

St. Bede Catholic School Strategic Plan: 2011 - 2014

The St. Bede Catholic School Board is a consultative board. The role of the Board is to work with the Principal to provide advice, guidance, and leadership in executing the School's Mission.

St. Bede Catholic School, a ministry of St. Bede Catholic Parish, is a multi-cultural K-8 school. We are committed to handing on the Catholic faith in its entirety, particularly the values of worship, social justice, and service to the community. Within a safe, nurturing and inclusive environment, we educate each child to become a disciple of Jesus Christ, by challenging and encouraging the student to develop to his or her fullest potential: spiritually, academically, socially, and physically.

Overview

The Strategic Plan is a roadmap for the Board's three-year actions – and serves as a basis for how the Board's effectiveness will be measured.

Process

The Board employed a three-step strategic planning process: analysis, brainstorming, and prioritization.

Analysis focused on understanding the status and needs of St. Bede Catholic School. The primary analysis took the form of SWOTs (Strengths, Weaknesses, Opportunities, Threats) of the five areas most influenced by Boards and important to Catholic Schools: Facilities, Finances, Enrollment/Admissions, Marketing/Communications, and Fundraising. The Principal and School Board members developed the analysis on November 18, 2010.

The St. Bede Catholic School Board discussed the findings over the course of several Board meetings. A comprehensive list of actions, ideas, and wishes for St. Bede Catholic School was created.

Every item on the comprehensive list was discussed, evaluated, and prioritized using the following criteria:

- *Gallery walk through approach - voters placed a tick mark and votes were tallied; Top Vote Getters:*
 - *Enrollment – After school programs*
 - *Finance – Strengthen financial management*
 - *Marketing/Communications – Update Alumni Database/Develop school brand*
 - *Finance – Create a Tuition Assistance Plan*
 - *Facilities – Develop a Maintenance Preventive Plan (PM)*
 - *Fundraising – Annual Appeal*

The Action Plan focuses on the new initiatives that are critical to the school's success over the next three years.

The result of this process is the St. Bede Catholic School Strategic Plan for the School Years 2010, 2011, and 2012.

Summary

Facilities:

Strengths include painting bathrooms and installing hand dryers, remodeling the Library into a Technology Lab, implementing a new and enhanced Emergency Disaster Drill Plan, maximizing the use of both gyms, providing a secure campus, and creating a new Science Lab. Areas of weakness are the age of the building, maintenance needs, and lack of school marquee. Areas of opportunity are to renovate the convent to convert it into a preschool, relocate daycare near the Kindergarten room, utilize fields to their full extent, develop energy efficiency throughout the school, and reconstruct fencing around the school. Threats identified are insurance regulations and potential vandalism issues.

Finances:

Strengths include a system of checks and balances, in-house collection of tuition, and parish contributions for capital improvements. Areas of weakness are a decline in enrollment, limited donor base, need for continued tuition increase, and lack of reserves/contingency funds. Areas of opportunity are to create a 5-year Capital Improvement plan, strengthen financial expertise on School Board by including the parish community. Threats identified include declining enrollment leading to lower revenue and increasing costs for salaries and benefits.

Enrollment/Admissions:

Strengths include a diverse student body which is reflective of the parish community, competitive tuition as compared to other local Catholic schools, convenient location near freeways and major thoroughfares, and onsite Extended Care Program. Areas of weakness include no tuition assistance fund and no Special Needs program due to financial constraints. Areas of opportunity include a large student population in our Faith Formation Program, outreach to local Montessori schools, preschools and Alumni. In addition, develop a boys athletic program. Threats identified are a weakened economy, competition with local Catholic schools, and increasing operating costs.

Marketing/Communications:

Strengths include publishing an annual newsletter, conducting parent surveys, improving technology, updating curriculum, and purchasing new textbooks. In addition, our school community is welcoming and family-oriented. Our key area of weakness is an inadequate budget that severely limits our ability to hire additional staff, i.e. a Development Director, and to fully implement our marketing plan. Additionally, we have an understaffed and overworked volunteer web team. Areas of opportunity include marketing our school as a commuter school, creating a brand for marketing purposes, increasing appeal towards the

Hispanic community, enhancing the school website, and adding a school marquee. Threats identified are competition with other Catholic schools in Hayward and lack of curb appeal.

Fundraising:

Strengths include a predetermined fundraising stream supported by the annual raffle and supplemented by individual classroom fundraisers, and an increase in parent participation. Areas of weakness include a lack of an endowment fund and no Development Director due to financial constraints. Areas of opportunity include updating the donor database, simplifying fundraisers to maximize profit, re-evaluating incentives for volunteer support and developing strategic partnerships with local businesses. Threats are the weak economy and challenges related to sustaining parent participation.

Action Plan

Year 1 Priorities	Action Steps	Responsibility/Timing
1. Marketing Strategy	1. Develop School Branding <ul style="list-style-type: none"> • Explored various advertising techniques during Catholic Schools Week • Exploring more interactive/engaging open house experience • Re-evaluate and enhance current logo to ensure alignment with school's mission • Determine appropriate slogan to go with logo • Determine how to integrate key themes into logo and slogan including Catholic Identity and academic excellence • Continue Parent Survey (add after school activity) 	Principal, School Board, and Staff 2010-2011 School Year
2. Alumni database	1. Performed data mining of archived files 2. Developed schema for alumni records 3. Formalized process for collecting alumni data	Principal and Secretary Ongoing
3. Preventive Maintenance (PM) Plan	1. Identified need to conduct assessment of facilities, including equipment and buildings 2. Conducted annual Safety inspection by Diocesan representative (complied with findings) 3. Identify, prioritize, and schedule items requiring periodic maintenance and/or replacement	Pastor, Principal, and Facilities Manager 2010-2011 School Year

Year 2 Priorities	Action Steps	Responsibility/Timing
1. Marketing Strategy	1. Implement components of the marketing strategy 2. Identify measures for success	Principal, Staff, School Board and Community 2011-2012 School Year
2. Financial Plan	1. Research and develop plan for Tuition Assistance 2. Update annual budget	Principal, Staff, and School Board 2011-2012 School Year
3. Annual Appeal	1. Reinstate annual appeal 2. Designate key areas for funding	Pastor and Principal 2011-2012 School Year
4. Grant Writing	1. Identify potential donors 2. Assign committee	Principal and Grant Writer/Chair 2011-2012 School Year
5. Alumni database	1. Continue to update	Principal and Secretary Ongoing
6. After School Program	1. Research other schools programs 2. Research interest among parents in extra curricular activities using annual survey 3. Identify potential programs that we could start in the following school year 4. Conduct feasibility study	Principal and School Board 2011-2012

Year 3 Priorities	Action Steps	Responsibility/Timing
1. Marketing Strategy	1. Evaluate results and make appropriate adjustments	Principal, School Board, and Staff 2012-2013 School Year
2. 5-year Capital Improvement Plan	1. Develop financial plan to support capital improvements over 5 years (include forecast for enrollment, revenue, and expense)	Pastor, Principal, Staff, and School Board 2012-2013 School Year
3. Tuition Assistance Program	1. Determine need to augment existing tuition assistance programs such as FACE and BASIC 2. Research grants that will fund tuition assistance	Principal, Staff, and School Board 2012-2013 School Year
4. After School Program	Contingent upon outcome of feasibility studies.	Principal and School Board 2012-2013 School Year
5. Annual Appeal	Ongoing (2 nd Year)	Pastor, Principal and School Board 2012-2013 School Year
6. Alumni Database	Ongoing (3 rd Year)	Principal and Secretary 2012-2013 School Year
7. 50 th Anniversary	1. Set goals and objectives 2. Form committees 3. Develop project timeline	Begin Planning: January 2013 Event Date: Fall 2014

Signed:

Pastor

Principal

School Board Member

School Board Member

School Board Member

School Board Member

School Board Member

School Board Member

