

III. Strategic Goals

These are very broad visions of where you want to be in the future. Goal statements always begin with “We will...” For example: We will ensure that there is parental involvement in the various programs of the school.” Or “We will maintain affordable tuition so that persons wishing to avail themselves of a Catholic education at St. Mary’s School will be able to do so.”

Area of Planning _____

Goal #1

Goal #2

Goal #3

Goal #4

IV. Events: Duplicate for each goal

This section of planning invites you to indicate what has to happen in order for the goals to be achieved.

Please complete a separate Events sheet for each goal listed in Section III.

Area of Planning: _____

Goal Statement: _____

List the major (or critical) events which must occur if the goal is to be attained.

A. _____

B. _____

C. _____

D. _____

E. _____

F. _____

G. _____

H. _____

I. _____

J. _____

Purpose: The planning group collects and analyzes data, discerns challenges and opportunities facing the school formulates recommendations about the future of the school and proposes a timeline.

Note that the planning process invites new directions, strengthening of positive aspects of the total school picture and the addressing of challenges facing the school.

Last words of a dying organization:

BUT WE ALWAYS DID IT THIS WAY!

-Peter Drucker

The planning process must address opportunities and challenges in light of the school's mission and core values. Therefore, even new directions must be approved in light of what the school is all about.

For example, here are some non-negotiables:

Catholic identity
Academic Excellence
Effective Stewardship
Parental Involvement

Here are some negotiables:

Multicultural
Maintenance of current site
Governance
Grade configuration
Financing of the school
Curriculum/programs
Special needs

The board plays a critical role in determining the future of the school because of its:

Investment

Ownership

Vision

Ability to communicate

Ministerial role

I. Critical questions

The Board needs to ask itself some critical questions before it undertakes the task of strategic planning.

- A. Who/what is driving the plan?
 - The board?
 - The Administration?
 - Threats/opportunities?
 - Other outside forces?

- B. What will be the extent of the board's involvement?
 - Full board?
 - A committee of the board?

- C. What will be the depth of staff involvement?
 - Administration?
 - Teaching staff?
 - Non-teaching staff?

- D. What will be the involvement of others?
 - Parents?
 - Parish staff?
 - Other parish groups?
 - Parishioners?

- E. What is the feasibility of each area of the plan?
 - Staff involvement
 - Time/space
 - Resources

- F. How will the plan be evaluated?
 - Benchmarks
 - Effectiveness

II. Areas in need of planning: Identify below those areas in the school that need planning; for instance, "We need to find new sources of funding" or "We need to reduce class size". These areas will be used to identify goal statements.

SWOT Analysis

Occasionally, it helps when boards take a “reading” of where the school is at the present time. This can be done by identifying Strengths, Weaknesses, Opportunities, Threats. Often this can help the school to see areas in need of planning, determine timelines (is this a top priority?), and estimate current resources (e.g. identification of a strength which is currently not being marketed effectively).

Below is a SWOT frame. Try to limit items so as to make planning easier.

