

St. Catharine School

Faith - Knowledge - Service

Creating a Strategic Plan for St. Catharine School

Mission Statement

The mission of St. Catharine School is to foster the spiritual, moral, intellectual, social, creative, and physical strength of its students. The administration, faculty, and staff model Christian behavior to foster spiritual growth, striving to transmit the truth that Religion is not just a subject, but rather a way of life.

Session I

- Setting the stage for a dynamic Strategic Plan
- Identifying the school's strengths & challenges

On May 19, 2016, Father Cullen, the School Advisory Board, parents, community members, and staff (in all fifty-three (53) participants) came together to initiate strategic planning. The meeting began with a welcome from Father Cullen and an introduction of the members of the School Advisory Board, who facilitated the session. Board member Mary Anne Donahue then provided an introduction and overview of the strategic planning process. Father Cullen presented a report on the current "state of the school."

The meeting focused on the identification of the strengths and challenges of St. Catharine School. Participants gathered in randomly assigned groups, six groups in total, and engaged in activities to identify the strengths and challenges of the school. After group discussion, each group identified their "Top Ten" strengths and challenges and presented those to the full group of meeting participants.

The information that follows is a summary of the work of the small groups. This information was used in the second meeting to develop a Vision Statement and to identify common theme areas.

Red I Group

Strengths	Challenges
Faith, Spirituality, Morals	Curriculum Implementation
Nurturing/Compassion	Teacher Training/Evaluation
Community - Parish	Consistent Discipline
Commitment to Get Better	Declining Reputation & Enrollment
Community Service	Use of Technology and Online Resources
Athletics	Leadership
Discipline	Communication
Parent Volunteers	Accountability
Art	Long Term Plan
PK-8	Inconsistent HW
	Materials & Infrastructure
	STREAM - Goal

Blue II Group

Strengths	Challenges
Christian Values	Improve Academics & WiFi
Supportive/Connective Alumni	Strong Administration
Student/Positive Peer Relations	Competitive Teacher Salaries
Community Environment	Declining Enrollment
Dedicated/Committed Teachers	School Website - Marketing Vehicle, Public

Strengths	Challenges
	Image /Perception/Information Source
Love of Learning	Athletic Opportunity - Deeper Team Opportunity, Intramural, Unused 18th Ave property - potential athletic facility
School Spirit	Diversity
Uniform	More Robust Ed/Enrichment Programs
Reputation	Expand Pre-K to 3 yr olds
	Improved Communication

Blue I Group

Strengths	Challenges
Sense of Community	Curriculum
Great Kids	No Differentiated Instruction
Pre-K/Kindergarten Program	Communication
Family Atmosphere	Lack of Professional Development
Specials (Art & Music)	Textbook Teaching
Catholic Values & Faith	Outdated and Not Enough Textbooks
Buddy Community	Lack of Consistent discipline
Athletic Program	Productive Half-Days
Volunteer Opportunities	Lack of Honors/Gifted Classes/Remedial
Location	Too Much Parent Involvement in Administrative Matters

Strengths	Challenges
Tradition	Lack of Continuity in Leadership

Green Group

Strengths	Challenges
Service	Differentiated Instruction
Religious Values	Competitive Salaries/Benefits
Parent Involvement	Competitive Teacher Salaries (Financial Pressures - Attract & Retain Top Talent)
Respect	Cohesive & Consistent Curriculum
Community Spirit	Technology - Training, Support & Integration
Caring, Dedicated Teachers	Teacher Development - Continued Education
Father Cullen - School Priority	Curriculum - Progressive, Competitive, Project Based
Discipline/decorum	Leadership
Sports Programs	Morale - Teacher/Parent
Tradition/Legacy	Student Agenda/Planner

Red II Group

Strengths	Challenges
Respect	Curriculum to 21st Century
Catholic Identity- Values	Integrating Technology into all subjects - Use Best Practices
The way older children care for/mentor the younger children	Special Services - In Class Support
Respectful discipline with Boundaries	Consistency in Instruction w/in Grade Levels & Across Grade Levels
Sense of Family and Community	Textbooks -eBooks
	Attract and Talent = Teachers & Administrators
	Enrollment
	Communication -Webpage
	Teacher Training & Updating

Yellow Group

Strengths	Challenges
Faith	Academics (Math/ILA)
Families/Community	Lack of Leadership
Values	Technology (Integrated Curriculum)
Facilities	Teacher Accountability & Training
Athletics/Traditions	Security
PTA	Discipline
Caring Staff/Teachers	Communication

Strengths	Challenges
	Advanced Planning
	Marketing/Social Media
	Lunch Program
	Guidance Counselor
	Morale - Teachers & Parents

Session II

- Developing a Vision Statement
- Identifying Initiatives

On June 1, 2016, Father Cullen, members of the School Advisory Board, parents, community members, and staff (forty-five [45] in all) came together to continue the strategic planning initiative. The meeting began with a welcome from Father Cullen, followed by a review of the work completed in the previous session.

The topic for the second meeting was creating a vision for St. Catharine School. The purpose of establishing a vision statement was discussed and sample vision statements were provided. Participants were asked to picture the school in five years (2021) and to identify what programs, services, curriculum, student achievement, and best practices would be in place. Participants were encouraged to look at the “big picture”.

Moving again into small groups, participants wrote their own vision statement for SCS. After sharing with their group members, common words and phrases were identified and a group vision statement was developed. In the final phase of the meeting, participants worked together to develop initiatives they felt would make their vision a reality.

The information that follows is a summary of the work of the small groups. This information was used in the third meeting to develop Goals and Objectives.

Red I Group

Vision	Initiatives
<p>My vision of St. Catharine School in 2021 is a highly motivated and dynamic community in which all members are provided the opportunity to reach their full potential socially, emotionally, intellectually according to the precepts of the Catholic Church.</p>	<p>Curriculum New Resources Review & Update Training Staff accountability Learning Specialist (for differentiated instruction) Advanced Classes</p>
	<p>Technology Update Smart-boards Integrated Technology Program Full Time Technology Teacher STEM Teacher</p>
	<p>Communication Streamline Communication Honeywell Alert used more Text Blast</p>

Green I Group

Vision	Initiatives
<p>Blue Ribbon challenging curriculum which builds from year to year</p>	<p>Highly Dynamic Leadership Principal & Staff</p>

Vision	Initiatives
Differentiated Learning	Competitive Salary & benefit packages that include furthering education i.e. Masters
High academic standards as a norm	Recruit/Retain & Develop Staff
Technology Integration	Develop Curriculum from 8th grade down
Effective Communication between/with parents, teachers and students	Technology, IT person
Development of moral, social, and faith based student lives	

Blue II Group

Vision	Initiatives
Our vision for St. Catharine's School in 2021 is a vibrant enriching learning environment where academic excellence is cultivated through spiritual growth, character development, global awareness and athletic prowess.	Communication Curriculum Options Math - Middle School Reading
We inspire our students through a collaborative relationship between school, home, parish and community.	Diversified Special Subject Areas Language AP Courses Remedial
	Faculty Competitive Salaries Evaluations
	Establish Education Foundation
	Expand/Improve Lunch Program

Vision	Initiatives
	Expand Athletics for Pre K-4
	PAC Terminals in the media Center

Blue I Group

Vision	Initiatives
Our vision of SCS in 2021 is a Blue Ribbon school, infused with technology, rich in tradition, catholic values, and academic excellence for ALL children.	Improve morale Increase staff development Train teachers in Differentiated Instruction
	Create Technology Plan that leverages existing resources Pre-K- 8 Develop 5 year Curriculum Review Plan
	Continue to explore new ideas for hands-on community service

Yellow Group

Vision	Initiatives
A dynamic faith community that engages, equips, & empowers its members with an innovative curriculum rich in the resources that contribute to advanced academic success as well as personal and spiritual growth.	Evaluate and adopt successful curricula and best practices Reading/Math in particular Spiritual retreats
	Faculty Training and Development Differentiated Learning Opportunities
	New Computers New Books and Resources
	Attract & retain talented teachers
	System Wide Accountability

Red II Group

Vision	Initiatives
A Catholic environment where all students develop their full potential with the cooperation of students, parents and staff	On-going Staff Development Updated Educational Resources
Students will be prepared to become lifelong learners	Improve Communications in a timely manner Differentiated Instruction to meet the needs of all students

Vision	Initiatives
	Review Curriculum & methods

Session III

- Developing Goals
- Identifying Objectives

On June 8, 2016, Father Cullen, members of the School Advisory Board, parents, community members, and staff (forty-two [42] in all) came together to continue work on completing a Strategic Plan for 2016-2021. The meeting began with a welcome from Father Cullen.

After reviewing the work completed in the two previous sessions, the purpose of Goals and Objectives was discussed. Samples from other NJ school districts were reviewed.

The focus of this third and final planning meeting was to develop Goals and Objectives for each of the areas previously identified. Participants were directed to choose a Goal Area of particular interest to them, to review the initiatives for each area which were identified in the previous session, and to develop one or two goal statements for each area.

During the second half of the meeting, participants worked together to develop the objectives for each of the written goals.

The information that follows is a summary of the work of the small groups.

St. Catharine School Strategic Planning Goals

The Strategic Plan goals developed by the participants are:

GOAL AREA: TECHNOLOGY

Goal Statement # 1

To establish a comprehensive program that will prepare our students for higher education with the necessary skills and knowledge to achieve their highest potential.

GOAL AREA: CURRICULUM

Goal Statement # 1

To develop a student centered curriculum which is rigorous, character driven, and spiritually-enriching, which challenges each child to realize his or her potential; which is vertically and horizontally aligned; and which prepares all students for success in high school and beyond.

Goal Statement # 2

To provide an environment whereby achievement is a norm and is met through differentiated instruction and integration of curriculum.

Goal Statement # 3

Provide an adequate supply of current curriculum related materials, resources, and technology.

GOAL AREA: PERSONNEL

Goal Statement # 1

Expand the present staff to include certified (in discipline), qualified, and talented staff who are motivated to continually advance their professional knowledge for the benefit of student learning.

Goal Statement # 2

Align staff Professional Development goals and evaluations with bonuses/teacher incentives.

Goal Statement # 3

Provide opportunities for current teachers & staff to professional development and enhance their present knowledge with new methodology in teaching.

GOAL AREA: COMMUNICATION

Goal Statement # 1

Provide relevant, timely, consistent communication to the school community.

Goal Statement # 2

Maximize available technology to improve school communication.

GOAL AREA: CLIMATE/CULTURE

Goal Statement # 1

Establish St. Catharine School as the cornerstone for the parish & community that builds out increased opportunities for the student body.

Goal Statement # 2

Build increased brand awareness of St. Catharine's as premier Blue Ribbon School in the Archdiocese.

St. Catharine School
Strategic Planning Goals & Objectives

GOAL AREA - TECHNOLOGY

Goal # 1: To establish a comprehensive program that will prepare our students for higher education with the necessary skills and knowledge to achieve their highest potential.

Objectives:

1. Identify and evaluate the technology needs of the students for each grade level pr-K-8 (by August 1, 2016)
2. Bring in a consultant to decide on the proper platform and equipment necessary for the students enhanced education (by August 1, 2016)
3. Establish a computer lab (By September 2016)
4. Train the students on best practice of utilizing the technology to enhance students computer skills to maximize the effectiveness of integrated learning.
5. Hire a Computer teacher (by September 2016)
6. The current technology committee will provide updates/report to parents/teachers and staff.
7. Every classroom will have computers (by September 2016)
8. To place public access computers in the Media Center (by October 2016), so all students may search our New Destiny Curriculum Catalogue Program and find materials for their reading and re-search needs.

GOAL AREA - CURRICULUM

Goal #1: To develop a student centered curriculum which is rigorous, character driven, and spiritually-enriching, which challenges each child to realize his or her potential; which is vertically and horizontally aligned; and which prepares all students for success in high school and beyond.

Objectives:

1. By September 2016 have PD provided by text book publishers to teach use of books scheduled for teachers
2. By January 2017, identify Subject Chairs
3. Hire or appoint a Curriculum Coordinator
4. Provide PD to ensure a differentiated curriculum
5. Utilize Google Classroom for delivery of instruction and improve communication among teachers, students and parents.
6. Develop a five year curriculum review plan/schedule
7. Create a resource room for students with specific learning plans (IEPs)

Goal # 2: To provide an environment whereby achievement is a norm and is met through differentiated instruction and integration of curriculum

Objectives:

1. By September 1, 2017, implement a newly developed reading curriculum and continuing assessment standards.
2. Develop a schedule of evaluations of faculty to ensure curriculum objectives are met.

Goal # 3: Provide an adequate supply of current curriculum related materials, resources, and technology.

Objectives:

1. Insure that all children have textbooks for each of their classes
2. Leverage current technology to implement curriculum

GOAL AREA - PERSONNEL

Goal # 1 Expand the present staff to include certified (in discipline), qualified, and talented staff who are motivated to continually advance their professional knowledge for the benefit of student learning.

Objectives:

1. Any staff member not currently certified (in discipline) must immediately begin process and be certified by June 2019.
2. Attract new staff by establishing partnerships with area colleges (practicum, student teaching) and attend college career fairs.
3. Evaluate teacher salary guide; so that it is competitive with area school district salaries.
4. Develop substitute teacher list of potential candidates for future positions

Goal # 2 Align staff PD goals and evaluations with bonuses/teacher incentives

Objectives:

1. Establish evaluation criteria (expectations, # of evaluations per year)
2. Provide mentor/coaching to implement PD goals

Goal # 3 Provide opportunities for current teachers & staff to professional development and enhance their present knowledge with new methodology in teaching.

Objectives:

1. Establish a professional development series geared towards needs of all students.
2. Administration follow-up of PD series implementation and align competency with bonuses/teacher incentives.

GOAL AREA - COMMUNICATION

Goal # 1 Provide relevant, timely, consistent communication to the school community.

Objectives:

1. Assign specific administrative responsibility for communication.
2. Mode of parent communication driven by priority of message content.

3. Administration - run Facebook, Instagram, Twitter act, using Hootswite for updates.
4. School newsletter (from administration).
5. Regular updates to website

Goal # 2 Maximize available technology to improve school communication

Objectives:

1. New and improved parent-friendly website, that incorporates responsive design
2. Utilize school media platforms for marketing and parent updates
3. Implement text communications
4. Explore utilization of RSS Feed
5. Unified and consistent teacher website with standard format
6. Professional development for communication technology

GOAL AREA - CLIMATE/CULTURE

Goal #1 Establish St. Catharine's School as the educational cornerstone for the Parish and community that provides vast enrichment opportunities for the student body.

Objectives:

1. Expand athletic opportunities within the school for all grade levels (Pre-K thru 8th Grade) via intramural and club sport programs.
 - * Yr 1 – Implement Winter and Spring sports program
 - * Yr 2 – Implement program into all seasonal sports
 - * Yr 3 – Propose program to surrounding Archdiocese and public schools in an attempt to develop program as a feeding ground for organized school sports programs
2. Enhance/ Deepen Spiritual retreat opportunities, both in-house and offsite. By the end of 2017 school year, every student should have the opportunity to take part in a grade appropriate spiritual opportunity.
3. Establish Monthly Homebound Parishioner Program. By the start of 2016/2017 school year implement program where as students would drop off seasonal themed items to homebound parishioners.
4. Enhance community service programs. By the start of 2017/2018 school year implement grade level appropriate project based assignments that are designed to give back to SCS' surrounding community.

Goal #2 Build increased brand awareness for St. Catharine's School as the premier blue ribbon school in the archdiocese.

Objectives:

1. With the start of the 2016/2017 school year revamp how we market SCS.
2. Establish core team responsible for developing a communication strategy and then blanket all media and social outlets with positive PR new items.
3. Work with the Coast Star (local newspaper) to establish a positive rapport that fosters increased coverage for SCS.

4. Investigate and utilize opportunities that will shine a positive light on SCS and then press release everything.
5. Leverage SCS website as the gold standard for promoting all facets of the school and its academic and athletic activities.
6. Promote the long-standing history and academic excellence that the school stands for.
7. Implement an Alumni section as a means to cultivate continued connection with SCS and as a means to generate Alumni contributions.