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I. INTRODUCTION

Saints Peter and Paul Catholic School is a successful faith based elementary school preparing students for life. The leadership of the school has continued to plan for the future of the school and its students by developing a long range strategic plan.

The planning process, which began early in 2010, was initiated at the suggestion of the Parish's Architecture for Faith Committee to support its initiative to pursue a capital project on the existing Parish site to accommodate the immediate space needs of Ss. Peter and Paul Catholic School and Parish. The planning process for the strategic plan was completed in October 2010. The process was led by the School Board and incorporated input from key constituencies. The strategic plan is comprehensive and focuses on faith based education, enrollment, staffing, development, facilities, finances, and leadership. The planning process included the following:

- Conducting focus group meetings with school families, faculty, staff, and school board members.
- Discussions with the Principal regarding the strengths and areas of development faced by the school.
- Review of the curriculum, finances, and facility needs of the school.
- Development of a written plan outlining key data, observations, goals and strategies.

It was the collaborative nature of all involved that contributed to the success of this process. We would like to thank everyone who provided their thoughtful input.

II. MISSION

We strive to help families pass on the knowledge, beliefs, and traditions of the Catholic faith to their children, provide an atmosphere of care and respect for each human person regardless of race or ethnic origin, create an environment which encourages academic excellence, and the development of individual talents and abilities and work in partnership with families, to instill Christian values, and guide children toward becoming responsible, caring adults.

III. VISION AND BELIEFS

Vision Statement

The quality of education at Ss. Peter & Paul Catholic School will inspire all families to send their children to our school. This will be accomplished by collaboration between our parents and teachers, high behavioral standards for our students, and maintaining a strong focus on our Catholic identity. We will strive for a well-rounded education that will include extra-curricular activities, focusing on the spiritual, academic, moral, emotional, and physical growth of our students. This will provide opportunities for our students to become future leaders in society molded in the teachings of Christ.

Belief Statement

We believe:

- In the vitality, uniqueness and importance of our Catholic values, and in the need to live our faith each day.
- In the infusion of the teachings of Jesus Christ in all curricula.
- In the fundamental dignity of each person as one of God's children, and that each one is to be treated with respect and equity in all that we do.
- In being learner-centered and inclusive in all our programs, services, relations, and decisions.
- That parents/guardians are the first and foremost educators of their children.
- That every person has the potential, the right, and the need to learn.
- In valuing all of our students through affirming their achievements, recognizing their contributions, and supporting their efforts.
- In creating an organizational culture that gives voice and witness to social justice, enables risk-taking, responds to changing needs, and is built upon striving for academic excellence.

IV. CATHOLIC IDENTITY

A. Data and Observations

- a. The Catholic identity of the Ss. Peter and Paul Catholic School is a key component to the value and strength of the school.
- b. A sense of “community” is shared among students and their families.
- c. Opportunities to receive and celebrate the sacraments throughout each school year:
 - Students attend Mass at least twice each week.
 - Students gain appreciation through their active involvement in the Mass.
 - Junior high students celebrate First Friday Liturgy each month.
 - Reconciliation is offered to students throughout the year.
 - First Reconciliation, First Holy Communion, and Confirmation are offered to respective students each year.
 - Students attend all-school Rosaries and other prayer service opportunities.
- d. The school has several programs focusing on student faith:
 - Daily prayer
 - Retreats – 2nd, 7th, and 8th grades
 - Service hours as a means to promote stewardship
 - Religion class is part of the curriculum at each grade level.
- e. The active role the clergy plays in the school greatly enhances the students’ education and understanding of the Catholic faith and values. This active role further promotes consideration of future religious vocations.
- f. Students graduate with a sound foundation of understanding and experience in the Catholic faith.

B. Goals and Recommended Strategies

1. **Catholic teachings and traditions will continue to serve as the foundation for living and learning at Ss. Peter and Paul Catholic School.**

Strategies

- 1.1 Promote stewardship through the student’s active involvement in the Mass and Parish.
- 1.2 The school will be involved in special events and programs, timed to coincide with Diocesan and national events such as World Day of Prayer for Peace, Catholic Schools Week, etc.
- 1.3 Students will participate in pilgrimages and faith-based field trips.
- 1.4 High standards of respect will continue to be maintained.

2. **Ongoing faith formation will be a distinctive element and hallmark of the Ss. Peter and Paul Catholic School community.**

Strategies

- 2.1 Ensure our Catholic identity is exhibited and promoted internally and externally.
- 2.2 Fully incorporate the term “Catholic” in the name of the school: Ss. Peter and Paul Catholic School.
- 2.3 Symbols of the Catholic faith as well as pictures of Catholic Church leaders will be displayed in each classroom, the gym and throughout the school.
- 2.4 Students will engage in prayer before each school event.
- 2.5 Schedule annual faith formation with faculty, staff, student activity leaders, and athletic coaches to develop expectations for students that complement the values and skills being learned in athletics and student activities.

V. ENROLLMENT PLAN

A. Data and Observations

- a. Enrollment at neighboring Catholic grade schools is declining and a number of students from these schools are attracted to SPPCS. (See Table 1.)
- b. Waterloo is a growing community with a strong parish.
- c. Ss. Peter & Paul Catholic School has been successful in launching a public relations plan that includes greater media exposure, increased communication with parents and parishioners, strong tools including video, updated web page, and mailings.
- d. There is an opportunity for community building.
- e. Rising costs and poor economic conditions make recruitment more challenging.

B. Goals and Recommended Strategies

1. Ss. Peter and Paul Catholic School will pursue full capacity enrollment.

Strategies

- 1.1 Continue to support the Director of Public Relations.
- 1.2 Invite every parish child into the SPPCS community at the time of their Baptism and encourage them to make SPPCS their school of choice.
 - 1.2.1. Continue promotional opportunities to keep in contact with these children from Baptism until they are eligible for kindergarten.

2. Ss. Peter and Paul Catholic School will further develop and expand an integrated new student recruiting program that invites Parish School of Religion students, extended family members of current students, area supporting parishes and non-Catholic families interested in a faith-based educational experience.

Strategies

- 2.1 Encourage every parent and student to be an ambassador for SPPCS.
- 2.2 Appoint a student and parent ambassador for each supporting parish.
 - 2.2.1 Supporting parish ambassadors will speak at their home parish about their SPPCS experience at least two times per year.
- 2.3 Hold a recruiting Open House in conjunction with Catholic Schools Week.
 - 2.3.1 Send an invitation to each family in the Ss. Peter and Paul Parish and all supporting parishes.

3. Ss. Peter and Paul Catholic School will pursue 100% retention of all current students.

Strategies

- 3.1 Develop and encourage regular parent feedback opportunities.
 - 3.1.1 Conduct focus groups
 - 3.1.2 Distribute year end surveys
- 3.2 Increase awareness of the tuition assistance program and confidentiality of the process.
- 3.3 Provide regular updates of student, alumni and teacher success stories and new educational programs.
 - 3.3.1 Offer a variety of communication methods to parents.
 - 3.3.2 Make updates available to the Parish at large.
 - 3.3.3 Continue to increase school recognition in the news media, Parish community and beyond.
- 3.4 Communicate with families who plan to withdraw their children from the school. They will be contacted by the Principal, Parish Priest and/or a School Board Member to discuss their concerns.

Table 1. Student Enrollment at SPPCS during 2010-2011 School Year by City of Residence

| | | | | | | | | | | | |
|----------------------|----------|-------|--------|-----------|-----------|------------|---------|----------|----------|----------|--------------|
| # of Students | 3 | 3 | 8 | 2 | 1 | 2 | 13 | 15 | 6 | 295 | 348 |
| City Address | Columbia | Fults | Hecker | Maeystown | Millstadt | New Athens | Red Bud | Smithton | Valmeyer | Waterloo | Total |

VI. EDUCATIONAL PLAN

A. Data and Observations

- a. Ss. Peter and Paul Catholic School has a strong academic base with high test scores.
- b. The curriculum of Ss. Peter & Paul Catholic School includes a religion program which supports service learning and social justice experiences for all students.
- c. Many academic extracurricular activities are available as well as unique offerings such as K-8 foreign language, full-time resource assistance, gifted education, enrichment education experiences, and junior high electives.
- d. Ss. Peter & Paul Catholic School has a stable and caring faculty and staff.
- e. There is strong parish and school leadership in place.
- f. Ss. Peter & Paul Catholic School offers small class sizes.
- g. All classrooms have Smart Boards installed.
- h. Classroom computer stations need to be upgraded. School-wide Wi-Fi would be a positive improvement.
- i. The overall offerings include an Early Learning Center and Extended Care.

B. Goals and Recommended Strategies

1. The SPPCS curriculum will prepare each student for success in high school.

Strategies

- 1.1. The SPPCS curriculum will be reviewed and revised annually by faculty and administration.
- 1.2. Faculty will meet annually to communicate with other grade level teachers in order to assure that there are no gaps or overlaps in the curriculum.
- 1.3. Each year a survey will be conducted to assess how prepared the students of SPPCS are for secondary school and the curriculum will be adjusted accordingly.
 - 1.3.1. Interview students, parents and secondary school faculty.

2. The faculty of SPPCS will be kept apprised of educational trends and implement those that best align with the educational and catechetical goals of SPPCS.

Strategies

- 2.1. Offer at least four teacher in-services annually in areas identified by entire faculty as pertinent to current trends and needs.
- 2.2. Offer opportunities for faculty to partake in outside professional development opportunities and hold them accountable to share information with the rest of staff in monthly staff meetings.

- 2.3. Subscribe to professional publications to be shared with faculty to keep up to date with educational trends and experiences.
- 2.4. Encourage staff to join professional organizations or groups through which they can share and learn.

3. SPPCS will utilize technology that enhances the educational experience and preparation for secondary school.

Strategies

- 3.1. Update school technology annually utilizing grants, Education First donations, and teacher wish lists at the Spring Gala.
- 3.2. Survey area high schools to determine specific technology needs of students in order to best prepare them for secondary education.

VII. STAFFING PLAN

A. Data and Observations

- a. Ss. Peter and Paul Catholic School has a strong and stable staff.
- b. Teacher salaries are at the recommended Diocesan schedule.
- c. Teacher benefits have been added to reward longevity.
- d. Ss. Peter and Paul Catholic School provides a relaxed, comfortable environment in which to work.
- e. Staff development includes four in-service opportunities provided locally.
- f. Teachers are encouraged to attend additional professional development conferences/workshops.
- g. Funding has been somewhat limited for professional development due to budget constraints.

B. Goals and Recommended Strategies

1. **Faculty and staff compensation and benefits will be designed to attract and retain quality personnel.**

Strategies

- 1.1 Compensation will align at or above the Diocesan salary schedule.
- 1.2 Benefits provided will be at or above the Diocesan requirements.

2. **Faculty and staff will be rewarded for activities which go beyond general job responsibilities.**

Strategies

- 2.1 Define expectations and identify those behaviors which exceed expectations.
- 2.2 Develop and implement a formal recognition program.

3. **Teachers will meet annual professional development and catechetical training requirements.**

Strategies

- 3.1 Offer local programs.
- 3.2 Budget and fund teachers' professional development and catechetical training needs.

VIII. ADVANCEMENT AND DEVELOPMENT PLAN

A. Data and Observations

- a. The professional staff for development consists of the Director of Public Relation and the Principal.
- b. The Director of Public Relation's role includes general marketing, external and parent communications, promoting general fundraising, and all development efforts. The role includes:
 - Implementing and carrying out an outreach program to all families whose children are baptized in the parish.
 - Planning and hosting an Open House in late Winter or early Spring each year.
 - Promoting Ss. Peter and Paul Catholic School throughout the year with preschool/daycare/Sunday school presentations and information literature, DVDs, newspaper coverage, and home visits to potential new families if desired.
 - Organize and promote Catholic School's Week.
 - Correspondence to current families of SPPCS students via the monthly school newsletter, Fast Direct, update/maintain the school website, sympathy/congratulatory/new baby cards.
 - Promote SPPCS by placing a float in the Waterloo Homecoming Parade.
- c. The new school website www.sppswaterloo.org is deemed a great asset in terms of communication and marketing.
- d. Programs of special events provide social and community building opportunities which in turn attract needed revenue. Successful events include Spring Gala Dinner Auction, Parish Picnic, Athletic Department Golf Tournament, Bingo, and the School Carnival.
- e. Other fundraising drives include Market Day, Gold Rush, McTeacher Night, Scrip gift cards, Schnucks e-Scrip, Butter Braids, Magazine Sales and Education First.
- f. The Education First Campaign has been a success in part because specific items/projects have been identified and funded.
- g. Parish organizations including the Holy Name Society, Knights of Columbus, Mary and Martha Society, and Friends of SPPCS provide support to SPPCS.
- h. A strong base of volunteer support assists and leads many of the events and activities at SPPCS. There is no centralized volunteer management process.
- i. Ss. Peter and Paul Catholic School has an endowment fund of approximately \$1.3 million which has been managed by the Parish Investment Committee in a professional and conservative manner. It is the objective of the endowment fund to

make annual distributions of approximately 5% of the value of the endowment fund each year.

- j. There have been no major contributions to the endowment fund since 2006. There is currently no organized plan to grow the endowment fund through additional contributions.
- k. There are few, if any, people associated with the school that have formal training regarding planned giving programs.
- l. There is no formal alumni association in place. Alumni participate and interact with students on career days.
- m. SPPCS has in place multiple fund raising programs which contributed \$120,556, \$134,148, \$120,264, \$134,068 in 2006-2007, 2007-2008, 2008-2009 and 2009-2010, respectively. These programs are budgeted to contribute \$138,500 in 2010-2011.

B. Goals and Recommended Strategies

1. Volunteer support will remain a critical element to the continued operation of Ss. Peter and Paul Catholic School.

Strategies

- 1.1 Evaluate the benefit/need for a centralized volunteer committee or individual.
 - 1.1.1 Determine how this committee/individual would work closely with the Director of Public Relations and Principal to maximize volunteer base efforts and opportunities to serve.
- 1.2 Consistently educate parents and families on the true cost of education and the value of their voluntary participation in the various fundraisers to meet “the gap” between tuition and actual cost.
- 1.3 Explore the benefits of establishing a formal alumni committee to communicate special events and school achievements.

2. Ss. Peter and Paul Catholic School will provide resources and staffing devoted to fundraising, planned giving, and grants.

Strategies

- 2.1. Hire an individual to be responsible for development at SPPCS.
- 2.2. Provide training for planned giving to key people affiliated with the school.
- 2.3. Develop a database to manage and track annual giving.

3. Ss. Peter and Paul Catholic School will improve current fundraising while searching for other fundraising sources.

Strategies

- 3.1. Educate all school families and parish members on the various programs that benefit the school.
- 3.2. Solicit support for school fundraisers from all parishioners.

- 3.3. Develop a strategy to increase annual revenue from the Scrip and Schnucks e-Scrip programs.
- 3.4. Establish a fundraising committee to coordinate and monitor all fundraising activities of the school. This committee will be chaired by a School Board representative and will include school family representatives.
 - 3.4.1. Begin an annual School Board evaluation of all fundraising events with a focus on greater efficiency and potential net gains.
 - 3.4.2. Evaluate why people do or do not participate/contribute and develop a means of improvement and individualized invitations for participation.
 - 3.4.3. Consider eliminating an event, combining events, or achieving the objective in another way if an assessment suggests that an event is not productive, takes excessive effort and staff time, or adversely affects another event in the same season.
- 3.5. Establish a program to identify school needs and enhanced teaching programs and then pursue grant funding to address those needs and programs.

4. Promote and expand the annual Education First campaign.

Strategies

- 4.1. Identify specific uses of funds sought, quantify the costs of those items and promote the campaign aggressively to achieve those goals.
- 4.2. Continue to include a request for prayers of support as part of the annual Education First Campaign.
- 4.3. Make the campaign more visible to the entire parish.
- 4.4. At the end of the annual campaign, place a pictorial display in the church and school showing items purchased with donations. Include a note of thanks for all donations.
- 4.5. Annually increase the campaign goal based on the past year's contributions.

5. Ss. Peter and Paul Catholic School will promote planned giving and contributions to the endowment fund.

Strategies

- 5.1. Promote the endowment fund as an annual donation destination to parish and school families.
- 5.2. Provide education and encouragement to individuals to consider the SPPCS endowment fund in their estate planning.

IX. FACILITIES PLAN

A. Data and Observations

- a. The enrollment capacity of the facility is 524 students. (PreK-8 with each classroom at its maximum size.)
- b. It is beneficial to have the school campus located near the church and located in the heart of the city.
- c. The facilities currently utilized by the school include:
 - Gymnasium
 - Cafeteria
 - Kitchen
 - Sixteen classrooms with each class room outfitted with a Smart Board
 - 3 modular buildings (band room, computer lab, 3 classrooms)
 - 4 offices
 - Library
 - Church
 - 2 houses (Early Learning Centers 3 and 4)
 - Soccer fields
 - Baseball fields
 - Limited green space
- d. The three modular buildings being utilized by the school are nearing the end of their expected life. These facilities will need to be replaced in the near future.
 - The buildings are designed for temporary use.
 - There are potential zoning issues that could arise should modular facilities continue to be used.
 - The current buildings take up a large amount of very limited green space on the parish/school campus.
- e. The current school building was built in 1957 with no major renovations since its completion. The building has been fairly well maintained, and has served the school, faculty, staff and students well over the years. However, there are certain aspects of the facilities that need to be modernized.
 - The current windows are not energy efficient resulting in higher energy costs and inconsistent temperatures in classrooms.
 - The bathroom facilities and related plumbing are dated, inefficient, and require ongoing maintenance.
 - The exterior of the school lacks curb appeal.
- f. The school employs a maintenance/ custodial staff of 1 full time and 4 part-time people. Various maintenance projects are taken on by volunteers from time to time.
- g. Administration is working to improve preventative maintenance posture to include:

- Annual maintenance inspection of the facilities
- Perform a facilities assessment and generate a report by qualified individuals to identify the needs of the facilities and categorize those needs as critical, intermediate or long-term.

B. Goals and Recommended Strategies

1. Ss. Peter and Paul Catholic School will develop a master plan for ongoing maintenance of its building and grounds. (See Table 2.)

Strategies

- 1.1 Develop a multi-year master facility plan based on the identified needs in this strategic plan to prioritize and guide improvements, renovation and new construction projects for the future. With the School Board and its appropriate committees, develop criteria to prioritize the identified capital needs.
- 1.2 Include renovated and expanded facilities in the master plan to accommodate anticipated needs and goals to continue building a quality school program.
- 1.3 Plan for a major campaign that will include targeted priority projects.

Table 2. Building and Grounds Improvement Needs

| <i>Immediate Facility Needs</i> | <i>Estimated Cost</i> |
|---|------------------------------|
| 1. Building additions <ul style="list-style-type: none"> – replacement of the modular classrooms – addition of a meeting space for 25-30 people for Parish/School use and some minor office space | \$2,100,000 |
| 2. General upgrade of the school exterior and surrounding grounds to improve curb appeal and safety and security – replacement of windows | \$410,000 |
| 3. Remodel existing restrooms | \$235,000 |
| 4. Upgrade AC units | \$124,000 |
| Total | \$2,860,000 |

2. Facilities and equipment/furniture will be appropriate and maintained in quality condition to meet the educational and strategic needs of Ss. Peter and Paul Catholic School.

Strategies

- 2.1 Report and catalog issues with the building and grounds including accidents or incidents of systems failures (e.g., water leaks, circuit breakers tripped, HVAC system malfunctions, injuries, etc.).
- 2.2 Continue to proactively maintain school facilities and equipment on a regular maintenance schedule and capital improvement plan.

3. **Ss. Peter and Paul Catholic School will take steps to prioritize deferred maintenance projects and secure appropriate funding.**

Strategies

- 3.1 Continue to allocate capital improvement funding annually to meet the short-term improvement needs of the school.
- 3.2 Provide the level of budget funding needed to address deferred maintenance and capital improvements.

X. FINANCE PLAN

A. Data and Observations

- a. The School Board is active and participates with the Principal in budget planning and accountability.
- b. Maintaining affordability is a major concern of the Administration, current and prospective parents and the School Board.
- c. Tuition for the first child has increased \$450 or 16% from the 2006-2007 to the 2010-2011 school year. Tuition for the second child has increased \$450 or 24% over the same period. (See Table 3.)
- d. Fees, per child, have increased \$100 or 25% from \$300 during the 2006-2007 school year to \$400 during the 2010-2011 school year.
- e. Several years ago the Parish support was significantly reduced. Over the past few years the school has regained a portion of the reduced support back. The reduction has been covered through additional school fundraising efforts and increases in tuition and fees.
- f. SPPCS has a Tuition Assistance Program confidentially administered by the Parish Administration and the Finance Council. Parents are encouraged to complete applications during the enrollment period.

B. Goals and Recommended Strategies

1. Annual budgets will continue to be balanced.

Strategies

- 1.1 Revise budgets when prior year expenses are known, enrollment is known and salaries are finalized.

2. The five-year financial projection will be updated each year, incorporating costs and income that are consistent with the most recent strategic plan.

Strategies

- 2.1 Update the financial projection each January. Present the projections at the February School Board meeting for discussion. Use the projections as a basis for setting tuition and determining priorities for the coming year.

Table 3. DATA ENROLLMENT AND TUITION

| School Year | Enrollment K-8 | Tuition 1 st child | Tuition 2 nd Child | Tuition 3 rd Child | Tuition 4 th Child |
|-------------|----------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| 2006-2007 | 324 | \$2,350 | \$1,450 | \$800 | 0 |
| 2007-2008 | 324 | \$2,400 | \$1,500 | \$800 | \$3000 |
| 2008-2009 | 315 | \$2,500 | \$1,600 | \$900 | \$400 |
| 2009-2010 | 313 | \$2,600 | \$1,700 | \$1,000 | \$500 |
| 2010-2011 | 306 | \$2,800 | \$1,900 | \$1,200 | 0 |

XI. LEADERSHIP AND GOVERNANCE PLAN

A. Data and Observations

- a. The Administration consists of the Principal and the Ss. Peter and Paul Parish Administrator/Pastor and they are perceived as providing good vision and direction, strong leadership and sound decision making.
- b. The School Board consists of nine members of Ss. Peter and Paul Parish, two representatives from supporting parishes and one appointed ex-officio member.
- c. The School Board is responsible for the strategic plan for the school which includes the following areas: Catholic Identity, Educational Plan, Advancement and Development, Enrollment, Facilities, Finance, Staffing, and Leadership and Governance.
- d. A School Board Executive Committee consists of the President, Vice-President, and Secretary who are elected annually at the first fiscal year Board meeting.
- e. The Principal is accountable to the Ss. Peter and Paul Parish Administrator/Pastor.
- f. The School Board role is advisory to the Parish Administrator/Pastor and the Principal.

B. Goals and Recommended Strategies

- 1. The Administration and the School Board will continue to develop a culture of effective, ongoing strategic and financial planning.**

Strategies

- 1.1 The strategic plan will be monitored quarterly and updated annually by the School Board with the concurrence of the Principal and faculty.
- 1.2 Each year the financial projection will be updated to reflect the experiences of the recently completed year.

- 2. The School Board will play a strong, active leadership role.**

Strategies

- 2.1 Annually review and rewrite, as necessary, the School Board By-Laws of Ss. Peter and Paul Catholic School.
- 2.2 The Executive Committee will work in close cooperation with the Principal.
- 2.3 In concurrence with the Principal, annually review and rewrite, as necessary, the Student Handbook.