goals and timelines for establishment of Alumni Association c. School administration will provide needed resources to assist board in finding and contacting graduates (establish funding source - budget, technology needs, meeting space, etc.)	Begin 6/2019 Full completion by 1/2020
2. Using last known contact information, create a new contact database for an initial outreach/roundup (mailer, website messages, bulletin, etc.) a. Create an "Alumni Contact" section on the school and parish website inviting graduates to update their information b. Contact database would be accessible to other graduates for catching up and reaching out to former classmates c. Approach Bishop Dwenger for permission to cross reference updated data they may have regarding our common graduates (St. Charles & BD)	6/2019 Need to Review
Responsibility: Principal & Assistant Principals Enrollment/Marketing Committee	

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<p>Notes for future reference: When Alumni Association is established, potential for reaching out for smaller project support (sooner) and capital campaigns (later) should be explored</p> <p>Future Recommendation: Fundraising through the alumni/marketing department, that is class specific (i.e. SCBS Class of '78), and also project specific.</p> <p>Future Objective: To solicit alumni in assisting with capital improvements for the school, while creating healthy synergy between graduating classes, and keeping the alumni engaged and aware of programs, needs, and opportunities.</p> <p>Future Action Steps:</p> <ol style="list-style-type: none"> 1. Establish a list of top priorities and determine how to market or address these with the alumni. Ex. - select a handful of graduating classes for a specific project marketed towards those classes with a fundraising goal. Report, on a quarterly basis, how the classes are doing in raising the funds to goal. 	
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<h2>Marketing/Enrollment (Finance & Capital Improvement)</h2>	
<p>Recommendation #4: To Establish, improve, and update the marketing strategies to maximize and sustain enrollment</p>	
<p>Objective: [Completed 7/2018] Replace the current reader boards (2) on Reed & Trier Roads with modern electronic signs for increased daily messaging & visibility of both School & Parish</p>	<p>Implemented By:</p>
<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Work with local sign companies to solicit a minimum of three project bids <ol style="list-style-type: none"> a. Baldus Signs and at least two others [Completed 7/2018] 	<p>Begin - 6/2016 Complete by 9/2016</p>
<ol style="list-style-type: none"> 2. Investigate zoning regulations to ensure replacement of both signs (not just 1) 	
<ol style="list-style-type: none"> 3. Explore funding sources <ol style="list-style-type: none"> a. School & Parish budgets, fundraisers, advertising space, etc. b. Initial inquiries at range of \$30,000-\$50,000 (2 signs & support upgrades) 	<p>Begin 10/2016 [Completed 7/2018]</p>
<ol style="list-style-type: none"> 4. Assess infrastructure support needs <ol style="list-style-type: none"> a. Consider School, Parish Offices, Gather Space Offices, & remote access connectivity b. Discuss hardwire and/or wireless capabilities 	<p>Begin 10/2016 [Completed 7/2018]</p>
<ol style="list-style-type: none"> 5. Discuss future control protocols and user authorization <ol style="list-style-type: none"> a. Designate people and points of access b. Consider School, Parish Offices, Gather Space Offices, & remote access 	<p>Begin 10/2016 [Completed 7/2018]</p>
<ol style="list-style-type: none"> 6. Establish communication plan to explain/promote new signs to stakeholders <ol style="list-style-type: none"> a. Consider personal contact with neighbors within daily sight line of of signs 	<p>Begin 10/2016 [Completed 7/2018]</p>
<ol style="list-style-type: none"> 7. Discuss message content accessibility 	<p>Begin 10/2016</p>

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<p>a. Content from Parish and School only or community accessibility (i.e. Free heart screenings at Messiah Lutheran Church this Saturday)</p>	<p>[Completed 7/2018]</p>
<p>Responsibility:Principal & Asst. Principals, Pastor, Parish Staff, Enroll/Marketing</p>	
<p>Notes for future reference: <u>Success Summary (Clarification for board going forward)</u> - Reviewed/updated bi-monthly by School Board</p> <ul style="list-style-type: none"> •How do you define annual success of endeavors? •Full Kindergarten Enrollment? •Percentage of Parish Enrollment? •Traffic Increases to website? •Make donations easier online? •Goal for online donations? •Earned Media? •Goal for SGO monies? •Be asked or published in local media X # of times? •Data: Goal to have accurate information about parish / school family makeup in a format that can be analyzed, consumed, queried. 	<p>Need to review these notes</p>

<p>Curriculum & Capital Improvement Facilities/Grounds</p>	
<p>Recommendation: To enhance the music/fine arts curriculum with technology for students, faculty, parents, and parishioners. I envision this as a new room in newly built space</p>	<p>Need to Review - Tie to renovate of Parish Hall or new addition</p>
<p>Objective: Create a piano lab, where none exists now. [\$30,000 in reserve account]</p>	<p>Implemented By:</p>
<p>Action Steps: 1. Space study of existing music room, science room, other locations</p>	<p>Begin 1/2020</p>
<p>2. Continue to add to reserve account for room renovations</p>	<p>Ongoing</p>
<p>3. Update research on benefits of keyboard lab</p>	<p>3/2020</p>
<p>4. Submit draft proposal for Pastor's review, or table the proposal indefinitely</p>	<p>5/2020</p>
<p>Responsibility: Principal & Assistant Principals Music Teacher Fine Arts Boosters Pastor</p>	
<p>Notes for future reference: The space to be studied focuses on two rooms. 1. The current Spanish/science lab, and; 2. The existing music room. Possibility of swapping rooms to accommodate a piano lab/music room. Sound (loudness) would need to be considered if music moves to existing Spanish/science lab Consider new Music Room as part of new building in place of existing Parish Hall.</p>	

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<p><u>Curriculum</u></p>	
<p>Recommendation: Provide a safe, caring, and supportive environment for students, faculty, staff, parents, and visitors to St. Charles Borromeo School</p>	
<p>Objective: Expand the curriculum of the Olweus Bully Prevention Program to include monthly virtues and broaden the scope, training, and implementation of the Olweus Bully Prevention Program to include adult leaders of all school sponsored clubs and organizations</p>	<p>Need to Review</p> <p>Implemented By:</p>
<p>Action Steps: 1. Update/revise the Olweus Leadership Team a. Invite a broader representation of stakeholders to be part of the team (i.e. coaches, students, parishioners, aides, etc.) b. Schedule bi-annual Leadership Team meetings</p>	<p>Begin 6/2019 Need to Review</p>
<p>2. Create Olweus link on the school website a. Provide program information (program principles, FAQ, tips, discussion, reporting, etc.)</p>	<p>6/2019 Need to Review</p>
<p>3. Conduct bi-weekly classroom meetings (program principles, questions, concerns, positive examples, virtue modeling, problem solving, community building, prayer) a. Teachers and students will log meeting dates on shared Google form</p>	<p>8/2020 Need to Review</p>
<p>Responsibility: Principal & Assistant Principals Faculty & Staff Students Parents</p>	

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Notes for future reference: Possibly need to look at program and decide to strengthen the program, or to use existing positives of the program to make a more personalized Catholic hybrid prevention program.	
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Curriculum	
Recommendation: Provide clear communication between teachers and parents to support student academic and spiritual progress	
Objective: To utilize the school's Learning Management System (Canvas), and Google Sites to improve/increase parent-teacher-student communication	Implemented By:
Action Steps: 1. Hold annual parent meetings for students in grades 4-8 (1:1 initiative) explaining Canvas LMS (Learning Management System) <ul style="list-style-type: none"> a. Assign and explain parent passwords and viewing protocols 	Begin 8/2016 This is in place. Ongoing.
2. Daily posting by teachers of assignments and classroom notes in Canvas for access by students and parents	Ongoing
3. On our school website, create a FAQ page regarding Canvas for parents	8/2020 Needs Review
Responsibility: Principal & Assistant Principal Technology Committee Faculty Staff	
Notes for future reference: N/A	

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TECHNOLOGY PLAN

(Part I)

SCHOOL MISSION STATEMENT: To teach, love, live, and learn as Jesus did.

SCHOOL VISION STATEMENT: Share Faith, Serve Others, Seek Knowledge

SCHOOL TECHNOLOGY GOAL: Current and future technologies are integrated in classroom instruction, student and teacher tools for learning and curricular uses, and school support staff and administrative uses. Students, teachers, and staff are skilled users, analytical thinkers, creative producers, and life-long learners with technological tools.

SCHOOL PROFILE: (Updated 8-10-18) St. Charles Borromeo Catholic School is a parochial school in a suburban setting in Fort Wayne, Indiana. Currently the enrollment is 738 students in grades PK-8. Approximately 29% of the students are eligible for free and reduced lunches. 58% of our students now utilize the Indiana Choice Scholarship. Our student ethnic population is 85% Caucasian (of a class of 30 students, roughly 25 are Caucasian).

DESCRIPTION OF HOW TECHNOLOGY AND INTERNET ARE INTEGRATED INTO THE CURRICULUM

We are currently 1:1 in grades 1-8. Students in 3rd, 5th, 6th, 7th, & 8th grades have Chromebooks and students in 4th, 2nd, and 1st have Ipads. Students bring these devices home but they are still filtered through the school server.

Kindergarten 3-5 classroom Ipads for student use. There are two sets of 32 laptops that may also be used.

Students are being provided with more textbooks and resources online. Our newly adopted Religion series, *Alive in Christ*, offers online resources and materials for teachers, students, and parents. Fourth through eighth grade Science is all online with the Discovery Education Techbook. Sixth through eighth grade Social Studies has online content through Pearson Realize which can be accessed at home and school. MobyMax is utilized as supplemental material and remediation for all grades in mathematics, language arts, social studies, and science.

Creative writing with the use of word processing software (Microsoft Office WP and Google Docs) will be done at every grade level beginning with simple sentences and progressing through the years to more complex essays, stories, and reports. Keyboarding skills will be taught in the computer lab and reinforced by the classroom teacher through specific assignments. Additional software may include, but not be limited to, Kid Pix, STAR Early Literacy and others.

Visual presentations will be created in language arts, math, social studies, science, and religion classes through the use of Google Presentations and PowerPoint. Students and teachers will present their work through the use of Interactive WhiteBoards with multimedia projectors and other emerging technologies.

Internet research skills will be taught and utilized in science, social studies, language arts, and religion.

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Distance learning through the use of the internet, web cameras, SKYPE, and other emerging technologies will be utilized to broaden students' horizons and global awareness especially in social studies.

Accelerated Reader, MyON Books, Read Works, Tumble Books, and other possible web based programs are being used and will be used in the classrooms to motivate students to read, remediate students and improve their reading skills, assess students and prescript growth areas, and provide data to improve student achievement.

Curriculum and student achievement will be assessed and data utilized through use of NWEA web-based assessment, IDOE The Learning Connection, and the ACE/Notre Dame Curriculum Initiative.

Software and Web-based subscriptions will be purchased to supplement current curriculum as needed for student growth and achievement.

TECHNOLOGY PLAN

(Part II)

DESCRIPTION OF THE PROFESSIONAL DEVELOPMENT STRATEGIES TO BE USED

Teachers will be surveyed annually to assess their specific technology needs.

Teachers will receive staff development on-site or through Region 8 ESC with the goal of improving individual skills with Microsoft Office (Word, Excel, PowerPoint), Google (Drive, Docs, Sheets, Presentations), and Canvas. Teachers will be expected to use these applications on a regular basis and guide their students to use them as well.

Teachers will be encouraged, directed towards, staff development offerings by IDOE, ISTE, and others specific to curriculum content area use of technology.

All staff development will be at Beginner, Intermediate, and Advanced levels to assist teachers' unique needs.

Training will be held for all web-based subscriptions.

All teachers new to the building will receive staff development on the use of Google and PowerSchool throughout their first year employed in the school. Ongoing staff development will be on an individual need basis.

The assistant principal is responsible to coordinate opportunities of staff development. Some training will be provided by staff and other training will be out-sourced. Title IIA funds will be utilized

2015-2018 Google Apps for Education and Canvas Training
East Noble Summer of eLearning
Monthly "Tech Talks"
NWEA Training- Data Analysis and Instructor Training
ACE Curricular Training for Language Arts, Science, and Physical Education

HOW NEEDS OF THE INTERNET, TELECOMMUNICATION, & OTHER TECHNOLOGY WILL BE ASSESSED

Teachers will complete a simple survey annually to assess their needs for technology. Current technologies will be replaced as needed or on a predetermined cycle. The principal will assess teachers' use of technology during formative observation and evaluation times. Recommendations may be given by the principal for increased use of technologies or acquisition of additional technologies.

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Current technologies (computers, printers, digital cameras, digital camcorders, scanners, overhead projectors, multimedia projectors, interactive whiteboards) will be replaced as needed. Computers in the lab, mobile lab, are replaced approx. every six years. These computers are then placed into the classroom as student workstations. The classroom teachers' computers are also replaced every six years with the computers being placed into classrooms as student workstations. Student workstations are used until they stop working or are unable to be utilized as needed.

Replacement cycle:

- Year 1 Replace computers in lab, Replace mobile lab
- Year 2 Replace only non-functioning machines; purchase other technologies
- Year 3 Replace Classroom teachers' machines, Ipads 4th-5th
- Year 4 Replace teacher Ipads, Ipad labs
- Year 5 Replace Chromebooks 6th-8th
- Year 6 Replace mobile Air lab

Printers, scanners, cameras, projectors and other technologies are replaced/added as needed.

STRATEGY OF HOW THE OVERALL PROGRAM WILL BE CONTINUOUSLY ASSESSED AND EVALUATED

A committee of teachers, representing all grade levels and curricular areas, will meet with the assistant principal and school tech support personnel at least annually (in January) to assess the current program, review annual surveys, update technology plan and make recommendations.

TECHNOLOGY PLAN

(Part III)

ANNUAL BUDGET	2015-2016	2016-2017	2017-2018	2018-2019
Hardware	\$ 25,000 100 Chromebooks and covers/cases 2 Replacement Interactive Projectors	\$ 40,000 200 Chromebooks and covers/cases 2 Replacement Interactive Projectors Replacement Classroom Computers	\$25,500 90 Chromebooks and covers/cases 2 Replacement Interactive Projectors	\$52,000 170 Chromebooks & covers/cases 3 Replacement Interactive Projectors
Software/Web-Based	\$ 30,000 Tech Bks- Sci & SS Wireless Access Points Mgmt. software, etc.	\$ 30,000 Tech Bks- Sci & SS Math Adoption- Tech Component Mgmt. Software, etc.	\$ 30,000 Tech Bks- Sci & SS Math Adoption- Tech Component Mgmt. Software, etc	\$ 30,000 Tech Bks- Sci & SS Math Adoption- Tech Component Mgmt. Software, etc
Professional Development	\$2,000	\$2,000	\$3,000	\$3,000
Telecommunications	\$500	\$500	\$500	\$500

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