

# STRATEGIC PLAN UPDATE

*June 2023*

*St. Catherine Catholic School*

Rev. John Belmonte, S.J., Ph.D.  
Superintendent of Schools  
Diocese of Venice

Dr. Christine Higgins  
Principal



## **INTRODUCTION**

In the Spring of 2021, Dr. George Milot of Catholic Education Consultants (CEC) met with Rev. John Belmonte, S.J., Ph.D., Superintendent of Schools for the Diocese of Venice, to donate his services to the Catholic schools in the diocese. Dr. Milot has been donating his services to the Diocese of Venice for the past three years. CEC has been specializing in leading Catholic elementary schools in developing a three-year strategic plan to lead the school into the future. It was determined that this year St. Catherine Catholic School would be the best choice to begin the process.

The six domains addressed by St. Catherine Catholic School are:

1. Catholic Identity
2. Academic Excellence
3. Marketing and Enrollment
4. Finance
5. Facilities
6. Governance and Leadership

This document presents the methodology, domain task force members, an overview of strategic planning goals, and St. Catherine Catholic School's three-year action plan.

## **METHODOLOGY**

To begin the process, CEC conducted an initial two-hour planning meeting on January 31, 2022, with the school leadership, teachers, parents, and community members. The purpose of this meeting was to review the scope of the engagement and the methodology to begin the process of writing goals. CEC provided materials to assist the co-chairs in preparing to lead their first domain task force meeting and provided in-service regarding the writing of goals. Due dates for submission of goals by each domain task force and a project schedule to complete the overall planning process were established.

At the second meeting on February 17, 2022, with the St. Catherine Catholic School Strategic Planning Committee (SPC), domain goals were refined and finalized. CEC then provided an in-service on the process for writing objectives and guided the SPC to begin writing objectives for each domain goal. Specific writing tasks were assigned and a due date for submission to CEC identified.

On March 7, 2022, CEC met with the St. Catherine Catholic School Committee SPC to refine and finalize objectives. CEC provided an in-service on the process for writing action steps and guided the committees to begin writing action steps for each objective. Specific writing tasks were assigned and a due date for submission to CEC identified.

A final ZOOM meeting to finalize action steps was facilitated by CEC in consultation with the respective Committee members and chairpersons on April 5, 2022.

## **DOMAIN TASK FORCE MEMBERSHIP**

This section recognizes the members for each domain task force and the Strategic Planning Committee co-chairs. The St. Catherine Catholic School community and stakeholders owe a debt of gratitude to these individuals who generously gave of their time and talent to plan for the ongoing vitality of St. Catherine Catholic School. They are commended for their work and commitment.

### ***Strategic Planning Committee General Chair***

Dr. Christine Higgins

### ***Catholic Identity***

Kathy Bruce, *Co-Chair*

Elizabeth Costa

Justine Devlin

Margarita Mendez

Adele Moyer

Fr. Scott Walker

### ***Academic Excellence***

Carol Bianca

Issa Domisiw

Collette Filice, *Co-Chair*

Dorothy Marrero

### ***Facilities***

Yamaris Bobe

Ken Bruce

Sara Delapaz, *Co-Chair*

Sandra Manint

### ***Finance***

Patricia Dobiecki

Christine Hatfield

Dr. Christine Higgins, *Co-Chair*

Judy Nugent

### ***Governance and Leadership***

Patrick Barock

Susan Benton

Arthur Costa

Steven Cullipher, *Co-Chair*

### ***Marketing and Enrollment***

Leyda Calvillo

Vianey Gonzalez

Alexa Montanez, *Co-Chair*

Claudia Spradlin

### ***Catholic Education Consultant:***

George Milot, Ed.D.

## **OVERVIEW OF DOMAIN TASK FORCE RESULTS**

### **CATHOLIC IDENTITY**

The religious mission of a Catholic school, its Catholic identity and faith formation, is the soul of the school's program and activities. Religious mission is the factor that distinguishes Catholic schools from other educational options. In order to maintain success in these changing times, there must be a strong collaborative effort among all levels of St. Catherine Catholic School to maintain and enhance the school's Catholic Identity.

#### ***Catholic Identity Goals:***

- **To increase the participation of students and families in the spiritual life of the school and church.**

### **ACADEMIC EXCELLENCE**

The academic program provides the scope and structure that nurtures the spiritual, intellectual, and developmental needs of students. The strength and vitality of the academic program, inclusive of all curricular offerings, extra-curricular offerings, and educational and developmental support services, forms the basis upon which schools are compared and rated by society at large.

The instructional program must include effective supervision and evaluation of teacher performance, a common set of learning standards, student achievement measures, and adequate educational resources to meet student learning needs and enable each to reach his or her full potential. A strong academic program is a compelling incentive that can attract new students and retain current students.

#### ***Academic Excellence Goals***

- **To establish an honors academic program**

### **MARKETING AND ENROLLMENT**

A comprehensive and updated enrollment program and admissions process is vital to building enrollment in the schools. The admissions process must be welcoming and professional. Strong educational programs along with a variety of extra-curricular before and after school programs are essential for enrollment stability. Enrollment stability and growth are essential to the vitality of the school.

In today's competitive environment, utilizing an effective marketing program is essential to the continued development and growth of the institution. A value proposition and proprietary strengths that distinguish Catholic schools from other educational options are necessary to sustain current enrollment and attract new students. This message must be communicated not

only to Catholic parents, but also to all parents and to the broader community of alumni, parishioners, civic and political leaders, and the community at large.

***Marketing and Enrollment Goals:***

- **To increase student enrollment for the next 3 years and achieve retention of our current students.**
- **To increase the visibility of St. Catherine Catholic School in the community.**

**FINANCE**

In any organization, finances are the bedrock upon which all facets of the organization are built. Enrollment, the efficacy of the academic program, acquiring and retaining highly qualified personnel, the structural integrity of the buildings, etc. are all driven by the financial health and vitality of the school.

***Finance Goals:***

- **To reach a financial position that allows St. Catherine Catholic School to be sustainable for the next three years, reflected through a balanced budget**

**FACILITIES**

Facilities development is a crucial aspect of the strategic planning process as it highlights the school's progress in moving forward in a changing demographic.

***Facilities Goals:***

- **To develop a facilities management plan**

**GOVERNANCE AND LEADERSHIP**

The success of Catholic schools depends on the key components of effective governance and leadership. Catholic school governance and leadership can be seen as a ministry that promotes and protects the responsibilities and rights of the school community. Governance and leadership based on the principles and practices of excellence are essential to insuring the Catholic identity, academic excellence, and operational vitality of the school.

***Governance and Leadership Goals***

- **To restructure the board of stakeholders (clergy, parents, faculty, students, and community members) that advise on matters concerning the school.**
- **To adopt a Student Leadership Program**

## June 2023 Update

During the 2022-2023 school year, the Strategic Plan Committees met twice during the year as a group to discuss the direction of goals and objectives of each committee.

- *September 13, 2022*
- *January 17, 2023*

The committees then met separately throughout the year to address their individual tasks. Each committee submitted an update of their efforts in May 2023. A compilation of their work is below.

## ST. CATHERINE CATHOLIC SCHOOL – THREE YEAR STRATEGIC PLAN

### CATHOLIC IDENTITY

**Goal #1: To increase the participation of students and families in the spiritual life of the school and church**

#### **2022-2023 School Year**

Goal #1- Objective#1 To survey parents and staff on faith practices, the needs of their families, and for recommendations on how to increase our Catholic identity in our lives at school and at home

<b>Step #</b>	<b>Action Step</b>	<b>Assigned To</b>	<b>Start Date</b>	<b>Due Date</b>	<b>Resources</b>
<b>1</b>	Create a committee of parents/staff.	Principal	August 2022	August 2022	
<b>2</b>	Create a survey.	Committee Principal	September 2022	September-2022	Survey template
<b>3</b>	Distribute surveys via the school.	Staff Teachers	October 2022	October 2022	SIS and paper
<b>4</b>	Study and compile survey results.	Committee Principal	October 2022	January 2023	

5	Obtain Diocesan project to increase Mass attendance and determine useful aspects of the project.	Principal	October 2022	January 2023	
6	Create a plan based on the survey and Diocesan project.	Committee Principal	January 2023	May 2023	

Goal#1 – Objective #2 To create a framework to foster a family atmosphere at St. Catherine Catholic School that is felt at home, at each supporting parish, and at the school

Step #	Action Step	Assigned To	Start Date	Due Date	Resources
1	Survey teachers as to needs to be filled by volunteers.	Committee	August 2022	August 2022	
2	Create a list of needs for volunteers to do based on the survey.	Committee School Staff Teachers	August 2022	September 2022	
3	Recruit volunteers for needs list.	Committee School Staff Teachers	September 2022	December 2022	
4	Create phone tree for communication and personal connection.	PTO Committee	September 2022	September 2022	
5	Meet with pastors and administration of all parishes to discuss using school volunteers to foster church involvement.	Supporting Church Pastors Committee Representative	January 2023	January 2023	
6	Create a plan for supporting parishes to involve school volunteers.	Committee Pastors Principal	January 2023	February 2023	

7	Implement parish plan to involve school volunteers.	Supporting Church Pastors Committee Representative	February 2023	May 2023	
8	Assess and improve where necessary on volunteer program and parish involvement	Committee	May 2023	June 2023	

- Strategic Plan Catholic Identity Committee was formed in September 2022
  - Mrs. Kathy Bruce, Mrs. Elizabeth Costa, Mrs. Adele Moye, Fr. Jose Gonzalez
- Parent Survey was created and sent to SCCS parents, Spring 2023
- Faculty/Staff Survey was created and sent to all faculty and staff members, Spring 2023.
- Results of both surveys were compiled and organized, Spring 2023.
  - 24 parents responded
  - 17 staff responded
- Diocesan Mass Survey was taken in May 2022. The DOV wanted to establish a baseline for each school. Results for SCCS were very similar to our own survey results below.
- SCCS collected three additional Mass Surveys throughout the 2022-2023 school year with similar results:
  - 12/22 – 46% Mass attendance
  - 4/23 – 48% Mass attendance
  - 5/23 – 45% Mass attendance
- Next steps:
  - Create a plan based on survey results and Mass attendance information.
  - Re-visit Objective #2
  - Review and discuss 2023-2024 Goals and Objectives

**ACADEMIC EXCELLENCE**

**Goal #1:** To establish an honors academic program

**2022-2023 School Year**

Goal #1 – Objective #1: Identify a student base that would need an honors program using the Star and Terra Nova Testing results

Step #	Action Step	Assigned To	Start Date	Due Date	Resources
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1	Establish a committee to determine honors requirements.	Principal	September 2022	September. 2022	
2	Retrieve test scores from 2021-2022 school year.	Principal Assistant Principal	September. 2022	September. 2022	
3	Print and distribute test data to committee.	Assistant Principal	September. 2022	September. 2022	
4	Meet to establish student test score criteria for acceptance into the honors program.	Committee	September. 2022	September. 2022	
5	Generate a report of students eligible for honors program based upon test scores.	Committee	October 2022	October. 2022	
6	Determine additional criteria (if any) to be used to place students in the honors program. (grade point average, teacher recommendations, etc.)	Committee	October 2022	October.2022	
7	Finalize list of students eligible for the honors program.	Committee	November 2022	November. 2022	

Goal #1 Objective #2: Identify the curriculum enhancements and budget needed to implement the honors program

Step #	Action Step	Assigned To	Start Date	Due Date	Resources
1	Consult with staff of other Catholic schools to review their honors programs.	Committee	November 2022	December 2022	Catholic Schools with similar enrollment numbers

2	Generate a report summarizing the findings with respect to budget and curriculum.	Committee	January 2023	January 2023	
3	Determine the budget for the honors program using the findings in the report.	Committee Principal	January 2023	February 2023	In alignment with Principal/diocese budget.
4	Revise the current grade level curriculum to reflect the rigor necessary for an honors level.	Committee Faculty	January 2023	May 2023	

Goal #1 – Objective #3: Employ a certified honors teacher on a part-time basis as needed for the identified students and purchase materials for classes

Step #	Action Step	Assigned To	Start Date	Due Date	Resources
1	Create a job description for the honors teacher.	Principal Committee	January. 2023	January. 2023	
2	Contact Diocese for part-time certified honors teacher posting.	Principal	January. 2023	January. 2023	
3	Screen applications, conduct interviews, check recommendations, and identify an appropriate candidate.	Principal Committee	February 2023	May 2023	
4	Hire a part-time honors teacher.	Principal	May 2023	May 2023	
5	Secure materials needed for class determined by the committee's research.	Honors Teacher	May 2023	August 2023	

- A committee was formed in September 2022
  - Ms. Filice, Ms. Gouge, Mrs. Domisiw, Ms. Marrero
- Terra Nova Test Scores are available from Spring 2023 for review of any potential honors candidates.
- STAR tests from August, November, and March 2022-2023 are available for review of any potential honors candidates.
- The committee established a criterion for students to be admitted to the honors program.

- 80<sup>th</sup> percentile on the Star testing.
- Mastery of standards on a consistent level.
- Maintain a (B) or higher GPA.
- Give students a choice to opt in or out of the class.
- Student lives out the mission statement and citizenship of St. Catherine’s.
- Additional criteria recommended for admittance to the Honors Program:
  - Teacher recommendation
  - Parent permission slip signed.
- Discussed a determined budget with Dr. Higgins for administering of our honors class.
  - Currently, we are using our Spanish Teacher and MS Math Teacher to teach the two “Honors” classes we offer: HS Spanish and Algebra I Honors.
  - When another teacher is needed, the teacher salary will be determined by experience and educational degree, per the DOV. Estimated salary is \$45,000.
  - Textbooks and curriculum resources, including digital access, are estimated at \$8,500.
- Discussed needing to use codes for classes that the State of Florida recognizes for students to get high school credit. This is currently being done for the Spanish and Algebra classes.
- Suggestions for the next honors class to offer – English or Science.
- Met with Dr. Higgins to clarify that she posts the job add.
  - If an additional teacher is needed, the ad is placed through the Diocese.
- There was difficulty locating other schools who offer an honors program that is similar to our school and population size. Mrs. Nicole Loseto provided information for the committee on their Honors Program.
- **Next Steps:**
  - Re-visit the proposal for an Honors Program. Survey parents and teachers.
  - Contact local HS and discuss Honors Program, textbooks, etc.
  - Determine scheduling and staffing needs.
  - If needed, revisit objective #3 on employing a honors teacher
  - Review and discuss 2023-2024 Goals and Objectives

**MARKETING AND ENROLLMENT**

**Goal #1:** To increase student enrollment for the next 3 years and achieve retention of current students

**2022-2023 School Year**

Goal #1 – Objective #1: To create a marketing team and develop a marketing strategy plan

Step #	Action Step	Assigned To	Start Date	Due Date	Resources
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1	Establish a Marketing Committee composed of school members.	Principal/	August 2022	September 2022	
2	Create a schedule of meetings.	Committee Members	September 2022	September 2022	
4	Establish and discuss the goals of the marketing committee in order to develop a marketing strategy plan.	Principal Committee Members	October 2022	November 2022	
5	Evaluate and summarize the goals, roles and steps to direct committee members through a course of action and distribute to committee members for further evaluation.	Committee Members	January 2023	February 2023	
6	Regroup and discuss the findings to begin a process of developing a marketing plan.	Principal Committee Members	February 2023	March 2023	
7	Finalize the marketing strategy plan.	Principal Committee Members	April 2023	May 2023	

### 2023-24 School Year

Goal #1 – Objective #1: To put into action the goals of the marketing plan that were approved

Step #	Action Step	Assigned To	Start Date	Due Date	Resources
1	Break down the goals into small steps and distribute amongst committee members.	Committee Members	August 2023	September 2023	
2	Identify any obstacles that will prohibit the committee members from accomplishing their goals.	Committee Members	September 2023	September 2023	

3	Adjust goals to align with feedback from committee members' reality.	Committee Members	September 2023	October 2024	
4	Launch the marketing plan	Committee Members	October 2023	June 2024	

**2024-25 School Year**

Goal #1 – Objective #1: To identify and implement new strategies for our marketing plan based on the demands of our changing society

Step #	Action Step	Assigned To	Start Date	Due Date	Resources
1	Evaluate the established marketing plan.	Principal Committee Members	August 2024	September 2024	
2	Flag all previous and potential roadblocks or risks and manage and prioritize workload as a team.	Committee Members	September 2024	October 2024	
3	Adjust the marketing plan based on findings above.	Committee Members	October 2024	November 2024	
4	Implement one or more initiatives to improve recognition of our marketing plan and our team.	Committee Members	November 2024	January 2025	

Goal #2: To increase the visibility of St. Catherine Catholic School in the community

**2022-23 School Year**

Goal #2 – Objective #1: To research market strategies from other Catholic or private institutions on how they are targeting the community

Step #	Action Step	Assigned To	Start Date	Due Date	Resources
1	Elect schools to be contacted and assign committee members to contact them.	Committee Members	August 2023	September 2023	
2	Contact schools and write brief report on findings.	Committee Members	September 2023	November 2023	

3	Write report summarizing findings from all contacted schools.	Committee Members	January 2024	February 2024	
4	Determine best strategies for possible incorporation into our marketing plan.	Committee Members	March 2024	April 2024	

- A Marketing & Enrollment Committee was established in September 2022:
  - Ms. Mendez, Ms. Calvillo, Ms. Spradlin, Mrs. Delapaz, Mrs. Montanez, and Administration as needed.
- A schedule of monthly meetings was created. The committee met the second Wednesday of each month, November – May:

Dates:

- November 9, 2022
  - December 14, 2022
  - January 11, 2023
  - February 8, 2023
  - March 8, 2023
  - April 12, 2023
  - May 10, 2023
- Agenda and meeting notes were sent out to the committee members before each meeting.
  - Fundraising Calendar was established for the school year:
    - September – PTO: Little Caesars
    - September – School: Dress Down
    - October – PTO: Panera Night
    - November – Student Council: Canned Food Drive
    - November – School: College Dress Down
    - December – Student Council: Toy Drive
    - December – Church/School: Christmas Raffle
    - January – School: Dress Down
    - February - PTO: Chocolates
    - May – Church/School: Call to the Heart Raffle
  - Visibility of the school was addressed:
    - SCCS participated in the Sebring Christmas Parade
    - SCCS Sports Program was established with two other private schools.
    - May Outreach: “Put Your Best Foot Forward” – Kiwanis Partnership to provide hygiene supplies for homeless children in Highlands County. SCCS was featured in the Highlands Newspaper.
  - Marketing for the school year:
    - Chamber of Commerce advertising
    - Heartland Magazine – January/February issue
    - Social Media: Facebook, Twitter, Instagram
    - New School Website

- New School Brochures in English/Spanish
- Quarterly Newsletters from Principal

**Next Steps:**

- Develop a written Marketing Plan that includes how to increase the visibility of SCCS in the Community.
- Develop a written Enrollment Plan that includes monthly initiatives and goals.
- Consult with “Partners in Mission” about Advancement opportunities.
- Review and discuss 2023-2024 Goals and Objectives

**FINANCE**

**Goal #1:** To reach a financial position that allows St. Catherine Catholic School to be sustainable for the next three years as reflected in a balanced budget

**2022-2023 School Year**

Goal #1 – Objective #1: To identify and prioritize the needs of the school

Step #	Action Step	Assigned To	Start Date	Due Date	Resources
1	Complete a list for both campuses that identifies immediate and long-term items/projects that need to be completed.	Committee Assistant Principal	June 2022	July 2022	Facilities Master Plan Strategic Plan
2	Complete a cost projection for each item/project and obtain quotes if possible.	Committee Assistant Principal	July 2022	September 2022	Prioritized list of needs/projects
3	Prioritize the above list taking into consideration the finances needed for each item/project.	Committee Assistant Principal	July 2022	September 2022	Finance Committee DOV
4	Begin feasible projects.	Committee Assistant Principal	October 2022	June 2023	

Goal #1 – Objective #2: To request a meeting with the Diocese with SCCS Leadership to provide direction for the school and for the implementation of the Strategic Plan

Step #	Action Step	Assigned To	Start Date	Due Date	Resources
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1	Set appointment with DOV upon completion of the Strategic Plan.	Principal Pastor	August 2022	September 2022	Financials for past 5 years. (2017-2022) Strategic Plan
2	Determine questions and possible requests from the Diocese.	Principal Pastor	August 2022	September 2022	
3	Present findings from Objective #1.	Principal Pastor	August 2022	September 2022	
4	Write a brief report based upon the meeting with the Diocese.	Principal	September 2022	October 2022	

Goal #1 – Objective #3: To write a financial plan that reflects goals for Year 1, Year 2, and Year 3 that will encompass the needs of the strategic plan

Step #	Action Step	Assigned To	Start Date	Due Date	Resources
1	Write a 3-year financial plan.	Principal Pastor DOV Business Manager	September 2022	May 2023	Financial Statements/Budget, Strategic Plan, Cost Projections for items/projects, potential fundraising dollars, projected donations, etc.

Goal #1 – Objective #4: To identify the sources of revenue to cover the financial plan

Step #	Action Step	Assigned To	Start Date	Due Date	Resources
1	Identify previous donors/donations.	Business Office	October 2022	December 2022	Records/database
2	Establish sources of revenue through school fundraising and complete a development projection of fundraisers for the year.	Director of Development	October 2022	December 2022	Records from previous year's fundraising
3	Research grants available to Catholic Schools.	Committee Director of Development	October 2022	June 2023 Ongoing	



4	Host a donor's "thank you" luncheon with SCCS staff, parents, and students present.	Director of Development Principal Parents	January 2023	January 2023	
5	Present two main funding projects to donors and ask for their commitment using a monthly, quarterly, or yearly commitment form.	Director of Development Principal Parents Board	January 2023	January 2023 Ongoing	

- A Finance Committee was established that included Patricia Gomez and Christine Higgins. Sara Delapaz, Steve Cullipher, and Fr. Jose also contributed to the Action Steps.
- A walkthrough and list of short-term and long-term projects was completed for both campuses in the Summer 2022 (also part of the Facilities goals).
- An estimated cost projection was completed for the long-term projects.
- Short-term projects were completed in the Summer 2022 as per the walk-through list. (also part of the Facilities goals)
- Under the advice of Fr. Belmonte, Superintendent, a meeting with the Diocese was postponed until a 3-year Financial Plan was developed with proposed solutions. Fr. Belmonte suggested that the Diocese be responsible for sketching out this "plan".
- Fr. Belmonte suggested that an expansion plan be developed after there is stability shown over short-term/long-term agreed upon time frames.
- Current Sources of Revenue were identified:
  - Donations
  - EANS Grant
  - Diocese of Venice Support
  - School Raffles
  - PTO Fundraisers
- Next Steps
  - Work with the Diocese on a 3-Year Financial Plan.
  - Develop a "Thank You" event for donors.
  - Develop a yearly "magazine" to send to donors.
  - Continue identifying sources of revenue and grants.
  - Consider a software program for Donor Tracking.
  - Consult with "Partners in Mission" about Advancement opportunities.
  - Review and discuss 2023-2024 Goals and Objectives.

## FACILITIES

**2022-2023 School Year**

### **Goal #1- To develop a facilities management plan**

Goal #1 – Objective #1: To complete minor repairs and upgrades in both facilities

<b>Step #</b>	<b>Action Step</b>	<b>Assigned To</b>	<b>Start Date</b>	<b>Due Date</b>	<b>Resources</b>
<b>1</b>	Create a committee to develop the management plan.	Principal	April 2022	May 2022	
<b>2</b>	Create a list of minor repairs and upgrades for both facilities.	Committee	April 2022	May 2022	
<b>3</b>	Determine supplies and pricing necessary to complete repairs and upgrades.	Committee	April 2022	June 2022	
<b>4</b>	Complete minor repairs and improvements as budget allows.	Contractors	June 2022	August 2022	

Goal #1 – Objective #2: To hire a professional through the diocese to assess both properties to create a master plan for current and future buildings.

<b>Step #</b>	<b>Action Step</b>	<b>Assigned To</b>	<b>Start Date</b>	<b>Due Date</b>	<b>Resources</b>
<b>1</b>	Contact the Diocese for a list of facilities professionals.	Principal	April 2022	April 2022	
<b>2</b>	Interview potential candidates.	Principal Committee	April 2022	June 2022	
<b>3</b>	Select and hire the candidate if feasible.	Principal Committee	June 2022	June 2022	

- A committee was created in May 2022: Sara Delapaz, Steve Cullipher, Christine Higgins, Ken Bruce, Norb Walz, (Hector Rivera – as needed for consultation).
- A list of minor repairs was created for both campuses – Summer 2022.
- Minor repairs were completed – Summer 2022.
- A new parent-pickup lane was installed.
- A new full-size basketball court was installed.
- **Next Steps:**
  - Work with the Finance Committee to develop a Facilities Plan.
  - Review and discuss 2023-2024 Goals and Objectives.

### **GOVERNANCE AND LEADERSHIP**

**Goal #1:** To restructure an advisory board of stakeholders (clergy, parents, faculty, students, and community members) that advises and makes recommendations on matters concerning the school

#### **2022-2023 School Year**

Goal #1 – Objective #1: To adopt advisory board bylaws and board member roles and responsibilities aligned with diocesan directives

<b>Step #</b>	<b>Action Step</b>	<b>Assigned To</b>	<b>Start Date</b>	<b>Due Date</b>	<b>Resources</b>
<b>1</b>	Obtain board documents from DOV.	Board Chair	August 2022	August 2022	<b>Diocese</b>
<b>2</b>	Create a committee of current board members to compare the current policies of the St. Catherine board with the policies outlined in the diocesan documents.	Board Chair	September 2022	September 2022	
<b>3</b>	Conduct a series of meetings to review the documents.	Committee	September 2022	October 2022	

4	Identify the changes to the current board practices that need to be made to comply with the diocesan policies.	Committee	October 2022	November 2022	
5	Report to the board on the indicated changes.	Committee	November 2022	November 2022	
6	Create a bylaws document in compliance with diocesan documents.	Committee	November 2022	December 2022	
7	Present bylaws for board approval.	Committee	January 2023	January 2023	

Goal #1-Objective #2: To recruit qualified advisory board members who represent local parishes and the community

Step #	Action Step	Assigned to	Start Date	Due Date	Resources
1	Review the diocesan policies or recommendations regarding board membership.	Board Chair	December 2022	December 2022	
2	Identify potential board vacancies to be filled.	Board Chair	January 2023	February 2023	
3	Create a Nominating Committee to recruit qualified board members.	Board Chair	February 2023	February 2023	
4	Meet with local pastors, parish organization leaders, and community stakeholders to identify potential candidates to fill board vacancies.	Nominating Committee	March 2023	March 2023	

5	Contact potential board members and invite them to consider board membership and to submit their resumes.	Nominating Committee	April 2023	April 2023	
6	Review potential candidates for the board.	Nominating Committee	April 2023	May 2023	
7	Recommend candidates to the board and principal for approval for board membership.	Nominating Committee	May 2023	May 2023	
8	Appoint new members to the board.	Principal Board Chair	June 2023	June 2023	

**Goal #2: To adopt a Student Leadership Program**

**2022-23 School Year**

Goal #2 – Objective #1: To investigate and create a student leadership program

Step #	Action Step	Assigned To	Start Date	Due Date	Resources
1	Set up a committee to establish a student leadership program.	Assistant Principal	September 2022	September 2022	
2	Investigate existing programs from various sources.	Committee	September 2022	October 2022	
3	Request the student leadership existing program at Marquette University High School in Milwaukee.	Committee	September 2022	October 2022	
4	Analyze any received programs.	Committee	October 2022	November 2022	

5	Begin formalizing a program suitable for St. Catherine.	Committee	January 2023	February 2023	
6	Finalize proposed program for St. Catherine.	Committee 2023	February 2023	March 2023	
7	Seek input from administrators, teachers, board members and student leaders concerning proposed program.	Committee	March 2023	April 2023	
8	Make any changes necessary based on input from above groups.	Committee	April 2023	May 2023	
9	Finalize and get approval of final program from the administration.	Committee	May 2023	June 2023	

- The Superintendent has completed and distributed the *Leadership Manual for Catholic School Boards* to all schools/principals.
- The Superintendent will schedule a meeting with school board presidents and school leadership to review the manual in the next school year, 2023-2024.
- Father Jose and Dr. Higgins have started to identify potential school board members.
- A committee was established to begin the work on a Leadership Program: Steve Cullipher and Christine Higgins.
- The steps for implementing the Student Leadership Program have been started:
  - Several programs were reviewed:
    - <https://www.leaderinme.org/middle-school/>
    - <https://growingleaders.com/middle-and-high-school/>
    - <https://www.lead4change.org/>
    - <https://www.buildersclub.org/>
  - Kiwanis Club of Sebring was contacted as a resource for a possible Builders Club.
  - Dr. Higgins met with Kiwanis, and they agreed to host a Builders Club at St. Catherine Catholic School.
  - The Builders Club is a leadership and service club at the middle-school level that builds the foundation for the high school Key Clubs and beyond. Since Sebring, Avon Park, and Lake Placid High Schools have Key Clubs, the Builders Club will be a good foundation as our students move on to these high schools.
  - Teachers were consulted in the Spring for suggestions for the Program.
  - Materials and schedules for the semester class are in the works. Possible books to consider:

- “*Pope Francis Why He Leads the Way He Does*”, Chris Lowney, 2013.
  - “*The 7 Habits of High Effective Teens*”, Sean Covey, 1998.
  - “*Lead with Humilty*”, Jeffrey A. Krames, 2015.
  - Builders Club leadership/service information
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- Next Steps:
    - Attend the training for the new *Leadership Manual*.
    - Review and identify changes to the current board practices that need to be made to comply with Diocesan policies and new manual.
    - Continue to identify potential board members to fill vacancies.
    - Meet with local pastors, community leaders, and other stakeholders to identify potential candidates for the board.
    - Recommend candidates and appoint new members.
    - Create a calendar of meetings for the school year. Consider holding meetings at different parishes if needed.
    - Consult with “Partners in Mission” about Advancement opportunities.
    - Review and discuss 2023-2024 Goals and Objectives.

Respectfully submitted,

Dr. Higgins