

## 2017-2020

### Strategic Goals and Objectives

#### GOAL 1: Mission, Philosophy and Vision

<b>Objective 1</b> The Catholic School is a unique environment which has as its primary purpose the continued formation of the Christian person. The mission and beliefs of the school shall reflect the integration of Catholic faith and Gospel values	
<b>Strategy 1</b>	The philosophy of the school flows from the school's mission statement reflecting the integration of Catholic faith and Gospel values in everyday life.  Tactic: The philosophy statement needs some revising. It is wordy and confusing. The paragraph that quotes the TCCED should be deleted or restated in a shorter statement.
<b>Strategy 2</b>	The mission and vision of the school are clearly evident in all areas of the school environment.  Tactic: Continue to grow in the areas of Spiritual Development/Catholic Identity. Items for implementation: a.) Monthly Virtue Lessons b.) Retreats at all grade levels c.) Greater focus on Stewardship and its relationship to required Christian service hours.
<b>Strategy 3</b>	There is an awareness of the school's mission, vision and strategic planning within the school community.  Tactics 1: The school's Mission, Vision and Strategic Plan are on the website. However, it is not clear if the community is aware of the plan. There needs to be a way to create the awareness either in the newsletter or some other communication to the community.  2: Identify and implement strategies that promote increased communication, coordination and collaboration between the school and parishes. Item for consideration: Middle School students as ambassadors
<b>Accountability Reporting:</b> Periodic reviews of tactics, to ensure actions are completed. Reporting to all stakeholders.	

**Indicators of success may include but not be limited to: Annual review of strategic plan implementation, making changes as necessary and positive input from stakeholders.**

**GOAL 2: Community**

<p><b>Objective 1</b>  <b>The school encourages awareness of the needs of others through service in the local, national, and global communities.</b></p>	
<p><b>Strategy 1</b></p>	<p><b>To increase awareness and needs of others through National Program participation.</b></p> <p><b>Tactic: Reach out to organizations such as the Leukemia Walk and Diabetes Awareness. Continue with Jump Rope for Heart participation. Partner with Sacred Heart Catholic School in Rockport for Hurricane Harvey relief.</b></p>
<p><b>Strategy 2</b></p>	<p><b>To increase awareness and needs of others through Global Awareness programs.</b></p> <p><b>Tactic: Help fund mission trips going abroad by adding to their shipping supplies, promote Rice Bowls for Lent and research avenues within churches to see what they have and help out on more of a global aspect. Invite guest speakers to talk with the students about missions in the United States and abroad.</b></p>
<p><b>Strategy 3</b></p>	<p><b>Foster appreciation within the school community of our cultural diversity.</b></p> <p><b>Tactic: Celebrate the cultural diversity of the school community through various school events. (To be determined by school groups: Student Council, NJHS, God Squad etc.)</b></p>
<p><b>Accountability Reporting: reporting to faculty, parents and parish</b></p>	
<p><b>Indicators of success may include but not be limited to: growth of service programs and evidence through participation and communication from national and global organizations.</b></p>	

### GOAL 3: Governance, Administration, and Management

<b>Objective 1</b> <b>The school's relationship with supporting groups is clearly defined for effective school management. These groups may include, but are not limited to, Home and School Association/PTO, Parish Council, Men's Club, Altar Society, and Knights of Columbus.</b>	
<b>Strategy 1</b>	<b>To increase the partnership between the school community and supporting groups.</b>  <b>Tactic: Contact supporting groups and/or organizations and inquire about the ways that they support the school and how we in turn support or may better support them.</b>
<b>Accountability Reporting</b>	<b>Review of relationships between the school community and supporting groups. Survey of supporting groups and school parents.</b>
<b>Indicators may include but not be limited to:</b>	<b>Indicators may include, but not be limited to: the number of supporting group events and activities the school participates in, a survey of satisfaction presented to supporting groups and word of mouth.</b>

### GOAL 4 Personnel

#### Part A: Administration

<b>Objective 1</b> <b>The administrative team is visible and works collaboratively with the school community to ensure interaction and involvement in the total educational process.</b>	
<b>Strategy 1</b>	<b>Provide opportunities for parent-administrative team interaction without the students.</b>  <b>Tactic: Continue to promote an open door policy with the Principal.</b>
<b>Strategy 2</b>	<b>Provide parents the opportunity to spend time on campus.</b>  <b>Tactics:</b> <b>1. Create parent inservices and workshops on topics of interest.</b> <b>2. Invite parents to tutor or help out in the classrooms and office.</b>

<b>Strategy 3</b>	<p><b>Provide opportunities for the community to visit the school in action.</b></p> <p><b>Tactic: Hold Welcome Wednesdays, with a theme, to involve the visitor.</b></p>
<p><b>Accountability Reporting:</b>  <b>Presentation to school community, School Board and Diocese</b></p>	
<p><b>Indicators of success may include but not be limited to:</b></p> <ol style="list-style-type: none"> <li><b>1. Positive feedback from parents</b></li> <li><b>2. Increased enrollment from outreach to community</b></li> <li><b>3. Student retention</b></li> </ol>	

<p><b>Objective 2</b>  <b>The principal is aware of and responds to the changing needs of the community</b></p>	
<p><b>Strategy 1</b></p>	<p><b>Continue to seek avenues for tuition assistance.</b></p> <p><b>Tactics:</b></p> <ol style="list-style-type: none"> <li><b>1. Create and cultivate community participation in yearly 5-K run for tuition assistance funds</b></li> <li><b>2. Seek grants for tuition assistance.</b></li> <li><b>3. Visit community organizations and share the good news of Catholic education.</b></li> <li><b>4. Increase opportunities for stakeholders to help raise funds for tuition assistance.</b></li> <li><b>5. Seek individuals or organizations who will sponsor a child's tuition.</b></li> </ol>
<p><b>Strategy 2</b></p>	<p><b>Continue to increase visibility in the community.</b></p> <p><b>Tactics:</b></p> <ol style="list-style-type: none"> <li><b>1. Seek organizations in which school children can become involved in Christian Service such as Feed My Sheep, VA Hospital and nursing homes, parish organizations and community clubs.</b></li> <li><b>2. Form an Enrollment Task Force to set goals and objectives for continued/sustained enrollment.</b></li> </ol>
<p><b>Accountability Reporting:</b>  <b>Presentation to school community, School Board and Diocese</b></p>	

**Indicators of success may include but not be limited to:**

- 1. Increase in enrollment**
- 2. Invitations to be part of community events**
- 3. Greater visibility in the community leading to greater recognition of the St. Mary's name and mission.**

**Objective 3**

**The principal focuses the attention of the faculty and staff on elements of quality programming and monitors the effectiveness of the educational program.**

<b>Strategy 1</b>	<b>Emphasis on utilization of the results of Standardized testing to ensure weak skills are addressed and strong skills are built upon.</b>  <b>Tactics</b> <b>1: Create skill building activities and possible Math Labs in the lower grades.</b> <b>2: Research the possibility of cross grade teaching in Math and LA</b>
<b>Strategy 2</b>	<b>Investigate Blue ribbon School Status</b>  <b>Tactic: Begin with present scores and chart areas of growth (timeline).</b>
<b>Strategy 3</b>	<b>Evaluate the effectiveness of school program</b>  <b>Tactics</b> <b>1: Create a mid-year Parent satisfaction survey.</b> <b>2: Reach out to high schools and alumni to gauge effectiveness.</b> <b>3: Hold grade level meetings, quarterly, to discuss vertical alignment.</b>

**Accountability Reporting:**

**Diocese, Faculty and Staff, Parishes, Parents, Alumni, Community,**

**Indicators of success may include but not be limited to:**

- 1. Increased test scores from fall to spring testing**
- 2. Parent satisfaction**
- 3. Increased enrollment and retention**
- 4. Stronger graduates**

## Part B: Faculty and Staff

<b>Objective 1</b> A program of evaluation for all personnel is followed and staff development is systematically evaluated.	
<b>Strategy 1</b>	<b>Identify strategies for providing professional development opportunities for school staff personnel.</b>  <b>Tactics:</b> <b>1. Survey faculty and staff seeking interests and needs</b> <b>2. Partner with local Catholic Schools, Holy Trinity and St. Josephs, to coordinate group professional development opportunities.</b> <b>3. Continue to provide faculty with input and critiques through regular walk-through visits and formal clinical observations.</b> <b>4. Schedule quarterly meetings with each faculty and staff member to articulate wants and needs.</b> <b>5. Hold a new staff technology orientation day at the beginning of the school year.</b> <b>6. Encourage faculty to serve on curriculum planning committees.</b> <b>7. Expand in-house professional development/in-services.</b>
<b>Accountability Reporting:</b> Pastor, Diocese, faculty and staff	
<b>Indicators of success may include but not be limited to:</b> Faculty and staff satisfaction Diocesan approval Teacher/staff retention	

## GOAL 5: Curriculum, Instruction and Assessment

<b>Objective 1</b> The purpose, design, and implementation of the curriculum represent the school's mission. A Catholic atmosphere, which is shared as well as understood by teachers, students, and parents/guardians, permeates all areas of the curriculum. Instructional decisions support the school's academic goals, objectives, and priorities. Evaluation of the curriculum is continuous and responsive to student needs.
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<p><b>Strategy 1</b></p>	<p><b>The use of technology in the classroom, and across the curriculum, will be increased.</b></p> <p><b>Tactics</b></p> <p><b>1: Investigate the cost of an iPad cart with 30 iPads for the Middle School. Begin to upgrade computers in the classrooms.</b></p> <p><b>2: Investigate the cost of technology components/apps to enhance school curriculum i.e. Quizlet, Nearpod, WeVideo, PowToon</b></p> <p><b>3: Research possible grants to fund program expansion.</b></p> <p><b>4: Train teachers to be Google certified, Level 1 and 2</b></p> <p><b>5: Explore options to use technology for innovative ways to enhance instruction (i.e. flipped classroom, webinars, skype, etc.)</b></p>
<p><b>Strategy 2</b></p>	<p><b>Update Reading textbooks in grades K-5.</b></p> <p><b>Tactics</b></p> <p><b>1: Form a curriculum committee consisting of teachers and parents.</b></p> <p><b>2: Compare/contrast Diocesan approved texts looking for adherence to TEKS and School Mission. Note costs of new series per grade level.</b></p>
<p><b>Strategy 3</b></p>	<p><b>Investigate areas of Band/Music program that may need updating and enhancement.</b></p> <p><b>Tactics</b></p> <p><b>1: Research new curriculum possibilities.</b></p> <p><b>2: Raise funds to purchase classroom instruments.</b></p> <p><b>3: Build repertoire for choir program.</b></p>
<p><b>Strategy 4</b></p>	<p><b>Enhance specific areas of the curriculum to enhance programming.</b></p> <p><b>Tactics</b></p> <p><b>1: Language Arts: Build leveled reader library.</b></p> <p><b>2: Science: Build Science Lab to include more items to be used for lessons i.e. scientific tools, simple machines, models, rock samples, ect.</b></p> <p><b>3: Math: Build collection of manipulatives to assist with hands on learning such as Math stackers for the elementary classrooms.</b></p> <p><b>4: Strengthen the continuum of progress between grade levels through practices such as backward design lesson planning and vertical alignment of the curriculum.</b></p> <p><b>5: Continue holding articulation and vertical alignment meetings with the middle school and Holy Trinity.</b></p> <p><b>6: Explore awareness and activities that promote college and career readiness in Middle School.</b></p>

**Accountability Reporting**  
**Parents, Diocese, survey teachers/staff and families**

**Indicators may include but not be limited to:**  
**Improved test scores**  
**Student retention**  
**PSIA contestant success**  
**Student empowerment seen in STAR achievement**  
**Growth of Band/Choir program**  
**Classroom accessibility to technology**

### **GOAL 6: Student Services**

**Objective 1**  
**Student services enhance the curriculum and are an integral part of the learning process.**

<b>Strategy 1</b>	<b>Provide training in differentiated instruction, emphasis on students with special needs.</b>  <b>Tactic: Investigate resources for training including Region 12 and 13, utilize in house talents and look to local school districts.</b>
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**Accountability Reporting: Review of student achievement, teachers' comfort level with student needs and parent satisfaction of programming.**

**Indicators may include but not be limited to:**

- 1. Test scores**
- 2. Student achievement**
- 3. Student retention**

### **GOAL 7: Plant and Facilities**

**Objective 1**  
**The physical plant and facilities of the school are adequate, safe, well-designed for instruction and conducive to learning. The indicators take into account the various groups served, i.e., early childhood, elementary, middle school, before/after school program.**

<p><b>Strategy 1</b></p>	<p><b>The physical plant requires yearly maintenance as well as upgrades.</b></p> <p><b>Tactic: Conduct walk through each school year to determine where the needs are for major improvement.</b></p> <p><b>Areas in the queue include:</b></p> <ol style="list-style-type: none"> <li><b>1. Refurbishing bathrooms</b></li> <li><b>2. Install electric gate in the back.</b></li> <li><b>3. Install black-out blinds on each classroom door for lock down safety.</b></li> <li><b>4. Repair lights on outside buildings.</b></li> <li><b>5. Install lights in cafeteria parking lot.</b></li> </ol>
<p><b>Accountability Reporting</b>  <b>Reporting to the School Board and families.</b></p>	
<p><b>Indicators may include but not be limited to:</b>  <b>Visible evidence of work completed.</b></p>	