

# STRATEGIC PLAN



## 2010-2015

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## **Letter of Affirmation from the Pastor**

### **St. Bonaventure Catholic Church**

It is with great pleasure that I present the St. Bonaventure Catholic Parish School Strategic Plan 2010-2015 with the inevitable changes that the future brings. My predecessor, Fr. Bruce Patterson, enthusiastically supported the School's commitment to Strategic Planning. After reviewing the Plan with the Principal, I am happy to continue with the next phases of the Plan: publication and implementation. During the Strategic Planning process, strengths and challenges were identified and discussed. Plans were developed to ensure the School continues to be a vital ministry of the Parish.

The Catholic Identity and academic excellence of the school are proud traditions which we want to enthusiastically continue. A family atmosphere and a supportive environment are hallmarks of St. Bonaventure's Parish School often mentioned in responses to surveys and questionnaires. The individualized attention that students receive helping them in their personal growth received equally high marks. Respectful and caring teachers help to create this positive atmosphere.

Challenges include: ensuring the strength of the Catholic Identity, restructuring the school's governance structure, reviewing and strengthening the financial viability of the school, strengthening the marketing plan to both the internal and external communities, and increasing communication between and among all constituents are ambitious yet essential elements of the Strategic Plan.

The members of the Strategic Planning Task Force were dedicated, hard working, and enthusiastic participants who wanted to ensure that the good work that St. Bonaventure's Catholic Parish School is already doing will continue. I am very grateful to each member who voluntarily spent much time in the many hours of meetings that were required to produce such a helpful Strategic Plan.

As we look toward the future with foreseeable changes, St. Bonaventure's Catholic Parish School continues to search for effective programs and resources to provide the best possible education for its students. We welcome your enthusiastic support to help us provide the best opportunities to develop our students to be the leaders of tomorrow.

In Service of the Lord,



Fr. Joseph Knerr  
Pastor  
St. Bonaventure

## **Executive Summary**

The development of the Strategic Plan began with a meeting of members of various stakeholders of St. Bonaventure Catholic Parish School: pastor, principal, faculty, staff, alumni, parents, parishioners, and school board members.

The results of surveys completed by parents, staff, and the Strategic Planning Task Force were reviewed and categorized into various elements from the responses. These areas included: Catholic Identity, Campus Life, Curriculum/Academics, Faculty and Staff, Administration, Governance, Finances, Enrollment, and Marketing and Development.

As a general rule, the school has an excellent reputation with strong emphasis on its Catholic Identity and academic success. As the Task Force reviewed the strengths, weakness, traditions, and critical issues facing the school, five concerns surfaced:

1. Ensuring the strength of the Catholic Identity of St. Bonaventure Catholic Parish School
2. Restructuring the school's governance structure model
3. Reviewing and strengthening the financial viability of the school
4. Strengthening the marketing plan to both the internal and external communities
5. Increasing communication between and among all constituents.

The Strategic Planning Task Force developed Action Plans which include time lines and financial projections in each of the areas listed to provide for the continued growth and strengthening of the school

What follows is the plan developed by the Task Force and presented to the Pastor, Fr. Bruce Patterson and to Mrs. Judy Luttrell.

## **Vision Statement**

St. Bonaventure Catholic Parish School will create a strong spiritually centered community, living the Catholic virtues as expressed through worship and service. It values the collaboration of all members of the community: pastor, parents, alumni, students, administration, faculty, and staff. By modeling respect for all, the school invites members of the parish and school communities to actively participate in a faith-filled campus life.

St. Bonaventure Catholic Parish School will create a dynamic academic environment where the love of learning and the pursuit of creative ideas are regularly pursued. Committed and qualified faculty will emphasize high academic achievement while exploring the quest for wisdom.

St. Bonaventure Catholic Parish School commits itself to providing a financially stable school where students are nurtured, respected, and encouraged to become service-oriented members of the local community. The school invites parental participation, especially through the active school board and its functioning committees. As such, St. Bonaventure creates a positive atmosphere which reflects and supports family values.

## **School Mission Statement**

Saint Bonaventure Catholic Parish School operates as a service to the parishioners of Saint Bonaventure Parish. Our mission is to partner with parents to provide a Catholic Christ-centered, academically excellent, and safe school environment in which all children can achieve their God-given potential and make a positive difference in the world.

### **STUDENT LEARNING EXPECTATIONS**

Graduates of Saint Bonaventure students are capable of being:

#### **ACTIVE CHRIST-CENTERED CATHOLICS WHO:**

- Participate in the prayers, sacraments, and the liturgical celebrations of the Church
- Serve others as Jesus did, especially the poor and vulnerable, through participation in service projects
- Demonstrate forgiveness and reconciliation; resolve conflict peacefully
- Possess knowledge of scripture, church beliefs, church history and tradition
- Understand, utilize, and share their own unique gifts and talents, and appreciate the gifts and talents of others.

#### **LIFE-LONG LEARNERS WHO:**

- Demonstrate curiosity by their eagerness and are persistent in seeking knowledge
- Demonstrate competency over challenging subject matter as defined by National, State, and Diocesan standards
- Locate, access, interpret, and validate information independently
- Read, think and solve problems in a critical and analytical manner
- Set goals, use organizational tools, and evaluate progress
- Practice healthful habits.

#### **EFFECTIVE COMMUNICATORS WHO:**

- Write clearly, effectively, and creatively
- Speak to an audience with confidence and poise
- Listen attentively, ask questions, and respond appropriately to teachers and peers
- Use technology as a tool to solve problems and communicate ideas
- Demonstrate courtesy and good manners when communicating with others
- Integrate different forms of expression, including music, visual arts, performing arts, literature, and technology.

#### **RESPONSIBLE CITIZENS WHO:**

- Assume responsibility for their actions
- Work cooperatively with respect and accountability
- Understand and respect basic civic rights and responsibilities
- Demonstrate good stewardship of our earth and its resources
- Are aware of global events and societal issues and their implications for social justice
- Demonstrate honesty, integrity, and good sportsmanship.

## **School Philosophy**

Christ is the reason for Saint Bonaventure Catholic Parish School. He is the unseen but ever present teacher in our classrooms. He is the model for our faculty and the inspiration to our students.

*Catholic Schools, believing each student is a child of God, challenge each to achieve academic excellence, to embrace the Gospel message and to make a difference in the world.* -- NCEA Positioning Statement, 1994

We hold that our religious identity is the heart of our school. Staff, students, and parents strive to model a strong and challenging faith. We seek an enduring faith community based on Jesus' command to love one another. Saint Bonaventure Catholic Parish School is a lived experience of Church beliefs, traditions, and sacramental life, bringing the students to Christ.

We acknowledge that Saint Bonaventure Catholic Parish School shares with the family the educational mission of the Church. Parents are the primary educators of their children; teachers are the facilitators of learning. We commit ourselves to a challenging curriculum that integrates the subjects of religion, language arts, mathematics, science, social studies, the arts, technology, Spanish, and health/physical education with themes rooted in Gospel values and Catholic tradition. We accept the responsibility to assist parents in educating the students to become adaptable, resilient life-long learners who know how to learn, how to collaborate, how to communicate effectively and how to ethically use the knowledge technology offers to improve life for all people.

We foster a supportive and challenging climate that affirms the dignity of all persons within the school community. An essential dimension of our school philosophy is a focus on the needs of the whole person. Recognizing that today's students are tomorrow's leaders, Saint Bonaventure Catholic Parish School balances high expectations with respect for individual differences. Students are encouraged to manage their lives effectively, assume responsibility for their actions or failure to act and internalize positive healthy attitudes of personal value and self-worth.

We believe that Saint Bonaventure Catholic Parish School is an integral part of the Church mission to proclaim the Gospel, build faith community, celebrate through worship, and serve others. We value apostolic service to deepen student awareness of and involvement in social concerns. We declare with Pope John Paul II in his address to American Catholic educators that this powerful experience will enlarge their horizons, challenge their life-styles, and offer them authentic human fulfillment.

We share the commitment, wisdom, and gifts of parents by inviting them to work with the students, teachers, and administration, both directly and indirectly. We believe that this level of partnership in education leads to the development of a strong faith community, builds a safe environment, and fosters reverence for the unique value of each person.

## **Brief History of the School**

Founded in September 1965, Saint Bonaventure Parish first established a school building to serve Catholic families in the rapidly growing northern sector in the city of Huntington Beach. While the church was being built, services were held in a warehouse, eventually moving to the new school building. Completing the vision of the pastor, Father Michael Duffy, the school opened in 1966 under the auspices of the Irish Sisters of the Presentation of the Blessed Virgin Mary (PBVM) with a staff of five teachers and two hundred and forty-three students in grades one through three. While the school was under construction, Blessed Sacrament School in Westminster shared their facilities with our students.

St. Bonaventure Catholic Parish School is presently celebrating its 44th anniversary with six hundred and fifteen students in sixteen full-day classrooms, grades one through eight, three half-day kindergarten classes and a full-time teaching staff of twenty eight. The average student/teacher ratio is twenty-four to one. Ten instructional aides assist teachers with one-to-one and small group instruction. A support staff of nineteen enables the principal to maintain a safe and well managed school campus. Our Extended Day Program operates daily. The Presentation Sisters remain a strong presence in our school. Sister Maria is a full-time teacher in Grade 8. Sister Winifred who taught sixth grade for many years retired in June 2009, but she is still very active around our campus. Sister Carmel Lynch, our beloved principal for many years, retired in June 2008, but continues to serve students in a variety of roles.



## Strategic Planning Task Force

NAME	Representing
Fr. Bruce Patterson	Pastor
Judy Luttrell	Principal
Nicole Barry	School Board
Baron Coenen	Endowment Board
Doug DeHeras	School Board
Vanessa Frei	Parent/Advancement
Martin Ferri	SBS
Dave Garafalo	Endowment Board
Linda Garofalo	Parish Staff Facilities
Alan Graves	Finance Council
Carole Inzitari	VP SBS
Byrue Healey	Endowment Board
Lynn Hearn	Adult Education Director
Colleen Hoffmann	School Staff/Business Manager
Tiare Hotra	School Board
Paula Hussey	PFA/School Board
Torrey Krebs	Parent/ Parish
JoAnn LaChance	Parish Finance Council
Mary Mackinnon	Teacher SBS
Bernie Martin	Finance Council
Angela Montano	School/PFA
Aida Rodriguez	Advancement Director
Kathleen Urquidez	Past School Board President
Jeannie Wilson	Teacher SBS
Lisa Williams	School Board

# **Action Plans**

# **Action Plans -**

## **1. Catholic Identity**

## **1. Catholic Identity**

### **Aim:**

St. Bonaventure Catholic Parish School will:

- Frame all areas of campus life based upon our Mission Statement
- Educate the campus community concerning the importance of stewardship (talent, treasure, time) as an expression of faith
- Emphasize the connection between the parish and school communities
- Celebrate the life and sanctity of Saint Bonaventure
- Ensure that campus practices encourage a faith-filled experience for the students and their parents. Examples would include: expressions of Catholic life, teaching Catholic values and modeling Catholic practices, celebrating the charism of the Presentation Sisters, teaching the whole child, and working with the entire family to build these practices.

### **Summary of Action Plan**

#### **Goal:**

**A: Systematically frame all areas of campus life based on our Mission Statement**

#### **Action Plan**

- 1A1 Educate stakeholders about the substance of our Mission Statement to empower them to embody the Mission statement daily

**Complete Action Plan Follows**

**ISSUE OR PROGRAM 1:****CATHOLIC IDENTITY**

**Goal:** Systematically frame all areas of campus life based on our Mission Statement

**Strategy****Action Plan****Number: 1A1**

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**What is to be done?**

Educate stakeholders about the substance of our Mission Statement to empower them to embody the Mission statement daily

**Who will be involved?**

Principal  
Vice Principal  
School Board  
PFA  
Dean of Faith Formation  
Faith Formation Committee

**Who will be responsible?**

Principal  
Dean of Faith Formation

**What are the needed resources?**

Faith Formation Committee meeting time, volunteers to serve on committee, Staff time and participation

**What budget is needed?**

None

**How will it be evaluated?**

Report from Faith Formation Committee to the Principal and Dean of Faith Formation about practical ways to live our Mission Statement

**When will it be accomplished?**

Begin in January 2011 and continue each year thereafter

**Status:**

Yet to be accomplished

## **Summary of Action Plan**

### **Goal:**

**B: Improve and emphasize connection between parish and school communities to benefit students**

### **Action Plan**

1B1 Create joint task force of parish and school staff to identify strengths and weaknesses of current communication and connection and to recommend ways to capitalize on strengths and correct weaknesses

**Complete Action Plan Follows**

**ISSUE OR PROGRAM 1:****CATHOLIC IDENTITY**

**Goal:** Improve and emphasize connection between parish and school communities to benefit students

**Strategy****Action Plan****Number: 1B1**

---

**What is to be done?**

Create joint task force of parish and school staff to identify strengths and weaknesses of current communication and connection and to recommend ways to capitalize on strengths and correct weaknesses

**Who will be involved?**

Pastor  
Principal  
Vice Principal  
School Board  
PFA  
Parish and school community volunteers to serve on committee,

**Who will be responsible?**

Pastor  
Principal  
Vice Principal

**What are the needed resources?**

Meeting time, volunteers

**What budget is needed?**

None

**How will it be evaluated?**

Written report from Task Force to Pastor and Principal including recommendations

**When will it be accomplished?**

Formation of the Task Force will begin in September 2011 and may continue thereafter, depending on the recommendations of the Task Force

**Status:**

Yet to be accomplished

## **Summary of Action Plans**

### **Goal:**

- C. Develop campus practices with parental collaboration to support faith formation experiences for students and parents**

### **Action Plans**

- 1C1 Identify strengths and weaknesses of opportunities for faith-filled experiences at SBS in order to optimize strengths and correct weaknesses to effectively ensure our school provides faith-filled experiences for our families
- 1C2 Educate parents systematically about their role as primary educator of their children in matters of faith

**Complete Action Plans Follow**



**ISSUE OR PROGRAM 1:****CATHOLIC IDENTITY**

**Goal:** Develop campus practices with parental collaboration to support faith formation experiences for students and parents

**Strategy****Action Plan****Number: 1C1**

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**What is to be done?**

Identify strengths and weaknesses of opportunities for faith-filled experiences at SBS in order to optimize strengths and correct weaknesses to effectively ensure our school provides faith-filled experiences for our families

**Who will be involved?**

Pastor  
Principal  
Vice Principal  
School Board  
PFA  
Faculty/Staff  
Students

**Who will be responsible?**

Pastor  
Principal  
Vice Principal

**What are the needed resources?**

Meeting time, access to survey software

**What budget is needed?**

Minimal budget to conduct research

**How will it be evaluated?**

Synthesis of research in a written report (including recommendations) from Pastor and Principal

**When will it be accomplished?**

Conversations and exploration to begin spring 2012 and may continue thereafter depending on findings

**Status:**

Yet to be accomplished

**ISSUE OR PROGRAM 1:****CATHOLIC IDENTITY**

**Goal:** Develop campus practices with parental collaboration to support faith formation experiences for students and parents

**Strategy****Action Plan****Number: 1C2**

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**What is to be done?**

Educate parents systematically about their role as primary educator of their children in matters of faith

**Who will be involved?**

Pastor  
Principal  
Vice Principal  
School Board  
PFA  
Grade Level Coordinators  
Dean of Faith Formation  
Faith Formation Committee

**Who will be responsible?**

Pastor  
Principal  
School Board  
Faith Formation Committee

**What are the needed resources?**

Workshop leaders, retreat leaders, prayer group leaders

**What budget is needed?**

\$1,000 first year for workshops, materials, refreshments

**How will it be evaluated?**

Holding formal "Parent as Primary Educator Workshops" in the Fall 2012

**When will it be accomplished?**

The first parent workshop to be held by late Fall 2012

**Status:**

Yet to be accomplished

## **Action Plans - 2. Governance**

## **2. Governance**

### **Aim:**

St. Bonaventure Catholic Parish School will:

- Frame all decisions based on the School Mission Statement
- Define and communicate the school's governance structure
- Develop a process for the reorganization of the role of the school board and the existing campus committees
- Create a process for effective communication to the school communities (parish and school)
- Establish and publicize the ways people can become involved in various governance structures.

### **Summary of Action Plan**

#### **Goal:**

**A: Frame all decisions based on the School Mission Statement**

#### **Action Plan**

2A1 Create a Mission and Identity Committee of the School Board as a permanent committee

**Complete Action Plan Follows**

**ISSUE OR PROGRAM 2:**

**GOVERNANCE**

**Goal:** Frame all decisions based on the School Mission Statement

**Strategy**  
**Action Plan**

**Number: 2A1**

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**What is to be done?**

Create a Mission and Identity Committee of the School Board as a permanent committee

**Who will be involved?**

School Board Chair  
Principal

**Who will be responsible?**

School Board Chair  
Principal

**What are the needed resources?**

Time, personnel

**What budget is needed?**

None

**How will it be evaluated?**

A committee will be created

**When will it be accomplished?**

School year 2011-2012

**Status**

Yet to be accomplished

## **Summary of Action Plans**

### **Goal:**

**B: Define and create one encompassing governance structure**

### **Action Plan**

- 2B1 Create a structure where all subcommittees and individual committees will be structured under the school board with representation on the school board
- 2B2 Communicate the new structure and inform people of the ways by which they can be involved in governance

**Complete Action Plans Follow**

## ISSUE OR PROGRAM 2:

## GOVERNANCE

**Goal:** Define and create one encompassing governance structure

**Strategy**  
**Action Plan**

**Number: 2B1**

---

**What is to be done?**

Create a structure where all subcommittees and individual committees will be structured under the school board with representation on the school board

**Who will be involved?**

School Board Chair, ,  
Principal  
All Subcommittee Chairs

**Who will be responsible?**

Principal  
School Board Chair

**What are the needed resources?**

Time, personnel (consultant)

**What budget is needed?**

To be determined

**How will it be evaluated?**

School board will be restructured

**When will it be accomplished?**

School year 2011-2012

**Status**

Yet to be accomplished

**ISSUE OR PROGRAM 2:****GOVERNANCE**

**Goal:** Define and create one encompassing governance structure

**Strategy**  
**Action Plan**

**Number: 2B2**

---

**What is to be done?**

Communicate the new structure and inform people of the ways by which they can be involved in governance

**Who will be involved?**

Pastor  
Principal  
School Board Chair,  
School and Parish Webmasters,  
Bulletin Editors  
Committee Chairpersons

**Who will be responsible?**

Pastor  
Principal  
School Board Chair

**What are the needed resources?**

Personnel, time, materials

**What budget is needed?**

Minimal

**How will it be evaluated?**

Communications will take place

**When will it be accomplished?**

School year 2011-2012

**Status**

Yet to be accomplished



## **Summary of Action Plan**

### **Goal:**

**C: Study ways to improve communication and involvement opportunities between parish and school communities**

### **Action Plan**

2C1 Review membership opportunities for parish and school representatives to serve on each other's councils

**Complete Action Plan Follows**

**ISSUE OR PROGRAM 2:**

**GOVERNANCE**

**Goal:** Study ways to improve communication and involvement opportunities between parish and school communities

**Strategy**  
**Action Plan**

**Number: 2C1**

---

**What is to be done?**

Review membership opportunities for parish and school representatives to serve on each other's councils

**Who will be involved?**

Pastor  
Principal  
Appropriate Council Chairs

**Who will be responsible?**

Pastor  
Principal

**What are the needed resources?**

Personnel

**What budget is needed?**

None

**How will it be evaluated?**

Representatives will serve on parish and school council

**When will it be accomplished?**

School year 2011-2012

**Status**

Yet to be accomplished

## **Action Plans - 3. Finance**

### **3. Finance**

#### **Aim:**

St. Bonaventure Catholic Parish School will:

- Define the financial relationship between the parish and the school
- Maintain affordability and accessibility to Catholic education
- Identify programs and facility needs, analyze related costs and benefits of those needs, and determine respective funding
- Identify revenue sources other than tuition and existing sources of income
- Ensure financial transparency in budgets including accountability.

#### **Summary of Action Plans**

#### **Goal:**

**A: Maintain a commitment to affordability**

#### **Action Plans**

- 3A1 Maintain School Finance Subcommittee of the School Board, who advises the School Board, Principal, and Business Manager
- 3A2 Evaluate enrollment, tuition, and fees relative to other Catholic schools with similar demographics in the Diocese of Orange
- 3A3 Evaluate Tuition Assistance Program and process

**Complete Action Plans Follow**

**ISSUE OR PROGRAM 3:**

**FINANCE**

**Goal:** Maintain a commitment to affordability

**Strategy**  
**Action Plan**

**Number: 3A1**

---

**What is to be done?**

Maintain School Finance Subcommittee of the School Board, who advises the School Board, Principal, and Business Manager

**Who will be involved?**

Parish Finance Council Member  
School Board Member  
Parent/Parishioner volunteers with financial expertise  
School Business Manager

**Who will be responsible?**

School Business Manager

**What are the needed resources?**

Process for recruiting committee members

**What budget is needed?**

None

**How will it be evaluated?**

School Finance Subcommittee will be maintained

**When will it be accomplished?**

Began Fall 2009 and continue thereafter

**Status**

Ongoing

**ISSUE OR PROGRAM 3:**

**FINANCE**

**Goal:** Maintain a commitment to affordability

**Strategy**  
**Action Plan**

**Number: 3A2**

---

**What is to be done?**

Evaluate enrollment, tuition, and fees relative to other Catholic schools with similar demographics in the Diocese of Orange

**Who will be involved?**

School Finance Committee

**Who will be responsible?**

School Business Manager

**What are the needed resources?**

Personnel

**What budget is needed?**

None

**How will it be evaluated?**

Evaluation will take place

**When will it be accomplished?**

Fall 2010

**Status**

Yet to be accomplished

**ISSUE OR PROGRAM 3:**

**FINANCE**

**Goal:** Maintain a commitment to affordability

**Strategy**  
**Action Plan**

**Number: 3A3**

---

**What is to be done?**

Evaluate Tuition Assistance Program and process

**Who will be involved?**

School Finance Committee

**Who will be responsible?**

School Board

**What are the needed resources?**

Personnel

**What budget is needed?**

None

**How will it be evaluated?**

Evaluation will take place

**When will it be accomplished?**

Fall 2010

**Status**

Yet to be accomplished

## **Summary of Action Plans**

### **Goal:**

**B: Identify facility and program needs and funding**

### **Action Plans**

- 3B1 Designate a School Facilities Coordinator
- 3B2 Maintain an ongoing list of facility needs and improvements
- 3B3 Prioritize facility needs and identify funding
- 3B4 Identify program needs and funding
- 3B5 Prioritize program expenditures and identify funding

**Complete Action Plans Follow**



**ISSUE OR PROGRAM 3:**

**FINANCE**

**Goal:** Identify facility and program needs and funding

**Strategy**  
**Action Plan**

**Number: 3B1**

---

**What is to be done?**

Designate a School Facilities Coordinator

**Who will be involved?**

Principal

**Who will be responsible?**

Principal

**What are the needed resources?**

Current staff member

**What budget is needed?**

Possible increase in hours for current staff member

**How will it be evaluated?**

School Facilities Coordinator will be designated

**When will it be accomplished?**

Fall 2010

**Status:**

Yet to be accomplished

**ISSUE OR PROGRAM 3:**

**FINANCE**

**Goal:** Identify facility and program needs and funding

**Strategy**  
**Action Plan**

**Number: 3B2**

---

**What is to be done?**

Maintain an ongoing list of facility needs and improvements

**Who will be involved?**

School Facilities Coordinator  
Teachers  
Staff  
Parents  
Parishioners

**Who will be responsible?**

School Facilities Coordinator

**What are the needed resources?**

Time

**What budget is needed?**

No additional budget needed

**How will it be evaluated?**

Semi Annual Review

- Prior to Budget Planning
- Prior to Summer

**When will it be accomplished?**

Ongoing

**Status:**

Yet to be accomplished

**ISSUE OR PROGRAM 3:**

**FINANCE**

**Goal:** Identify facility and program needs and funding

**Strategy**  
**Action Plan**

**Number: 3B3**

---

**What is to be done?**

Prioritize facility needs and identify funding

**Who will be involved?**

Facilities Coordinator  
School Finance Committee  
School Business Manager  
Parish Facilities Manager  
Principal

**Who will be responsible?**

Principal  
School Business Manager

**What are the needed resources?**

Time

**What budget is needed?**

Funding for expenditures

**How will it be evaluated?**

Annually at budget time

**When will it be accomplished?**

Ongoing

**Status:**

Yet to be accomplished

**ISSUE OR PROGRAM 3:**

**FINANCE**

**Goal:** Identify facility and program needs and funding

**Strategy**  
**Action Plan**

**Number: 3B4**

---

**What is to be done?**

Identify program needs and funding

**Who will be involved?**

Teachers  
Vice Principal  
Principal  
Parents

**Who will be responsible?**

School Board  
Vice Principal

**What are the needed resources?**

Time

**What budget is needed?**

Funding for program expenses

**How will it be evaluated?**

Annually at budget time

**When will it be accomplished?**

Ongoing

**Status:**

Yet to be accomplished

**ISSUE OR PROGRAM 3:**

**FINANCE**

**Goal:** Identify facility and program needs and funding

**Strategy**  
**Action Plan**

**Number: 3B5**

---

**What is to be done?**

Prioritize program expenditures and identify funding

**Who will be involved?**

School Board  
School Finance Committee  
Vice Principal

**Who will be responsible?**

Vice Principal  
School Business Manager

**What are the needed resources?**

Time

**What budget is needed?**

Funding for programs

**How will it be evaluated?**

Ongoing

**When will it be accomplished?**

Ongoing

**Status:**

Yet to be accomplished

## **Summary of Action Plans**

### **Goal:**

**C: Identify and evaluate existing and prospective revenue sources, other than tuition**

### **Action Plans**

- 3C1 Transition the Advance Board (once a stand alone board) into a committee of the PFA
- 3C2 Evaluate current fundraising practices for potential consolidation of fundraising activities of the school
- 3C3 Coordinate and analyze new prospective fundraising efforts

**Complete Action Plans Follow**

**ISSUE OR PROGRAM 3:**

**FINANCE**

**Goal:** Identify and evaluate existing and prospective revenue sources,  
other than tuition

**Strategy**

**Action Plan**

**Number: 3C1**

---

**What is to be done?**

Transition the Advancement Board (once a stand alone board) into a committee of the PFA

**Who will be involved?**

Advancement Director  
Advancement Committee  
Principal or designee  
PFA  
School Board

**Who will be responsible?**

PFA  
Advancement Director

**What are the needed resources?**

Time

**What budget is needed?**

None

**How will it be evaluated?**

Transition will take place

**When will it be accomplished?**

Needs to be developed immediately

**Status:**

Yet to be accomplished

**ISSUE OR PROGRAM 3:**

**FINANCE**

**Goal:** Identify and evaluate existing and prospective revenue sources,  
other than tuition

**Strategy**

**Action Plan**

**Number: 3C2**

---

**What is to be done?**

Evaluate current fundraising practices for consolidation of fundraising activities of the school

**Who will be involved?**

School Board  
Advancement Committee  
PFA  
School Board  
Principal or designee  
Endowment Board

**Who will be responsible?**

PFA

**What are the needed resources?**

Time

**What budget is needed?**

None

**How will it be evaluated?**

Evaluation will take place

**When will it be accomplished?**

School year 2010-11

**Status:**

Yet to be accomplished



**ISSUE OR PROGRAM 3:**

**FINANCE**

**Goal:** Identify and evaluate existing and prospective revenue sources,  
other than tuition

**Strategy**

**Action Plan**

**Number: 3C3**

---

**What is to be done?**

Coordinate and analyze new prospective fundraising efforts

**Who will be involved?**

Director of Advancement  
Advancement Committee  
School Board

**Who will be responsible?**

PFA

**What are the needed resources?**

Time

**What budget is needed?**

None

**How will it be evaluated?**

Analysis will be completed

**When will it be accomplished?**

Ongoing

**Status:**

Yet to be accomplished

## **Summary of Action Plans**

### **Goal:**

**D:** Ensure financial transparency and accountability

### **Action Plans**

3D1 Maintain current practices of budget formulation and financial activity transparency and accountability

3D2 Coordinate and schedule fundraising activities of the parish and school

**Complete Action Plans Follow**

**ISSUE OR PROGRAM 3:**

**FINANCE**

**Goal:** Ensure financial transparency and accountability

**Strategy**

**Action Plan**

**Number: 3D1**

---

**What is to be done?**

Maintain current practices of budget formulation and financial activity transparency and accountability

**Who will be involved?**

School Board  
Parish Finance Council  
School Finance Committee  
School Administration  
School Business Manager

**Who will be responsible?**

Principal  
School Business Manager

**What are the needed resources?**

No additional resources required

**What budget is needed?**

Maintain budget for outside CPA to perform financial review and / or audit annually

**How will it be evaluated?**

Budgetary transparency will be evident

**When will it be accomplished?**

Ongoing

**Status:**

Ongoing

**ISSUE OR PROGRAM 3:**

**FINANCE**

**Goal:** Ensure financial transparency and accountability

**Strategy**

**Action Plan**

**Number: 3D2**

---

**What is to be done?**

Coordinate and schedule fundraising activities of the parish and school

**Who will be involved?**

Parish Scheduler

Advancement Director

**Who will be responsible?**

Parish Scheduler

Advancement Director

**What are the needed resources?**

No additional resources required

**What budget is needed?**

None

**How will it be evaluated?**

Coordination will take place

**When will it be accomplished?**

Yet to be accomplished

**Status:**

Yet to be accomplished

## **Action Plans - 4. Marketing**

## **4. Marketing**

### **Aim:**

St. Bonaventure Catholic Parish School will:

- Educate the parish, school, and extended communities about benefits of Catholic education to sustain and support life-long faith and character formation
- Communicate the strengths of the academic program at St. Bonaventure Catholic Parish School
- Celebrate the life-long commitment to St. Bonaventure Catholic Parish School of faculty, staff, parents grandparents, and alumni
- Publicize how students are educated for service and change
- Emphasize the benefits of a safe and nurturing school environment
- Highlight respect for traditional values through the use of modern teaching techniques

### **Summary of Action Plans**

### **Goal:**

**A: Systematically market SBS to existing and potential stakeholders about the positive, unique, and beneficial aspects of the SBS experience**

### **Action Plans**

- 4A1 Establish Marketing and Public Relations as a Committee of the School Board
- 4A2 Identify audience for Marketing SBS and clarify and promote SBS “brand” to that audience
- 4A3 Identify strengths and weaknesses of academic and faith formation programs at SBS in order to capitalize on strengths and correct weaknesses to effectively market the school
- 4A4 Establish Curriculum and Instruction Committee of the School Board (to promote strong academic programs at SBS)

**ISSUE OR PROGRAM: 4**

**MARKETING**

**Goal:** Systematically market SBS to existing and potential stakeholders about the positive, unique, and beneficial aspects of the SBS experience

**Strategy**

**Action Plan**

**Number: 4A1**

---

**What is to be done?**

Establish Marketing and Public Relations as a Committee of the School Board

**Who Will Be Involved?**

School Board

Principal

Vice Principal

Advancement Office Staff

PFA

**Who Will Be Responsible?**

School Board

Principal

**What Are the Needed Resources?**

School Board Meeting time, volunteers to serve on committee, Advancement Office Staff time and participation

**What Budget is needed?**

None

**How will it be evaluated?**

Formation of the Committee

**When will it be accomplished?**

School year 2012-13

**Status:**

Yet to be accomplished

**ISSUE OR PROGRAM: 4****MARKETING**

**Goal:** Systematically market SBS to existing and potential stakeholders about the positive, unique, and beneficial features of the SBS experience

**Strategy****Action Plan****Number: 4A2**

---

**What is to be done?**

Identify audience for Marketing SBS and clarify and promote SBS “brand” to that audience

**Who will be involved?**

Newly-formed Marketing and Public Relations Committee  
School Board  
Advancement Office Staff  
Principal  
Vice Principal  
PFA

**Who will be responsible?**

Marketing and Public Relations Committee of the School Board  
Advancement Office Staff

**What are the needed resources?**

School Board Meeting time, Marketing, and Public Relations Committee time,  
Advancement Office Staff time and participation, access to longitudinal data about school,  
access to research-driven data, access to survey software

**What budget is needed?**

Projected start-up budget to conduct market research for first year \$500.00

**How will it be evaluated?**

Written report from Marketing and Public Relations Committee defining target audience and brand will be the mechanism to measure success

**When will it be accomplished?**

School year 2012-13

**Status:**

Yet to be accomplished



**ISSUE OR PROGRAM: 4****MARKETING**

**Goal:** Systematically market SBS to existing and potential stakeholders about the positive, unique, and beneficial features of the SBS experience

**Strategy****Action Plan****Number: 4A3**

---

**What is to be done?**

Identify strengths and weaknesses of academic and faith formation programs at SBS in order to capitalize on strengths and correct weaknesses to effectively market the school

**Who Will Be Involved?**

Marketing and Public Relations Committee

Pastor

Principal

Vice Principal

School Board

PFA

Advancement Office Staff

Faculty/Staff

Students

**Who Will Be Responsible?**

Marketing and Public Relations Committee of the School Board

Principal

**What Are the Needed Resources?**

School Board Meeting time, Advancement Office Staff time and participation, access to longitudinal data about students' performance during and after attendance at SBS

**What Budget is needed?**

Minimal budget to conduct research

**How will it be evaluated?**

Synthesis of research in a marketing format (web page, DVD, etc.)

**When will it be accomplished?**

School year 2012-13

**Status:**

Yet to be accomplished

**ISSUE OR PROGRAM: 4****MARKETING**

**Goal:** Systematically market SBS to existing and potential stakeholders about the positive, unique, and beneficial features of the SBS experience

**Strategy****Action Plan****Number: 4A4**

---

**What is to be done?**

Establish Curriculum and Instruction Committee of the School Board (to promote strong academic programs at SBS)

**Who will be involved?**

School Board  
Vice Principal  
Grade Level Coordinators

**Who will be responsible?**

School Board,  
Vice Principal

**What are the needed resources?**

School Board Meeting time, volunteers to serve on committee, Grade Level Coordinators participation on Committee

**What budget is needed?**

None

**How will it be evaluated?**

Committee will be established

**When will it be accomplished?**

School year 2012-13

**Status**

Yet to be accomplished

## **Summary of Action Plan**

### **Goal:**

**B:     Emphasize the importance and value of service as an expression of the St. Bonaventure Catholic Parish School mission**

4B1    Establish Christian Service Chair position of ASB (to calendar, track, and publicize SBS student service projects)

**Complete Action Plan Follows**

**ISSUE OR PROGRAM: 4****MARKETING**

**Goal:** Emphasize the importance and value of service as an expression of the St. Bonaventure Catholic Parish School mission

**Strategy****Action Plan****Number: 4B1**

---

**What is to be done?**

Establish Christian Service Chair position of ASB (to calendar, track, and publicize SBS student service projects)

**Who will be involved?**

Vice Principal  
ASB Moderator  
ASB officers  
Student body  
Master Scheduler,  
Marketing Public Relations Committee

**Who will be responsible?**

ASB Moderator  
Vice Principal

**What are the needed resources?**

School Board Meeting time, volunteers to serve on committee, Grade Level Coordinators participation on Committee

**What budget is needed?**

None

**How will it be evaluated?**

Establishment of Service Chair position

**When will it be accomplished?**

School year 2012-13

**Status**

Yet to be accomplished

## **Summary of Action Plans**

### **Goal:**

**C: Engage alumni more extensively and meaningfully in St. Bonaventure Catholic Parish School mission**

4C1 Establish Alumni Relations Director (volunteer) through the Advancement Office

4C2 Alumni Relations Director to conduct research to identify current SBS parents who are SBS alumni, and to identify key alumni who are no longer affiliated with school day-to-day

**Complete Action Plans Follow**

**ISSUE OR PROGRAM: 4**

**MARKETING**

**Goal:** Engage alumni more extensively and meaningfully in St.  
Bonaventure Catholic Parish School mission

**Strategy**

**Action Plan**

**Number: 4C1**

---

**What is to be done?**

Establish Alumni Relations Director (volunteer) through the Advancement Office

**Who Will Be Involved?**

Principal  
Vice Principal  
Advancement Office Staff  
PFA

**Who Will Be Responsible?**

Advancement Director  
Principal

**What Are the Needed Resources?**

Volunteers to serve as Alumni Relations Director, Advancement Office Staff support,  
access to SBS alumni database

**What Budget is needed?**

None

**How will it be evaluated?**

Naming of Alumni Relations Director

**When will it be accomplished?**

School year 2013-14

**Status:**

Yet to be accomplished

**ISSUE OR PROGRAM: 4****MARKETING**

**Goal:** Engage alumni more extensively and meaningfully in St.  
Bonaventure Catholic Parish School mission

**Strategy****Action Plan****Number: 4C2**

---

**What is to be done?**

Alumni Relations Director to conduct research to identify current SBS parents who are SBS alumni, and to identify key alumni who are no longer affiliated with school day-to-day

**Who Will Be Involved?**

Alumni Relations Director  
Principal  
Vice Principal  
PFA  
Advancement Office Staff  
Staff

**Who Will Be Responsible?**

Alumni Relations Director (volunteer)  
Advancement Director

**What Are the Needed Resources?**

Alumni Relations Director time, Advancement Office Staff support, access to SBS alumni database, SBS social networking sites

**What Budget is needed?**

None

**How will it be evaluated?**

Creating of database of current parents who are alumni and identifying “key” alumni in existing database

**When will it be accomplished?**

School year 2013-14

**Status:**

Yet to be accomplished

## **Action Plans - 5. Communication**



## **5. Communication**

### **Aim:**

St. Bonaventure Catholic Parish School will:

- Improve communication between the school and the neighboring communities
- Enhance communication between the parish and the school
- Create a process for enhancing communication between the school board and the campus community
- Create opportunities for dialogue between and among key school constituencies.

### **Summary of Action Plan**

#### **Goal:**

**A: Create a better understanding of what SBS has to offer to the neighboring communities**

#### **Action Plan**

- 5A1 Form a committee to evaluate current methods of communication and identify effective methods of communication (in collaboration with the Marketing Committee)

**Complete Action Plan Follows**

## ISSUE OR PROGRAM 5:

## COMMUNICATION

**Goal:** Create a better understanding of what SBS has to offer to the neighboring communities

### **Strategy**

### **Action Plan**

**Number: 5A1**

### **What is to be done?**

Form a committee to evaluate current methods of communication and identify effective methods of communication (in collaboration with the Marketing Committee)

### **Who will be involved?**

Each organization or group in the school

### **Who will be responsible?**

Administrative Team

Communications Committee

### **What are the needed resources?**

Personnel

### **What budget is needed?**

Minimal

### **How will it be evaluated?**

Committee will be formed

### **When will it be accomplished?**

School year 2012-13

### **Status**

Yet to be accomplished

## **Summary of Action Plans**

### **Goal:**

**B: Review and revise, where necessary, a system of communication among members of the school constituencies**

### **Action Plans**

- 5B1 Review and revise, where necessary, a system of communication among members of the school constituencies
- 5B2 Form a committee to develop effective communication practices between the school board and the campus constituencies

**Complete Action Plans Follow**

**ISSUE OR PROGRAM 5:****COMMUNICATION**

**Goal:** Review and revise, where necessary, a system of communication among members of the school constituencies

**Strategy****Action Plan****Number: 5B1**

---

**What is to be done?**

Form a committee to evaluate current methods of communications among and between administration, faculty, staff, and parents

**Who will be involved?**

School Board  
Administration  
Faculty/Staff  
PFA

**Who will be responsible?**

School Board

**What are the needed resources?**

Time, personnel

**What budget is needed?**

None

**How will it be evaluated?**

Committee will be formed

**When will it be accomplished?**

School year 2012-2013

**Status**

Yet to be accomplished

**ISSUE OR PROGRAM 5:****COMMUNICATION**

**Goal:** Review and revise, where necessary, a system of communication among members of the school constituencies

**Strategy****Action Plan****Number: 5B2**

---

**What is to be done?**

Form a committee to develop effective communication practices between the school board and the campus constituencies

**Who will be involved?**

School board  
Administration  
Faculty/Staff  
PFA

**Who will be responsible?**

School Board  
Principal

**What are the needed resources?**

Time

**What budget is needed?**

None

**How will it be evaluated?**

Committee will be formed

**When will it be accomplished?**

School year 2012-2013

**Status**

Yet to be accomplished

## Action Plan Time Lines for Each Concern

<b>Action Plan Time Lines for Concern 1 - Catholic Identity</b>							
<b>1</b>	<b>Page</b>	<b>Key Recommendations</b>	<b>2010–11</b>	<b>2011–12</b>	<b>2012–13</b>	<b>2013–14</b>	<b>2014–15</b>
<b>1A1</b>	<b>11</b>	Educate about Mission Statement	January 11	X	X	X	X
<b>1B1</b>	<b>13</b>	Parish & School Joint Task Force	September 11	C	C	C	C
<b>1C1</b>	<b>15</b>	Identify Faith-filled Experiences	Spring 12	C	C	C	C
<b>1C2</b>	<b>16</b>	Primary Educator Workshop	Fall 2012				

<b>Action Plan Time Line for Concern 2 - Governance</b>							
<b>2</b>	<b>Page</b>	<b>Key Recommendations</b>	<b>2010–11</b>	<b>2011–12</b>	<b>2012–13</b>	<b>2013–14</b>	<b>2014–15</b>
<b>2A1</b>	<b>19</b>	Mission Committee of Board	X	X	X	X	X
<b>2B1</b>	<b>21</b>	Restructure Board	X				
<b>2B2</b>	<b>22</b>	Communicate Involvement	X	X	X	X	X
<b>2C1</b>	<b>24</b>	Review Membership	X	X		X	

<b>Action Plan Time Line for Concern 3 - Finance</b>							
<b>3</b>	<b>Page</b>	<b>Key Recommendations</b>	<b>2010–11</b>	<b>2011–12</b>	<b>2012–13</b>	<b>2013–14</b>	<b>2014–15</b>
<b>3A1</b>	<b>27</b>	School Finance Committee	X	X	X	X	X
<b>3A2</b>	<b>28</b>	Evaluate Tuition	X	X	X	X	X
<b>3A3</b>	<b>29</b>	Evaluate Tuition Assistance Program.	X	X	X	X	X
<b>3B1</b>	<b>31</b>	School Facilities Coordinator	Fall 10				
<b>3B2</b>	<b>32</b>	List of Facility Needs	X	X	X	X	X
<b>3B3</b>	<b>33</b>	Prioritize Needs		X	X	X	X
<b>3B4</b>	<b>34</b>	Identify Program Needs		X	X	X	X
<b>3B5</b>	<b>35</b>	Prioritize Program Expenditures		X	X	X	X
<b>3C1</b>	<b>37</b>	Transition Board Committee	ASAP				
<b>3C2</b>	<b>38</b>	Evaluate Fundraising		X	X	X	X
<b>3C3</b>	<b>39</b>	Coordinate Prospective Fundraising		X	X	X	X
<b>3D1</b>	<b>41</b>	Maintain Budgetary Practices	X	X	X	X	X
<b>3D2</b>	<b>42</b>	Coordinate Activities	X	X	X	X	X

<b>Action Plan Time Line for Concern 4 - Marketing</b>							
<b>4</b>	<b>Page</b>	<b>Key Recommendations</b>	<b>2010–11</b>	<b>2011–12</b>	<b>2012–13</b>	<b>2013–14</b>	<b>2014–15</b>
<b>4A1</b>	<b>45</b>	Establish Marketing Committee			X	X	X
<b>4A2</b>	<b>46</b>	Clarify SBS“ Brand”					
<b>4A3</b>	<b>47</b>	Identify Strengths & Weaknesses					
<b>4A4</b>	<b>48</b>	Establish Curriculum Committee			X	X	X
<b>4B1</b>	<b>50</b>	Christian Service Chairperson			X	X	X
<b>4C1</b>	<b>52</b>	Volunteer Alumni Director				X	X
<b>4C2</b>	<b>53</b>	Research Alumni				X	

<b>Action Plan Time Line for Concern 5 - Communication</b>							
<b>5</b>	<b>Page</b>	<b>Key Recommendations</b>	<b>2010–11</b>	<b>2011–12</b>	<b>2012–13</b>	<b>2013–14</b>	<b>2014–15</b>
<b>5A1</b>	<b>56</b>	Evaluate Communication			X		
<b>5B1</b>	<b>58</b>	Review Internal Communications			X		
<b>5B2</b>	<b>59</b>	Develop Effective Communications			X		

**C= Recommendation would begin in a particular year but may continue as defined by a particular Task Force**

**X = the item continues during the plan**

## Financial Projections for Each Concern

Financial Projections for Concern 1 -Catholic Identity							
1	Page	Key Recommendations	2010–11	2011–12	2012–13	2013–14	2014–15
1A1	11	Educate about Mission Statement		None	None	None	None
1B1	13	Parish & School Joint Task Force		None			
1C1	15	Identify Faith-filled Experiences		Minimal			
1C2	16	Primary Educator Workshop			\$1000		

Financial Projections for Concern 2 - Governance							
2	Page	Key Recommendations	2010–11	2011–12	2012–13	2013–14	2014–15
2A1	19	Mission Committee of Board	None	None	None	None	None
2B1	21	Restructure Board	None	None	None	None	None
2B2	22	Communicate Involvement	None	None	None	None	None
2C1	24	Review Membership	None	None		None	

Financial Projections for Concern 3 - Finance							
3	Page	Key Recommendations	2010–11	2011–12	2012–13	2013–14	2014–15
3A1	27	School Finance Committee	None	None	None	None	None
3A2	28	Evaluate Tuition	None				
3A3	29	Evaluate Tuition Assistance Program	None				
3B1	31	School Facilities Coordinator	TBD				
3B2	32	List of Facility Needs	None	None	None	None	None
3B3	33	Prioritize Needs	TBD	TBD	TBD	TBD	TBD
3B4	34	Identify Program Needs	TBD	TBD	TBD	TBD	TBD
3B5	35	Prioritize Program Expenditures	TBD	TBD	TBD	TBD	TBD
3C1	37	Advancement Board Mission	None				
3C2	38	Evaluate Fundraising	None				
3C3	39	Coordinate Prospective Fundraising	None	None	None	None	None
3D1	41	Maintain Budgetary Practices	CPA	CPA	CPA	CPA	CPA
3D2	42	Coordinate Fundraising Activities	None	None	None	None	Non



<b>Financial Projections for Concern 4 - Marketing</b>							
<b>4</b>	<b>Page</b>	<b>Key Recommendations</b>	<b>2010–11</b>	<b>2011–12</b>	<b>2012–13</b>	<b>2013–14</b>	<b>2014–15</b>
<b>4A1</b>	<b>45</b>	Establish Marketing Committee			None	None	None
<b>4A2</b>	<b>46</b>	Clarify SBS“ Brand”			\$500		
<b>4A3</b>	<b>47</b>	Identify Strengths & Weaknesses			Minimal		
<b>4A4</b>	<b>48</b>	Establish Curriculum Committee			None	None	None
<b>4B1</b>	<b>50</b>	Christian Service Chairperson			None	None	None
<b>4C1</b>	<b>52</b>	Volunteer Alumni Director				None	None
<b>4C2</b>	<b>53</b>	Research Alumni					

<b>Financial Projections for Concern 5 - Communication</b>							
<b>5</b>	<b>Page</b>	<b>Key Recommendations</b>	<b>2010–11</b>	<b>2011–12</b>	<b>2012–13</b>	<b>2013–14</b>	<b>2014–15</b>
<b>5A1</b>	<b>56</b>	Evaluate Communication			None		
<b>5B1</b>	<b>58</b>	Review Internal Communications			None		
<b>5B2</b>	<b>59</b>	Develop Effective Communications			None		

**TBD = To be determined annually**

**CPA = Continue the present use of a CPA which is already budgeted**

## Person(s) Responsible for Each Action Plan

<b>Who's Responsible for Concern 1 - Catholic Identity</b>			
	<b>Page</b>	<b>Key Recommendations</b>	<b>Person(s) Responsible for Success</b>
<b>1A1</b>	<b>11</b>	Educate about Mission Statement	Principal, Dean of Faith Formation
<b>1B1</b>	<b>13</b>	Parish & School Joint Task Force	Pastor, Principal, Vice Principal
<b>1C1</b>	<b>15</b>	Identify Faith-filled Experiences	Pastor, Principal, Vice Principal
<b>1C2</b>	<b>16</b>	Primary Educator Workshop	Pastor, Principal, School Board, Faith Formation Committee,

<b>Who's Responsible for Concern 2 - Governance</b>			
	<b>Page</b>	<b>Key Recommendations</b>	<b>Person(s) Responsible for Success</b>
<b>2A1</b>	<b>19</b>	Mission Committee of Board	School Board Chair, Principal
<b>2B1</b>	<b>21</b>	Restructure Board	Principal, School Board Chair
<b>2B2</b>	<b>22</b>	Communicate Involvement	Pastor, Principal, School Board Chair
<b>2C1</b>	<b>24</b>	Review Membership Opportunities	Pastor, Principal

<b>Who's Responsible for Concern 3 - Finance</b>			
	<b>Page</b>	<b>Key Recommendations</b>	<b>Person(s) Responsible for Success</b>
<b>3A1</b>	<b>27</b>	School Finance Committee	School Business Manager
<b>3A2</b>	<b>28</b>	Evaluate Tuition	School Business Manager
<b>3A3</b>	<b>29</b>	Evaluate Tuition Assistance Program	School Board
<b>3B1</b>	<b>31</b>	School Facilities Coordinator	Principal
<b>3B2</b>	<b>32</b>	List of Facility Needs	School Facilities Coordinator
<b>3B3</b>	<b>33</b>	Prioritize Needs	Principal, School Business Manager
<b>3B4</b>	<b>34</b>	Identify Program Needs	School Board, Vice Principal
<b>3B5</b>	<b>35</b>	Prioritize Program Expenditures	Vice Principal, School Business Manager
<b>3C1</b>	<b>37</b>	Transition Board Committee	PFA, Advancement Director
<b>3C2</b>	<b>38</b>	Evaluate Fundraising	PFA
<b>3C3</b>	<b>39</b>	Coordinate Prospective Fundraising	PFA
<b>3D1</b>	<b>41</b>	Maintain Budgetary Practices	Principal, School Business Manager
<b>3D2</b>	<b>42</b>	Schedule Fundraising Activities	Parish Scheduler, Advancement Director

### Who's Responsible for Concern 4 - Marketing

	Page	Key Recommendations	Person(s) Responsible for Success
<b>4A1</b>	<b>45</b>	Establish Marketing Committee	School Board, Principal
<b>4A2</b>	<b>46</b>	Clarify SBS“ Brand”	Marketing Committee (School Board), Advancement Office
<b>4A3</b>	<b>47</b>	Identify Strengths & Weaknesses	Marketing Committee, Principal
<b>4A4</b>	<b>48</b>	Establish Curriculum Committee	School Board, Vice Principal
<b>4B1</b>	<b>50</b>	Christian Service Chairperson	ASB Moderator, Principal
<b>4C1</b>	<b>52</b>	Alumni Director (Volunteer)	Advancement Director, Principal
<b>4C2</b>	<b>53</b>	Research Alumni	Alumni Relations Director, Advancement Director

### Who's Responsible for Concern 5 – Communication

	Page	Key Recommendations	Person(s) Responsible for Success
<b>5A1</b>	<b>56</b>	Evaluate Communication	Administrative Team, Communications Committee
<b>5B1</b>	<b>58</b>	Review Internal Communications	School Board
<b>5B2</b>	<b>59</b>	Develop Effective Communications	School Board, Principal

# Responses to Questionnaires

**FACILITATORS NOTE:**

The following pages contain responses gathered from parents, faculty/staff and the Task Force, itself. The responses were categorized in order to assist in strategic thinking and planning. Although one long response may have been separated into separate categories, with rare exception were responses edited.

## **Categorized Parent Responses**

[**Editor's note:** Some responses had sentences that covered multiple areas. If possible, the phrases were separated and placed into the most appropriate subcategory. In other cases, it was impossible to completely make such a separation.]

**1. What are the strengths of St. Bonaventure Catholic Parish School and/or for what is it best known?**

**Catholic Identity**

- Faith based school Involvement of the Presentation Sisters It is great at reinforcing our Catholic values in prayer, going to church, and having caring teachers.
- We feel a part of the SBS community Catholic Education
- Strengths: Sister Maria, interaction of priests, and weekly mass attendance great catholic background With Christ as our focal point, our ultimate goal is to teach our children that not matter what happens in life our faith and the SBS community A Christ centered school, the family of volunteers, and an environment that accentuates the positive. Welcoming environment. Catholic values in education Strong Religious/Catholic education Mass and access to clergy
- Strong Catholic Education
- Religious environment
- Expressions of the Catholic faith/prayer several times a day, mass once a week, visual expressions (i.e., crucifixes, Mary's Garden etc.)
- Keeping Christ and good morals in our children
- Strong focus on faith and moral standards
- Instilling our faith into our children in a positive and loving way
- Religious formation
- Christ based education
- Religious education
- We personally have our children in SBS for the Catholic education and Christ centered values and many families who have the same values as we do. I guess that would be the strengths
- The importance of religion
- Sacraments offered & Religious education taught in class
- The spiritual atmosphere that our children grow and learn in everyday.
- Sense of Community
- The wonderful community of families that support and nurture each other
- It's strong community
- There is a strong sense of community
- Community
- The community
- Sense of community
- St. Bonaventure is best known for it's sense of community
- Support one another

- I believe the strengths are the school community-the faculty/staff, the parents & the students as well as the church community
- I chose Saint Bonaventure to raise my children in an environment that focuses on Christ's love and teachings. The warmth of the people, like Fran in the front office or Mrs. Knipper in the technology lab, makes it feel like a family
- I believe the strengths of SBS are the faculty, administration and parents' common goal of teaching children in a Christ-centered community
- The firm and fair environment allows the children to learn and grow within God's love and plan
- I appreciate the weekly Masses and interaction with the parish priests in the classroom
- Retreats
- Parent 'parking lot prayer' group and involvement in the classroom
- Parents care about their child's education and about the school
- Daily prayer, weekly Mass, student body Masses, student participation in Mass preparation
- We asked ourselves that question before registration, and each year the strengths go down. We pay to pray. Every year I see the school turn more into a "private school" instead of a Catholic school. We forget that we are privileged
- Students are taught respect for themselves and others which turns into life long lessons. They are prepared for life
- A remarkably involved group of parent volunteers who are allowed to participate in the education and formation of the students
- Parent involvement is welcomed
- Parents doing more volunteer work than they need to
- Family participation
- The support of the parents is wonderful
- The great support from the Priests and the families
- Interaction with priests/sisters, etc.
- It is a great "community" to be in
- I like that is a small school. I like the community
- The families are all so giving and caring
- I like the religious education
- SBS is best known for, in our opinion, it's strong community
- Sense of Community, our faith presented everyday to the children, teaching them to be good citizens and responsible for their actions
- Providing a complete academic AND spiritual education
- Religious based curriculum
- Parent/family involvement (service/volunteer hours); Catholic values
- The strengths I feel of St. Bonaventure Catholic Parish School are the ability our children have to pray at school and how the school is a Christ centered school. I also feel there is a feeling of family at our school. Family that is there to support each other in good and bad times. Our community has had a very difficult time with loss and illness recently and it is nice to see our families come together to help those who are suffering an unimaginable loss or serious illness
- Strong parental involvement

- A loving, supportive community of families
- Parental involvement
- Family participation/involvement
- It's well integrated with the parish; the priests are a common sight on campus and popular with the kids
- [The interest] to each other as parents/students/families I feel many of us see all these things as strengths
- Last but not least that Christ is always present

### **Campus Life**

- Respect for authority
- Safe, caring environment
- Safe campus
- Discipline & order
- Secure campus
- Uniforms (mostly a strength)
- I like the uniforms, including the guidelines regarding socks and shoes
- Uniform dress code
- School is known for "fitting into the mold"
- Good atmosphere, not too much b.s. (although it is growing exponentially)
- The importance of acting and dressing correctly
- Also, Love the automated phone system too
- Offer day care (extended day)
- "For what is it best known?" To the outside community I don't know if we are always seen in that positive light. I get the feeling that in the Huntington Beach community our "label" isn't always positive. With friends, teammates, neighbors etc., I always feel I have to defend myself for having our kids at SBS. It's snobby, exclusive, medieval (uniforms), etc. or similar assumptions and rumors that I feel I have to dispel. Instead of coming to the defense of SBS, it would be nice to hear someone say "I've heard that's a great school, how do you like it?"

### **Curriculum**

- Blue Ribbon award for excellence in education
- Blue Ribbon School
- Blue Ribbon School
- Strong Core Academics
- Strong academics
- Core subjects taught
- I have also been impressed with how well my children have made the leap from SBS to high school they were very well prepared academically great education
- Excellent academics and sports programs
- "Quality" education--teaching basic skills that will be needed in High School and beyond
- School is known for its quality of education



- I think SBS has a very good reputation for academics, and is improving in areas of weakness
- Good technology program
- I am very impressed with it's technology focus in relation to the public school system
- A very clear focus on education both academic and religious
- I like accelerated reading and accelerated math because they allow children to learn and read confidentially at their own pace
- If I had to pick a strength it would be math
- Better prepared for high school and college than most.
- Students are effective communicators
- Strong Academics
- Academic excellence
- Solid education
- Excellence in education
- COMMITMENT TO ACADEMIC SUCCESS
- Art & music programs
- Art, music, library, reading program.
- 'Walk through....' programs
- Traveling scientists, field trips
- I believe we are known for this [school community] as well as for the education that our children receive.
- I've heard it described as having a good academic reputation from public school teachers

### **Faculty/Staff**

- Mrs. Sabatino, Mrs. Wilson, and Mrs. Johnston (in no particular order). The strengths are numerous, specifically, the faculty (Mrs. Mullin). Our family has always felt so welcome and this is solely due to the faculty
- . I have been very happy with all the teachers at SBS (we've had: Miss Hellbusch, Mrs. Sabatino, Miss McKinley, Miss Sumner, Miss Farmer, Miss Shafranske, Mrs. MacKinnon and Mrs. Mullin, Mrs. Wilson)
- The strengths of SBS is it's staff and their willingness to help, listen and improve the school
- The FABULOUS staff and faculty. I feel that each and every Teacher that we have had has personally taken an interest in each of my children (this is our 7th year at SBS, with 3 children enrolled this year)
- Dedicated teachers
- The staff is very committed to incorporating religion in with education
- Parent/Teacher communication
- The dedication of its teachers & the commitment the school makes to its students.
- Dedicated teachers
- Dedicated teachers
- Faculty
- A special caring core of teachers. The love and respect they have for the kids in getting them to want to learn

- They have a strong academic and religious base and dedicated, talented teachers who do a wonderful job teaching our children.
- Many of the teachers are just amazing (like Mrs. Sabatino)
- Mostly good teachers
- We are blessed with very good teachers
- Other strengths are the hard working staff that put the children first!
- Friendly faculty and staff
- Caring teachers, staff and administration
- Front office staff helpful/welcoming
- Low turnover with faculty and staff
- Nurse on staff

#### **Administration**

- The administration is always welcoming and helpful with questions or concerns

#### **Enrollment**

#### **Finance**

- Reasonable tuition
- Low tuition

#### **Development**

- The ability to raise so much money at the auction

#### **Governance**

## **2. What do you perceive to be the weaknesses of St. Bonaventure Catholic Parish School?**

### **Catholic Identity**

- Way too many "cliques." This is an administration problem. Many other (private) schools simply would not tolerate the ongoing "control" of just a few families. It would not be hard to find others to help or volunteer if they felt their voice could be heard. Many families would be happy to help to see the entire school benefit, not just their own children. However, time after time, their offers are rebuffed by the parents already running the show or we are just too timid to offer because those parents steamroll over the rest of us. In sum, the administration has passed control (or so it seems) over to a select group of families
- Decisions are made by an elite few
- Cliques of parents, gossip (rubbing off on the kids) and sometimes of lack of information for certain events
- The weaknesses SBS has, in our opinion, is the teachers' knowledge regarding religion...specifically on Mass days. For example, when Jesus is exposed on the altar everyone should be encouraged to get on both knees before entering the pew. Additionally, there should be no talking nor should there be any movement when the priest moves Jesus to the tabernacle before mass begins. The reverence is definitely missing when it comes to mass/church. Discussing the gospel or encouraging the students to do so the night before might also assist in overall interest/participation. Finally, it's the Year of the Priest. With all that our priests have had to endure over the past years, it might be nice to strengthen their bond with the students. They really are to be appreciated. As we were recently told at Mass...they are becoming extinct (the sisters are also so special and the students really should know them and do for them)
- Lack of tight integration with the parish (parish should have a part of its mission to support the school)
- At the moment, the recent retirement of some of the sisters has left a void in both the presence of their spirits around campus and their teaching excellence
- I see an over emphasis on academics to the detriment of spiritual formation
- The church and the school seem two different units, but could nor should be differentiated
- Lack of focus on living a Catholic life. Books in library which are condemned by our Holy Father (Harry Potter, Dragons, etc.)
- Too much tolerance and emphasis on secular values

### **Campus Life**

- There are too many nit-picky rules. There are so many specific rules that no one seems to know all of them. This makes it difficult to enforce and ultimately undermines the authority of the school. My children are well-behaved and don't get

into trouble, but even they complain because there are so many rules regulating every aspect of their day

- Micromanaging recess...don't run, don't throw balls and the list goes on. Kids should be allowed to get a few scrapes and bruises
- Regarding uniform regulations, I understand wanting to eliminate the competitiveness of fashion, but there needs to be some room for the kids to express their individuality. Why must shoes be only all black or all white? Why must socks all be crew length? And what is wrong with the school sweatshirts??? When the kids have them on they look sharp!
- Too much emphasis on uniform conformance
- Overemphasis on uniform code
- The uniform regulation changes. I know why the uniforms (especially the girls) have changed but it's hard on the budget
- Getting bogged down in details of a very strict dress code (color of shoes, no sweatshirts) takes away from what Christ is about
- Also we need to be consistent, but not overly picky about uniforms. Our Catholic high schools let the kids wear different colors of shoes to express their personalities. Also when our 8th grade students leave SBS, they are so tired of rules that they want to attend public high school instead of loving their education
- Not including all the children in the sports programs is also a problem. How hard is it to have two A and B teams?
- Most have already been addressed, but I think our sports program can be improved upon. With the economy such that it is scholarships are so important and a sports scholarship can be available to so many
- School Administrators should be aware of all activities at school including sports
- Certain "mean" children groups that bully
- The no peanut policy. If the children with allergies were in serious danger, I would not mind this policy. However, I see all of them in activities and at places outside school where they are exposed to non-peanut free environments without their parents and they are fine. If they were not allowed places where nuts are around, I would understand the policy better. But the school is placing a big financial burden (peanut butter and jelly is the easiest most inexpensive lunch I can make) and risk (luncheon meats are not healthy and risk going bad) on working families that are already making sacrifices to send our kids to private school
- Peanut policy
- "Peanut Free School". Again, protecting people from reality. What about allergies to bee stings, asthma, shrimp, eggs, soybeans etc.? Are they less important? The gist of the training last year was basically that if you see a child in anaphylactic shock, call 9/11. Really? Thanks for telling us. What happens to these sheltered kids when they hit high school or college or the real world? I think the explosion in peanut allergies is highly correlated to the explosion in overprotective parents
- We understand the peanut allergies, but Catholic High Schools along with public schools do not make it mandatory. We use separate the children for years and we never had problems

- Nut/food allergy restrictions should not be applied to entire school. All other schools deal with the problem without total exclusion
- I loved the new brilliant "no bullying" strategy Mrs. Luttrell presented. Here are the new choices: a) say something; b) say nothing; c) tell an adult. Gee, what do you think the possibilities were before this brilliant plan? Either people have common sense or they don't. Coming up with nifty initiatives designed to teach common sense won't work - people who already have common sense will use it, and those who don't aren't going to learn
- The whole diocesan safe harbor (or whatever it's called) program is a joke. The diocese is going to tell parents how to keep kids safe? The same diocese that protected the pedophiles? Come on. It's just a CYA response ordered by your lawyers and a complete waste of time for decent volunteers. Fingerprint us to find any bad guys, fine, but that stupid course is a joke. It's a Sesame Street-level course on child abuse, and the Church's history on child abuse makes it almost unbearable to endure
- There are kids in each class with behavior problems that are not getting addressed. Each year I see the same kids causing problems and getting in trouble
- The grounds themselves, the campus, in terms of its set-up for safe and active play is not the best. It would be great to see better sports facilities at some point
- The limited playground area
- Kindergarten playground is too restricted/small for quantity of kids using it. Let them run around on grass area instead
- Parking in 2008-2009 improved, but still room for improvement
- Parking area is too inflexible for special circumstances/emergencies
- Children's play yard is really a parking lot and with very limited field space (compared to any local public school or SSJ, etc)
- Some schools have better programs and facilities allowing the students to have a head start in high school where the competition becomes greater
- One is Inconsistency and Fairness . . . especially the things that our children notice. These examples are complaints I've heard from my children. 1. Dress Code - not all Teachers enforce the dress code, I fully support the dress code but it is not enforced by all Teachers. 2. Lunches - my daughter misses the healthy, home made lunch or hot soup that I would occasionally drop off on the lunch bench. It may sound petty but it was a nice tradition for us, not fast food or junk food; and not everyday. This wasn't a forgotten lunch; it was planned. I did see parents hold up traffic and other problems and can understand (but don't fully support) the change. However, some parents that work at SBS, or may be volunteering at school during lunchtime fix their children a hot lunch from home; or re-heat in the Duffy kitchen. This was not an every now and again occurrence, my student mentioned (complained) about this several times last year. 3. Teacher choice – we know we can't ask; and we're told there is no switching; but it still happens. Kids know as soon as those lists post and they see when kids get moved. Moms jockey for the Room Mom spot when they are really INTENT on having their child in a certain classroom. But I also know that our Teachers need the support of our parents and should have the freedom to choose any parent they wish. However the process does not have the "appearance" of fairness when you see the same parent 2 years in a row. Moms are smart; we KNOW this

happens. These are issues that I have not ever "complained" about because I did not feel that I could do so without sounding "petty". But they are important when you have to give your kids the "life is not always fair" speech. Life is not always fair . . . I will give that speech many times, but SBS should be an example of fairness to our students. These are also what lead to comments like "I can't wait to leave SBS because of ALL THESE RULES". I know that many of my friends that have kids that have already graduated will say that they were DONE by graduation. I see this as a weakness, because it makes SBS appear unfair to our students and; I want my kids to see SBS as a positive experience; not just a good education. When my children are parents I want them to "want" a Catholic education for my grandchildren. Our kids should feel that SBS is a BLESSING not a BURDEN! My kids know they are blessed, I wish they didn't also feel burdened sometimes

- I think the divide between the "haves" & the "have nots". It seems as though some classes are divided by the students that have families that have money & those that do not. Some of us do not have money, however we give our time. I also see the "in" crowd & gossip that goes on with the parents
- Overwhelmed with rules, both students & parents
- Too many 'volunteer' hours required Also, it's not voluntary when it's required
- Volunteer Brunch is nice, but unnecessary - we are not really volunteers
- Prefer to sign up for my own working schedule. Don't like having to work each week for 1/2 year
- Dances are too elaborate/costly Simplicity, rather than lavish, should apply more often
- Lack of Sports Team Booster organization
- Frozen sponges given out for EVERYTHING!
- Lunches are stored in direct sunlight instead of in the classroom
- Some of the parents abused our drop off lunch, but there were a few parents that would drop healthy lunches off once in a while. We have kids and families that leave school with busy schedules and the children want to eat lunch at 3:00 instead of 12:00 because of the lunches they have
- Dispensing of communication is not always consistent. Instead, flow of communication is selective
- COMMUNICATION by far, and has been declining significantly in the past 3 years

### **Curriculum**

- The student to teacher ratio is insanely high. My friends who have students in both public and private schools think we're crazy to pay for such overcrowding. I selected a preschool based on their offering Spanish and French foreign language as part of the standard curriculum. It is extremely disappointing that we don't offer (at least) Spanish for all of our students to better prepare them for the future. FYI - my second foreign language choice is Mandarin
- It seems SBS is a good school for children that fall "in the middle." If there are children at the high end or the low end (particularly the high end), their needs cannot be met. These students just seem to drift through. This is undoubtedly due to the high

number of students in each class. It's unfortunate as many of these children have much to offer, but just give up

- Not enough resources for HIGH or LOW students
- INABILITY TO HELP CHILDREN WITH VARYING ACADEMIC NEEDS-TOO FOCUSED ON SUCCESS AND ACHEIVEMENT WITHOUT REALIZING THE NEEDS OF THE WHOLE CHILD
- The curriculum needs to address every child, not just the "average" child but also the exceptional
- Ways to challenge the above-average students
- Silly things like renaming "Homework" to "Practice". Seriously, this is idiotic. You are not helping students by protecting them from reality. For those few whom you are theoretically helping by doing this, you are making high school and college much worse because those poor dears will be introduced late in life to the terrifying reality of "work". Probably the dumbest thing I've seen come out of SBS in the past 10 years
- Lack of foreign language studies in lower grades
- Spanish class that is worthless
- Spanish program
- Music Program
- Would love to see a more involved music program that included instruments
- Theater/Performing Arts Program
- Limited music education, no band or music courses
- We need a stronger art and music program
- Lack of Art and Music education
- Limited art programs
- Foreign language & computer classes are not needed
- Weakness in enrichment programs
- Accelerated Math program in Fourth Grade
- Accelerated Reader programs for older students that emphasize points over quality of read
- I think large class sizes
- Class size is also a problem
- Class size. 30 kids are fine. 38 kids is pushing the envelope, even with an aide
- Class size is so big that teachers have to teach "one way" to all students. High students are not challenged and Low students are left behind
- Large class sizes, science (especially in the lower grades although I have seen examples of improvement in this area recently), writing (although I'm seeing signs of improvement too.)
- Extremely large class sizes
- Class sizes are quite large
- Classes are getting too large
- Class sizes are too large
- Too much homework...make the school day a bit longer and don't give them SO much!!!
- Too much homework for upper grades

- We do not approve of homework on the weekends. That time is for faith and families
- Too much homework!
- Too much 'parent homework' (projects too complicated for kids to do on their own)
- A little too much homework, believe math and reading are plenty
- Also too much busy work. There are some teachers that let the kids have 20-30 minutes of homework time. We think this should be applied in all classrooms
- Another weakness would be that some classes/grades appear to have busy work/projects that detract from strengths listed above (non-core activities). Also: lots of homework in some grades. My children should not be working on homework until 10 pm. Sometimes my children have homework in a topic that has not been covered in class, like a new math concept. SBS should teach the material; I should support/reinforce/review. We both work out of the home during the day--don't make us work so hard every night. Some work is expected, I understand this
- We have a lack of Catholic curriculum. We're too worried about keeping up with CA State and not enough with our faith. There are so many great Catholic text books and handwriting books out there. English and writing skills are the weakest as well as note taking and comprehension
- Great weakness in accommodations for Catholic Children with disabilities
- The curriculum should be standardized within each grade level. Both teachers should work together and should use the same lesson plan
- Behind in some technology. Would like to receive grades via web, would like to be more cutting edge
- Kids already know or can learn computers at home
- Dancing in PE is not needed
- Smart Boards are not utilized well or at all in classroom - another expensive waste
- Too many 1/2 days

### **Faculty/Staff**

- Some lack of coordination/organization/planning--either by one teacher or between teachers. Some papers/messages that come home are not on point--just tell me what you want and by when. And if I need to send a check, who do I make it to? And don't ask me for money every other week or on very short notice (I know you try hard)
- Negative reinforcement is also a huge problem especially in the lower grades. There needs to be more compassion and nurturing instead of the iron fist
- I haven't experienced this first hand but it seems that there are some teachers who aren't doing a great job
- I have to say some of the teachers hired have not been as professional as one would expect. Our child suffered in kindergarten at the hands of his teacher, and we did go to the school and the teacher was not removed until mid way through the following year. I know all employees have a responsibility to perform their job. However, when your job includes care and instruction of a child you must be professional and kind. I was very disappointed in the school for allowing a hired employee to crush the spirit of my 5 year old child. I must say his teacher in first grade Mrs. Sabatino was a blessing.



She really worked with our child and helped to rebuild his spirit and showed him he is not a bad kid and he can succeed in school. I would like to see the administration listen to the parents when they feel something is not right in the classroom. I know respect is a two way street. The children must respect the teacher however the children must get respect from the teacher. One fifth grade teacher especially has an issue with this

- The turn over with the teachers. It seems as if the teachers are leaving or moving grades
- Lately, a large amount of teachers are leaving. I know this is a factor of life and teachers are people too, but it's very hard on the student when a teacher leaves during the middle of the year (Spanish)
- New teachers should be mentored/supported
- We would like to see more priests/nuns as faculty
- Would like the teachers to be more email friendly, it is the current way of communication
- Faculty not as advanced as some of the competing schools
- Some staff just aren't nice
- Some employees who receive too many complaints need to be removed from the staff

### **Administration**

- The administration needs to open up the communication lines w/the parents
- Response to concerns addressed to the principal. A very defensive mood when questioned on policies of teachers, especially teachers where there had been concern. I personally feel and have heard from others that the principal is unapproachable. Also, parent accountability for service hours. I am told I have to pay or make up hours or I have to pay, yet when I substitute I am offered nothing
- Also, I would like to see more warmth and joy from our principal. While Sister Carmel may have been one-of-a-kind, our principal could make an effort to smile at our children. We want to know that she is happy to be here. She needs to set the tone for love and joy around campus

### **Enrollment**

### **Finance**

- Too much of fundraising money spent on computer lab. I'd rather see it go to the teacher's salaries and books and building improvement around the school
- The high cost in tuition. At the rate your raising your prices each year by the time my kids get out it will probably be \$600 a month
- Would like to see the script program more advanced and available via web
- Fees too high & always being nicked/dimed
- Pay for teachers

- Our school has an image of being accessible only to the wealthy. In the community it's almost as if you have to defend why your children go to SBS. We have many families that sacrifice to send their children to SBS, but we are being weeded out slowly. We had so many wonderful, active families leave for financial reasons. It is very sad. We shouldn't have eliminated so many of our fundraisers this past year. Our school needed the funds
- Huntington Beach has great public schools. St. Bonaventure needs to be better than them in all areas, so the parents feel good about paying tuition, or they will go and get a free education down the street. If the parents are happy they say great things about the school and everyone wants to be part of it

### **Development**

- Large School building itself is older and in obvious need of repair
- No air conditioning
- Classroom items such as chairs, desks, fixtures--are older and need to be replaced
- Not enough real estate to expand for things such as a gymnasium, bigger playground etc.
- Lack of room for dedicated Science Lab and Art Lab
- Lack of financial support from some of the families. I realize not everyone can donate thousands of dollars but everyone can help in some way
- No gym
- Facilities - we could use a gym
- Up until this last year, we felt as though the fund raising drives, (auction in particular) were becoming more important than the day to day school activities. In 2008-09, it was refreshing to see the administration respond to this concern, and focus more on the daily tasks at hand
- More support for the resource teachers and kids with special needs

### **Governance**

### **3. What would you like to see preserved at St. Bonaventure Catholic Parish School?**

#### **General Responses**

- All the strengths
- Everything
- Strengths mentioned above
- See question 1
- None of the silliness listed above
- See #1
- We are relatively new to the school so I don't have a lot of history to benchmark against.

#### **Catholic Identity**

- Catholic Mission
- Emphasis on faith and how to live your faith in your daily life
- Christ-centered education
- Christ centered and faith filled, that should never change! Our goal is to get our children to heaven, not to keep up with the lacking public schools. Weekly mass, All Saints Day, May Crowning, the 5th grade mother's day celebration and Grandparents day are beautiful traditions. We also like the service hour requirement
- Christ-centered education
- I do not want the school to ever veer from its commitment to raising children to follow the example of Christ. I treasure that children are taught not to bully and to be kind and compassionate
- Weekly Mass
- Mass times
- Mass weekly
- Mass days
- Religious faith based instruction
- Prayer
- Religion
- Religion as a subject
- Religious education & sacraments
- Complete integration of faith in all areas of studies
- Catholic traditions, with a warm connection between the school and church
- The strong foundation of the Catholic teaching, weekly Masses, the service projects that the different grade levels participate in & share with the school
- NURTURING THE SPIRITUAL GROWTH OF CHILDREN
- Volunteer Mass and breakfast, honor roll breakfast, school masses, May crowning, SBS TV, Meet the Masters, Walk Through Ancient Times and Walk Through American Revolution, Mothers Day Breakfast

- Caring atmosphere
- Strong Sense of Community
- Our sense of community
- Sense of community and personal attention
- Children need to know that Christ is #1 in their life above all else; being a good person is more important than doing what your friends might want you to do
- Parent involvement
- Parental involvement
- Sr. Carmel's Legacy
- Sister Carmel's presence
- Sisters teaching more of the classes
- Nuns teaching in our school. Our kids need to have that influence
- Nuns teaching
- Events that encourage our strong community (i.e., coffee socials, restaurant nights, golf and spring fundraisers)
- I would like to see the legacy of Fr. Duffy and Sister Carmel preserved. They both set an example of how we should live our lives. The daily reminders of God's love for us and the responsibility we have to treat others with kindness and love
- The strong sense of history and family. I love that former students are sending their children to the school and that so many parents become teachers and staff members. There is no better endorsement than that
- Sense of community, involvement in parish life, nurturing of children's faith
- The spirit of the school. I would like the school to remain Christ centered
- That the legacy of the school, (the importance of religion and caring for one another), is foremost!
- Interaction between grades (6th-1st grade buddies)

### **Campus Life**

- We would like to see the strict dress code preserved. The school has never looked better. With each generation, as we know, strict behavior weakens. Most parents attended Catholic schools and they remember the nuns (some in full habit) and the rules that were enforced. Sure, it was tough...but it taught us respect and we really appreciated the free dress days. It also made it difficult for negativity to breed. In a nut shell, thank you to Mrs. L and the entire staff for working so hard to make SBS a good school
- Uniforms
- Uniforms
- Uniforms
- Uniform swap
- That the boys are allowed to continue to wear shorts throughout the year
- Secure campus
- That Lip synch and Student Council also continue

- The fact that children need to be allowed to children - boys and girls must learn and continue to learn to grown together. Do not separate them that is not what would happen in the real world
- Uniforms & Nuns! I'm also putting uniforms in #4
- Keeping the school safe at all times and updating safety policies when possible
- Consequences for their actions
- Family involvement in safety
- We as parents want our grandchildren to attend SBS or any Catholic school, but we want our students leaving with positive memories and not rules, rules, rules. Mater Dei High School has students talking about what a great school it is. Let's keep that image at SBS

### **Curriculum**

- I also don't want to see the excellence of the education diminish
- Continued Academic Excellence
- Academic excellence
- Great program
- Strong academics
- Educational integrity
- The wide range of programs/learning opportunities -- excellent music and art programs for example
- Priority should be on the basic education--math, English, religion, history, geography, etc.
- Blue Ribbon status---keep the high commitment to education
- Commitment to a high level of education
- Accelerated Reader
- Strong PE program
- Strong math and science in Jr. high
- Would like to see the 6th, 7th and 8th grade trips (Outdoor camp, Catalina camp and Washington DC trip) continue
- Jump-4-Joy
- 1/2 day kindergarten - very good

### **Faculty/Staff**

- I have to admit that there may be a teacher or two that I wouldn't mind hearing that they had moved on. But I think that's being fairly addressed. But I am always sad to see our Presentations Sisters retire. They have earned it; and I'm happy for them, but I wish we had Nuns joining our faculty as often as we see them retire
- Excellent teachers
- As a great school with excellent teachers
- I mentioned in #1, Mrs. Sabatino. She is SBS. She is fair, firm and consistent. Isn't that the goal?
- Parent & teacher communication

- Faith and caring of the teachers and staff
- Strong commitment of teaching staff
- Staff support
- School nurse

#### **Administration**

- The ability to feel that there is an open door policy with the principal and that when she does allow a meeting that she is concerned
- The open communication between the administration and students/families. The consistency with our valuable teachers staying on for many years. We realize that turnover with staff is inevitable but it was wonderful to have the same teachers return every year, and we hope that we will have less turnover in the coming years
- What I do appreciate is the Principal Mrs. Luttrell continually making herself available to the student body

#### **Enrollment**

#### **Finance**

- Low tuition rate that includes a family rate
- Financial aid for families
- Bake sale
- Fundraising

#### **Development**

- Fundraising (including auction 100% participation reinstated)
- The fundraiser which I feel is a big community builder but it needs more involvement from a bigger pool of people willing to help
- Spring Auction with parents running it

#### **Governance**

-

**4. What would you like to see changed or what are some key issues facing St. Bonaventure Catholic Parish School over the next 5 years?**

**General Comments**

- See #2
- See #2
- Same as above
- We hope SBS continues to grow stronger and we can address these problems

**Catholic Identity**

- Why not have the Christmas program in the church and have the junior high grades participate by carrying in candles? The seating situation in the hall has always been pathetic, and if it was done at night in the church, it would give a greater sense of the upcoming Christmas. If the kids want to see the performance, have a practice daytime performance for the kids to view so there is room for the adults to see the performance. There is more emphasis on the lip sync program with kids singing silly songs than on our Christmas program. The program needs to be made fun for the older students with music geared more to their age
- There needs to be more activities geared for junior high age so that they don't fall away from Catholicism in high school. Getting them involved at this age will help to carry through. One school we attended had live stations of the cross where the eighth graders dressed up like Mary, Jesus, soldiers, Simon of Cyrene, women at cross, where it made the stations seem more real. When you hear half of the stations in Vietnamese, and half in English, it isn't quite the same, and this would give the older kids something to participate in and feel a part of
- Having a youth group would also help. It is a difficult age for kids and their parents alike, but if all the parents were involved in supervising the events, it would make things easier to conduct. Other denominations have youth groups, yet Catholicism seems to fall short in this area. I think having a young person (not the Life Teen person, either) to run it would make a big difference as the older kids can't relate to an elderly teacher as well
- Even having the older kids helping distribute food with the hope office would make them be a part of something bigger
- Also, the kids don't seem to relate to going to the Retreat Center after about 5th grade
- I love the fact that we still have the Presentation Sisters actively teaching in the school. I would love to see this continue. It makes such an impact with our children to be involved on a daily basis with these beautiful nuns
- A total equality amongst the students
- That parents are responsible for volunteer efforts
- I would like to see the development of spiritual direction given in confession. I was never taught in Catholic school about the great benefit from spiritual direction; I would like to see each child choose a spiritual director/ confessor by the 6th grade

- A key issue for the future is maintaining a clear Catholic Identity (as opposed to just a good private school) as the number of religious working at SBS dwindles
- Overcoming secularism in text books, projects
- It also seems from an outside perspective that the church and school are two different entities, I feel we need to marry the two and have the priests more a part of the school
- More student reverence for our Lord and our faith

### **Campus Life**

- I think some of the staff may be unaware that many are feeling the pinch of the recession. Changing uniforms seems like a very silly move at this time, and frankly, what girl over 2nd grade would want to wear a skirt? It is challenging enough to even find a solid colored tennis shoe
- My concerns regarding rules were expressed in #2. There is also the increasing need to monitor the growing numbers of electronic devices coming on campus. Cell phones are becoming a bigger and bigger issue and are becoming the status symbol clothing used to be. Unfortunately, some children abuse the privilege and some even misuse the features on their phones (pictures, texting). This is a many-faceted problem and I don't know the answer
- Believe some of the uniform rules could be eased up, for example shoe color, shirts with logos. Overall, very satisfied with the school
- Uniforms: do we really need to be extremely strict with regards to tennis shoes, socks, sweatshirts, hair out of face for girls, or can some guidelines be given? For example, it is extremely difficult to find a solid white tennis shoe with good running support for a child with a wide foot. Will the next step be to tell the girls what color hair accessories they can wear? The sweatshirts look nice, and why is the fleece jacket being phased out? They look nice and don't fade. For a new jacket, it would be practical to have something with a hood so they don't get wet going to Mass.
- Allow girls to wear shorts and hold the parents and the administration accountable if they're too short, instead of punishing those who follow the rules. (That last one came from my 8th grader.)
- Too nit-picky on some issues - uniform code too rigid
- Lighten up on shoe choices
- Use other uniform suppliers (V. Marsha too expensive)
- PLEASE put together a panel of parents and faculty to review the dress code. I full support a dress code; and a good one! The dress code we started with in Kindergarten was reasonable and easy to follow. The opinion at my house (kids and parents) is that the dress code was RARELY enforced and instead of expecting Teachers to require their students to follow the dress code, SBS just puts out a stricter dress code the next year. Sometimes little things like this mean a lot. I'd like to be one of those parents and I think a revised dress code would be a great morale booster for students
- Peanut butter should be allowed for school lunches
- Peanut policy
- I would also like to see the peanut band lifted



- PFA Meetings in the evening when all parents can attend
- More parent input on rules and regulations....take a survey or get parent opinions before making it law
- More sports teams (including soccer, martial arts, etc)
- Keep school fun...don't get too crazy on the strict uniform code
- Certain rules are in place for the older girls to wear shorts (see my comment regarding this in weakness section above)
- Key issues of concern "bullying or mean girl syndrome"
- BULLYING [NEEDS] TO END
- Social issues such as bullying and mean girl syndrome can take time to enforce and reinforce but should St. Bonaventure not take immediate action, then enrollment and the school's integrity could be impacted. The goal is to make the student/parent experience with St. Bonaventure a positive experience
- More discipline in the older grades
- Shouldn't be so much politics involved in decision making (those who complain get their way...I say no way!!)
- AIR CONDITIONING! We all bid money at the auction for P.E. and computer equipment, and would be willing to do so at the next auction. It's too hot in there for the kids and staff
- I would like to see a milk/beverage program
- Coordinate Thanksgiving/Easter breaks with other local schools
- 'Lip-sync,' reward systems
- We need a longer lunch in the upper grades. The new nutrition break is great, but the public schools give the kids a longer lunch
- More community outreach events for students to better understand and to tolerate those individuals who are less fortunate
- The ability to view Parent service hours and yard duty hours on line - this would minimize conflicts
- Would like to see events for more parents to participate scheduled later in the day to compensate for families that both work. It is quite obvious that a large percentage of mothers are stay at home moms so events are normally scheduled during school hours thus making the event exclusive
- Possibly partnering with neighboring sister parochial schools such as St. Hedwig or SSJ for family activities
- Sports team booster organization.

### **Curriculum**

- Maintaining excellence in academics. Offering science and math courses that will provide students with fundamentals for High School success and eventually college. I would like homework assignments to provide opportunities for creative thinking and practice of fundamentals but I firmly believe homework should not take an average student more than 10 minutes per grade level per night. For example, a 4th grade student should on average finish within 40 minutes. Homework should never be busy work

- Writing program continuity between grades
- Musical instruments introduced to the children
- Add band for Jr. High -- the public schools all have it. 7th & 8th grade students should be more involved in creating and producing the yearbook
- Latin, Spanish or French beginning in kindergarten
- More education in Art and Music (to include instruments, etc.).
- Spanish taught at a younger age
- I think smaller class sizes and less homework - I think with the bigger demand on the students each year the kids will have little if any time for themselves or any other things other than homework
- Too much homework...make the school day a bit longer and don't give them SO much!!!
- The amount of homework these kids do! Why must they do EVERY subject every night! When the teachers tell us at orientation night the amount of homework the kids will be doing, they need to stick to it. Telling parents homework will only be 45 min to one hour then assigning 7-9 subjects is unfair to the kids. They don't need to be up past their bedtime doing homework. I hear about the older kids staying up till midnight doing homework. Hopefully, this will change over the next 5 years
- The teachers changing and the amount of homework needs to be limited. Kids need balance. It is as though they have a lot of homework and does not leave time for other activities
- Too much parent-intensive homework projects
- We need less homework. The children can learn responsibility and be educated without the busy work
- Homework can be excessive, causing difficulty in having a balanced life when so much time is spent on it (in spite of saying that SBS nurtures the whole child)
- There is an awful lot of homework starting at 4th grade. It seems like from the point we pick up the kids we are doing homework until they go to bed and then we try to allow our kids to participate in sports but often cannot go because they have too much homework
- I have never found Cultural Arts to be a strong focus at St. Bonaventure (am an alumni). More and more these are focuses that Universities rely on, as well as academics. I have heard discussion that as tuition increases individuals are considering moving to alternate private schools that offer stronger programs in these areas
- Most of all, our ACT math program. Parents are teaching their children math, reviewing objectives and so on... We understand that for students that are ahead it's great, but what about the children who struggle. There is no time for the teacher to help. Our child is one who is way above the average, however, we feel the kids at lower levels need more help
- Get rid of Spanish or start it in Kindergarten. None of my kids have tested out of high school Spanish 1
- More technology & languages
- Additional integration of technology based learning
- Lack of an enrichment program (like the GATE program in the public schools.)
- A dedicated Science Lab. That would give the school something "extra" over the public schools. More science (and art) if at all possible
- A gifted kids program

- More resources to help kids that need the extra help
- Class size
- Again classes sizes are too large. I would love to see a third class at each grade level limiting the number of students in each class to 25
- Lack of all day kindergarten
- Don't see need for overnight trips (Science camp, WA-DC, etc).
- Learning disabilities and class size are issues. The curriculum needs improvement. Getting away from the bad rap of "if you don't fit the mold of a perfect student", too many good Catholic families have left the school because their student didn't "fit"
- Also the kindergarten program is weak academically compared to other programs I have been involved with and would like to see it improve
- Remove sex education from classroom - this should be taught at home
- Scheduling PE on Mass days & kids cannot change clothes. Scheduling PE on Mass days & kids cannot change clothes
- Our school needs a much stronger PE program, playing dodge ball is not PE
- I have a hard time understanding why the kids cannot use the hall on rainy days for physical education. When I grew up in Catholic school that was never an issue. Why is it one now?
- Don't change the recess times to 10 minutes Allow SBS TV only on certain days so the children are allowed to get outside for recess each day for 20 minutes

### **Faculty/Staff**

- It's difficult to lose good teachers that we have come to know and love. Replacing them with good caliber teachers that will stick around is important. A key issue now & going forward is the hiring of good & highly qualified teachers. SBS needs to be in search for the best teachers-not just warm bodies
- Beef up the number of teachers with Master Degrees. Try to recruit Catholic Sisters as teachers or teacher-aides. Less nepotism
- That the newer teachers continue to grow and make the school what it has been
- Teachers need to teach all the students not just hand out assignments
- PROFESSIONALISM BY TEACHERS [NEEDS] TO IMPROVE
- FAVORITISM [NEEDS] TO END
- Over all I love the school. The one thing that bothers me is some of the faculty seems miserable. It's nice to see happy people at school and teachers that actually enjoy children
- Miss Farmer is an example of teaching in the classroom and not busy work at home
- More parent/teacher conferences
- Faculty and staff will need to make themselves more accessible i.e. returning phone calls or email

### **Administration**

### **Enrollment**

- I think the changes are already in process. I think the key issue St. Bonaventure will face is in a declining population. However I believe as cuts are made in public schools families will do whatever they can to stay at St. Bonaventure
- Enrollment, Fundraising & Tuition. I think it will be difficult for SBS to keep up enrollment in a failing economy. One of my children had 8 students leave in their grade last year/this year. I personally know some of the families that have left the school over the last few years; and they are happier in public school. I realize not many people will say they regret leaving SBS; and I know many students need resources that the public schools can offer them. But, I worry that lower enrollment will translate to higher tuition. I know that fundraising is important and I worry that might not be able to keep my kids at SBS for financial reasons
- Enrollment in this economy
- Declining enrollment

### **Finance**

- The economy and how it affects our school (financial hardship and lower enrollment)
- RAISE TUITION (ALOT). While it's an unsavory choice, SBS is by far the best deal around. Don't be afraid to charge what you're worth
- Cost. Cost is going up faster than my salary, for the past several years. I understand we have fewer nuns teaching so our costs are increasing, but it is still hard to make ends meet. In the case of SBS, we also have older facilities that have to be maintained (thereby increasing costs). I'm sure we also have an issue getting volunteers as more parents work outside the home
- A possible fundraising fee. Maybe not as large as some high schools and other grade schools but something so that people know they have to help out
- Expense (i.e., will Catholic school be only available to the wealthy?)
- The economy is going to be an issue we need more help from the Diocese and the Parish
- More awareness regarding Sr. Carmel Legacy tax deductible contributions
- I also have heard many families comment that the increase in tuition is pushing out larger catholic families and causing St. Bonaventure to lose its Catholic Identity and focus its energy on the wealthy who can afford the tuition. It would be a shame to lose these families who have supported the school since its inception
- The obvious issue is going to be economics. Can we keep tuition reasonable for families without pounding them with too much fundraising? Costs are no doubt rising, and times are lean for many. I hope we can maintain the quality of the education without limiting it to merely high-income families. I have heard too many middle-class families struggling and worrying about making it recently. I think the families here do an unbelievable job of fundraising, but I hope that money can truly go back into our school to help improve it and keep the quality of staff.
- Also have the family envelope online
- Too much fundraising

- Cost is a big issue. I am glad to see some of the back to school stuff online & less paper being used. I am sure fund raising & technology are issues to always be looking at
- We've lost so many families to our economic times and politics at SBS. We need to revamp our image in this community as not an "Entitled School" or a school for the rich. We do have families that abuse our financial aide. You need to do more research. There are families that have \$20 at the end of the week to send their children to SBS, but no funds are left for them

### **Development**

- We would like to see the school continue to concentrate their efforts on educating our children without focusing on fund raising drives when at all possible. We realize that it is necessary to subsidize the school, however we feel that the auction really does more harm than good, with distracting attention away from our educational program
- This is the one of the only Catholic schools with no gym or cafeteria
- Changes that are realistic is where we will focus our answer. The class size is the class size, but we could change the climate. Air conditioning would make a world of difference. It's hard to concentrate some days...we all know that...well, add in PE on a hot day and having to return to a hot room. It's really not fun for anyone...especially the teacher whom then must teach her 30+ students. A possible solution might be to add "air conditioning for the school" to this year's auction. It wouldn't take a ton of convincing for most attendees to raise their paddles for something like that!

### **Governance**

# **Categorized Faculty Responses**

[**Editor's note:** Some responses had sentences that covered multiple areas. If possible, the phrases were separated and placed into the most appropriate subcategory. In other cases, it was impossible to completely make such a separation.]

**1. What are the strengths of St. Bonaventure Catholic Parish School and/or for what is it best known?**

**Catholic Identity**

- It is a Christ-centered school
- Christ centered community spirit
- Christ Centered
- Community
- St. Bonaventure exudes a strong environment of warm and caring faculty, staff, parents, and students
- SBS is known for providing superior education in a rich Catholic environment. We are rooted in traditions and have a strong school family that supports and loves each other. Our strength is our commitment to each other
- Religious experiences (i.e. Retreats, weekly/student-body Masses, penance services, etc.)
- Commitment to Catholic Teachings
- Spirituality and sense of community
- Spirit of Cooperation
- Generous parents
- Parent Participation
- It is best known for its knowledgeable and helpful parish members
- Parent involvement (i.e. volunteer program, PFA, School, Boards, and committees)
- Parent Involvement
- Volunteer Commitment
- The community and family support of St. Bonaventure Catholic Parish School
- Active parish

**Campus Life**

- Tradition

**Curriculum**

- Blue Ribbon School
- Motivated students
- Offering a good education
- Academics
- The schools' strengths lie in its ability to teach core curriculum through Christ's caring vision and grace
- High Academic Standards
- Inclusion Program
- A challenging curriculum

**Faculty/Staff**

- Supportive Teachers and Staff
- Stable Faculty and Staff
- Dedicated faculty and staff

**Administration**

**Enrollment**

**Finance**

**Development**

**Governance**



## **2. What do you perceive to be the weaknesses of St. Bonaventure Catholic Parish School?**

### **Catholic Identity**

- St. Bonaventure will be strengthened by implementing the new faith formation team so that Catholic education of faculty, staff, parents, and students will increase in the areas of content, liturgy, and affective Catholic life. We live in times when many adult Catholics are in need of renewed catechesis of their faith. In addition, a particular weakness at SBS is that the Pope and Church made Divine Mercy Sunday as well as the Chaplet of Divine Mercy a part of the tradition of prayers of the Church (JPII year 2000), yet our school has not yet got on board with teaching Divine Mercy and praying the Chaplet with our students
- Student attendance at Sunday Mass

### **Campus Life**

- Last minuteness. It seems that everyone and everything waits until the last minute to give people information and/or ask us to do something. While every once and awhile this can't be helped, it seems to happen all the time
- Declining number of volunteers
- A weakness of SBS is our ability to perpetuate gossip and not spread actual facts
- Physical plant prevents growth
- Footprint too small to have safe dismissal
- Need room for all day Kindergarten

### **Curriculum**

- We could work on improving our education
- It needs a stronger reading and writing program in grades 5 and 6
- Could do more to integrate technology into their classrooms
- Large class sizes
- There is a need to explore and implement programs that enrich the current curriculum (advanced LA, fine arts, different science clubs)
- The writing program and its integration into all areas of the curriculum

### **Faculty/Staff**

- Potential Staff Turnover
- Communication among staff members
- Staff morale
- Also, some people stay too long in a position and prove to be less effective than someone else could be. We need to work smarter and not rely on the status quo
- Faculty losing its collegial nature
- Facilities manager not responsive, negative rather than cooperative

**Administration**

- Communication with and support from the administration
- Clear cut organizational responsibilities
- regular employee performance evaluations and goal setting
- strategic organizational planning and commitment to following plan

**Enrollment**

- Declining enrollment

**Finance**

**Development**

- Athletic fields/gym for physical activities (i.e. P.E. program, extracurricular activities, sports programs, etc.)
- Aging plant
- Athletics and athletic facilities
- Facility (physical plant) limitations
- Tracking alums

**Governance**

### **3. What would you like to see preserved at St. Bonaventure Catholic Parish School?**

#### **Catholic Identity**

- The nuns!
- Weekly attendance of liturgy (Mass), prayer in the classroom, special liturgies (student body Masses, the Rosary events, penance services) need to be preserved and augmented so that we continue to grow in the Sacramental life of the Church
- The integration of Catholicism within the entire spectrum of education
- Sense of family Catholic values
- Priority of Catholic and moral teachings
- Spiritual presence of the religious
- Presence of Religious
- Community spirit - high staff and volunteer morale
- I would like to see our rich traditions and sense of family preserved
- Religious Identity

#### **Campus Life**

##### **Curriculum**

- Christ centered academics
- Small classroom sizes
- High academic standards
- Our strong academic programs
- Academic Excellence

##### **Faculty/Staff**

- Enthusiastic and vibrant teachers
- Dedicated faculty and staff
- Professional Growth for faculty

##### **Administration**

- Support for professional development

##### **Enrollment**

##### **Finance**

- Low tuition and family discounts so that the school is affordable to the surrounding community.

##### **Development**

- Attractive and functional facilities

##### **Governance**



**4. What would you like to see changed or what are some key issues facing St. Bonaventure Catholic Parish School over the next 5 years?**

**Catholic Identity**

- Teachers and administration need to be in dialogue so that the faith practices we share move in directions that lead to growth and faith for the young children we serve. Dialogue is necessary so that any changes in the prayer practices of the school truly reflect the needs of the children in the age groups that we serve and lead to the deepening of the students' personal prayer lives

**Campus Life**

- Push back from school community on change. Educating parents that change is good and to trust the administration
- More consistency in following procedures/rules

**Curriculum**

- Spanish in more grades
- More computers. Jr. high students could use laptops
- Restructure Language Arts program (i.e. Junior High Math program)
- SBS needs to stay competitive with free public education. We have to provide a lot for what we charge. We need updated facilities, full day kindergarten, a strong resource program, and more collaboration on what we do as a school
- Total integration of technology in the classrooms
- The writing program and its integration into the curriculum
- All day Kindergarten
- Science Lab
- Fine Arts program improved

**Faculty/Staff**

- New teacher mentoring
- Stable work force
- I feel like each teacher or each grade works independently and doesn't really share or collaborate with other grades. We need to be more consistent in our instruction, language, and policies

**Administration**

- Organizational structure reviewed and improved for efficiencies

**Enrollment**

- Maintain enrollment
- Enrollment/market to communities outside of Huntington Beach
- Declining enrollment

**Finance**

- Budget issues may be a concern with the troubled state of our economy
- Cost of education stable

**Development**

- Fundraising software
- Improved athletic facilities
- Build a gym
- More Storage

**Governance**

# **Categorized Task Force Responses**

[**Editor's note:** Some responses had sentences that covered multiple areas. If possible, the phrases were separated and placed into the most appropriate subcategory. In other cases, it was impossible to completely make such a separation.]

**1. What are the strengths of St. Bonaventure Catholic Parish School and/or for what is it best known?**

**Catholic Identity**

- Christ centered education
- Value oriented education
- Catholic philosophy
- Catholic education
- Part of a Catholic parish
- Community
- Emphasis on parental volunteers
- I am always amazed at the strengths and at how close the community that is St. Bonaventure
- How the parents get so involved (in a positive way) in all aspects of school activities both on campus and off
- Families and singles really pitch in and truly help with so much of their time and expertise
- Christ centered
- Community oriented
- Family centered
- School operates as the extension of the family with relationships continued for life

**Campus Life**

- Coeducational
- Safety
- Dress code and “hygiene” requirements

**Curriculum**

- Academic Success
- Academic excellence
- Excellent education
- Academic program
- Extended day

**Faculty/Staff**

- Dedicated staff
- Loving faculty environment
- Faculty and administration, including religious



**Administration**

**Enrollment**

**Finance**

- Tuition assistance program

**Development**

- Fund raising success

**Governance**

## **2. What do you perceive to be the weaknesses of St. Bonaventure Catholic Parish School?**

### **Catholic Identity**

- School families aren't regular Mass attendees or at least during the summer it appears that way
- Making sure parents are aware of connection to parish community
- Segregation of Church and school
- Families live their faith
- For some reason the perception is that the graduates do not always return or perhaps maintain their faith-based perspective

### **Campus Life**

- Need to ??? less to the "monied" parents
- School perceived by some as snobbish
- Some people seem to be able to buy their way into favor
- A fear "well placed families" have too much influence on the school
- 20% of the families doing 80% of the work
- Need more outreach to those who struggle with getting involved
- Support to team sports

### **Academics/Curriculum**

- Need to meet the needs more effectively for children who are high achieving
- Foreign language program

### **Faculty/Staff**

- Decreasing numbers of teachers from religious order

### **Administration**

### **Enrollment**

### **Finance**

- Increasing cost – a fact of life in all education
- Increasing costs

### **Development**

### **Governance**

### **3. What would you like to see preserved at St. Bonaventure Catholic Parish School?**

#### **General**

- See #1

#### **Catholic Identity**

- Honoring the memory of Presentation Sister
- Close spiritual community (sisters)
- School families be active in other areas of the parish
- The strength of the catholic commitment
- Faith formation
- Mass day; student boy Masses
- Friendly
- The esprit-de-coeur is excellent

#### **Campus Life**

- Traditions
- The athletic successes are ??????

#### **Curriculum**

- Strong academics that prepare for life
- Educational program
- “Continued pursuit of Blue Ribbon Academics even if the “status” is long gone
- Academically based
- The academics successes are ????

#### **Faculty/Staff**

#### **Administration**

#### **Enrollment**

#### **Finance**

#### **Development**

#### **Governance**

**4. What would you like to see changed or what are some key issues facing St. Bonaventure Catholic Parish School over the next 5 years?**

**Catholic Identity**

- Presence of priests and nuns in the community
- Church and school “gap: needs resolution – pastor involvement

**Campus Life**

- Changing profile of population

**Curriculum**

- Keeping up with technology changes
- Good neighboring schools

**Faculty/Staff**

**Administration**

**Enrollment**

- Enrollment due to aging of parish community and fewer children

**Finance**

- Costs (keeping the school viable
- Strong financial stability (security)
- Finding affordable tuition so Catholic education be more available to all
- Cost containment of the education
- The economy
- We need a financial plan agreed to by the pastor and realistic enough to be achieved

**Development**

- We need to plan for growth

**Governance**