



# St. Martha Catholic School Strategic Plan 2016 ~ 2019

2411 Oak Shores Dr. ~ Kingwood, TX 77339

*St. Martha Catholic School provides an excellent Catholic education by developing mind, heart, and spirit as we share in community to form witnesses who transform the world.*

I	<b>CATHOLIC IDENTITY</b>					
	Goals and Objectives	Strategies 2016-2017	Strategies 2017-2018	Strategies 2018-2019	Resources	Responsibility
<b>1.0</b>	<b>The school mission statement and philosophy will be understood, well-communicated, and given witness by all members of the school community.</b>					
1.1	The school will clearly articulate its revised mission statement to the school and church communities in policies, plans, and events.	Include the revised mission statement in pertinent school documents, staff emails, church bulletins, and communications as well as faculty meetings, level meetings, and board meetings.	Continue to include the mission statement in pertinent school documents, church bulletins, and communications as well as faculty meetings, level meetings, and board meetings. The self study for accreditation will help bring focus to the value and validity of the mission statement.	The final components of the self study, in preparation for accreditation this year, will drive accreditation documentation.	School documents, school policies, church bulletins, school events, school staff, Local Advisory Board (LAB), Advancement/ Development Director	School administration
<b>2.0</b>	<b>The teaching of the Catholic faith and its integration with daily living will be a focus of the school.</b>					
2.1	Catholic Schools Office (CSO) directive for all full time teachers to deepen their own faith and increase their understanding of Church teaching by attaining	Encourage staff to attend Archdiocesan Religious certification courses; Encourage staff to attend parish retreats and Lenten missions.	Work with archdiocesan staff to provide credit certificates for school staff that participate in parish retreats, Lenten missions, and other parish ministries.	Staff from 2015-16 still employed should have completed catechist certification. New staff will need to be monitored for ongoing catechist certification.	Church calendars listing parish events, Archdiocesan event bulletins	School staff

ST. MARTHA CATHOLIC SCHOOL STRATEGIC PLAN 2016-2019 (UPDATED 05/09/17)

	Goals and Objectives	Strategies 2016-2017	Strategies 2017-2018	Strategies 2018-2019	Resources	Responsibility
2.2	Provide opportunities to serve others and witness to the Gospel message on a regular basis. The charism of St. Martha Catholic School is of hospitality and service to others.	School wide, monthly service projects provide opportunities for student and family involvement. Set the following year's calendar in May so each group may plan activities accordingly. Include support of the parish ministries such as the Wednesday senior lunches, Martha's Kitchen, St. John of the Cross, St. Vincent de Paul Society, etc.	Continue to seek ideas for projects that involve students helping others in the school, the parish, the local community, and globally. Seek grants to infuse more needed items for the projects.	Seek grants to support community service projects in order to increase the number of people helped. Student involvement in class projects will increase by 10% over last year.	School administration, school religion teachers, other staff; parish coordinators; CSO, other Catholic schools, SMCS families	School administration

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2.3	Identify ways to heighten awareness of vocation as a call among students and other family members. The school will actively communicate an invitation and expectation that parents participate in the faith formation of their children and in the life of their parish or respective faith community.	Continue the Vocations Chalice program for the classes and families. The school Vocations Committee will arrange for the Vocations Awareness Day during Catholic Schools Week. Communicate dates of the parish programs for sacrament preparation and other faith formation opportunities to parents and families through the Crusader and Flocknote emails. Include basic parish program information, with parish contact phone numbers, in the school handbook and links from the school website to the parish website for easy access. Work closely with the Parish Festival Committee to involve school families.	Meet with the Vocations committee in September to plan strategies leading to increased vocation awareness - especially religious vocations. Plan for awareness in October and January. Enrich evangelization activities for the school community by working with the parish faith formation leaders. Engage students in the EDGE program, VBS, Shine, and other youth programs. Encourage parents to attend ACTS retreats and share their faith in the over 100 ministries available in the parish.	Continue to implement strategies to increase vocation awareness. Evaluate the programs offered and make adjustments for positive feedback from students. Continue to expand opportunities for students and parents to get involved in the faith community of St. Martha and encourage families to participate in their home parish events as well.	Archdiocesan Office of Vocations guidelines; church documents; CSO; religion curriculum, pastor, Principal, parish department leaders, school staff, school families	School religion coordinator
2.4	Implement an archdiocesan approved human sexuality curriculum in all grades.	Currently only seventh graders spend a day in retreat with the parish vicar, seminarian, and middle school teachers. The program has been approved and is successful. Younger grades need more information prior to seventh grade due to access to media.	Purchase an archdiocesan approved human sexuality program to meet the curriculum requirements. Communicate the objectives of the curriculum to parents in each grade level.	Evaluate the effectiveness of the human sexuality curriculum and make adjustments to needed materials for the instruction.	Archdiocesan Office of Evangelization, textbook companies, other Catholic schools	Administration in conjunction with religion coordinator and religion teachers.

II	ACADEMIC EXCELLENCE					
	Goals and Objectives	Strategies 2016-2017	Strategies 2017-2018	Strategies 2018-2019	Resources	Responsibility
<b>1.0</b>	<b>The school will maintain an effective combination of academic excellence and Catholic Identity to educate the whole child.</b>					
1.1	Communicate the integration of the Catholic Identity across the curriculum to the school community.	Teachers will communicate cross curricular projects and assignments to parents that will include objectives and grading expectations. Cross curricular work will incorporate Catholic identity as well.	Staff will become engaged in the new CSO English Language Arts (ELA) curriculum incorporating Catholic teachings and readings. Communicate the new integration to current families. Student writings will often include Catholic ideals and values.	Continue working with new curriculum integrations of ELA and Catholic teachings. Begin identifying math objectives to build with Catholic identity.	St. Martha Catholic School Strategic Plan, Texas Catholic Conference of Bishops Education Department (TCCBED) guidelines, CSO, Curriculum Guides, school staff, Catholic Church documents	School administration, teachers

	Goals and Objectives	Strategies 2016-2017	Strategies 2017-2018	Strategies 2018-2019	Resources	Responsibility
<b>2.0</b>	<b>Increase student academic skills by strengthening educational programs and opportunities for all students.</b>					
2.1	<p>The staff and administration will identify students needing remedial and supplemental educational assistance. Teachers and administration will fully utilize the new Catholic Academic Plan forms (CAP) to meet student needs in the classroom.</p>	<p>Student progress reports, report cards, ITBS results (IOWA next year), and classroom assessments will provide information identifying students needing remedial educational assistance or enhanced learning opportunities. Once learning needs are identified and parent meetings are held for the CAP, the Response to Intervention (RTI) team will suggest instructional strategies to utilize the RTI and Gifter and Talented (GT) components for students performing above or below grade level. Research the effectiveness and cost of year round reading assessment programs. An instructional specialist will be identified for the campus to meet CSO guidelines.</p>	<p>Continue working with the RTI and GT student identifications. Purchase a year-round reading assessment program. Provide teacher training to utilize the program for all students. Develop learning strategies from the testing results to assist students needing remedial assistance and supplemental enhancements. The RTI Coordinator and instructional specialist may be combined to a 30-40 hours per week position if enrollment numbers support the budget addition. This position will coordinate with classroom teachers and schedule sessions to help with RTI students. As the instructional specialist, this person will meet on a regular schedule with teachers by grade level to improve curriculum expertise.</p>	<p>Continue staff professional development in-services to better utilize the reading assessment program in classrooms. Teachers will be better able to develop teaching strategies that will be inclusive of above and below level learners. Evaluate the effectiveness of the teacher instructional specialist with student outcomes across the grade and subject levels. Continue to progress teacher learning communities to groups that support one another and inspire more effective teaching.</p>	<p>CSO, teachers, school administration, parents</p>	<p>School administration</p>

	Goals and Objectives	Strategies 2016-2017	Strategies 2017-2018	Strategies 2018-2019	Resources	Responsibility
<b>3.0</b>	<b>The staff will engage in relevant, current, and ongoing professional development that enhances professional knowledge and skills and is aligned with curriculum and assessments.</b>					
3.1	Identify yearly professional development programs that will provide teachers with information on curriculum content, student assessment, technology integration, professional learning communities, and state and archdiocesan certifications.	Teachers identify their three personal goals and areas they need more professional development. Many staff members identify technology application as an area to improve. Using federal funds for Title II A and IID, secure technology professional development. Develop opportunities for teachers to collaborate in learning communities. The TCCBED self study will identify components that the staff needs to strengthen. These items need to be included in the next year's professional development plans. Provide times for teachers to meet by grade levels, by subject areas, and with other regional Catholic schools to collaborate teaching strategies.	Include the items from the self study regarding professional development strengthening in this year's plan. Continue coordinating Title II A and II D funds from Humble ISD to help provide staff professional development. Continue program from the previous year working on technology, curriculum alignment, and GT certification training. Continue the implementation of the teacher learning communities throughout the school year.	The Accreditation visit Consensus Report will outline areas for improvement that will need to be addressed over the next few years. Use the report to investigate strategies that address corrections regarding the TCCBED report. Adjust the SMCS Strategic Plan to create new goals and tasks. Evaluate the effectiveness of the teacher learning communities.	SMCS Self Study, TCCBED guidelines, CSO Lumen Pro Via document, school staff	School administration

	Goals and Objectives	Strategies 2016-2017	Strategies 2017-2018	Strategies 2018-2019	Resources	Responsibility
<b>4.0</b>	<b>The staff will integrate the appropriate use of technology throughout the instructional program to enhance student learning.</b>					
4.1	The staff will continue to be trained in the use of current technology and use it as an instructional tool.	The technology instructor will provide workshops for staff to help further develop teacher skills with school software and equipment. The school will utilize available opportunities to provide teacher training in technology through software companies, textbook companies, and federal funds through Humble I.S.D. as well as from the yearly school budget. The archdiocesan technology curriculum will be vertically aligned to our student skills by grade levels. Classroom teachers will integrate technology by using computers in a variety of ways in the classrooms.	Staffing training needs will be identified through the staff goal sheets at the beginning of the year and the results of the school self study for accreditation. Teacher technology training will be available through the use of federal funds through Humble I.S.D. and professional development opportunities within the school and Archdiocese. Teachers will keep website pages updated and current, utilize Flocknote communications, and grades 5-8 will work with shared Google drives.	The administration, staff, IT coordinator, and LAB will need to continue monitoring the technology plan and appropriate budget funds for technology to prepare for the TCCBED accreditation. The results of the accreditation visit will drive new goals for the coming years. Evaluate the effectiveness of sharing assignments through home accessible portals or drives.	CSO technology plan, SMCS technology plan, TCCBED guidelines, school IT Coordinator, technology instructor, school staff, LAB, school administration	The school technology instructor, school administration, and faculty.
4.2	The school budget will reflect allocations for improvements and/or upgrades in technology software and hardware.	The school budget should project a minimal 10% increase in the technology software and hardware line items for maintenance and replacement. The school technology plan shall project a timeline for purchasing software and hardware.	The school budget should project a minimum 10% increase towards updates and upgrades in technology software, hardware, security, and storage.	The school budget will reflect recommendations or corrections from the TCCBED Accreditation Report. The school technology plan, yearly plan, and Strategic Plan (along with the Financial Plan) will begin revisions to meet TCCBED requirements.	CSO technology plan, SMCS technology plan, TCCBED guidelines, parish IT coordinator, technology instructor, school staff, LAB, school administration	School administration

	Goals and Objectives	Strategies 2016-2017	Strategies 2017-2018	Strategies 2018-2019	Resources	Responsibility
<b>5.0</b>	<b>Use student assessments to evaluate group and individual student mastery of the goals and objectives.</b>					
5.1	<p>The school will document multiple methods of student assessment to confirm mastery of the learning objectives. The school will evaluate the results of the Assessment of Catechesis and Religious Education (ACRE) as a benchmark of religious education for students. The administration and staff will review and interpret all nationally normed test scores for trends and needs and make appropriate curriculum and pedagogy changes.</p>	<p>Teachers will employ a variety of assessment strategies. Technological assessments are available through new textbook series as well as the use of Mimeo Vote. Programs such as iMap and Star 360 will be researched for future use in student assessment. Year two of the ACRE test results will be compared with the previous year. Determine two areas to enhance for improvement in year three. The IOWA test scores will be assessed and interpreted for individual and class performance. Focus on the longitudinal growth of each student.</p>	<p>Teachers will continue to employ manual assessment strategies. The CSO will require the use of a specific assessment software for LA as the IOWA test will be phased out in the archdiocese. Teachers will need technical support and thorough training on the new software. The third year of ACRE test results will be added for comparison. Evaluation of the religion program can now be completed. Areas for improvement will be determined that will include targeted grade levels. IOWA test scores will be assessed and interpreted for individual and class performance. Data will then be studied and compared to curriculum objectives to determine student growth.</p>	<p>Continue staff professional development in-services to better utilize the reading assessment program in classrooms. Teachers will be better able to develop teaching strategies that will be inclusive of all levels of learners and tailor activities to the individual. Implement the improvements to the SMCS religion program as determined by the three-year data study. The new ELA curriculum objectives and assessment software will guide student growth plans. National norms may not be available for comparison if the IOWA is no longer utilized.</p>	<p>Staff, professional development workshops, CSO, school staff, IOWA website</p>	<p>School administration</p>



<b>III SCHOOL LEADERSHIP AND GOVERNANCE</b>						
	Goals and Objectives	Strategies 2016-2017	Strategies 2017-2018	Strategies 2018-2019	Resources	Responsibility
<b>1.0</b>	<b>Develop effective leadership to help carry out the mission of the school.</b>					
1.1	After meeting all archdiocesan personnel requirements, new school staff will be assigned a mentor to guide and advise the new hire.	The new hires (both teaching and para-professional staff) will be assigned a mentor staff member to orient and guide them through the faculty and parent-student handbooks and normal daily procedures. New hire and mentor will meet daily the first two weeks of school, then move to once per week for the next month, signing a meeting form each session. Once per month, the mentor and new hire will meet with an admin staff member to check facts and procedures.	Rotate teacher mentor assignments each year. Adjust schedule of meeting dates as necessary. This does not replace teacher evaluations by the administration.	Evaluate the teacher mentoring program to discern its effectiveness. Adjust guidelines to provide the new hires with a sense of belonging and confidence.	CSO, TCCBED, NCEA, CSO staff, school staff	School administration
1.2	Identify and promote the development of potential board members with school families and local parish communities.	Invite parents and parishioners involved in parish ministries or other community members to attend LAB meetings to be able to later discern for an open board position or committee member.	LAB members need to plan for future board members by personal Invitations to school parents, parishioners involved in parish ministries, or other community members to attend LAB meetings. Encourage visitors to later discern for an open board position or committee member.	LAB members need to plan for future board members by personal Invitations to school parents, parishioners involved in parish ministries, or other community members to attend LAB meetings. Encourage visitors to later discern for an open board position or committee member.	LAB members, priests, administration, PLUS parents, church ministries	LAB members, school administration

<b>IV ENROLLMENT AND MARKETING</b>						
	Goals and Objectives	Strategies 2016-2017	Strategies 2017-2018	Strategies 2018-2019	Resources	Responsibility
<b>1.0</b>	<b>Market the Catholic school effectively.</b>					
1.1	<p>Improve the marketing of the school to both internal and external customers. The school will develop and implement a marketing plan that will work to develop a positive image of the school relating its successes to the greater community.</p>	<p>Communicate successes of the school programs. Update the marketing packet to emphasize Catholic identity, character development, safety and discipline. Develop slides with marketing materials to be included in the slide presentations prior to weekend masses. Develop strategic partnerships with local realtors by visiting realtor offices and new developments to leave school information.</p>	<p>Continue communications and outreach to the parish. The LAB Marketing Committee will update the planning and implementation process annually to identify additional potential strategic partnerships and communications opportunities. Continue monthly committee meetings. Create a marketing packet for prospective families and community businesses. Contibute information to the annual report of the development office.</p>	<p>Continue communications and outreach to the parish. The LAB Marketing Committee will update the planning and implementation process annually to identify additional potential strategic partnerships and communications opportunities. Continue efforts of previous year and add other activities to the annual report sent to all benefactors. Send surveys to constituents for feedback to make improvements to the annual report.</p>	<p>Parish publications, LAB, Development/ Advancement Director, school administration, school staff</p>	<p>LAB Marketing Committee</p>
1.2	<p>The school website will contain a content management component and be more interactive.</p>	<p>Include new online registration process, volunteer opportunities, tuition assistance, etc. School website will be under the supervision of the school IT Coordinator. The LAB Marketing Committee will provide input pertaining to needed updates of the website as well as the school staff.</p>	<p>Continue to enhance the school website with photo and information banners. Move items around on the page to give it a "facelift."</p>	<p>Solicit input from current parent base as to website improvement possibilities. Consult website domain company for updated template for website.</p>	<p>Technology coordinator, school IT Coordinator, e-Catholic, LAB Marketing Committee</p>	<p>School administration, school IT Coordinator</p>

ST. MARTHA CATHOLIC SCHOOL STRATEGIC PLAN 2016-2019 (UPDATED 05/09/17)

	Goals and Objectives	Strategies 2016-2017	Strategies 2017-2018	Strategies 2018-2019	Resources	Responsibility
1.3	Further develop relationship with alumni	PLUS Alumni Committee will host annual alumni forum in December. Invite alumni to a special graduation Mass in May. Contact alumni families for news to be added to our special student and alumni page in the <i>Crusader News</i> .	PLUS committee needs to continue developing plans to include alumni at school events, special Masses, Catholic Schools Week activities, alumni sporting contests, promotion ceremonies, etc. Ask alumni to complete a questionnaire concerning their experiences at SMCS.	Continue developing plans to include alumni at school events, special Masses, Catholic Schools Week activities, alumni sports events, promotion ceremonies, etc. As the alumni age to 21, invite the group to a reunion at a casino night where they will be honored.	PLUS Alumni committee, Advancement/Development Director	School administration, Advancement/Development Director
<b>2.0</b>	<b>Increase enrollment in all grades (PK3 to 8).</b>					
2.1	Communicate benefits of education at St. Martha from PreK through Grade 8.	Research area PreK programs to stay current with trends in staffing, pricing, and curriculum. Provide registrar with attractive marketing packet for prospective parents. Continue the Step-Up Day for 5th grade students to take part in Grade 6-8 classes for 1 1/2 hours one afternoon of Catholic Schools Week. Continue the Middle School Information Forum for parents during registration week in the second semester.	Continue the Step-Up Day for 5th graders and the Middle School Information Forum for parents, then evaluate effectiveness after this year. Evaluate all the sports programs, including needed equipment and facilities. Continue these sports for two more years and determine if numbers are sufficient to keep the sports. Work with facilities manager and parish facility scheduler to determine shared spaces available.	Conduct new parent survey to solicit input concerning school academic and extracurricular programs. Update strategic plan. Possibly establish an enrollment committee of parents and staff to research trends in enrollment.	LAB marketing committee, Development/Advancement Director, archdiocesan website chooseCatholic schools.org	Advancement/Development Director, school administration

V	FACILITIES					
	Goals and Objectives	Strategies 2016-2017	Strategies 2017-2018	Strategies 2018-2019	Resources	Responsibility
<b>1.0</b>	<b>The school will have a long-range facilities plan as part of the Strategic Plan.</b>					
1.1	Facility plans will identify repairs, maintenance, improvements, and renovations needed to keep the school current and competitive. Promote and maintain a welcoming, safe, and healthy environment.	Conduct a facility assessment with facility manager and Parish Building Committee. Update the facility plan projecting current and future needs along with a basic cost analysis for the items included. Using the campus Crisis Management Manual, implement safety procedures and training for school and maintenance personnel. All staff to be trained on new electronic reporting system - NetFacilities.	Implement the budgeted facility plan and project updates to next year's plan. Develop custodial schedules to ensure proper maintenance of school buildings and grounds. Include the schedule for maintenance and capital projects in the updated facility plan.	Continue to implement the current facility plan and work to develop the future facility plan for continued budgeted growth and maintenance.	School staff through Net facilities.com	School administration, parish Facilities Manager
1.2	Create outdoor athletic spaces at the new church campus.	The LAB Facilities Committee will meet with the Principal and Facility Manager to review the facility plan for the academic and athletic spaces desired. New soccer field to be watered, fertilized, and mowed on a consistent basis.	Continue to monitor the possibility of athletic fields at the new parish campus. When feasible, engage the LAB Facilities Committee to put the baseball field development plan back into motion.	Continue to monitor the possibility of athletic fields at the new parish campus.	LAB Facilities Committee, parish Building Committee, parish Facilities Manager	School administration, parish Facilities Manager

VI	<b>DEVELOPMENT AND INSTITUTIONAL ADVANCEMENT</b>					
	Goals and Objectives	Strategies 2016-2017	Strategies 2017-2018	Strategies 2018-2019	Resources	Responsibility
<b>1.0</b>	<b>The school will have a development/advancement committee as part of the school board that will create a development plan.</b>					
1.1	Plan major events as a source of substantial financial income for the school. Communicate with alumni and further develop the alumni base to build future relationships.	Develop additional relationships with foundations, local companies, benefactors, alumni, and parish ministries. Include contact with parishioners to better market school fundraising activities. Re-evaluate the role of the Steps for Students Fun Run as a major fundraiser for the school. If it is not a fundraiser, how is it to be funded if continued? Continue an annual alumni event at the school each year. Invite alumni to attend school events such as Catholic Schools Week activities, promotion ceremonies, etc. Add an alumni feature on the website and in the newsletter.	Continue searching for sponsorships, benefactors, foundations that will support funding for educational endeavors or athletic items. Increase contacts over last year by 15%. The PLUS Alumni Committee should continue developing plans to include alumni in school events, special Masses, Catholic Schools Week activities, sporting contests, graduation, etc. Prepare a questionnaire for alumni about SMCS experiences.	Continue searching for sponsorships, benefactors, and foundations that will support funding for educational endeavors or athletic items. Increase contacts this year by 10% over last year. Continue building alumni relationships. As alumni age to 21, invite the class members to a casino night as a reunion event to be honored.	Archdiocesan website chooseCatholicSchools.org, LAB, advancement/development director workshops	School administration, Advancement/Development Director
1.2	The school will further develop the Crusade For Excellence annual fund.	The Advancement/Development Director and the LAB Marketing Committee will create an annual fund committee to enhance the yearly kick-off for the school's Crusade for Excellence annual fund.	Further develop the school's annual fund and evaluate successes and areas for improvement. Include timeline for promoting and contacting constituents.	Evaluate strategies for promoting and collecting for the annual fund. Determine if the annual fund is a worthwhile fundraising event.	Crusade for Excellence Committee, LAB, Advancement/Development Director	School administration, Advancement/Development Director

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	Goals and Objectives	Strategies 2016-2017	Strategies 2017-2018	Strategies 2018-2019	Resources	Responsibility
1.3	The school administration, Advancement/Development director and LAB Marketing Committee will review the St. Martha Catholic School Development Plan.	Plan the budget to fund the development department and add to the school's annual budget. Include the projections for fundraiser events income and expenses.	Continue building the budget for the development department. The SMCS Development Plan will be reviewed and updated annually.	The SMCS Development Plan will be reviewed and updated annually.	Review other websites, Advancement/Development Director	School administration, Advancement/Development Director
1.4	The school will develop new volunteers.	Increase outreach opportunities to parents and parishioners to get involved including working parents, parishioners, and alumni. Offer an evening meet and greet event for PLUS Committee chairs and all volunteers, especially new families. Increase volunteer participation by 10% over last year.	Continue implementing strategies from last year and evaluate progress to determine effectiveness of strategies. Add 5% more volunteers to the PLUS committee over last year.	Continue implementing strategies from last year and evaluate progress to determine effectiveness of strategies and involvement of volunteers.	Advancement/Development Director, PLUS Coordinator, PLUS chairs	Advancement/Development Director, school staff, school administration

VII	<b>FINANCE</b>					
	Goals and Objectives	Strategies 2016-2017	Strategies 2017-2018	Strategies 2018-2019	Resources	Responsibility
<b>1.0</b>	<b>Develop a long-range financial plan to grow the school's revenue and cover the increased cost of salaries and benefits.</b>					
1.1	<p>The school administration and the LAB will work with the Parish Finance Council, through the PFC liaison, to project the amount of the parish investment for the next three to five years. The school administration, with advice from the LAB, will increase tuition each year in proportion to increases in costs.</p>	<p>Financial projection will be used, along with actual vs. budget forecasts, and enrollment projections to set tuition rates each year and calculated cost per pupil. The reporting process should underscore the value of the Catholic school to the parish mission. If there is a budget surplus at the end of the year, the surplus should remain with the school. Quarterly reports will be presented to the Parish Finance Council by the PFC liaison, and a year end report by the LAB Finance Committee in June.</p>	<p>Continue to use financial projections, with actual vs. budget forecasts and enrollment projections, to set tuition rates each year. Calculate cost per pupil. The parish should budget the investment to increase at an inflationary rate each year and plan for the next three years in order for the school to build the financial projection.</p>	<p>Evaluate the trend in tuition rates over the past three years in relation to enrollment numbers to determine if the projections have lead the school to balanced budgets and needs of students and teachers have been met. The parish should budget the investment to increase at an inflationary rate each year and plan for the next three years in order for the school to build the financial projection.</p>	<p>Parish Finance Council liaison, LAB Finance Committee, school Business Administrator</p>	<p>School administration</p>

	Goals and Objectives	Strategies 2016-2017	Strategies 2017-2018	Strategies 2018-2019	Resources	Responsibility
<b>2.0</b>	<b>Base the school budget on the Strategic Plan and bring the budget into balance.</b>					
2.1	Examine tuition and fee rates, income sources, and budget expenses to bring budget into balance.	The school administration, along with advice from the LAB, determines tuition rates for the following school year prior to the registration schedule. Determine staffing needs based on projected enrollment from spring registration numbers, the school's averaged enrollment over the past three years, strategic plan strategies, and economic conditions. Project capital improvements and basic maintenance needs based on staff input, the SWOT analysis, and student needs presented from archdiocesan assistance forms.	Continue reviews and strategies from previous year to balance the budget.	Continue reviews and strategies from previous year to balance the budget.	Archdiocesan website chooseCatholicSchools.org, LAB research into community schools, school Business Administrator	School administration, LAB
<b>3.0</b>	<b>Examine current formulas for determining tuition assistance needs.</b>					
3.1	Seek funding for the Tuition Assistance Program (TAP) of St. Martha Catholic School.	Identify benefactors, make contacts, and maintain relationships with benefactors by providing yearly communications and reports.	PSAS forms for financial assistance will be available on-line. Families needing assistance will receive feedback more quickly. Steady benefactor support needs developed through the school's development office, the LAB and the parish.	PSAS forms for financial assistance will be available on-line. Families needing assistance will receive feedback more quickly. Steady benefactor support needs to be developed through the development office, the LAB, and the parish.	Advancement/Development Director, LAB, school staff, school Business Administrator	Advancement/Development Director, LAB