

ST. CECILIA PARISH AND SCHOOL
Development Assessment
September 2006
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I. **INTRODUCTION**

Background

As part of the development and planning work, St. Cecilia and the Institute of School and Parish Development (ISPD) have entered into a ten-month process designed to invite and involve people from the parish and school in building a vision and a development plan for the future. There are several components to this process including the following:

- This Development Assessment
- Creation of a Core Team
- Development Education
- Input Sessions
- Formation of a Development Advisory Board
- Creation of a Strategic Plan for Development

As agreed, one of the first steps of this process is to conduct a Development Assessment of the parish and school. Stephanie Greenwood, associate of ISPD, will be the lead consultant assisting St. Cecilia through this development process. Mrs. Greenwood conducted interviews on Wednesday, August 9th and Thursday, August 10th. The Development Assessment will be presented to the parish and school on September 6th, 2006, by Stephanie Greenwood.

Scope of Analysis

The Development Assessment is a look at the parish and school in general and, more specifically, in the areas of leadership and planning, development, communications, organization, and revenue generation. Much of the emphasis is internal, seeking to understand the base of operation of development, the critical issues the parish and school face regarding development, and offering strategic recommendations in order for development to flourish in the future. In essence, ISPD is taking a development “snapshot” of the inner circle of St. Cecilia and assessing the strength of the development infrastructure.

Input for this analysis was received in the following manner:

- Initial meeting and discussion with core group of parish and school leaders (small group setting);
- Interviews with various members of the parish and school community;
- Assessment questions that were answered by the parish and school administration;
- Gathering of materials requested by ISPD.

Appreciation

The staff of the Institute of School and Parish Development wishes to thank the many individuals who took the time to meet with Stephanie Greenwood, ISPD associate, in an effort to share their concerns, opinions and hopes for St. Cecilia.

Special thanks go to Fr. Craig Eilerman, Jeff Kanowsky, Jackie Mulholland and the parish office staff for their assistance and cooperation, and all who helped in preparation with this report.

Development as the Frame of Reference

One of the major challenges Catholic parish and school leaders face is educating the key internal constituencies about the meaning of the word development. And, closely associated with the meaning is the understanding that development is a process, not a program to be plugged in only at specific times when money is needed.

Development is defined as **the meaningful involvement of people in your mission and vision for the future**. By the very definition of the word, development takes time — usually two to four years from the time development efforts are begun until a parish and school begin to see substantial results. This is key. You must be willing to invest time and money in order to attract resources for the parish and school.

The model that the Institute of School and Parish Development teaches throughout the country is called “The Seven I’s of Catholic Development.”

The Seven I’s of Development

- Identify:** Specifically the people, processes, values and goals that will be key to the development process.
- Inform:** Reach out to the key publics, informing them of the development process and the essential elements of your parish and school.
- Invite:** Ask key publics to take a close look at you as you look at them.

- Involve:** Involve people in the development process in meaningful ways.
- Implement:** Put into action, strategic plans that have been created through the involvement of people.
- Invest:** Arrange for involved people to invest in the future of their parish and school and their own personal future.
- Improve:** Implement an evaluative process to ensure longevity of your development process.

The Institute of School and Parish Development will be viewing St. Cecilia from this particular frame of reference: that is, from the context of the “Seven I’s” approach to development.

ISPD

The Institute of School and Parish Development is a national Catholic consulting firm headquartered in New Orleans, Louisiana. The president of the firm is Frank Donaldson, who has a background as a Catholic parish and school administrator, development director and teacher for more than 20 years. There are seven associates — full and part-time — working with ISPD, along with a staff of two full-time team members.

ISPD works exclusively with *Catholic* schools, parishes and dioceses across the country through on-site consulting and workshops.

The company is eighteen years old and concentrates its consulting services in the following areas:

- † Present Situation Analysis
- † Long-Range Strategic Planning
- † Development Office Set-Up
- † Development Director Hire and Train
- † Building the Development Core Team
- † Strategic Plan for Development Efforts
- † Annual Funds
- † Major Gift Process
- † Endowment Programs
- † Board Development

- † Faculty, Parent and Board Unity
- † Mission and Vision Formation
- † Recruitment and Marketing
- † Publications
- † Capital Campaigns
- † Total Quality for Catholic Parishes and Schools

In our work with many schools, parishes, and dioceses, we are pleased that for the past eighteen years, our efforts have been successful.

With the experience of working with many Catholic schools throughout the country, and understanding what is working well and what is not, ISPD is pleased to present this Development Assessment to St. Cecilia.

II. Key Input

Materials Gathered

1. History of New St. Cecilia Church and Parish Life Center
2. Various staff job descriptions
3. SPICE brochure
4. Grateful Giving brochure
5. Stewardship letters from the pastor
6. St. Cecilia School Mission Statement and Philosophy
7. 2005-2006 School Budget
8. 2005-2006 Parish Budget
9. Documentation on the school expansion project
10. Sacrificial Giving Commitment Card
11. Time and Talent Commitment Card
12. Parish Organizational Chart
13. School Organizational Chart
14. News from the Pews
 - July 2006
 - August 2006
15. New Parishioner Welcome Packet
16. School Recruitment Packet
17. Parish Bulletins
 - July 9, 2006
 - July 16, 2006
 - July 23, 2006
 - July 30, 2006
 - August 6, 2006
18. NSSE Survey results – 2006
 - Parents
 - Students
19. St. Cecilia Church Master Plan – 2002
20. School Expansion Feasibility Study – 2001
21. School Advisory Board minutes
 - Fundraising Committee
 - Volunteerism Committee

Key Persons/Groups Providing Input

1. Mary Beth Aeh
2. Michael Agriesti
3. June Bergman
4. Tammy Bergman
5. Michael Case
6. Rita Crissinger
7. Larry Danduran
8. Father Craig Eilerman
9. Cara Wolfgram Evans
10. Emanuel and Connie Fatseas
11. Tony Forte
12. Mary Kay Graessle
13. Jeremy Grunenwald
14. Mark Hunter
15. Jeff Kanowsky
16. Michael Kusan
17. Kerry Lehman
18. Kathy Maggied
19. Jim Martin
20. John Martin
21. Jackie Mulholland
22. Nancy Mullins
23. Jane O'Loughlin
24. Joe Reinhard
25. Paul Ringel
26. Molly Santry
27. Janet Sheehan
28. Sharon Silleck
29. Anthony Spina
30. Yolanda Phillips

Interview Question Compilation

Note: The number indicates the amount of times a response was given.

1a. What most impresses you about the parish?

- Friendly/open/welcoming parish - 9
- Spirituality of the priests – 8
- Sense of community - 8
- Family of parishioners - 6
- Committed parishioners - 3
- The physical church - 2
- Management of resources and contributions - 2
- Financial integrity
- Communication
- Priests are responsive and accessible.
- Supportive leadership
- Unassuming
- Diversity of parish
- Good core group of volunteers
- Big collection
- Church home
- Faith-filled parish
- Liturgy

1b. What most impresses you about the school?

- Teaching staff - 8
- Warmth of families - 2
- Maintaining tradition while embracing growth
- Good alternative to public options
- Catholic / Christian values are taught.
- Involvement of parents
- The children
- Safe and loving environment
- Strong sense of community
- Good sized school – not too big

2. What is the image of the parish or school in the wider community?

- Good/positive reputation - 9
- Wonderful
- Warm
- Welcoming

- Mixed perceptions
- The school has become known for “special needs”.
- Latino perception - the parish is not open to them
- Not well-known in the wider community
- Dynamic
- Well-liked parish
- Positive to Neutral
- Declining reputation
- Great liturgy
- Do not know

3a. What would you consider to be the strengths of the parish?

- Different/strong ministries – 10
- Parishioners – 7
- Prison Ministry - 6
- Bereavement - 6
- Father Eilerman is a strong leader. - 3
- Music - 3
- Knights of Columbus - 2
- Outreach efforts - 2
- RCIA – 2
- Priests are well liked. - 2
- Nice facilities that are well-kept – 2
- School is an asset. – 2
- Diverse community
- Liturgy is well done.
- Friendly and receptive to newcomers
- Priests visit sick parishioners.
- Way people work together
- Good leadership
- Responsive to volunteers
- Good Mass schedule
- Office staff is wonderful.
- Priests are great leaders.
- Support of Father
- Homilies
- Fiscal responsibility and management
- Children’s programs
- Work with the food pantry
- PSR

- Preschool program
- Small church works well.
- Women's retreat
- Excellent homilies from Father Eilerman
- The vision for the parish
- Focus on the faith development of parishioners
- Parish is well organized and well run.
- Prayer groups
- New faces energize the parish.
- St. Vincent de Paul
- Preparation and administration of the sacraments
- Father is very accessible and caring.
- Involvement level

3b. What would you consider to be the strengths of the school?

- Faculty and staff – 7
- Great community - 2
- SPICE program - 2
- Discipline
- People feel included in a special family.
- Technology
- Trying to reach out to more families
- Desire to go over and above for the students
- Happy children
- Truly care about the children
- Produce well-educated and well-rounded students
- Parent involvement and support
- Preschool

4a. What would you consider to be the areas that need improvement in the parish?

- Communication – 6
- Not a “kid-friendly” parish – 5
- Better communicate financial information to the parish at large. - 5
- Increased volunteerism in the parish - 5
- Seek parish input on key issues – 3
- Improve diversity (Spanish Mass) - 3
- Division between parishioners with and without children in the school - 2
- Financial participation - 2
- Not proactive in addressing financial issues/problems

- Should not have bingo
- Have the priests take a larger role in RCIA as presenters.
- Personal invitations should come from Father.
- Additional space and meeting rooms
- Parish website
- Mass and our faith should be a celebration.
- Masses should be offered for more than one person at a time.
- Need to motivate/revitalize the parish.
- Begin active ecumenical outreach.
- PSR program is not valued as much as our school.
- Bishop's appeal
- Raffle tickets should be numbered and controlled.
- Addressing concerns of parishioners
- More adult programs
- PSR – needs help but is improving
- Advance notice of activities
- More personal invitations to participate
- Concern about some volunteer leadership

4b. What would you consider to be the areas that need improvement in the school?

- Need for an “open-door” policy – 7
- Few opportunities for parent input – 6
- Open communication - 5
- Rising tuition/ affordability - 4
- Improve math and science - 2
- Large class size - 2
- Air conditioning
- More creativity in learning process
- Cleanliness
- Discontent in the school community
- Perception is that it is too focused on “special needs” .
- Academic quality
- Facilities need to be upgraded.
- Some administrative duties fall through the cracks.
- Need to develop a strong community wide, positive reputation.
- School resources
- Increase resources available for gifted students.
- Enrollment
- Respect for parents

- Some faculty interaction with children
- Class size
- Curriculum is lacking.
- Morale
- Eliminate gossip and rumors.
- Utilize resources to their fullest.
- Faculty to parent communication – more proactive
- Less punishment driven, more discipline driven
- Technology does not function adequately.
- Retention of students (especially middle school)

5a. If you could snap your fingers and change three things about the parish, what would they be?

- Volunteerism/involvement of parishioners – 6
- Communication – keep parishioners informed - 2
- Greater involvement of youth - 2
- Increase offertory - 2
- Breed a culture of openness and participation.
- Bring people into the decision-making process.
- Practice what we preach.
- Act like Christians.
- More proactive in planning for the future
- Close our school because it is becoming a school for the rich.
- Stop charging CCD students.
- Keep 11:30 Mass at the same time year round.
- Paid position for Adult Education
- More/different opportunities for confession
- Access to church/chapel in the evening
- Bigger presence of our clergy
- Need strong example of genuine interest in our people and our children.
- Increase number of deacons.
- Add Sunday evening Mass.
- Motivate parishioners.
- Create large endowment fund.
- Create more resources for the school.
- Better advertise technology – ways to give
- Large cry room that is better utilized
- Outreach to the Latino community
- Leave the hymnals in the pews.
- Use crystal chalices instead of metal for cleanliness.

- Place Blessed Sacrament in the main church.
- Improved teamwork between parish and school
- Change the approach for inviting financial support and volunteerism.
- Proactive leadership for improvements
- Create more 'whole-family' opportunities.
- Adult education opportunities
- Add prayer list/requests to website.
- Eliminate bingo.

5b. If you could snap your fingers and change three about the school, what would they be?

- Flexibility with leadership - 2
- Create environment where parents feel comfortable expressing ideas.
- Establish guiding principles and a way to track them.
- All actions should reflect that of the self-worth of the child.
- Facilities
- Class size/enrollment
- Reputation
- School would be financially self-sufficient
- Better planning for the future
- Lower tuition
- Increase math and science scores.
- Efficient technology
- More understanding of individual differences as educators

Additional Comments

- Consider raising additional funds for school.
- Consider merging with another Catholic school.
- More open communication of financial issues and decisions
- Concern in community about leaders wanting to close the school
- School parents believe the parish has money.
- Should educate any child in PSR
- Inappropriate dress at liturgy
- Catholic education is for everyone, not just the elite.
- Parishioners can be as involved as they choose to be.
- Bishop should ensure the diocese supports our families in affording Catholic education – maybe through grants.
- Small faith group is a wonderful ministry.
- Build community.
- Give people ownership – have them create a vision.

- Too many chiefs, not enough Indians
- Need to create more leaders.
- School funding - Need to increase tuition assistance.

III. Highlights

Area #1: Welcoming and Warm Community

- From the moment one steps foot on the St. Cecilia campus, it is evident that he is at “home”. Nearly every person that participated in the interview process talked about the caring atmosphere that is present in the parish. Parishioners truly view St. Cecilia as their family. Parishioners are quick to respond when someone is in need, and support each other without fail. This quality is not only seen as a strength of the parish, but to many, as its single most impressive aspect. ISPD applauds St. Cecilia’s commitment to welcoming newcomers, and making every parishioner and guest feel comfortable and welcome.

Area #2: Meaningful Homilies

- Many parishioners we spoke with pointed to Fr. Eilerman’s homilies as being outstanding. They appreciate his personal style and enjoy his interaction with the congregation. When parishioners leave Mass, they feel inspired and spiritually nourished by his homilies.

Area #3: Diverse Ministries

- St. Cecilia offers a wide range of ministries to its parishioners. Members of the community are impressed with the scope and quality of activities that take place in the parish. Several people mentioned that there is always something going on at St. Cecilia, and there is a place for everyone, at any stage of life, to “fit in”.
- The Bereavement Ministry is one group that was singled out as being particularly outstanding. Not only does this ministry boast 100+ volunteers who serve, but the quality of service that is provided to grieving families is personal, attentive and of the highest caliber.
- The newer Prison Ministry was also cited as an important outreach program at St. Cecilia. Parishioners are impressed with the parish’s commitment to service and outreach into the community of Columbus and beyond.

Area #4: Need for Greater Participation

- While St. Cecilia offers many opportunities for involvement, ISPD learned through the interview process that like many parish communities nationwide, there is a core group of people who consistently volunteer and participate as leaders in parish ministries as well as school activities. We heard from several

people that improving the level of participation and involvement is a key need for St. Cecilia. Having a larger number of parishioners assuming ministry responsibilities and developing new leaders for the future were also mentioned as being great needs for the parish and school community.

Area #5: Committed Faculty

- Just about every person that we spoke with cited the commitment and dedication of the faculty as either a strength or the most impressive quality of St. Cecilia School. Faculty members see their role as a true vocation, and demonstrate this attitude through their work in the classroom. ISPD commends the faculty for their dedication on a personal level to the students and parents in the St. Cecilia community.

Area #6: Need for Improved Communication

- Improved communication for both the parish and school was cited as a key need for St. Cecilia. Parishioners and parents appreciate the current communication vehicles that are in place, but feel that a better job can be done in communicating via e-mail, the website, and eyeball-to-eyeball.
- One key area that is of prominent concern is communication regarding parish and school finances. With the recent decline in bingo revenue and the increase in tuition costs, many in the parish and school community are concerned about St. Cecilia's financial status and planning for the future.

Area #7: Inviting and Welcoming Input

- Parishioner and parent input surfaced as a key theme throughout the interview process. While there are vehicles and avenues in place for people to express ideas and concerns, there is a perception that parishioner and parent input is not always welcome or valued. Many feel that important parish and school decisions are made without seeking opinions and thoughts from those whom these decisions will directly affect. Several people we spoke with indicated their desire to have parish and school leaders and advisory groups proactively and consistently seek input from members of the community so that all points of view can be considered before making key decisions.

IV. Areas of Assessment

Area #1: Present Governance Structure

Programs/Activities

- The pastor is charged with the governance of St. Cecilia parish and is supported by four groups: Parish Pastoral Council, Parish Finance Committee, Parish Staff and the School Advisory Board.
- The principal is the head of the school with assistance from the School Advisory Board. The School Advisory Board is comprised of parents, a teacher, and the principal and pastor. The principal and pastor make all final decisions.
- An administrative flow chart and job descriptions are in place.

ISPD Perspective

- Having a diverse group of advisory boards and councils in place is an excellent way for the pastor to keep his finger on the pulse of the community, and seek advice on important parish issues. These groups can also serve as excellent communication tools for the parish and school community.
- The organizational chart that is in place can be an excellent tool for communication. Consider including it as part of the welcome materials and annual financial report that are distributed to parishioners. It will be helpful for all members of the St. Cecilia community to become familiar with the parish and school organizational structure and the responsibilities of each individual person or leadership group.

Area #2: Planning and Internal Communication

Programs and Activities

- Very little strategic planning has been established for the parish or school. The Parish Pastoral Council and the School Advisory Board tend to deal with more day-to-day operations, as opposed to making any long-range plans.
- The school has a mission statement, established over ten years ago during an accreditation process.
- The parish does not have a mission statement.
- The last parish census was conducted in 2002. Approximately one-third of the surveys were returned from the mail outs. The results were used to update family status, phone numbers, places of business, etc.
- In 1992, a telephone and personal visit census was conducted prior to the building of the current Church and Parish Center. Every registered parishioner

was personally visited or received a personal phone call. This census showed that the parish was growing.

ISPD Perspective

- Managing day-to-day functions is important for the success of the parish and school; however, long-range strategic planning is a must for any institution that seeks to “raise the bar” and achieve long-term stability and viability in the community. ISPD applauds St. Cecilia for taking on the process of strategically planning for the parish and school’s development efforts.
- As we move through the strategic planning process, it will be important that the plan reflect the mission and vision of the parish and school. The school currently has a mission statement in place; however, the parish does not. ISPD will work with the Core Team to review the school mission statement, and develop a mission statement for the parish. Undertaking this process will ensure that the development efforts center around the true calling of St. Cecilia to minister to its parishioners and educate its students in the faith.

Area #3 Marketing Research

Programs/Activities

- The parish began to explore the feasibility of expanding school facilities in 2001, and in seeking input on that issue, determined the need to develop a parish-wide Master Plan that would address both parish and school needs. Parishioners and school parents were surveyed for input regarding development of this plan, which was finalized in January 2002.
- The school participated in the NSEE Survey for 2005-2006.

ISPD Perspective

- ISPD applauds St. Cecilia for seeking input from parishioner and school parents in addressing the planning for future needs and growth within the community.
- In the future, it will be important for St. Cecilia to continue this trend by seeking input on key parish and school issues. Some methods would include:
 - † Input Sessions
 - † One-on-one interviews
 - † Focus Groups
 - † Town Hall meetings
 - † Surveys
- In terms of school recruitment and retention, ISPD feels it would benefit St. Cecilia School to conduct a parent satisfaction survey on an annual or bi-annual basis. Seeking this input will allow school leaders to pinpoint school strengths and address challenges that surface in a timely manner. Seeking this input, and

responding to it will go a long way toward retaining current students, and recruiting new ones.

Area #4: Past Building Efforts

Programs/Activities

- “Foundation for the Future” was the building project to construct the new Church and Parish Life Center. Volunteers visited parish families to explain the project, and invite their financial support with a three-year pledge. Over \$1.1 million was pledged for the effort. The new buildings were completed in January 1994.

ISPD Perspective

- St. Cecilia should be proud of its Church and Parish Life Center. The facilities are beautiful, and are a realization of a parish vision that was created by members of the community.
- ISPD also recognizes the personal approach that was utilized in the campaign process – this approach personally invites individuals to invest in the mission and vision of the parish community. ISPD recommends that St. Cecilia continue to follow this approach in any future building expansion projects.

Area # 5: Internal Development

Programs/Activities

- St. Cecilia communicates with its key audiences through the following vehicles:
 - † Weekly Parish bulletin
 - † Monthly Parish newsletter – mailed to all households
 - † Parish Website
 - † School Website
 - † Weekly School newsletter
 - † Pastoral Staff meetings – once every two weeks
 - † Alumni newsletter – stopped in 1998-1999 because a replacement was never found for the editor.
- Leaders feel that the majority of parish and school groups do not have a thorough understanding of Catholic parish and school development and marketing.

ISPD Perspective

- One of the steps in achieving a successful Catholic parish school development effort is continual development education. The Development Core Team is currently in its formation stage at St. Cecilia and with ISPD’s help, will be identifying all key leadership groups in the parish and school community. It will be important to assign Core Team members to visit these groups regularly to

update them on development, stewardship, marketing, and quality issues. Monthly or bi-monthly check-ins for 5-10 minutes with these groups can prove quite effective. Consistency in internal communication is the key to keeping information correct and positive.

- A monthly one-page development *Update Bulletin* is an excellent tool that St. Cecilia can use to keep all internal and external publics up-to-date on what is going on with the development efforts. IPSD will help St. Cecilia to establish the *Update Bulletin* over the next several months.

Area 6: Public Relations

Programs/Activities

- There is no formal public relations plan in place at St. Cecilia.

ISPD Perspective

- With the suggested population growth potential that was suggested in the assessment interviews, it will be important for St. Cecilia to develop an overall Public Relations plan for both internal and external audiences. Having an organized effort to publicize St. Cecilia parish and school, and invite newcomers to consider joining the parish, or enrolling their children in school, will have long-term benefits for the community.
- This plan should be coordinated and directed by one person with other individuals and groups assisting in the implementation of the plan. It is important to have one person ultimately responsible for the consistency, accuracy and quality of the information that is presented to the publics of St. Cecilia.
- There should be an ongoing in-service of all internal groups on the public relations effort. This will provide for awareness of and consistency in the plan's implementation and will invite everyone's participation in promoting St. Cecilia.
- Consider designating a publicity contact for each ministry, activity, class, athletic event and club at St. Cecilia. These contacts would forward "good news" to the parish office for press releases and use in parish and school publications.

Area #7: Publications

Programs/ Activities

- St. Cecilia is currently releasing the following publications:
 - † Weekly Parish Bulletin
 - † Monthly Parish newsletter – mailed to all parish households
 - † Parish Website
 - † School Website
 - † Yearly Financial Report – given out in the early fall for the past fiscal year. It is published as an insert in the bulletin.

ISPD Perspective

- It will be important to continue to unify the verbal and visual messages that are sent out from St. Cecilia. All publications must have common themes and messages and should contain the parish/school's logo, crest and mission. They should promote a positive, inclusive, visionary attitude of excellence at St. Cecilia and work to enhance the parish and school image.
- Conducting a publications audit would be a great step for St. Cecilia to consider. A committee should carefully review every piece of parish and school communication to define and evaluate its purpose and for its consistency of mission and visual image.
- ISPD commends St. Cecilia for publishing its yearly Financial Report for the parish. While this report is a great way to share important information about parish finances, ISPD feels that St. Cecilia should expand communication in this area.
- St. Cecilia should consider having Father or a member of the Finance Committee present a "State of the Parish Finance" report to parishioners on a semi-annual basis. This verbal report, with supporting handouts, could be presented after Mass one weekend, or at another time that works for the parish. Presenting the parish's financial state openly and regularly, and offering parishioners the opportunity to ask questions or seek clarification is a great way to instill a sense of trust among parishioners and demonstrate financial prudence of parish leaders.

Area #8: New Parishioners

Programs/Activities

- New Parishioners are sent a welcoming packet in the mail after registering.
- Welcoming Sunday is hosted three to four times per year and new parishioners are personally called and invited to attend Mass and a social gathering afterward. The gathering offers presentations on parish life and refreshments are served.
- New Parishioners are personally invited to the annual parish picnic.

ISPD Perspective

- ISPD affirms St. Cecilia's personal approach to welcoming new members into the parish. The phone calls and personal outreach are keys to inviting new members to feel a part of the parish, and engaging them in parish life.
- An additional suggestion that St. Cecilia may want to consider, is having parish volunteers personally visit each new parishioner in their home within one month of registration. The purpose of this visit would be to answer any questions the new member may have, and personally invite them to become involved in a parish ministry that is of interest to them.

Area #9: School Recruitment and Retention

Programs/Activities

- Most students are recruited through the preschool or CCD program. All CCD students are sent a letter inviting them to the school and offering a discount. Tours are conducted by 8th grade students during Catholic Schools Week.
- There are no retention activities established.
- The school offers an exit interview; however, few people complete them.

ISPD Perspective

- St. Cecilia School is to be commended for focusing on recruitment with its current preschoolers and CCD students.
- ISPD feels that there are several additional opportunities for recruitment that can be put into place for the school. Part of our work in creating the Strategic Plan for Development will be to focus on the existing recruitment and retention initiatives, and determine the best ways to enhance these efforts for the future.
- One immediate suggestion would include putting a formal Parent Ambassador Team in place. Forming this team and arming them with clear expectations, goals and a common message will allow them to present a united front to all of St. Cecilia's potential school families.
- St. Cecilia School should also consider developing and maintaining strong communications with the following feeder resources:
 - † Catholic parishes without schools
 - † Area Preschools
 - † Area daycares
 - † Montessori programs
 - † Realtors
 - † Chamber of Commerce
 - † Key civic and community organizations
 - † Karate, dance, gymnastic schools
 - † Scout organizations
- One retention initiative that St. Cecilia may want to consider is hosting a Junior High Forum. This event is held one evening, usually in the fall, and targets parents with students getting ready to enter the Junior High grades. Both parents and students attend, and the program is designed to highlight the special and unique qualities that St. Cecilia has to offer students in these grades.

Area #10: Special Events / Fundraisers

Programs/Activities

- The parish and school have several fundraising events and activities in place:
 - † Bi-Weekly Bingo (\$108,487.22 – 2005-2006)

- † Yearly Festival (\$50,034.07 – 2005)
- † SPICE Mardi Gras dinner dance (\$7,120.00 – 2006)
- † TRIP program (\$19,910.80 – 2005-2006)

ISPD Perspective

- ISPD recommends that fundraisers accomplish three major objectives:
 - † Bring in good net dollars;
 - † Build a strong sense of community;
 - † Be a training ground for good volunteers.
- The current fundraisers seem to meet the above criteria for the parish and school; however, there is a concern about the long-term viability of bingo as a major funding source.
- Recently, bingo revenues were cut almost in half as a result of the smoking ban that was implemented. This demonstrates that it is not a hard-dollar source of revenue that the parish can count on for its annual budgeting process.
- Through the Strategic Plan for Development process, ISPD will explore ways that St. Cecilia can phase out its dependence upon bingo revenue. Some initial strategies to consider are:
 - † Implementation of a Total Stewardship effort for the parish
 - † Implementation of an Annual Fund effort for the school

Area #11: Involvement of People / Volunteers

Programs/Activities

- Volunteers are used in almost every aspect of both parish and school life.
- The names of those who volunteer for Bingo are posted in the bulletin.
- Through the Sacrificial Giving program, each parishioner is asked to give his/her time and talent through the completion of a Time and Talent Commitment Sheet.
- There are no uniform recognition/appreciation events.

ISPD Perspective

- It is evident that St. Cecilia offers many opportunities for volunteer involvement. A concern, however, is for the parish to continually reach out to new families and invite them to become a part of these activities in a consistent manner. In response to that concern, ISPD recommends that St. Cecilia look at creating a booklet that profiles all events and volunteer opportunities that exist at the parish. This booklet would have a short description of each activity, indicate the time commitment involved and list a contact name and phone number for further information. It should also have some type of response form for people to indicate their interests and where they would like to serve. This publication would be sent to each new parishioner registering at St. Cecilia and could also be handed out at Masses.

- ISPD also recommends that St. Cecilia consider implementing some type of tracking method for volunteer hours. Many people don't realize how much time they devote to volunteer activities – you can begin to recognize your volunteers when they reach certain hour levels with certificates, plaques, verbal recognition, etc.
- It would be a wise investment for St. Cecilia to establish an annual volunteer appreciation event where all volunteers would be invited to a special reception, luncheon or dinner. Various volunteer awards could be given at this event, and everyone would be recognized for their time and talent contributions to the parish and school community.
- Consider adding a "Volunteer of the Month" profile in the monthly parish newsletter, the school newsletter, and other parish/school publications.

Area #12: School Alumni

Programs/Activities

- St. Cecilia chooses one "Distinguished Graduate of the Year" during Catholic Schools Week. That graduate attends an assembly at school where they deliver a speech about the impact that St. Cecilia has had in their life.
- No formal Alumni Association or formal alumni events exist for St. Cecilia.

ISPD Perspective

- St. Cecilia School should consider establishing an Alumni Core Team. Class agents should be recruited for each class and assist in the formation of the group as well as communication of important information. This network of individuals could be an amazing support system and voice for St. Cecilia in the wider community.
- The Alumni Core Team, in its initial stages, should focus on the following initiatives:
 - † Building/upgrading alumni database and contact information
 - † Communication with alumni via website, email, newsletter, and personal phone calls
 - † Planning for an annual alumni social or reunion event

Area 13: Total Stewardship

Programs/Activities

- St. Cecilia's stewardship program is called "Sacrificial Giving." It involves a number of different components:
 - † Letter from the Pastor
 - † Talk given by Parishioners at Sunday Mass about tithing

† Talk given by a member of the Finance Committee or Pastor about the financial well being of the parish the weekend after the talk about tithing

† Pledge card – all parishioners are asked to complete one with their contribution level for the year

† Time and Talent Commitment form - all parishioners are asked to pledge their time and talent for various parish ministries

† Thank you letter – sent to all parishioners who turn in a pledge card and a time and talent commitment form

† Reminder letter – sent to all parishioners who do not turn in a pledge card and time and talent commitment form

- Average weekly offertory:

† 2005 \$18,095.82

† 2004 \$17,123.73

† 2003 \$16,565.58

ISPD Perspective

- The development and implementation of a Total Stewardship process will be important to the future of St. Cecilia. This effort should be a year-round process that concentrates on:

- † Stewardship of Prayer

- † Stewardship of Ministry

- Time

- Talent

- † Stewardship of Offering

- ISPD endorses the three-phase model because it will allow St. Cecilia to put the message of stewardship in front of parishioners twelve months out of the year as opposed to the once-a-year appeal. With the three-phase model, brochures explaining each component along with response/commitment cards and envelopes are developed and distributed during each of the phases. We find that the prayer phase works well during the Lent or Advent season. Offering is most successful in the December – January – February time frame and Ministry can be done in the Fall or Spring.

- ISPD teaches that there are six keys to success in Total Stewardship are:

- 1) Commitment from the leadership

- 2) Education

- 3) Organization -- annual process, three phases, timeline, leadership, publications, budget, goals, etc.

- 4) Communication

- 5) Stewardship Committee

- 6) Follow-Up (Commitment Cards)

- In our experience, ISPD finds that most parishioners view stewardship only from a financial perspective. The greatest push needs to be in education on the Total Stewardship Process.
- St. Cecilia could consider the establishment of a formal Stewardship Committee that can organize, direct, manage and evaluate the Total Stewardship Process for the community.
- ISPD will further explore this initiative with the Core Team during the SPD planning process.

Area #14: Database Management

Programs/Activities

- St. Cecilia School has a total of 90 computers, 32 laptops and 58 Dell desktops all linked to the Dell Power edge terminal server. Internet access is available throughout the entire school.
- School information is updated whenever necessary.
- All school computers are networked together.
- A paper file is established to track those who give money to the school.
- St. Cecilia has an extensive database system, which is currently being evaluated.
- The parish offices have a total of 10 computers, which operate using Windows 98 and Windows XP. All computers are desktop models and are linked to the Novell server.
- “Church Windows,” a church census software, is on seven of the computers, with only three having administrative capabilities.
- The parish office computers are networked together.
- The following groups are tracked in the various software applications:
 - † Alumni
 - † School and preschool families
 - † Parish families
- Parish information is updated whenever necessary, usually daily.
- To maintain records of those people who give money to the parish, it is tracked using Church Windows and a paper report is printed.

ISPD Perspective

- ISPD applauds St. Cecilia’s obvious commitment to technology.
- Developing a strong, accurate and well-planned database is of utmost importance in any successful Catholic parish and school development effort. It provides the essential foundation upon which St. Cecilia’s future development efforts will be built. ISPD recommends putting a database program in place that is designed specifically for development. It should have the capability to:
 - † Track and code all constituencies of St. Cecilia;

- † Track all financial pledges and gifts to the parish and school;
- † Generate pledge reminders and donor statements;
- † Generate financial and analytical reports for various funds;
- † Track multiple solicitations;
- † Track basic contact information for constituents including e-mail addresses;
- † Query the database for specific records or sets of information.
- The parish's current Church Windows program may be sufficient to handle these suggested requirements.
- ISPD also recommends that St. Cecilia consolidate all parish and school contacts into a single database for accuracy and effectiveness. This development database should include the following constituencies:
 - † Current parishioners
 - † Current parents
 - † Alumni
 - † Parish staff
 - † Faculty and Staff
 - † Former faculty
 - † Grandparents
 - † Former parishioner and parents
 - † Business community contacts
 - † Friends
 - † Prospective parents and students
 - † Media contacts

Area # 15: Annual Fund Drive

Programs/Activities

- Currently, St. Cecilia School does not have an Annual Fund effort in place.

ISPD Perspective

- ISPD encourages St. Cecilia to consider implementing an Annual Fund Drive for the school. We have seen this type of development strategy work well across the country. An Annual Fund Drive would seek to invite and involve people to further the mission of the school. This would be a great way to involve grandparents and even reach out to some alumni. Key steps would involve:
 - † Establishing a strategic, formal, written plan
 - † Earmarking funds for a specific need or project
 - † Formation of an Annual Fund Cabinet to oversee and implement the drive
 - † Developing written strategies for each division:

- Δ Major gifts (\$1,000 - \$5,000)
 - † Blue Ribbon Committee
 - † One-on-One
 - † Major Gift Reception
- Δ Leadership gifts (in small group meetings)
 - † Faculty
 - † Other identified leadership groups
- Δ Parents
 - † Personalized
 - † Direct Mail
 - † Reception
- Δ Parishioners
 - † Personalized
 - † Direct Mail
 - † Reception
- Δ Grandparents
 - † Direct Mail
- Δ Business community
 - † One-on-One
 - † Direct Mail
- Δ Friends of St. Cecilia School
 - † One-on-One
 - † Direct Mail

- ISPD will explore this area over the next several months with the Core Team as we work through the planning process.

Area #16: Major Gifts

Programs/Activities

- St. Cecilia currently has an anonymous donor that annually supports tuition assistance for school families.
- The parish occasionally receives bequests.
- There is no formal program in place to identify, invite, solicit or recognize those individuals who have the potential to consider a major gift to the parish or school.

ISPD Perspective

- For the long-term development effort, it would be beneficial for St. Cecilia to consider creating a Major Gift process. The first step would be for parish leaders to receive education and training on the Major Gift process. This training would involve information on how to create the “Blue Ribbon Committee” and what their role should be. The main components of a Major Gift process include:

- † How to set up a people-based effort
- † How to identify prospects
- † How to research
- † How to cultivate prospects
- † How to visit prospects
- † How to invite major gifts
- † How to keep involved

Area #17: Endowment/Foundation

Programs/Activities

- St. Cecilia has three endowment funds with The Catholic Foundation, to meet the long range funding needs for the parish. The funds were established in 2001 by Father Eilerman. The parish has not requested any distributions from them since their inception.
- The Catholic Foundation retains the services of four investment advisors.
- In 2006, the composite rate of return equated to 8.73%.
- The three endowment funds are:
 - † St. Cecilia Parish Endowment Fund - created to provide for the operating needs of the parish. As of June 2006, the market balance was \$142,460.36.
 - † St. Cecilia Elementary School Endowment Fund – created to provide for tuition assistance to deserving students and for the operating needs of the school. As of June 2006, the market balance was \$78,992.63.
 - † St. Cecilia Preschool Endowment Fund – created to provide tuition assistance to deserving students and for the operating needs of the preschool. As of June 2006, the market balance was \$28,621.08.

ISPD Perspective

- ISPD commends St. Cecilia for having the foresight to plan for its future through these established endowment funds. Developing a brochure that educates people about the funds and provides information about how people can give to them would be an excellent step for St. Cecilia to grow its development efforts.

Area #18: Planned Giving

Programs/Activities

- St. Cecilia does not have a Planned Giving program in place.
- Occasionally, there will be a reminder in the bulletin and newsletter about remembering the Parish in estate planning.
- St. Cecilia does not have a tax attorney or financial advisor.

ISPD Perspective

- Articulating planned giving opportunities will be an important addition to St. Cecilia's overall development efforts. This is an area that St. Cecilia should consider addressing for its long-term development effort.
- Many parishes and schools find that they are able to identify new donors and form new relationships by offering deferred giving opportunities. ISPD encourages St. Cecilia to put the Seven-I process to work by identifying, informing and inviting parishioners, parents, and other members of the parish and school community who have expertise in the areas of financial and estate planning to help organize an effective and well-rounded planned giving program for the parish and school.
- It will also be helpful to utilize any diocesan resources available in this area.

Area #19: Grant Writing

Programs/Activities

- St. Cecilia School is in consortium through the School Study Council of Ohio, but has not received any grants through the program. The school has been involved with the council for less than one year.
- The school has received a Doyle Foundation grant for the last 2 years, totaling \$11,000, and a Marian Foundation grant for the last 3 years, totaling \$15,000.

ISPD Perspective

- An organized grant writing process is an important component of any school's well-rounded development effort. The first step would be to form a Grant Writing Committee, which would be composed of faculty (2), parents (2), students (2), and alumni (1). This committee would meet 6-8 times a year to assist in the planning, research and writing components of a comprehensive grant writing effort.
- As St. Cecilia School is in the process of growing its young development effort, ISPD would encourage the school to focus on applying for grants from the funding sources with which it has had success in the past. Grant writing should be one of the planning areas that St. Cecilia will address in working with ISPD and 60-80 members of the school community to create its Strategic Plan for Development this spring. Upon completing the Strategic Plan for Development, St. Cecilia School will be well prepared to move forward with its development efforts and build a more extensive grant writing program.

Area #20: Business / Corporate Community

Programs/Activities

- Businesses sponsor some fundraising activities; however, there is no established relationship / protocol with businesses.

ISPD Perspective

- To further St. Cecilia's relationship with the business community, the parish should recognize active businesses in all parish and school publications, showcasing the benefits of involvement.
- The parish and school should consider hosting a Business Breakfast one-two times a year on campus to further cultivate relationships. Use this event to thank and recognize the contributions that these people and businesses make to St. Cecilia. The parish/school could present a Business Partner of the Year Award at this event.
- A Business Community Division should also be incorporated into the school's Annual Fund structure.

Area 21: Parish Staffing

Programs/Activities

- Pastoral Staff
 - † Father Craig Eilerman, Pastor
 - † Father Thomas Brosmer, Associate Pastor
 - † Kathy Maggied, DRE
 - † Katie Buzenski, Youth Minister
 - † Sharon Silleck, Liturgical Music Director
 - † Mary Beth Aeh, Early Childhood Development Director
- Parish Office Staff
 - † Michael Agriesti, Financial and Operations Director
 - † Jackie Mulholland, Office Manager
 - † Marilyn Griffin, Bookkeeper
 - † Barbara Cunningham, Secretary
 - † Kyle Kowaleski, Religious Education Secretary
 - † Rosemary Capretta, Office volunteer
 - † Kitty Sirkoski, Office Volunteer
- Maintenance Staff
 - † Paul Stone, Supervisor
 - † Julie Cowan
 - † Jason Stewart
 - † Ellie Andy
 - † Marci Stone, Rectory housekeeper
- Job descriptions are in place for some, but not all positions.

ISPD Perspective

- ISPD commends St. Cecilia for putting job descriptions in place for some positions, and encourages the parish to continue that work by creating descriptions where they do not currently exist.

Area #22: Parish and School Leadership

- Top Challenges identified by parish and school leaders:
 - † School Tuition
 - † School Retention
 - † PR / Marketing for school
 - † Communication in both parish and school
 - † Making better use of gifts and talents of parishioners
 - † Increasing involvement of non-active parishioners
 - † Commitment to Sacrificial Giving
 - † Bishops' Annual Appeal
 - † Increasing the involvement of all parishioners in long-term finances of the parish/school through existing endowment funds.
 - † Recruiting and retention
 - † Enrollment
 - † Finances
 - † Faculty and staff
 - † Time management
 - † Technology
 - † Curriculum
 - † Legislative issues
 - † Development
 - † Professional development
 - † Scheduling
 - † Parent, teacher and student concerns

V. Recommendations

Recommendation # 1: Invite, organize and begin to work with the Core Team.

- The St. Cecilia Core Team is currently being formed and will begin to guide the Strategic Plan for Development process in September 2006. ISPD recommends that St. Cecilia support the work of the Core Team in their mission to advance the parish and school development efforts.

Recommendation # 2: Create a plan to provide development in-service and education.

- In-service and education in the area of Catholic parish and school development and planning is an on-going process that needs to be put in place at St. Cecilia. Administration, parishioners, parents, faculty, staff, boards and alumni need to be consistently educated on what Catholic development is and what it is not.
- Development education is woven into the process of creating the Strategic Plan for Development (SPD); however, further education should take place after completion of the SPD in order to introduce the information to newcomers, build on the momentum of the plan and its strategies and reinforce the true meaning of Catholic development.

Recommendation # 3: Evaluate and improve the process for inviting and involving people.

- As in many parishes, one major area of concern for St. Cecilia is the issue of the same people being involved year after year. A core group of volunteers exists and these are the individuals who organize, support and spearhead parish and school ministries, groups, activities and events. During our interviews, several parishioners expressed their frustration at this situation and their desire to reach out to all members of the St. Cecilia community for involvement.
- ISPD recommends that St. Cecilia evaluate its current methods for inviting people to participate in parish and school life. From our observations, St. Cecilia relies heavily on announcements in the parish bulletin and other written/paper forms of communication. From the ISPD perspective, paper communication is necessary, but will not produce the most effective results. When informing people about parish groups and activities and inviting their participation, ISPD finds that the more personal the invitation, the more success you will have.

- Some suggestions to improve this invite process might include having Parish/School Advisory Council members personally call newly registered families and invite them to an upcoming event. Another option might be to pair new members with veteran members of the parish/school as “liaisons” into the St. Cecilia community. The veteran members would be reaching out to newcomers in a very personal way, inviting them to attend various parish and school activities and functions and getting to know their interests, hobbies and talents.

Recommendation # 4: Create a comprehensive development database.

- Currently, St. Cecilia tracks its various constituencies in several different software applications. There is no single central database that contains contact information for all publics in the St. Cecilia community.
- The creation of a centralized and comprehensive development database is essential to St. Cecilia’s development efforts. The database serves as the foundation for the development infrastructure; its quality will be in direct proportion to the success of the parish and school’s development efforts.
- All publics of St. Cecilia should be tracked in a software application that is specifically designed for development including:
 - † Current parishioners
 - † Current parents
 - † Alumni
 - † Parish staff
 - † Faculty and Staff
 - † Former faculty
 - † Grandparents
 - † Former parishioner and parents
 - † Business community contacts
 - † Friends
 - † Prospective parents and students
 - † Media contacts
- Processes need to be put into place in order to continually and systematically capture new contact information to build the database.
- Management of the database will be important in maintaining accuracy and updating constituent records.
- ISPD would suggest that several people, including paid staff as well as volunteers, receive formal training on how to enter and edit information in the database. This will be important for consistency and continuity.

Recommendation # 5: Establish an active outreach effort to school feeder sources.

- ISPD recommends that St. Cecilia School develop a comprehensive outreach program to all of its feeder sources. Area day-cares, Montessori programs, Mom's-day-out programs and preschools are all potential feeder sources for SCS. Cultivating relationships with the directors of these programs would be a great first step in establishing a bigger name for St. Cecilia School in the area community.
- In addition, establishing a database of prospects from these feeder sources would broaden the base of potential parents and students who would consider St. Cecilia School. Inviting these prospects to special events and an annual Open House could have a significant impact on the recruitment efforts of the school.

Recommendation # 6: Develop and organize a Parent Ambassador Team.

- Organizing a Parent Ambassador Team could greatly assist SCS in its recruitment and marketing efforts. This group can be the eyes and ears of the recruitment effort in the wider Columbus community. ISPD recommends the team be trained in order to best represent the school's mission and key selling points. All ambassadors need to be clear about their roles and responsibilities in promoting St. Cecilia School. They need to be armed with current and accurate data about the school's academic program, fees, extra-curricular offerings, spiritual development activities and any other important information.

Recommendation # 7: Implement the three phase model for Total Stewardship: Prayer, Ministry and Finance.

- When most people hear the word "stewardship" they think "money". In order to combat that stereotype and reach people on a deeper level, ISPD strongly recommends regular, effective measures in Total Stewardship education that emphasize the stewardship of prayer and ministry as well as finance. We would like to see St. Cecilia begin to use this three-phase approach for Total Stewardship education. Stewardship of prayer, ministry and finance are all part of our call to be good stewards and demonstrate our willingness to give back to God in all of these areas. Focusing on each of the three phases, at separate and distinct times of the year, will allow for the message of stewardship to be present in the St. Cecilia community on a year-round basis. It is important to teach the three components in the context of one another with the backdrop always being true development - *the meaningful involvement of people in the mission and vision of the parish.*

Recommendation # 8: Communicate! Communicate! Communicate!

- ISPD recommends that St. Cecilia continue publishing its regular bulletins and newsletter, and consider publishing a formal parish and school annual report. This report should include a year-end financial summary for the parish and school, and highlights and accomplishments from the past year.
- Another important key to the St. Cecilia communication effort will be for the Parish Council, Finance Committee and School Advisory Board to regularly provide parishioners and parents with updates. Individuals we spoke with are truly interested in moving St. Cecilia forward and want to be aware of the important issues that the parish and school face. ISPD suggests that St. Cecilia consider publishing the monthly minutes from these leadership meetings and insert them into the bulletin/newsletter for distribution. This will raise awareness of the role these leadership groups play in the parish and school, and allow for two-way communication.
- St. Cecilia should also begin sending a monthly development *Update* to all parishioners and parents. The focus of this publication will be to keep parishioners informed about the Strategic Plan for Development process that St. Cecilia is undertaking. Members of St. Cecilia's Core Team can also take part in the development communication effort by personally visiting key leadership groups in the parish and school, keep them up-to-date on what's happening with the planning process and invite their participation.

Recommendation # 9: Establish an Office of Stewardship and Development.

- ISPD recommends St. Cecilia establish an Office of Stewardship and Development as soon as it is feasible. This office will be an important part of the parish and school's organizational infrastructure and should include the following key components:
 - † A Director with a detailed job description focused on stewardship and development
 - † Day-to-day development operations
 - † Parishioner/Parent invitation and involvement
 - † Total Stewardship
 - † Parish/School communications and publications
 - † Long-Range planning
 - † Coordinating any parish/school fundraisers
 - † Planned giving
 - † New parishioner welcome
 - † Annual Fund

- † Planned Giving
- † Major Gifts
- † Grantwriting

Recommendation # 10: Establish initiatives to seek parishioner and parent input.

• ISPD recommends that St. Cecilia consistently seek ways to invite parishioner and parent input on key challenges that the community faces. The Core Team will organize several input-seeking initiatives during the SPD planning process, including:

- † Input Sessions
- † Formation of a Development Advisory Board
- † Individual Input Forms
- † Case Questionnaire

VI. BENCHMARK: *Great Schools*

Seven basic elements, items or concepts separate the good schools from the great schools:

1. **Vision** — a clear and shared mission and vision for the future, one that is on paper and lived day to day. One that has received input from all publics and is improved and analyzed every year. One that can be verbally articulated by all school leaders
2. **Leadership** — a leadership style that is collaborative, inclusive, responsive and always in an improvement mode. Committed to Total Quality, Energetic, Open-minded, Inclusive, Win-Win Approach, Proactive, Optimistic, Realistic, Firm, and Visionary.
3. **Quality** — an established set of indicators that are reachable and challenging goals. Quality as a continual process of improvement. This process seeks input from all. How can we systematically get better day after day, week after week, month after month, and year after year? We are challenged to be the best we can be.
4. **Creativity** — Bringing out the best in all — the best ideas, the best processes, the best strategy. Everyone is recognized for their unique gifts and talents. A non-threatening environment that celebrates success and collaborative decision-making.
5. **Communication** — Ability to have all members of the organization in tune with the shared mission and vision. Communication must be creative and consistent and one-on-one as much as possible in order for the highest level of commitment.
6. **Attitude** — Quote by Charles Swindoll:
“The longer I live, the more I realize the impact of attitude on life. Attitude, to me, is more important than facts. It is more important than the past, than education, than money, than circumstances, than failure, than successes, than what other people think or say or do. It is more important than appearance, giftedness or skill. It will make or break a company, a church, a school, a home. The remarkable thing is that we have a choice every day regarding the attitude we will embrace for that day. We cannot change our past; we cannot change the

fact that people will act in a certain way. We cannot change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude. I am convinced that life is 10% what happens to me and 90% how I react to it. And so it is with you — we are in charge of our attitudes.”

ISPD finds that when the leaders of a school understand how important attitude is, they move to consistently foster and encourage the positive, inclusive approach.

7. **T - E - A - M — Together, Everyone Accomplishes More.**