



Forming Saints and Scholars

Strategic Plan

2023-2025

STRATEGY AREA I: JOYFULLY CATHOLIC

Catholic Identity, Mission, Culture

Overarching Goal: *Transform students into saints through a commitment to prayer, worship, the witness of faculty, and the study of Theology in order to cultivate a joyfully Catholic school that fulfills Christ's call to "make disciples of all nations" (Mt 28:19).*

Objective	Action Steps	Responsibility	Due Date	Measures/Output
<i>Continue to prioritize daily prayer and religious study, worship weekly at School Mass, and service throughout the school year.</i>	<ol style="list-style-type: none"> 1. Recite Morning Prayer, Angelus, and Divine Mercy Chaplet daily. 2. Hold daily Religion classes. 3. Continue Weekly Masses on Wednesday afternoons. 4. Offer frequent service opportunities for students. 	Administration; Catholic Identity Team; Classroom Teachers	Ongoing	<ul style="list-style-type: none"> - More active student participation in prayer and Mass - More student volunteers at service opportunities - Increase in family attendance at Sunday Masses
<i>Recruit and retain mission-driven teachers and leaders who joyfully witness to the Catholic faith.</i>	<ol style="list-style-type: none"> 1. Conduct proactive recruiting year-round and build a database of potential hires. 2. Post available positions on Catholic job sites and social media, emphasizing the school's Catholic identity, benefits of being a Catholic educator, and "total compensation." 3. Develop relationships with Catholic colleges/universities and post on their job boards. 4. Inquire specifically about Catholic mission and identity in the interview process. 5. Remain faithful to the school mission. 	Administration; Catholic Identity Team	April 2023 and ongoing	<ul style="list-style-type: none"> - Increase in mission-driven applicants - Increased teacher retention

<p><i>Develop and offer opportunities for the faith formation of faculty and staff.</i></p>	<ol style="list-style-type: none"> 1. Continue offering monthly Ruah Woods formation sessions for faculty. 2. Explore partnerships with faith-based education organizations. 3. Take advantage of faith-based professional development offered through the Catholic Schools Office. 	<p>Administration; Catholic Identity Team</p>	<p>August 2023 and ongoing</p>	<ul style="list-style-type: none"> - Continuation of monthly formation sessions for faculty - Increased faculty participation in optional trainings
<p><i>Foster opportunities to evangelize the parent community, inviting them to assume their role as the primary catechists of their children.</i></p>	<ol style="list-style-type: none"> 1. Offer opportunities for parents to grow in their faith outside of school hours - Bible studies, faith formation sessions, etc. 2. Encourage family attendance at Morning Prayer and Weekly Mass, including via livestream. 3. Invite families to participate in service opportunities. 	<p>Administration; Catholic Identity Team</p>	<p>August 2023 and ongoing</p>	<ul style="list-style-type: none"> - Increase in student Baptisms and First Communions - Increase in family attendance at Sunday Mass - Parent participation in RCIA
<p><i>Cultivate a more cohesive relationship with St. Augustine Parish and affiliated Catholic organizations.</i></p>	<ol style="list-style-type: none"> 1. Collaborate with parish on faith formation events. 2. Increase frequency of school-sponsored Sunday Masses. 3. Orchestrate opportunities to bring friars into school with greater frequency. 	<p>Pastor; Administration; Catholic Identity Team</p>	<p>August 2023 and ongoing</p>	<ul style="list-style-type: none"> - Increase in family attendance at Sunday Masses - Increase in school family registrations to St. Augustine Parish

STRATEGY AREA II: ACADEMICALLY EXCELLENT

Academics, Instruction, Curriculum

Overarching Goal: *Prioritize high-quality instruction and rigorous curriculum in order to build an academically excellent school in which teachers are recognized for instructional achievements and graduates are empowered to succeed in high school and beyond.*

Objective	Action Steps	Responsibility	Due Date	Measures/Output
<i>Utilize the ILT to set annual instructional priorities and schedule professional development opportunities to meet those objectives.</i>	<ol style="list-style-type: none"> 1. Continue routine ILT meetings. 2. Set instructional priorities and plan PD prior to the new school year. 3. Seek to meet instructional priorities annually, achieving stated student outcomes. 	Administration; Instructional Leadership Team	August 2023 and ongoing	<ul style="list-style-type: none"> - Updated instructional priorities annually - Achievement of instructional goals and evidence of growth in a yearly tracking system
<i>Conduct complete curriculum review and develop a rotating schedule for reviewing and updating curriculum of one subject per year.</i>	<ol style="list-style-type: none"> 1. Facilitate comprehensive curriculum review, soliciting faculty feedback. 2. Prioritize ELA and Math curriculum update over the next two years. 3. Develop a rotating schedule of annual curriculum review by subject. 	Administration; Instructional Leadership Team	June 2023 and annually thereafter	<ul style="list-style-type: none"> - Completed report and rotating review schedule
<i>Update curriculum maps across all grade levels and subjects.</i>	<ol style="list-style-type: none"> 1. Direct faculty to update curriculum maps for all grade levels and subjects. 2. Ensure that maps are promptly updated following curriculum updates. 	Administration; Instructional Leadership Team; Faculty	December 2023	<ul style="list-style-type: none"> - Completed and updated curriculum maps
<i>Conduct review of high school performance of alumni, assessing strengths and weaknesses.</i>	<ol style="list-style-type: none"> 1. Contact high schools for high-level alumni student performance data. 2. Invite alumni to participate in focus groups. 3. Continue to build an alumni database. 	Administration; Instructional Leadership Team	August 2023 and annually thereafter	<ul style="list-style-type: none"> - Detailed report and action items based on findings

<p><i>Develop a STREAM curriculum, potentially hiring a designated STREAM teacher to implement the curriculum.</i></p>	<ol style="list-style-type: none"> 1. Explore existing STREAM/STEM curriculum that could be purchased. 2. Explore developing our own curriculum. 3. Potentially hire a designated STREAM teacher. 	<p>Administration; STREAM Lab Coordinator</p>	<p>August 2023 - curriculum; August 2024 - Teacher</p>	<ul style="list-style-type: none"> - Presence of new curriculum - Hiring of new faculty member
--	--	---	--	--

STRATEGY AREA III: FINANCIALLY SUSTAINABLE

Enrollment, Advancement, Building

Overarching Goal: *Implement bold initiatives to improve the recruitment and retention of students while simultaneously expanding fundraising efforts in order to lay the groundwork for a financially and operationally sustainable school that lives on for generations.*

Objective	Action Steps	Responsibility	Due Date	Measures/Output
<i>Increase school enrollment for Grades K-8, specifically increasing Pre-K to Kindergarten retention.</i>	<ol style="list-style-type: none"> 1. Continue onboarding Director of Enrollment & Marketing 2. Invest in school marketing, sponsorship, and branding. 3. Target Pre-K student retention through new/updated initiatives - “Pre-K Night,” “K for a Day,” “Move-up Day” 	Administration; Director of Enrollment & Marketing; Enrollment & Marketing Team	Ongoing	<ul style="list-style-type: none"> - Enrollment of 400 or more students - Pre-K to Kindergarten retention of 75% - Admission of 100 or more new students annually
<i>Explore opportunities for increasing Early Childhood student capacity.</i>	<ol style="list-style-type: none"> 1. Receive formal estimates to renovate St. Julie’s House garage. 2. Research temporary/portable classroom space options. 	Administration	August 2023 <i>(for 2024-2025 school year)</i>	<ul style="list-style-type: none"> - Increase Nursery capacity to two classes. - Increase Pre-K capacity to three classes.
<i>Evaluate faculty salaries in comparison to local Catholic and public school alternatives.</i>	<ol style="list-style-type: none"> 1. Collect data and conduct analysis of faculty salaries. 2. Evaluate competitiveness of faculty salaries in comparison to both Catholic and public alternatives. 	Administration	April 2023	<ul style="list-style-type: none"> - Dependent on competitive analysis and enrollment, completion of a plan (single or multi-year) to increase faculty salaries.

<p><i>Develop a formally written fundraising plan and update annually.</i></p>	<ol style="list-style-type: none"> 1. Identify most successful school fundraisers and plan accordingly. 2. Resurrect Annual Fund. 3. Partner with Parent Guild to execute a fundraising plan. 4. Explore potential for hiring a part-time Advancement professional. 	<p>Administration; Director of Enrollment & Marketing; Parent Guild</p>	<p>August 2023 - fundraising plan; August 2024 - part-time hire</p>	<ul style="list-style-type: none"> - Completion of formal fundraising plan with specific fundraising goals - Resurrected Annual Fund - Hiring of part-time employee
<p><i>Reconvene School Finance Committee and establish a regular meeting schedule.</i></p>	<ol style="list-style-type: none"> 1. Reconvene School Finance Committee and meet regularly. 2. Establish multi-year tuition schedule. 	<p>Administration; School Finance Committee</p>	<p>January 2023</p>	<ul style="list-style-type: none"> - Completion of tuition schedule - Regular meetings with School Finance Committee
<p><i>Address immediate building needs, as determined by engineering evaluation.</i></p>	<ol style="list-style-type: none"> 1. Repair roof of old school building. 2. Consult with the Archdiocese on immediate next steps. 3. After immediate needs are met, establish a maintenance schedule. 	<p>Pastor; Administration</p>	<p>Summer 2023 - roof; Summer 2024 - TBD</p>	<ul style="list-style-type: none"> - Completion of all immediate projects to address water infiltration issues

STRATEGY AREA IV: OPERATIONALLY SOUND

Planning, Policies, Procedures

Overarching Goal: *Ensure school remains operationally sound by consistently implementing school policies, updating procedures as necessary, and evaluating short and long term school goals.*

Objectives	Action Steps	Responsibility	Due Date	Measures/Output
<i>Review Strategic Plan progress twice per year in consultation with the School Board.</i>	<ol style="list-style-type: none"> 1. Establish regular review of Strategic Plan with School Board. 2. Make amendments bi-annually as needed. 3. Publicly share Strategic Plan on school website and with school faculty and staff. 	Pastor; Administration; School Board	June 2023 and biannually thereafter	- Consistent review meetings on School Board calendar
<i>Develop a comprehensive and accurate annual calendar of events prior to each school year.</i>	<ol style="list-style-type: none"> 1. Include all major events, including Parent Guild events, parish events, and fundraisers. 2. Share a calendar with families prior to the school year and update as needed. 	Pastor; Administration; Parent Guild	August 2023	- Completion of an annual calendar.
<i>Update all school regulatory documents on an annual basis: Parent-Student Handbook, Bullying Prevention Plan, Faculty Handbook, and Crisis Plan.</i>	<ol style="list-style-type: none"> 1. Track necessary changes throughout the school year. 2. Make appropriate updates each summer. 3. Train new faculty on important school procedures and provide reinforcement training as needed to returning faculty. 4. Solicit parent and faculty feedback annually. 	Administration	August 2023 and annually thereafter	- Updated regulatory documents posted annually prior to new school year

<p><i>Conduct annual State of the School to update school community on future goals and to solicit parent feedback.</i></p>	<ol style="list-style-type: none"> 1. Hold State of the School annually in spring to share important school updates, plans for the future, financial status, etc. 2. Solicit parent feedback annually in a survey. 	<p>Administration</p>	<p>Spring 2023 and annually thereafter</p>	<ul style="list-style-type: none"> - Annual State of School - Parent survey data
---	--	-----------------------	--	--