



2008 – 2013 STRATEGIC PLAN

Adopted January 2009

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STATEMENT FROM LEADERSHIP

January 29, 2009

Dear Friends,

Every three to five years, the Board of Directors of St. Agnes Academy steps back from the demands of day-to-day business, looks ahead to the future, and creates a new strategic plan. In 2008, after successfully completing the most ambitious capital campaign in the history of St. Agnes and dedicating our new Science and Student Life Center, we knew that it was time to take stock and consider the next steps forward for our school.

We embarked on a strategic planning process that allowed us to seek input from every one of St. Agnes's constituencies, reflect, and create a blueprint to guide us for the next five years. We share this plan with you here, along with a good deal of valuable information gathered through the process.

We are indebted to many people for the plan contained here. We are especially grateful to the members of the Board of Directors and staff who served on the Strategic Planning Committee, generously sharing many hours of work and great wisdom through this year-long process.

We believe this plan reflects the vision and values of St. Agnes Academy, and is grounded in the Dominican tradition that distinguishes our school from all others. We invite you to join us in turning the plan into reality over the next several years as we work together to continue serving our mission by providing a Catholic college preparatory education that encourages young women to develop intellectual curiosity, to work for social justice, and to act with integrity and compassion.

Faithfully yours,



Sister Jane Meyer, O.P.
Head of School



Adriana Pineda
Chair, Board of Directors



Peter McStravick
Co-Chair, Strategic Planning Committee



Judy Seré
Co-Chair, Strategic Planning Committee



St. Agnes
ACADEMY
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BACKGROUND INFORMATION



PROCESS

St. Agnes's strategic planning process began when the Board of Directors formed a Strategic Planning Committee. This team was comprised of the following St. Agnes leaders:

Peter McStravick – Member, Board of Directors, and Committee Co-Chair

Judy Seré – 2008 Chair, Board of Directors, and Committee Co-Chair

Sister Jane Meyer, O.P. – Head of School

Cynthia Dopjera – Member, Board of Directors

Elaine Eichelberger – Director of Advancement

John Graf – Parent

Terry Lester – President, Foundation Board

Adriana Pineda – 2009 Chair, Board of Directors

Jim Ulm – Member, Board of Directors

The process was facilitated by nonprofit consultant Sterling Associates.

The Strategic Planning Committee met in February 2008 to create an action plan. The first step was to create a set of assumptions in which to base the plan (shared in the next section of this report). The Committee quickly determined that input from various St. Agnes constituencies would be extremely helpful in shaping a plan for the future. On-line surveys were therefore distributed to five different groups: the Board of Directors and the Foundation Board; parents; former parents; alumnae; and faculty/staff. The results of these surveys, summarized in Section II(C) of this report, provided a great reservoir of information about each group's values, views and perceptions of the school, and priorities for the future.

After thoroughly evaluating the information gathered through the surveys, the Strategic Planning Committee drafted a number of 5-year strategic goals. During a retreat attended by members of the Board of Directors, the Foundation Board, key faculty and administrators in April 2008, the goals were discussed, refined, prioritized, and expanded. Small groups were then formed to begin mapping out implementation steps for each goal.

The Strategic Planning Committee met regularly to continue refining the goals, defining implementation steps, assessing the cost of implementation, and the time required to accomplish each step.



STRATEGIC PLANNING ASSUMPTIONS

1. St. Agnes Academy will continue to be a Catholic college preparatory school for young women, grades 9 – 12.
2. St. Agnes Academy will remain at its current location of 9000 Bellaire Blvd.
3. St. Agnes Academy will continue to be a Dominican-sponsored school, administered in the Dominican tradition, and under a sponsorship/lease agreement between the Dominicans Sisters and St. Agnes Academy.
4. St. Agnes Academy will continue to be governed by a policy-making Board of Directors.
5. St. Agnes Academy will manage the day to day operations of the school by an administrative team, including but not limited to Head of School, Academic Dean, Dean of Students, Director of Advancement, Director of Finance and Facilities and any other administrative position deemed appropriate.
6. St. Agnes Academy will continue to offer a liberal arts college preparatory curriculum, including four years of Catholic theology, and maintain an academic services center that provides support for students with academic needs.
7. St Agnes Academy will continue to collaborate with Strake Jesuit College Preparatory on the sharing of academic programs.
8. St. Agnes Academy will have an enrollment not to exceed 900 students. Enrollment will include a population diverse in ethnicity, religion, and academic ability.



SUMMARY OF ST. AGNES ACADEMY COMMUNITY SURVEYS

OVERVIEW

5 surveys completed:

- Academy and Foundation Boards
- Parents
- Former Parents
- Alumnae
- Faculty & Staff

Strong response – higher than expected

Strong affirmation of St. Agnes' mission, vision, quality of education, and values

Many open-ended responses, suggesting that great thought and effort went into completing the surveys

No strong consensus on needs; no major issues emerged. St. Agnes is a healthy place today, valued by its constituents

Highlights compiled for each survey, as shown below

BOARD SURVEY

26 responses

Respondents ranged in tenure from 1 to 10 years

87% rated Board experience “fantastic” or “good,” with additional 12% “satisfactory”

St. Agnes is one of the top 2 volunteer leadership positions for 25 out of 26 directors

Two-thirds have an alumnae in the family

Most important reasons for joining the Board:

- Leadership from Head of School – 100% strongly agree or agree
- Leadership on the Board of Directors – 77% strongly agree or agree
- Academic reputation – 88% strongly agree or agree
- Dominican affiliation – 73% strongly agree or agree
- Nurturing environment – 88% strongly agree or agree
- Catholic identity – 81% strongly agree or agree
- Christian environment – 76% strongly agree or agree
- All-girls school – 80% strongly agree or agree
- Diversity of student body – 77% strongly agree or agree



Most strongly rated areas (average score 4.5 or higher on 5-point scale):

- Core curriculum
- Quality of teaching
- Technology
- Curriculum for electives
- Religious instruction
- Vocal music
- Choir
- Extracurricular programs
- Community service

Importance of proposed new programs and/or facilities (in rank order on 5-point scale):

- Enhanced counseling program – 4.2
- St. Agnes auditorium – 4.0
- Enhanced extracurricular activities, including athletics – 3.7
- Enhanced retreat program – 3.7
- Athletic fields – 3.6
- Increased parking – 3.5
- Enhanced swim team program – 3.3

Greatest strengths (items ranked as #1):

- Academic curriculum / reputation/ excellence – 23%
- Quality/excellence of faculty and staff – 19%
- Individual growth and empowerment / leadership development – 10%

Greatest needs (items ranked as #1):

- Facilities / location / parking / access – 25%
- Faculty / staff issues – 11%

Importance of St. Agnes as a charitable priority:

- #1 – 28%
- Top 3 – 60%
- On the list – 12%

PARENT SURVEY

436 responses:

- 9th grade – 136
- 10th grade – 127
- 11th grade – 112
- 12th grade – 96
- Two daughters in different grades – 3
- Three daughters – 1



Median respondent had daughters at St. Agnes for 2 years

22% have alumnae in their family; 78% do not

Most important factors in choosing St. Agnes – best average scores (1 as most important and 5 as least important):

- Academic reputation – 1.4
- College placement results – 1.8
- Nurturing environment – 1.8
- Safety – 1.83

Least important factors in choosing St. Agnes (high score of 5 = not important at all):

- School hours – 3.6
- Location – 3.3
- Knew other families / had friends here – 3.2
- Music – 3.1
- Extracurricular athletics – 3.1
- Arts – 3.1

Ranking of new program and facilities options:

- Nothing rated by majority as extremely or very important
- Increased parking – 41% rated “moderately important”
- Auditorium – 40% rated “moderately important”
- Enhanced retreat program – 40% rated “moderately important”

Greatest strengths (items ranked as #1):

- Academic curriculum/ reputation/excellence – 30%
- Quality/excellence of faculty and staff – 17%

Greatest needs (items ranked as #1):

- Academic curriculum / options / accessibility – 15%
- Facilities/location/parking/access – 13%
- Faculty/staff issues – 12%

Importance of St. Agnes as family’s charitable priority:

- #1 – 9%
- Top 3 – 50%
- On the list – 38%



FORMER PARENTS

16 responses

- 29% graduated in 2007
- 6% graduated in 2006
- 24% graduated in 2005
- 35% graduated 2000 – 2004
- 35% graduated prior to 2000

Importance of various factors in selecting St. Agnes – average scores (score of 1 = most important; score of 5 = least important):

- Academic reputation – 1.4
- Nurturing environment – 1.8
- College placement results – 1.8
- Student-teacher ratio – 1.9

Most positive aspects of experience at St. Agnes – average scores (5 is high/excellent):

- Core curriculum – 4.9
- Quality of teaching – 4.9
- Community service – 4.6
- Leadership programs – 4.5
- Religious instruction – 4.4
- Extracurricular programs (Harvard Model Congress, etc.) – 4.4
- Retreat programs – 4.4
- Curriculum for elective subjects – 4.4
- Extracurricular activities – 4.4
- Assembly programs – 4.2
- Choir – 4.2
- Faith development – 4.1
- Technology – 4.1
- Vocal music – 4.1
- Physical education – 4.1

Interest in new programs and facilities (% rating extremely/very/moderately important):

- Enhanced retreat programs – 93%
- St. Agnes auditorium – 86%
- Increased parking – 71%

Greatest strengths (items ranked as #1):

- Academic curriculum / excellence/ reputation – 30%
- Quality/excellence of faculty and staff – 18%
- Catholic faith/Dominican influence – 13%

Greatest needs (items ranked as #1):



- Facilities/location/parking – 22%
- Academic curriculum / strength / options – 15%
- Community service / social responsibility and issues – 11%

Importance of St. Agnes as charitable interest:

- #1 – 7%
- Top 3 – 47%
- On the list – 40%
- Not on the list – 7%

FACULTY AND STAFF

74 respondents

Varied tenure at St. Agnes

- 40% ten years or more
- 11% one year or less

18% of faculty and staff are St. Agnes alumnae

Responsibilities on staff:

- 66% of respondents are teachers
- 6% educational support staff
- 12% administration
- 16% administrative support staff

Most important factors in deciding to work at St. Agnes Academy (1 = most important, so low score shows strongest factors):

- Good fit for me – 1.8
- School's leadership – 2.1
- School's reputation – 2.2
- Benefits – 2.2
- Nurturing environment – 2.2

Least important factors (higher score = least important):

- All-girls' school – 3.2
- Dominican influence – 3.0
- Location – 3.0
- Christian environment – 2.9
- Student-teacher ratio – 2.8



Evaluation of St. Agnes experience (max score of 5 = high)

- Vocal music – 4.7
- Core curriculum – 4.7
- Choir – 4.6
- College placement – 4.6
- Community Service – 4.6
- Technology – 4.6

Importance of proposed new projects:

- St. Agnes auditorium – highest support – 80%
- Equal but not overwhelming interest in parking and retreat program

Greatest strengths (items ranked as #1):

- Quality/excellence of faculty and staff – 29%
- Academic curriculum/reputation/excellence – 23%
- Nurturing, safe environment, sense of family – 13%

Greatest needs (items ranked as #1):

- Faculty/staff issues – 27%
- Facilities/location/parking/access – 20%
- Academic curriculum – 15%

How could St. Agnes be a better place to work?

- Administration and support -43%
- Salary/benefits – 26%

ALUMNAE

934 responses:

- 79% graduated prior to 2000
- 11% graduated 2000 – 2004
- 10% graduated 2005 – 2008

Most important factors in selecting high school (composite scores, with 1 as best):

- Academic reputation – 1.7
- Nurturing environment – 2.1
- College placement results – 2.2
- Catholic identity – 2.2

Who had influence over choice of high school?

- Alumna – 19%
- Parent(s) – 41%
- Equal influence – 40%

Most positive aspects of St. Agnes experience (average scores, with 5 being the best):

- Core curriculum – 4.6



- Quality of teaching – 4.6
- Curriculum for elective subjects – 4.3
- Vocal music – 4.2
- Choir – 4.2
- Extracurricular programs such as “Harvard” Model Congress – 4.1

Relative importance of proposed new initiatives:

- Increased parking, St. Agnes auditorium, enhanced retreats - all comparable scores

Greatest strengths (items ranked as #1):

- Academic curriculum/reputation/excellence – 28%
- Quality/excellence of faculty and staff – 13%
- Nurturing, safe environment – 10%

Greatest needs (items ranked as #1):

- Facilities/access/location – 17%
- Academic curriculum – 12%

Importance of St. Agnes as a charitable interest:

- #1 – 3%
- Top 3 – 29%
- On the list – 49%



DEFINITION OF TERMS

O.P. Order of Preachers

Board [of Directors]..... St. Agnes Academy Board of Directors

Foundation Board..... St. Agnes Foundation Board of Trustees

Board of Trustees Dominican Sisters of Houston Board of Trustees

SAA..... St. Agnes Academy





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SUMMARY OF STRATEGIC GOALS



SUMMARY OF STRATEGIC GOALS

Note: These goals are not ranked in any order of priority.

GOAL #1: *The Foundation and the Academy will continue to work together to achieve the mission and goals of St. Agnes Academy.*

OBJECTIVES:

- 1.1. The responsibilities and relationships between the Board of Trustees, the Board of Directors, and the Foundation Board are clearly defined and communicated.
- 1.2. The responsibilities of the Board of Directors and the Foundation Board are defined and understood.
- 1.3. The relationship and communication between the Board of Directors and the Foundation Board are strong and healthy.

GOAL #2: *St. Agnes Academy has an excellent administration, faculty and staff, ensuring the Dominican tradition.*

OBJECTIVES:

- 2.1. The salary and benefits package is competitive and valued by faculty and staff.
- 2.2. The administrative team, faculty and staff are of the highest quality, achieved through recruiting programs, ongoing professional development, and the evaluation process.
- 2.3. The faculty and staff have an increased understanding of the Dominican tradition that is demonstrated daily in actions and communication.

GOAL #3: *St. Agnes Academy has excellent facilities and property that support the programs and activities of the school.*

OBJECTIVES:

- 3.1. St. Agnes has an updated, long-term master facilities plan.
- 3.2. St. Agnes has a comprehensive, forward-thinking assessment and awareness of its future facilities and property acquisition needs.
- 3.3. St. Agnes has the information and resources required to evaluate and opportunistically purchase new property that will allow the school's programs to be expanded or enhanced.
- 3.4. St. Agnes is a leader in conservation, energy efficiency, and "green" campus initiatives.



GOAL #4: *St. Agnes Academy is a diverse school community, including student body, faculty and staff, and board, that equips women to lead in a multicultural world.*

OBJECTIVES:

- 4.1. Diversity is continually evaluated.
- 4.2. St. Agnes has a program to continuously recruit new faculty and staff from a diverse applicant pool.
- 4.3. St. Agnes' admissions activities provide for recruitment of under-represented groups.
- 4.4. Diversity is promoted through planned programs as well as community service, in Houston and abroad.

GOAL #5: *St. Agnes Academy is prepared to continue the Dominican charism.*

OBJECTIVES:

- 5.1. St. Agnes has a plan for developing and implementing a "Dominican family" (a program to develop lay Dominicans).
- 5.2. St. Agnes raises awareness of vowed Dominican life.
- 5.3. St. Agnes communicates the Dominican charism to all its constituencies.
- 5.4. St. Agnes has a succession plan for the Head of School.
- 5.5. The operating and lease agreement between the Board of Directors and the Dominican trustees is structured to ensure the continued operation of St. Agnes Academy in perpetuity.

GOAL #6: *St. Agnes Academy has the financial resources in the short, medium, and long term to sustain the economic vitality of the school.*

OBJECTIVES:

- 6.1. In the short term (successive 1-year horizons), St. Agnes has a balanced budget that includes strong annual fundraising and affordable tuition levels to offset operational costs and expenses.
- 6.2. In the medium term (2 to 5 years), the school has developed and implemented a funding plan for financial aid and capital projects outside the annual operating budget, as well as contingent costs and expenses.
- 6.3. In the long term (5 years and beyond), the St. Agnes endowment grows to a level adequate to provide a larger, more predictable stream of income sufficient to support the needs of St. Agnes Academy.





IMPLEMENTATION PLANS



IMPLEMENTATION PLANS

GOAL #1: *The Foundation and the Academy will continue to work together to achieve the mission and goals of St. Agnes Academy.*

OBJECTIVE 1.1

THE RESPONSIBILITIES AND RELATIONSHIPS BETWEEN THE BOARD OF TRUSTEES, THE BOARD OF DIRECTORS, AND THE FOUNDATION BOARD ARE CLEARLY DEFINED AND COMMUNICATED.

IMPLEMENTATION STEP:	ACCOUNTABLE	COST	TIMING	COMMENTS
1.1.1. Meet with the Dominican Board of Trustees to discuss the long term governance and ownership issues in relation to future funding guidelines and capital projects.	Board of Directors Chair	None	May 2009 forward	
1.1.2. Create an organizational chart for the Dominican Trustees, the Board of Directors and the Foundation Board.	Board of Directors Chair	None	1-3 years	

OBJECTIVE 1.2

THE RESPONSIBILITIES OF THE BOARD OF DIRECTORS AND THE FOUNDATION BOARD ARE DEFINED AND UNDERSTOOD.

IMPLEMENTATION STEP:	ACCOUNTABLE	COST	TIMING	COMMENTS
1.2.1. Write a mission statement for the Foundation.	Foundation Board Chair	None	Feb 2009	
1.2.2. Engage the Foundation trustees with fundraising responsibilities for the Foundation for planned giving and scholarship.	Foundation Board Chair	None	1-5 years	
1.2.3. Re-evaluate responsibilities of the Board of Trustees and the Board of Directors.	Board of Directors Executive Committee; Foundation Executive Committee	None	1-5 years	



OBJECTIVE 1.3

THE RELATIONSHIP AND COMMUNICATION BETWEEN THE BOARD OF DIRECTORS AND THE FOUNDATION BOARD ARE STRONG AND HEALTHY.

IMPLEMENTATION STEP:	ACCOUNTABLE	COST	TIMING	COMMENTS
1.3.1. Form a committee with both members of the Foundation Board and the Board of Directors to review the annual budget in order to anticipate the monetary needs of the school.	Board of Directors Chair; Foundation Board Chair	None	Jan 2009 ongoing annually	
1.3.2. Educate and communicate with both the Board of Directors and the Foundation Board on the goals and issues facing the school, including budget issues.	Board of Directors Chair; Foundation Board Chair	None	Jan 2009 ongoing	



GOAL #2: *St. Agnes Academy has an excellent administration, faculty and staff, ensuring the Dominican tradition.*

OBJECTIVE 2.1

THE SALARY AND BENEFITS PACKAGE IS COMPETITIVE AND VALUED BY FACULTY AND STAFF.

IMPLEMENTATION STEP:	ACCOUNTABLE	COST	TIMING	COMMENTS
2.1.1. Continue to budget for increasing faculty salary base, to average 95+% of HISD scale.	Finance Committee	5%	Annually	
2.1.2. Survey faculty and staff to learn (a) what current benefits they are not willing to give up, (b) what current benefits they might be willing to exchange for others, and (c) what, if any, alternate benefits they would like SAA to consider.	Head of School, Benefits Committee, Board of Directors	None	Complete	Assess feedback and make recommendations as determined through the Benefits Committee. Reassess need for survey every 2+ years.
2.1.3. Create a benefits committee to continually renew and assess faculty/staff benefit packages and to make any budgetary recommendations to the Finance Committee as part of the annual budget process.	Benefits Committee	None	Complete	Committee to meet no less than annually (Oct-Nov) for the purpose of administering the benefits survey (every 2+ years) and to provide an independent decision making body on benefits issues as they arise.
2.1.4. Benefits Committee will present benefit package to Board with the endorsement of Finance Committee.	Benefits Committee	None	1Q 2009	Ordinarily recommendations will be made at the end of the school year for implementation in the following year.
2.1.5. Evaluate class size and number of preparations for each teacher.	Academic Dean	None	Ongoing	



OBJECTIVE 2.2

THE ADMINISTRATIVE TEAM, FACULTY AND STAFF ARE OF THE HIGHEST QUALITY, ACHIEVED THROUGH RECRUITING PROGRAMS, ONGOING PROFESSIONAL DEVELOPMENT, AND THE EVALUATION PROCESS.

IMPLEMENTATION STEP:	ACCOUNTABLE	COST	TIMING	COMMENTS
2.2.1. Continue to improve the recruiting process in order to enable SAA to cast a broad net. Recruiting sources will include: universities, web-site, NCEA postings, alumnae data base, faculty, the HG Diocese, administrators networks and other avenues to seek out diverse candidates.	Administrative Team	Minimal	Ongoing	Advertising costs not significant. If a search firm is considered necessary, that request will be brought to the Benefits Committee for discussion and ultimate approval by the Finance Committee.
2.2.2. SAA continues to promote, encourage and appropriate money for advanced degrees.	Administrative Team	Varies	Ongoing	Review current policy to enhance and encourage advanced degrees. Utilize the 21st Century Program (federal program providing tuition assistance for advanced degrees) whenever possible and appropriate.
2.2.3. Encourage faculty and staff to attend workshops (outside SAA) and conferences.	Head of School, Academic Dean & Dept. Chair	Varies	Ongoing	
2.2.4. Document continuous evaluation of faculty and staff through various performance evaluations including: classroom observation, student evaluation, self evaluation, and departmental evaluations.	Administrative Team	None	Ongoing	



OBJECTIVE 2.3

THE FACULTY AND STAFF HAVE AN INCREASED UNDERSTANDING OF THE DOMINICAN TRADITION THAT IS DEMONSTRATED DAILY IN ACTIONS AND COMMUNICATION.

IMPLEMENTATION STEP:	ACCOUNTABLE	COST	TIMING	COMMENTS
2.3.1. Develop a program for on-going in-service to promote and increase understanding, awareness and education of the Dominican way of life.	Administration	TBD	2009-2010 school year	This Objective and Implementation Step should be coordinated with Strategic Goal #5.

GOAL #3: *St. Agnes Academy has excellent facilities and property that support the programs and activities of the school.*

OBJECTIVE 3.1

ST. AGNES HAS AN UPDATED, LONG-TERM MASTER FACILITIES PLAN.

IMPLEMENTATION STEP:	ACCOUNTABLE	COST	TIMING	COMMENTS
3.1.1. Review previous master plans as a basis for priorities.	Buildings and Grounds Committee	None	Complete	
3.1.2. Survey faculty, students and parents as constituents to identify St. Agnes' facilities needs and priorities.	Buildings and Grounds Committee	None	Fall 2009	Review 2008 survey results before engaging any further surveys.

OBJECTIVE 3.2

ST. AGNES HAS A COMPREHENSIVE, FORWARD-THINKING ASSESSMENT AND AWARENESS OF ITS FUTURE FACILITIES AND PROPERTY ACQUISITION NEEDS.

IMPLEMENTATION STEP:	ACCOUNTABLE	COST	TIMING	COMMENTS
3.2.1. Interview and hire an architectural firm that will draw up a new master plan.	Buildings and Grounds Committee	None	Spring 2010	A short list of architectural firms with strong experience on school auditoriums.
3.2.2. Complete new master plan and establish priorities for implementing the plan.	Buildings and Grounds Committee, with input from Head of School and Executive Committee	\$10,000	Dec 2010	
3.2.3. Develop funding plan according to priorities.	Buildings and Grounds Committee	None	Spring 2011	
3.2.4. Review St. Agnes' current security system.	Buildings and Grounds Committee	\$5,000	Spring 2009	



OBJECTIVE 3.3

ST. AGNES HAS THE INFORMATION AND RESOURCES REQUIRED TO EVALUATE AND OPPORTUNISTICALLY PURCHASE NEW PROPERTY THAT WILL ALLOW THE SCHOOL’S PROGRAMS TO BE EXPANDED OR ENHANCED.

IMPLEMENTATION STEP:	ACCOUNTABLE	COST	TIMING	COMMENTS
3.3.1. Engage a land consultant to be part of the master plan.	Building and Grounds Committee	\$10,000	Fall 2009	SAA will also explore the possibility of leasing athletic fields for various field sports.

OBJECTIVE 3.4

ST. AGNES IS A LEADER IN CONSERVATION, ENERGY EFFICIENCY AND “GREEN” CAMPUS INITIATIVES.

IMPLEMENTATION STEP:	ACCOUNTABLE	COST	TIMING	COMMENTS
3.4.1. SAA future master plan will abide by "green" standards.	Building and Grounds Committee	TBD, pending choices made	Ongoing	Costs and benefits will always need to be weighed regarding level of certification to be achieved because of the cost associated with LEED standards.



GOAL #4: *St. Agnes Academy is a diverse school community, including student body, faculty and staff, and board, that equips women to lead in a multicultural world.*

OBJECTIVE 4.1

DIVERSITY IS CONTINUALLY EVALUATED.

IMPLEMENTATION STEP:	ACCOUNTABLE	COST	TIMING	COMMENTS
4.1.1. Annually review and assess diversity of: administration, board of directors, student body, faculty, curriculum overview, and policies and procedures.	Academic Dean, Assistant to Head of School to keep and update all statistics for the various groups	None	Annually	Statistics on student population and diversity within the community to be updated annually. Regarding curriculum, the Academic Dean will conduct a survey of all department heads to review current curriculum and diversity.

OBJECTIVE 4.2

ST. AGNES HAS A PROGRAM TO CONTINUOUSLY RECRUIT NEW FACULTY AND STAFF FROM A DIVERSE APPLICANT POOL.

IMPLEMENTATION STEP:	ACCOUNTABLE	COST	TIMING	COMMENTS
4.2.1. Recruit under-represented groups.	Administration	None	Ongoing	SAA will continue to review its recruiting process for faculty and administrative staff and re-evaluate said process in order to explore new recruiting avenues for minorities.
4.2.2. Recruit more African-American faculty members.	Administration	None	Ongoing	In reviewing the school’s recruiting strategy, compile a list of African-American alumnae and ask for their involvement to identify and incentivize potential candidates.
4.2.3. Consider national candidates and negotiation of moving costs.	Administration, Finance Committee	TBD; could increase hiring costs	Begin in 2009, and then continue	The school should undertake an annual review of its guidelines and process for the recruitment of faculty and staff.



4.2.4. Maintain database of alumnae with relevant majors; encourage consideration of SAA as an employer.	Administration, Advancement Office, Alumnae Relations	None	Mar 2009	Consider networking event to kick off this effort.
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OBJECTIVE 4.3

THE ST. AGNES ADMISSIONS ACTIVITIES PROVIDE FOR RECRUITMENT OF UNDER-REPRESENTED GROUPS.

IMPLEMENTATION STEP:	ACCOUNTABLE	COST	TIMING	COMMENTS
4.3.1. Network with current students and alumnae families to identify and recruit more students from diverse backgrounds	Administration	None	2009	In 2008-2009 school year: African American – 3% Asian/Pacific – 9% Caucasian – 62% Hispanic – 15% Middle Eastern – 1% Multiracial – 8% Other – 1%

OBJECTIVE 4.4

DIVERSITY IS PROMOTED THROUGH PLANNED PROGRAMS AS WELL AS COMMUNITY SERVICE, IN HOUSTON AND ABROAD.

IMPLEMENTATION STEP:	ACCOUNTABLE	COST	TIMING	COMMENTS
4.4.1. Promote diversity through community service.	Campus ministry with Administration oversight	None	Ongoing	
4.4.2. Increase awareness and explore opportunities for St. Agnes student body and faculty to serve in under-developed countries.	Administration	TBD	Ongoing	Connect with Dominicans in other countries to explore service opportunities, especially in the summertime.



GOAL #5: *A plan is in place that will prepare St. Agnes Academy to continue the Dominican charism.*

OBJECTIVE 5.1

THE PLAN FOR A “DOMINICAN FAMILY” (A PROGRAM TO DEVELOP LAY DOMINICANS) IS FURTHER DEVELOPED AND IMPLEMENTED.

IMPLEMENTATION STEP:	ACCOUNTABLE	COST	TIMING	COMMENTS
5.1.1. Define what the Dominican charism will be in the years to come.	O.P.'s	Assumed by O.P.'s	In progress	
5.1.2. Create a program to form and train new leadership in the Dominican tradition and charism.	O.P.'s	TBD	In progress	First commitment to be made May 2010. Invitations will be extended annually to begin a new group.
5.1.3. Organize the Head of School and administrative team to ensure that the Dominican charism is central in the leadership of the school.	O.P.'s, Head of School	None	Ongoing	This will continue in perpetuity.

OBJECTIVE 5.2

RAISE AWARENESS OF VOWED DOMINICAN LIFE.

IMPLEMENTATION STEP:	ACCOUNTABLE	COST	TIMING	COMMENTS
5.2.1. Continue student exposure to Dominican vowed life.	O.P.'s	Assumed by O.P.'s	Ongoing	This will occur through the Dominican vocation office.



OBJECTIVE 5.3

ST. AGNES COMMUNICATES THE DOMINICAN CHARISM TO ALL ITS CONSTITUENCIES.

IMPLEMENTATION STEP:	ACCOUNTABLE	COST	TIMING	COMMENTS
5.3.1. Continually identify ways to communicate and enhance the understanding of the Dominican charism to all constituencies.	Advancement team, Board of Directors, Administrative team	Budgeted item	Review annually	Includes the “Dominican Summary,” the “Sexuality Statement,” and the “Social Justice Statement,” as well as other ongoing formation regarding Dominican charism.
5.3.2. Communicate the plan for continuation of the Dominican charism to all constituencies.	Head of School, Board of Directors	None	2009 - 2010	

OBJECTIVE 5.4

ST. AGNES HAS A SUCCESSION PLAN FOR THE HEAD OF SCHOOL.

IMPLEMENTATION STEP:	ACCOUNTABLE	COST	TIMING	COMMENTS
5.4.1. Review and update Head of School succession plan.	Head of School, Head of School Committee	Budgeted item	2009 - 2010	The Board of Directors and then the Board of Trustees will approve the plan.
5.4.2. Continue a strong recruitment program for administrative leadership.	Dominicans, Administrative team	Budgeted item	Ongoing	Ensures an orderly succession for a strong administrative team by maintaining a current job description and a list of candidates.
5.4.3. Communicate to constituencies how the Dominican charism will be maintained through a succession plan and sponsorship program.	Advancement Office, Administrative team, Board of Directors	Budgeted item	Ongoing	As sponsors of St. Agnes Academy, the Dominican Sisters of Houston are committed to transmitting the Catholic faith and the Dominican charism. Communications need to highlight the continued sponsorship of the Dominican Sisters of Houston and the impact of the "Dominican Family" plan on all constituencies.



OBJECTIVE 5.5

THE OPERATING AND LEASE AGREEMENT BETWEEN THE BOARD OF DIRECTORS AND THE DOMINICAN TRUSTEES IS STRUCTURED TO ENSURE THE CONTINUED OPERATION OF ST. AGNES ACADEMY IN PERPETUITY.

IMPLEMENTATION STEP:	ACCOUNTABLE	COST	TIMING	COMMENTS
5.5.1. Adapt the lease agreement between the Board of Directors and Dominican Trustees as needed.	Board of Trustees, Board of Directors	Trustee budgeted item	Ongoing	To provide for continued operation of St. Agnes Academy if vowed Houston Dominicans cease to exist.

GOAL #6: *St. Agnes Academy has the financial resources in the short, medium, and long term to sustain the economic vitality of the school.*

OBJECTIVE 6.1

IN THE SHORT TERM (SUCCESSIVE 1-YEAR HORIZONS), ST. AGNES HAS A BALANCED BUDGET THAT INCLUDES STRONG ANNUAL FUNDRAISING AND AFFORDABLE TUITION LEVELS TO OFFSET OPERATIONAL COSTS AND EXPENSES.

IMPLEMENTATION STEP:	ACCOUNTABLE	COST	TIMING	COMMENTS
6.1.1. Maintain an annual operating budget detailing sources and uses of funds, including the financial aid contribution by the Foundation.	Finance Committee; Board of Directors	None	Ongoing	
6.1.2. Establish a joint committee that includes members from SAA and Foundation Boards to improve communication and coordination to mutually achieve goals.	Board of Directors; Foundation Board	None	Ongoing	
6.1.3. Initiate a planned giving program guided by Foundation Board as a funding source for endowment.	Advancement Office, with support from Board of Directors	None	Launched 2008-2009	
6.1.4. Increase current parent and alumnae participation a minimum of 5% in dollars, annually, in the Annual Fund.				



OBJECTIVE 6.2

IN THE MEDIUM TERM (2 TO 5 YEARS), THE SCHOOL DEVELOPS AND IMPLEMENTS A FUNDING PLAN FOR FINANCIAL AID AND CAPITAL PROJECTS OUTSIDE THE ANNUAL OPERATING BUDGET AS WELL AS CONTINGENT COSTS AND EXPENSES.

IMPLEMENTATION STEP:	ACCOUNTABLE	COST	TIMING	COMMENTS
6.2.1. Maintain a medium term cash flow forecast including estimates of planned capital projects and financial aid.	Finance Committee	None	Ongoing	
6.2.2. Expand major donor program as a significant and proactive funding source for capital projects.	Advancement Office, Advancement Committee	Budget	Ongoing	
6.2.3. Foundation Board to develop plan to increase level of funding up to 100% of financial aid.	Foundation Board	None	By Sep 2009	
6.2.4. Establish planned level for minimum annual contribution by SAA to endowment.	Board of Directors, Advancement Office	None	By Sep 2009	
6.2.5. Advancement Committee to continue to review and evaluate other potential fundraising programs to increase endowment.	Advancement Committee			Advancement Office to be involved.



OBJECTIVE 6.3

IN THE LONG TERM (5 YEARS AND BEYOND), THE ST. AGNES ENDOWMENT GROWS TO A LEVEL ADEQUATE TO PROVIDE A LARGER, MORE PREDICTABLE STREAM OF INCOME SUFFICIENT TO SUPPORT THE NEEDS OF ST. AGNES ACADEMY.

IMPLEMENTATION STEP:	ACCOUNTABLE	COST	TIMING	COMMENTS
6.3.1. Identify major donors as a funding source for Foundation and capital projects.	Advancement Office; Advancement Committee	Budget	Ongoing	Research and planning support will be needed.
6.3.2. Expand participation in planned giving program as a funding source for endowment.	Advancement Office	Budget	Ongoing	Organized program started for 2008-2009 school year with the realization that the benefits to St. Agnes may not be realized for 5 years or longer after its formal inception.

