



TRI-CITIES PREP A CATHOLIC HIGH SCHOOL

Strategic Plan
Adopted by the Board of Directors

March 2015



STRATEGIC PLAN

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EXECUTIVE SUMMARY

This document presents the strategic plan for Tri-Cities Prep, a Catholic High School, for the period 2015-2020. This plan is a “living” document that will be reviewed and revised by the Board of Directors on an annual basis.

As with all dynamic and growing organizations, Tri-Cities Prep must continually look to the future and strategically chart its direction.

In the 2013-2014 academic year, the Board embarked on the creation of a new Five-Year Strategic Plan. This work was completed by a newly chartered Strategic Planning Committee, with the direction and guidance of a consultant from the National Catholic Education Association (NCEA), and the support of the Spokane Diocese Nazareth Guild.

The Board initially conducted a survey of students, parents, Faculty, Board members, alumni, and benefactors to solicit input regarding “as is” and “will be” dreams. The Strategic Planning Committee identified areas of strengths and weaknesses and looked to a variety of sources of data to determine areas of potential growth. With these data and the results of the survey, the Board validated its established standing committees, created new committees, and began the process of setting priorities and developing plans of action.

The Board has reaffirmed the vision for Tri-Cities Prep’s future and established a series of goals necessary to realize that vision. For each established goal, there are corresponding strategies for achieving the goal.

Throughout the work, the Board and Strategic Planning Committee have kept our school mission at the center; this final plan echoes our commitment to college preparatory academics, our dedication to a faith-centered environment, and our continued promise to prepare men and women to serve God and their community.

This plan has been a work of dedication, love, and growth. It represents our direction for the next five years and sets the stage for our next decade of work. Tri-Cities Prep has always held a mission rooted in community, benefiting from the labor and dedication of so many talented individuals. We are grateful for the gifts of time and ideas from those who have participated in this planning process. We are excited for the work ahead; excited for our future.

The plan outlines 20 goals in the areas of:

- Mission & Education
- Building & Grounds
- Institutional Advancement & Development
- Budget & Finance
- Executive & Governance
- Nominating.

MISSION STATEMENT

Tri-Cities Prep, a Catholic High School, is dedicated to providing the highest quality academic instruction in a faith-centered environment. While preparing students for higher education, we strive to form Christian leaders spiritually, intellectually, physically, and culturally.

A high moral standard within the Judeo-Christian tradition provides the cornerstone for assisting our students in making sound decisions for a full and successful life.

Guided by the Gospel values of peace, love, and justice, students are challenged to critically seek the truth and dedicate themselves to improve the community and serve others.

VISION STATEMENT

Established in 1994, Tri-Cities Prep, A Catholic High School, has grown from an introductory class of 22 to a 2014-2015 student population of 188. The Prep community includes families from five parishes in two dioceses, and enjoys the blessings of the local clergy from both the Yakima and Spokane dioceses. The governing Board of Directors, along with representation of the school Faculty and Staff, have entered into a comprehensive strategic planning process to set goals for the next five years. The Board recognizes the role Tri-Cities Prep plays in fulfilling the mission of Catholic schools and is dedicated to the development of a school that will:

- lead, guide and govern Tri-Cities Prep to become the most efficient, respected, and well run Catholic high school in the Spokane and Yakima Dioceses
- develop and maintain a campus that is inspiring and beautiful, sacred and enduring
- establish a means for securing our Catholic identity
- offer support to “lift” all students
- provide access to increased opportunities for professional development
- explore all avenues to promote the school (radio, newspaper, word-of-mouth, website, school visitations, service clubs, and local businesses) in a financially responsible manner
- drive and maintain Tri-Cities Prep to a level of “excellent” fiscal health
- promote fiscally sound management that honors the purity of charity; where charity is needed, it is afforded.

INTRODUCTION

Arlene M. Jones
President, Tri-Cities Prep

Dear families and members of the Prep community:

Thank you for your continued support to Tri-Cities Prep's mission of academic excellence, a faith-centered environment, and a commitment to service. Only those things that we keep as the unfaltering focus of our attention can truly be achieved. In order to continue to make real our mission, not only now but in the future, we must continue to look to it, and build from it. This Strategic Plan is truly the blueprint we will use to develop the Tri-Cities Prep of the future.

Many Prep stakeholders contributed to the development of this document including, but not limited, to the Strategic Planning Committee, who set the course for our work; parents, alumni, Faculty, Staff, the Superintendent of the Spokane Diocesan schools, and students who responded to our survey requests; students and Faculty who analyzed the survey data. Members of the Board were able to take our dreams and consider how to turn them into realities, set goals, and develop implementation strategies.

This plan will direct the work of the Board of Directors over the next five years, and, in turn, help to define the path forward for the school. This plan is not about detailed checklists; those will certainly come in the future. The plan is rather a shared vision and the methodical exploration and implementation of solutions. It is exciting to see where we are headed, and I am confident that this next chapter of our school's history will be the most remarkable yet.

My thanks go to both the Board for their tireless work on behalf of the Tri-Cities Prep community, and the Strategic Planning Committee for their vision, inspiration, and dedication to making our mission a reality.

In His service,



Arlene M. Jones

SCHOOL PROFILE & HISTORY

1989	Jim Mueller, Principal of Bethlehem Lutheran assembles interdenominational group including Fr. Kevin Minder, an associate pastor of St. Joseph's Catholic Church.
1994	Nancy Roach, Carol Lampson, and Joe Erickson are encouraged by Bishop Francis George of Yakima to pursue a Catholic high school project. Tri-Cities Prep is officially incorporated on June 8.
1995	Jack Carr gifts the Moore Mansion to Tri-Cities Prep. Moore Mansion is traded for 28 acres at Road 100 in a transaction with Metropolitan Mortgage/Sandifur. Bishop William Skylstad of Spokane approves Tri-Cities Prep as a development program.
1997	Fr. Thomas Bunnell, S.J. is hired as a consultant. Groundbreaking and construction begin on main school building.
1998	Fr. Bunnell is hired as President/Principal. Bishop William Skylstad of Spokane approves Tri-Cities Prep as a Catholic High School. Twenty-two students begin classes in a rented store front; school moves into its current location three months later.
2002	First graduating class comprises 18 students.
2004	Steve Potter is hired as principal.
2005	Religious Advisory Council is formed with St. Patrick's, St. Joseph's, Christ the King, and Holy Spirit Catholic Parishes and Bethlehem Lutheran Church.
2005	Sale of three acres of Road-100 property is finalized. Money from sale is used to pay off mortgage. Nancy Roach is named as official Campus Minister. Annual student retreats are initiated for each grade level. First "Speaking of Prep..." (Monthly newsletter) is published and distributed. First "Jag Journal" (quarterly publication) is published and distributed.
2006	Bishop Sevilla visits Tri-Cities Prep representing the first time the Yakima Bishop comes to the campus. Office of Institutional Advancement is established. Tri-Cities Prep By-Laws are revised. Fr. Sullivan (Seattle University) visits Tri-Cities Prep. Tri-Cities Prep Board members, Faculty, and Friends visit Gonzaga University for an in-service with Fr. Spitzer. Tri-Cities Prep hosts Yakima Diocese Catholic Youth Conference. Bishop Skylstad visits Tri-Cities Prep representing the first time the Spokane Bishop comes to the campus. Tri-Cities Prep is awarded \$500,000 from the Bill and Melinda Gates Foundation (Capital/Endowment) for the construction of a new wing and classroom space. 10 N. Washington property sold. The net proceeds used to pay down the line of credit.
2007	First annual Tri-Cities Prep Talent Show takes place showcasing student talent. Board of Directors establishes and documents a strategic plan. Key elements include Mission & Education, Enrollment, Finance, and Facilities. Five-year goal for enrollment of 200 students is set. Tri-Cities Prep received \$192,233 from the E.L. Wiegand Foundation for Science Lab/classroom expansion project. Groundbreaking ceremony for new hallway and classroom addition is held.

2008	Steve Potter is promoted to President of Tri-Cities Prep. First annual Tri-Cities Prep Performing Arts Production is staged. New science and technology wing dedicated. Memorandum of Understanding between Prep Board and Prep Foundation is approved; the MOU establishes cross Board membership and reporting accountability.
2009	Tri-Cities Prep's Boys Basketball team wins the school's first state title. Arlene Jones is hired as Principal. Annual leadership retreat is established for elected class and Associated Student Body officers. Tri-Cities Prep's Football team wins the school's second state title.
2010	First "Experience Prep Night" is scheduled during Catholic Schools Week. Emily Kruschke becomes first Prep Alumni elected to the Board of Directors. Tri-Cities Prep's Boys Cross Country Team wins first of three state titles.
2011	Construction of Chapel and Multi-Purpose Room begins. A property exchange with Tapteal LLC results in development of St. Francis Lane. First visit of Bishop Blase Cupich from Spokane Diocese. Faculty member Kimberly Propson selected as Ignatian Animator. Tri-Cities Prep theatre students win Best of Festival at Columbia Basin College competition, first of four years in a row Classroom 161 is completed.
2012	Steve Potter retires as President, Board Chair Gordon Beecher assumes responsibilities in the interim. The Board promotes Arlene Jones to role of Vice-President/Principal. Tri-Cities Prep hosts All Schools Mass during Catholic School week with Yakima Bishop Joseph Tyson celebrating. Earlier in the week Mass was celebrated at Prep with Spokane Bishop Blase Cupich. Planting and dedication of founders trees – five incense cedars at corner of St. Thomas Drive and St. Francis Lane. Planting and dedication of trees to honor first two principals of Tri-Cities Prep – two Sourwood trees at corner of St. Thomas Drive and St. Francis Lane; one Scarlet Oak is planted in memory of Prep teacher Patricia Wilson. ASB vote to include voting representative of the Captains Council on the ASB.
2013	Initiation of Gift-of-a-Lifetime Stained Glass Window Campaign. Tri-Cities Prep approved by US Government to issue I-20's for international students and accepts first students from China. First year of double classes at all levels; student population reaches 200 students. Tri-Cities Prep selected to host the Nazareth Guild's Gala in Spokane. First Tradition-of-Excellence Breakfast held to benefit Tri-Cities Prep Scholarships and operating fund. School community plants three trees, one each for "Character, Competence, and Compassion" in memory of Prep Athletic Director Ray Whitlow. Board of Directors revisits Strategic Planning process to direct work for the next five years. St. Francis Lane opened to traffic. Construction project focused on the completion of the interior of the St. Thomas Aquinas chapel begins.
2014	Two new classrooms gained through installation of a portable classroom. Tri-Cities Prep beats DeSales and wins the Holy Bowl.
2015	The current version of Tri-Cities Prep Strategic Plan is issued.

GOVERNANCE BY COMMITTEE

An Open Letter to the Tri-Cities Prep Community

The plans and initiatives described in the following pages reflect the dedicated service of the Tri-Cities Prep Board of Directors, administrators, staff, students, and stakeholders. From the early days of the strategic planning process, when an electronic survey of the needs of the school was conducted, to the final draft of this document, involvement from the Prep community has been essential and has been gratefully received. It is the Board of Directors, however, that assumes responsibility for this Strategic Plan and its implementation over the next five years.

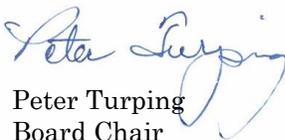
Since it was first established in 1994, the governing Board of Tri-Cities Prep has operated through the work of its standing committees. Currently, there are six, each of which significantly contributed to Strategic Plan 2015: Mission & Education, Building & Grounds, Institutional Advancement & Development, Budget & Finance, Executive & Governance, and Nominating. These committees conducted needs assessments, analyzed data, identified goals, and developed strategies for achieving them. Throughout this process, members of committees were able to focus on the strengths and challenges of the issues within their assigned area, and small-group dynamics allowed for a thorough consideration of proposed benchmarks and goals.

The committee structure also afforded opportunities for team-building and created an increased sense of responsibility for addressing critical issues. It is anticipated that just as the committees were effective in the development of the Strategic Plan, they will continue to be effective in its implementation.

The multiple goals identified in the Strategic Plan reflect a wide range of needs and priorities, all of which support and strengthen the mission of our Catholic high school. The Board of Directors, relying upon the proven effectiveness of the committee structure, undertakes this Strategic Plan in a spirit of generosity and with a hopeful vision for the future.

On behalf of the Tri-Cities Prep Board, I want to express our gratitude for the sacred trust you have placed in us, and to convey to the entire Prep community our commitment to serve with inspired dedication as we strive to achieve the goals of Strategic Plan 2015.

Sincerely,



Peter Turping
Board Chair

MISSION & EDUCATION

The Mission & Education Committee at Tri-Cities Prep is responsible for supporting efforts to provide the highest quality academic instruction in a faith-centered environment. To this end, we seek to offer greater academic support to our students, to increase opportunities for staff development, and to take steps to better secure our Catholic identity.

CRITICAL ISSUES AND STRATEGIES

Mission & Education

Statement of Goal #1

Empower all students to experience higher levels of academic achievement by providing facilities, technology, and programs that assist that end.

Rationale

Based upon community input and needs assessment, students at all levels of achievement at Tri-Cities Prep would be benefitted by additional facilities and programs dedicated to the improvement of academic performance.

Plan for Achievement of Goal #1

- Identify and outfit a “Learning Commons Area” for use throughout the school day. (This strategy is dependent upon the Building and Grounds committee’s completion of a Capital Improvement Plan.)
- Develop costs, scope, and schedule for establishing a dedicated Learning Commons Area
- Submit the Learning Commons Area plan to Board for approval
- Establish Learning Commons Area
- Expand Peer-Tutoring Program
- Offer additional courses that allow students to earn college credit
- Establish program and department budgets
- Formalize Arts Program
- Conduct audit of technology infrastructure to assess current and future needs

Personnel Involved

Building & Grounds Committee, Mission & Education Committee, Faculty, administration, technology consultants.

Resources Required

Additional funds to outfit the Learning Commons Area with appropriate technology and equipment to support language-learning programs and other disciplines; resources to assist those involved with peer tutoring; classroom space, Faculty, and curricular materials for college classes offered at Tri-Cities Prep that can result in college credit; appropriate personnel to conduct a technology audit.

Estimated Budget

Approximately \$60,000 to create dedicated Learning Commons Area which would include computers and printers (pending Capital Improvement Plan). In addition, this goal would require \$1,000 for technical support for expanded peer-tutoring program; \$5,000 to train Faculty to teach classes eligible for college credit; and \$2,000 to conduct a technology audit.

Evaluation

Over time, it is expected that there will be an increase in the numbers of students beginning college with college credits earned at Tri-Cities Prep; more merit-based scholarship awards; an increased retention rate for all students; and fewer students on academic probation. Success will be measured by the following indicators:

- An increase in peer tutoring participation rate by 20%
- One college-level class offered by September 2016.

Timeline

The first two elements of Goal #1 (identification and plan for the Learning Commons Area) should be accomplished by March 15, 2016. The creation of the Learning Commons Area itself will be dependent upon the completion of the Capital Improvement Plan.

CRITICAL ISSUES AND STRATEGIES

Mission & Education

Statement of Goal #2

Increase opportunities for professional development of Faculty, Staff, and Campus Ministers.

Rationale

Based upon the community input and needs assessment, Staff and students would benefit from Faculty, Staff, and Campus Ministers participating in conferences and workshops aimed at professional development. In every discipline, content and teaching methodologies are expanding. Professional development is an important avenue for keeping Tri-Cities Prep current and relevant while building ties to a broader educational community, particularly among Catholic schools.

Plan for Achievement of Goal #2

- Develop a training matrix for each Faculty and Staff member
- Assure that all Faculty and Staff complete matrix
- Establish minimum training requirements by position
- Audit for deficiencies
- Train deficiencies
- Submit survey to determine interest of Faculty and Staff members
- Establish a training rotation
- Provide funding, as available, to Faculty and Staff on rotational basis

Personnel Involved

Administration, Faculty, and Staff

Resources Required

Operations budget, Federal Title II funds, Nazareth Guild and other Catholic foundation grants

Estimated Budget

Annual budget of \$8,000-\$10,000

Evaluation

- Completion of training and professional development matrix
- Development of method for obtaining Faculty and Staff interest and input
- Implementation of minimum training opportunities

Timeline

It is recommended that support personnel and funding sources be identified in 2015; regular professional development will begin in fall, 2016.

CRITICAL ISSUES AND STRATEGIES

Mission & Education

Statement of Goal #3

Identify and pursue steps to maintain and strengthen the Catholic identity of Tri-Cities Prep.

Rationale

At the heart of Tri-Cities Prep's mission is a commitment to sustain a community of faith in the Catholic tradition. Toward this end, it is vital that the school advance a sacramental view of life and a vibrant spirituality.

From its founding, Tri-Cities Prep has been recognized by the Spokane Diocese as a Catholic school. Throughout its history, Tri-Cities Prep has met the criteria, established by the Diocese, for maintaining its Catholicity. The school has:

- sustained a Catholic identity
- established relationships with parishes
- fostered cultural diversity
- served the poor
- maintained financial stability
- become a center of evangelization.

The Ignatian charism inspired and sustained the establishment of Tri-Cities Prep throughout its early history. Jesuits from both Seattle University and Gonzaga University provided guidance and support, and the first President/Principal of Tri-Cities Prep was a Jesuit. Additionally, the mission of the school has been expressed in greater detail through the Jesuit Secondary Education Association (JSEA) document "The Graduate at Graduation"; the principles of Jesuit pedagogy have been a part of Faculty formation since the school's inception.

Plan for Achievement of Goal #3

- Establish association with both the Jesuit community in the Northwest and the JSEA
- Place funding requirements in operating budget for 2016-2017
- Meet with JSEA
- Negotiate acceptance into JSEA
- Explore benefits of accreditation with the Western Catholic Education Association (WCEA)
- Formalize role of Faculty Ignatian Animator
- Establish standing spiritual retreat programs for Faculty, Staff, and Coaches
- Conduct an annual retreat for the Board of Directors
- Update and publishing a Campus Ministry Handbook
- Connect the Athletics department, Arts department and related programs with mission and service activities to ensure all aspects of school life are consistent with the school's Catholic identity.

Personnel Involved

Mission & Education Committee, Administration, Ignatian Animator, Campus Minister, and Chairman of the Board of Directors.

Resources Required

Funds to cover travel expenses related to development of association with the JSEA; funds for spiritual retreats for Faculty, Staff, Coaches, and Board; funds to publish Campus Ministry Handbook.

Estimated Budget

It is anticipated if membership in the JSEA is granted, an annual membership fee of approximately \$1,000 will be required. Tuition/travel to a JSEA introductory conference is estimated at \$2,000. New

Staff stipend for Ignatian Animator will require additional funding of \$1,000. Publishing Campus Ministry Handbook is estimated at \$500. An additional \$5,000 would be needed for Board and Faculty retreats focused on faith and mission.

Evaluation

One component of this goal depends in large part on the decision and timing of the JSEA. Retreat programs for the Board, Faculty, and Staff will be held during the 2015-16 school year. Campus Ministry handbook will be published during the 2015-16 school year.

Timeline

Funds for Board and Faculty retreats should be included as a part of the 2015-2016 school-year budget. Dialogue with the Oregon Province of the JSEA should occur on an ongoing basis. Formalizing the association with the JSEA should be accomplished in the 2017-18 school year.

BUILDING & GROUNDS

The Building & Grounds Committee of Tri-Cities Prep is responsible for supporting efforts to develop and maintain a campus that is faithful to our mission, inspires learning and use, and is beautiful and enduring. Based upon community input and Committee assessment of needs, the following goals have been identified as having priority for this committee's work for the next five years.

CRITICAL ISSUES AND STRATEGIES

Building & Grounds

Statement of Goal #1

Develop a capital improvement plan for the execution of large building and grounds projects that meet the long-term goals of Tri-Cities Prep.

Rationale

The successful preparation of students for college will require a campus that provides teaching and learning as well as administrative facilities large enough to accommodate a growing student population and the staff to support it. This will include facilities for the study of science, humanities, and religion, and also facilities that enrich the student experience through extracurricular activities. The facilities should be permanent and well-designed to accommodate a variety of purposes as needs arise.

The campus must expand to achieve the above vision. A capital improvement plan is needed to identify, prioritize, and develop schedules and budgets for construction of those facilities that are not possible within the annual operating budget. For example, completion of the multipurpose room, additional teacher workspace, enhanced information technology, and the construction of restrooms would be considered capital improvement projects. Evaluation of student athletic facilities, including additional playing fields and locker rooms, will also be included in the capital improvement plan.

Plan for Achievement of Goal #1

- Convene Building & Grounds Committee to scope, select, and prioritize projects that will require capital investments
- Utilize the skill set and expertise on the Committee to solicit and acquire bids from vendors to improve the campus
- Develop a process whereby capital improvement projects can be selected, funded, and implemented
- Submit capital improvement plan to Board for adoption
- Engage Institutional Advancement & Development Committee and Executive Committee to develop a capital improvement campaign that will result in funds to implement the capital improvement plan.

Personnel Involved

Building & Grounds Committee, Executive Committee, Institutional Advancement & Development Committee, students, Faculty, Staff, and administration

Resources Required

Experts that can assist in developing schedule and cost estimates for each major capital improvement project. This will include members of the Building & Grounds Committee, plus interested stakeholders from the Tri-Cities Prep community and commercial vendors.

Estimated Budget

There is no cost to complete the capital improvement plan. However, the City of Pasco has required Prep to relocate the water service meter to the right-of-way line at St. Thomas Drive and to install a Reduced Pressure Backflow Assembly (RPBA) at the right-of-way line adjacent to the water meter. The completion of this requirement is necessary before the city will issue additional building permits. We are in the process of implementing this activity.

Evaluation

Completion of a capital improvement plan that is adopted by the Board of Directors.

Timeline

Develop the capital improvement plan within six months of adoption of this strategic plan.

CRITICAL ISSUES AND STRATEGIES

Building & Grounds

Statement of Goal #2

Buy into the Franklin Irrigation District for 24 acres.

Rationale

A recognized issue is that the irrigation supply system currently used at Prep is in need of replacement. Risks associated with catastrophic failure of this irrigation system threaten school resources and financial stability. Specifically:

- If there were a drought, our water could be shut off. This would result in landscaping valuable in terms of time and money.
- Our irrigation pump is inoperable at the time of this writing (October 2014); replacement could cost upwards of \$5,000 to \$7,000.
- Prep owns and is responsible for the irrigation line that runs from the canal to the property which includes residential and city right of way some of which is under roads. If a failure occurred in the irrigation line, we would be held responsible. The benefit of buying into the District is that the water source will be secure and the District will maintain the line and the pump from the canal to our property.

Plan for Achievement of Goal #2

- Petition the Franklin Irrigation District to add all Prep property to their district, excluding the 2.4 acres of orphan property for a total of 24 acres.
- Evaluate the costs of joining the district; identify funds.
- Negotiate payment plan that reduces initial outlay of funds and spreads payments out over five years.

Personnel Involved

Building & Grounds Committee, President, Franklin Irrigation District

Resources Required

Additional funds will be needed to buy into the Irrigation District.

Estimated Budget

The cost to buy into the District is \$2000/acre. We estimate that we need to irrigate about 14.5 acres of landscaping and sports fields (8 acres on the north part of the campus and 6.5 acres on the south side). However, the District's policy requires that we petition to include all of Prep's property (excluding the orphan property). Thus, the cost to buy into the District would be about \$48,000 plus a \$300 petition fee for a total of \$48,300. It may be possible to pay the District in annual installments to spread out expenditures; however, the interest rate on such a plan is 12%.

Evaluation

Acceptance into the Irrigation District and their assumption of ownership and risk of the irrigation system from the canal to Prep's property.

Timeline

Complete joining of the Irrigation District prior to the start of the 2015 irrigation system.

CRITICAL ISSUES AND STRATEGIES

Building & Grounds

Statement of Goal #3

Maintain and enhance the building and grounds of the Tri-Cities Prep campus.

Rationale

Achievement and maintenance of a beautiful campus is consistent with Tri-Cities Prep's goal to inspire learning, increase enrollment, and attract the best and brightest students. To protect our investment and reduce long-term costs associated with aging facilities (buildings) and landscaping a comprehensive Preventive Maintenance Program (PMP) is critical. As our campus has expanded, maintenance has fallen behind and is not consistent with our vision of a beautiful and enduring campus. A PMP will identify the labor, equipment, and funding resources required to ensure our facilities and grounds are well maintained.

Plan for Achievement of Goal #3

- Write a PMP that includes a system to prioritize and identify current and future funding requirements*.
- Evaluate whether services can be accomplished with current Staff or, if not, purchased from outside. Determine if additional staff should be hired.

Personnel Involved

Building & Grounds Committee, Maintenance Supervisor, administration, volunteers, Executive & Governance Committee

Resources Required

Additional operating budget and Staff or purchased services will likely be required to manage maintenance of current and expanding campus.

Estimated Budget

The cost to prepare the PMP is insignificant. The PMP will help identify whether the current Prep Operations & Maintenance budget (approximately \$34,000 in the 2014-15 school year) and labor resources are adequate to support the current and expanding Prep campus. We estimate an additional \$5,000 to \$7,500 annually may be needed to adequately support a proactive maintenance program. This could include actions such as weed management; installing additional irrigation lines; sealing and maintaining asphalt parking areas; maintaining HVAC systems; or replacing carpeting, lighting, and doors/windows.

Additional hiring needs will be determined either by the Principal/President or in conjunction with the Executive & Governance Committee.

Evaluation

Success will be based on maintenance of beautiful buildings and grounds with metrics that identify cost avoidance and functional facilities.

Timeline

The initial PMP will be prepared in the 2014-2015 school year. Annual review and updating of the PMP and success of treatments will be conducted thereafter.

* The PMP would include plans for campus grounds (e.g., care of turf and landscape plants, installation and maintenance of an irrigation system, weed control); buildings (e.g., upkeep of HVAC, electrical and fire/security systems, and pest control); equipment (maintenance and service).

INSTITUTIONAL ADVANCEMENT & DEVELOPMENT

The Institutional Advancement & Development Committee at Tri-Cities Prep is responsible for supporting the advancement of Tri-Cities Prep. Based upon community input and committee assessment of needs, the following goals have been identified as having priority for this committee's work for the next five years.

CRITICAL ISSUES AND STRATEGIES

Institutional Advancement & Development

Statement of Goal #1

Formalize the role that the Institutional Advancement & Development Committee will take in supporting the Office of Institutional Advancement in its drive toward sustainable funding. The committee will also be the point of contact for the Office of Institutional Advancement, the Board of Directors, and the Tri-Cities Prep Foundation in matters concerning institutional development.

Rationale

The move toward sustainable funding will require the full support and cooperation of the Tri-Cities Prep Board of Directors, Tri-Cities Prep Foundation, and community.

Plan for Achievement of Goal #1

- Work with the Office of Institutional Advancement and the Sustainable Funding Committee to identify specific roles that will provide additional support to sustainable funding
- Identify and define expectations of the new and current Board of Directors of their role with sustainable funding
- Select annually, one Board member to serve on the Sustainable Funding Committee
- Choose annually, two Board members to serve as Ambassadors for Discover Prep
- Clearly identify opportunities for members of the Tri-Cities Prep Foundation to serve on the Sustainable Funding Committee and to serve as Ambassadors for Discover Prep.
- Define the role that the Committee of Institutional Advancement & Development plays in relation to the Office of Institutional Advancement and Development.

Personnel Involved

Institutional Advancement & Development Committee, Administration, Board of Directors, Manager of the Office of Institutional Advancement, Sustainable Funding Committee, Executive Committee, Tri-Cities Prep Foundation

Resources Required

None

Estimated Budget

No additional funding is required.

Evaluation

Over the course of the next five years Tri-Cities Prep will see a 10% per-year decrease in dependence on fundraisers with a correlating increase in sustainable funding income.

Timeline

2015-16 school year through 2020-2021 school year

CRITICAL ISSUES AND STRATEGIES

Institutional Advancement & Development

Statement of Goal #2:

Increase enrollment so that a waiting list is created for each grade level.

Rationale

The previous strategic plan set an enrollment cap of 240; however, the ideal enrollment cap is still undetermined and should be based on a variety of factors: space, Faculty, and efficiency. Ensuring enrollment to a fixed limit approved by the Board will stabilize Tri-Cities Prep operations in all aspects, including, but not limited to, mission, finances, facilities, and curriculum. A waiting list would imply a school at full capacity. This in turn would spark more interest in the school and ultimately a revised enrollment cap.

Plan for Achievement of Goal #2

- Plan, a year in advance, school visits to the three Catholic middle schools
- Offer support in the planning of Experience Prep during Catholic Schools Week
- Explore the possibility of Prep sport camps during the summer
- Create a detailed plan for the 2015-2016 year that will focus on establishing a relationship with the four feeder schools: Christ the King, St. Patrick, St. Joseph, and Bethlehem Lutheran
- Establish regular collaboration opportunities between the three Catholic middle schools and Tri-Cities Prep
- Establish opportunities to share information about Tri-Cities Prep enrollment at the parish level for all local parishes, including Holy Spirit, St. Francis, and St. Paul
- Conduct Tri-Cities Prep Informational Nights for parents of potential students
- Create increased interaction with students at the three Catholic middle schools (in areas of academics, sports, and/or community service).

Personnel

Faculty, Administration, Institutional Advancement & Development Committee

Resources Required

Tri-Cities Prep campus, transportation to St. Patrick's, St. Joseph's and Christ the King schools

Estimated Budget

Approximately \$200 annually to print publications. Approximately \$200 annually for prizes for Experience Prep and school visits.

Evaluation

Goal will be reached when each class has a waiting list.

Timeline

March 15, 2020

CRITICAL ISSUES AND STRATEGIES

Institutional Advancement & Development

Statement of Goal #3

Promote and increase awareness of Tri-Cities Prep within the Prep family as well as throughout the Tri-Cities community and surrounding areas.

Rationale

Tri-Cities Prep is a school rich with community, a quality teaching Faculty, and a commitment to excellence. The committee is responsible for promoting accurate information about Tri-Cities Prep and the excellent education it provides.

Plan for Achievement of Goal #3

- Solicit input regarding the Tri-Cities Prep website from Staff, Faculty, parents, and students
- Evaluate the current website and identify any areas that can be improved based on the solicited input
- Seek professional advice and bids regarding website
- Formulate a cost-effective and reasonable plan for the website by March 2016
- Create a detailed plan for the 2015-2016 year that will focus on establishing a relationship with the four feeder schools: Christ the King, St. Patrick, St. Joseph, and Bethlehem Lutheran
- Create a plan to share school information with other local parishes such as Holy Spirit, St. Francis, and St. Paul
- Find out the cost of advertising through radio, newspaper, and television
- Create a plan for advertising based on ideas and actions that require little or no cost to Tri-Cities Prep
- Create a calendar of activities a year in advance of advertising opportunities through the feeder schools, church bulletins, and, if fiscally possible, radio, newspaper, and TV
- Supply the Finance Committee with a realistic and informed budget for advertising for the 2016-2017 school year.

Personnel Involved

Institutional Advancement & Development Committee, Administration, Board of Directors

Resources Required

Time for meetings

Estimated Budget

\$1,500 for newspaper advertising

Evaluation

We will know if we have reached our goal based on surveys and increased enrollment.

Timeline

March 31, 2016

BUDGET & FINANCE

The Budget & Finance Committee is responsible for ensuring Tri-Cities Prep High School maintains a level of “excellent” fiscal health. Functions include the following:

- ensure that financial oversight is provided and executed with integrity, truthfulness, and confidentiality
- ensure that the Board receives financial reports on a consistent, timely, relevant, and accurate basis and that financial concerns are brought to Board’s attention
- provide ad hoc support, as needed, or as it pertains to Board business, Committee business, the Strategic Plan, the Capital plan, or the overall mission of the school
- ensure that financial information is made available and communicated to Prep stakeholders.

*“...Fiscally sound management that honors the purity of Charity....”
Where charity is needed, it is afforded.*

CRITICAL ISSUES AND STRATEGIES

Budget & Finance

Statement of Goal #1

Develop and implement a comprehensive Financial Assistance Program.

Rationale

The existing financial assistance program is not “comprehensive” in terms of scope, protocols, and objectives.

Plan for Achievement of Goal #1

- Review and define Tri-Cities Prep’s tuition assistance goals and objectives
- Review and, if necessary, restructure the existing tuition schedule
- Evaluate “third party” vendors that perform financial awards assessments.

Personnel Involved

The Budget & Finance Committee

Resources Required

Third party proposals to evaluate financial assistance applications and recommend financial assistance awards.

Estimated Budget

No additional funding is required.

Evaluation

The Finance committee will be responsible for drafting the Tri-Cities Prep Financial Assistance Program, which the Tri-Cities Prep Board will review and approve.

Timeline

Develop program during the 2015-2016 school year, implement program for use in the 2016-2017 school year.

CRITICAL ISSUES AND STRATEGIES

Budget & Finance

Statement of Goal #2

Develop and execute a rolling five-year forecast of revenue and expenses.

Rationale

Tri-Cities Prep does not currently have a five-year financial projection of revenue and expenses. A *pro forma* forecast is necessary to facilitate long-term planning implementation of the Strategic Plan.

Plan for Achievement of Goal #2

- Work with Board committees to establish base assumptions and inputs
- Solicit input from Prep's community and stakeholders
- Approve base assumptions by the Board
- Construct a five-year financial projection
- Review and revise assumptions and financial projections annually.

Personnel Involved

Budget & Finance Committee

Resources Required

None

Estimated Budget

No additional funding is required

Evaluation

When the projection is populated with five years of data and the underlying "assumptions and inputs" are documented. The Tri-Cities Prep Board will review the projection. Factors of success may include:

- an input variable excel worksheet
- an annual update to the excel spreadsheet which is used as an input to the annual budget.

Timeline

The financial model is expected to be complete with approved assumptions by March 2015.

CRITICAL ISSUES AND STRATEGIES

Budget & Finance

Statement of Goal #3

Complete a preliminary study/evaluation of “Orphan Property”.

Rationale

Tri-Cities Prep needs to be well positioned and informed to take advantage of any opportunities that may arise with respect to the “Orphan Property”.

Plan for Achievement of Goal #3

- Conduct a feasibility study exploring various options
- Engage property developer for advice and guidance
- Publish a high-level plan summarizing issues, concerns, and options
- Identify government planning resources.

Personnel Involved

Budget & Finance Committee, and a Building & Grounds representative

Resources Required

Consultant

Estimated Budget

\$2,000 - \$3,000

Evaluation

When the feasibility study is completed. The Tri-Cities Prep Board will review and advise on further action.

Timeline

December 2015

EXECUTIVE & GOVERNANCE

The Executive & Governance Committee is responsible for ensuring that the Board is providing overall guidance and leadership direction for the school through the President by preparing and implementing the five-year Strategic Plan, following the school's Charter and By-Laws, and providing general governance oversight.

CRITICAL ISSUES AND STRATEGIES

Executive & Governance

Statement of Goal #1

Enhance the operation and organizational structure of the Prep Board by formalizing the “Roles & Responsibilities” (R&Rs) of the Board’s committees.

Rationale

Board Committees occasionally have overlapping activities with other Board Committees or with Prep Staff. The Committees will operate more effectively with formally approved R&R’s, while minimizing interference with the Prep Staff.

Plan for Achievement of Goal #1

Develop formal Roles and Responsibilities for the following standing committees:

- Mission & Education
- Building & Grounds
- Institutional Advancement & Development
- Finance & Budget
- Executive & Governance
- Nominating

Conduct initial review and approval of R&Rs for standing committee of the Board. Conduct an annual review and approval of R&Rs.

Develop formal R&Rs for ad hoc committees as need arises, and conduct review and approval of such R&Rs.

Personnel Involved

Executive & Governance Committee, Board committee members, and cognizant Prep Staff.

Resources Required

Word processing capability, reproduction equipment, and clerical support.

Estimated Budget

Since most of the work will be done by Board members, costs will only be incurred by cognizant Staff.

Evaluation

The Board will evaluate when a full set of R&Rs representing input from each committee has been produced.

Timeline

Drafts to the Executive Committee by April 30, 2015. Board review and approval by June 30, 2015. First annual review by June 30, 2016.

CRITICAL ISSUES AND STRATEGIES

Executive & Governance

Statement of Goal #2

Review, evaluate, and revise when needed the leadership structure of Tri-Cities Prep to ensure that the school's personnel organization continues to serve the mission of the school.

Rationale

Tri-Cities Prep has, at the time of this plan, a Principal/President model of leadership. As the school continues to grow, it is critical to analyze and consider other models to ensure that the mission continues to be served without placing unrealistic and unsustainable pressures on the Principal/President or other members of the school leadership team.

Plan for Achievement of Goal #2

Form a subcommittee including Board members, this committee will:

- research other Catholic School leadership models
- make recommendations to the Board of Directors for any desirable structure changes
- direct President to include any changes in the payroll budget proposal and, if needed, hire recommended positions

Personnel Involved

Chairman of the Tri-Cities Prep Board and selected members of the Board of Directors.

Resources Required

None

Estimated Budget

All expenses will result from any determined need to increase staffing and will be based on position and level of experience desired.

Evaluation

Healthy and effective school leadership serving mission of the school.

Timeline

Determination to be made prior to April 30th of each year to allow for budgetary inclusion in next budget cycle.

CRITICAL ISSUES AND STRATEGIES

Executive & Governance

Statement of Goal #3

Review, revise, and formalize Tri-Cities Prep policies and procedures in accordance with educational best practices, Catholic school norms, and regulatory requirements.

Rationale

Tri-Cities Prep has grown organizationally and a review of policies and procedures is warranted to ensure alignment with educational best practices and regulatory requirements.

Plan for Achievement of Goal #3

- form a subcommittee for policy research and development
- research sample policy handbooks
- draft set of policies and procedures
- solicit review by legal counsel
- submit to Board of Directors for adoption
- once adopted, distribute to Staff and Faculty members and train them on all portions of policy and procedure handbook.

Personnel Involved

Tri-Cities Prep President, Faculty, and Staff representatives and a Prep Board of Directors representative

Resources Required

Samples of other Catholic high school's Operating Manuals/Handbooks, Policies and Procedure documents; administrative support to prepare drafts and reproduction and distribution; information from Catholic high schools, National Catholic Education Association, the Diocese of Spokane and Yakima; legal counsel.

Estimated Budget

Reproduction costs estimated at \$100; Staff and Faculty time (TBD), legal counsel estimated at \$2,500.

Evaluation

A first draft will be ready for review by Faculty, Staff, and the Board (Executive Committee, then full Board) by June 30, 2015.

Timeline

Final Handbook approved by the Board of Directors and distributed to Faculty and Staff, and Executive Committee by October 1, 2015.

CRITICAL ISSUES AND STRATEGIES

Executive & Governance

Statement of Goal #4

Enhance communications and relationships between the Prep Board of Directors and Stakeholders resulting in even more effective Board “Governance.”

Rationale

The Board’s governance role needs to be clearly understood by all stakeholders.

Plan for Achievement of Goal #4

Develop a schedule of interactions (for example Attendance at Faculty and Staff meetings by Board members, and/or Faculty and Staff attendance at Board meetings, etc.). Invite parents and selected other stakeholders to attend Board meetings.

Personnel Involved

Executive & Governance Committee, Board members, and Administration

Resources Required

Invitations for meetings and postage; Board time to select key stakeholders for invitation.

Estimated Budget

Cost of publication and mailings approximately \$100 annually.

Evaluation

Series of well attended crossover meetings during the course of a school year and planned meetings for subsequent school year.

Timeline

Conduct the first crossover meeting for each affected group (listed above) not later than January 1, 2016. Subsequent meetings will meet the 2015-2016 schedule (TBD).

CRITICAL ISSUES AND STRATEGIES

Executive & Governance

Statement of Goal #5

Strengthen the working relationship between the Prep Board of Directors and the Prep Foundation.

Rationale

The Foundation Board has been the trustee for a limited amount of potential Prep scholarship funding. It is essential to grow the role of the Foundation to encompass a broader range of fund-raising actions.

Plan for Achievement of Goal #5

- ensure the Prep Board members are represented on the Foundation Board and are suggesting a more active approach to Foundation fund raising
- require quarterly updates to the Prep Board from the Foundation
- encourage and support the Foundation in revisiting the Foundation By-Laws to ensure active fundraising and coordinating planning.

Personnel Involved

Prep Board representatives on the Foundation Board, Foundation Board members, Finance Committee Chair, and Executive & Governance Committee

Resources Required

Prep Board members, Foundation Members

Estimated Budget

No additional funding is required.

Evaluation

Attendance by Prep Board members at Foundation meetings

Quarterly Reporting by the Foundation at Board meetings

Timeline

Goals and Action Plans presented to the Prep Executive & Governance Committee and Board of Directors by July 1, 2016. Quarterly UBS Reports issued to the Prep Board of Directors beginning on April 1, 2015.

NOMINATING COMMITTEE

The Nominating Committee is responsible for the recruitment, selection, and development of a diverse and engaged Board of Directors.

CRITICAL ISSUES AND STRATEGIES

Nominating Committee

Statement of Goal #1

Seek Board candidates with diverse backgrounds and skill sets, keeping a balance of strengths at all times.

Rationale

Board diversity is important so that it receives different views on topics, issues, problems, and planning. Members with different experiences, education, and skills make for better decisions by the Board.

Plan for Achievement of Goal #1

- Ask current Board members to nominate prospective candidates
- Recognize skill sets deficient or most important during the selection process
- Continually look for possible candidates

Personnel Involved

Nominating Committee and full Board

Resources Required

Nominating Committee's time

Estimated Budget

No additional funding is required.

Evaluation

A full, engaged, and productive Board.

Timeline

New Board members will be recruited continually. Once a year in the May – July timeframe, positions will be filled.

CRITICAL ISSUES AND STRATEGIES

Nominating Committee

Statement of Goal #2

Clearly communicate the roles, responsibilities, and expectations of the Board to prospective Board members.

Rationale

It is important that prospective Board members understand the commitment expected of a Tri-Cities Prep Board member. This understanding will ensure that new Board members become active, productive, and engaged participants.

Plan for Achievement of the Goal #2

- Discuss with possible candidates in initial conversations the expectations for Board members
- Emphasize in the formal interviews the expectations for Board member
- Annually update the Board binders

Personnel Involved

Nominating Committee and perhaps other Board members

Resources Required

Nominating Committee's time

Estimated Budget

No additional funding required

Evaluation

Engagement of Board members by Nominating Committee

Timeline

Communication with possible Board members throughout the year. Roles and responsibilities communicated during the interviewing process.

CRITICAL ISSUES AND STRATEGIES

Nominating Committee

Statement of Goal #3

Provide adequate information and guidance to new Board members.

Rationale

It is important to provide new Board members the tools to be knowledgeable about the school and how its Board operates so that they will be fully engaged in Board and committee meetings.

Plan for Achievement of Goal #3

- Discuss school history and Board and committee protocols in the interview process
- Provide Board of Director binders to all new Board members

Personnel Involved

Nominating Committee

Resources Required

Nominating Committee's time; updated Board binders

Estimated Budget

\$100 annually for binders and copies

Evaluation

Questioning new Board members on information received, providing all Board members with the Board binder. Evaluation will be by the Nominating Committee.

Timeline

Annually when the new Board members start their term.

FINANCIAL PROJECTIONS

The goals and strategies outlined in the preceding sections are listed according to the priorities set by the Board. The following charts provide an overview of the goals, action items, and estimated costs associated with each goal; additionally, the funding source has been identified for each. Some items will require annual additions to the operations budget, while others represent one-time expenses. The Executive Committee’s annual leadership structure review may also result in an increase in projected payroll expenses.

One item, the Capital Improvement Plan, while having a zero budgetary impact, will result in priorities and objectives not currently outlined in the Strategic Plan. At the time the Capital Improvement Plan is adopted, the Board will make the appropriate changes to the financial projections of this Strategic Plan.

Fiscal Year 2014-15

The school budget for the 2014-15 school year is already approved and established; the Board took this into consideration in the development of goals and priorities for the first year of the plan. Those items listed as a part of Building & Grounds are considered highest priority as they either are requirements placed upon the school by the local building codes or needed to support the current infrastructure of the school facility. Funds needed for these items will either be paid from the current Capital account or pulled from the line of credit.

Goal #	Action Plan	Cost (\$)	Frequency	Revenue Source
BG.1A	Replace/move backflow preventer and water meter (cost is estimate)	\$20,000	Once	Capital
BG.2	Buy into Franklin County Irrigation District	48,300	Once	Capital
BF.2	Rolling five-year forecast	0		NA
EX.1	Formalize the Board Committee's Roles & Responsibilities	0		NA
EX.2	Leadership-Structure Review	TBD	Annually	Operations
EX.3	Staff and Faculty policies and procedures handbook	2,100	Once	Operations
Total Capital				\$68,300
Total Operations				\$2,100

Fiscal Year 2015-16

Goal #	Action Plan	Cost (\$)	Frequency	Revenue Source
BG.1B	Prepare capital improvement plan	0		NA
BG.3	Prepare Preventative Maintenance Plan (PMP)	0		NA
BG.3A	Update PMP and operations budget	7,500	Once	Operations
ME.1B	Expand Peer-Tutoring Program	1,000	Annually	Operations
BF.1	Comprehensive Financial Aid Plan	0		NA
BF.3	Preliminary Study of “Orphan Property”	3,000	Once	Capital
ME.1	Technology Audit	2,000	Once	Operations
ME.1C	Offer additional courses to satisfy college-level requirements	5,000	Annually	Operations
EX.2	Leadership-Structure Review	TBD	Annually	Operations
EX.4	Enhance communications and relationships between the Board and Stakeholders	100	Annually	Operations
ME.3	Conduct retreats for Board and Faculty	5,000	Annually	Operations
ME.3	Pursue steps to secure Catholic identity of the school	3,000	Once	Operations
IA.2	Increase enrollment to waiting-list level	200	Annually	Operations
IA.3	Increase community awareness of Tri-Cities Prep	1,500	Annually	Operations
Total Capital				\$3,000
Total Operations				\$25,300

Fiscal Year beyond 2016 or Undefined

Goal #	Action Plan	Cost (\$)	Frequency	Revenue Source
EX.2	Leadership-Structure Review	TBD	Annually	Operations
EX.5	Strengthen relationship between Board and Foundation	0		NA
ME.2	Increase professional development opportunities for all Staff and Faculty	10,000	Annually	Operations
BG.3	Update PMP and operations budget	0		NA
IA.1	Make sustainable funding Prep's primary funding source	0		NA
N.1	Seek candidates for the Board with diverse backgrounds and skill sets	0		NA
N.2	Clearly communicate roles, responsibilities, and expectations to prospective Board members	0		NA
N.3	Provide adequate information and guidance to new Board members	100	Annually	Operations
Total Capital				\$0
Total Operations				\$10,100

SCHEDULE

Plan Monitoring & Evaluating

- I. Disseminate the Plan
 - a. Internal Release
 - i. Present the plan to the Faculty
 - ii. Report progress and achievement to parents
 - iii. Present annual operational and implementation plans to parents and Faculty
 - b. External Release
 - i. Present Strategic Plan to Religious Advisory Committee and Tradition of Excellence Society members
 - ii. Share strategic plan through media press release in newspapers in both Yakima Diocese and Spokane Diocese
 - iii. Develop a brochure highlighting the basis of the plan for distribution to key stakeholders and alumni via mail
 - iv. Use brochure for meetings with donors
 - c. Website
 - i. Place full strategic plan and brochure on website
 - ii. Share information about the plan via social media
 - iii. Update website based on plan's progress
- II. Charge the Board of Directors with responsibility for implementation of the Strategic Plan.
 - a. Revisit Board committee structures to reflect the elements within the strategic plan
 - b. Ensure each committee has roles and responsibilities as defined in the Executive & Governance Committee's goal #1
 - c. Use Board retreats to monitor and evaluate progress on Strategic Plan and set focus for year
 - d. Incorporate financial aspects of the Strategic Plan into annual budget
 - e. Include plan's strategies into its plan for the year
 - f. Structure Board meeting reports based on Strategic Plan goals so work is completed at the committee level
 - g. Review annually adherence of both Board and school to Strategic Plan goals
- III. Evaluate implementation at checkpoints for year one of the plan
 - a. By March 18, 2015, the Tri-Cities Prep 2015-2020 Strategic Plan will be adopted by the School Board
 - b. Spring 2015
 - i. Hold a Board Retreat allowing committees to meet and begin the process of planning work for upcoming year
 - ii. Ensure timely compliance through support from the Executive Committee
 - iii. Confirm implementation of school-directed goals with Principal and Faculty

- c. Fall 2015 and Winter 2016
 - i. Provide agenda time for all committees and school leadership to present progress at each Board meeting
 - ii. Ensure progress reports to stakeholders via website and school publications
- d. Spring 2016
 - i. Host open meeting to review the plan, consider major issues and challenges, and update plan
 - ii. Publish a State-of-the-Plan report
- e. Spring and Summer 2016
 - i. Revise plan based on adjustments from open meeting hosted by Strategic Planning Committee
 - ii. Board approves revised plan

APPENDICES

PLANNING TEAM

Peter Turping, Chair

Chairman, Board of Directors
Retired Business Professional
B.A. Business Administration

Gordon Beecher

Past Chairman, Board of Directors
Member, Tri-Cities Prep Foundation
Retired Human Resources Professional
B.S.B.A., Personnel Management, M.A. Industrial Relations
Alumni Parent

Catherine Bryan

Member, Board of Directors
Retired Engineering Professional
B.S. Mechanical Engineering
Alumni Parent

Lisa Jacobs

Member, Board of Directors
Teacher
B.A. Elementary Education; M.A. Curriculum and Instruction
Current and Alumni Parent

Arlene Jones

Principal & President, Tri-Cities Prep
Ex-Officio Member, Board of Directors
B.A. Liberal Studies; M.A. Education, N.B.C.T.
Current and Alumni Parent

Kathi Kovis

Member, Board of Directors
Adult Inpatient Services Clinical Manager
Lourdes Counseling Center
BSW, MSW, Social Work, Licensed Independent Clinical Social Worker

Kimberly Propson

Faculty, Tri-Cities Prep
BA Mathematics

Nancy Roach

Founder, Tri-Cities Prep
Member, Board of Directors
Member, Nazareth Guild
Retired High School Teacher
B.A. Political Science/History
Alumni Parent

BOARD COMMITTEE MEMBERS

Executive & Governance

Gordon Beecher, Chair
Lisa Jacobs
Arlene Jones
Merle Pedersen
Peter Turping

Mission & Education

Nancy Roach, Chair
Ray Baalman
Arlene Jones
Emily Kruschke
Kimberly Propson
Norma Rodriguez

Institutional Advancement & Development

Lisa Jacobs, Chair
Gail Apley
Nick Cameron
Keri Escalera
David Geist
Kathi Kovis
Jack Monrean

Building & Grounds

David Geist, Chair
Darrell DeSmet
Marc Nelson
John Noble
Tye Holom
Larry Richards
Richard Jacobs
Peter Faucher
Benjamin Harlow

Budget & Finance

Merle Pedersen, Chair
Gordon Beecher
Catherine Bryan
Keri Escalera
Don Hart
Spence Jilek
Arlene Jones
Brigid Lee
Marc Nelson
Rick Orth
Peter Turping

Nominating

Peter Turping, Chair
Ray Baalman
Gordon Beecher
Lisa Jacobs

Strategic Planning

Peter Turping, Chair
Gordon Beecher
Catherine Bryan
Lisa Jacobs
Arlene Jones
Kathi Kovis
Kimberly Propson
Nancy Roach

