



# St. Dominic School STRATEGIC PLAN FOR IMPROVEMENT

## OBJECTIVE 1

St. Dominic School will meet the needs of staff and students through technology.

### STRATEGY 1

Create A Technology Plan

	ACTION STEP 1 Assess needs of school and staff in the area of technology, create inventory list of current technology	TIMELINE Summer 2012	RESPONSIBILITY Technology Committee	PROGRESS REPORT <small>2012-2013</small> The Technology Committee assessed the needs of staff by asking questions, compiling information, and updating inventory lists. <small>2013-2014</small> An inventory list has been created and updated. We are implementing iPads in the classrooms. All homeroom teachers (not preschool or specialist teachers) have a personal iPad from the school to use and experiment with at home and over the summer- preparing for next year 2014-2015. <small>2014-2015</small> Developed technology vision committee made up of teachers that will report to the technology committee. Additional staff members were supplied with iPads. 1:1 iPads were issued to grade 6; class sets of 5 tablets each were issued to grades 3,4,5. Prek-2 grade has a group set of 7 to share. All staff will have iPads for 2015-16 school year, proposed purchase of a Smartboard for the Music & Art room, a chrome book for kitchen staff, and laptop for PE.
	ACTION STEP 2 Create a Technology Plan that includes multiple phases in order to address financial constraints	Fall 2012 Winter 2015	Technology Committee	<small>2012-2013</small> The Technology Committee created a plan but was challenged to find a way to include phases. Thankfully, Carleton College is generously donating 35 used computers to our school. This helped create a phased approach! <small>2013-2014</small> We have been working on fees versus grants and donations. All iPads have been purchased through grants and donations. We have a new fee structure for technology for each year. Our school lab was donated from Carleton, to allow us to focus on iPad implementation. A full Tech Plan is still needed. <small>2014-2015</small> Second Dreyfus grant applied for 10 iPads for class sets in the Primary wing. The technology committee will

				continue to upgrade the infrastructure, and then focus on the stages of equipment upgrades and replacement.
	<b>ACTION STEP 3</b> Seek approval from School Advisory Council and revise as necessary	Winter/ Spring 2013	Technology Committee	<p><sup>2012-2013</sup> The Technology Committee presented information to both staff and the School Advisory Council to receive feedback and seek approval at various times this school year. The plan continues to be revised, as we recently learned of the Carleton College donation.</p> <p><sup>2013-2014</sup> We have been working with SAC to create a budget that reflects the needs of our infrastructure and implementations of new devices. There has been much communication between the two groups.</p> <p><sup>2014-2015</sup> The technology committee will continue to present large budget equipment item requests, i.e. servers, firewalls, etc. to SAC, as well as overall vision ideas with preliminary costs.</p>
	<b>ACTION STEP 4</b> Implement phase I of the plan, determine timeline for additional phases	Summer 2014 Summer 2015	Technology Committee and Principal	<p><sup>2013-2014</sup> This past year, we unfortunately lost the Technology Support person we have had with us over the last few years. This created new and BIGGER challenges than we anticipated. However, we have installed the new student lab and all teachers have iPads.</p> <p><sup>2014-2015</sup> The technology committee continues to rebuild, the infrastructure has been the focus of this year, the maintenance and upgrading/replacement of the school's equipment will be the focus of the 2015-2016 school year.</p>
<b>STRATEGY 2</b>				
Ensure daily technology needs are being met				
	<b>ACTION STEP 1</b> Establish a system for reporting technology problems.	Summer 2012 Fall 2015	Technology Committee, Technology Consultant/ Provider, Principal	<p><sup>2012-2013</sup> The Technology Committee, Dunton Technologies, and staff worked together to try to create an efficient system for reporting issues. This is something that continues to need revisions. The staffing in the Technology position will impact this system this coming fall.</p> <p><sup>2013-2014</sup> Because of new committee members, the reporting system will be revised. Right now we are e-mailing our technology teacher for reporting.</p> <p><sup>2014-2015</sup> A ticketing system will need to be developed to address technology concerns, investigating a google forms based system as is used in other schools.</p>
	<b>ACTION STEP 2</b> Maintain technology equipment throughout the school, and repair or replace items as needed.	Summer 2012, 2013 Summer 2014	Technology Committee, Technology Consultant/ Provider, Principal	<p><sup>2012-2013</sup> We had fewer issues this year than we have in past years, but we again received support at no or minimal cost from Dunton Technologies. Our Technology Plan also included some updates and upgrades which were begun over Christmas break. We will continue that process this summer.</p>

		Summer 2015	Principal	<p><sup>2013-2014</sup> As previously stated, we lost the service from Dunton Technologies and have had to start over from square one. It has been a challenging year in that regard, but the future is hopeful.</p> <p><sup>2014-2015</sup> The search continues for an outside vendor to provide mac-based IT services to the school that fits our budget constraints.</p>
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### STRATEGY 3

Incorporate technology within the classroom for student learning

	<p><b>ACTION STEP 1</b> Train teachers how to incorporate new technology into their planning and instruction</p>	<p><b>TIMELINE</b> Spring 2013 Fall 2015</p>	<p><b>RESPONSIBILITY</b> Technology Committee, Principal</p>	<p><b>PROGRESS REPORT</b> <sup>2012-2013</sup> Several teachers attended a Technology Boot Camp through the Northfield Public School District this past summer. <sup>2013-2014</sup> Teachers continue to seek out training for grade and interest levels. We acquired \$1,000 to use in the future for technology training for teachers through a 'Pay It Forward' grant. Best practices sites were sent out to teachers fall 2013. <sup>2014-2015</sup> The technology instructor began a program and is in the process of obtaining a technology education Master's certificate. Members of the technology vision committee attended a one-day workshop for iPad integration in classrooms - a workshop day presentation will be developed to share findings with the staff. Teachers continue to be encouraged to seek out training at their grade level for iPads using grant funds.</p>
	<p><b>ACTION STEP 2</b> Through the annual teacher evaluation process, the principal will observe a lesson that utilizes technology</p>	<p>Annually Winter 2014</p>	<p>Principal, Teachers</p>	<p><sup>2013-2014</sup> One technology observation was made in fall 2013 for each homeroom teacher. Specialists were asked to find an unconventional way they use technology and share that with the principal. <sup>2014-2015</sup> Smartboard lessons have been observed in various classrooms, technology observations will continue as more devices are implemented in the classrooms. Focus on teacher utilization and small group usage of iPads in the coming year.</p>

### OBJECTIVE 2

St. Dominic School will establish relationships and sustainable programming with the community in order to advance our mission.

### STRATEGY 1

Create sustainable connections with St. Olaf College and/or Carleton College

	<p><b>ACTION STEP 1</b> Utilize the St. Olaf College Field Experience Program by requesting a minimum of one college student per</p>	<p><b>TIMELINE</b> Spring 2013</p>	<p><b>RESPONSIBILITY</b> 2 Lead Teachers ? Principal</p>	<p><b>PROGRESS REPORT</b> <sup>2012-2013</sup> This past school year, we had more St. Olaf students assisting than we ever have. The principal will communicate</p>
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	semester per classroom			<p><b>this expectation in the fall of 2013.</b></p> <p><small>2013-2014</small> We continued to host St. Olaf students in most classroom</p> <p><small>2014-15</small> We continue to host many St. Olaf students in our classrooms.</p>
	<p><b>ACTION STEP 2</b> Collaborate with the Science Department at St. Olaf College and Carleton College to continue enhancing St. Dominic School science programs through a sustainable plan</p>	Fall 2014	Teachers in conjunction with St. Olaf and Carleton staff	<p><small>2013-2014</small> Cindy Green contacted environmental studies at St. Olaf to help plant the school garden. We will continue to outline a sustainable plan.</p> <p><small>2014-2015</small> Cindy Green continued this program with the help of St. Olaf College. School-wide we hosted Triple E – a group of St. Olaf students who used MN State Science Standards to teach various lessons.</p>
	<p><b>ACTION STEP 3</b> Contact Music and Art Department at St. Olaf or Carleton and initiate the beginning of a cooperative relationship</p>	Spring 2016	Music Teacher, Art Teacher	<p><small>2013-2014</small> Music and Art had St. Olaf student helpers. Also, we had one Theatre Vocal Education major come in to help with the Musical, Annie.</p> <p><small>2014-2015</small> Two Carleton students helped with Robin Hood production. Two students assisted in the music room throughout the year.</p>
<p><b>STRATEGY 2</b> Utilize expertise among school and parish families</p>				
	<p><b>ACTION STEP 1</b> Compile list of St. Dominic School parent occupations</p>	Spring 2013/ Fall 2013	Volunteer Coordinator/ Office Staff/ Development Director	<p><small>2012-2013</small> This was a task that did not get completed this spring. The principal will work with the newly hired Development Director and Volunteer Coordinator to get this completed this fall.</p> <p><small>2013-2014</small> We may need to re-think this action step, as it seems to fall to the bottom of the to-do list each year. Also, our Volunteer Coordinator position has been cut for the upcoming school year, which will impact this action step.</p> <p><small>2014-2015</small> Parents came to Catholic Schools Week and discussed their occupations with the students. Compilation of list is low on the list of priorities.</p>
	<p><b>ACTION STEP 2</b> Extend invitation to members of parish to be a part of our resource list in their area of expertise</p>	Spring 2013/ Fall 2013	Volunteer Coordinator/ Office Staff	<p><small>2012-2013</small> This was a task that did not get completed this spring. The principal will work with the newly hired Development Director and Volunteer Coordinator to get this completed this fall.</p> <p><small>2013-2014</small> We may need to re-think this action step, as it seems to fall to the bottom of the to-do list each year. Also, our Volunteer Coordinator position has been cut for the upcoming school year, which will impact this action step.</p> <p><small>2014-2015</small> This action step remains low on list of priorities.</p>
	<p><b>ACTION STEP 3</b> Distribute list to staff</p>	Winter 2013	Volunteer Coordinator/ Office Staff	<p><small>2013-2014</small></p>

	<b>ACTION STEP 4</b> Invite parish/school members into the school once per quarter	Spring 2014	Teachers, Volunteer Coordinator	<p><sup>2013-2014</sup> We are unsure of individual classrooms, but school-wide, we had Special Guest Day, Birthday Lunches, and Grandparents Day.</p> <p><sup>2014-2015</sup> Vicki and other members of the SAC spoke to the parish during Mass several times this year telling them about our school and inviting them to visit and ask questions. We had the same special days as we did last year. Parish and school members were also invited and encouraged to attend two of our fundraisers: October Jam and Saints Night Out Silent and Live auction.</p>
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<b>STRATEGY 3</b> Utilize experts and resources within the Northfield community				
	<b>ACTION STEP 1</b> Create a list including contact information of Northfield businesses and civic organizations with the potential to work together	<b>TIMELINE</b> Fall 2014	<b>RESPONSIBILITY</b> Volunteer	<b>PROGRESS REPORT</b> <sup>2014-2015</sup> Priority of this was low. The Athletic committee has a list of businesses that donate to the school and is kept on file. Kindergarten and Middle School took walking field trips to many businesses. Although several community connections were made, no formal list has been compiled.
	<b>ACTION STEP 2</b> Distribute list to staff for review and discussion	Winter 2014	Volunteer/ Office Staff	
	<b>ACTION STEP 3</b> Invite someone from the community into the school a minimum of once per quarter	Spring 2015	Teachers/ <del>Volunteer</del> Coordinator	<p><sup>2013-2014</sup> This past year, we invited members from the Fire Department, Police Officers, Students and Teachers from The Academy of the Blind to share with our students. We also invited community members to assist with Mini-Courses during Catholic Schools Week and STEAM clubs throughout the entire school year.</p> <p><sup>2014-2015</sup> Community members such as State Senator Kevin Dahle and local dentists/orthodontists were invited to school. This has not been tracked well.</p>

<b>OBJECTIVE 3</b> St. Dominic School will meet the needs of diverse learners.				
<b>STRATEGY 1</b> Use data to make decisions regarding curriculum				
	<b>ACTION STEP 1</b> Administer MAPs and MCAs at scheduled intervals	Fall 2012	Teachers	<sup>2012-2013</sup> This school year, we administered the MAPs 3

				<p>times versus the 2 we have done in the past. We will continue to do that in 2013-14.</p> <p><sup>2013-2014</sup> MAP tests did not work for primary grades, and grades only administered in the fall and spring because of downloading issues. We usually test fall, winter, and spring. MCA's were completed on time as scheduled.</p> <p><sup>2014-2015</sup> We switched to a web-based format, which was much more user friendly and reliable! We administered the MAPs 3 times this year. MCAs were given to 3<sup>rd</sup> and 5<sup>th</sup> graders on time as scheduled.</p>
	<p><b>ACTION STEP 2</b> Conduct benchmark assessments at scheduled intervals</p>	<p>Winter 2012</p>	<p>Teachers</p>	<p><sup>2012-2013</sup> We began doing some benchmarks with our students being served by Title I. However, we need to include more students, ideally all students receiving additional instruction for specific skills. This summer, the principal plans to look for a systematic way to implement this.</p> <p><sup>2013-2014</sup> An assessment committee was formed to discuss types, forms, and frequency of assessments. They are in the beginning stages.</p> <p><sup>2014-2015</sup> Therese used Schoology for the enrichment room students for a benchmark assessment. She also used the Reading A-Z Benchmark assessment for these students as well.</p>
	<p><b>ACTION STEP 3</b> Review MCA and MAP data individually and collaboratively</p>	<p>Monthly 2013-14</p>	<p>Teachers</p>	<p><sup>2012-2013</sup> As in years past, our goal was to review data collaboratively on a regular basis. However, we did not accomplish that. Next school year, we will designate one staff meeting per month to review data as an entire staff.</p> <p><sup>2013-2014</sup> Teachers reviewed the results individually, but not collaboratively. Teachers desire to meet as a group to analyze the data in the future.</p> <p><sup>2014-2015</sup> We discussed report types and began to review collaboratively but not nearly to the extent needed.</p>
	<p><b>ACTION STEP 4</b> Adjust reading and math curriculum based on results</p>	<p>Spring 2013/Fall 2013</p>	<p>Principal, Teachers</p>	<p><sup>2012-2013</sup> At our final staff meeting, we discussed the need to ensure that we do not have gaps in our reading instruction. We feel that our math instruction has improved since making a change to Math Expressions but will review MCA results this summer/fall to support that.</p> <p><sup>2013-2014</sup> We identified that we do have gaps, but are working on finding curriculum that fills those gaps for the</p>

				<p>upcoming school year.</p> <p><sup>2014-2015</sup>The math curriculum we are currently using has significantly reduced gaps and our test scores have gone up as a result. We are currently looking at a new reading series to try to close gaps we are seeing in our literacy program.</p>
	<p><b>ACTION STEP 5</b> Incorporate the use of pre-assessments beginning with math</p>	<p>Fall 2013 Fall 2014</p>	Teachers	<p><sup>2013-2014</sup>Incorporating pre-assessments continues to be a need for St. Dominic School. We have spent much time discussing assessments in general but need to narrow in on pre-assessments specifically.</p> <p><sup>2014-2015</sup>We have yet to incorporate this. We have not accomplished it yet due to time and leadership.</p>
<p><b>STRATEGY 2</b> Create Enrichment programming for advanced learners – Needs revision – Summer/Fall 2015</p>				
	<p><b>ACTION STEP 1</b> Create leadership team</p>	<p>Summer 2013  Fall 2016</p>	Principal, Teachers	<p><sup>2013-2014</sup>Honestly the only reason we did not move on this strategy is due to lack of time to make it happen. When we created the SSP, it was difficult to determine what could wait and what was most pressing.... Obviously, this is one we could have pushed out a year or two. We did take a step forward but just jumped right to action step 4.</p> <p><sup>2014-2015</sup>We have yet to incorporate this. We have not accomplished it yet due to time and leadership.</p>
	<p><b>ACTION STEP 2</b> The Leadership Team will participate in professional development on the topic of enrichment for advanced learners</p>	Fall 2013	Teachers, Principal	<p><sup>2013-2014</sup> <sup>2014-2015</sup></p>
	<p><b>ACTION STEP 3</b> Gather ideas for programming through observations of Enrichment programming and/or meet with other teachers in the Archdiocese</p>	Spring 2014	Leadership Team	<p><sup>2013-2014</sup> <sup>2014-2015</sup></p>
	<p><b>ACTION STEP 4</b> Develop Enrichment opportunities in a second area subject area for advanced learners</p>	Fall 2014	Leadership Team	<p><sup>2013-2014</sup> We began a STEAM program afterschool. Students need to pay for these opportunities, but the sessions were very well received by parents and students.</p> <p><sup>2014-2015</sup>Continued to provide these opportunities for students</p>
	<p><b>ACTION STEP 5</b> Establish specific selection criteria for Enrichment programming</p>	Winter 2014	Leadership Team	<p><sup>2013-2014</sup> <sup>2014-2015</sup></p>
	<p><b>ACTION STEP 6</b> Implement Enrichment programming for Advanced Learners</p>	Spring 2015	Leadership Team, Principal	<p><sup>2013-2014</sup> <sup>2014-2015</sup></p>

### STRATEGY 3

Develop classroom strategies that support 21<sup>st</sup> Century Learning – Needs revision – Summer/Fall 2015

	<b>ACTION STEP 1</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>PROGRESS REPORT</b>
	Define 21 <sup>st</sup> Century Learning with staff	Spring 2014 Spring 2016	Teachers, Principal	2013-2014 Professional development in this specific area may not be what we need. We are gathering information regarding needs of individual teachers to put together a cohesive professional development plan for the coming school year. Standards based reporting and I Can Statements will be at the forefront. 2014-2015 began using I Can statements in our classrooms; were more aware of aligning curriculum with the standards;
	<b>ACTION STEP 2</b> Explore resources for professional development in the area of 21 <sup>st</sup> Century Learning	Summer 2014 Spring 2016	Teacher Leadership Team	2013-2014 I may start gathering resources for this area because we have some financial resources to support this. However, we will not be focusing specifically on this at this time. 2014-2015 We have not addressed this yet at this time (Schoology)
	<b>ACTION STEP 3</b> Educate entire staff on 21 <sup>st</sup> Century Learning	Fall 2014 Fall 2016	Teacher leadership team	2013-2014 2014-2015
	<b>ACTION STEP 4</b> Create a plan for curriculum and programming and programming to support 21 <sup>st</sup> Century Learning	Spring 2015 Spring 2017	Principal, Teacher Leadership team	2013-2014 2014-2015
	<b>ACTION STEP 5</b> Begin implementing new information into the classrooms	Fall 2016 Fall 2018	Teacher leadership team	2013-2014 2014-2015

### OBJECTIVE 4

St. Dominic School will increase its financial viability through marketing and development efforts

#### STRATEGY 1

St. Dominic School will establish a Development Committee

	<b>ACTION STEP 1</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>PROGRESS REPORT</b>
	Identify and invite 5-7 people through phone calls or in person to join a Development Committee Outline Development responsibilities for the School Advisory Council	Fall 2013 Fall 2014 Spring 2015	Development Director	2012-2013 With the recent hiring of a Development Director, she will initiate this process in the fall. 2013-2014 Our new Development Director has recommended the SAC take on the responsibilities of development rather than forming another committee. 2014-2015 SAC made personal calls multiple times to help with



				enrollment and marketing efforts this year.
	<b>ACTION STEP 2</b> Clearly define roles of members	Fall 2013 Spring 2015	Development Committee Members & Development Director	<sup>2013-2014</sup> See Action step 1 <sup>2014-2015</sup> Worked to more clearly define expectations of SAC, staff and communicate how everyone has a role in development.
	<b>ACTION STEP 3</b> Schedule monthly meetings	Winter 2013 Spring 2015	Development Director	<sup>2013-2014</sup> See Action step 1 <sup>2014-2015</sup> N/A at this time
	<b>ACTION STEP 4</b> Identify goals and a timeline for the Development Committee	Winter 2013 Fall 2014 Spring 2015	Development Committee, Development Director	<sup>2013-2014</sup> See Action step 1 <sup>2014-2015</sup> N/A at this time

## STRATEGY 2

St. Dominic School will establish a Marketing Committee

	<b>ACTION STEP 1</b> Identify and invite 5-7 people through phone calls or in person to join a Marketing Committee	Spring 2013 Spring 2015	Administrative Assistant	<sup>2012-2013</sup> The Administrative Assistant strategically invited approximately 5 people to attend Marketing Meetings. I anticipate this group to work in conjunction with our new Development Director, so action steps and timelines may need to be adjusted. <sup>2013-2014</sup> After hiring the Development Director, we have found that responsibilities need to be more clearly defined regarding which are that of the Administrative Assistant and which belong to the Development Director. <sup>2014-2015</sup> Marketing focus was part of the R&R dashboard. Areas in progress include: establish committee (new members were added), Increase visibility (Bernabie event, Masses, St. Dominic Rocks, Open House), Social Media (2 active FB pages; school and alumni, and Twitter account set up, Website needs to be “all new”), Marketing Templates (still need), System in place with parish office (in process)
	<b>ACTION STEP 2</b> Clearly define roles of members	Fall 2013 Fall 2014 Spring 2015	Marketing Committee Members	<sup>2013-2014</sup> We are in the beginning stages of outlining responsibilities of the Administrative Assistant and the Development Director. (Our Administrative Assistant also has responsibilities of a Marketing Director.) <sup>2014-2015</sup> Need to look closely at the leadership needs for this committee—the SAC discussed the possibility of hiring a PT marketing person (1 year contract), could use Schulze \$ to

				fund
	<b>ACTION STEP 3</b> Schedule monthly meetings	Winter 2013 Spring 2015	Marketing Committee	<sup>2014-2015</sup> Determine leadership and move forward with this
	<b>ACTION STEP 4</b> Identify goals and a timeline for the Marketing Committee	Winter 2013 Spring 2015	Marketing Committee	<sup>2014-2015</sup> Determine leadership and move forward with this
<b>STRATEGY 3</b> St. Dominic School will hire a Development Director				
	<b>ACTION STEP 1</b> Gather information from other schools regarding Development programs and job descriptions	Fall 2012	School Advisory Council, Principal	<sup>2012-2013</sup> The School Advisory Council and Principal successfully worked together this fall and winter to talk with other schools regarding their development efforts.
	<b>ACTION STEP 2</b> Revise previous Development Director job description based on information gathered and consult with full School Advisory Council, Endowment Committee, and Administrative Assistant to finalize	Winter 2012	School Advisory Council, Endowment Committee, Administrative Assistant Principal	<sup>2012-2013</sup> After collecting information, a sub-committee of SAC and Endowment Committee members worked with the principal to revise the job description.
	<b>ACTION STEP 3</b> Post position and hire a Development Director	Winter 2013  Spring 2015	Principal, hiring committee	<sup>2012-2013</sup> St. Dominic School officially hired a Development Director April 2013. She will begin work this summer and fall. <sup>2013-2014</sup> The new Development Director has successfully completed one year at St. Dominic School. <sup>2014-2015</sup> Year 2 completed and renewed for 2015-16.
<b>STRATEGY 4</b> St. Dominic School will recruit and retain students to increase enrollment				
	<b>ACTION STEP 1</b> Create a student recruitment plan for preschool	Summer 2013 Spring 2014	Development Director, Marketing Committee, Admin Assistant	<sup>2012-2013</sup> We did not create a specific plan this spring, but we definitely need to work on this over the summer. Northfield is opening 2 new preschools this fall, and the principal believes we are being impacted by this. <sup>2013-2014</sup> Chris Lockner(Parish Finance Council Member) has laid out an outline for a plan for recruitment and retention. Next step is to add goals, actions steps and calendar. Implementation should start September of 2014. <sup>2014-2015</sup> This fall, we continued our work on the Recruitment and Retention plan. We spent time with a professional consultant in the areas of marketing, sales, branding, and

				leadership. Part of this work included creating a dashboard to keep us on track. We increased our efforts with things like phone calls, marketing efforts listed above, more teacher – parent communications, move-up a grade day, continued family fun, MS pizza party for 5 <sup>th</sup> grade, Schulze Grant: (used for Welcome and Great Beginnings Grants, still a lot of money to spend for programming and other efforts) referral incentive, working on possible alumni and loyalty incentives/discounts.
	<b>ACTION STEP 2</b> Create a student recruitment plan for kindergarten	Summer 2013/Fall Spring 2014	Development Director, Marketing Committee, Admin Assistant	<p><sup>2012-2013</sup> We did not create a specific plan this spring, but we will work on this over the summer and into the fall of 2013.</p> <p><sup>2013-2014</sup> Chris Lockner(Parish Finance Council Member) has laid out an outline for a plan for recruitment and retention. Next step is to add goals, actions steps and calendar. Implementation should start September of 2014.</p> <p><sup>2014-2015</sup> See action step 1</p>
	<b>ACTION STEP 3</b> Create a retention plan for Middle School grades	Fall 2014 Spring 2014	Development Director, Marketing Committee, Admin Assistant	<p><sup>2013-2014</sup> Chris Lockner(Parish Finance Council Member) has laid out an outline for a plan for recruitment and retention. Next step is to add goals, actions steps and calendar. Implementation should start September of 2014.</p> <p><sup>2014-2015</sup> See action step 1</p>