

## Bishop's Strategic Plan for the Catholic Schools



### The Diocese of Spokane 2008-2011

**Mission Statement:** With Jesus as our Savior our schools make available a Catholic Education to all who desire it and strive to educate, evangelize and form globally responsive servant leaders, in light of Gospel values.

Our key values are:

- Care for all Creation
- Commitment to Cooperation, Collaboration and Community
- Commitment to the role of parents as primary educators
- Education and Formation of the Whole Child
- Honor Diversity
- Option for the Poor and Vulnerable
- Respect for the Life and Dignity of the Human Person

**Vision Statement:** A Community working together to provide a collaborative network of Catholic schools that transforms students into tomorrow's leaders by awakening the light of Christ in them today.

## **GOALS**

- Goal 1. Strengthen the Catholic identity and mission of Catholic schools.**
- Goal 2. Strengthen the religious education and academic quality of Catholic schools.**
- Goal 3. Make Catholic schools available to all who desire it.**
- Goal 4. Work with Catholic colleges and universities to address the staffing of Catholic schools**
- Goal 5. Broaden the financial support of Catholic schools beyond the parishes with schools and the families who use them.**
- Goal 6. Use governance structures in Catholic schools which involve persons with a wide range of talents.**
- Goal 7. Improve the salary and benefits package available to Catholic school employees.**
- Goal 8. Create/expand advocacy networks to work for the just and equitable treatment of Catholic school parents, students, and teachers in publicly-funded educational programs.**
- Goal 9. Convene gatherings of educational, business, and community leaders to address the challenges of Catholic schools.**
- Goal 10. Provide safe and up-to-date school facilities.**
- Goal 11. Understand the many implications of the new diocesan organizational structure.**

**Goal 1. Strengthen the Catholic identity and mission of Catholic schools.**

**1-A Affirm a shared vision for the future direction of Catholic School ministry in the Diocese of Spokane.**

Strategy	Timeline
1-A-1 The Diocesan Office of Education will facilitate the review of the current Mission Statement and the suggested revised statement with the DSAC.	Fall, 2008
1-A-2 The Diocesan School Office will facilitate the review of the current Vision Statement with the DSAC.	Fall, 2008

**1-B Examine all school events and activities in light of the diocesan and local school vision and mission statements.**

Strategy	Timeline
1-B-1 The Diocesan Office of Education personnel will incorporate the current Mission Statement and Vision Statement into correspondence and publications from the Diocesan Office of Education.	ongoing
1-B-2 The Diocesan Office of Education will develop a process and instrument to be used by schools and the Diocesan Office of Education to examine school events and activities in light of the diocesan and local school vision and mission statements.	January, 2009

**1-C Provide information/in-service programs to develop general understanding regarding the importance of the mission of the Catholic school ministry in the Diocese of Spokane.**

Strategy	Timeline
1-C-1 The Diocesan Office of Education will formulate an inservice that will focus on the importance of the mission of the Catholic school ministry in our diocese.	Completed
1-C-2 The Diocesan Office of Education will present the inservice to pastors, principals, and other members of the Diocesan School Advisory Council.	Completed
1-C-3 The Diocesan Office of Education will develop materials and a power point so that principals could present the inservice to their faculty, staff, and local advisory councils.	Completed
1-C-4 The Diocesan Office of Education will make itself available to make similar presentations to local parent groups, etc.	Ongoing

**1-D Begin a dialogue with the DSAC and local School Advisory Councils regarding the role of Catholic Schools in the Diocese of Spokane during the 21st Century.**

Strategy	Timeline
1-D-1 The Diocesan Office of Education will facilitate the formulation of a survey for the pastors and principals regarding the role of Catholic schools into the future.	Completed
1-D-2 The Diocesan Office of Education will use the survey results to begin a dialogue during the January DSAC meeting.	Completed

**1-E Promulgate Church documents regarding Catholic Schools to parents, teachers, etc**

<b>Strategy</b>	<b>Timeline</b>
<b>1-E-1</b> The Diocesan School Advisory Council Executive Committee will develop a purpose statement regarding Catholic schools.	<b>Fall, 2008</b>
<b>1-E-2</b> The Diocesan Office of Education will post on our diocesan website the WSCC statement on Catholic schools.	<b>Fall, 2008</b>
<b>1-E-3</b> The Diocesan Office of Education will make available to the school principals and teachers copies of the various Church documents pertaining to Catholic schools.	<b>Ongoing</b>
<b>1-E-4</b> The Diocesan Office of Education will request that schools disseminate the documents to parents in a variety of ways.	<b>Annually</b>
<b>1-E-5</b> The Diocesan Office of Education will post links to all available USCC documents pertaining to Catholic schools on the diocesan website.	<b>Completed</b>
<b>1-E-6</b> The Bishop will encourage pastors to be actively involved in the daily school ministry by visiting the classrooms on a regular basis, periodically teaching special religion classes, having lunch with students in the cafeteria, greeting the students and their parents before and after school, etc.	<b>Ongoing</b>

**1-F Hire certificated teachers committed to ministering in Catholic Schools**

<b>Strategy</b>	<b>Timeline</b>
<b>1-F-1</b> The Diocesan Office of Education will formulate a series of interview questions that will help principals determine whether or not prospective teachers are truly committed to serving in Catholic schools.	<b>February, 2009</b>
<b>1-F-2</b> The Diocesan Office of Education will formulate a survey to be included with teacher application materials that will give the principals some insight into the teacher's rationale for applying to the Catholic schools.	<b>February, 2009</b>
<b>1-F-3</b> The Diocesan Office of Education will encourage pastors to take an active role in the interviewing and hiring of teachers in the local school communities.	<b>Spring, 2009</b>
<b>1-F-4</b> The Diocesan School Advisory Council will explore a process to affirm and thank our teachers who serve the Catholic schools in the Diocese	<b>Fall, 2008</b>
<b>1-F-5</b> The DSAC Executive Committee will present the appreciation process to the DSAC for recommendation to the Bishop.	<b>Fall, 2008</b>
<b>1-F-6</b> The Diocesan Office of Education will work closely with Gonzaga University to develop a teacher preparation strand that focuses on teaching in a Catholic school.	<b>Ongoing</b>
<b>1-F-7</b> The Diocesan Office of Education will work closely with Gonzaga University to develop a principal preparation program strand that focuses on being an administrator in a Catholic school.	<b>Ongoing</b>
<b>1-F-8</b> The Diocesan Office of Education will continue to work with both the schools and Gonzaga University to enhance the annual Teacher of the Year and Breakfast with the Bishop celebration	<b>Ongoing</b>

**1-G Develop and implement an educational program to assist pastors, clergy, seminarians, teachers, parents, and parishioners to more fully understand the role of Catholic Schools in the evangelizing Church**

<b>Strategy</b>	<b>Timeline</b>
<b>1-G-1</b> The Diocesan Office of Education will formulate a presentation that focuses on the role of Catholic schools in the evangelizing Church	<b>Summer, 2008</b>

<b>1-G-2</b> The Diocesan Office of Education will make staff available to make presentations throughout the diocese on the role of Catholic schools in the evangelizing Church	<b>Ongoing</b>
<b>1-G-3</b> The Diocesan Office of Education will make available written materials regarding the role of Catholic schools in the Church	<b>Ongoing</b>

**10-H Provide educational sessions regarding the Catholic school ministry during each of the three annual Diocesan School Advisory Council meetings**

<b>Strategy</b>	<b>Timeline</b>
<b>1-H-1</b> The Diocesan Office of Education will incorporate time into all DSAC meeting agendas regarding the Catholic school ministry	<b>Ongoing</b>
<b>1-H-2</b> The Diocesan Office of Education will formulate 15 to 20 minute in-service trainings for all DSAC meetings regarding Catholic schools	<b>Ongoing</b>
<b>1-H-3</b> The Diocesan Office of Education will seek out a variety of presenters to speak about Catholic schools during the Diocesan School Advisory Council meetings	<b>Ongoing</b>

**1-I Define Catholic Identity**

<b>Strategy</b>	<b>Timeline</b>
<b>1-I-1</b> The Diocesan Office of Education will identify publications that define Catholic Identity and make those publications available to the schools	<b>Fall, 2008</b>
<b>1-I-2</b> The Diocesan Office of Education will develop a presentation describing characteristics of a school that exhibits a high level of Catholic Identity	<b>Fall, 2008</b>

**1-J Periodic Events to Celebrate Our Catholic Identity**

<b>Strategy</b>	<b>Timeline</b>
<b>1-J-1</b> The DSAC will dialogue about various events that might be held to celebrate our Catholic Identity	<b>2008 - 2009</b>
<b>1-J-2</b> The DSAC will appoint a committee to facilitate an annual event	<b>Fall, 2008</b>

**Goal 2. Strengthen the religious education and academic quality of Catholic schools.**

**2-A Collaboratively hire Art, Music, Band, and P.E. teachers in the Catholic schools in the Diocese of Spokane**

<b>Strategy</b>	<b>Timeline</b>
<b>2-A-1</b> The Diocesan Office of Education will facilitate a dialogue during a Principals' Meeting regarding whether the principals are interested in working collaboratively with the hiring of fine arts and physical education personnel.	<b>September, 2008</b>

**2-B Extend the actual annual student contact hours**

<b>Strategy</b>	<b>Timeline</b>
<b>2-B-1</b> The Diocesan Office of Education will research the benefits of extended student contact hours.	<b>Summer 2008</b>
<b>2-B-2</b> The Diocesan Office of Education will facilitate an initial dialogue among the principals regarding the benefits and the implications of extending the annual	<b>Fall 2008</b>

student contact hours.	
<b>2-B-3</b> The Diocesan Office of Education will present the research and a summary of the initial principal dialogue to the full Diocesan School Advisory Council for further dialogue.	<b>Fall 2008</b>
<b>2-B-4</b> The Diocesan School Advisory Council will make a recommendation to Bishop regarding the extension of the annual student contact hours.	<b>February 2009</b>

**2-C Provide effective curricula driven by our strong Catholic identity for Catholic school ministry in the Diocese of Spokane.**

<b>Strategy</b>	<b>Timeline</b>
<b>2-C-1</b> The Diocesan Office of Education will continue to research current curriculum development practices.	<b>Ongoing</b>
<b>2-C-2</b> The Diocesan Office will facilitate curriculum development procedures in the diocese.	<b>Ongoing</b>
<b>2-C-3</b> The Diocesan Office of Education will facilitate annual curriculum articulation meetings between the Spokane area Catholic schools and Gonzaga Prep.	<b>Ongoing</b>
<b>2-C-4</b> The Diocesan Office of Education will encourage local schools to become involved in curriculum articulation meetings with their local public middle schools and high schools.	<b>Ongoing</b>
<b>2-C-5</b> The curriculum committees will insure that a strong Catholic identity component is infused into all diocesan formulated curricula	<b>Ongoing</b>
<b>2-C-6</b> The Diocesan Office will provide professional development focusing on assessment and the use of assessment for instruction.	<b>Ongoing</b>
<b>2-C-7</b> The Diocesan Office of Education will form a standardized testing committee to review the current testing program and make recommendations regarding future diocesan-wide testing programs.	<b>Fall 2008</b>

**2-D Ongoing participation in the WCEA/NAAS accreditation process.**

<b>Strategy</b>	<b>Timeline</b>
<b>2-D-1</b> The Diocesan Office of Education will formulate a statement regarding the benefits of school accreditation	<b>Summer 2008</b>
<b>2-D-2</b> The Diocesan Office of Education will provide ongoing training regarding the WCEA/NAAS accreditation process to principals, teachers, parents, and school advisory councils	<b>Ongoing</b>
<b>2-D-3</b> The Diocesan Office of Education will provide ongoing school training regarding the WCEA/NAAS accreditation process	<b>Ongoing</b>
<b>2-D-4</b> The Diocesan Office of Education will provide ongoing team training regarding the WCEA/NAAS accreditation process	<b>Ongoing</b>
<b>2-D-5</b> The Diocesan Office of Education will provide ongoing team chair training regarding the WCEA/NAAS accreditation process	<b>Ongoing</b>
<b>2-D-6</b> The Diocesan Office of Education will monitor annual school progress regarding the individual school Action Plans and Key Areas for Growth	<b>April 15<sup>th</sup> Annually</b>

**2-E Meet the individual needs of the students**

<b>Strategy</b>	<b>Timeline</b>
<b>2-E-1</b> The Diocesan Office of Education will facilitate a dialogue between the individual schools and the local public school personnel responsible for IDEA	<b>Annually</b>
<b>2-E-2</b> The Diocesan Office of Education will provide ongoing professional development focused on Differentiated Learning/Instruction to both teachers and principals	<b>Ongoing</b>

**2-F Develop a comprehensive plan for the future deployment and use of computer technology in teaching, learning, and management within the schools in the Diocese of Spokane.**

Strategy	Timeline
<b>2-F-1</b> The Diocesan Office of Education will contract with a technology company to provide a comprehensive technology assessment of all schools	<b>2011</b>
<b>2-F-2</b> The Diocesan Office of Education will encourage schools to apply for E-rate funding	<b>Ongoing</b>
<b>2-F-3</b> The Diocesan Office of Education will formulate and maintain an updated and E-Rate approved Technology Plan	<b>Every Three Years</b>
<b>2-F-4</b> The Diocesan Office of Education will facilitate a dialogue among the schools and the Diocesan Computer Department regarding the future vision for the use of technology in the Diocese of Spokane	<b>Fall 2008</b>
<b>2-F-5</b> The Diocesan Office of Education will continue to facilitate ongoing professional development for teachers and principals regarding the use and integration of technology in the teaching-learning process	<b>Ongoing</b>

**2-G Motivate faculty and staff**

Strategy	Timeline
<b>2-G-1</b> The Diocesan Office of Education will facilitate a committee to explore ways of providing ongoing affirmation to our teachers and support personnel	<b>Fall, 2008</b>
<b>2-G-2</b> The Diocesan Office of Education will formulate strategies to more effectively build and strengthen community among the teachers and staff within the Catholic schools in the Diocese of Spokane	<b>Summer, 2008</b>

**2-H Design a staff development plan to assist with Catholic identity**

Strategy	Timeline
<b>2-H-1</b> The Diocesan Office of Education will work with the Diocesan Curriculum Council to formulate a three year staff development plan for the teachers, administrators, and preschool/child care personnel	<b>Fall 2008</b>

**2-I Educate teachers and principals in the area of effective schools research and planning**

Strategy	Timeline
<b>2-I-1</b> The Diocesan Office of Education will seek out current research regarding effective schools	<b>2008-2009 school year</b>
<b>2-I-2</b> The Diocesan Office of Education will organize the research so that it can be used for ongoing professional development	<b>2008-2009 school year</b>
<b>2-I-3</b> The Diocesan Office of Education will develop strategies to promulgate the research to the teachers and principals which may include workshops presentations, handouts, etc	<b>2008-2009 school year</b>

### **Goal 3. Make Catholic schools available to All Who Desire It**

**3-A Survey parish communities that do not currently have a Catholic School available to them to determine if there is a need and desire for a Catholic school in their community**

<b>Strategy</b>	<b>Timeline</b>
<b>3-A-1</b> The Diocesan Office of Education will facilitate the formulation of a survey	<b>Fall 2008</b>
<b>3-A-2</b> The Diocesan Office of Education will facilitate the mailing of the survey to all parishes that currently do not have schools	<b>Fall 2008</b>
<b>3-A-3</b> The Diocesan Office of Education will facilitate the tabulation and interpretation of the survey responses and present the findings to the Diocesan School Advisory Council	<b>Spring 2009</b>
<b>3-A-4</b> The Diocesan Office of Education will facilitate a dialogue among the members of the DSAC regarding the survey results	<b>Spring 2009</b>
<b>3-A-5</b> The Diocesan Office of Education will present the finding to Bishop Skylstad for his review	<b>Spring 2009</b>

**3-B Assess the viability of future Catholic schools in new population growth areas**

<b>Strategy</b>	<b>Timeline</b>
<b>3-B-1</b> The Diocesan Office of Education will access and research demographic data for Spokane County	<b>Winter 2009</b>
<b>3-B-2</b> The Diocesan Office of Education will compare the demographic data with the survey data	<b>Spring 2009</b>
<b>3-B-3</b> The Diocesan Office of Education will prepare the comparison data in a summary format and present the data to the Diocesan School Advisory Council	<b>Spring 2009</b>

**3-C Create culturally diverse schools**

<b>Strategy</b>	<b>Timeline</b>
<b>3-C-1</b> The Diocesan Office of Education will form a Cultural Diversity Committee	<b>Fall 2008</b>
<b>3-C-2</b> The Diocesan Cultural Diversity Committee will formulate a survey to determine what the schools are currently doing to create a culturally diverse local school community	<b>Fall 2008</b>
<b>3-C-3</b> The Diocesan Cultural Diversity Committee will formulate a Diversity Plan based upon the needs identified by the survey	<b>Winter 2009</b>
<b>3-C-4</b> The Diocesan Cultural Diversity Committee will begin a dialogue with Mukogawa College regarding the establishment of a formal partnership between Mukogawa and the Catholic schools in the Spokane area	<b>Spring 2009</b>
<b>3-C-5</b> The Diocesan Cultural Diversity Committee will invite speakers to present to both the principal group and the Diocesan School Advisory regarding strategies that might be employed by the schools to be more welcoming to people of various racial and ethnic backgrounds	<b>2009-2010 school year</b>
<b>3-C-6</b> The Diocesan Office of Education will research options for providing foreign language studies in our Catholic elementary and secondary schools	<b>2009-2010 School Year</b>
<b>3-C-7</b> The Diocesan Office of Education will encourage schools to provide foreign language study for all children in grades pre-K to 12	<b>Spring 2009</b>

### 3-D Increase Enrollment

Strategy	Timeline
<b>3-D-1</b> The Diocesan Office of Education will research strategies used by other diocese to solicit and ultimately increase student enrollment in the schools	<b>2009-2010 School Year</b>
<b>3-D-2</b> The Diocesan Office will facilitate the training of local school personnel in strategies to increase student enrollment	<b>2008-2009 School Year</b>
<b>3-D-3</b> The Diocesan Office of Education will more effectively use the Diocesan Website to attract potential students into the Catholic schools in the Diocese of Spokane	<b>2008-2009</b>

### 3-E Develop a diocesan-wide survey regarding Catholic schools

Strategy	Timeline
<b>3-E-1</b> The Diocesan Office of Education will formulate a survey to determine general understanding and expectations regarding Catholic schools in the Diocese of Spokane	<b>Spring 2008</b>
<b>3-E-2</b> The Diocesan Office of Education will publish the survey in the inland Register	<b>Spring 2008</b>
<b>3-E-3</b> The Diocesan Office of Education will facilitate the tabulation and interpretation of the survey results and present it to the DSAC	<b>Summer 2008</b>

### 3-F Design a public relations/marketing campaign for Catholic Schools in the Diocese of Spokane

Strategy	Timeline
<b>3-F-1</b> The Diocesan Office of Education will establish a Marketing/Development Committee	<b>Completed</b>
<b>3-F-2</b> The Diocesan Marketing/Development Committee will formulate a Diocesan Marketing/Development Plan for the diocese	<b>2008-2009 School Year</b>
<b>3-F-3</b> The Diocesan Marketing/Development Committee will design a marketing campaign for the Catholic schools in the Diocese of Spokane	<b>2009-2010</b>
<b>3-F-4</b> The Diocesan Marketing/Development Committee will seek outside funding to support the Diocesan Marketing Campaign	<b>2009-2010</b>
<b>3-F-5</b> The Diocesan marketing/development plan and the marketing campaign to the DSAC for review and recommendation to Bishop Marketing/Development Committee will present the	<b>Winter 2009-2010</b>

### 3-G Approach pastors of other Christian churches to solicit enrollment from protestant congregations and home-schoolers

Strategy	Timeline
<b>3-G-1</b> The Diocesan Office of Education will facilitate a discussion during a DSAC meeting regarding the concept of inviting other denominations to send their children to our Catholic schools	<b>Fall 2008</b>
<b>3-G-2</b> The Diocesan Office of Education will formulate a presentation to pastors of other denominations regarding the benefits of Catholic schools in our greater Spokane community	<b>Spring 2009</b>
<b>3-G-3</b> The Diocesan Office of Education will form and facilitate a committee to identify potential church communities and their leadership and present to them information regarding our Catholic schools and the rationale for why they may want to encourage their parishioners to consider Catholic schools as alternatives to public education	<b>Fall 2009</b>

**3-H Develop a survey examining the reasons that people choose/ do not choose a Catholic school education for their children**

Strategy	Timeline
<b>3-H-1</b> The Diocesan Office of Education will facilitate the formulation of the survey	<b>Fall 2008</b>
<b>3-H-2</b> The Diocesan Office of Education will promulgate the survey through a variety of formats (Inland Register, website, mail, e-mail, etc.)	<b>Winter 2008</b>

**3-I Develop a survey to determine what parishes with schools and parishes without schools do to promote the mission of Catholic schools in their communities**

Strategy	Timeline
<b>3-I-1</b> The Diocesan Office of Education will facilitate the formulation of the survey	<b>Fall 2008</b>
<b>3-I-2</b> The Diocesan Office of Education will promulgate the survey through a variety of formats (Inland Register, website, mail, e-mail, etc.)	<b>Winter 2008</b>

**3-J Research national rationale for why parents send their children to Catholic schools**

Strategy	Timeline
<b>3-J-1</b> The Diocesan Office will seek out national research regarding why parents send their children to Catholic schools	<b>Summer 2008</b>
<b>3-J-2</b> The Diocesan Office of Education will make available the research to the principals and the Diocesan School Advisory Council	<b>Fall 2008</b>

**3-K Form community partnerships**

Strategy	Timeline
<b>3-K-1</b> The Diocesan Office of Education will facilitate a meeting with the local school development/marketing committee members	<b>Spring 2009</b>
<b>3-K-2</b> The Diocesan School Office will encourage local schools to form formal partnerships with local community businesses and organizations	<b>Fall 2008</b>
<b>3-K-3</b> The Diocesan Marketing/Development Committee will formulate materials to help schools find and form partnerships with local businesses and organizations	<b>Spring 2009</b>
<b>3-K-4</b> The Diocesan Office will work closely with the Washington Federation of Independent Schools to support quality nonpublic schools in the State of Washington	<b>Ongoing</b>
<b>3-K-5</b> The Diocesan Office of Education will represent the Catholic schools in eastern Washington State on the OSPI Private School Advisory Committee	<b>Ongoing</b>

**3-L Provide affordable Tuition**

Strategy	Timeline
<b>3-L-1</b> The Diocesan Office of Education will seek out creative ways to help the schools maintain affordable tuition for their families	<b>Ongoing</b>
<b>3-L-2</b> The Diocesan Office of Education will invite national tuition companies to make presentations regarding affordable tuition	<b>2008-2009 school year</b>

<b>3-L-3</b> The Diocesan Office of Education will facilitate dialogue among the members of the DSAC and local school Finance Committees regarding strategies that schools are using to cut costs, increase development income, and maintain reasonable tuition levels	<b>2008-2009 school year</b>
<b>3-L-4</b> The Diocesan Office of Education will provide ongoing professional development regarding affordable tuition	<b>Ongoing</b>

**3-M Identify special needs students**

<b>Strategy</b>	<b>Timeline</b>
<b>3-M-1</b> The Diocesan Office of Education will encourage the schools to make frequent use of student assessment services provided through the various public school districts	<b>Ongoing</b>

**3-N Provide professional staff development regarding how to more effectively serve special needs students in the regular classroom**

<b>Strategy</b>	<b>Timeline</b>
<b>3-N-1</b> The Diocesan Office of Education will facilitate professional development opportunities that focus on effectively serving students with special needs in the regular classroom	<b>Ongoing</b>
<b>3-N-2</b> The Diocesan Office of Education will contact the Gonzaga University School of Education Special Education Department	<b>Fall, 2008</b>

**3-O Identify special needs students**

<b>Strategy</b>	<b>Timeline</b>
<b>3-O-1</b> The Diocesan Office of Education will encourage the schools to make frequent use of student assessment services provided through the various public school districts	<b>Ongoing</b>

**3-P Provide professional staff development regarding how to more effectively serve special needs students in the regular classroom**

<b>Strategy</b>	<b>Timeline</b>
<b>3-P-1</b> The Diocesan Office of Education will facilitate professional development opportunities that focus on effectively serving students with special needs in the regular classroom	<b>Ongoing</b>
<b>3-P-2</b> The Diocesan Office of Education will contact the Gonzaga University School of Education Special Education Department	<b>Fall, 2008</b>

**Goal 4. Work with Catholic colleges and universities to address the staffing of Catholic schools.**

**4-A Enhance partnership with Gonzaga University**

<b>Strategy</b>	<b>Timeline</b>
<b>4-A-1</b> The Diocesan Office of Education will continue to participate on various committees at Gonzaga University	<b>Ongoing</b>
<b>4-A-2</b> The Diocesan Office of Education will participate in various joint grant ventures with the university	<b>Ongoing</b>

<b>4-A-3</b> The Diocesan Office of Education will work more closely with the university to implement the annual breakfast with the bishop	<b>Annually</b>
<b>4-A-4</b> The Diocesan Office of Education will encourage schools to accept student teachers from the university	<b>Ongoing</b>
<b>4-A-5</b> The Diocesan Office of Education will explore with the university the possibility of infusing a Catholic school component in both the teacher education and the principal preparation programs	<b>2008-2009 school year</b>
<b>4-A-6</b> The Diocesan Office of Education will initiate a dialogue with the university regarding the development of a Catholic leadership track in the Leadership Doctoral Program	<b>Fall 2008</b>
<b>4-A-7</b> The Diocesan Office of Education will work more closely with the university in providing ongoing professional staff development for our teachers and administrators	<b>Ongoing</b>

**4-B Enhance communication and collaboration with the other universities and colleges that serve eastern Washington State**

<b>Strategy</b>	<b>Timeline</b>
<b>4-B-1</b> The Diocesan Office of Education will contact the deans of the Education Schools at Whitworth, Whitman, EWU, Lewis and Clark, WSU, and U of I	<b>Fall, 2008</b>
<b>4-B-2</b> The Diocesan Office of Education will explore ways that the Catholic schools and these other colleges and universities might work together more effectively in the future to better serve the students of both institutions	<b>2008-2009 school year</b>

**Goal 5. Broaden the financial support of Catholic schools beyond the parishes with schools and the families who use them**

**5-A Explore alternative sources of funding for the Catholic schools in the Diocese of Spokane**

<b>Strategy</b>	<b>Timeline</b>
<b>5-A-1</b> The Diocesan Office of Education will establish a School Finance Committee	<b>Fall, 2008</b>
<b>5-A-2</b> The Diocesan School Finance committee will meet with local business leaders to dialogue about alternative sources of funding for the Catholic schools in the Diocese of Spokane	<b>2008-2009 school year</b>
<b>5-A-3</b> The Diocesan Development Committee will explore the formation of a diocesan Catholic school donor base	<b>2008-2009 school year</b>

**5-B Hire a grant writer to pursue a variety of different grants in order to enhance the educational process within the Catholic schools in the Diocese of Spokane**

<b>Strategy</b>	<b>Timeline</b>
<b>5-B-1</b> The Diocesan Office of Education will explore with the principals of the Catholic schools within the diocese their interest in collaboratively hiring a grant writer to seek various grants both on a diocesan and local level	<b>2008-2009</b>
<b>5-B-2</b> The Diocesan Office of Education will formulate a job description and will advertise the grant writer position	<b>2008-2009</b>
<b>5-B-3</b> The Diocesan School Office will facilitate the interview, selection, and hiring of the grant writer	<b>Spring, 2009</b>
<b>5-B-4</b> The Diocesan Office of Education will supervise and evaluate the grant writer	<b>2009-2010</b>

<b>5-B-5</b> The Diocesan Office of Education will explore the possibility of seeking a grant from the Gates Foundation	<b>2009-2010</b>
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**5-C Review and revisit the diocesan case statement**

<b>Strategy</b>	<b>Timeline</b>
<b>5-C-1</b> The Diocesan Office of Education will facilitate a committee to review and revise/rewrite the Diocesan Case Statement	<b>2008-2009</b>
<b>5-C-2</b> The Diocesan Office of Education will present the initial draft of the revised Case Statement to the Diocesan School Advisory Council in January, 2009	<b>January, 2009</b>

**5-D Formulate a development plan for Catholic School ministry within the Diocese of Spokane**

<b>Strategy</b>	<b>Timeline</b>
<b>5-D-1</b> The Diocesan Office of Education will form a Development Committee	<b>January, 2008</b>
<b>5-D-2</b> The Diocesan School Development Committee will formulate a survey to seek input regarding development needs in the diocese	<b>Fall 2008</b>
<b>5-D-3</b> The Diocesan School Development Committee will research current development strategies that are being successfully employed by other diocese and nonprofits throughout the United States	<b>Ongoing</b>
<b>5-D-4</b> The Diocesan School Development Committee will formulate a Diocesan Development Plan	<b>2008-2009</b>
<b>5-D-5</b> The Diocesan Office of Education will present the plan to the Diocesan School Advisory Committee in January, 2009	<b>January, 2009</b>

**5-E Explore the possibility of bulk/group purchasing in order to more effectively use financial resources**

<b>Strategy</b>	<b>Timeline</b>
<b>5-E-1</b> The Diocesan Office of Education will survey the principals to determine current interest in group purchasing	<b>Fall 2008</b>
<b>5-E-2</b> The Diocesan Office of Education will explore participation in current group purchasing programs that may be available for the Catholic schools in the Diocese of Spokane (i.e. National Catholic Group Purchasing)	<b>2008-2009</b>
<b>5-E-3</b> The Diocesan Office of Education will seek out vendors who may be willing to work with the Catholic schools in the Diocese of Spokane with group purchasing rates, individual school delivery, etc	<b>2008-2009</b>
<b>5-E-4</b> The Diocesan Office of Education will present group purchasing information to the principals during the 2008-2009 school year	<b>April, 2009</b>

**Goal 6. Use governance structures in Catholic schools which involve persons with a wide range of talents.**

**6-A Explore innovative models that enhance the long term viability of Catholic School ministry in the Diocese of Spokane**

<b>Strategy</b>	<b>Timeline</b>
<b>6-A-1</b> The Diocesan Office of Education will form a Models Committee to research and review national Catholic school models	<b>Fall, 2008</b>
<b>6-A-2</b> The Models Committee will review and assess existing Catholic school	<b>2008-2009</b>

models (finance, structure, academic programs)	
<b>6-A-3</b> The Models Committee will evaluate the Walla Walla Catholic School Governance model	<b>2008-2009</b>
<b>6-A-4</b> The Models Committee will create an organizational chart to show the relationship of the leadership roles (individuals and groups) within the parochial schools of the diocese	<b>2008-2009</b>
<b>6-A-5</b> The Models Committee will clarify the connectedness of the various structures in the Diocese	<b>2008-2009</b>
<b>6-A-6</b> The Models Committee will review viability criteria currently in place	<b>2008-2009</b>
<b>6-A-7</b> The Models Committee will explore consolidation opportunities (e.g. junior high, pre-school, etc.)	<b>2009-2010</b>

**6-B Clarify & communicate the framework of Catholic School ministry within the Diocese of Spokane**

<b>Strategy</b>	<b>Timeline</b>
<b>6-B-1</b> The Diocesan Office of Education will formulate a clear framework of the current educational structures within the Diocese of Spokane (schools, governance, advisory councils, policies and regulations, service agreements, etc.)	<b>2008-2009</b>
<b>6-B-2</b> The Diocesan Office of Education will revise the Diocesan School Advisory Council Policy Manual in accordance with the current civil structural realities of the Catholic schools in the Diocese of Spokane	<b>2008-2009</b>
<b>6-B-3</b> Schools will review and revise their local school policy manuals to insure that they are not in conflict with the diocesan school policy manual and that they also reflect the current civil structures	<b>2008-2009</b>

**Goal 7. Improve the salary and benefits package available to Catholic school employees**

**7-A Begin a process to gradually increase teacher salaries to 95% of the public school salary scale over the next five years**

<b>Strategy</b>	<b>Timeline</b>
<b>7-A-1</b> The Diocesan Office of Education will initiate a dialogue during the September, 2007 DSAC meeting regarding the need to increase teacher salaries over the next several years	<b>Complete</b>
<b>7-A-2</b> The Diocesan Office of Education will develop a basic rationale for the need to consider increasing teacher salaries over the next several years	<b>Summer 2008</b>
<b>7-A-3</b> The Diocesan Office will formulate potential salary models for the next five years	<b>Summer 2008</b>

**7-B Explore the addition of life and disability insurance for all school employees**

<b>Strategy</b>	<b>Timeline</b>
<b>7-B-1</b> The Diocesan Office of Education will explore the cost of providing life and disability insurance for all benefit eligible employees	<b>Completed</b>
<b>7-B-2</b> The Diocesan Office of Education will formulate several potential models for providing life and disability insurance for all benefit eligible employees	<b>Completed</b>

**7-C Review current benefit package and dialogue with the Diocesan Insurance Committee regarding future medical, dental, and retirement benefits**

Strategy	Timeline
7-C-1 The Diocesan Office of Education will continue to participate as a member of the Diocesan Insurance Committee	Ongoing
7-C-2 The Diocesan Office of Education will seek input regarding benefits from the Diocesan School Advisory Council members	Fall 2008
7-C-3 The Diocesan Office of Education will keep the principals informed of the Insurance Committee dialogue throughout the year	Ongoing

**Goal 8. Create/expand advocacy networks to work for the just and equitable treatment of Catholic school parents, students, and teachers in publicly-funded educational programs**

**8-A Establish a parent advocacy group in each school community in the Diocese of Spokane**

Strategy	Timeline
8-A-1 The Diocesan Office of Education will research information from the USCCB and the NCEA regarding the formation of Parent Advocacy Groups in the Diocese of Spokane	2008-2009
8-A-2 The Diocesan Office of Education will develop a presentation regarding the need for and the purpose of Catholic School Parent Advocacy in the State of Washington	2008-2009
8-A-3 The Diocesan Office of Education will be available to meet with local school advisory councils and other local parent groups to talk about Parent Advocacy	Ongoing
8-A-4 The Diocesan Office of Education will be available to help local school communities form a Parent Advocacy Group	Ongoing
8-A-5 The Diocesan Office of Education will communicate regularly with all of the Parent Advocacy Groups regarding local, state, and national legislation that affects Catholic schools and other related social justice issues	Ongoing
8-A-6 The Diocesan Office of Education will provide educational opportunities for the parent advocacy groups to understand the possibilities and the challenges for government support of students attending Catholic schools in the State of Washington	Ongoing
8-A-7 The Diocesan Office of Education will encourage local school parent advocacy groups to participate in the annual WSCC Advocacy Day	Annually

**8-B Invite the Executive Director of the WSCC to present to the principals, pastors, and members of the local school advocacy groups**

Strategy	Timeline
8-B-1 The Diocesan Office of Education will invite the Executive Director of the WSCC to a Diocesan School Advisory Council meeting	2008-2009
8-B-2 The Diocesan Office of Education will invite members of the local school advocacy groups to attend the Diocesan School Advisory Council meeting when the Executive Director of the WSCC presents	2008-2009
8-B-3 The Diocesan Office of Education will promulgate the presentation by the WSCC Executive Director to local school advisory councils	2008-2009

**Goal 9. Convene gatherings of educational, business, and community leaders to address the challenges of Catholic schools**

**9-A Establish a separate sub-committee with key people from each school who are financially able to make monetary contributions to a marketing campaign. They should be strongly dedicated to Catholic education, have the financial means, and be willing to pursue a strong Development program for our schools**

<b>Strategy</b>	<b>Timeline</b>
<b>9-A-1</b> The Diocesan Office of Education will solicit names of key individuals from each school to invite as potential members of the Diocesan Development Committee	<b>Fall 2008</b>
<b>9-A-2</b> The Diocesan Office will invite identified local school members to participate as members of the Diocesan Development Committee	<b>Fall 2008</b>
<b>9-A-3</b> The Diocesan Office of Education will facilitate the formation of a Diocesan Development Committee	<b>Completed</b>
<b>9-A-4</b> The Diocesan Development Committee will convene gatherings throughout the community to promote the benefits of Catholic schools and address the challenges that the Catholic schools in the Diocese of Spokane are facing	<b>2008-2009</b>

**Goal 10. Provide safe and up-to-date school facilities.**

**10-A Hire a building contractor to assess all school facilities.**

<b>Strategy</b>	<b>Timeline</b>
<b>10-A-1</b> The Diocesan Office of Education will facilitate the formation of a Diocesan Facilities Committee	<b>Fall, 2008</b>
<b>10-A-2</b> The Diocesan Facilities Committee will investigate ways to most effectively assess all existing school facilities to determine needed repairs and updates	<b>2008-2009</b>
<b>10-A-3</b> The Diocesan Facilities Committee will recommend to the Bishop a process for assessing the current and future needs and viability of all school structures in the Diocese of Spokane	<b>June, 2009</b>
<b>10-A-4</b> The Diocesan Facilities Committee will encourage all schools to make their facilities accessible to special needs students	<b>2009-2010</b>
<b>10-A-5</b> The Diocesan Facilities Committee will formulate a five and ten year School Facilities Plan for the diocese	<b>208-2009</b>
<b>10-A-6</b> The Diocesan Facilities Committee will prioritize the needed school improvement projects for each school in the diocese and present their findings to the Bishop	<b>2010-2011</b>

**10-B Review the current Asbestos Environmental Contractor**

<b>Strategy</b>	<b>Timeline</b>
<b>10-B-1</b> The Diocesan Office of Education will ask all school principals to evaluate the Three Year Re-inspection recently conducted by Fulcrum Environmental	<b>Summer 2008</b>
<b>10-B-2</b> The Diocesan Office of Education will form a committee of principals to review the evaluations and make a recommendation regarding future asbestos work	<b>Fall, 2008</b>
<b>10-B-3</b> The Diocesan Office of Education will investigate alternative environmental companies to replace Fulcrum, if needed	<b>Winter, 2008 - 2009</b>

**Goal 11. Understand the many implications of the new diocesan organizational structure.**

**11-A Educate the parish and school leadership regarding the new diocesan organizational structures**

<b>Strategy</b>	<b>Timeline</b>
<b>11-A-1</b> The Diocesan Office of Education will invite the diocesan attorney to explain the implications of individual parish incorporation during the annual business inservice	<b>Completed</b>
<b>11-A-2</b> The Diocesan Office of Education will invite the diocesan attorneys to attend a Diocesan School Advisory Council meeting to discuss the implications of separately incorporating the schools (liability, fiduciary responsibility, etc.)	<b>January, 2008</b>
<b>11-A-3</b> The Diocesan Office of Education will invite to the Diocesan School Advisory Council meeting the John Carroll Society to reflect upon their experiences at St. Patrick School in Pasco	<b>Fall 2008</b>
<b>11-A-4</b> The Diocesan Office of Education will provide an opportunity for principals and pastors to dialogue regarding the pros and cons of separate incorporation	<b>January, 2008</b>
<b>11-A-5</b> The Diocesan Office of Education will facilitate a dialogue regarding the role of the Diocesan School Advisory Council within the new organizational structure of the parishes and schools	<b>Fall 2008</b>
<b>11-A-6</b> The Diocesan Office of Education will form a committee to formulate the role of the DSAC Executive Committee within the Diocesan School Advisory Council structure	<b>January, 2008</b>