

The Madeleine School
Five Year Strategic Plan
Fall 2007

1. Education

Target Goal: To insure that The Madeleine School offers an educational program that challenges all students to reach their potential based on national, state, and Archdiocesan standards. This Target Goal meets the Academic and Social School-Wide Learning Expectations.

SWLE: The curriculum at The Madeleine should follow the teachings of the Catholic Church, model Christian values, and teach respect and compassion (SPIRITUAL). The curriculum at The Madeleine should promote curiosity and enthusiasm for learning, build upon prior knowledge, and help students communicate effectively, and encourage students to strive for academic excellence (ACADEMIC). The curriculum at The Madeleine should teach students to demonstrate respect, exhibit honesty, accept responsibility, show concern, and commit to justice and service (MORAL). The curriculum at the Madeleine should promote respect for all, teach students to cooperate with others and listen and promote diversity (SOCIAL). The curriculum at The Madeleine should promote healthy lifestyles, help students to make good decisions regarding wellness, and demonstrate respect for community and personal space.

Activities	Implementation	Person Responsible	Resources	Timeline	Assessment
<p>Create a school-wide curriculum map of all subjects K-8.</p>	<ol style="list-style-type: none"> 1. Follow the yearly Archdiocesan guidelines for curriculum in-depth studies. 2. Develop grade level expectations (GLEs) for each curriculum area based on in-depth study. 3. Allow time for articulation of GLEs among teachers so that there is no duplication or omission of topics. 4. Create a comprehensive document of the K-8 GLEs and place in class curriculum binders. 5. Teachers will track and record GLEs taught each year. 6. GLE document will follow the class until graduation. 	<ul style="list-style-type: none"> • Principal • Faculty 	<p>None</p>	<p>November 2007-ongoing</p>	<ol style="list-style-type: none"> 1. GLEs will be used to guide instruction in short term and long term planning. 2. Teachers will use more detailed information on student prior knowledge.

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SWLE: See above.

Activities	Implementation	Person Responsible	Resources	Timeline	Assessment
<p>Improve reading comprehension across the curriculum.</p>	<ol style="list-style-type: none"> 1. Implement faculty book studies, two per year, on reading instruction. 2. Review various reading strategies with the Reading Specialist. 3. Attend workshops on developmentally appropriate grade level reading strategies. 4. Develop a system to analyze standardized tests, Rigby, and DRA scores. 5. Purchase library books of different reading levels to support the curriculum. 6. Target early intervention with struggling readers. 	<ul style="list-style-type: none"> • Principal • Faculty • Reading Specialist 	<p>Copies of books for book studies</p> <p>Title II funds for professional development</p> <p>Budget funds for professional development</p> <p>Money for library acquisitions</p>	<p>September 2006-ongoing</p>	<ol style="list-style-type: none"> 1. Teachers will use various reading instructional strategies in their daily lessons. 2. Student comprehension will increase as measured by Stanford Achievement Tests and/or DRA. 3. More reading resources at various reading levels will be available to students from the library.

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SWLE: See above.

Activities	Implementation	Person Responsible	Resources	Timeline	Assessment
<p>Identify the impact/goal/purpose of developing a Spanish language curriculum for grades K-8.</p>	<ol style="list-style-type: none"> 1. Read current literature on the impact of students' exposure to foreign language. 2. Develop goals for a K-8 Spanish program. 3. Explore various scenarios for instruction (i.e. Spanish program in all grades; limited exposure in younger grades, concentrated instruction in upper elementary/middle school). 4. Analyze school time allotments to allow for additional subject area. 5. Make recommendations to SAC and pastor. 	<ul style="list-style-type: none"> • Principal • Faculty 	<p>Possible salary increase for Spanish teacher</p>	<p>Fall 2008-Spring 2009</p>	<ol style="list-style-type: none"> 1. Findings will be presented to justify a K-8 Spanish program

2. Development

Target Goal: Promote The Madeleine School to all of the stakeholders in order to build relationships and procure funds to implement the School-Wide Learning Expectations. This Target Goal supports all of the School-Wide Learning Expectations including the Spiritual, Academic, Moral, Social, and Physical Expectations.

SWLE: By promoting The Madeleine School, students will be exposed to the teachings of the Catholic Church and the mission to serve other people (SPIRITUAL and MORAL), have access to the best education tools available (ACADEMIC), surrounded by a well maintained facility (PHYSICAL), and will learn to respect others among a diverse student body (SOCIAL).

Activities	Implementation	Person Responsible	Resources	Timeline	Assessment
<p>Establish a committee to oversee and advise on development activities.</p>	<ol style="list-style-type: none"> 1. Seek input from Parents Club, Parish Tri-Councils and Endowment Board regarding composition of committee members. 2. Establish written guidelines and written framework for committee and development director. 3. Convene committee to identify written development goals and begin activities to reach identified goals. 	<ul style="list-style-type: none"> • Development Director • Principal • SAC Development Committee member 	<p>None</p>	<p>November 2007 – March 2008</p>	<ol style="list-style-type: none"> 1. Committee will meet. 2. Activities will be defined and incorporated into the 2008-2009 school year.

Target Goal: Promote The Madeleine School to all of the stakeholders in order to build relationships and procure funds to implement the School-Wide Learning Expectations. This Target Goal meets all of the School-Wide Learning Expectations.

SWLE: See above.

Activities	Implementation	Person Responsible	Resources	Timeline	Assessment
<p>Reintroduce the Endowment Fund to the community on a continuing basis as to what it is, what it does for the school, long term financial goals, and current balance.</p>	<ol style="list-style-type: none"> 1. Develop an ongoing informational parish bulletin insert concerning the Endowment Fund. 2. Use the Friday Footnotes to pass on similar information. 3. Use the school auction as a way to promote and contribute to the Endowment Fund. 4. Publish and disseminate yearly information on the Endowment Fund performance to all stakeholders. (i.e. benefactors, alumni, parishioners, grandparents, parents) 	<ul style="list-style-type: none"> • Development Director • Endowment Committee • SAC Marketing Committee 	<p>None</p>	<p>November 2007- March 2008</p>	<ol style="list-style-type: none"> 1. Endowment Fund will be featured at the yearly auction, and opportunities for donations will be available. 2. Promotional literature will be developed and distributed at appropriate intervals.

Target Goal: Promote The Madeleine School Endowment Fund to all of the stakeholders in order to insure financial growth. This Target Goal meets all of the School-Wide Learning Expectations - Spiritual, Academic, Moral, Social and Physical Expectations.

SWLE: See above.

Activities	Implementation	Person Responsible	Resources	Timeline	Assessment
<p>Develop a fundraising growth plan for the Endowment Fund.</p>	<ol style="list-style-type: none"> 1. Propose to Parents Club, SAC, and Pastor that 5% of all school fundraising activities be earmarked for the Endowment Fund. 2. Continue to implement and grow the development database, the Raiser's Edge. 3. Work with Development Director to institute an Annual Appeal with option for endowment donations. 4. Use special events, such as Alumni Dinners, Donor Dinners, etc. as a way to highlight Endowment Fund. 5. Promote "planned giving" with informational literature, seminars, speakers, etc. 6. Develop plan for memorial gifts for the Endowment Fund. 	<ul style="list-style-type: none"> • Development Director • SAC Dev. Council member 	<p>None</p>	<p>August 2008-June 2009</p>	<ol style="list-style-type: none"> 1. Committee will meet. 2. Activities will be defined and incorporated into the 2009-2010 school year. 3. Endowment Fund yearly deposits will equal 2% of Fund value.

3. Finance

Target Goal: Keep The Madeleine School fiscally sound by balancing the costs of an excellent academic program with tuition, fundraising, endowment and church subsidy. This Target Goal supports the Spiritual, Academic, Moral, and Social Expectations of the School-Wide Learning Expectations.

SWLE: *The Finance committee seeks to keep the school viable in order to continue the teachings of the Catholic Church. By providing adequate funding, students and teachers will be treated with respect regarding financial matters and will in turn live out the call to serve others. (SPIRITUAL). Academic excellence is a major goal of the plan as we provide for master teachers and exceptional educational programs. (ACADEMIC) Good resource management demonstrates respect for people and property, and a concern for others and the environment. (MORAL, PHYSICAL and SOCIAL)*

Activities	Implementation	Person Responsible	Resources	Timeline	Assessment
Keep the rate of tuition increases affordable.	<ol style="list-style-type: none"> 1. Establish budget according to COLA Archdiocesan guidelines. 2. Follow The Madeleine 5-year plan regarding teacher salaries. 3. Factor in Parent Club fundraising from the previous year's escrow account. 4. Factor in Endowment Fund contribution based on recommendation of the Endowment Board. 5. Factor in church subsidy held in escrow account. 	<ul style="list-style-type: none"> • Bookkeeper • Principal • SAC Finance member 	None	Winter 2008	<ol style="list-style-type: none"> 1. Tuition increases will be less than double the COLA. 2. Tuition rates will be comparable to neighboring Catholic schools. 3. Tuition assistance will be available to those families who request and need assistance.

Target Goal: Keep The Madeleine School fiscally sound by balancing the costs of an excellent academic program with tuition, fundraising, endowment and church subsidy. This Target Goal meets all of the School-Wide Learning Expectations.

SWLE: See above.

Activities	Implementation	Person Responsible	Resources	Timeline	Assessment
<p>Using the Archdiocesan teacher salary scale, pay teachers a just and equitable wage.</p>	<ol style="list-style-type: none"> 1. Using 85% of Portland Public Schools as a baseline, move teachers' salaries up 1%-2% each year, depending on economic factors affecting the school. 2. Each year construct three budget scenarios highlighting necessary revenues to reach the stated goal. 3. Recommend a preferred budget to the Pastor with the necessary revenues needed to fund. 	<ul style="list-style-type: none"> • Principal • Bookkeeper • SAC • Pastor 	<p>None</p>	<p>Winter of 2008—86%-87% 2009—87%-89% 2010—88%-91% 2011—89%-93% 2012—90%-95%</p>	<ol style="list-style-type: none"> 1. Teachers salaries growing at a fiscally sound and just rate.

Target Goal: Keep The Madeleine School fiscally sound by balancing the costs of an excellent academic program with tuition, fundraising, endowment and church subsidy. This Target Goal meets all of the School-Wide Learning Expectations.

SWLE: See above.

Activities	Implementation	Person Responsible	Resources	Timeline	Assessment
Continue to grow designated and restricted accounts.	<ol style="list-style-type: none"> 1. Clearly define and communicate all designated and restricted accounts to all the stakeholders of The Madeleine School. 2. Set designated account balances based on Archdiocesan guidelines and pastor decisions. 3. As funds are disbursed, excess fundraising monies will be transferred at the end of the fiscal year to replenish and maintain restricted account balances. 	<ul style="list-style-type: none"> • Principal • Bookkeeper • SAC 	Excess fundraising dollars	August 2008-ongoing	<ol style="list-style-type: none"> 1. Publication of accounts and intent of each to all Madeleine stakeholders. 2. End of the year financial report. 3. Discussion at January State of the School address.

4. Marketing

Target Goal: Communicate the mission of the Madeleine School and insure the continued financial viability through effective marketing strategies. This Target Goal supports the Spiritual, Academic, Moral, Social, and Physical School-Wide Learning Expectations.

SWLE: By generating funds for tuition assistance, this target goal strives to treat everyone with respect and demonstrates the values of dignity of self and diversity. (SPIRITUAL and SOCIAL) The yearly state of the school report communicates what is happening in the school academically while the annual survey shows concern for the school community. (ACADEMIC and MORAL) The principal's coffee supports the goal of respecting all while listening with an open mind. (SOCIAL)

Activities	Implementation	Person Responsible	Resources	Timeline	Assessment
<p>Promote The Madeleine School to currently enrolled families.</p>	<ol style="list-style-type: none"> 1. Provide opportunities to share information on the Endowment Fund, the 5-year Plan, and the Accreditation process with the school community. 2. Schedule “principal coffees” three times a year to share and discuss various topics. 3. Conduct an annual survey of the school families to solicit feedback on the progress of the 5-year plan. 4. Plan a yearly “State of the School” report in January to include topics of interest for the current year and plans for the future. 5. Develop an internal referral program for recruiting new families. 	<ul style="list-style-type: none"> • Development Director • Principal • SAC Dev. Council member 	<p>None</p>	<p>January 2008-ongoing</p>	<ol style="list-style-type: none"> 1. Schedule principal coffees, State of the School address, etc. on yearly calendar. 2. Develop and distribute survey on 5-year plan.

Target Goal: Communicate the mission of the Madeleine School and insure the continued financial viability through effective marketing strategies.

SWLE: See above.

Activities	Implementation	Person Responsible	Resources	Timeline	Assessment
<p>Market The Madeleine School to the parish and community.</p>	<ol style="list-style-type: none"> 1. Update & maintain the website with school accomplishments, outreach programs and major school activities. 2. Celebrate the accomplishments and community outreach programs of the school via print media. Parish bulletin, neighborhood association, newsletters, the Star, etc... 3. Establish relationship with parish families starting from baptism through kindergarten via school news & letters from current students. 4. Establish relationships with Catholic parishes w/o schools, local middle schools and pre-schools. 5. Promote and advertise school Open House with above constituents. 	<ul style="list-style-type: none"> • Development Director • Webmaster • Principal • SAC marketing council member 	<ul style="list-style-type: none"> • Advertising budget • Bulk mail • Printing of marketing materials • Catering for Open House 	<p>January 2008-ongoing</p>	<ol style="list-style-type: none"> 1. Enrollment numbers are high and Madeleine is at full capacity.

5. Buildings and Grounds

Target Goal: Construct and maintain the buildings of The Madeleine campus to support the spiritual, academic and physical needs of the school community. This Target Goal supports the Spiritual, Academic, and Physical School-Wide Learning Expectations.

SWLE: By revising the Master Site Plan, Madeleine students will be provided with a better environment that contributes and supports academic excellence. (ACADEMIC) It will encourage them to take responsibility for the school facilities that they use (MORAL), while allowing them both interactive and individual learning spaces (SOCIAL) and varied areas for play and exercise (PHYSICAL).

Activities	Implementation	Person Responsible	Resources	Timeline	Assessment
<p>Revisit the master site plan, completed in 2003, to evaluate if it still meets the needs of the school as articulated in this 5-year plan.</p>	<ol style="list-style-type: none"> 1. Review the current master site plan. 2. Hold brainstorming sessions with faculty and parents to articulate needs for the future. 3. List needs that have been identified since the completion of the master site plan. 4. Form committee composed of Pastoral, Administrative, and School Advisory Council members to decide direction of master site plan. 5. Hire architect to design preliminary plan. 	<ul style="list-style-type: none"> • Principal • SAC 	<p>Fee for Architect</p>	<p>Fall 2009</p>	<ol style="list-style-type: none"> 1. Meetings are held. 2. If deemed appropriate, architect will be hired.

Target Goal: Construct and maintain the buildings of the Madeleine campus to support the spiritual, academic and physical needs of the school community.

SWLE: See above.

Activities	Implementation	Person Responsible	Resources	Timeline	Assessment
<p>Secure plan, permits and funding to complete all aspects of the “Field of Dreams” project.</p>	<ol style="list-style-type: none"> 1. Decide upon design and contractor to construct basketball court cover. 2. Install safety netting at the north end of the field. 3. Continue sale of inscribed bricks and install pending completion of basketball cover 4. Design and install green space courtyard. 5. Install fencing and regrind surface in basketball area. 	<ul style="list-style-type: none"> • Principal • Development Director 	<p>Monies collected from “Field of Dreams” capital campaign.</p> <p>School reserve accounts.</p>	<p>Spring 2007-Spring 2008</p>	<p>Project is completed.</p>

Target Goal: Construct and maintain the buildings of the Madeleine campus to support the spiritual, academic and physical needs of the school community.

SWLE: See above.

Activities	Implementation	Person Responsible	Resources	Timeline	Assessment
<p>Begin implementation of new master site plan.</p>	<ol style="list-style-type: none"> 1. Upon approval of a plan, a budget will be finalized. 2. Develop a capital campaign under the direction of the Development Director. 3. Following this plan, a committee will be formed to support the Development Director in fundraising. 4. A building committee to coordinate the renovation/construction will be formed. 5. The building committee will obtain bids, oversee construction, and manage the budget. 	<ul style="list-style-type: none"> • Principal • Development Director 	<p>Advertising Budget</p>		