



Holy Family
Catholic School

NORTH CENTRAL CATHOLIC SCHOOL CORP.

**STRATEGIC PLAN
2010 - 2015**

Introduction

After more than eleven years of prayer and planning Holy Family Catholic School became a reality August 30, 2000 at a temporary location on St Margaret Mary's property in Cedar Park, Texas. Holy Family Catholic School began its second year August 22, 2001, at its beautiful, new 20-acre Lefner-Kellerman campus in southern Williamson County. The campus was officially dedicated and blessed by Bishop Gregory Aymond on November 6, 2001. On that glorious day, the Catholic Church of Central Texas witnessed a powerful testimony to His Will.

Holy Family is a co-educational, pre-kindergarten through eighth grade school with currently more than 480 students and more than 40 faculty and staff. The school serves seven supporting parishes – St. Albert the Great, St. Thomas More, St. John Vianney, St. Margaret Mary, St. Vincent de Paul, St. William and St. Mary, Our Lady of the Lake.

In 2004, Holy Family was fully accredited by the Texas Catholic Conference on its first submission, an exceptional achievement resulting from many months of work by administrators, faculty, staff, students and volunteers. Just two years later, Holy Family was again recognized for outstanding achievement by being designated a U.S. Department of Education 2006 No Child Left Behind Blue Ribbon School. This honor was also awarded during Holy Family's first year of eligibility.

The North Central Catholic School Corporation (NCCSC) was established in 1996 and run as a private school under the auspices of the Diocese of Austin. In 2008, the Board approved changes to the by-laws to change the governance structure to become more integrated with the Diocese of Austin. The school remains separately incorporated and operated by the NCCSC, a 501(c)(3) corporation, with final authority resting on the Bishop.

The Board of Directors of the North Central Catholic School Corporation has limited jurisdiction in regard to planning, broad policy, finances, development, and school evaluation. The Board serves at the pleasure of the Bishop and is subject to the applicable laws of the state of Texas and to the policies of the Catholic Diocese of Austin.

As of July 2003 the Board, in order to be fiscally responsible and best meet the needs of the school, adopted a financial model for the Corporation in which the tuition and fees charged by the school, and contributions from the seven supporting parishes cover the operating expenses of the school. All proceeds from fundraising events, capital campaign pledges, and annual fund contributions are used to meet the debt obligation and capital needs of the Corporation.

Phase I of construction for the school was originally financed through a private bond sale. In October of 2003 the Board of Directors successfully completed the process to re-finance the school debt related to construction. The original bond financing with interest rates in excess of 8.25% was replaced with a \$5.5 million tax-exempt municipal loan serviced by the Bank of America. The debt service payments are made four times per year, scheduled according to the loan agreement.

The following are the agreed definitions of terms used throughout this document.

Corporation – North Central Catholic School Corporation

School – Holy Family Catholic School or HFCS

Board of Directors – the governing body of the Corporation, which includes three appointed members: the Principal, the Diocesan Superintendent of Schools and the Pastor of St. Vincent de Paul Parish

Diocese – Catholic Diocese of Austin

Supporting parishes – refers to the seven parishes that have signed the “Agreement Between Supporting Parishes and HFCS” document. This document formalizes the relationship between the school and parishes. Currently the seven supporting parishes are: St. Albert the Great, St. Thomas More, St. John Vianney, St. Margaret Mary, St. Vincent de Paul, St. William and St. Mary, Our Lady of the Lake.

Administration/ Administrators – the Principal and Assistant Principal

Principal – head of school as nominated by the Board, approved by the Bishop, and hired by the Corporation

Development – the staff of the school whose focus area is marketing, public relations, fundraising (which includes events, capital campaigns, annual giving campaigns, and grant requests), and fostering donor relations, and alumni communications.

Staff – all school employees

Faculty – the teachers employed by the school

Stakeholders – parents, faculty, the seven founding parishes as represented by their pastors, the diocese, and patrons from the community

Mission Statement

Holy Family Catholic School is a regional school that works with parents to nurture the growth of the whole child – spiritually, intellectually, socially, emotionally, and physically. Our school is Catholic - promoting the teaching of the Church and inclusive of diverse cultures and socioeconomic backgrounds.

Philosophy and Goals

Spiritual – Fostering a commitment to know, love and serve God and one another

Intellectual – Encouraging each child to attain his or her fullest potential

Social – Guiding students to become conscientious, successful members of a global community

Emotional – Respecting and celebrating each child’s individuality

Physical – Promoting a positive attitude towards a healthy lifestyle

Core Values

Holy Family Catholic School holds firm to core values which define our identity and culture and are the fundamental beliefs that guide the daily life of the school.

Catholic Identity

The atmosphere at HFCS provides a sound spirituality for the students. The school provides experiences and opportunities for students to know that God is a real presence in life. Our Catholic expression is embodied in Christian living, faith symbols and sacramental participation. Worship and spirituality are the essence and moral fiber of HFCS. The Catholic identity of HFCS is not taken for granted, it is worked at, it is nourished, and it is engaged by the students, the faculty, the families and the community.

Faith Formation

The Holy Family Catholic School community strives to foster spiritual growth by modeling the Gospel values of faith, hope, love, community, reconciliation, service, justice and courage. Daily prayer and the Good News of Jesus Christ are integrated into the total school community through education and witness.

Academic Excellence

Holy Family Catholic School is dedicated to the highest academic standards. Excellence is the norm. Teachers are expected to teach; students are expected to learn. HFCS offers students the means to receive a comprehensive, well-rounded education built on traditional foundational knowledge and skills. This education also includes training in technical and scientific skill, complex communication, collaborative processes and the Christian ethical formation to use these tools to make a positive contribution to society.

Stewardship

The Holy Family Catholic School community promotes stewardship in our daily lives. As Jesus teaches us, HFCS promotes living Gospel values with a call to action for all students, faculty and families through the offering of time, talent and treasure to the Church and to the community. HFCS will act as responsible stewards of the gifts it has been given and will require fiscal responsibility in all its activities. HFCS must provide students, our most precious responsibility, an environment where they are protected and safe.

Context for Strategic Planning

The Holy Family Catholic School Board of Directors understands the importance of strategic planning as a means to address both the tremendous opportunities and challenges that face HFCS over the next 3-5 years.

There are many opportunities that, if properly engaged, will help insure a successful future for the School. These include:

- **Strong support for Catholic education in the 2009 Strategic Plan for the Diocese of Austin.**

The Diocese of Austin states in its strategic plan: *“The Catholic Diocese of Austin believes in the power of Catholic education to transform the world into an image of God’s kingdom. Relying on the gifts of parents as first educators, the professional talents of well-trained and dedicated teachers, and the prayerful support of the people of the Diocese, the Catholic Schools Office presents this vision of Catholic schools at the beginning of the third millennium that reinforces the commitment of the Diocese, the Catholic identity and mission of the schools, and issues of quality, governance, leadership, marketing/enrollment, and finances”.*

After 10 successful years, the HFCS Board of Directors sees an enthusiastic student body with full support from student’s families, teachers, staff and the community. A clear Catholic identity and strong curriculum have resulted in near capacity enrollments while reaching goals of a culturally and economically diverse student population. Furthermore, the arrival of the Dominican Sisters of Mary, Mother of the Eucharist, with one sister on the faculty, has highly enriched our Catholic identity. Their presence

in our community represents an excellent opportunity for increasing vocations among our students.

HFCS has excellent facilities located on 20 acres which could allow for expansion. Many extraordinary accomplishments such as installation of technology infrastructure, tuition assistance and recruiting and maintaining quality staff insure a bright education experience. There remain aspirations to reduce debt, increase financial reserves, study and understand optimum, efficient operating numbers, provide very competitive salary rates and expand opportunity for the students in their curriculum and extracurricular activities. As such, there is a need to expand our reach to philanthropic people and businesses that would embrace HFCS' future development.

- **Support among the Seven Supporting Parishes.**

Parish support for Holy Family remains strong; however, financial support has started to level. Three of the seven supporting parishes have included in their agreement an outline of their planned financial support; four have not. Some of the agreements are set to expire, and some parishes have changed pastors. This is an opportunity to renew and strengthen Holy Family's relationship with each supporting parish. There may be an opportunity to investigate adding an additional supporting parish or two, based on the number of students from those parishes already attending HFCS. There are specific Diocese of Austin Strategic Plan parish support parameters to study and understand. HFCS may want to set a goal for parish support that would include engaging each parish pastor as a part of the board, outline the financial goals directly with each parish and approach parishes not currently involved with HFCS.

- **Continued Overall Population Growth.**

The population growth rate within HFCS' core market area (ZIP Codes 78717, 78613, 78681) continues to be very strong. Williamson County continues to be one of the fastest growing areas in Texas and the United States. Growth in the seven supporting parishes also reflects this strong growth trend in terms of the Catholic population. HFCS Board will continue to monitor the demands due to the dynamic growth experienced in order to evaluate its potential for increased student opportunity.

- **Trends in Public Education.**

Catholic education is focused beyond governmental standards and mandated tests. The goal is to develop the whole child – spiritually, intellectually, socially, emotionally and physically. Catholic schools are also known for their strong discipline and emphasis on teaching respect and responsibility. The spirituality that is vital in human experience and growth is a source of identity for HFCS. The opportunity for the virtues gained at HFCS will lead to students becoming the best in their high school and or college endeavors, adulthood and citizenship. With focused curriculum and efficient use of student time the staff at HFCS can consider many advantages in the Catholic School environment.

- **New Catholic High School.**

St. Dominic Savio Catholic High School opened its doors in Fall, 2009 with 86 freshman and sophomore students. Holy Family is one of several key feeder schools for St. Dominic Savio, with nearly half of the graduating 8th graders attending this first year (21 students out of 46). St. Dominic Savio offers a STEM (science, technology, engineering, math) based curriculum and has strong requirements for entering freshman, particularly in Math and Science. It also offers a full range of athletic and extra-curricular activities. Now that there is an accessible Catholic secondary education option in this area of Austin, Holy Family has the opportunity to increase the Middle School enrollment to the capacity enrollment already achieved in the elementary grade levels.

There is additional opportunity in strengthening curriculum alignment from elementary studies through high school studies due to St. Dominic Savio opening.

While there are many opportunities that provide a bright future for HFCS, there are also significant challenges that must be addressed and overcome through diligence, commitment and proper planning. Some of the more significant challenges include:

- **General Economic Conditions in the Austin Area.**

Paying for a Catholic education requires financial sacrifice for families. The Austin/Williamson County area has experienced strong economic growth and development in general, but has also seen some economic slowing at times. These general economic conditions can impact HFCS in several ways – the ability to recruit new families, the ability to retain families who have lost income or experienced job transfers, and the ability for the school’s development office to raise funds to finance school operating and capital budgets.

The long term financial promise of the Austin/Round Rock MSA presents opportunities to expand our reach to potential patrons who are not yet aware of HFCS and would potentially contribute toward its long-term financial stability.

- **Capital Development Plans in many of the Supporting Parishes:**

With rare exception, each of the seven supporting parishes of HFCS have capital development needs to fund parish facility expansion, debt reduction or any other needs. While sensitive their needs and with gratitude for their past support, we must continue to promote HFCS to the parishes while seeking their continued financial support. We will always want to search for the one or many who may be unaware of us and or want to align with the duty of educating children.

- **Servicing Current Debt:**

The current balance owed is approximately \$3.8M, with a large balloon payment in the future. The current approach to debt reduction has been through fundraisers and those have been successful and should continue. HFCS Board should engage in a study to seek ways to reduce the debt through other means such as capital campaigns and passionate donation. The long term future of the HFCS is greatly enhanced if debt does not require so much of its energy.

- **Retention and Recruitment of Quality Faculty, Staff and Administrators.**

HFCS provides a tremendous atmosphere and culture to work within. However, we must recognize the ever increasing challenge of providing our staff with not only a professionally challenging and rewarding work experience, but also providing a fair and competitive wage and benefit structure. Faculty and administrators must also have resources to be able to avail themselves of continuing education opportunities. The staff compensation goals set forth to gain and or retain quality staff are currently set at 85% to 90% of prior year’s Round Rock ISD salary levels, and while they are currently attained, there is still room for improvement. Reaching and maintaining the salary levels is of utmost importance to the board. The HFCS Board is committed to evaluating the best practices in its financial plans to fund the needed quality staff.

- **Balanced Budget.**

Each year, HFCS must develop a budget that has often conflicting objectives (e.g. maintain tuition levels while covering increased operating costs). Fiscal responsibility drives the reality that each year must be met with a balanced school budget. As costs continue to increase, there is simultaneous pressure to keep tuition rates affordable for families attending or waiting to attend. The HFCS Board will strive for long term financial stability by addressing future development avenues for contributions and

philanthropy. The potential of these revenues would greatly enhance the timely reduction of debt and funding of an endowment. The seeds for this plan may take years to yield the desired results but the HFCS Board believes the ideas should become planted in our vision.

Overview

The Holy Family Catholic School Board of Directors has developed and adopted this Plan in conjunction with feedback from various stakeholders – parents, faculty, staff, administrators, donors, pastors and parishioners of the seven supporting parishes. This Plan is a continual work-in-progress and will be updated as needed based on changes in the school's environment.

The Plan goals, strategies and objectives are organized around ten key areas:

1. Catholic Identity: This section addresses the importance of Holy Family's Catholic mission and how it is expressed throughout our daily operation.
2. Community: This section addresses our relationship with our stakeholders and broader community, including parents, parishes, the Austin Diocese and the general surrounding communities and businesses.
3. Governance: This section focuses on the operations of the Board in fiscal and operational oversight, compliance with laws and regulations and our administrative relationship with the Diocese.
4. Financial Management: This section focuses on the short and long-term financial planning that is required of the Board and administration, and sets targets for long-term financial stability of the school and the corporation.
5. Faculty/Staff and Administration: This section covers the recruitment, retention and development of faculty and staff, and the evaluation of the school's administrative structure. It also discusses the strategies for addressing increasing personnel or rearranging positions to better meet the needs of the students.
6. Academics/Curriculum: This section looks at monitoring the quality of curriculum, instruction and assessment, the instructional resources available to faculty, and the use of instructional technology.
7. Student Activities and Services: This section addresses the availability and quality of student activities, and how the school fulfills its mission of educating the whole child as stated in our mission.
8. Enrollment/Admissions: This section covers our vision, strategies and plans for maintaining enrollment capacity, improving student retention, and addressing admission policies.
9. Plant and Facilities: This section evaluates the adequacy and use of the facilities, the physical plant's contribution to a positive learning environment, maintenance, technology and safety.
10. Development and Marketing: This section looks at student recruitment, public relations, fundraising and donor recruitment and development.

Catholic Identity

OUR VISION

Our Catholic faith animates Holy Family staff, students and parents in all that we do so that we as community grow in our love for Christ by living according to His will for us. Holy Family student will develop a strong sense of God's love for them and will learn how to respond to God's love through the sacraments, sacramentals, service and study.

ASSUMPTIONS

1. The celebration of Holy Mass at HFCS is the most important activity of the week for our faculty and students. Parents and guests are always welcome.
2. The participation of priests and religious at Holy Family helps promote our Catholic identity and builds awareness of the religious vocation.
3. When parents and families are involved with faith development and formation, the child's religious formation is typically strong and long-lasting.
4. Holy Family meets Diocesan requirements for the certification of religion teachers and the religion curriculum.
5. The Principal strives to hire practicing Catholics in good standing for all teaching positions.
6. Participation in service activities helps children identify with Christ's acts of service to those in need.
7. Holy Family helps to prepare students for the sacraments, which are provided by the parishes.
8. Holy Family has opportunities to evangelize the families of students.

OBJECTIVES AND STRATEGIES

- 1. Holy Family will meet Diocesan benchmarks and guiding principles of Catholic identity.**
 - a. Holy Family will ensure that school life and learning are focused on the foundation of Catholic education: teaching, worship, community and service.
 1. Teaching – living Gospel values, preserving and passing on the traditions, beliefs and culture of the Catholic faith.
 2. Worship – celebrating all-school masses weekly and on religious holidays
 3. Community – the ethos of Holy Family reflects commitment to the faith development of each person and a genuine respect for every individual
 4. Service – age-appropriate opportunities for faith-in-action will be provided to all students and will serve as a witness of faith to the communities and parishes that Holy Family serves.
 - b. Holy Family will evaluate its Catholic identity using Diocesan guidelines. This Diocesan evaluation will indicate the ways in which Catholic identity has been integrated into all areas of school life.
 - c. Holy Family will assess its policies and procedures annually to ensure that they reflect the mission and values of the Catholic Church.
- 2. The Catholic mission of Holy Family will be demonstrated by strong Catholic character and witness of its students who become active and contributing members of the Church and their community.**
 - a. The mission statement and core values of Holy Family will be evident, expressed regularly and understood by the school community.

- b. Holy Family will integrate sacramentals throughout the campus and daily life to infuse the environment with a sense of the Catholic faith.
 - c. Age-appropriate service opportunities shall be integrated into school life and learning.
- 3. The Catholic identity and mission of Holy Family will be carried out by committed administrators, faculty and staff working in cooperation with actively involved parents.**
- a. Holy Family shall maintain the relationship with the priests of the supporting parishes through weekly mass and other catechetical opportunities.
 - b. Holy Family shall embrace the Dominican Sisters of Mary, Mother of Eucharist, both as faculty and as members of our community to enrich our Catholic identity and increase vocations.
 - c. Holy Family staff will participate in Diocesan programs for furthering their faith and deepening their understanding of Catholic identity, doctrine, teaching and values.
 - d. Holy Family's religion teachers will meet newly established Diocesan guidelines by the required deadline in 2016.
 - e. Staff shall witness to the faith through their daily actions, conversations and teaching.
- 4. Holy Family will effectively catechize students and their families to help them understand and live the teachings, virtues and values of the Catholic Church and to know and love Jesus Christ.**
- a. Holy Family religion teachers will follow the approved guidelines and religious curriculum of the Diocesan Office of Religious Education.
 - b. Through communications, programs and volunteer opportunities, Holy Family will encourage and promote active parental involvement in the faith formation of their children.
 - c. Holy Family will build awareness of religious vocations, utilizing the resources of the Diocesan Office of Vocations, parish priests and religious on staff.
 - d. Holy Family will seek ways to involve seminarians who are temporarily assigned to one of the parishes served by Holy Family.
 - e. Holy Family will consider ways to measure the impact of its evangelizing mission.

Community

OUR VISION

We envision HFCS as a school that promotes partnership with its community of stakeholders – parents, parishes, the Diocese and the local community. The school community members are active participants within the school’s supporting parishes. Family involvement enriches the school community and is essential to accomplishing the school’s Mission. We envision our community expanding to include corporate and individual benefactors that are not necessarily within the zip code areas of the seven supporting parishes.

ASSUMPTIONS

1. HFCS’s community is *currently* defined as the zip code areas contained within the seven supporting parishes, although we do have students from outside this area.
2. HFCS and the parishes remain committed to the “Agreement Between Supporting Parishes and Holy Family Catholic School” developed in 2003.

OBJECTIVES AND STRATEGIES

- 1. The Board of Directors will consider whether to expand the community that HFCS serves to include zip codes outside the seven supporting parishes to accommodate the needs of families seeking Catholic education as well as to expand the potential constituency for development efforts.**
 - a. We will study the data and evaluate the implications of such a redefinition at the board meetings throughout calendar year 2010.
 - b. At the final board meeting of calendar year 2010, we will make a recommendation in preparation for the enrollment process for the 2011-2012 school year.
- 2. The Administration will work to develop strong relationships between the school and the supporting parishes.**
 - a. Parish pastors will be encouraged to participate in the spiritual life of the school.
 - b. Members of the Board of Directors will act as liaisons from the Corporation to the pastors of the supporting parishes, by meeting with the pastors within three weeks of each board meeting. The purpose of the meetings will be to build the relationship between the Pastors and the school, increase the Pastor’s knowledge of school’s successes and challenges and to illustrate the importance of their continued support for the school.
 - c. The Administration and the Development Office will pursue opportunities for joint activities with the supporting parishes to foster support amongst the parish communities.
 - d. We will strengthen parish ties to the school by seeking ways to involve the pastors of all the supporting parishes in some official and public capacity, emphasizing their role as stakeholders in Holy Family Catholic School.
 - e. Update written agreements with the parishes to strengthen their bond with Holy Family Catholic School.
- 3. The Administration will develop and promote meaningful opportunities for family involvement.**
 - a. School administrators, the Development Office and the Board of Directors will continue to advocate for a strong and active Parent Association.

- b. The Board of Directors will provide opportunity for feedback from families regarding the school.
 - c. The Administration will regularly inform parents of the costs of education at HFCS, the level of support from supporting parishes, the results of fundraising and development efforts, and the impact of volunteer hours.
 - d. A Parent Association officer will sit on the Development Committee and will be encouraged to attend board meetings.
 - e. The school staff will identify and communicate to parents any opportunities for parents to contribute equipment, supplies or talent.
 - f. Enhance the parent education opportunities offered through the Parent Association and provide regular information about school programs.
- 4. The Board of Directors and the Development Office will identify opportunities for increased involvement in the local community.**
- a. The Board of Directors and the Development Office will work to broaden the HFCS community.
 - b. School administration will identify community service projects that will support the school's Mission and program while serving the local community. A report of community service activities will be made annually to the Board of Directors and promoted in school communications.
 - c. The Board of Directors and Development office will work to better communicate the school's demographics, tuition assistance statistics, and community service to the community.

Governance

OUR VISION

The Holy Family Board of Directors will play a leading role in ensuring the long-term viability of the school, enabling it to fulfill its mission and expand its resources and impact to the community. It will support the principal's office, the primary executive of the school, in an advisory role, while exercising its fiduciary responsibility to the stakeholders of the school.

ASSUMPTIONS

1. The Board of Directors has been largely staffed by parents committed to the success of the school and has achieved tremendous success in the pre-opening phase and the build-up phase.
2. Holy Family Catholic School is owned by the North Central Catholic School Corporation..
3. Members of the Board of Directors serve *at the pleasure* of the Bishop of Austin.
4. The Board of Directors is responsible for the financial oversight of the school.
5. The Principal serves as the instructional leader and the chief operating officer of the school.
6. The Principal is accountable to the Diocesan superintendent of schools and to the Board of Directors.
7. The contributions of lay leaders have been and will in the future be critical for the success of Holy Family Catholic School through their vision, expertise, financial resources and passionate commitment to the mission of Catholic education.

OBJECTIVES AND STRATEGIES

- 1. The Board of Directors will maintain an appropriate level of oversight and monitoring of the North Central Catholic School Corporation's financial state and Holy Family Catholic school operations.**
 - a. The Board of Directors will establish a set of key financial and operating measures and benchmark these measures on an annual basis against prior years' measures and other similar schools.
- 2. The Board of Directors will increase the diversity of the membership to include more non-parent stakeholders, specifically patrons with business and community leadership that can play a leading role in establishing the long-term financial stability that is needed for Holy Family to fulfill its mission and expand its impact.**
 - a. The membership committee of the board will seek to balance the membership of the board by keeping the current number of involved parents on the board, maintaining the same level of Diocesan representation (pastors, principal, superintendent), and increasing the number of non-parent, non-Diocesan stakeholders.
- 3. The Board of Directors will reduce its involvement in executive functions, deferring to the school administrative staff, while increasing its focus on development, strategic planning, monitoring of operations to ensure consistency with the school's stated mission and core values.**
 - a. Based on the bylaws of the corporation, a responsibility matrix will be created to clearly document the responsibilities of the Board of Directors vis a vis the Principal, the Bishop, the Superintendent of Schools and the Diocesan School Board. This responsibility matrix will be created by an ad hoc committee consisting of the Diocesan Superintendent of Schools, the Principal, two non-parent NCCS

Corporation board members, two parent NCCS Corporation board members and a representative from the Diocesan School Board.

- b. After clearly documenting the current responsibilities, the Board will consider whether to seek changes in the responsibilities as outlined.

Financial Management

OUR VISION

We envision HFCS as a school where the Board of Directors employs the use of effective and appropriate financial and budget modeling tools in order to accurately project, budget, and measure incoming revenues and cash flows from all sources and all corporate and school operating expenses. We envision a financial management process where any challenges or opportunities are identified early and addressed proactively. In this way, the corporation maintains the school's financial viability in the short-run and long-run. Finally, we envision fully-funded reserve and endowment accounts which will add another layer of financial stability for the school.

ASSUMPTIONS

1. The financial model for the Corporation is made up of two major components:
 - *Operational Requirements* which includes salary & benefits; operational cost; Board expenses and all reserve accounts. These requirements are funded by tuition/fees; parish support revenue and other external revenue sources (e.g. grants).
 - *Capital and Debt Service Requirements* which includes interest and principal payments, cost of new construction, and the funding for the schools endowment. The resources for these requirements come from the annual appeal, school fundraisers, capital campaigns, and individual gifts.
2. The Board of Directors is to maintain the solvency of the Corporation by balancing the annual operating budget in spite of conflicting goals. This non-negotiable requirement is a shared responsibility led by the Business & Finance Committee and the Principal.
3. The Corporation will abide by the terms, conditions and covenants of its financing agreements. In particular, it is our goal to ensure that the annual measurement of the corporation's debt coverage ratio will not fall below 1:1.
4. The Principal holds the primary responsibility for prioritizing the needs of the educational program and for utilizing the available financial resources to gain maximum impact.
5. The Business and Finance Committee, which includes the Principal as a member, will continue to develop and monitor detailed multi-year financial and operating plans and administer the tuition assistance program.

OBJECTIVES AND STRATEGIES

1. **The Board of Directors will develop, implement, and monitor both short and long range financial plans that are fiscally prudent and provide for the current needs and the long-term stability of HFCS.**
 - a. The Business & Finance Committee will develop the financial components of a multi-year plan and update these projections as part of the annual planning process. The initial projections, to be completed by June 2010, will be based on the needs and opportunities outlined in this Strategic Plan.
 - b. The Business & Finance Committee will develop an annual, balanced budget for the North Central Catholic School Corporation and submit to the Board of Directors for approval.
 - c. The Principal is responsible for executing and meeting the annual budget and for maintaining the financial records.

- d. The Board of Directors shall review and approve the annual budget per the operating cycle, review the financials monthly as submitted by the Treasurer, and establish and measure key financial targets and benchmarks as appropriate.
- 2. The Business & Finance Committee through the operational budgeting model will strive to achieve or make progress each year towards the following goals:**
- a. The operating budget process is to include a needs assessment, facilitated by the Principal, which will identify and prioritize the needs based on accreditation requirements, the strategic plan, faculty and staff input, and other appropriate input.
 - b. The target for the teacher salary schedule is to be 90% of the prior year RRISD salary schedule.
 - c. The Board will conduct a competitive analysis of the benefit structure, in consideration of the Diocesan recommended increase in employer contribution to 75% by the year 2013. The current contribution is 65%.
 - d. Tuition assistance is to be 7.0% to 10.0% of the tuition/fees gross revenue.
 - e. Tuition rates may be raised each year, but this shall be at a level that is consistent with our Mission and smooth over time. Careful consideration will be given in particular to our mission goal of being an inclusive school, and to other factors such as inflation, teacher salary increases, other local Catholic school tuition, and HFCS long-term financial stability.
 - f. The quality and excellence of the educational program is to be maintained and improved through funding from the annual operating plan.
 - g. The Board of Directors will oversee a capital reserve analysis to help establish long-term targets for the operating cash, cash reserve, and capital reserve accounts. The target date for completion of the reserve analysis is March, 2011.
 - Pending the outcome of the reserve analysis, an overall target of \$500K to \$600K for combined operating cash (\$100K) and reserve accounts (\$400K to \$500K) is established as an initial step towards ensuring long-term financial stability.
- 3. The role of the Development Office includes the cultivation, solicitation, and acceptance of gifts to help meet the financial requirements of the school.**
- a. The Development Office, in conjunction with the Parent Association and with the support of the Board, will raise the funding necessary to cover the Capital and Debt Service Requirements. Unrestricted income in excess of debt service and capital cost will be deposited in the school's endowment fund.
 - b. The Development Office, with the support of the Development Committee and the help of enlisted volunteers, shall actively seek to match the goals of donors in our community with the needs of HFCS. This includes donations and/or grants to our tuition assistance program and other designated gifts.
- 4. The Board of Directors, along with the Principal, will work to strengthen the financial relationship with each of the seven supporting parishes.**

- a. The Board of Directors will embark on a study of our current parish support model, to confirm the validity of the model or to establish a new strategy for parish support. The team to commence this study will be assembled by Fall 2010, and it will create the timeline for completion.
 - b. Pending the outcome of the study, the Principal with the support of the Board, will work to maintain the current relationship with each of the seven supporting parishes based upon the Parish Support Agreement and financial support history.
5. **The Board of Directors, in conjunction with the Development Committee, will gauge the economic conditions and fundraising opportunities to determine the appropriate time initiate a Capital Campaign to address the school's debt on the existing facility and/or to acquire funding for construction of expanded facilities.**
6. **The Board of Directors will elect Trustees to the Holy Family Catholic School Foundation, as required by the Foundation's by-laws.**

Faculty/Staff and Administration

OUR VISION

We envision Holy Family Catholic School as a school staffed by qualified personnel that show strong Catholic and Christian values and promote Christ-centered education with the highest moral and academic standards. HFCS creates an environment of respect and support for faculty and staff.

ASSUMPTIONS

1. The Board of Directors recognizes the importance of having a highly qualified and effective faculty, staff and administration.
2. The Principal, hired by the Board of Directors, and affirmed by the Catholic Diocese of Austin, serves the school as its instructional leader who initiates and monitors an effective and efficient program of studies. As the chief operating officer of the school, the Principal is responsible for implementing Board policy, Diocesan policy and TCCED accreditation guidelines.
3. The Principal oversees the day to day management of the school, works collaboratively within the school community, identifies program needs, insures school effectiveness, hires qualified faculty and staff and supervises and evaluates all personnel.
4. Professional development for the faculty and staff is essential to meet accreditation standards, Diocesan requirements and to insure ongoing growth of the faculty and excellence in our school programs.
5. Faculty, staff, parents and volunteers will remain in full compliance with the Diocese of Austin's Ethics and Integrity in Ministry program.

OBJECTIVES AND STRATEGIES

- 1. HFCS will hire and retain exemplary teachers and effective staff that support the school's mission.**
 - a. In consultation with the Principal, the Board of Directors will set priorities for hiring additional staff based on the annual planning process and available resources.
 - b. The Principal will hire qualified staff and/or develop plans for staff to obtain qualifications, as appropriate. Religious sisters, especially of the Dominican Sisters of Mary, Mother of Eucharist, will be recruited when possible.
- 2. The Board of Directors will seek to maintain effective instruction, programs and curriculum by insuring sufficient funding of ongoing professional development for the faculty and staff.**
 - a. In consultation with the Principal, the Board of Directors will determine the professional development needs each year, and plan for continued funding.
 - b. The Principal will report annually to the Board of Directors the amount and type of continuing education afforded to faculty and staff in the preceding school year.
- 3. The Board of Directors will undertake a review of the administrative structure and support services within the school to determine if it meets the growing needs of the school.**
 - a. The Board will consider current roles and responsibilities for administrative and support personnel, as well as current demands for health services, counseling services, support for special populations, development goals and activities, and financial and operations management, to plan for future needs.

Academics/Curriculum

OUR VISION

In support of our Mission, the School's academic program nurtures the growth of the whole child--spiritually, intellectually, socially, emotionally and physically.

ASSUMPTIONS

1. HFCS is in compliance with Diocesan policies.
2. HFCS meets all Texas Catholic Conference Education Department (TCCED) requirements at all grade levels and in all programs.
3. The Principal serves as the instructional leader of the school, and is supported in academic oversight and curriculum implementation by the Assistant Principal.
4. The Board of Directors hires the Principal and it is the responsibility of the Principal, under the direction of the Board of Directors, to develop an appropriate academic program that is in compliance with Diocesan policy and accreditation guidelines.
5. The Principal will continually seek to create a strong academic program that provides for the needs of the whole child, making recommendations to the Board as needed.

OBJECTIVES AND STRATEGIES

1. **HFCS will remain fully accredited by the TCCED.**
 - a. School administrators will maintain full accreditation through the implementation of accreditation guidelines provided by TCCED.
 - b. The Principal will participate in annual reporting for accreditation requirements, as required by the Diocese and TCCED, and inform the Board of areas requiring additional resources.
2. **Through the development and maintenance of a challenging and varied curriculum, students will be encouraged to meet their full potential.**
 - a. Annual budgets will be prepared by the Board of Directors that fund Spanish language education in all grades, Pre-K – 8th grade, exceeding TCCED requirements.
 - b. The Principal will provide for a strong technology program through direct instruction and curriculum integration.
 - c. The Principal will continually evaluate and enhance middle school elective options to meet the needs of a diverse and growing student body.
 - d. The Principal will seek to create opportunities to enhance the educational experience for an academically diverse student body, providing needed enrichment and remediation where appropriate.
 - e. The Principal will insure that parents have information regarding curriculum, programs and instructional guidelines each school year.
 - f. The Principal will provide information during the budgeting cycle regarding the needs of the instructional program.
3. **The Board of Directors will be assured of the overall success of the school by the regular review of pertinent information.**
 - a. Monthly reporting by the Principal regarding school activities, programs, and standardized achievement test results
 - b. Regular reporting by the Principal regarding areas of need as identified by Diocesan and accreditation guidelines

- c. As a member of the Board, the Superintendent of Schools will provide periodic information regarding Diocesan, accreditation or educational practice that can serve as benchmarks for success
- d. A summary of parent survey results will be provided to the Board

Student Activities and Services

OUR VISION

In support of our mission, HFCS will seek to provide a balanced offering of student activities, both curricular and extra-curricular, as well as provide necessary services for the nurturing of the whole child. At a minimum, we will accommodate the electives, activities and services required by TCCED and strive to meet student/parent demand.

ASSUMPTIONS

1. The arts are an essential part of the HFCS curriculum.
2. Extra-curricular activities are an essential component of the HFCS program.
3. Increased participation in community service activities will help strengthen the Catholic identity of the school.
4. It is the responsibility of the Principal to identify and develop appropriate student activities and services.
5. The Principal and staff will continually monitor and refine the activities and services offered to ensure that they support our Mission, Philosophy and Goals.
6. Board of Director approval is required before adding any activities or services that could significantly impact the financial plan.
7. Adding electives, activities and services requires facilities, teachers and/or staff.

OBJECTIVES AND STRATEGIES

1. **Students will have access to expanded services such as library, health, counseling, and extra- curricular activities, as required by school enrollment or the Texas Catholic Conference Education Department (TCCED).**
 - a. The Principal will develop a coordinated student activities program to include a variety of topics and disciplines. New programs or the elimination of programs will be reported to the Board of Directors.
 - b. The Principal will report annually on how our student electives, activities and services compare to the standards in the TCCED.
 - c. Each year, prior to the yearly budget preparation, the library holdings will be reviewed to ensure that they support the curriculum and are reflective of the requests/requirements of the professional staff and students. Any discrepancies will be reported to the board for inclusion in the budgeting process.
 - d. Prior to the yearly budget preparation, the Principal will identify any improvements and changes to student electives, services and activities that need to be made in order to meet or exceed the standards of the TCCED. This information will be shared with the Board of Directors for inclusion in the budgeting process.
2. **Holy Family will work towards a balanced offering of electives that provides sufficient opportunities to all students as well as encourages all students to explore a variety of experiences.**
 - a. The Principal will evaluate the current offering of electives and provide recommendations on any necessary actions to offer a balanced selection of electives.
 - b. The Principal will consider elective distribution requirements to ensure that students receive a broad variety of experiences in their elective choices.

3. **In the TCCED Elementary Self Study, “counseling services” and “student health services” are two focus areas that the Principal will address with the support of the Board of Directors.**
 - a. The Principal will evaluate the schools offerings in these areas versus the TCCED requirements.
 - b. The Principal will evaluate our available programs and identify the need for new programs and any additional staff, supplies or equipment required to support the programs.
 - c. The Board of Directors must approve any changes that may impact the budget.
4. **When new facilities are being planned for the school, the need for on-site after-school care should be re-evaluated by the Board of Directors and the Principal.**
5. **A school policy for meeting the special needs of students needs to be written by the end of the 2010 in order to support the 2011-2012 enrollment process.**
 - a. The Principal will be responsible for writing the policy and presenting it to the Board of Directors for approval.

Enrollment/Admissions

OUR VISION - We envision HFCS as a regional Catholic school, created primarily to serve the families from seven area parishes. We are committed to providing a quality Catholic education that is true to our mission, supports student retention and insures strong interest in future enrollment.

ASSUMPTIONS

1. HFCS serves a diverse community of learners and seeks to support their development to the fullest potential.
2. HFCS is a regional school that primarily serves our seven supporting parishes, communicating with parish representatives regularly to provide information regarding Information Sessions, registration timelines, determination of parishioner status, enrollment numbers, parish financial support, liturgy and reconciliation schedules and a sharing of general information.
3. HFCS meets all personnel and instructional requirements of the Texas Catholic Conference Education Department (TCCED).
4. Since its inception in 2000, HFCS grew to near capacity enrollment by 2008, and has experienced considerable success in the development of its curriculum and programs.

OBJECTIVES AND STRATEGIES

1. **The Board of Directors will fund two classrooms per grade level.**
 - a. The Board will give some consideration to the feasibility of adding a third class per grade level, and will consult with the Diocese about any future plans for additional schools in our geographic area.
2. **HFCS will provide an effective and timely admission and registration process that reaches out to new families, and actively recruits new Catholic students and retains current students.**
 - a. Our admission process will consistently differentiate and promote the value, principles and results of Catholic education
 - b. The Principal, with assistance of the Admissions Office, will plan for numerous opportunities to recruit new students each year.
 - a. The Development Office will continuously strive to create marketing and communication opportunities to support the recruitment of new students.
 - b. The Board and Principal will work to provide sufficient tuition assistance and an effective school program that helps to retain current students.
3. **HFCS will seek to offer support and services that help in the retention of students currently enrolled.**
 - a. The Board will monitor requests for tuition assistance and funds available to determine the overall need for currently enrolled families, in an effort to support student retention.
 - b. The Administration and Admission Office will provide an opportunity for input from currently enrolled families not seeking readmission, to gain information regarding program suggestions.

- 3. HFCS will support the marketing efforts of the Diocese of Austin in an effort to increase enrollment in Catholic Schools and increase the 1% participation rate among the 500,000 currently registered Catholics**
 - a. HFCS will participate in our own local advertising and marketing efforts through the Development Office, as well as the Diocese of Austin.
 - b. HFCS will participate in any Diocesan-sponsored Catholic school fair to help promote itself and Catholic education.

- 4. HFCS will investigate the feasibility of establishing student recruitment beyond our seven supporting parishes.**
 - a. The Administration and Board will establish a plan to communicate with area Pastors to determine their willingness to include our school information in parish bulletins, and to support a per pupil contribution for each child enrolled from their parish.

Plant and Facilities

OUR VISION

We envision Holy Family Catholic School as a campus that provides a safe environment which fosters superior education for each student. We maintain our current facilities and plan for additional buildings and facilities to support growth in student population and expansion of student services.

ASSUMPTIONS

1. Existing space will be utilized to its fullest potential.
2. A Cafetorium, Library and Administration Building will be the first priority of any new construction so that classroom space can be maximized in the existing buildings. HFCS should also consider adding a second playground and establishing an athletic field.
3. Recent technology improvements enhanced the computer classes in the curriculum. Due to constant changes in computer technology, it is a priority to stay current with advancements.
4. The buildings, finishes and building systems are 10 years old and should be evaluated overall with a plan to anticipate the reasonable service life of each component.

OBJECTIVES AND STRATEGIES

1. **HFCS current facilities will be maintained to provide a safe and pleasant school environment.**
 - a. The Board of Directors will establish a Facilities Committee, who will work with the staff on the following items:
 - i. Creation of a Preventive Maintenance Plan
 - ii. Monitoring compliance with the Preventive Maintenance Plan
 - iii. Proposing a 5-year Capital Improvement Plan
 - iv. Establish reserve fund targets
 - v. Serve as the building committee for any future expansion
 - b. The Principal will report results of all safety inspections and corrective action plans.
2. **HFCS will provide for facilities in support of the Mission, planned enrollment growth and expansion of educational programs and student services.**
 - a. The Facilities Committee will create a new Site Master Plan to provide for immediate school needs and plan for future growth in enrollments and programs.
 - i. This plan will include accommodations for holding co-curricular and extra-curricular activities (such as art, band, athletics etc.), including requisite storage space.
 - b. The Principal will maintain a document retention schedule for school records and the school's disaster recovery plan.
3. **HFCS will provide technology in all instructional spaces in support of the curriculum as well as support administrative needs.**
 - a. Establish an Information Technology Advisory Committee to support both administrative needs of the school and the curriculum needs of the faculty.

Development and Marketing

OUR VISION

We envision Holy Family Catholic School as a school where Development actively builds and maintains the relationships with individuals, organizations, and the greater community in an effort to recruit new students and support the school in meeting its financial obligations and expanding programs. Development works to foster a sense of stewardship among its supporters to ensure the long-term viability of the school and the success of its students through ongoing communication and awareness programs.

ASSUMPTIONS

1. The Board of Directors plans for future funding initiatives such as new programs, facility expansion, debt reduction or endowments.
2. Tuition, fees and financial contributions from the supporting parishes are used to fund school operations and not the Corporation.
3. The Board of Directors seeks to meet the Corporation's debt obligations through the school's development efforts.
4. The Development Committee, as a subcommittee of the Board, works with the Principal and Development Office to plan strategies and establish development goals to support the long term financial needs of the school.
5. The Development Office makes plans to reach established fundraising goals by coordinating the overall efforts for Choir of Angels, grant writing, business sponsorship program, and seeking additional sources of revenue. Parent Association fundraisers are overseen by the Development Office and the Principal.
6. Development is defined as the meaningful involvement of people in the HFCS mission and vision for the future.

OBJECTIVES AND STRATEGIES

- 1. HFCS Board of Directors will provide guidance in areas of Development and Marketing as it considers exceptional ways to enhance the PK through 8th grade educational experience.**
 - a. Development goals will include a plan for the long term financial stability of HFCS.
 - b. The Board is committed to the development efforts of the school, and supports its effort to engage qualified staff and plan for ongoing professional development.
 - c. The Board desires the Development Office seek innovative ways to evaluate its efforts in prioritizing fundraising and development revenues.
 - d. The Board desires the Principal to determine the staff support to be engaged in development efforts in order to put in place the best person(s) for a well coordinated approach to any potential donor.
- 2. The Development Office will engage in ongoing efforts to meet goals established in the long term financial plan and organize to support fundraising and development.**
 - a. On an annual basis, the Development Office will work toward predetermined goals for grants and other sources of support through governments, foundations and businesses.

- b. On an annual basis, the Development Office will organize a giving program targeting goals that are determined in concert with the Development Committee. These goals will be based on HFCS' need for expansion, to achieve increased revenue for the secure financial future of HFCS.
 - c. The HFCS Parents Association will gain support and planning from the Development Office for its activities.
 - d. The Development Office will engage in communication, promotion and acknowledgement strategies on behalf of the HFCS and its supporters.
 - e. The Development Office's Director will report to the Principal.
- 3. A group of HFCS Board members and other volunteers will assemble from the Board's organizational wishes to meet and work in concert with efforts to develop philanthropic support of HFCS' mission.**
- a. The Development Committee must determine its role and responsibilities.
 - b. The Development Committee will help to plan, evaluate and communicate the needs of the school to the Board and the community.
 - c. The Development Committee will put emphasis on the Board's member profiles as a way to expand development through ambassadorship, prospecting, introductions and oversight of all types of development initiatives.



**NORTH CENTRAL CATHOLIC SCHOOL CORP.
HOLY FAMILY CATHOLIC SCHOOL**

Most Reverend Joe S. Vásquez
Bishop, Diocese of Austin

Dr. Ned Vanders
Superintendent

Board of Directors

James Nastars, President
Douglas Kuentler, Vice President
Steve Musil, Secretary
Michele Heyman, Treasurer

Rev. Albert Borruel
Very Rev. Daniel Garcia
Ron Hagood
C.J. “Dutch” Kellerman
David Kersten
Christy McNaughton
Gary Mink
Chris Schell
Keith Winkeler

Dr. Joan Wagner
Principal