

Sacred Heart-Griffin High School Strategic Plan Mission Statement, Goals, Outcomes and Action Steps January 2018 Update

Sacred Heart-Griffin is a Catholic, college preparatory high school that welcomes a diverse population to pursue academic excellence within the Dominican values of study, prayer, service and community.

1. Sacred Heart-Griffin is committed to increasing enrollment with a student body that is diverse in the areas of academic ability, economic status, ethnic background and geography.

Outcome: Enroll 175 students in the Class of 2022

Action Steps:

- The action steps reported in the January 2014, 2015, 2016 and 2017 reports are evaluated on an annual basis and ongoing if still beneficial. **We were pleased to have surpassed enrolling 175 students in the class of 2021. In the fall of 2017, we welcomed 179 freshmen students. Based on testing numbers, it is unlikely that we will reach 175 in the class of 2022, but work and relationship-building continues daily.**
- New initiatives for 2017-2018:
 - In April 2017, the Advancement office hired Amanda Mandeville, class of 2012, as our new director of enrollment management and communication. Amanda attended St. Aloysius grade school and has many ties to Catholic education in Springfield. She has passion and great ideas.
 - To better connect with our new freshman parents: A parent welcome packet was sent out to freshmen and transfer parents with a welcome letter from Sr. Katherine and Kara Rapacz, inviting them to an optional meet and greet on two different dates/times: Thurs., June 1 from 12-12:30 p.m. (light lunch was served) and Fri., June 2 from 7:15-7:45 a.m. (light breakfast was served). In addition to the welcome letter, a page of Frequently Asked Questions, covering Summer School, Book and ID Day, and other pertinent questions, as well as directions to access Renweb and additional Book and ID Day information will be enclosed. This initiative took the place of our normal Freshman Parent Picnic.
 - In the fall of 2017, we partnered with HIP Advertising and Storyteller Studios to create an SHG video to be debuted at Preview Night. It was an excellent piece and was pared down to three smaller, more targeted spots from its original version to be used on social media.
 - Upon seeing the videos, a donor offered to donate 20% of his commercial time on cable during the months of February and March, which are peak times when families make the decision about high school.
 - The format of Preview Night in November was overhauled and became much more targeted and personalized for each family. Instead of mass tours, families were asked to choose three areas of interest and were personally guided to those

areas throughout the evening. The evening was shortened and people left excited and energetic instead of tired and “ready to go”.

- It was interesting to see that our advertising/word of mouth is paying off. Of the eighth graders who tested in December 2017 for placement in the 2018-19 school year, 20 different schools, including the area Catholic grade schools, were represented in the count.
- In 2017-2018, 40% of the student body received financial aid and of those who applied, 87% received assistance. Over a half of a million dollars was distributed. SHG manages a SCRIP program that helps families put their earnings towards tuition. Just under \$19,000 was distributed to tuition accounts this year. SHG keeps a small percentage for administrative costs, the rest is credited to tuition accounts. SHG also collects used uniforms and provides on a first-come, first-serve basis for families.
- We are working on creating awareness for the new Illinois State Tax Credit Scholarship program with our own families as well as potential families. Extra help is provided to families who may not have access to computers and/or may have limited computer skills.

Outcome: Connect the broader Springfield Community with SHG

Action Steps:

- The action steps reported in the January 2014, 2015, 2016 and 2017 reports are evaluated on an annual basis and ongoing if still beneficial.
- We secured the Catholic Heart Youth Work Camp to stay at SHG for a week while they are doing their volunteer work in the Springfield community at the end of July 2018. In return, SHG will be paid \$8,000 in rental income. This is a great way to welcome a new group to campus and to earn some extra dollars.
- SHG’s 5th annual Trivia Night on February 2, 2018, was a huge success! Almost 500 people came and enjoyed a lively, fun-filled evening. Almost \$12,000 was raised for the alumni scholarship program.
- The first-ever alumni and friends volleyball tournament was held on Sunday February 11, 2018. Eight teams (mostly young alumni) had a marvelous time! Great alumni engagement with our younger alumni.
- Partnership with District 186 high schools for the annual City Tournament food drive and Unity Day.
- As often as we can, we send SHG students to area Catholic schools to help facilitate or assist in retreats, Catholic Schools week activities, etc.
- The 59th annual Mostaccioli Dinner will be held on Sunday, March 4, 2018 and continues to be a huge community event and fundraiser, serving approximately 7,000.
- Bi-monthly meetings are held with development/marketing directors from the Catholic elementary schools to plan joint marketing efforts among the schools. Along with the joint Christmas ad, we’ve created joint Catholic Schools Week ads in the SJ-R, Catholic Times as well as radio for open houses. A joint Facebook page was created in January 2018.
- Parents and special guests are invited to weekly Masses and All School Masses. - ongoing
- Sr. Katherine makes an appearance at reunions. - ongoing

- Active Facebook page with over 4,500 fans as well as an active Twitter account. - ongoing
- Focused media coverage for a wide variety of departments. - ongoing
- Partnership with Leadership Springfield in April of 2018, hosting several members of the class at SHG for a tour and informational session about SHG.
- Utilizing the facilities at West Campus and the Dominican Hall Theatre for community events and tournaments.

2. Sacred Heart-Griffin will continue to provide a competitive, college and career readiness Catholic, Dominican curriculum through academic and extracurricular programs which calls forth creativity, innovation and the best use of technology from administration and faculty to assure optimum student learning.

Outcome: Students will be prepared for college and their careers through rigorous and innovative academic programs that emphasize reading, writing, speaking, listening, and critical thinking

Action Steps:

- Ongoing-- Every class has a curriculum map completed with alignment to classes/levels. Collaboration and updates to these curriculum maps are ongoing. Continuous efforts are also made to ensure that the most effective teaching strategies and methodologies are used.
- SHG teachers continue to be available 30 minutes before/after school for any student seeking help, along with using email and other products such as Google Classroom to communicate with students.
- Lincoln Land Community College dual credit courses: Biology (2011); Calculus (2012); U.S. History (2013); Statistics (2014); Film as Literature (2017); College Algebra (2018); Music History (2018)
- Established partnership with Quincy University for the following dual credit courses: Physics Honors (3 credits); AP English IV (3 credits); AP Chemistry (3 credits); Broadcast Media (3 credits).
- Established partnership with University of Illinois at Springfield for the following concurrent enrollment course: Survey of Biochemistry (2017)
- Sangamon CEO program continues to be an outstanding business class opportunity for SHG students. Established in 2013, the year-to-year enrollment is as follows: 2013: 5 students; 2014: 8 students; 2015: 11 students; 2016: 6 students; 2017: 13 students
- 2018 testing schedule:
 - 8th grade: High School Placement Test (HSPT) STS
 - 9th grade: No test
 - 10th grade: PSAT
 - 11th grade: PSAT
 - Availability, costs and usability of the scores are main factors.

- In Spring 2018, 48 juniors participated in the SHG ACT prep class. The prep class included a pre-test and post-test along with four weeks of instruction.
- Retesting/test corrections offered to promote content mastery
- Eligibility study hall created in spring of 2018. All students participating in extracurricular activities who are deemed ineligible to participate must attend this study hall. They are required to meet with their teacher 4 times for additional support in an effort to improve achievement and raise the grade.
- Teachers have students work on differentiated instruction projects. This is another way students can earn points and show they know the material other than tests and quizzes
- Ongoing-- The Writing Lab continues to be utilized every hour by a range of students in a wide variety of classes. Students may also request writing help before and after school.
- We continue to use I-Lit, an internet-based reading program developed by Pearson Education to support students who are reading below grade level. Students enrolled in English I CP utilize this resource during their English class which is 2 periods (90 minutes) in length each day.
- Ongoing-- Theology department uses the U.S. Conference of Catholic Bishops' Framework as a curriculum guide for planning SHG theology curriculum. Theology textbooks are in compliance with the framework. Official name is Doctrinal Elements of a Curriculum Framework for the Development of Catechetical Materials for Young People of High School Age.
- A new course is being established by the theology department for the 2018-2019 school year titled Introduction to Catholic Teaching. This course provides an overview of the Catholic faith and Church teachings.
- The Mission class was established for the 2017-2018 school year. 14 students were enrolled in the course which focuses on the mission of the Dominican order, and in turn, SHG.
- Throughout the year, in addition to our text, students at all levels practice higher level reading from various advanced sources such as: National Spanish and German Exams, Varsity Tutors (which also offers live tutoring for high school students for ACT, SAT, PSAT, ASPIRE) and short stories from authentic literary works. (Spanish, German)
- Students are exposed to authentic resources, such as online newspapers, and video clips to practice reading and listening.
 - daily news: <http://www.tagesschau.de> <http://www.nachrichtenleicht.de> <https://slowgerman.com/> (German) <http://www.bbc.com/mundo> (Spanish)
- Advanced Journal topics are explored each week to encourage/challenge students to become better writers. (Spanish)
- Listening, writing, comparing, and critical thinking about cultural differences through "song of the week". (German)
- Students in honors level French courses present formal presentations on a variety of complex issues throughout the year, such as global standards of beauty, immigration in France, and the French Revolution.
- The following are some (but certainly not all) of the ways that teachers at SHG have specifically implemented college and career readiness standards in writing, speaking, and listening into their teaching:
 - Writing:
 - Note taking skills

- Formal in class essays
 - Students in Honors French IV read the existential French novel *Le Petit Prince* and write a five paragraph essay on it, among other projects.
 - Essay questions on tests
 - Research projects
 - Film analysis papers
 - Students write reflections upon completion of a project
 - Students write to summarize the answer to a word problem
 - Document-Based Question (DBQ) essays to prepare for AP exams
 - Lab writing
 - Projects to create newspaper articles
- Speaking:
 - Oral presentations in all courses
 - Small and large group discussions
 - Group presentations
 - Within a debate context, students are asked to state their disagreement with a point that another classmate made and explain why they disagree
 - Students explain their work done on the board to the class
 - Students introduce songs before performing
 - Students in Civics course conducted a mock presidential debate
- Listening:
 - Critique of student presentations
 - Note packets for student presentations, from which test material is taken
 - Obtaining notes or answering questions from video excerpts
 - Daily review of prior material
 - Radio clips
 - Reading definitions aloud that students transcribe that are not on the notes for the purpose of preparing them for college lectures
- The following are some (but certainly not all) of the teaching strategies utilized at SHG in order to get students to meet college and career readiness standards:
 - Pre-assessments
 - Flipped classroom
 - Debates
 - Lecture
 - Journaling
 - Guest speakers, including those in vocational lives and local veterans
 - Small group exercises
 - Scripture work
 - Conferencing
 - Peer teaching
 - Project based learning.
 - Flipped classroom strategy
- Using Peardeck while teaching to discuss errors in the moment as opposed to waiting until homework or a quiz

- Lit Circles (group discussions of various themes of novels being looked at led by the students themselves)
- Vitamins in all English courses (teaching English concepts such as grammar daily, including having students correct example sentences by using past Vitamin knowledge)
- Individual tutoring
- CPS clickers to give immediate feedback for tests
- Modeling with 3-D
- STEM activities
- Process Oriented Guided Inquiry Learning (student-centered, group learning initiative)
- Warm up exercises to review concepts students should know prior to lecture
- Student-led psychology experiments performed on other students (memory tests, for example)

Outcome: Students will be prepared for college and their careers through numerous extracurricular programs that help develop the whole student by providing opportunities for spiritual growth, leadership, and guidance

Action Steps:

- Campus Ministry provides many leadership and faith development opportunities in retreats, prayer days, special projects, and service. In the fall of 2016, it was decided that more all-school masses would be added, having one all-school mass per month instead of the previous one all-school mass per quarter. The additional masses are planned and implemented by grade level theology instructors and students, with the guidance of Campus Ministry. Additionally, Freshmen Orientation concluded for the first time this year with a mass for the class of 2020 and the student leaders. Also, students were consistently involved with the ministries of the 7:10 a.m. masses every Friday as readers, Eucharistic ministers, and gift bearers.
- Students enrolled in service class are required to complete 25 hours of service to pass the course.
- Acre Test administered to all junior students
- Mission class plans and prepares prayer services for students during Thanksgiving and Lent.
- Reinstated the Kairos shared prayer service
- Rosary is done every Thursday at 7:20am in the chapel
- Eucharistic adoration and confession are offered during Lent
- February 2018- Brother Hermon presenting to all students during theology classes

- ALPHA was introduced to faculty and staff at the first faculty meeting of the year. Alpha is a series of sessions exploring the Christian faith, typically run over eleven weeks. Each talk looks at a different question around faith and is designated to create conversation. At that workshop and invitation was given to all staff to participate in the program every Tuesday from 3:30-4:30pm throughout first semester. Ten staff members attended on a regular basis.
- During second semester all freshman students participated in the student ALPHA program.
- During the 2017-2018 school year, Father Wayne Stock, newly ordained priest, was assigned to be the SHG chaplain.
- Ongoing-- Ms. Cueto and Ms. Torrence, Directors of Diversity and Inclusion, are continuing events that create awareness for unity and celebrating differences. Examples include Mix It Up at Lunch Day, International Food Festival, A Simple Christmas fair trade sale, and Black History Month activities. They support students and staff when issues of diversity or discrimination happen in and out of the classroom. In collaboration with the dean, they meet with students and parents to help educate on the importance of becoming an anti-racist institution.
- Ongoing-- Exceptional counseling program for academic advisement and personal/relationship issues. All guidance counselors have advanced degrees and many years of experience.
- Ongoing-- Freshman Focus was conducted during Theology I classes every Thursday for the first twenty minutes of class. Topics covered during Freshman Focus included: study skills, finals preparation, building healthy relationships, being a responsible digital citizen, team building, showing kindness and gratitude, and being respectful. There were 53 leaders and 153 freshmen that participated.
- Presented to each grade level lessons on Emotional Health and Well-being which included suicide prevention. Presentations were held in each Theology class during the month of March and early April
- Ongoing-- Expanded use of Naviance for college searches, resume building, career exploration, and application processes.
- Guidance Department provides parent seminars every year:
 - September – College Planning (primarily Senior parents)
 - October – FAFSA Completion
 - February – 8th grade placement meetings
 - March – College Planning (primarily Junior parents)
 - Naviance training for the parents of the younger students every year
- Ongoing-- All extra-curricular activities, clubs and service projects support students by helping students connect and build relationships in smaller groups. Football, baseball, and volleyball utilize an athlete/coach mentoring program that began in 2014. At least 10 sports have attended at least one team Mass.

- Ongoing-- Student tutors (NHS) are available during study hall hours to help students with other subjects. Students who do not have a study hall or need more regular help can be paired with a tutor per a teacher's recommendation. NHS members also have the opportunity to act as a teacher's aide during his/her study hall. Teachers coordinate with the student to select days for the student to assist the teacher. Some ways NHS members assist teachers are: cleaning desks, cleaning chalkboards, attending a class that may need extra help, or working on an involved project that the teacher needs assistance on. NHS members are NOT to assist in grading or entering grades to RenWeb.
- Ongoing-- LINK Tutoring Center was established in September 2015. All tutors are SHG teachers. The teachers coordinate the program, including the schedule and finances. The tutoring provided is a supplement to classroom instruction, not a replacement for it.
- St. John's/SHG Shadowing Program had a lapse for the Class of 2017 due to personnel changes at HSHS but was renegotiated for the Class of 2018. Program was initiated in 2010.
- Fine Arts Program continues to thrive. Music students participate in a variety of performances: WICS Christmas, HSHS 12 Days of Christmas Choirs, IMEA competitions, tours to grade schools, band trip to D.C., etc. Three new staff members joined the fine arts program during the 2017-2018 school year. Students are responsible for taking over various leadership roles during induction ceremonies.
- Elections are held each year for students who choose to run for office in French, German or Spanish Club as well as in many other SHG clubs and organizations (class council, etc.)
- Exchange programs, educational trips and social media to prepare students to become global citizens with a sensitivity to cultural differences. The German Friendship Connection exchange program offers high achieving students the development of Mind, Body and Spirit within a Global Community.

Outcome: Provide faculty and staff opportunities for ongoing professional development

Action Steps:

- In response to the AdvancEd accreditation review, beginning in January 2017, there have been two late start days every month. The first meeting each month is focused on whole faculty topics and typically allow time for collaboration. The second meeting each month is focused on grade level topics where teachers discuss at-risk or lower performing students.
- Currently, out of a total of 42 full-time and part-time teachers on staff, there are 24 teachers at SHG who have at least a Master's degree. Additionally, along with the professional development workshops listed below, there are twelve teachers who have graduate hours, are pursuing a graduate degree, or are taking graduate classes.

- **Updates for 2016-17 Professional Development Opportunities:**

The faculty and staff continue to be involved in continuous professional development. During the 2016-17 school year SHG teachers attended a variety of workshops and in-service trainings including, but not limited to:

- 2017 STEM Forum and Expo in Orlando, Florida (4 teachers)
 - ISTE (International Society for Technology in Education) Conference in San Antonio, Texas (2 teachers)
 - METC (Midwest Education Technology Conference) in St. Charles, MO (3 Teachers)
 - Learning and the Brain Conference in San Francisco, CA (1 teacher)
 - IBEA (Illinois Business Education Association) Fall Conference in Springfield, IL (1 teacher)
 - IETC (Illinois Education and Technology Conference) in Springfield, IL (3 teachers);
 - NABT (National Association of Biology Teachers) Conference in Denver Colorado (1 teacher)
 - Illinois Math and Science Conference in Springfield, IL (1 teacher)
 - History Conference in Springfield, IL (1 teacher)
 - Confronting Bias- Facing Difficult Conversations in Chicago, IL (2 teachers)
 - 4 Advanced Placement Conferences; and 6 graduate level science courses.
- As a result of the AdvancED accreditation review during the 2016-2017 school year, it was noted that SHG teachers could benefit from work with an expert on assessment and data usage. Due to that recommendation we hired assessment expert Nancy Sindelar, Ph.D. to provide the workshops below.
 - August 17, 2017: Overview of use of assessments and the data to drive instructional decisions. Teachers learned how to create common quarterly assessments.
 - January 5, 2018: Teachers learned how to disaggregate data to determine if intended outcomes were met. They also had time to work together and create third quarter assessments.
 - March 16, 2018: Review of third quarter assessment results and completion of the assessment analysis form for third quarter. Completion of the curriculum and assessment Audit document for fourth quarter and development of standards-based, grade level assessments for fourth quarter.
 - May 21, 2018: Presentation of Developing High Performing Teacher Teams and PLCs. Review of fourth quarter assessment results and final exam results and completion of fourth quarter assessment analysis form.
 - 2017-2018 Faculty Meeting/Professional Development Calendar
 - August 7, 2018: New Staff Orientation
 - August 18, 2017: Faculty/Staff Orientation
 - September 6, 2017: Faculty Meeting- Update on Anti-racism work and discussion about how the Dominican Sisters came to Springfield. Time was also spent on how to best work with students on the Autism spectrum.
 - September 20, 2017: Grade Level Team Meetings
 - October 18, 2017: Faculty Meeting- Safety workshop and activity.
 - November 1, 2017: Faculty Meeting- Diversity and inclusion as well as discussion of a testing calendar (this was in response to concern from parents and students about too many tests on a given day)
 - November 15, 2017: Grade Level Team Meetings
 - December 6, 2017: Faculty Meeting- Review of 8 period day initiative
 - January 17, 2018: Faculty Meeting- Dismantling Racism

- February 7, 2018: Faculty Meeting- Dismantling Racism
- February 21, 2018: Grade Level Team Meetings
- March 5, 2018: Faculty Faith Formation at the Dominican Motherhouse
- March 7, 2018: Faculty Meeting- Updates on AdvancED initiatives
- March 21, 2018: Grade Level Team Meetings
- April 18, 2018: Grade Level Team Meetings
- May 2, 2018: Faculty Meeting

Outcome: Invest in the research and implementation of technology innovations in the classroom.

Action Steps:

- Ongoing-- SHG is a BYOD (Bring Your Own Device) campus. Students are required to bring a charged device with a screen 11” or larger and a keyboard to every class. The IT department recommends a Google Chrome OS based device. In the event that a student is temporarily without an operable device, a small bank of loaner devices are available in the Technology Department to check out for the day. Teachers are required to integrate technology into lessons. In any given period, an observer to the school would see students using their devices as part of class in a multitude of ways.
- Ongoing-- The following are some (but certainly not all) of the unique ways teachers throughout the school are utilizing technology within their classrooms:
 - Research
 - Daily use of Catholic online and the USCCB website
 - Online Catechism of the Catholic Church
 - SHG library database (Credo Reference, JSTOR)
 - Google slides and student collaboration on small group projects
 - Prezi presentations
 - Students using graphing calculators almost daily
 - Peardeck, an app that is used to present lessons on student devices and formatively assess them throughout the lesson
 - Desmos (a free online graphing calculator) used to show graphs during notes
 - Kahoot, an app used to review for quizzes/ tests
 - MyMathLab used for Pre-Calc homework
 - Math XLforSchool used for Intro to College Algebra homework
 - Big Ideas Math Textbook and homework online
 - Students taught basics of using formulas in a spreadsheet
 - Students use GeoGebra as part of a project and multiple exploratory activities
 - Google Drive
 - Nearly every single teacher at SHG utilizes Google Drive in their classes
 - Google Docs for close reading passages
 - Google Classroom to streamline communication and ease paper load
 - Nearly half of the teachers at SHG utilize Google Classroom in some or all of their classes
 - Use of *No Red Ink* website to teach and track grammar skills

- One of the English classrooms now has a 65 inch television screen utilized in a variety of ways
 - Integration of podcasts and video in classroom instruction
 - Google Sites for short story assessment
 - “Fakebook” pages
 - I-Lit reading program
 - Google Voice
 - SMART Board
 - Quizlet
 - Online workbooks
 - Videotaping demos and labs
 - iPad app for projector
 - Study.com--flipped podcasts
 - Use of devices to record music parts
- Ongoing-- Continued strong interest and enrollment in technology-use classes such as Broadcasting, Digital Art Media, Game Design (new for 2016-2017)
 - Ongoing and continually monitored-- As of January 2016, SHG has increased its broadband internet connection speed to meet the ever increasing needs of our campus community. The school is using dedicated internet access (DIA) provided by a local vender via a fiber optic network. SacredHeart Griffin is currently allotted/guaranteed 150Mbps with capacity to expand as need arises.
 - Ongoing-- Library/learning center databases – licenses are evaluated each year.
 - Ongoing-- Databases available to teachers and students:
 - CredoReference – Have used since at least August 2012. CredoReference has over 600 titles that provide encyclopedic knowledge on subjects ranging from Theology to Science to Psychology to History. By providing reliable, general information, CredoReference is a great place to begin research.
 - EBSCO Advanced Placement Source – Have used since at least September 2012. EBSCO Advanced Placement Source provides both general and specialized academic sources. It ranges from access to magazine and newspaper articles to specialized, scientific and educational journals. Students from all subjects can find reliable information here.
 - JSTOR – Have used since at least August 2012. JSTOR provides peer-reviewed research from a variety of sources. Most often utilized by the English department, JSTOR offers many items that are no longer in publication.
 - Bloom’s Literary Reference Online – Started using in June 2013. Bloom’s Literary Online is a great source for information about authors, characters, significant literary works, and literary movements. It includes critical essays, themes, and video.
 - Information Literacy Modules- Have had this since April 2016. Information Literacy Modules is provided by CredoReference. It is free of charge for the 2016-17 school year. It provides self-guided research that includes videos, quizzes, and other lessons.

Some topics covered are plagiarism, information literacy, how to write a thesis, and choosing a reference topic.

- Issues and Controversies – Started using in June 2013.
Issues and Controversies provides access to articles, news reports, and videos for current controversial events and topics. It offers unbiased information on all major issues and provides students with arguments from both supporters of an issue and those that oppose it.
- Ongoing-- Extensive use of RenWeb as a database and communication tool for grades, assignments, contacts, and online applications. In 2014, SHG implemented a Pay Now online payment option for lunches.

Teacher Grants Awarded May 2017

Department	Name	Item Requested	Amount
English	Linda Smith	5 stand up desks with stools	\$742
English	England	Perma Bound Books	\$1592
All	Kara Rapacz	Zipgrade- 1 year subscription for all teachers	\$280
Social Studies	Joannie Schafts	MMP Projector and Ceiling mount	\$700
Library	Rachel Bielby	Two breakout EDU kits	\$250
World Languages	Barbara Huffman	White board and eBeam installed over chalkboard	\$900
Science	John Allison	Two thinkpads 11e's Lenovo Laptops	\$916
Science	Rihab Habibi	Student Lab Tables	\$8643.25
Theology	Mary Jo Edison	Projector and Mount	\$700
Science	Donn Brayfield	Synapse Construction Kit- 6 group set	\$750
Fine Arts	Maureen Cavanagh	4 books to prepare for class	\$75
Learning Lab	Jennifer Gronewold	1XL.com (online math and language arts skill building program)	\$1350

3. Sacred Heart-Griffin will investigate and implement creative ways to continue efforts to provide just salaries and benefits to staff, to become debt-free as soon as possible and to develop and implement a capital improvement plan.

Outcome: Focus intentionally on just salary and benefits for employees as part of the budgeting process

Action Steps:

- In spite of our declining enrollment, the board gave the staff a 3% raise to continue to keep SHG salaries within a reasonable range of local public schools.
- The health insurance policy is re-evaluated every school year to ensure faculty and staff are provided with the most affordable insurance plan available, while maintaining a quality plan. The addition of a health reimbursement arrangement has helped with insurance costs.
- Flexible spending plan is available to help offset non-covered medical costs.

Outcome: Apply excess revenue at the end of the fiscal year to debt reduction or to transfer excess funds to build up the operating reserve, as determined by the finance committee of the board of directors.

Action Steps:

- The action steps reported in the January 2014, 2015, 2016 and 2017 reports are evaluated on an annual basis and ongoing if still beneficial.
- A concentrated effort continues via personal meetings to increase membership into the top four giving levels of the Annual Fund. The second annual Veritas Society cocktail party was held in the spring of 2017 at SHG and highlighted the fine arts at SHG. A third annual Veritas Society cocktail party is being planned for April 2018 and will highlight campus ministry, service and the service and mission classes. The idea is from year to year have a “progressive” dinner party throughout the areas of the school.
- The Emerging Veritas Society, the new level of annual giving geared towards younger alumni had a first-ever event in September 2017: A Mexican cooking class at West Campus, featuring a local chef. Approximately 25 young alumni were in attendance and it created much awareness for the Emerging Veritas Society.
- Jen and Sr. Katherine have scheduled a trip to Naples for an SHG gathering on Thurs., March 15, hosted by Todd & Chris Green. We will be able to meet and greet with alumni, friends and donors down there that we don't get to see very often or perhaps never even met.

- From 2013-2017, \$833,557 was received in bequests, some restricted, some unrestricted. Most has been allocated to debt reduction and the remainder has either gone into the endowed scholarship fund or the reserve. A small amount went to Teacher Grants and another small amount went to the Annual Fund. Bequest checks from Dr. Larry Penning (\$28,284) and Donald Mroscak (\$3,000) have been received and placed in SHG's reserve. Both bequests were unrestricted. Three more bequests of varying sizes are expected in 2018. Through awareness (donor stories, planned giving newsletters and personal visits) the planned giving society has doubled in size in recent years. A planned giving seminar was held in March 2017, with attendance of 40, and another is planned for Fall of 2018.
- Corporate sign renewal at West Campus brought in \$165,000 in pledges and straight gifts.
- Homecoming week 2017 was packed full of activities. The Advancement office hosted the Stadium Club tailgate before the game, under the tent that was all set up for the Adult Homecoming party after the game. The guests who came to the tailgate really enjoyed it and I think would have stayed longer, but we gave them a heads up that there was going to be a special announcement prior to the game if they would want to be a part of that. (Of course that announcement was the naming of Ken Leonard Field). We plan to do this next year as well, but call it the President's Tailgate, so that more donors and potential donors can be included.

Outcome: Develop a capital improvement plan to enable finance committee to plan and budget needed repairs

Action Steps:

- Facility Committee presents a list of needed improvements and repairs to the board for approval before the budget is finalized.
- Efforts are being made to plan ahead to provide for preventative maintenance.