

Strategic Plan for Holy Family Catholic School

2018-2023

**With Annual Goals
2018-2019**

“Challenging the Mind, Inspiring the Heart”

**Diocese of Austin
Catholic Church of Central Texas**

**STRATEGIC PLAN FOR HOLY FAMILY CATHOLIC SCHOOL
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Introduction to Holy Family

Holy Family Catholic School is a regional school located in northwest Austin, and part of the Catholic Diocese of Austin, serving 580 students in grades PreK- 8th grade. The school enjoys a special relationship with 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. Holy Family is accredited by the Texas Catholic Conference Accreditation Commission and the Southern Association of Colleges and Schools (SACS).

The school operates with a Board of Directors and Advisors and the President/Principal governance model. The role of the Board of Directors and Advisors is identified in the school bylaws. The President oversees both Holy Family Catholic School and St. Dominic Savio Catholic High School, while the Principal serves the Holy Family school 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

Vision Statement

Challenging the Mind, Inspiring the Heart.

Core Values

Holy Family Catholic School embraces a Catholic Identity rooted in Gospel values and is committed to the development of the whole child, service to others and faith formation.

Context for Strategic Planning

The Holy Family Catholic School Leadership Team and Board of Directors/Advisors understand the importance of strategic planning to address both the tremendous opportunities and challenges that face Holy Family over the next 5 years.

Holy Family Catholic School will be guided by our mission statement, philosophy and goals, as well as vision and core values to determine the necessary priorities and strategies to achieve identified goals.

The Strategic Plan includes measurable goals, benchmarks and action steps that are realistic and attainable, but challenging.

Holy Family's governance and leadership is a ministry that promotes and protects the responsibilities and rights of the school community. The success of our school mission depends on the key components of effective governance and leadership in planning for the long-term development of the school. We are committed to the principles and practices of excellence, which are essential to insuring Catholic identity, academic excellence, and the operational vitality of the school.

Strategic Plan Areas of Priority

The format for the Strategic Plan 2018-2023 is modeled after the Texas Catholic Conference of Bishops - Education Department (TCCB ED) Self Study document, which focuses on five Domain areas reviewed in our accreditation process. Each Domain standard statement is given in this document and serves as an overarching goal for the area. Along with each Domain Standard, TCCBED Benchmark statements indicate areas of qualification that clarify elements of successful implementation of that overarching goal. The accreditation standards and benchmarks serve as a guide when determining short or long-range goals. In addition, the National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools have served as a resource for school effectiveness that are reviewed when annual goals are identified.

The Strategic Plan 2018-2023 was developed from key resources: school bylaws, TCCB ED accreditation requirements, the National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools, as well as survey input gathered from faculty, staff, and parents.

The Strategic Plan identifies accreditation standards and benchmarks. The school has created long range and annual goals in each of the following areas:

- I. Catholic Identity
- II. Governance, Administration and Management
- III. Curriculum, Instruction and Assessment
- IV. Student Services, Resources and Activities
- V. Plant and Facilities

For further clarification, each long range goal has identified annual goals, persons responsible, action steps, timeline, resources and evaluation. Symbols are used to reference their original source:

NS – National Standard

AS – Accreditation Standard

NB – National Benchmark

AB – Accreditation Benchmark

I. Catholic Identity

Standard 1: The Catholic school is a unique environment which has as its primary purpose the continued formation of the Christian person. The mission and beliefs of the school shall reflect the integration of Catholic faith and Gospel values and promote a community of believers and learners. Members of the school are a community and are called to unite in prayer, to proclaim the Gospel message and to serve others.

Benchmark 1.1 - The mission statement describes the purpose of the school, its reason for existence, and is rooted in the Catholic faith and Gospel values.

Benchmark 1.2 - The school maintains a relationship with the pastor, school/parish organizations, and the larger Catholic community in promoting Catholic identity within the school.

Benchmark 1.3 - The school provides opportunities for prayer, liturgy, spiritual formation, and service.

Benchmark 1.4 - The school hires faculty/staff that support the mission of the school.

Long Range Goal 1.1

The mission statement will provide direction for all decisions and is understood and embraced by the school community (AB 1.1b).

Annual Goal/ Responsible	Action Steps	Timeline	Resources	Evaluation
<p>Goal: The mission will be visible in public places and contained in official documents (NB 1.4)</p> <p>Responsible: President, President's Admin Asst, Board, Advancement, Principal, Faculty & Staff</p>	<p>Board documents will reflect the mission statement</p> <p>The mission will be present on all written and electronic communications.</p> <p>The mission will be shared and explained to all parents and students (NB1.5)</p> <p>The school will ensure that the interview process for new faculty and staff defines the importance of mission and vision for the school. (AB 1.4)</p>	<p>2018-2019, Fall & Spring</p> <p>2018-2019, Fall & Spring</p> <p>2018-2019, Fall & Spring</p> <p>Fall, 2018</p>	<p>Digital documents, interview process form, website, social media sites, email signatures, bulletin boards, faculty/student documents</p> <p>Update interview process document</p>	

Long Range Goal 1.2

The school will ensure that Catholic culture and faith are expressed in the school through diverse forms of visual and performing arts, music and architecture (NB 2.6)

Annual Goal/ Responsible	Action Steps	Timeline	Resources	Evaluation
<p>Goal: Evaluate possible locations on the campus and inside buildings to add religious signs, traditions, and rituals</p> <p>Responsible: President, Principal, Principal's Admin Assistant, Directors of Communication & Facilities, Catholic Mission Committee, Faculty & Staff</p>	<p>Consider possible themes for each building/location</p> <p>Identify ways to enhance the environment through visual arts (words or Images), including some that coordinate with themes</p> <p>Plan for installation of images</p>	<p>Fall, 2018</p> <p>Fall & Spring 2018-2019</p> <p>By Summer 2019</p>	<p>Architect for new construction, Catholic art & supply stores, music sources, local artists, Scripture references</p>	

Long Range Goal 1.3

The school will provide opportunities for prayer, liturgy, spiritual formation, and service. (AB 1.3)

Annual Goal/ Responsible	Action Steps	Timeline	Resources	Evaluation	
<p>Goal: The school will identify ways for the faculty and staff to have additional faith experiences (NB 4.1)</p>	<p>The school will provide opportunities for the faculty and staff to participate in prayer services throughout the year</p>	<p>Fall & Spring 2018 - 2019</p>	<p>Spirituality documents, local retreat leaders, Liturgy Coordinator</p>		
<p>Provide awareness of Catholic social justice teachings</p>	<p>Students in the Social Justice class will evaluate ways to share information learned from their class and shared with students, to now share with the parent community.</p>	<p>Fall & Spring 2018 – 2019</p>	<p>USCCB documents, Social Justice course content</p>		
<p>Provide opportunities for service outreach</p> <p>Responsible: President, Principal, Catholic Mission Committee, Social Justice teacher, faculty and staff</p>	<p>Each division level group (Faith, Charity, Hope) will provide recommendations for an Advent and Lenten service project for the faculty and staff</p>	<p>Fall & Spring 2018 - 2019</p>	<p>Our 7 supporting parishes and their needs, local non-profits</p>		

II. Governance, Administration and Management

Standard 2: School Governance and leadership support an educational program of quality with systematic, legal and fiscal responsibilities that support the school's mission. School governance and leadership effectively plan and monitor school growth and viability in all areas. School governance and leadership support an effective and efficient instructional program.

Benchmark 2.1 – The governance structure, (e.g. advisory board, governing council, etc.), supports the mission, vision and/or philosophy of the school.

Benchmark 2.2 – Code of Canon Law 801 states “Religious institutes whose proper mission is education, retaining their mission faithfully, are also to strive to devote themselves to Catholic education through their schools, established with the consent of the diocesan bishop.”

Benchmark 2.3 – Rights and responsibilities of the faculty, staff, students and parents/guardians are explicitly defined in regulatory handbooks.

Benchmark 2.4 – The school operates in compliance with applicable federal and state laws and regulations.

Benchmark 2.5 - The school demonstrates long range strategic planning to support the school's mission, vision and/or philosophy.

Benchmark 2.6 The instructional program and educational facilities are funded to meet the stated goals of the Long Range Strategic Plan.

Benchmark 2.7 – There is a comprehensive plan for institutional advancement.

Benchmark 2.8 – The school is aware of and responds to the changing needs of the community.

Benchmark 2.9 – School effectiveness is monitored and evaluated by the principal and/or the administrative team.

Benchmark 2.10 – The school provides professional development opportunities for faculty and staff.

Long Range Goal 2.1 The board will ensure that the instructional program and educational facilities are funded to meet the stated goals of the Strategic Plan. (AB 2.6)

Annual Goal/ Responsible	Action Steps	Timeline	Resources	Evaluation
<p>Goal: Consider overall needs of the school, as tuition is set for upcoming year.</p>	<p>The board will consider enrollment trends, tuition assistance needs, diocesan tuition levels and identified school needs in setting tuition for the upcoming year</p>	<p>Fall preparation to set tuition in December, 2019</p>	<p>Historic data for enrollment trends, parish subsidy, annual income, and Diocesan tuition rate document.</p>	
<p>Finalize annualized debt payment schedule for new loan</p>	<p>Evaluate final construction costs for Phase II and debt service implementation</p>	<p>Late Fall, 2018</p>	<p>Final costs from contractor; Debt schedule digital template provided by the Diocese</p>	
<p>Evaluate options for funding Phase III</p>	<p>Consider construction options and their costs</p>	<p>Spring, 2019</p>	<p>Construction companies, Diocese of Austin</p>	
<p>Document capital improvement funds in the budget</p> <p>Responsible: President, Board, Principal, Business Manager, Finance Committee</p>	<p>Consider ways to identify funds within the budget, as opposed to on the balance sheet or reserves</p>	<p>Spring & Summer 2019</p>	<p>Finance Committee Review, Diocese</p>	

Long Range Goal 2.2 School effectiveness will be monitored and evaluated by the principal and/or administrative team. (AB 2.9)

Annual Goal/ Responsible	Action Steps	Timeline	Resources	Evaluation
Goal: Evaluate staffing needs as school continues to grow toward capacity	Update timeline for adding additional staff, based on enrollment trends	Spring, 2019	Finance data, accreditation requirements, survey data	
Evaluate instructional program needs	Create an ELA committee that identifies new textbook adoptions and supplemental resources	Fall & Spring 2018-2019	Publishers, TEKS Resource System	
Initiate classroom visits by Assistant Principal	Create a plan and schedule for Walk Thru observations by the Assistant Principal	Fall, 2018	New Diocesan Classroom Observation tool	
The school will ensure that annual surveys for parents, faculty and staff assess the school's requirements of accreditation and areas of Strategic Plan focus. (B 2.5)	Create surveys that ask the Universal Question – Would you recommend us to a friend? Etc	Fall, 2018	Documents from National Standards, TCCBED Standards and Strategic Plan	
Responsible: President, Principal, Asst Principal				

Long Range Goal 2.3 The school will operate in compliance with applicable federal and state laws and regulations. (AB 2.4)

Annual Goal/ Responsible	Action Steps	Timeline	Resources	Evaluation
<p>Goal: Updating Crisis Management Plan to include new Standard Response Protocol, and Standard Reunification Method. (AB2.4a)</p> <p>Ensure that faculty/staff are informed of applicable laws and regulations regarding OSHA safety standards (AB2.4b)</p>	<p>Edit content to include SRP info</p> <p>Train faculty and staff</p> <p>Inform the school community – students & parents</p> <p>Implement plan by training students and practicing drills</p>	<p>Fall, 2018</p> <p>August, 2018</p> <p>August & September, 2018</p> <p>Fall, 2018, Spring, 2019</p>	<p>Crisis Management Plan and SRP documents</p>	

Long Range Goal 2.4 The school will implement a comprehensive plan for institutional advancement in the areas of communications, development and admission. (NS 13)

Annual Goal/ Responsible	Action Steps	Timeline	Resources	Evaluation
<p>Communications/ marketing plan will ensure implementation of contemporary, multiple technologies to reach targeted audiences to promote and communicate the Holy Family’s message and mission to current and prospective families. (NB 13.1)</p> <p>The school will supervise annual and continuous measurement and analysis of both enrollment and retention patterns for all student groups. (NB 13.2)</p> <p>The school will insure that key strategies are in place to identify, grow and maintain significant funding prospects, including alumni(ae), over time and when appropriate. (NB 13.3)</p> <p>Responsible: President, Directors of Communication, Admission, Development, Development Assistant, Development Committee.</p>	<p>Finalize new school website, focus on online tools such as Niche and Google analytics,</p> <p>Create school video for promotion</p> <p>Evaluate advertisement history</p> <p>Enrollment patterns will be analyzed to prepare for building needs. Trends in retention patterns will be analyzed.</p> <p>President’s outreach to new families with October letter</p> <p>Consider ways to increase participation in the annual appeal</p>	<p>Fall, 2018</p> <p>Fall, 2018 Spring, 2019</p> <p>Fall, 2018 Spring, 2019</p> <p>Fall 2018, Spring 2019</p> <p>Fall, 2018</p> <p>Fall, 2018, Spring 2019</p>	<p>Website developer guidelines, online school search engines</p> <p>Documents for advertising, contracts</p> <p>Enrollment history and retention from Ren Web, Admission</p> <p>Giving history</p>	

III. Curriculum, Instruction and Assessment

Standard 3: The purpose, design and implementation of the curriculum represent the school's mission. A Catholic atmosphere, which is shared as well as understood by the teachers, students and parents, permeates all areas of the curriculum. Instructional decisions support the schools' academic goals, objectives and priorities.

Benchmark 3.1 – The curriculum and instructional program are rooted in Catholic teachings, traditions and values.

Benchmark 3.2 – Curriculum (objectives to be taught) and instruction (what is actually taught) are explicitly aligned.

Benchmark 3.3 There is evidence of the use of current technology in the instructional program.

Benchmark 3.4 – Individual student needs are met through programs of instruction.

Benchmark 3.5 – The library provides resource and media support to the school's instructional program.

Benchmark 3.6 – The administrative team and faculty review and analyze student achievement information and test results to plan program effectiveness.

Long Range Goal 3.1 The curriculum content and instructional program are rooted in Catholic teachings, traditions, and values. (AS 3.1)

Annual Goal	Action Steps	Responsible/ Timeline	Resources	Evaluation
<p>Goal: Identify cross-curricular activities/connections that support the Catholic identity of the school (AB 3.1A)</p> <p>Responsible: Principal, Assistant Principal, Faculty</p>	<p>During division level meetings, teachers will choose a subject to focus and brainstorm cross curricular activities</p> <p>Teachers will highlight or add activities to religion curriculum documentation that show cross-curricular connection</p>	<p>Fall 2018</p> <p>Fall 2018 & Spring 2019</p>	<p>Religion curriculum, TEKS Resource System</p>	

Long Range Goal 3.2 The school will provide evidence of curriculum and instruction alignment in all subjects. (AB 3.2)

Annual Goal	Action Steps	Timeline	Resources	Evaluation
<p>Goal: Curriculum standards and learning expectations will be more visible to parents (AB 3.2F)</p> <p>Evaluate instructional program needs (SS B 3.2J)</p> <p>Coordinate with Savio teachers to ensure alignment of core subjects</p> <p>Responsible: Principal, Assistant Principal, Faculty</p>	<p>Back-to-School night for middle school will be redesigned as a panel discussion for each of the core subject areas</p> <p>Lesson plans will be checked and feedback given each week by Assistant Principal</p> <p>Create an ELA committee that identifies new textbook adoptions and supplemental resources</p> <p>Work with Savio principal to set up meetings and format with teachers</p>	<p>Fall 2018</p> <p>Fall 2018 & Spring 2019</p> <p>Fall 2018 & Spring 2019</p> <p>Fall 2018 & Spring 2019</p>	<p>TEKS Resource System, lesson plans</p> <p>TEKS ELA curriculum, various Texas approved ELA publishers</p> <p>TEKS Resource System, College Board AP curriculum</p>	

Long Range Goal 3.3 The school will provide evidence of current technology skills taught and integrated into classroom instruction across all grade levels. (AB 3.3)

Annual Goal	Action Steps	Timeline	Resources	Evaluation
<p>Goal: Technology professional development will be included into several Tuesday faculty meetings throughout the year</p> <p>Responsible: Principal, Assistant Principal</p>	<p>Teacher technology proficiency forms will be used to determine which areas of technology could use support in professional development</p> <p>Tech Tuesdays will be added to the fifth Tuesdays of the month as professional development</p>	<p>Fall 2018</p> <p>Fall 2018 & Spring, 2019</p>	<p>Technology proficiency forms, Teresa Hinkel, Gwen Hilliard, Phil McKinstry</p>	

Long Range Goal 3.4 The school faculty will provide experiences that promote self-direction by expecting students to set goals for their learning and monitoring their progress. (AB 3.4G)

Annual Goal	Action Steps	Timeline	Resources	Evaluation
<p>Goal:</p> <p>Lesson plans will designate guidance curriculum at least once a week</p> <p>Responsible:</p> <p>Principal, Assistant Principal, Faculty</p>	<p>Religion teachers will meet at least twice to discuss guidance curriculum alignment PK-8</p> <p>Assistant principal will check lesson plans for guidance integration</p>	<p>Fall 2018 & Spring 2019</p> <p>Fall 2018 & Spring 2019</p>	<p>Guidance curriculum, religion curriculum</p>	

IV. Student Services and Activities

Standard 4: Student services enhance the curriculum and are an integral part of the learning process.

Benchmark 4.1 – The school plans, implements and documents a comprehensive counseling and guidance program for students.

Benchmark 4.2 – The school plans, implements, and documents the need for student academic assistance.

Benchmark 4.3 – The school provides support to new families and students on the campus to ensure success.

Benchmark 4.4 – The school provides additional services and resources to meet student needs.

Benchmark 4.5 – The school sponsors extracurricular activities, including athletics and student organizations, to meet the special interests of the students.

Long Range Goal 4.1 The school will provide a comprehensive counseling and guidance program for students. (AB 4.1)

Annual Goal	Action Steps	Timeline	Resources	Evaluation
<p>Goal:</p> <p>Contract with a school counselor to be available to students at least once a week</p> <p>Lesson plans will designate guidance curriculum at least once a week</p> <p>Responsible:</p> <p>President, Principal, School counselor, Religion teachers</p>	<p>Principal will Work with school counselor to design calendar that fits student needs</p> <p>Counselor will work with middle school religion teacher to evaluate guidance lessons</p> <p>Religion teachers will meet at least twice to discuss guidance curriculum alignment PK-8</p> <p>Assistant principal will check lesson plans for guidance integration</p>	<p>Fall 2018</p> <p>Fall 2018 & Spring 2019</p> <p>Fall 2018 & Spring 2019</p> <p>Fall 2018 and Spring 2019</p>	<p>President, Resumes</p> <p>Religion and guidance curriculum, Counselor</p> <p>Religion and guidance curriculum, Counselor</p> <p>Lesson plans, religion and guidance curriculum</p>	

Long Range Goal 4.2 The school will provide responsive services to support students’ academic needs. (AB 4.2)

Annual Goal	Action Steps	Timeline	Resources	Evaluation
<p>Goal:</p> <p>Provide teacher training on student accommodations and evaluation processes</p> <p>Provide small group support for targeted learning differences</p> <p>Responsible:</p> <p>Principal, Assistant Principal, Learning Support Coordinator, Counselor</p>	<p>In-service training provided by Learning Support Coordinator and RRISD representative</p> <p>Learning support coordinator will work with 5th-8th teachers to identify students who need organizational help and social support</p> <p>Begin weekly lunch groups for students who need social support</p> <p>Work with small groups of middle school students who need organizational assistance</p>	<p>August 2018</p> <p>Fall 2018</p> <p>Fall 2018 & Spring 2019</p> <p>Fall 2018 & Spring 2019</p>	<p>Diocesan accommodation forms, Round Rock ISD Child Find office, Learning Support Coordinator</p> <p>Diocesan accommodation forms</p>	

V. Plant and Facilities

Standard 5: The physical plant/facilities and safety practices of the school promote a safe environment conducive to student learning.

Benchmark 5.1 – The physical facilities and indoor/outdoor area(s) of the school are designed for their functions.

Benchmark 5.2 – The school maintains a safe environment for the school community.

Benchmark 5.3 – The school community is informed and aware of safety practices.

Long Range Goal 5.1 The physical plant/facilities and safety practices of the school promote a safe environment conducive to student learning. (AS5)

Annual Goal	Action Steps	Responsible/ Timeline	Resources	Evaluation
Goal: The physical facilities and outdoor/indoor areas of the school are designed for their functions, including: (B5.1)	Finalize construction of three new buildings and Pavilion to complete Phase II of the Master Plan	Fall 2018, Spring, 2019	Engineering and contractor plans, site and building permits	
outdoor space for physical activities	Create play space behind Charity	Summer 2019, Ongoing	Finalize engineering plans	
sufficient parking	Evaluate parking this year for possible expansion in Phase III	Summer 2019, Fall 2019	Engineer review	
eating space for students	Establish catered lunch program in new Pavilion. Purchase tables. Create bad weather plan	Spring, 2019, ongoing	Design plans for Pavilion and funding	
designated space for student health needs	Establish new clinic area in new Admin building	With opening of new buildings	Construction planning	
physical facilities that provide for total school gatherings, PE classes, etc	Purchase/secure donations for equipment for new multipurpose Pavilion for PE, athletics, theatre	Spring, 2019, ongoing	Construction planning	

Long Range Goal 5.2 The school shall maintain a safe environment for the school community. (AB5.2)

Annual Goal/ Responsible	Action Steps	Responsible/ Timeline	Resources	Evaluation
<p>Goal: Introduce I Love You Guys Foundation – Standard Response Protocol (SRP) & Standard Reunification Method (SRM)</p> <p>Modify Crisis Management Plan to include new SRP and SRM information. (BM 2.4)</p> <p>Comply with Foundation Memorandum of Understanding to inform all first responder groups of the use of SRM and SRM.</p> <p>Responsible: President, Principal, Assistant Principal</p>	<p>Provide initial training for faculty and staff</p> <p>The school will provide annual training on the SRP at least once each year.</p> <p>Rewrite sections of manual to comply</p> <p>Letters to be sent/contact/meetings to be held with law enforcement, fire departments, EMS< County and/or City Emergency Managers</p>	<p>August, 2018</p> <p>Fall & Spring, beginning in Sept.</p> <p>Fall, 2018</p> <p>Fall, 2018</p>	<p>I Love You Guys Foundation Trainer, Mr. John-Michael Keyes</p> <p>Texas School Safety Center</p> <p>Current Emergency Management Manual, SRP and SRM materials, Texas School Safety Center</p>	

Long Range Goal 5.3 The school community is informed and aware of safety practices. (AB 5.3)

Annual Goal/ Responsible	Action Steps	Timeline	Resources	Evaluation
<p>Goal: The school will provide students with training on the SRP at least once each year.</p> <p>The school will drill each of the five actions of the SRP.</p> <p>The school will provide parents with information about the I Love You Guys Foundation, SRP and SRM, online references and/or print.</p> <p>Responsible: President Principal, Assistant Principal</p>	<p>Review SRP, SRM with faculty, staff prior to student training</p> <p>Students will be taught and practice the 5 actions with drills</p> <p>Parents will be sent detailed information about the SRP and SRM</p>	<p>September</p> <p>Fall, 2018</p> <p>Sept, 2018</p>	<p>I Love You Guys Foundation material and website</p> <p>I Love You Guys Foundation material and website</p> <p>I Love You Guys Foundation material and website</p>	

Summary and Conclusion

The Strategic Plan provides a valuable opportunity for ongoing evaluation of program and school needs. The document serves as a general guideline for planning and decision making and can be modified as new information becomes available. We look forward to the opportunities that our goals and action steps provide, and we look forward to enjoying the progress that can be made in a growing and ever-evolving school.