



## **St. Anthony of Padua Catholic School**

# **2010-2015 Strategic Plan**

### *Faith in the Future*

*“What greater work is there than training the mind  
and forming the habits of the young?”*

*- St. John Chrysostom*

St. Anthony of Padua Catholic School  
7901 Bay Branch Drive  
The Woodlands, TX 77382



April 14, 2010

On behalf of the St. Anthony of Padua Education Council, I am pleased to present our school's 2010 Five Year Strategic Plan. This plan presents a forward-looking vision for the school while it affirms the fundamental principles, assumptions, and values that serve as the foundation of the school. Building on the success of earlier plans, this new strategic plan provides the framework for enhancing the excellence that has characterized our school since it was established ten years ago.

I want to offer my heartfelt thanks to the ten dedicated parishioners who served on the School Strategic Planning Committee:

Stephanie Ercolani, parishioner	Tammy Fishman, school librarian/parent
Bradley Hoover, Education Council/parent	Kathleen Johnson, Education Council
Becki Kinch, development director	Veronica Kretz, teacher/parent
Ken Lepper, parishioner	Renee Nunez, principal/parent
Suzanne O'Neil, Education Council/parent	Kristine Rizzo, parent

The committee has made a thorough and honest assessment of our school, and their findings are the foundation of this new long-range plan. Their effort has resulted in a remarkable document that will shape the course of our school over the next five years.

St. Anthony of Padua Catholic School continues to be blessed by the many members of our community who give so generously of themselves. I hope each of you will read this plan and identify areas where you can give of your time, talent, and treasure to our school. While it is the primary responsibility of the principal to implement this plan, as a school community we all share an obligation to give of ourselves to help achieve the many goals we set forth in this very essential plan.

Sincerely in Christ,

Rev. Tom Rafferty  
Pastor

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## **Introduction**

### Overview of the Strategic Planning Process

In mid-2009, the Education Council concluded that the school had achieved most of the goals of the 1996 school strategic plan and began preparing for an updated long-range plan to address the next five years. In conjunction with the pastor and the principal, the Council outlined a strategic planning process for the school at the start of the 2009 school year.

The initiation of this strategic planning process coincided with the launch of the Archdiocesan Plan for Catholic Schools, the *Lumen Pro Via* (“Light for the Way”). The *Lumen Pro Via* calls for all schools in the Archdiocese to incorporate its vision into their school strategic plans and provides direction for the local planning process. The pastor, principal, and Council leadership participated in Archdiocesan Catholic School Planning meetings in September and October 2009.

In October of 2009, the Council appointed a School Strategic Planning Committee and charged it with oversight of the planning process. The membership of the Committee included current and developing Council leadership, administrative and faculty leadership, parents, and members at-large from the parish.

The Committee met over the course of six months, identifying stakeholder groups, reviewing preliminary findings compiled through a SLOT analysis, implementing a survey, and retaining a marketing research professional to conduct a series of focus groups with parents and faculty and interviews of the pastor and key administrators. Broad input from the entire school community was sought to ensure that the final planning document represented the needs of students, parents, administrators and faculty.

After many months of gathering feedback, the Committee reviewed the data to identify critical issues, strengths, and opportunities. The Committee focused on the opinions and impressions of the constituencies that play a vital role in the advancement of the school’s mission: alumni, the school administration, the faculty, the parish, and parents of students. Many themes emerged, and major categories of strategic initiatives were identified.

The leadership of the school community then met to develop the action plans for each major plan goal. The planning process concluded in April 2010, when the final Plan was approved by the pastor, the principal, and the Education Council.

## **Executive Summary**

The School Strategic Planning Committee developed this Plan to provide a common roadmap for direction and to guide the future success of our school and our students. The Plan includes the school's Mission, Vision, Critical Issues, Goals, and Action Plans. These main elements will provide direction to the school community for the next five years.

The Strategic Plan identifies priorities in each of the following areas that will guide the school community's activities and resource decisions:

1. Catholic Identity
2. Enrollment
3. Marketing, Public Relations, and Development
4. Educational Programs
5. Staffing
6. Finances
7. Facilities
8. Community Relations
9. Technology

For each of these areas, a statement of strategic direction has been developed. These statements express a vision for the future of the school. Goals and strategies for each area have been identified to guide more specific action planning. The annual action plans, developed by administrators and faculty, with input from the Education Council and its Committees, will provide a framework for ongoing accountability and ensure that the school manages its financial and human resources toward the realization of its vision over the next five years.

The Strategic Plan is defined clearly by four critical areas. To navigate the road ahead successfully, implementation of the Strategic Plan must focus on the following four critical issues:

1. Catholic Identity
2. Enrollment
3. Facilities
4. Development

In addition, the Committee identified two new initiatives for the school:

1. Undertake a school expansion study
2. Establish a School Advisory Committee

Strategic planning is a fluid process, and as such, this Plan will continue to be evaluated and updated.

## Mission Statement

*“For you were once darkness, but now you are light of the Lord. Live as children of light, for light produces every kind of goodness and righteousness and truth.”*

*Ephesians 5:8-9*

St. Anthony of Padua Catholic School seeks to guide our children to holiness through a Christ-centered education.

Our mission is to:

***Engender*** a strong sense of Roman Catholic identity, a deep reverence for the sacraments and a lifelong commitment to understanding and joyfully living our faith;

***Enrich*** each child’s development by requiring academic excellence and providing opportunities that challenge students and recognize individual achievement;

***Develop*** with parents the moral compass that guides students to love all God’s creation and serve humankind with Christ as their model.

In His spirit, we envision St. Anthony of Padua Catholic School as a beacon of light.

## Vision Statement

*Inspired by our Mission Statement, we commit ourselves to this vision:*

The vision of St. Anthony of Padua Catholic School is to guide the mind, body, and spirit of the next generation of Catholic leaders to live the Gospel of Jesus Christ and to meet their full potential as people created in the image of God.

## School Profile and History

### Profile

St. Anthony of Padua Catholic School is located in The Woodlands, Texas, a suburban community 26 miles north of downtown Houston. The Woodlands is home to many professional and highly educated people. The majority of students enrolled in the school reside in The Woodlands, and most are from middle to upper middle class families. A tuition grant program ensures that a Catholic education is an option for those who are in need.

The school is located on the St. Anthony of Padua parish campus. In addition to its 20 classrooms, the school has a gymnasium, a stage, an art room, two music rooms, a science lab, a computer lab, a foreign language lab, a broadcast media room, a library/media center, a cafeteria/fellowship hall, a health clinic and a multipurpose sports field.

The school educates students from the age of 3 years through the eighth grade. Accredited by the Texas Catholic Conference Education Department (TCCED), the school implements the curriculum of the Archdiocese of Galveston-Houston, which incorporates the State of Texas Essential Knowledge and Skills (TEKS) and the Iowa Test of Basic Skills (ITBS) objectives and national standards.

In addition to a core curriculum and an extra-curricular sports program, the school at currently provides students with a variety of electives and extracurricular activities including:

Art	Speech Service
Music	Consumer Education
Spanish	Banking Days
Technology	Safety Patrol
Physical Education	Band
Broadcast Journalism	Student Council
American Sign Language	School Newspaper
Geographic Bee	Science Fair
Spelling Bee	Choir
Saints Trivia Bee	Drill Team
Junior Achievement	Yearbook
Health	National Junior Honor Society
Pep Rallies	International Thespan Society
Academic Club	

Many religious enrichment programs are offered that enhance the students' formal religious instruction, including a weekly school Mass, a Lenten retreat, a living rosary, May Crowning

celebration, an interactive Saints Alive program, and the quarterly POD, when students from each grade level in the school merge their classrooms into community pods to learn a lesson from scripture and their faith.

In addition, the school sponsors field trips that are both educational and enjoyable:

PreK	fire station	Fourth Grade	Washington on the Brazos
Kindergarten	theater	Fifth Grade	Camp Kappe
First Grade	aquarium	Sixth Grade	T Bar M Ranch
Second Grade	Polar Express ride	Seventh Grade	Sea World
Third Grade	NASA	Eighth Grade	Washington, D.C.

The school is also blessed with an active Booster Club that supports the fine arts and athletics programs and a Parent Teacher Organization that provides educational enrichment programs.

History

When St. Anthony of Padua Parish was founded in June 1997, it faced the challenge of establishing a new church community and school to serve the needs of Catholic families in The Woodlands. The parish took this challenge seriously, undertaking a feasibility study and seeking approval from the Archdiocesan Board of Education in 1998.

The acting pastor, Msgr. George Scheltz, worked closely that year with the Education Council to write the school mission statement and to lay the groundwork for the opening of the school the following year. The school’s founding principal, Renee’ Nunez, was hired in September of 2000.

The school opened in 2001 with a staff of 14 and 138 students. By the fall of 2009, the number of staff had risen to 56, and the student body had grown to 484. Current enrollment is near capacity, with 31 students in PreK3, 34 in PreK4, 48 students per grade in grades K-6, and 41students in grade 8. Tuition and fees have remained within Archdiocesan guidelines, increasing 2 ½% per year on average. Tuition for the 2010-2011 school year is \$5700 with fees of \$500 per student. Five day PreK tuition is \$4800, and 3 day PreK tuition is \$3700.

When the school began, it offered PreK3 through third grade instruction. The school has expanded over the years to provide instruction through the eighth grade, graduating its first eighth grade class in May 2007. Through a parish Capital Campaign, fundraising, and several generous private donations, a permanent school building, a playground, a prayer garden, and athletic fields have all been constructed since the founding of the school.

## **Critical Issues**

In its review of the input gathered from parishioners, parents, administration and faculty, the School Strategic Planning Committee identified four key areas in which the school faces significant opportunities for growth or challenges: Catholic identity, enrollment, facilities, and development. These are the most important choices and situations the school will deal with in the next five years. *Strategies to address each of these areas are set forth in the Goals and Objectives section of the Plan.*

### **Critical Issue 1: Catholic Identity**

Catholic Identity was recognized by both parents and staff as one of the school's greatest strengths. Nevertheless, this was also an area identified as one in need of development with respect to the relationship between the church and school. Over the last few years, the school has seen a drop in parishioner involvement with the school, and parishioner participation in the school fund has been very low. Both parents and staff discerned a significant need to build on our strong Catholic Identity to strengthen the relationship between the church and school.

### **Critical Issue 2: Enrollment**

In the first six (6) years of the school's history, enrollment in PreK and Kindergarten classes were at capacity. Since 2008, however, enrollment in the PreK and Kindergarten levels has dropped, leaving seats unfilled and possible revenue unrealized. All agree that the school needs to investigate the reason(s) for this decrease in enrollment and take steps to reverse the trend.

### **Critical Issue 3: Facilities**

The current school building was dedicated in 2005 and serves both the school and church communities. Though the facilities are considered excellent, as a result of rapid growth in both the school and church, the existing school facilities do not fully meet the needs of the staff and students. Both office and storage space are insufficient, and the lack of usable meeting space during school and non-school hours has made scheduling of school meetings and events extremely challenging. These space limitations affect the church as well as the school, and have placed a strain on the entire parish. Stakeholders agree that a need exists for a study and subsequent plan to address the evolving facility needs of the school and church.

#### **Critical Issue 4: Development**

The school has employed a full-time development director since 2005. The school's rapid growth and community expectations have resulted in a strain on the sole development employee to effectively manage all of the school's development needs, particularly major fundraising events. In the parent survey, development was identified as a key limitation. There is a need to examine the current function of the development program and set forth a plan that will adapt and grow according to the needs and available resources of the school.

## **Goals and Objectives**

### **Catholic Identity**

*The school-church relationship was identified as one of the critical issues facing the school.* We remain committed to ensuring that the Catholic identity of the school reflects our vision and our call to discipleship. We will continue to provide opportunities for liturgy and prayer, and to further develop the quality of our religious education program. We need to foster positive and collaborative school-church partnerships, and to challenge our community to “make a difference.”

***Goal 1: SAOPCS will strengthen the relationship between the school and church.***

Objectives:

1. Identify and implement strategies that promote increased communication, coordination, and collaboration between the school and church.
2. Increase parishioner ownership of and participation in school programs such as fundraising, volunteering and educational enrichment programs.
3. Encourage members of the school community to participate in parish ministries, programs and activities.

***Goal 2: SAOPCS will increase understanding and appreciation of our Catholic heritage, faith traditions, and Gospel values throughout the school community.***

Objectives:

1. Heighten student awareness of vocations.
2. Increase presence and active participation of priests and religious in student activities.
3. Promote Christ-like attitudes and behavior among students, coaches, staff, and parents in extracurricular programs.
4. Teach, encourage, and expect full participation in the Liturgy.

### **Enrollment**

*Enrollment is one of the four main challenges facing the school in the next five years.* While there is potential to expand the school to a third class in each grade level, the recent decrease in

enrollment in the Early Childhood program would indicate otherwise. We must explore the cause(s) of this decline and take corrective action to reverse the trend.

***Goal 1: SAOPCS will develop and implement a recruitment and retention program aimed at maintaining maximum enrollment levels, while positioning the school for potential future growth.***

Objectives:

1. Investigate the reason(s) for recent declines in PreK and Kindergarten enrollment.
2. Take steps to reverse the decline in PreK and Kindergarten enrollment.
3. Maintain enrollment reflecting 93+% capacity of the school.
4. Further develop collaboration with St. Edward Catholic School in Spring, St. Anne Catholic School in Tomball, and Sacred Heart Catholic School in Conroe to attract students from parishes without schools and the local geographic area.

## **Marketing, Public Relations, and Development**

*Development was an area identified as one of our key critical issues.* We must foster meaningful relationships within our core and extended community, including parents, alumni, prospective families, employees, and local high schools. We must also expand our brand and reputation to a wider community, and need to more regularly involve our alumni and other parish community members in supporting this initiative. The school must be effectively marketed so that parents see the added value of a Catholic education and want to enroll their children.

***Goal 1: SAOPCS will establish a Marketing & Development Subcommittee to address the school's marketing, public relations, and development needs.***

Objectives:

1. Develop a new, focused Marketing & Development Plan for the school.
2. Write a positioning statement that distinguishes SAOPCS from local public and other private schools, emphasizing the marriage of the value of Catholic identity with academic excellence.
3. Examine the current function of the Development Program and create a plan that adapts and grows according to the needs and available resources of the school.
4. Better communicate the scope and role of development and advancement to the school community.

***Goal 2: SAOPCS will enhance the school's reputation and standing with more aggressive public relations efforts.***

Objectives:

1. Educate every member of the school community to recognize and fulfill their role in building a positive image for the school.
2. Increase coverage of school outreach and unique events in local publications.
3. Regularly publicize school accomplishments within the parish community.

## **Educational Programs**

Academic excellence has always been a priority for our school, and our graduates are well-prepared academically. In the current competitive environment, we should take additional steps to achieve even higher levels of excellence by enhancing the following areas identified in the survey and focus groups:

***Goal 1: SAOPCS will further develop its strong learner-centered instructional program, which challenges students and supports the school's mission.***

Objectives:

1. Strengthen the continuum of progress between grade levels through practices such as vertical alignment of curriculum.
2. Use data from multiple assessment methods to evaluate group and individual achievement adjusting the instructional program as indicated.
3. Review and revise the current foreign language program to prepare students to interact in a culturally diverse global society.
4. Continue to develop the middle school program producing graduates prepared for the challenges of high school.
5. Explore options for additional enrichment programs (e.g., Art a la Carte, Destination Imagination, etc.) through parent and community volunteers.
6. Explore options for providing summer enrichment programs.

***Goal 2: SAOPCS will comply with Texas Catholic Conference Education Department (TCCED) and Archdiocesan guidelines and regulations.***

Objectives:

1. Maintain current resources and textbooks for classroom use.
2. Implement curriculum revisions as distributed by the Catholic Schools Office.
3. Maintain full accreditation status from TCCED.

***Goal 3: SAOPCS will address the personal and social development of students through its guidance and counseling programs.***

Objectives:

1. Enhance efforts to promote a bully free environment through additional bullying awareness activities.
2. Enhance efforts to increase awareness of safety issues in relation to technology and telecommunications.

### **Staffing**

SAOPCS seeks, retains and supports a highly dedicated, talented and diverse faculty of lifelong learners. Our teachers and staff form the basis of our reputation. They guide the students in their overall progress and deliver a true whole-child educational experience. SAOPCS also provides a collaborative, friendly environment with numerous opportunities for faculty to grow in their professional lives. In order to attract and retain faculty, we must explore innovative solutions to the area's unique cost of living challenges.

***Goal 1: SAOPCS will recruit, develop and retain qualified personnel committed to the mission and philosophy of the school.***

Objectives:

1. Maintain a competitive compensation and benefits package for professional and paraprofessional staff members.
2. Expand the existing collaborative interview process, where administration and faculty conduct joint interviews as part of the hiring process when possible and applicable.
3. Continue The Road to Success, new staff orientation program, providing new staff members with a mentor and support system during their first year of employment.
4. Create an Annual Staff Development Plan providing on and off-site professional and spiritual development opportunities for faculty and staff.
5. Increase and maintain the percentage of religion teachers who have completed the Archdiocesan Catechist Certification Program above 50 percent.
6. Achieve and maintain a retention rate for professional faculty members above 80 percent.

***Goal 2: SAOPCS will examine the current level of staffing and create a plan that adapts to the needs and available resources of the school.***

Objectives:

1. Benchmark Catholic schools in the Archdiocese of Galveston-Houston and beyond to determine best practices in regards to levels of staffing.
2. Revise the school's current staffing document to provide a five (5) year projection that meets Archdiocesan and Texas Catholic Conference Education Department (TCCED) requirements.

## **Finances**

Currently, we derive most of our income from tuition. If the school is to sustain its educational vision and program, attract and retain an excellent faculty, and guarantee the integrity of the facilities today and into the future, we must become less dependent on tuition revenue by maximizing our fundraising and other non-tuition revenue sources. We will continue to build financial strength to provide the basis for permanence and program excellence, and will expand the school's capacity to attract and retain qualified students regardless of families' financial ability.

***Goal I: SAOPCS will maintain a balanced budget that will provide financial support for the school's short and long term operations and reserves.***

Objectives:

1. Maintain a comprehensive five-year projected budget.
2. Incorporate Archdiocesan financial benchmarks and directives.
3. Allocate resources in support of the school's mission, philosophy, and strategic plan.
4. Explore, identify, and implement means to provide additional revenue growth.
5. Establish an endowment fund with a view toward a long-term target that ensures the school's permanence and affordability.
6. Expand financial assistance to enhance the school's capacity to attract and retain a diverse base of qualified students regardless of family economic means.

## **Facilities**

***Facilities is one of the critical issues facing our school over the next five years.*** While it is generally agreed that the quality of the school facilities is outstanding, space limitations are one of the major issues confronting the school right now. Steps need to be taken to ensure that the space is maximized, particularly space shared with the church.

***Goal 1: SAOPCS will seek innovative ways to make the best use of the existing space available in the school facilities.***

Objectives:

1. Partner with the parish facilities staff to attain a more coordinated sharing of space with other parish ministries.
2. Work with the parish to explore alternatives to alleviate the current space limitations.
3. Investigate the feasibility of leasing temporary office and storage space.

***Goal 2: SAOPCS will enhance school security to make our campus safe as possible for all in the school community.***

Objectives:

1. Work with parish staff located in the school building to prevent breaches in security.
2. Educate the entire school community on the security protocol.

***Goal 3: SAOPCS will work with the facilities staff to improve the maintenance of the school's physical plant.***

Objectives:

1. Increase indoor and outdoor signage.
2. Annually review and update the Facility Maintenance/Capital Improvement Plan.
3. Beautify and regularly maintain the school grounds.

## **Community Relations**

All of the stakeholders agreed that there are significant opportunities for growth in our school, parish, and local community relations (note that parish community relations are addressed under Catholic Identity). For example, the parent survey showed mixed responses on communication between the administration and parents. We also need to foster opportunities for parents, parishioners and local community members to interact and communicate with our staff and students.

***Goal 1: SAOPCS will examine ways in which it can bring together the school community, building up the partnership between school and home.***

Objectives:

1. Improve communication at all levels within the school community.
2. Encourage and recognize parent volunteers that partner with the school to enhance academic, extracurricular, fundraising, and enrichment programs.
3. Have a more visible presence of the school leadership among both the students and the parents.
4. Provide increased parent education in areas such as discipline, the school budget, vocations, guidance and counseling, and our Catholic faith.
5. Foster appreciation within the school community of our cultural diversity.

***Goal 2: SAOPCS will explore new avenues for involvement in the local community.***

Objectives:

1. Consider ways to provide children from Tamina the opportunity to become a part of the St. Anthony School community.
2. Promote the school's many community outreach projects.

## **Technology**

***(Reprinted from the SAOPCS Technology Plan, on file with the Archdiocesan Catholic Schools Office.)***

***Goal 1: SAOPCS will provide opportunities for academic excellence by enriching and enhancing the curriculum through the integration of innovative technology.***

Objectives:

1. Utilize technology to enhance productivity and communication skills of staff and students.
2. Promote seamless integration of technology into instruction and learning as part of the classroom core curriculum.
3. Provide infrastructure and resources to support our technology program.
4. Provide funding for technology beyond tuition.

## **New Initiatives**

### **New initiative 1: School Expansion Study**

In the next three years, SAOPCS will undertake a new initiative to determine the feasibility of significantly expanding school enrollment. The population of both The Woodlands community and our parish community has grown rapidly since the opening of SAOPCS. The number of Catholic children in our community has grown right along with the increased population, and this growth is projected to continue well into the future. Moreover, an Archdiocesan study (the “Meitler report”) undertaken three years ago showed that our school population would increase substantially if more classrooms were available.

Initiative tasks:

1. Form a committee to:
  - a. confirm the enrollment potential perceived by the Meitler study
  - b. study the viability of increasing school enrollment
  - c. explore sources of funding
  - d. execute a feasibility study to review the current facilities and determine the best possible way to expand the school to accommodate additional enrollment.
  - e. investigate how the parish can make the best use of the recently acquired 5-acre tract of land.
  
2. Enlist parish-wide support of the school expansion.

Expected outcome and benefit:

1. Provide a solid database of information to launch expansion of the school.
2. Eliminate duplication of efforts by working with the church as it undertakes a parish-wide Capital Campaign.

### **New initiative 2: School Advisory Committee**

A committee dedicated to the needs of SAOPCS will be established by the parish Education Council. The broad jurisdiction of the Education Council makes it very difficult to address the school’s needs at the Council level. In order to more effectively carry out its mission of supporting and guiding these ministries, the Council will establish a new standing committee. The Council will delegate to the committee much of its responsibility for reviewing and

proposing school policy, and will adopt more of an oversight role in the process. The advisory committees will also serve as "think tanks" and provide a forum for the discussion of new issues. Initiative tasks:

1. The Education Council will formally establish a School Advisory Committee and appoint members by the start of the 2010-2011 school year.
2. The School Advisory Committee will establish standing subcommittees, which will deal specifically with School Finances and School Marketing & Development. The Committee will also have the authority to establish additional standing and temporary subcommittees as the need for them arises.
3. The Council will draft Committee bylaws, which will provide a formal reporting structure, meeting guidelines, and specific rules for eligibility and terms of membership.

Expected outcome and benefit:

1. The establishment of the Committee will allow the Council to focus on guiding and encouraging the overall education of the parish while retaining its liaison and program review functions.
2. The new Committee will provide better support and guidance for the school community.

## **Vision for the Future**

Our vision for the future of SAOPCS is grounded in the 10-year history of the school and its successes, and is shaped by our strong Catholic identity. It is important to note that this is a shared vision, with support from the entire school community; forming the vision of the school has been a collaborative effort.

Our vision is more than just providing top academics and a solid religious education. We seek to ensure that all students are valued, inspired, and have a sense of belonging. We strive to promote excellence in each student, intellectually, spiritually, physically, and emotionally.

We envision a school supported by a strong parish community, where all parishioners, not just school parents, are actively engaged in its success. It will be a place where current school families are happy with their children's education, where they are informed and involved, and are our most effective form of advertising. Those involved in the education of our students are more than just members of an organization. They are like family. There is a strong bond, a partnership, between home and school that is uniquely Catholic, and forms the foundation for the education of the whole student, mind, heart, and spirit.

When people hear "St. Anthony of Padua School" they will think "close-knit, family-oriented, Catholic school with an excellent academic record, outstanding teachers, involved parents, and a supportive parish – I want my child to go to school there." They will know where our school is located, and feel welcomed by the staff when they visit. Alumni will maintain ties and will be ambassadors for the school long after they graduate, and local businesses will be amenable to sponsorships and donations when approached. The school will have the funds necessary to operate within its budget, with enough left over to obtain items from its wish list.

With God's help, we can create a better world for future generations. In the years to come, SAOPCS will be recognized as a school that stands apart, one in which our school, parish, and local communities are proud and actively involved. I have great hope for the future of our school, and I invite you to share in my faith in the future.

Sincerely in Christ,

Renee' Nunez  
Principal

## Appendices

### Timeline

#### STRATEGIC PLAN 2010-2015

##### **PREPARATION**

- ❑ *Lumen Pro Via* (Light the Way), Archdiocesan Plan for Catholic Schools published requiring each school to prepare a long-range strategic plan. September 2009
- ❑ Education Council appointed a School Strategic Planning Committee October 2009

##### **ANALYSIS**

- ❑ Strategic Planning Committee Meetings October 2009-April 2010
- ❑ Review of Historical Data – Enrollment, Population Trends, Accreditation Report, Finances, etc. October-December 2009
- ❑ SLOT Analysis – Strategic Planning Committee, Education Council, School Committee, School Leadership Team December 2009
- ❑ Online Survey – Parishioners, Parents, Faculty/Staff January-February 2010
- ❑ Focus Group – Education Council, School Committee February 2010
- ❑ Focus Groups – Faculty & Staff February 2010
- ❑ Focus Groups – Parents March 2010
- ❑ Interviews – Pastor, Principal, Assistant Principal March 2010
- ❑ Analysis of Data & Drafting of Plan January-April 2010

##### **IMPLEMENTATION**

- ❑ Strategic Plan Approved by Pastor, Principal, and Education Council April 2010
- ❑ Strategic Plan Submitted to Catholic Schools Office April 15, 2010
- ❑ Strategic Plan Communicated to School Community May 2010
- ❑ Strategic Plan Submitted to Texas Catholic Conference Education Department (TCCED) October 2010
- ❑ Annual School Improvement Action Plan Developed Based on Goals & Objectives May-June 2010, 2011, 2012, 2013, 2014
- ❑ Annual School Improvement Action Plan Communicated to:
  - Education Council and School Community August 2010-2014
  - Catholic Schools Office and Texas Catholic Conference Education Department (TCCED) October 2010-2014
- ❑ Status of Annual School Improvement Action Plan Communicated to:
  - Catholic Schools Office Spring 2011-2015
  - Education Council and School Community August 2011-2015
  - Texas Catholic Conference Education Department (TCCED) October 2011-2015



St. Anthony of Padua Catholic Parish and School  
Facility Maintenance/Capital Replacement Plan  
Developed April 2010

SYSTEM	CONDITION E = Excellent G = Good F = Fair P = Poor	ACTIVITY REQUIRED	FREQUENCY OF REQUIRED ACTIVITY	ANTICIPATED YEAR OF ACTIVITY	YEAR COMPLETED	COST ASSOCIATED
<b>SITE</b>						
Playground Equipment	E	Inspect and repair to insure safety	Quarterly	2010, 2011, 2012, 2013, 2014, 2015	2009	\$ 250.00
Playground Mulch	G	Inspect and increase to 4"	Annually	2010, 2011, 2012, 2013, 2014, 2015	2009	\$ 2,000.00
Parking Lot Restriping	G	Re-stripe	5 Years	2010	2005	\$ 5,000.00
Forestation	G	Additional Trees	Annually	2011	2009	\$ 2,000.00
<b>STRUCTURE</b>						
Foundation/Framing	E	N/A	N/A	N/A	N/A	N/A
Asbestos / Abatement	N/A	N/A	N/A	N/A	N/A	N/A
Roof	E	Investigate/Repair	20 - 30 Years	2025	2005	\$ 250,000.00
<b>EXTERIOR</b>						
Roofing	E	Replace	15 - 20 Years	2020	2005	\$ 200,000.00
Brick Veneer	E	N/A	N/A	N/A	N/A	N/A
Stucco	E	Inspect and Wash	2 Years	2010	2005	\$ 5,000.00
Windows	E	N/A	N/A	N/A	N/A	N/A
Doors	E	N/A	N/A	N/A	N/A	N/A
Gutters and Downspouts	E	N/A	N/A	N/A	N/A	N/A
<b>INTERIOR</b>						
Light Fixtures	E					
light bulbs		Replace	Weekly	2010	2010	\$ 250.00
ballasts		Replace	As Needed	2010	2010	\$ 250.00
emergency & exit signs		Inspect	Quarterly	2010, 2011, 2012, 2013, 2014, 2015	2009	\$ 2,500.00
Carpet	G	Steam Clean	Annually	2010, 2011, 2012, 2013, 2014, 2015	2005	\$ 8,000.00
		Replace	8 - 10 Years	2015		\$ 15,000.00
Vinyl	E	Repair/Replace	8 - 12 Years	2017	2005	\$ 15,000.00
Walls	E	Paint/Repair	Annually	2010, 2011, 2012, 2013, 2014, 2015	2009	\$ 5,000.00
Pest Control	E	Elimination	Quarterly	2010, 2011, 2012, 2013, 2014, 2015	2009	\$ 100.00
<b>MISC. BUILDING EQUIP.</b>						
Hot Water Heaters	E	Replace	5 Years	2014	2009	\$ 8,000.00
Water Fountains	E	Replace/Repair	10 Years	2015	2005	\$ 10,000.00
HVAC Equipment	E					
Cooling Coils on Chillers		Clean	Annually	2010, 2011, 2012, 2013, 2014, 2015	2009	\$ 400.00
Oil & Filters on Chillers		Replace	Annually	2010, 2011, 2012, 2013, 2014, 2015	2009	\$ 4,000.00
Filters on AHU's		Replace	Quarterly	2010, 2011, 2012, 2013, 2014, 2015	2010	\$ 500.00
Rotating Equipment		Inspect/Lubricate	Quarterly	2010, 2011, 2012, 2013, 2014, 2015	2010	\$ 500.00
Drive Belts		Adjust	Quarterly	2010, 2011, 2012, 2013, 2014, 2015	2010	\$ 500.00
Coolant in Chillers		Inspect/Replace	Quarterly	2010, 2011, 2012, 2013, 2014, 2015	2009	\$ 1,500.00
Elevators	E	Inspect	Annually	2010, 2011, 2012, 2013, 2014, 2015	2010	\$ 850.00
Fire Extinguishers	E	Inspect	Annually	2010, 2011, 2012, 2013, 2014, 2015	2009	\$ 500.00
Ansul Fire Protection System	E	Inspect	Semi - Annually	2010, 2011, 2012, 2013, 2014, 2015	2009	\$ 250.00
Ice Machine	E	Clean	Quarterly	2010, 2011, 2012, 2013, 2014, 2015	2009	\$ 150.00
Gas Lines	E	Inspect	Annually	2010, 2011, 2012, 2013, 2014, 2015	2009	\$ 250.00
Water Contamination Test	E	Inspect	Annually	2010, 2011, 2012, 2013, 2014, 2015	2009	\$ 100.00