

AMDCS Strategic Plan

Adopted by the Consultative Board, June 8, 2008

This draft has emerged from

- Preliminary meeting with AMDCS Consultative Board prior to AMDCS stakeholders meeting **Fall 2007**
- Stakeholders meeting **Fall 2007**
- Draft by CECS **Fall 2007**
- Work by AMDCS Consultative Board Committee **Fall-Winter 2007-08**
- Re-draft by AMDCS/DCS staff after direction of AMDCS Consultative Board **Feb 2008**

During the AMDCS strategic planning process, stakeholders identified the following areas for planning. These areas serve as the foundation for the following goals and action items.

- 1. Curriculum Enhancement/Student Achievement**
- 2. Effective AMDCS Advancement**
- 3. Financial Stability**
- 4. Facility Improvement**

The identified three goals of the Alliance of Mission District Catholic Schools are:

- 1. Curriculum Enhancement**
- 2. Tuition Endowment and Assistance**
- 3. Capital Repair and Renovation**

AMDCS MISSION STATEMENT

The Alliance of Mission District Catholic Schools creates a unique collaborative partnership that continues the 150-year tradition of educational excellence in the Archdiocese of San Francisco. The AMDCS educates elementary school students from the rich and diverse cultures of the Mission District. The Alliance welcomes Catholic students and students from a variety of faith traditions.

The Alliance of Mission District Catholic Schools collaborates with pastors, parents, faculty, stakeholders, and the wider community to offer a Catholic elementary school education which responds to the changing spiritual, intellectual, social, artistic, emotional, and physical needs of students – now, and for generations to come.

AMDCS VISION STATEMENT

The AMDCS actively embodies --in its collaborative operations and in community life of the member schools—the belief that “the work of the (Catholic) school is irreplaceable and the investment of human and material resources in the school become a prophetic choice ... it is still of vital importance even in our time [“Renewing OUR Commitment to Catholic Elementary and Secondary Schools in the Third Millennium” (June 2005, p. 15)

Thus, the AMDCS responds to those changing economic and demographic realities in San Francisco which affect our schools. The AMDCS responds by creating collaborative partnerships where 1) the results of these partnerships translate into increased accessibility of Catholic education for families who face major economic challenges; 2) where partnerships translate into additional resources to meet the diverse learning needs of inner city students and higher levels of achievement; and, 3) where partnerships translate as well into opportunities for student service to the wider community. In addition, the AMDCS collaborative partnerships produce strengthened and growing enrollments through the attraction of advanced, relevant curricular programs, the implementation of effective marketing efforts, solid financial and facility management systems, and, strong accountability and stewardship practices. While the vitality of each member school supports vitality of the others through collaborative decision making for the good of the entire AMDCS, each school community grows with pride for and rootedness in its unique charism, Catholic and educational heritage and identity.

Relationships among internal and external stakeholders, e.g., pastors, principals, faculties, parents, civic leaders, foundations and donors, alumni, friends, create the community of collaboration and support the AMDCS Mission . . . “now and for generations to come.”
(AMDCS Mission Statement)

AMDCS CORE VALUES

- Catholic identity, faith development and community service
- Educational excellence
- On-going professional development for all AMDCS faculty, staff, and administrators
- Respect for dignity and cultural diversity of each student and her/his individual needs
- Collaborative partnerships with pastors, principals, faculties, parents, civic leaders, foundations and donors, alumni, friends
- Support for parents/families desiring Catholic education for their children
- Access to Catholic schools for families who face major economic challenges (USCCB)

1. STRATEGIC PLAN FOR CURRICULUM ENHANCMENT AND STUDENT ACHIEVEMENT

- **GOAL A: To ensure and enhance basic and special programs at all AMDCS schools**

| Action Items | Implementation Steps | Persons Responsible | By When | Cost | Progress June 2009 | Progress June 2011 |
|---|---|---|--|---|---|--|
| 1. To explore and begin to implement programs that are needed to enhance 21 st century students' learning needs. | 1) review WASC action plans re: curriculum 2) analyze data from iRM's and other assessments re: current learning needs 3) plan program improvements for each school site | Executive Director; Principals; School leadership teams | 1) 9/08 2) 10/08 3) 11/08 – 3/09 | <i>negligible</i> | 1) Reports reviewed annually and annual In-Depth Studies submitted in June. 2) Data from iRM's was reviewed with Board in May 2009. 3) Not attempted | 1) In-Depth Studies were submitted in June 2011. 2) Data from iRM's was reviewed and used to develop differentiated instruction training. 3) DI Training in process. |
| 2. To plan for regular review and updating of instructional materials. | 1) identify resource, reference and learning/ instructional materials which need regular updating 2) create long term schedule/budget for replacing materials <i>(identified above)</i> 3) apply for grant funding | Executive Director; Principals; Business Manager | 1) 1/09 - 5/09 2) 5/09 - 8/09 | <i>materials purchase cost /dependent on planning</i> | 1) Ongoing process. Materials needed for <u>Step Up to Writing</u> purchased. 2) Not yet attempted 3) Rob Dalton continues to apply for grants for schools, students. | 1) Ongoing process. Instructional materials are reviewed for updating annually. 2) a) 6-year cycle of textbook updating is currently under review by the CA Dept. of Ed. 2) b) School operational budgets provide funding for updating materials. 3) Rob Dalton continues to submit grant applications. |

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| <p>3. To plan for regular review and updating of instructional technology.</p> | <p>1) conduct an inventory of instructional technology in use at each school site 2) create long term schedule/budget for updating technology <i>(identified above)</i> 3) apply for grant funding</p> | <p>Executive Director; Principals; Technology staff at member schools</p> | <p>1) 1/09 - 5/09 (to coincide with other instruct. Materials review) 2) 1/09-5/09 3) 5/09</p> | <p><i>purchase of technology equipment /dependent on planning</i></p> | <p>1) Individual school inventory updated each year. 2) Not yet attempted. 3) Grants continue to be submitted on an ongoing basis.</p> | <p>1) Individual schools update inventory annually and purchase new equipment as funds become available. 2) Long-term budget has not been created at this point. 3) Rob Dalton continues to submit grants to foundation.</p> |
| <p>4. To plan for and create a schedule for cyclical textbook updates.</p> | <p>1) create a calendared cyclical plan for AMDCS textbook replacement 2) create a long term plan for grant solicitation for textbooks 3) apply for grant funding</p> | <p>Executive Director; Principals; Business Manager, Advancement Director</p> | <p>1) 9/08 2) 9/08 3) 10/08</p> | <p><i>purchase of textbooks/ dependent on planning</i></p> | <p>1) Not yet attempted. 2) Not yet attempted 3) No specific grants submitted.</p> | <p>1) 6-year cycle of textbook updating is currently under review by the CA Dept. of Ed. 2) Not yet attempted 3) Application for grant funding continues via the efforts of Rob Dalton.</p> |
| <p>5. To access all available federal and state educational resources for curriculum, professional development and instructional materials.</p> | <p>1) review with NCLB Coordinator other available programs not yet accessed 2) annually review needs and title grants for annual site plan submission</p> | <p>NCLB Coordinator Principals</p> | <p>1) 1/09 2) 1/09</p> | <p>Salary NCLB coordinator divided by # of schools each year</p> | <p>1) Not yet addressed. 2) Annual review of available Federal Funds occurs in the spring of each year.</p> | <p>1) Hired NCLB Coordinator Bonnie Senteno, who is working with schools. 2) SFUSD along with Bonnie Senteno and now Nina Russo review site plans for title programs.</p> |

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| <p>6. To explore and begin to implement enrichment and special programs.</p> | <p>1) identify additional enrichment/special programs which would enhance curriculum, meet student needs ,and be attractive to parents 2) develop long term plan for program implementation 3) apply for grant funding</p> | <p>Executive Director; Principals, Advancement Director, Business Manager</p> | <p>1) 4-5/09 2) 4-5/09</p> | <p><i>personnel salary and materials/ dependent on program planning</i></p> | <p>1) Not yet attempted. 2) Not yet attempted. 3) Not yet attempted.</p> | <p>1) A plan for Successful Student Teams protocol was developed in 2007. Implementation continues at each school. 2) Implementation is ongoing and development of resource programs and teachers at each school site continues. 3) None submitted as of now.</p> |
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- **GOAL B. To promote and provide on-going educational leadership development targeted to impact student achievement.**

| Action Items | Implementation Steps | Persons Responsible | By When | Cost | Progress June 2009 | Progress June 2011 |
|---|--|--|----------------------------------|---|---|--------------------------------|
| 1. To provide training for "Differentiated Instruction" (DI) for all principals. | 1) implement monthly review of DVD training series "Leadership for DI" (ASCD) | Executive Director; consultants | 11/08 - 8/09 | <i>grant money obtained 2008 (secured)</i> | 1) completed | 1) Completed. |
| 2. To provide leadership training for identified "trainers" in each member school. | 1) secure funding for DI "train the trainer" program through ASCD 2) begin "train the trainer" program with identified leader/trainers in each school | Executive Director; Principals, Advancement Director, Business Manager | 1) 5/08 -11/08 2) 1/09 - 9/09 | <i>grant money obtained 2008-09 (pending)</i> | 1) Funding secured. 2) Teachers and principals trained Jan 09 – May 09. Teachers begin training in August 09. | 1) Completed. 2) Completed. |
| 3. To provide training for DI implementation for all AMDCS member faculties through leader/trainers at each school site and where appropriate in PLCs | 1) determine with trainer leaders the program for AMDCS DI implementation 2009-10 2) begin DI faculty intensive training | Executive Director; Principals | 1) 6/09 - 9/09 2) 9/09 - 6/10 | <i>grant money obtained 2008-09 (pending)</i> | 1) Completed. 2) Training begins August 2009 | 1) Completed. 2) Completed. |

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| <p>4. To review and implement effective teacher supervision models in all AMDCS members.</p> | <p>1) share current supervision models in use among AMDCS principals 2) review and discuss “best practices” in supervision” 3) select supervision model(s) for implementation and process for accountability</p> | <p>Executive Director; Principals</p> | <p>1) 10/10 2) 11/10 3) 1-2/11</p> | <p><i>negligible</i></p> | <p>1) No progress to date. 2) No progress to date. 3) Nothing to date.</p> | <p>1) Alliance principals share regularly their successes in implementing various supervision models. 2) Regularly at Alliance principal meetings best practices in supervision are shared. 3) No one supervision model has been selected for implementation in the Alliance schools. Several models are used in the schools.</p> |
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- **GOAL C. To meet the needs of students with special learning needs.**

| Action Items | Implementation Steps | Persons Responsible | By When | Cost | Progress June 2009 | Progress June 2011 |
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| 1. To implement the new Archdiocesan "Successful Students Protocol". | 1) (See steps in Archdiocesan "Successful Students Protocol") | Executive Director; Principals; Resource Teachers, Classroom Teachers | 1) 9/08 /on-going | <i>negligible</i> | 1) Principals and teachers trained in SSP | 1) Completed. |
| 2. To identify resource teachers and services to meet the needs of students. | 1) AMDCS principals identify resource teacher for school | Executive Director; Principals | 1) 9/08/ on going | <i>negligible</i> | 1) Some schools have Resource teachers n staff. | 1) All Alliance schools have identified students with special learning needs and have moved to meet those specific student learning needs through a variety of resources, i.e. a resource teacher (PT/FT), Title I, USF tutors, etc. |
| 3. Train teachers in use of "Successful Students Training Module" To annually re-train faculty in use of "Protocol" | 1) Conduct training 2) Schedule annual training | member Resource teacher Special needs/ resource teacher | 1) and 2) each September/on-going | <i>negligible</i> | 1) New teachers need to be trained on SST using Module. 2) Training to be schedule at each school in fall 2009 | 1) All principals and all resource teachers have been trained in the SST module. 2) Ongoing training at the school site. |

- **GOAL D: To analyze standardized test scores in order to positively improve academic achievement.**

| Action Items | Implementation Steps | Persons Responsible | By When | Cost | Progress June 2009 | Progress June 2011 |
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| 1. To continue to provide professional development for teachers and principals in the areas of professional learning communities, instructional strategies, DI, and assessment related to the use of ITBS scores. | [see SP Goal B #1-3, and <i>in addition</i>] 1) pilot the coordination CA State Standards, "Power Standards", and ITBS scores through the 2008-09 PLC planning process for Math | Executive Director; Principals, (WCEA-WASC) School Leadership Teams | 1) Spring 08-5/ 09 2) on-going for each academic cycle | \$250.00 bks. for administrators consultant through NCLB funding | 1) Completed. PLC will continue into this year. | 1) Continued training for administrators in the use of ITBS scores. 2) Continued work on curriculum mapping. |
| 2. To develop a local plan for each AMDCS member for analysis and use of ITBS scores via <i>iRM's</i> (<i>internet based software program provided by ITBS</i>) for planning, instruction, and improving student achievement. | 1) fold the use of <i>iRM's</i> into PLC process for Math 2008-09 (see above) 2) use the 2008-09 learning process to build ITBS results into all curriculum planning | Executive Director; Principals; (WCEA-WASC) School Leadership Teams; Associate Superintendent for Curriculum | 1) Fall 08 2) cyclical review as needed | <i>possible cost of in-service by Riverside for ITBS/iRM's usage</i> | 1) Not yet addressed. 2) Not yet addressed. | 1) In process. 2) In process. |

2. STRATEGIC PLAN FOR EFFECTIVE AMDCS ADVANCEMENT

- GOAL A: To increase the effectiveness of AMDCS Development

| Action Items | Implementation Steps | Persons Responsible | By When | Cost | Progress June 2009 | Progress June 2011 |
|---|--|--|---|-------------------|--|---|
| 1. To develop and implement a comprehensive Advancement Plan which includes development and marketing (for Marketing, see GOAL B below) | 1) draft Advancement Plan 2) review of Plan by Marketing Committee 3) implement plan 4) revise timeline as needed 5) Revise strategies as results are known. | Executive Director; AMDCS Board, Blue Ribbon Committee, AMDCS Marketing Committee | 1) 03/08 2) 03/08 3) 03/08 ongoing 4) annual 5) ongoing | <i>negligible</i> | 1) Draft of Plan for 2008 – 2011 ready for Board review. | 1) No progress; on hold. 2) No progress; on hold. 3) No progress; on hold. 4) Rethink. |
| 2. To develop guidelines for Tuition Assistance disbursements received through AMDCS development efforts. | 1) review Archdiocesan policies and procedures 2) consult and DCS staff, AMDCS Member principals 3) draft guidelines 4) review & revision by board committees 5) adopt | AMDCS Board committees: Marketing, Policy, Finance | 1) 02/08 2) 05/08 3) 06/08 4) 08/05 5) 11/08 | <i>negligible</i> | 1) Review completed. 2) Consultation completed. 3) Draft policy prepared 4) Presented to Consultative Board 5) Policy approved Policy - 4.VI. | 1) Completed. 2) Completed. 3) Completed. 4) Completed. 5) Completed. |

- **GOAL B: To broaden positive public image and awareness of the AMDCS.**

| Action Item | Implementation Steps | Persons Responsible | By When | Cost | Progress June 2009 | Progress June 2011 |
|---|--|---------------------------------|--|--|--|--|
| 1. In coordination with the comprehensive advancement plan (see GOAL A above), to develop and implement an AMDCS Marketing Plan | 1) identify perceptions & needs 2) meet with principals to discover member school marketing strategies 3) meet with CECS to draft plan 4) review of draft by AMDCS Marketing Committee 5) revise draft plan. 6) adopt plan 7) revise strategies & timelines as results are known | AMDCS Board Marketing Committee | 1) 02/08 2) 02/08 3) 05/08 4) 05/08 5) 06/08 6) 08/08 7) ongoing | <i>dependent on need for publications to meet marketing strategies</i> | Policies on marketing developed and approved Policy 4.2. Draft 4D of Marketing Plan, 8/18/08 | Relook at Policy 4.2 and Draft 4D of Marketing Plan for next year. |

3. STRATEGIC PLAN FOR FINANCIAL STABILITY

- **GOAL A: To develop a centralized system of financial management and oversight for the AMDCS.**

| Action Items | Implementation Steps | Persons Responsible | By when | Cost | Progress June 2009 | Progress June 2011 |
|--|--|---|--|------|---|--|
| 1. To develop an AMDCS business plan. | 1) Use information from Strategic Plan, Advancement Plan, Marketing Plan and research to develop plan | Business Manager Executive Director | 1) 1/09 | | Not yet addressed. | A letter of interest was submitted to USF inquiring about a new interest in assisting with developing a business plan. |
| 2. To explore possible financial management service providers and financial structures for the AMDCS (e.g., FACTS) | 1) FACTS/SMART in place at majority of AMDCS Schools. 2) Work with new member schools to transition to tuition management 3) Research benefits of centralized bookkeeping and personnel 4) make proposal to Board based on research | Executive Director, AMDSCS Finance Committee; Business Manager | 1) 5/08 2) on-going 3) 2/09 4) 2/09 | | 1) Completed for 09-10 2) On going 3) Richard Lee conducting research. 4) Not yet addressed. | 1) Completed. 2) Completed. 3) Richard Lee continues to work with site principals and bookkeepers to update their skills. 4) Push back the date as more research is needed. |
| | 1) Review history and data for tuition & fee structures 2) Develop models/scenarios for study regarding impact on schools 3) Create recommendation to Board 4) Act on recommendation | Business Manager; Executive Director; AMDSCS Finance Committee; principals | 1)7/08 -10/08 2) 10/08 -11/08 3) 12/08 4) 1/09 - 6/09 and summer 09-ongoing | | 1) Not yet addressed. | 1) Annette Brown developed a 5-year history of tuition and fees for each school. Analysis of those fee structures has not been undertaken. 2) Models/scenarios have not been developed. 3) Not yet addressed. 4) Not yet addressed. |

• **GOAL B: To ensure long- term financial stability for the AMDCS (member schools).**

| Action Items | Implementation Steps | Persons Responsible | By when | Cost | Progress June 2009 | Progress June 2011 |
|---|---|---|--|------|--|--|
| <p>1. To explore and implement the financial recommendations indicated by the USCCB in “Renewing Our Commitment to Catholic Elementary and Secondary Schools in the Third Millennium” which call for the financial participation of “the entire church.”</p> <ul style="list-style-type: none"> • to explore possible financial relationships between AMDCS members and all Archdiocesan parishes • to seek out program partnerships with Catholic universities | <p>1) develop reflection process on USCCB document for AMDCS Board and other significant groups whose decision making affect the AMDCS in context of the CCC request to the Bishops (4/08) and SF Archdiocesan Catholic School Study report (08)</p> <p>2) generate possible parish financial connections</p> <p>3) pursue larger Bay area University connections for various collaborative efforts</p> | <p>Executive Director, Archbishop, Council of Priests, Superintendent</p> | <p>1) 8/08</p> <p>2) fall 2008</p> <p>3) 8/08 and on-going</p> | | <p>1) Reflection process developed via PPT presentation.</p> <p>2) Not yet addressed.</p> <p>3) Several projects with USF have been implemented for schools in 2007 - 2009</p> | <p>1) Reflection process developed via PPT presentation. No additional progress.</p> <p>2) Not yet addressed.</p> <p>3) Continued work with USF in developing program components for Alliance schools. A request has been sent to USF for additional assistance in financial planning.</p> |
| <p>2. To establish an endowment for tuition assistance.</p> | <p>1) adopt and revise annual Advancement Plan, devise strategies for identifying, cultivating, and soliciting prospects</p> | <p>AMDACS Finance Committee, “Blue Ribbon Committee”</p> | <p>1) on-going</p> | | <p>1) Not revised or reviewed.</p> | <p>1) Efforts to increase the Archdiocesan Education Endowment continue.</p> |

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| <p>3. To research and implement cost saving initiatives, e.g., collective purchasing.</p> | <p>1) identify and prioritize areas for collective purchasing 2) research best use of vendors for collective purchasing agreements 3) begin process of collective purchasing</p> | <p>Business Manager; AMDCS Finance Committee , Principals</p> | <p>1) 8/08- 1/09 2) 8/08-1/09 3) Spring 09</p> | | <p>1) Business Manager is researching possible areas for group purchase. 2) On going. 3) Not yet addressed.</p> | <p>1) Richard Lee has conducted research on collective purchasing opportunities without successful implementation. 2) The research has been completed; vendors not selected. 3) Not able to move forward at this time.</p> |
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4. STRATEGIC PLAN FOR FACILITY IMPROVEMENTS

- **GOAL A: To address needed capital improvements and deferred maintenance in AMDCS (member schools).**

| Action Item | Implementation Steps | Person Responsible | By when | Cost | Progress June 2009 | Progress June 2011 |
|--|--|---|--|-------------|--|--|
| 1. To develop a facility master plan based on assessment of each school and prioritized needs. | 1) obtain results of committee audit and list of priority needs by school 2) committee prioritize AMDCS capital improvement needs and submit to Board 3) solicit funding | AMDCS Facilities Committee AMDCS Board | 1) 8/08 2) 9/08 3) 10/08 | | 1) Facility audits in process. 2) Not yet addressed. 3) Grant writing continues for various needs. | 1) Completed. 2) Capital improvement needs have been submitted to the pastors and principals by Steve Kalpakoff. 3) Not yet addressed. |