

RESOURCE MANAGEMENT AND DEVELOPMENT

Resources

The resources available to the school are sufficient to sustain the school program and reflect sound financial practices and responsible stewardship and are effectively used to carry out the school philosophy, mission and student learning expectations.

At the present time Holy Angels School is operating on a sound financial basis. The budget committee, consisting of the pastor, principal, bookkeeper and three parents, meets quarterly to review the finances of the school and each February to consider the budget for the following school year. The prior year's budget is used as a basis for the coming year, allowing for additions to staff, curriculum, new programs or upgrades to plant facilities.

Annual budgets

Curriculum is evaluated on a rotating basis and new textbooks are adopted when needed. IOWA test scores are used to help define areas of concern throughout the curriculum. After faculty articulation meetings, a new textbook series is adopted or supplementary and/or manipulatives are purchased accordingly. A new literature series was adopted in 2007 for seventh and eighth grades. To address the needs of our students with learning difficulties, the multi-sensory program was started in 1991 and has grown tremendously over the years. Qualified personnel have been hired to work with these students. The program is partially funded through Title I.

*Curriculum
5 year plan
Textbook
Reviews
IOWA scores*

Holy Angels School pays contracted teachers according to the Archdiocesan salary scale. The budget allows for solid hiring practices with regular increases in salary for non-contracted staff. Allowances are made for adding programs or staff as needed.

Salary scale

Archdiocesan budgetary guidelines are followed to the best of our ability. There is a checks and balances system concerning funds coming to the school. The principal approves all bills and signs all checks. A monthly financial recap is prepared for the principal and finance committee. The Archdiocesan format is used for all financial reporting. At the present time, most of the tuition is collected through

*Monthly
financial recap*

*Annual
financial
report*

FACTS Tuition Management Service with about 2% non-collectible each year.

Holy Angels has a five year plan for upgrading and maintaining the school curriculum and facilities. Faculty, staff and parents have had a great deal of input into this plan, which is revisited annually. The principal involves faculty and staff in budget planning, asking each for a wish list for the classroom or the school plant in general. Furniture is replaced when necessary and classrooms are maintained for safety.

*Long range
plan
Wish lists*

Holy Angels has a technology plan in place to further enhance curriculum in the classroom. Technology is integrated throughout the curriculum by all classroom and special interest teachers (i.e. science, art, dance, multi-sensory). Through the use of a mobile iBook cart, students are able to work on a project independently or collaboratively. Funds are allocated yearly to maintain this technology plan, keep it updated and allow for repairs and replacement of equipment. Closed circuit television is installed in all rooms and links classrooms and labs with the principal's office for morning prayer and announcements as well as special programming. Each classroom is wired for Internet access and each room has a television with VCR/DVD capabilities.

*Technology
plan*

Lack of physical space to expand has been a problem the past several years, requiring innovative use of the space available. Several programs share space at the present time, i.e. library used also as faculty lounge and for small group algebra classes, kindergarten classroom used for extended care after school and the science lab used for study hall after school. The library has been upgraded to include computer technology as well as updated books and resources to make it a fully functional library facility.

Site plan

Holy Angels has an Endowment Fund. Interest from the fund is used to provide financial assistance for needy families on a personal request basis through the principal. About ten percent of the families receive financial assistance from the BASIC Fund of San Francisco, the Archdiocesan Family Grant program, the Guardsmen program or the Dominican Sisters of San Rafael scholarship program.

*Endowment
Fund
BASIC Fund
Family Grant
Guardsmen
Dominican
Sisters*

Adequate funds are budgeted each year to properly maintain the physical plant in a clean and safe manner. Within the past year, major renovations have been completed in the convent living quarters as well as repairs to the roof. Gutter and overhang repairs as well as painting have been done on the school building. New carpet has been installed in all classrooms, hallways and library. A burglar alarm was installed several years ago in all buildings and installation of a new fire alarm system was completed in the fall of 2008. New basketball standards have been installed on the playground and the area has been repaved. A new roof, improved siding and ramp repairs have been done for the kindergarten modular unit.

Lack of financial resources prevents enlarging the school buildings to expand programs.

Resource Planning

The administration executes responsible resource planning for the future.

The principal, with input from faculty, staff and the Parents' Advisory Council, has developed a long-range plan with regard to curriculum and plant facilities. In many instances, finances dictate the order in which items from this plan are completed. At the present time, Holy Angels School operates on a sound financial basis. The last five years have seen a decline in enrollment due to the increased cost of living in the immediate area. Because of the inability of our families to afford this increase, many have moved out of the area. The long-range plan is revised accordingly as numbers decrease.

*Long range
plan
Enrollment
figures*

Holy Angels School has an endowment fund, which was established in 1988. Funds are presently under the direction of the Archdiocese, with interest earned used as assistance for needy families. Unfortunately the fund is at the mercy of the flux in the market so stability is a concern. No additional funds have been placed in the Endowment Fund for several years due to a decline in designated donations.

*Endowment
fund*

The school employs a part-time development director to market the school in the local area. Foundation grants are applied for on a regular basis and have proved successful in many instances. Due to the instability of the market, many foundations have made drastic cuts in the amount of funds awarded.

Holy Angels has a regularly-updated school brochure as well as a website, to publicize school functions, mission and philosophy, administration and curriculum. Students and parents may check homework assignments, and parents have the ability to connect with teachers through this site. Parents are also able to check their child's academic progress through their on-line SnapGrades account, which is updated on a regular basis. School brochures are delivered to local pre-schools and real estate offices. A Marketing Committee was formed in early 2005. At their monthly meetings, members try to find new ways to publicize Holy Angels School. The school publishes a

*Brochure
Web site
Newsletter
Alumni
bulletin
SnapGrades
Committee*

newspaper on a quarterly basis to display student work to all stakeholders. An alumni newsletter is distributed yearly to keep Holy Angels School and the various programs of interest available to past graduates. Alumni are encouraged to participate in fund raising activities as well as visit the school whenever possible. An Alumni Committee was also formed in 2005 and works with the principal to find ways to involve alumni in school functions. The first graduating class of Holy Angels, the class of 1956, began a series of successful reunions during which graduates receive golden diplomas during their special events. Interest in future reunions has been encouraging.

Minutes

The principal, faculty, staff and Parents' Advisory Council are continually looking for new means of revenue. Parents who work for companies that provide matching funds are encouraged to actively pursue these programs for our fund raising activities. A number of alumni parents continue to contribute to the school through company funded programs where they work.

Donor letters

News articles concerning activities and fund-raisers are published in the local Catholic newspaper as well as the area community paper and the Bay Area Parent magazine. The school publishes school news on a weekly basis in the parish bulletin and posts notices of upcoming events on the bulletin board outside the church as well as in the informational case outside the third grade classroom. Notices are also sent to nearby parishes to publicize events in their weekly bulletins. Large banners hung outside the school at both entrances are used to publicize major events during the year. A general information board is posted at the entrance to the school and parish parking lot. The school choir, school parents and faculty are now responsible for the 4:30 pm Sunday Mass each week, providing the music as well as the commentators, lectors, Eucharistic ministers and ushers. It is hoped that this involvement will encourage those attending mass to investigate Holy Angels School for their child.

Bulletin notices

Scrapbook of newspaper articles

Bulletin boards

Strengths of Holy Angels School

Organization for Student Learning

- The revised philosophy and mission statements of the school are more concise and easier to understand by all stakeholders.
- The school leadership continues to focus the energies of the school on the achievement of the Student Learning Expectations.
- The Safe and Caring School Program promotes unity, as well as cultural understanding and acceptance that improves academic success in a nurturing school environment.
- The school actively participates in the parish liturgies. The parents, teachers and staff serve as lectors and commentators, ushers, Eucharistic ministers and the school children serve as altar servers and choir members at Parish Masses including the 4:30 pm Mass every Sunday.
- The Student Council and each grade level work on encouraging students and families to reach out to the less fortunate.
- The ongoing yearly retreats for teachers, HAPAC and students, promote deeper spirituality and unity of our school community.
- Parents confirm, through survey, that the good relationship between parents and teachers is one of the school's strengths.
- Parents are kept up-to-date with their child's progress through SnapGrades, the online gradebook used by teachers
- Parents are kept informed through a weekly email newsletter.

Curriculum and Instruction

- A multi-sensory pullout program for students with learning differences is offered to enhance reading and writing
- Continuous integration of technology into the school curriculum
- Hands-on lab experiments and activities in science are part of the regular class schedule
- Students have the opportunity to participate in the annual San Mateo County Science/Math/Technology Fair
- The reading curriculum is enriched through Scholastic Book Fairs, Sustained Silent Reading and weekly scheduled visits to the school library
- Ongoing teacher workshops are made available to faculty
- Eighth grade algebra has 3 levels: beginning, intermediate and advanced
- Seventh grade algebra has 2 levels: beginning and advanced
- Integration of subjects are encouraged at all levels
- Various extra-curricular activities are offered

Support for Student Spiritual, Personal and Academic Growth

- The faculty model Christian values of respect, reverence, responsibility and service.
- The principal shows spiritual leadership by providing student, teacher and parent retreats as well as parenting classes.
- The HAPAC board members continually give of their time and energies to support the school family.
- The parents support our efforts and execute their role as primary educators.

- The multi-sensory program addresses the educational needs of children with different learning styles, providing them the opportunity to learn using the three learning modalities: visual, auditory and kinesthetic.
- The counseling program provides a safe environment for children to air their problems
- The expanded sports program gives more students the opportunity to develop their athletic abilities.
- Students have the opportunity to participate in art exhibits and competitions.
- Liturgy in Motion provides students an outlet for creative movement and expression.
- Choir and band provide students the opportunity to develop their musical talents.
- The extended care program provides a safe environment for students to do homework and socialize with friends while waiting for parents.
- Junior high students help younger students in a variety of ways.

Social Studies In-Depth Study

- The faculty and staff demonstrate a commitment to quality instruction through varied methods and supplements.
- The faculty and staff employ a cross-curricular approach to social studies.
- The faculty and staff utilize a variety of teaching and assessment methods.
- The faculty and staff give careful attention to students' diverse learning needs.
- The faculty and staff integrate technology into the curriculum.

Religion Curriculum

- There is a strong emphasis on prayer and faith present at Holy Angels School.
- The integration of religion with other disciplines is emphasized in the curriculum.
- The commitment of the Dominican Sisters of the Holy Rosary, the lay faculty, staff, parents and students is evident throughout the school.

Resource Management and Development

- The school continues to operate on a sound financial basis.
- The multi-sensory program has grown over the years and provides services for students with learning difficulties.
- Archdiocesan budgetary guidelines are followed and the proper format is used for reporting purposes
- Technology is integrated throughout the curriculum and software and hardware are upgraded as needed.
- Families have access to more financial assistance than in previous years
- The annual budget allows for plant upkeep and upgrades
- School news is published on a regular basis in all forms of media.

Areas of Growth for Holy Angels School

Organization for Student Learning

- To continue to provide service opportunities to the larger community for students at all grade levels.
- To provide more time for teachers' articulation meetings so that teachers can share expertise and concerns and other learning and teaching strategies.
- To improve and continue as a safe and caring school.
- The administrator will visit the classrooms more often for walk-through observations.

Curriculum and Instruction

- To continue to motivate students to read for pleasure and enjoyment
- To continue to update technology across the curriculum by integrating internet resources and other multi-media

Support for Student Spiritual, Personal and Academic Growth

- To continue looking for new and innovative fundraising ideas.
- To continue to provide parenting classes to help parents foster respect and self-discipline in their children.
- To continue searching for grants to help finance new educational programs and to help maintain those in operation.
- To continue to encourage students to participate in parish activities, such as the Youth Ministry Group and volunteering to help with Holy Angels School of Religion.
- To continue looking for more diverse activities for the Extended Care Program.

Social Studies In Depth Study

- To evaluate and purchase up-dated textbooks
- To schedule frequent articulation meetings between grade levels
- To continue seeking professional growth opportunities

Religion Curriculum

- To develop a school-wide policy for sacramental preparation in order to address needs of new students.
- To provide parenting classes to promote Catholic identity and spirituality

Resource Management and Development

- Find adequate funding to replace the Kindergarten modular unit.
- Continue to actively market the school to the community
- Continue to look for outside financial assistance for tuition

Critical Areas of Growth for Holy Angels School

1. To ensure California strands, scope & sequence are met, curriculum mapping will be implemented to provide continuity of instruction across the grades
2. To continue to update technology across the curriculum by integrating Internet resources and other multi media resources
3. To continue to provide parents with tools needed to be effective partners in developing socially responsible, productive and successful students in a rapidly changing world
4. To improve reading comprehension in all curriculum areas especially for Social Studies, Science and Literature