

***West Deanery Unified Catholic
Schools***

***St. Michael – St. Gabriel Archangels
Catholic Elementary School***

Cardinal Ritter High School

Strategic Plan

2011 – 2016

Table of Contents

**Strategic Plan
For**

West Deanery Unified Catholic Schools

**St. Michael – St. Gabriel Archangels Catholic
Elementary School**

Cardinal Ritter High School

June 7, 2011

Introduction – The Planning Process.....3

Foundation Statements

Philosophy Statement5

Vision Statement5

Mission Statement - Elementary School5

Mission Statement - High School6

Profile of the Graduate – High School.....6

Strategic Plan

Elementary School.....7

High School.....15

Facilities.....17

Institutional Advancement.....18

Finance.....19

Appendices

Institutional Advancement Master Plan

Summary – Seven Year Business Model

Introduction: The Planning Process

In November of 2010, the previous organizational entity known as Cardinal Ritter High School, Inc. was formally dissolved and then reconstituted as the West Deanery Unified Catholic Schools, Inc. to oversee the operations of Cardinal Ritter High School and St. Michael – St. Gabriel Archangels Catholic Elementary School. The Board of Directors for the new organization recognized that with their additional responsibilities, determined it was necessary to review and update the existing strategic plan to properly guide the operations of the schools prior to the start of the 2011-2012 school year. Administrative staffs from both schools along with several board committees were tasked to complete the plan.

In establishing committees under the oversight of the new board, the executive committee decided it would be best to have an overall policy and planning committee that would be split into two subcommittees, one for the elementary and one the high school, to focus individually on the unique nature and needs the schools. This was helpful to facilitate overall approaches to planning since the high school had a plan in place while the elementary school did not and were also working through the difficult task of combining two schools. The committees were staffed by board members, administrative and instruction staff and parents. These two subcommittees were tasked with the responsibility to prepare strategic plans for the respective schools that would be eventually be consolidated into one overall plan. Any conflicts between the two plans were resolved jointly between the two subcommittees prior to inclusion into the final plan. The Mission Effectiveness Committee, which is also a new committee for the board, was tasked to oversee the review and updating of the foundation statements that provided a comprehensive basis on the formation and purpose of all the plans. The review and acceptance of those statements were completed through the joint effort of board and the administrative staff from each school.

In the fall of 2010, the elementary schools from St. Michael the Archangel and St. Gabriel the Archangel Parishes combined as one elementary with grades pre-K through 8th in order to relieve the financial strain placed on each parish to support their respective schools. For the transition year, the elementary school was under the direction of St. Michael the Archangel Parish. The new board of directors assumed in November 2010 the responsibilities to develop plans and to implement decisions that directly impacted operations beginning with the 2011-2012 school year. The elementary policy and planning subcommittee determined that the best approach to develop a plan would be to focus on the most critical issues facing the elementary school. Using an issues based

approach, allowed the committee to prepared plans to resolve outstanding consolidation problems, ensure retention of key strengths from both schools and include continuous improvement initiatives to keep the school operating at a high academic level. The committee, through surveys and interviews of various stakeholders completed a strengths, weaknesses, opportunity and threats (SWOT) analysis to indentify the top issues to be addressed. Resolutions of those issues are summarized into individual goal statements and are supported by tactical plans specifically identified as best approaches to achieving the stated goal.

The high school policy and planning subcommittee took a different approach in the development of their respective school plan. This committee identified what the high school should look like five to eight years in the future and then prepared the goals and strategies necessary to achieve that vision. The elements of the vision, that were determined as the key factors to be addressed, are Catholic identity, academics, enrollment, facilities, institutional advancement and financial stewardship. Many other areas that impact the mission of the school, such as extra curricular activities, were taken into consideration. However these areas were deemed not as critical in reaching the overall school's vision and thus have not been specifically noted in this plan.

In preparation of the plans, consideration was given to families and students that the schools serve. Most of this group live on the Westside of Indianapolis and are very diverse social economically, racially and in their religious beliefs. Within the general school boundaries there is population growth in the western half and changing demographics of families in the eastern and downtown areas. The elementary school receives of majority of its enrollment from the two affiliated parishes along with a significant percentage of non-Catholic students from public schools. A predominance of the high school enrollment comes from four of its feeder schools coupled with a notable enrollment of public school students across a wide range of districts. Competition for students include several public school districts, religious based private schools including three Catholic independent high schools and recently created charter schools ranging from pre-K to 12th grades with a focus on specialized instruction or academic offerings. In the spring of 2011, the State of Indiana passed into law, school choice legislation allowing the state to subsidize a portion of tuition costs for some public school families to attend private schools. The plan attempts to account for the new opportunities and changes in enrollment demographics that this law may create.

The plan also acknowledges changes in academic focus and educational skills necessary to be successful in the Twenty-first Century. There is a need to replicate in the classroom the world in which students are living.

The evolution of technology has changed the way we access and process data along with the knowledge skill sets to utilize the vast amount of information at our finger tips. The plan takes into account the local opportunities that are available to the schools through the relationships with Marian University and other centrally located universities, our sister high schools and the elementary schools located within the west deanery. These relationships are providing cost effective approaches to curriculum enhancements, professional development and collaboration on marketing and recruitment.

Finally, the plan is designed as a basic roadmap to achieve our stated mission. This plan will always be a working document. Through the course of implementing various aspects of the plan, we may alter our tactical plans and approaches in order to best reach our goals. Alterations and adjustment to the strategic plan will always be per the Board of Directors recommendation and approval.

Foundation Statements – West Deanery Unified Catholic Schools

Philosophy Statement

At Cardinal Ritter High School and St. Michael-St. Gabriel Archangels Catholic Elementary, we believe in the education and development of the whole child intellectually, spiritually, morally, emotionally and physically. Our comprehensive academic approach, in partnership with parents and community, assimilates an understanding of the Gospel values through service and worship.

Vision Statement

Cardinal Ritter High School and St. Michael-St. Gabriel Archangels Catholic Elementary, working within their Catholic identity and values, will provide an educational opportunity for their students to be life-long learners, discerning believers and responsible leaders in a globally diverse society. Providing a superior learning environment, students will utilize technology, problem solving and critical thinking skills to maximize their learning potential.

Mission Statement St. Michael – St. Gabriel Archangels Catholic Elementary

St. Michael- St. Gabriel Archangels is a Catholic elementary school entrusted by the Archdiocese of Indianapolis and the parish communities of St. Michael the Archangel and St. Gabriel the Archangel to provide differentiated instruction to achieve the highest standards of academic excellence to students of diverse socioeconomic, racial and religious backgrounds. The school's community values and fosters the unique spiritual, intellectual, cultural, social and physical gifts of each student. As followers of Christ, we encourage our students to share their gifts and talents in service to others.

Mission Statement - Cardinal Ritter High School

Cardinal Ritter is a Catholic high school entrusted by the Archdiocese of Indianapolis and the parishes of the West Deanery to provide, within a college preparatory curriculum, the highest standards of academic excellence to students of diverse socioeconomic, racial and religious backgrounds. Cardinal Ritter challenges its students to grow spiritually, intellectually, athletically, and artistically. The Cardinal Ritter community values and fosters the unique intellectual, cultural, social, and physical gifts of each student. As followers of Christ, we encourage our students to share their gifts and talents in service to others.

Profile of a Graduate – Cardinal Ritter High School

Cardinal Ritter High School educates our students with a strong foundation for life and has high expectations for their success. The profile of a Cardinal Ritter graduate represents the qualities we believe every Cardinal Ritter student should strive to achieve.

Academically Cardinal Ritter graduates are persons who are prepared to succeed in a global environment, because they:

- 1) Utilize critical thinking and can work in teams to solve problems.***
- 2) Are proficient in using technology as a tool to communicate, process, and report information.***

- 3) ***Are engaged as life-long learners, and through their study of social sciences, world languages, and fine arts, have gained an appreciation and understanding of cultural diversity found in art, theatre, and music.***

Socially Cardinal Ritter graduates are persons who have respect for themselves and others, because they:

- 1) ***Demonstrate an acceptance of others in their variances of culture and beliefs.***
- 2) ***Are self-confident, polite, and appropriate in social settings.***
- 3) ***Are eager to contribute to society.***

Physically Cardinal Ritter graduates are persons who actively make appropriate wellness choices because they:

- 1) ***Understand their emotional and physical fitness as well as the financial benefits of a healthy lifestyle.***
- 2) ***Are appropriately groomed to reflect their dignity as human beings.***

Spiritually Cardinal Ritter graduates are persons who practice their faith openly, enthusiastically, and proudly because they:

- 1) ***Have developed an understanding of the teachings of the Catholic Church.***
- 2) ***Have developed a prayerful life and participate in their parish or church.***
- 3) ***Are inspired to live a life of service modeled on the life of Christ.***

St. Michael – St. Gabriel Archangels Catholic Elementary Strategic Plan

Catholic Identity

Goal: St. Michael-St. Gabriel Archangels Catholic Elementary School will strive to maintain its Catholic identity and nurture students to live as Disciples of Christ by teaching the Catholic faith, doctrine, morality and values in partnership with students' home parishes.

Strategies:

- 1) ***The School Administration and Staff will create opportunities to include both parish traditions into their religion instructions.***
 - a) ***Continue to provide opportunities for visibility of priest from both parishes in the school.***
 - b) ***School masses will continue to be celebrated by both pastors.***

- c) ***Incorporate priests' visits into the classrooms.***
 - d) ***The Sacraments are a regular part of the students' lives and Sacramental preparation will be coordinated with the parishes.***
- 2) ***The School Administration and Staff will create many opportunities for prayer.***
 - a) ***Continue with morning prayer and prayer before and after meals.***
 - b) ***Continue to provide opportunity for additional prayers such as a yearly living rosary, student stations of the cross and various feast day celebrations.***
 - 3) ***The School Administration and Staff will create opportunities to expand student spiritual development outside of the traditional classroom environment.***
 - a) ***Utilize field Trips such as to SS Peter and Paul Cathedral and other churches.***
 - b) ***Incorporate Social Justice educational opportunities.***
 - c) ***Provide Service Learning opportunities.***
 - 4) ***The School Administration and Staff will create opportunities to incorporate student participation at the parishes.***
 - a) ***Provide community service learning opportunities that incorporates both parishes.***
 - b) ***Provide activities to celebrate Catholic Schools Week incorporating both parishes.***
 - c) ***Collaborate with DREs and Youth Ministers at both parishes for combined ministry efforts to work towards a shared community, such as offering "mini" retreats that incorporates both parishes.***

Curriculum

Goal: St. Michael-St. Gabriel Archangels Catholic Elementary School's academic program will provide instruction, using the Archdiocesan Curriculum, in a student-centered environment characterized by effective teaching and learning, responsive academic support services, active engagement in discovery, integration, and application, and will have 95% or more of students improve from their baseline standardized test scores.

Strategies:

- 1) ***The faculty will work in conjunction with west deanery Catholic grade schools and Cardinal Ritter High School to align curriculum vertically and horizontally in Grades PK-12 to ensure that St. Michael-***

St. Gabriel Archangels is offering the most rigorous and relevant curriculum available.

- a) ***Continue to schedule vertical and horizontal meetings at school and deanery level.***
 - b) ***Establish collaborative assessments in all subject areas deanery wide.***
 - c) ***Utilize the monthly deanery professional development afternoons to align curriculum throughout the deanery.***
 - d) ***Develop curriculum guides that allow St. Michael-St. Gabriel graduates to perform at the same level or above the level of graduates of other deanery schools.***
- 2) ***Desired individual student assessment results will drive all instructional planning. Data collected through formative and summative assessment will inform and lead to differentiated instruction.***
- a) ***Implement an annual data retreat to examine the current available data and discern what other forms of data collection are needed.***
 - b) ***Begin to utilize a quarterly benchmark assessment and develop a method to track individual student's progress throughout the school year.***
 - c) ***Continue to utilize student data base, value added information, tutoring, and Title 1 services to provide information to aid in differentiated instruction.***
- 3) ***The faculty will use the formative and summative assessment data collected to increase the number of students who score in the "exceeds/pass" plus category on all forms of standardized tests.***
- a) ***Begin to utilize a quarterly benchmark assessment and develop a method to track individual student's progress throughout the school year.***
 - b) ***Using information gathered at the data retreat, create individualized plans for students who are on the edge of "exceeds/pass" plus category.***
 - c) ***Utilize professional learning to grow and nurture teacher/administrator understanding of differentiated instruction, flexible grouping, higher order thinking skills, and depth of knowledge.***
 - d) ***Coordinate with grade level teacher above to provide differentiated instruction at a higher level for students who are prepared for a more rigorous curriculum.***
- 4) ***The St. Michael-St. Gabriel Archangels' faculty will expand and strengthen their understanding of RTI (Response to Instruction) and***

effectively implement the Response to Instruction in all classrooms and grade levels.

- a) Provide an RTI teacher, who would be available all day to assist all grade levels.***
- b) Develop an RTI team to hold monthly meetings to evaluate the progress and effectiveness of the RTI program. Using student performance information and teacher feedback as markers of success.***
- c) Utilize the school counselor to help bridge the gap in communication between RTI teacher and homeroom teachers and teacher to parents.***
- d) Teacher Professional Learning Communities will focus on RTI development, led by the RTI teacher, one week a month.***
- e) Continue to utilize the Archdiocesan RTI professional development training opportunities.***

5) Provide impactful, memorable multi-disciplined experiences for the students in all grade levels led by both parents and teachers.

Technology

Goal: St. Michael-St. Gabriel Archangels Catholic Elementary School will facilitate the acquisition of technology skills, the integration of technology resources into the academic and administrative processes, and establish guidelines for the proper school access and use of technology.

Strategies:

- 1) The creation of a Strategic Technology Plan that is aligned with Cardinal Ritter High School's technology plan following the NETS Standard will be completed by the fall 2011.***
- 2) Our faculty, staff and students will have up-to-date computers, peripheral devices, and software that will enhance learning, and productivity.***
 - a) Install a direct connection to Cardinal Ritter High School's network by the fall of 2011 to gain access to better servers and a sharing of software.***
 - b) Install wireless capabilities throughout the building by June, 2012 for improved utilization of equipment, internet access and elimination of hard wiring.***

- c) ***Install necessary equipment and switches that allows internet access at a minimum of 20 Mbps for all computers used for academics.***
 - d) ***Upgrade internet provider in coordination with CRHS to achieve access redundancy and reduce potential internet downtime.***
 - e) ***Where feasible, gain access rights to administrative and educational software packages currently in use by CRHS.***
 - f) ***Have the building and computers able to administer the ISTEP+ and IREAD test online.***
- 3) Our faculty will work collaboratively to manage, utilize and implement technology.***
- a) ***Hire technology coordinator staff to manage in-house technology utilization and to train faculty on application of programs into the classroom curriculum.***
 - b) ***Establish a Faculty/Parent Technology Committee chaired by the Technology Coordinator that identify, access and acquire appropriate software and hardware for the school.***
 - c) ***Implement proper and adequate guidelines for the proper use of school technology to access the internet and social networking tools.***
 - d) ***Technology team will research and, if appropriate, implement an online grade book that will allow parents to check student progress anytime via the internet.***
- 4) Our students will attain the skills and knowledge to master the technology standards established by the State of Indiana.***
- a) ***Assess the mastery of skills in grades 3, 5 and 8.***
 - b) ***Create opportunities for students to develop technology skills in addition to scheduled technology class time.***

Academic Programs:

Goal: We will establish a junior high program to academically, spiritually, and developmentally meet the needs of our student population.

Strategies:

- 1) Employ proper cost and revenue controls to ensure that the junior high program does not become a financial liability.***

- a) ***Avoid duplication of staff in specialized areas including Math, English and Science by sharing resource with Cardinal Ritter High School.***
 - b) ***Actively pursue a recruitment focus aimed at keeping a minimum of 16 students per grade in the junior high.***
 - c) ***Where applicable, share equipment and adopt text books similar to Cardinal Ritter High School that may facilitate costs of small textbook purchases in years of enrollment growth.***
- 2) ***The administrators from both schools will collaborate with each other and with the teaching staff to ensure that academic programs offered to junior high students are aligned through the same curriculum planning, monitoring, assessment, and provide rigor and relevance.***
- a) ***Junior High leveled teachers will meet on a frequent basis to plan and align curriculum practices and discuss instructional strategies and curriculum used in the junior high classroom.***
 - b) ***Junior High teachers will be evaluated through a team of evaluators, including high school department chairs, that have been trained for reliability and validity of evaluations.***
 - c) ***Junior High students will be given equal opportunities to participate in classes that are taught to their ability level, including the opportunities for dual credit courses at the high school level.***
- 3) ***Provide significant leadership opportunities in communication, event planning and youth mentoring for participation by all 7th and 8th grade students.***
- 4) ***The school staff will collaborate to offer academic enriched extra curricular programs to encompass a wide variety of students' interests.***

Communication

Goal: St. Michael-St. Gabriel Archangels Catholic Elementary School will provide professional and timely communications to its stakeholders to actively engage them in the educational process of the students of the school.

Strategies:

- 1) ***Create and maintain a professionally appearing website for the school that serves prospective parents as well as current parents and alumni.***

- a) *The site will include such information as overview and goals of the school, handbooks, forms, and links to Twenty-first Century objectives, State, National, and Archdiocesan academic standards, and PTA, Parish web sites.*
 - b) *The site will allow perspective parents to register to receive additional school information or follow up calls.*
 - c) *The site will allow teachers to easily update specific class assignments, contact info, tips for parents helping with homework, newsletters, and links to other resources.*
 - d) *The main site will be updated weekly and the class information will be updated monthly at a minimum.*
 - e) *Use of pictures will follow guidelines based on child safety. If necessary, a password-protected section of the site will be open to current students and parents only.*
- 2) *Create and send periodic professional newsletters.*
- a) *Send email in a format that is easily read.*
 - b) *Occasionally highlight a student or student work.*
 - c) *Consistently deliver critical communication that is translated in the languages of the intended audience.*
- 3) *Ensure single person accountability for the content, tone, and final approval prior to release of newsletters or communication to a wide audience.*
- a) *Utilize Cardinal Ritter High School's communication staff to assist with communication and review whether additional resources are needed to keep information current.*
- 4) *Furnish information to both parishes to make prospective students aware of opportunities and advantages of the school, to allow parishioners to view student work, and to update school benefactors of school activities.*
- a) *Provide a periodic communication of school news to parish bulletins.*
 - b) *Display student-generated work in both parishes.*
- 5) *Prepare and provide a monthly summary of highlights and challenges to both parish boards, the combined school board, and O.C.E. as needed for each groups' meeting schedule. The intent is to inform the groups about combined school progress as well as to surface issues that they can provide help or guidance.*
- 6) *Keep advocates for our Catholic School well informed with current material regarding the school prior to their major meetings.*

Staff Development and Retention

Goal: In order for St. Michael–St. Gabriel Archangels Catholic Elementary to attract and retain excellent staff, we are committed to making the school an excellent place to work. The faculty and staff will be rewarded and appreciated for their accomplishments.

Strategies

- 1) Use the Archdiocesan evaluation process and criteria.***
 - a) Continue the current pilot program to assess its effectiveness and implement the program with appropriate changes prior to the start of the 2012-2013 school year.***
 - b) Implement a competitive performance based pay structure by 2012-2013 that is directly tied to the accepted teacher evaluation system to retain and recruit instructional staff.***

- 2) Use professional learning communities, internal and external professional development, and collaboration with West Deanery schools to enhance current and future teaching concepts and practices.***
 - a) Continue to schedule and set time for professional learning on a frequent, recurring basis, utilizing this time to disaggregate student data and focus on student achievement.***
 - b) Professional development will focus on critical areas deemed from student data.***
 - c) Collaborative assessment and instructional decisions will be used that are aligned vertically and horizontally throughout the Pre K - 12 school.***

- 3) Promote an atmosphere that allows for faculty and staff to balance their professional and personal lives.***
 - a) Maintain that competent substitutes are available, allowing faculty and staff to feel comfortable missing a day of work.***
 - b) Faculty and Staff absence policies promote family first aspects that our Catholic faith promotes.***
 - c) Faculty and Staff are rewarded for above and beyond items outside the normal contract obligations.***
 - d) Provide opportunities for faculty and staff to meet their spiritual and physical wellness goals.***

Parish Communities

Goal: To create an environment within the community of St. Michael-St. Gabriel Archangels Catholic Elementary School that allows all parents and parishioners to take ownership in the overall mission of the school.

Strategies:

- 1) The school administration will meet on a regular basis with each parish council to report on the school's results and progress of achieving the strategic plan objectives.**
- 2) The Board of Directors and its associated committees will consider the appropriate naming of the school taking into consideration all aspects of the strategic plan and the future use of school facilities.**
- 3) We will grow the Grandparent Scholarship Support Program to an annual level of \$50,000 by incorporating the program with a sponsoring Scholarship Granting Organization (SGO) to focus on kindergarten and new incoming students.**
- 4) The school will have a presence in each parish community.**
 - a) During the course of each semester each class will celebrate a minimum of one liturgy at St. Gabriel.**
 - b) At the beginning of each school year, a Mass on the Grass will be hosted for the school community and its stakeholders. This liturgy will be hosted on an alternating basis by St. Michael and St. Gabriel parishes.**
 - c) The school will share in celebrations of special religious events offered in each parish and incorporate these into the school culture.**
 - d) The school staff will collaborate and support both parishes in providing the CYO sports and academic programs to students in the school.**
 - e) The school staff will collaborate and share resources with the youth ministry programs at the parishes to offer spiritual growth opportunities, communicate youth ministry events.**

Cardinal Ritter High School – Strategic Plan

Catholic Identity

Goal:

Cardinal Ritter will continue to be an effective Catholic school guided and driven by a clearly communicated mission that includes a commitment to Gospel values, faith formation, academic excellence and service.

Strategy:

- 1. All teachers at Cardinal Ritter High School will have a clear understanding of the teachings of the Catholic Church and will work with the theology department to integrate these teachings into their own curricula.**
- 2. All teachers, moderators, and coaches will continue to create and complete one service learning project per semester or season.**
- 3. Cardinal Ritter will continue to provide under the Rittertown Program opportunities outside the classroom for student faith formation and action in service of social justice.**
- 4. Cardinal Ritter will bring the school curriculum into alignment with the framework published by the United States Conference of Catholic Bishops in November 2007.**
- 5. Catholic culture and faith will continue to be expressed in the school through multiple and diverse forms of visual art, music, and architecture.**
- 6. Theology teachers will use summative and formative evaluations to measure growth.**
- 7. Cardinal Ritter will lead students to be actively involved and engaged in their parishes.**
- 8. Cardinal Ritter High School will continue to provide opportunities for West Deanery parish priests to become actively involved in school activities.**

Curriculum

Goal :

Cardinal Ritter High School will be a caring Learning Community focused on Twenty-first Century student outcomes through student and teacher collaboration, competency and accountability.

Strategy:

- 1) Cardinal Ritter High School will increase student scores on standardized tests, including ISTEP+, End-of-Course Assessments (ECA), the SAT, the ACT, and Advanced Placement (AP) exams and increase the number of 7th and 8th grade students in the Pass+ range on ISTEP+.**
- 2) Project - Based Learning will be embedded into the curricula to replace traditional assessments.**
- 3) Students in grades 7-12 will focus on Common Core-standards with an emphasis on literacy and comprehension.**
- 4) Bio-medical programming will be implemented to provide a science strain for post-secondary advancement.**
- 5) Chinese will be part of the high school World Language curricula.**
- 6) To support Cardinal Ritter High School's intent to be named an Early College High School, we will expand our advance studies program.**
- 7) One to one computing initiative is implemented with integrated technology to supplant learning per Twenty-first Century outcomes.**
- 8) We will advance and enhance the Teacher Performance Appraisal process to retain and reward highly qualified teachers.**

Enrollment/Recruitment/Retention

Goal :

Cardinal Ritter will continue to be marketed effectively to build a strong image in the community, publicize the benefit of the school, and to increase enrollment while maintaining our Catholic identity.

Strategy:

- 1) The recruitment committee will evolve admissions practices to address enrollment trends especially those influenced by the state voucher legislation and economic conditions to preserve integrity of admissions levels for all diverse segments served by Cardinal Ritter. (Catholicity, income, student ability level, ethnic and cultural diversity).**
- 2) The recruitment committee will update marketing strategies by utilizing emerging social media options.**
- 3) Cardinal Ritter will fully participate in the Indianapolis Archdiocese's common marketing campaign for Catholic schools.**
- 4) The recruitment committee will re-evaluate the effectiveness of our student recruitment effort, including our Open House program with the consideration of an additional Open House event later in the school year.**

Support Departments – Strategic Plans

Building and Grounds

Goal :

Cardinal Ritter High School and St. Michael-St. Gabriel Archangels Elementary School will provide the necessary physical resources to support and meet the objectives for academics, Catholic identity, enrollment and co-curricular programs as established in this plan.

Strategy:

- 1. The facility committee will review and update existing Master Plan to correlate with the revised Strategic Plan and identify the timing of expected infrastructure and HVAC upgrades, the addition of an auxiliary gym and other aspects previously report as part of phase 2 construction.**
- 2. Cardinal Ritter HS will complete the second phase for Mater Dolorosa Chapel as identified in the architectural proposals by 2013.**
- 3. Cardinal Ritter will complete 2 classroom renovations per year beginning in 2012.**
- 4. Cardinal Ritter and St. Michaels will install a network link between the school buildings of Cardinal Ritter High School and St. Michael-St. Gabriel Archangels Elementary School in the summer of 2011.**
- 5. Cardinal Ritter HS will replace and renovate the athletic playing surface of Reese Field and the adjacent running track by 2014.**
- 6. Cardinal Ritter HS will upgrade the support buildings and spectator seating at Reese Field after field renovations are completed.**
- 7. The finance and facility committee will work jointly to prepare and implement a five year bus replacement plan beginning in 2012.**
- 8. The facility committee and school administration by the end of 2011, will prepare a five year facility upgrade plan for St. Michael-St. Gabriel Archangels Elementary School, in partnership with St. Michael the Archangel Parish, that meets academic, technology and enrollment needs.**
- 9. The facility committee and school administration will implement in 2012 an Energy Usage and Requirement plan that accounts for anticipated energy capacity and incorporates conservation efforts to contain overall costs.**

Institutional Advancement

Goal Statement:

The Office of Institutional Advancement will actively present a consistent public image and provide the resources necessary to increase philanthropic support for the strategic vision of Cardinal Ritter High School and St. Michael-St. Gabriel Archangels Elementary.

Strategy:

- 1) Institutional advancement will achieve the \$3.3 million contribution goal established in the CREATE campaign.**
 - a) Within the campaign, allocate contributions to account for 10% of operational expenses.**
 - b) Secure funding from grants in excess of \$15,000 per year.**
 - c) Achieve cost to raise a dollar benchmark for 2.15 :1 to 3:1 by 2013**
- 2) Institutional advancement will ensure that all communications efforts meet at a minimum one of these objectives:**
 - a) Inform the constituents of the school's accomplishments and achievements**
 - b) Entice prospective families to the schools to increase enrollment**
 - c) Elicit a financial response from donors**
 - d) Direct the recipient of the information toward specific actions.**
- 3) Institutional advancement will implement in 2011-12 a planned giving program**

(See appendix 'A ' for full detail Institutional Advancement Plan)

Finance

Goal:

Cardinal Ritter High School and St. Michael-St. Gabriel Archangels Elementary School will strive to keep Catholic Education affordable for families while maintaining long term financial viability through proper stewardship of available resources.

Strategy:

- 1) The finance committee and school administration will establish net tuition and fees annually at or below median charges of area private schools.**
- 2) The finance committee and school administration will limit overall annual increases in tuition or fees at or below 3.5%.**
- 3) The finance committee and school administration will develop a tuition rate structure before the 2012-2013 school year that better correlates with market competition, parish participation, employee incentives and state choice vouchers.**
- 4) The finance committee and school administration will provide financial aid funding annually at a minimum of 12.5% of gross tuition and meets at a minimum 65% of total assessed need.**
- 5) The finance committee and school administration will reduce the total dollar amount of uncollected tuition by 10% each year.**
- 6) The finance committee and school administration will obtain reductions in costs through efficient sharing of services by:**
 - a) Integration of administrative staffs of the elementary and high schools.**
 - b) Sharing common vendors with each school and West Deanery parishes**
 - c) Investigate shared services with Archdiocese high schools.**
- 7) The finance committee and school administration will assess proper stewardship of resources by reviewing and updating internal control processes and procedures before the end of 2012.**
- 8) The finance committee and school administration will reserve annually cash funds equal to 10% of depreciation expense to be dedicated to the future replacement or upgrade of capital assets.**