

MNSAA

L

(OBJECTIVE 1) Taking into account our new reality as a Parish School, the SACS finance committee will work with our Parish finance council on a five to ten year financial plan addressing financial viability of the school.

(STRATEGY 1) Work with the Parish finance committee on a joint five to ten year financial plan including detailed revenue, costs and tuition projections.

| | Timeline | Responsibility | Progress Report |
|--|------------------------|--|---|
| (Action Step 1) Work with school finance committee to produce a revenue based enrollment projection 2017-2025 | Beginning January 2016 | Pastor, Principal and Finance Director and Finance Committee | <i>2016 - 2017 In progress with SACS Finance Committee and Therese Suel.</i> |
| (Action Step 2) School finance committee will work with the Parish Finance on projections | Fall 2016 | SACS Finance and Parish Finance Contracted CFC | <i>2016 - 2017 The Parish worked to complete year -end financials and tie up loose ends so they are now in a place to look at financial trends. School and Parish Finance committee met in January to gain a shared understanding of the school financial position. Catholic Finance Corporation met with Therese Suel on February 10th Consultant Lisa Sammon met with Therese Suel and School Finance Chairperson, Mike Warmka on February 18th to gain a better understanding of the forecast for the rest of this year as well as the next school year. Consultant Lisa Sammon figured that the school would require an additional \$96,000 revenue in order to freeze tuition for the 2018-2019 school year.</i> |
| (Action Step 3) Identify capital needs including space needs as well as a long range capital improvement and viability plan | Fall 2017 | SACS Principal & Parish Administrator And maintenance committee | <i>2016 - 2017 Lisa Sammon is working with Bob Pulk to establish a more effective and accurate budgeting process for maintenance as well as protocol for bids and spending in this area. Bob and Lisa are gathering information to create a list of forecasted capital improvement needs for the next five to ten years.</i> |

| | | | |
|--|-------------|--|--|
| (Action Step 4) Identify ways to increase endowments to assure future financial aid needs. | Winter 2018 | Parish Finance and SACS Finance | <i>2016 - 2017 SACS chose to invest \$20,000 from the 2016 Spring Celebration into our endowment. Goal of adding money annually.</i> |
| (Action Step 5) Streamline parish and school finance to identify more efficient processes and clearer reporting | 2018 | Principal, Parish Business Administrator, and Finance Director | |
| (Action Step 6) Improve reporting to the parish finance committee and parish on school related finance | Fall 2019 | Pastor, Principal , Business Administrator, Finance Director | |

(Strategy 2) Increase effectiveness of SACS fundraising through a coordinated and detailed fund raising plan

| | Timeline | Responsibility | Progress Report |
|--|-----------------|---|---|
| (Action Step 1) Itemize and study all current development and fundraising efforts providing a report on each, to include opportunities for maximizing current efforts | Fall 2017 | Principal and finance committee representatives | |
| (Action Step 2) Begin an annual giving campaign targeting alumni | Winter 2018 | Marketing / development and Admissions director | <i>2016 - 2017 Began an annual Alumni Gathering before Thanksgiving in an effort to connect with our alumni. Identified alumni leaders to help with future efforts. Julie and Allison attended professional development session at CSCOE in regards to engaging alumni.</i> |
| (Action Step 3) Expand the reach of the annual fund. | Winter 2019 | Principal, Pastor, and Development Director | |
| (Action Step 4) Develop a plan to bring awareness to planned estate giving to both school and parish community | Winter 2020 | Pastor, Principal and finance council | |

| | | | |
|--|--------------------------------|--|---|
| (Action Step 5) Review the annual gala and consider changing format | Spring 2016- spring of 2017 | Principal, Volunteer committee and Pastor and Parish Staff | <i>2016 - 2017 In the spring of 2016 Principal, Pastor, Parish employees and volunteers sat down to re-envision our gala event. We held a new type of event in May of 2016 raising \$70,000 with a change in format. We worked with a Parish/School team on the event. The event was repeated with the same team of volunteers in 2017. The event was very successful, with the help of our Priest who is very good at fundraising. We would like to reconsider the number of festivals and fundraisers we have as a community.</i> |
| (Action Step 6) Consider streamlining Parish and school Events/festivals by working together and having a sponsorship program per year, instead of per event | 2019 | Pastor, Principal, Parish Admin, Finance Councils | |
| (Action Step 7) Build upon the Parish and School sponsorship program | 2020 | Pastor, Principal, Parish Admin, Finance Councils | |
| (Strategy 3) Assure just wages for all employees of the parish and school. | | | |
| | Timeline | Responsibility | Progress Report |
| (Action Step 1) Research the wages and salary and benefit structure of area churches and schools | Fall 2017 | Principal, Pastor and Parish Admin. | <i>2016 - 2017 Began gathering wage and salary structure of area churches and schools.</i> |
| (Action Step 2) Set a projected wage and benefit grid for parish and school staff, setting goals for the future | Spring 2018 | Principal, Pastor and Parish Admin | |
| (Action Step 3) Continue to review area parish and school salary and benefits as well as area public schools. Set a goal for future salary goals | Fall 2019-2022 | As above with faculty input | |
| (Action Step 4) Increase the hourly wage for para-professionals at SACS | Winter 2019 | Principal, Pastor and Parish Admin | |
| (Action Step 4) Consider hiring a person to assist with annual fund work | Winter 2017 | Principal, Pastor and Parish Admin. | <i>2016 - 2017 Organizational assessment will address this.</i> |

E

Objective 2: Shakopee Area Catholic School will be known for its superior innovative programs and exceptional student achievement.

(Strategy 1) Establish Professional Learning Communities within the school as a framework for continuous academic improvement

| | Timeline | Responsibility | Progress Report |
|---|-----------------|-----------------------------------|--|
| Build a plan to establish Professional Learning Communities (PLCs) at SACS | Spring 2016 | Admin Team | <i>2016 - 2017 Discussion with administrative team</i> |
| Build shared knowledge among teachers on PLCS and benefits | Spring 2017 | Principal and Assistant Principal | <i>2016 - 2017 Plan for May 2017 - in May the admin team reviewed the current grade level teams carefully and made a few moves to balance and empower teams. Administration discussed the desire for working more closely as a team with the focused mission of student learning with teachers. 2016 - 2017 A plan is in place for including paras more rigorously in the teaming to build stronger PLCS. We will work with teaching teams and paras to further this goal at our late summer workshops.</i> |
| Train teachers in PLC basics | Fall 2017 | Principal and Assistant Principal | <i>2016 - 2017 Plan is in place for August 29 workshop date.</i> |
| Establish PLCs and work through mission | Fall 2017 | Teachers | <i>2016 - 2017 Plan is in place for August 29th workshop.</i> |
| Use PLCS as a vehicle for professional development regarding student assessment | 2017-2018 | Teachers | |
| Identify teacher leader with school administration potential to help lead the PLC process | Fall 2018 | Principal and Assistant Principal | |
| Use PLCs to enhance teaching and learning by linking yearly goals to PLCs | Fall 2019 | Principal and Teachers | |
| Review and evaluate effectiveness of PLCs, make improvements as necessary | Spring 2020 | Principal and Assistant Principal | |

(Strategy 2) Incorporate innovative academic programs designed to teach 21st century skills into each grade

| | Timeline | Responsibility | Progress Report |
|--|---------------------|------------------------------------|---|
| Provide professional development and opportunity for building shared knowledge and discussion regarding innovative academics and 21 st century skills | Fall 2017 | Principal and Assistant Principal | <i>2016 - 2017 We have scheduled updated training in our math program for August workshops. We will also have professional development on Digital Citizenship and "Effectively Teaching Millennials" in August.</i> |
| Build shared leadership and increase leadership density by establishing a new committee each fall (Innovation Committee) to research innovative academic programs and plan for incorporation of new program for the following year – this committee will evaluate effectiveness and report on progress of determined program | Fall 2017 - ongoing | Principal | |
| Add an innovative academic program incorporating 21 st century skills into our school each year | 2015-2021 | Principal and Innovation Committee | <i>2016 - 2017 2015-2016 Capstone class 2016-2017 K - 5 STEM materials to supplement elementary science. Destination Imagination at 3rd grade level.</i> |
| Build upon innovative curriculum additions from previous years | 2018 | Principal and Teachers | |
| Establish a committee to review and evaluate additions of innovative curriculum and look ahead into what else we may want to consider | Winter 2020 | Principal and Teachers | |

(Strategy 3) Develop a revised curriculum review cycle based on need and engage faculty in an annual process to review, update and improve curriculum.

| | Timeline | Responsibility | Progress Report |
|--|-------------|----------------|--|
| Look at data, feedback and current need to establish curriculum areas for review for upcoming year | Summer 2017 | Admin Team | <i>2016 - 2017 Courtney Bierlein in Ed.S. program will lead Religion Curriculum Review with goals of: increased teacher knowledge of the standards, researching materials available and which materials best meet our needs, training teachers to use new materials.</i> |

| | | | |
|---|-------------|------------------------------------|---|
| Establish committee and timeline for curriculum work for the year ahead | Summer 2017 | Principal | <i>2016 - 2017 Discussion with teachers regarding their curriculum materials. Created a document with the copyright dates of our curriculum materials. Teachers note the desire to review Social Studies and Reading materials in the elementary.</i> |
| Committee reviews state standards, school curriculum and current curriculum materials and engages staff as necessary to make recommendation to admin team by spring | Annually | Principal and curriculum committee | <i>2016 - 2017 2015-2016 Science, MS Language Arts 2016-2017 Religion Curriculum</i> |
| Identify and work with a teacher leader with school administration potential to help lead this curriculum process | Fall 2018 | | |

(Strategy 4) Promote an annual focus area for professional development in order to ensure best practice in all subject areas over time.

| | Timeline | Responsibility | Progress Report |
|--|---------------------------------|------------------------------------|---|
| Establish a committee to review professional development needs and opportunities | Fall 2017 | Admin team | <i>2016 - 2017 Admin. Team studying needs of faculty. (Data driven, Brain research, curiosity?). We have 4 early-release days during the school year in 2017 - 2018 to work on professional development with our staff.</i> |
| Set yearly professional development theme/goal and develop timeline and strategies to meet goal and improve all teachers practice in targeted area | Summer each year 2017 - 2020 | Professional Development Committee | |
| Keep a record and celebrate success on targeted area | Spring each year 2017 - 2020 | Professional Development Committee | |

MNSAA

T

(OBJECTIVE 3) Shakopee Area Catholic School will expand our mission by increasing school enrollment

(STRATEGY 1) Create an enrollment team that manages enrollment initiatives.

| | Timeline | Responsibility | Progress Report |
|---|--------------------|--|--|
| (Action Step 1) Establish enrollment team | 2015 | Principal | <i>2016 - 2017 In the fall of 2015 Principal established a weekly enrollment team meeting. Members of the team include the Principal, Pastor, Assistant Principal, Marketing specialist and sometimes volunteers.</i> |
| (Action Step 2) Study and learn about enrollment trends and best practice | 2015 – ongoing | Enrollment team | <i>2016 - 2017 The team met weekly and documented enrollment trends and events. Allison Mertz, our marketing and communications director began attending CSCOE Admission Squad meetings 2016.</i> |
| (Action Step 3) Document efforts in 2015-2016 school year to use for comparative data | 2015-2016 | Enrollment team | <i>2016 - 2017 The enrollment team began keeping a spreadsheet of inquiries and interest in the the school. The enrollment team updated our enrollment process to a “continuous enrollment” model. We changed to TADS and instead of requiring families to re-enroll we assume they are returning. Families must “un-enroll” if they decide to transfer out.</i> |
| (Action Step 4) Evaluate efforts and decide how to proceed more effectively | Ongoing and annual | Enrollment team | <i>2016 - 2017 The Team wants to continue to gather data as we work our marketing plan. The team wants to grow the number of families who attend Open House as well as grow the number of preschoolers who attend our Free Fun Days. The enrollment team established three Free Fun events to bolster preschool enrollment during the summer of 2017</i> |
| (Action Step 5) Add a student enrollment/ambassador team | Fall 2018 | Principal and Marketing/ Admissions Director | |
| (Action Step 6) Improve effectiveness of student enrollment team and expand to add a parent ambassador program | Winter 2019 | Principal and Marketing/ Admissions Director | |

(Strategy 2) Develop a plan to retain current students.

| | Timeline | Responsibility | Progress Report |
|--|-------------------------------|---|---|
| (Action Step 1) Determine attrition points and target efforts | Spring 2016 | Enrollment team | <i>2016 - 2017 The enrollment team identified attrition points within the grades and made plans to work on increasing re-enrollment at those levels. Step-Up to Middle School day was created as a way to get current 5th graders excited about attending middle school at SACS.</i> |
| (Action Step 2) Review and evaluate current means of communication/connections with new families | 2016-2017 | Enrollment team | <i>2016 - 2017 After the fall of 2016, the enrollment team wrote notes for how to connect with new families in the fall. We will implement the changes for next fall.</i> |
| (Action Step 3) Review and evaluate current means of communication/connections with current families | 2016-2017 | Enrollment team | <i>2016 - 2017 The enrollment team is working on ways to help teachers be better equipped with current information. To do this, Principal Julie Moran will send a weekly email update with important information for all staff. In this way all staff will receive the same information to share with families.</i> |
| (Action Step 4) Collect enrollment data to better inform enrollment and marketing decisions | 2017 - 2018 school year | Enrollment team | <i>2016 - 2017 Team began tracking the numbers of inquiries and school tours.</i> |
| (Action Step 5) Study collection of enrollment data, identify, trends to improve marketing decisions | 2019 | Enrollment team | |
| (Action Step 6) Engage families in school activities and increase the number of parents who volunteer each year | Fall 2018 | Pastor, Principal, Asst. Principal | |
| (Action Step 6) Deliberately develop talking point to share with parents at events throughout the year so that our parents have good news to share with the community | Fall 2019 | Pastor, Principal and Asst. Principal | |

(Strategy 3) Develop a marketing plan with the goal of recruiting new students.

| | Timeline | Responsibility | Progress Report |
|---|--------------------------|--|---|
| (Action Step 1) Review all current marketing strategies and analyze limitations and opportunities | Summer 2017 | Communications and Marketing Director and Enrollment team | <p><i>2016 - 2017 Review Shakopee Community printed material Targeted FB ads Training for Allison Mertz in Google AdWords Sign with school name on 17th Car decals</i></p> <p><i>The enrollment team is meeting in July to review our efforts and set goals for next year.</i></p> |
| (Action Step 2) Establish group of parents to help implement marketing strategies (word of mouth, Phone-a-thon for parish families, online reviews, social media, etc) | Fall 2017 Fall 2018 | Enrollment team | <p><i>2016 - 2017 Looking for SACS ambassadors please let Julie Moran know if you are interested</i></p> |
| (Action Step 3) Develop plan to make web-based marketing strategies more effective (GoogleAds, website revamp) | Fall 2016 | Communications and Marketing Director and Enrollment team | <p><i>2016 - 2017 With the help of the CSCOE our Marketing and Communications Director will use Facebook to publicize two enrollment events at SACS. We are currently marketing our January Open House and our free activities for preschool days.</i></p> <p><i>Grant received to update website - summer 2017. Website redesign is underway with the goal of finishing by August.</i></p> |
| (Action Step 4) Communicate enrollment and marketing plan to faculty and parents | Winter 2017 and annually | Communications and Marketing Director and Enrollment team | <p><i>2016 - 2017 Discussion at bi-monthly staff meetings in 2017</i></p> <p><i>State of the School Presentation, March 2017</i></p> |
| (Action Step 5) Involve more constituents in marketing work of the school | Fall 2018 | Admissions Director, Principal, Assistant Principal and Pastor | |

(Strategy 4) Focus on our Preschool and Kindergarten programs as a means of keeping overall enrollment numbers up.

| | Timeline | Responsibility | Progress Report |
|--|-----------------|-----------------------|------------------------|
|--|-----------------|-----------------------|------------------------|

| | | | |
|--|-------------|---|---|
| (Action Step 1) Ensure our Kindergarten program is excellent | 2016-2017 | Principal and K Team | <i>2016 - 2017 Principal Julie Moran has been working with the kindergarten teachers to ensure excellence. Updated reading curriculum materials, addition of learning software for ipads, New PLTW science materials.</i> |
| (Action Step 2) Ensure our K-Readiness and preschool offerings are excellent | 2016-2017 | Principal and PreK and KR team | <i>2016 - 2017 PreK teacher, Nicole Bladow, has been working with CSCOE Network of Preschool Excellence. New branding and religion curriculum materials were added. Two of our preschool teachers will work on summer projects to increase the excellence in our preschool offerings.</i> |
| (Action Step 3) Increase promotion of our PreK, K-Readiness and Kindergarten programs in a variety of ways | 2016-2017 | Communications and Marketing Director and Enrollment team | <i>2016 - 2017 Offering Free Fun Weekly events in January and February targeted at preschoolers in the Shakopee Community. These days increased in popularity in the second year. We had 30+ children at the last three events. Allison Mertz visited the Mothers of Preschoolers group in Shakopee to tell them about SACS and our Free, Fun Events. 2016 - 2017 We are hosting 3 free fun events for community children this summer with the goal of having new families visit our school and enroll.</i> |
| (Action Step 4) Identify and implement strategies for welcoming prospective families that will "set us apart" | Fall 2017 | Admissions Director and Enrollment team | |
| (Action Step 5) Document the work of the preschool lead teacher. Determine if this needs to be a separate part-time position. | Fall 2018 | Preschool Lead teacher, Principal | |
| (Action Step 6) Consider adding special section of preschool or kindergarten to market to special groups (example - Language Immersion) | Winter 2019 | Pastor, Principal, Admission and Marketing Director | |

(Strategy 5) Engage alumni in promoting the school mission.

| | Timeline | Responsibility | Progress Report |
|--|-----------------|---------------------------------------|---|
| (Action Step 1) Research and develop an alumni database | Fall 2016 | Communications and Marketing Director | <i>2016 - 2017 SACS began gathering names and information for an alumni database.</i> |

| | | | |
|--|-------------------------------|---|--|
| <p>(Action Step 2) Create various ways to communicate with alumni</p> | <p>Summer 2017</p> | <p>Enrollment team (Pastor, Principal, Assistant Principal, Marketing/ Admissions Director)</p> | <p><i>2016 - 2017 As part of the organizational assessment that SACS and the Parish of Saints Joachim and Anne underwent in 2016 we included alumni outreach in a job description for the first time.</i></p> <p><i>We have reached out to a community member who will help us develop and build an alumni association over the next five years.</i></p> |
| <p>(Action Step 3) Form a committee of alumni leaders</p> | <p>Fall 2019</p> | <p>Enrollment team</p> | |
| <p>(Action Step 4) Expand the outreach to alumni and look for ways to engage alumni further</p> | <p>Fall 2020</p> | <p>Enrollment Team</p> | |
| <p>(Action Step 4) Consider alumni events</p> | <p>Fall 2016 and annually</p> | <p>Enrollment team</p> | <p><i>2016 - 2017 In the fall of 2016 we invited alumni to an informal social event. At this event we reconnect with some alumni and collected names and contact information. We plan to make this an annual alumni event.</i></p> |