

(OBJECTIVE 1) Risen Christ will become a K-8 dual immersion school			
(STRATEGY 1) The school will utilize best practices for its dual immersion model			
	Timeline	Responsibility	Progress Report
(Action Step 1) The Center for Applied Linguistics (CAL) will conduct a dual immersion program evaluation	Fall 2016	President, Principal	<i>COMPLETED</i>
(Action Step 2) CAL evaluation will be used to determine appropriate program modifications/practices and timeline for implementation	Fall 2017	President, Principal, Teachers	
(Action Step 3) Risen Christ will estimate the financial impact of proposed modifications/practices and budget appropriately	Spring 2018	President, Principal, Director of Finance & Operations	
(Action Step 4) Risen Christ will finish implementing program best practices	Fall 2018	Principal, Teachers	
(Action Step 5) Risen Christ will utilize current research and best practice to regularly self-assess its dual immersion program	Spring 2019 & Ongoing	Principal, Teachers	
(STRATEGY 2) Risen Christ's teachers will become dual immersion instructors (i.e. Teachers will prepare for best practices in dual immersion instruction through extended professional development)			
	Timeline	Responsibility	Progress Report
(Action Step 1) K-2 teachers will work with the dual immersion coach in joint planning sessions to create one themed unit per quarter	Spring 2018	Principal, DI Coach, Teachers	
(Action Step 2) Grades K-2 and 3-5 teachers will participate in professional learning communities to extend learning about dual immersion program	Spring 2018	Principal, DI Coach, Teachers	
(Action Step 3) Teachers will observe their grade level partners and same language teachers once each quarter to align their curriculum	Spring 2018	Teachers	

(Action Step 4) Grades 3-5 teachers will observe immersion programs in the community to assess best instructional practices	2017-2020	Teachers	
(Action Step 5) Grades 6-8 teachers will observe immersion programs in the community to assess best instructional practices	2019-2022	Teachers	
(Action Step 6) Develop a schedule of attendance to annual TWIN-CS summer academies to allow all teachers access to training	Spring 2018 & Annually Thereafter	President, Principal, Teachers	
(Action Step 7) New teachers to dual immersion will be oriented to instructional practices via Center for Applied Linguistics' online course	Fall 2017 & Annually Thereafter	New Teachers	
(Action Step 8) Teachers will develop their skills as English as Second Language teachers through training with Hamline University	2017-2023	Principal, Teachers	
(Action Step 9) Teachers will develop cultural proficiency through professional development	2017-2023	President, Principal, Teachers	

(STRATEGY 3) Risen Christ will utilize bilingual reporting mechanisms to communicate student progress

	Timeline	Responsibility	Progress Report
(Action Step 1) Review reporting formats used by TWIN-CS Schools	Fall 2017	President, Principal	
(Action Step 2) Survey parents about essential information they want on reporting formats	Fall 2017	Principal, Outreach & Recruitment Specialist, Educational Advisory Committee	
(Action Step 3) Teacher committee and principal will explore Student Information Systems that have the ability to communicate in English/Spanish	Spring 2018	Principal, Lead Secretary, Teachers	
(Action Step 4) Risen Christ will choose a new Student Information System and provide staff training for implementation	Spring 2018	President, Principal	
(Action Step 5) Choose or create a report card/reporting information template	Spring 2018	Principal, Teachers	

(Action Step 6) Implement new report card template with SIS	Fall 2019	Teachers, Technology Committee	
(Action Step 7) Develop an electronic form of communication in English and Spanish with new SIS	Spring 2020	Principal, Secretary, Teachers	
(STRATEGY 4) Risen Christ will explore adding programming for children ages 5 and under (pre-K)			
	Timeline	Responsibility	Progress Report
(Action Step 1) Determine desired outcomes and effect of pre-K programming on K-8 enrollment and school sustainability	Spring 2019	President, Principal	
(Action Step 2) Explore pre-K programming options which would achieve desired outcomes and establish financial models	Fall 2019	President, Principal	
(Action Step 3) Search for and establish funding source for pre-K programming options	Fall 2019	President, Director of Finance & Operations, Director of Advancement	
(Action Step 4) Select pre-K programming and plan details of program implementation	Spring 2020	President, Principal, Director of Finance & Operations	
(Action Step 5) Implement selected pre-K programming	Fall 2021	Principal	
(STRATEGY 5) Risen Christ will recruit the student population needed to successfully operate a dual immersion program			
	Timeline	Responsibility	Progress Report
(Action Step 1) Revise schedule of recruitment events that attract potential students based on lessons learned over past 18 months	Spring 2017	President, Outreach & Recruitment Specialist	<i>COMPLETED</i>
(Action Step 2) Enhance and sustain relationship with five founding parishes through regular communications to parishioners	Fall 2017	Board of Directors, President, Outreach & Recruitment Specialist, Educational Advisory Committee	
(Action Step 3) Build relationships with local preschools to increase Kindergarten class sizes	Fall 2017 & Ongoing	President, Outreach & Recruitment Specialist	
(Action Step 4) Revamp recruitment process to enable easier, year-round enrollment and	Spring 2017	President, Principal, Director of Finance &	<i>COMPLETED</i>

establish process to keep parents engaged before children begin attending		Operations, Lead Secretary	
(Action Step 5) Build parent excitement, support and advocacy for dual immersion education through parent education and marketing	Fall 2017 & Ongoing	President, Principal, Outreach & Recruitment Specialist, Teachers, Educational Advisory Committee	

(OBJECTIVE 2) Risen Christ will meet the academic needs of all learners			
(Strategy 1) Risen Christ will identify standards as appropriate for a bilingual school (i.e. Dual immersion curriculum will be aligned with Minnesota State Standards and specific standards will be assigned for teaching in English, Spanish, or both languages)			
	Timeline	Responsibility	Progress Report
(Action Step 1) The Health standards will be aligned K-8 and each standard will be assigned a specific language (or both languages) in which it will be taught	2017-18	Principal, Teachers	
(Action Step 2) The Reading/Language Arts standards will be aligned K-8 and each standard will be assigned a specific language (or both languages) in which it will be taught	2017-18	Principal, Teachers	
(Action Step 3) The Math standards will be aligned K-8 and each standard will be assigned a specific language (or both languages) in which it will be taught	2018-19	Principal, Teachers	
(Action Step 4) The Religion standards will be aligned K-8 and each standard will be assigned a specific language (or both languages) in which it will be taught	2019-20	Principal, Teachers	
(Action Step 5) The Science standards will be aligned K-8 and each standard will be assigned a specific language (or both languages) in which it will be taught	2020-2021	Principal, Teachers	
(Action Step 6) The Social Studies standards will be aligned K-8 and each standard will be assigned a specific language (or both languages) in which it will be taught	2021-22	Principal, Teachers	

(Action Step 7) The Physical Education/Music standards will be aligned K-8 and each standard will be assigned a specific language (or both languages) in which it will be taught	2022-23	Principal, Teachers	
(STRATEGY 2) Risen Christ will have a standards-based curriculum which is vertically aligned.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Select a tool from among MNSAA options for aligning curriculum	2017-18	Principal, Teachers	
(Action Step 2) Enter information for Health curriculum and Reading/Language Arts Curriculum into MNSAA tool	2017-18	Principal, Teachers	
(Action Step 3) Enter information for Math standards into MNSAA tool	2018-19	Principal, Teachers	
(Action Step 4) Enter information for Religion standards into MNSAA tool	2019-20	Principal, Teachers	
(Action Step 5) Enter information for Science standards into MNSAA tool	202-2021	Principal, Teachers	
(Action Step 6) Enter information for Social Studies standards into MNSAA tool	2021-22	Principal, Teachers	
(Action Step 7) Enter information for Physical Education/Music standards into MNSAA tool	2022-23	Principal, Teachers	
(STRATEGY 3) Risen Christ will identify and obtain appropriate curriculum and resources			
	Timeline	Responsibility	Progress Report
(Action Step 1) Create a recruitment plan and implement to source qualified and trained volunteers to support the curriculum and learning environment	Fall 2017	Principal, Director of Volunteers	
(Action Step 2) Grades 3-5 grade team will adopt one common reading series in English, one common reading series in Spanish and one common Math series that supports the standards-based curriculum	Fall 2017	Principal, Teachers	
(Action Step 3) Staff will develop one integrated (Spanish-English) theme-based unit with bridging activities each quarter that are based on science, social studies, and language arts standards	2017-18 (K-2) 2018-21 (3-5)	Principal, DI Coach, Teachers	

(Action Step 4) Risen Christ will determine which subjects will be taught in English and which in Spanish for the middle school program	2019-20	President, Principal, Teachers	
(Action Step 5) Risen Christ will hire appropriate staff for middle school program	2020-21	President, Principal	
(STRATEGY 4) Risen Christ will identify appropriate technology resources to enhance student learning			
	Timeline	Responsibility	Progress Report
(Action Step 1) Use results from Tierney Brothers audit to identify existing technology needs	Fall 2017	Principal, Technology Committee	
(Action Step 2) Survey teachers to identify tools, resources, and professional development needed to achieve curricular objectives	Fall 2017	Technology Committee	
(Action Step 3) Survey/evaluate teachers to determine the level of technology integration and adherence to ISTE technology standards	Spring 2018	Principal, Technology Committee	
(Action Step 4) Review survey and evaluation results to identify and prioritize technology resources and professional development	Spring 2018	Principal, Technology Committee, Teachers	
(Action Step 5) Establish desired goals and outcomes for classroom technology use	Fall 2018	Principal, Technology Committee	
(Action Step 6) Prioritize tools, resources and professional development needed to achieve desired goals and outcomes	Fall 2018	Principal, Technology Committee	
(Action Step 7) Write technology plan and establish budget with steady source of funding for successful implementation	Spring 2019	Principal, Director of Finance & Operations, Technology Committee	

(OBJECTIVE 3) Risen Christ will meet the physical, social, and emotional needs of its students			
(Strategy 1) Risen Christ will establish a consistent, holistic discipline program for each grade level			
	Timeline	Responsibility	Progress Report
(Action Step 1) Research programs that fit the school's philosophy	Fall 2017	Principal, Dean of Students, Teachers	

(Action Step 2) Research programs used at other TWIN-CS schools	Fall 2017	Principal, Dean of Students, Teachers	
(Action Step 3) Determine feasibility of each program and select a school-wide program	Spring 2018	Principal, Dean of Students, Teachers	
(Action Step 4) Establish a professional development plan to educate teachers about selected program	Spring 2018	Principal, Dean of Students, Teachers	
(Action Step 5) Implement school-wide discipline program	Fall 2019	Dean of Students, Teachers	

(STRATEGY 2) Risen Christ will facilitate social-emotional health through appropriate programming

	Timeline	Responsibility	Progress Report
(Action Step 1) Analyze City Connects data to determine programming needs	Fall 2017	President, Principal, Dean of Students, City Connects Coordinator	
(Action Step 2) Analyze REACH program survey results and teacher anecdotes	Fall 2017	President, Principal, Dean of Students, City Connects Coordinator	
(Action Step 3) Determine impact of City Connects and REACH programs and find funding source to continue programs if so desired	Fall 2017	President, Principal, Director of Finance & Operations, Director of Advancement	
(Action Step 4) Education Advisory Committee will survey parents regarding family needs and concerns related to social-emotional health	Spring 2018	Educational Advisory Committee	
(Action Step 5) Determine which needs can be addressed through integration with curricular areas or addressed through community programming	Spring 2018	Principal, Dean of Students, City Connects Coordinator	
(Action Step 6) Implement selected internal programming and partnerships with community organizations	Fall 2018	Principal, Dean of Students, City Connects Coordinator, Teachers	

(STRATEGY 3) Risen Christ will identify, celebrate and honor culture

	Timeline	Responsibility	Progress Report
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(Action Step 1) Survey parents to identify home cultures and important celebrations	Fall 2017	Educational Advisory Committee, Outreach & Recruitment Specialist, Principal	
(Action Step 2) Discuss survey results and determine culturally proficient ways to achieve this strategy	Fall 2017	Principal, Educational Advisory Committee, Outreach & Recruitment Specialist	
(Action Step 3) Create a multi-year calendar of cultures, celebrations, curriculum, events and other activities that will take place each year	Spring 2018	Principal, Teachers	
(Action Step 4) Invite parents and other experts to assist with implementation	Fall 2018	Principal	

(STRATEGY 4) Risen Christ will establish a Health curriculum that meets the needs of its student population.

	Timeline	Responsibility	Progress Report
(Action Step 1) Research bilingual Health curriculums or materials in both languages that meet health standards	Fall 2017	Principal, Teachers	
(Action Step 2) Determine feasibility of implementing curriculum and select best option	Spring 2018	Principal, Teachers	
(Action Step 3) Implement new Health curriculum	Fall 2018	Principal, Teachers	
(Action Step 4) Integrate Health-related services through City Connects program	Spring 2019	Principal, City Connects Coordinator, Teachers	

(OBJECTIVE 4) Risen Christ will become financially sustainable

(STRATEGY 1) Risen Christ will eliminate its capital debt

	Timeline	Responsibility	Progress Report
(Action Step 1) Identify first milestone goal for debt elimination campaign	Fall 2016	Director of Finance & Operations	<i>COMPLETED – First goal is \$700k</i>
(Action Step 2) Establish a committee to select appropriate campaign method	Spring 2017	President, Director of Advancement	<i>COMPLETED</i>

(Action Step 3) Develop a case statement for use with potential donors	Summer 2017	President, Director of Advancement	
(Action Step 4) Perform donor prospect research and analysis	Summer 2017	Director of Advancement	
(Action Step 5) Begin soliciting and receiving gifts	Fall 2017	Board of Directors, President, Director of Advancement	
(Action Step 6) Refinance remaining debt once first milestone is achieved	Spring 2018	President, Director of Finance & Operations	
(Action Step 7) Eliminate remaining debt through major gifts and debt payments	Spring 2018 - Spring 2020	Board of Directors, President, Director of Advancement	
(STRATEGY 2) Risen Christ will create and/or clarify long term financial commitments with new and existing partners.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Identify organizations with whom we desire to have long-term commitments	Fall 2017	President, Director of Finance & Operations, Director of Advancement	
(Action Step 2) Identify key leaders needed to foster these important partnerships	Fall 2017	Board of Directors, President, Director of Advancement	
(Action Step 3) Develop a strategy for how to approach each specific partner	Winter 2018	Board of Directors, President, Director of Advancement	
(Action Step 4) Establish and confirm the financial commitment with each partner	Spring 2018	Board of Directors, President, Director of Finance & Operations, Director of Advancement	
(Action Step 5) Align financial commitments with the school's budgeting process	Fall 2018	Board of Directors, President, Director of Finance & Operations	
(STRATEGY 3) Risen Christ will develop a long-term plan for endowments and agency accounts			

	Timeline	Responsibility	Progress Report
(Action Step 1) Work with the Catholic Community Foundation (CCF) and Catholic Finance Corporation (CFC) to formulate the optimal mix of endowment and agency accounts after debt has been eliminated	Fall 2019	Board of Directors, President, Director of Advancement	
(Action Step 2) Identify the most appropriate investment structure to match the desires and needs of both the school and its donors	Spring 2020	Board of Directors, President, Director of Advancement	
(Action Step 3) Establish target goals for endowment and agency accounts	Spring 2020	Board of Directors, President, Director of Advancement	
(STRATEGY 4) Risen Christ will establish a planned giving program			
	Timeline	Responsibility	Progress Report
(Action Step 1) Research best practices for launching a planned giving program	Fall 2017	Director of Advancement	
(Action Step 2) Identify planned giving donors and prospects	Spring 2018	Director of Advancement	
(Action Step 3) Create a communication tool kit for promoting the planned giving program among donors and prospects	Fall 2019	President, Director of Advancement	
(Action Step 4) Identify and partner with an estate planner and/or planned giving expert	Fall 2019	Director of Advancement	
(Action Step 5) Promote the program through existing and/or new donor-centric communications	Spring 2019	Director of Advancement	
(Action Step 6) Form a “Legacy Circle” or similarly named group for individuals who identify as planned gift donors	Fall 2019	President, Director of Advancement	
(Action Step 7) Plan and host events for the “Legacy Circle”	Fall 2019	Board of Directors, President, Director of Advancement	
(STRATEGY 5) Risen Christ will actively engage its alumni and collect data to communicate the benefits of a Risen Christ education			
	Timeline	Responsibility	Progress Report

(Action Step 1) Identify desired alumni information	Fall 2018	President, Director of Advancement	
(Action Step 2) Collect alumni information	Spring 2019	Director of Advancement	
(Action Step 3) Enter alumni-related information into the Advancement Department's database	Spring 2019	Advancement Associate, Volunteers	
(Action Step 4) Develop a process for updating and maintaining alumni data	Spring 2019	Director of Advancement, Advancement Associate	
(Action Step 5) Use alumni data to inform and support ongoing Advancement activities	Fall 2019	Director of Advancement	

(STRATEGY 6) Risen Christ will engage and inform a new base of individuals and groups who will support the school

	Timeline	Responsibility	Progress Report
(Action Step 1) Identify the desired groups and individuals	Fall 2018	President, Director of Advancement, Director of Volunteers	
(Action Step 2) Identify and develop opportunities for engagement	Fall 2018	President, Director of Advancement, Director of Volunteers	
(Action Step 3) Identify leaders from each group	Fall 2018	President, Director of Advancement, Director of Volunteers	
(Action Step 4) Communicate and carry out opportunities for engagement	Spring 2019	President, Director of Advancement, Director of Volunteers	
(Action Step 5) Invite newly engaged and informed individuals and groups to support the school	Fall 2019	President, Director of Advancement	

(OBJECTIVE 5) Risen Christ will maintain a safe environment and operate efficiently

(STRATEGY 1) Risen Christ will revise its lease with Holy Name to better reflect respective roles/responsibilities and related costs

	Timeline	Responsibility	Progress Report
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(Action Step 1) Examine previous years' expenses to define direct and indirect costs related to operating the building	Fall 2017	Director of Finance & Operations	
(Action Step 2) Forecast future costs related to building operations	Fall 2017	Director of Finance & Operations	
(Action Step 3) Determine the respective utilization of the school and church buildings by both parties	Fall 2017	Director of Finance & Operations	
(Action Step 4) Work with Holy Name to develop a revised lease agreement that accurately reflects shared costs	Spring 2018	Board of Directors, President, Director of Finance & Operations	

(STRATEGY 2) Risen Christ will develop and implement a Facility Improvement Plan

	Timeline	Responsibility	Progress Report
(Action Step 1) Evaluate security improvement needs and implement a plan to address	Fall 2017	President, Principal, Director of Finance & Operations, Lead Secretary	
(Action Step 2) Create and implement a plan for internal and external signage	Fall 2017	President, Principal, Director of Finance & Operations, Lead Secretary, Teachers	
(Action Step 3) Develop a multi-year plan for internal decor to create an attractive and inviting environment	Fall 2017	President, Principal, Director of Finance & Operations, Lead Secretary, Teachers	
(Action Step 4) Identify other facility Leasehold and Capital Improvements	Spring 2018	President, Director of Finance & Operations	
(Action Step 5) Create a plan with Holy name to address long-term needs	Fall 2018	President, Director of Finance & Operations	

(STRATEGY 3) Risen Christ will address maintenance and custodial functions to more efficiently execute ongoing needs

	Timeline	Responsibility	Progress Report
(Action Step 1) Develop a tracking system for maintenance needs and project status reporting	Fall 2018	Director of Finance & Operations	
(Action Step 2) Develop an easy-to-use system for requesting maintenance or custodial assistance	Fall 2018	Director of Finance & Operations	

(Action Step 3) Explore shared maintenance staffing with Holy Name and/or Holy Name's other tenant	Spring 2017	Director of Finance & Operations	
(Action Step 4) Implement shared maintenance staffing if such an arrangement is found to be cost effective	Fall 2018	Director of Finance & Operations	
(STRATEGY 4) Risen Christ will create a technology plan which supports student learning and teacher engagement as well as operational efficiencies across all users			
	Timeline	Responsibility	Progress Report
(Action Step 1) Review teacher needs as defined in previous strategy	Fall 2017	Principal, Director of Finance & Operations	
(Action Step 2) Identify infrastructure and system supports required for teachers to successfully implement technology	Fall 2017	Director of Finance & Operations	
(Action Step 3) Create a plan and budget to achieve and maintain appropriate infrastructure and system support	Spring 2018	President, Director of Finance & Operations	
(Action Step 4) Create a system of administrative technology that easily provides for distribution of data/information as needed by staff	Fall 2019	Director of Finance & Operations	
(STRATEGY 5) Risen Christ will identify and utilize efficient and accessible systems for management of school data			
	Timeline	Responsibility	Progress Report
(Action Step 1) Identify and prioritize areas in which efficiency could be achieved through data systems (e.g. tuition, registration, budget, etc.)	Spring 2018	President, Director of Finance & Operations, Lead Secretary	
(Action Step 2) Systematically approach vendors to review available systems	Spring 2018 & Ongoing	Director of Finance & Operations	
(Action Step 3) Select appropriate systems as time and budget allow	Spring 2018 & Ongoing	President, Director of Finance & Operations, Lead Secretary	
(STRATEGY 6) Risen Christ will utilize administrative practices and processes which support the effective functioning of the school			
	Timeline	Responsibility	Progress Report

(Action Step 1) Create easily repeatable and well-documented processes for school administrative functions	Fall 2017	President, Principal, Director of Finance & Operations, Director of Advancement, Director of Volunteers	
(Action Step 2) Create a standardized filing of school and administrative records whether paper or electronic	Spring 2018	President, Principal, Director of Finance & Operations, Director of Advancement, Director of Volunteers	
(Action Step 3) Plan and provide for backup and redundancy in job functions to assure continuity of operations in the absence of any individual	Spring 2018	President, Principal, Director of Finance & Operations, Director of Advancement, Director of Volunteers	
(Action Step 4) Review and revise all teacher/staff handbooks	Spring 2018	President, Director of Finance & Operations, Principal	
(Action Step 5) Revise the existing teacher compensation policy to maximize teacher salaries within bounds of school budget	Spring 2018	President, Director of Finance & Operations, Principal, Teachers	