

St. Joseph Catholic School 2019 - 2026 Strategic Plan

DRAFT

PLAN SUMMARY:

In the summer of 2019, the development phase of our Strategic Plan began, and a committee was formed to create a plan stemming from the current strengths and challenges of our school community. After meetings confirming data and school needs, this document was developed.

Overwhelming research supports the important development that happens from birth to school age, when a child is cared for in a safe, loving, enriching and faith-filled environment. Our vision is to provide that for our St. Joseph Catholic School families. Our Strategic Plan priority is adding an Early Childhood Development Center that will benefit school and staff families by providing care for children 8 weeks to school age, in a location here on our campus.

OUR MISSION: *St. Joseph Catholic School, a secure and loving community centered in Gospel values, partners with our families and parish to develop the spiritual, academic, and social growth of each student in order to support and encourage all of our students on their path to becoming moral, educated, caring adults, well-equipped to carry on the mission and message of Jesus Christ.*

OUR VISION: *To be celebrated as the school providing care and education for children, birth to 8th grade, where students exemplify academic excellence, spiritual growth, and social development at all levels.*

OUR STRATEGIC PLAN:

Catholic Identity & Mission Academic Excellence Developing Talent
Facilities Maintenance Financial Strength Strategic Growth

***Bold items are priorities for the 2019-2020 school year.**

GOAL A: Catholic Identity & Mission

Ensure St. Joseph Catholic School develops the God-given gifts of each child, encouraging prayer and service in a community that is centered in Gospel values.

Strategy A.1: Promote a clear understanding of the Catholic Identity of the school and continue practices that build community and support our mission.	
	Proposed Action Steps
A.1.1	Expand access to spiritual support and the Sacraments for students, parents and staff.
A.1.2	Provide better connections between class service projects and missionary discipleship through student discussion and reflection.
A.1.3	Foster community through morning prayer, dismissal prayer and weekly Mass.
A.1.4	Encourage understanding of our Variable Tuition Program as a way of carrying out our school's mission to provide Catholic education to all who seek it.
A.1.5	Integrate Catholic faith and values across the curriculum.

GOAL B: Academic Excellence

Provide an effective, rigorous curriculum that prepares students to their highest academic potential.

Strategy B.1: Maintain core curriculum that meets or exceeds Archdiocesan and state standards with measurable grade level expectations.	
	Proposed Action Steps
B.1.1	Enhance and integrate greater technology use in the general curriculum.
B.1.2	Articulate grade level Essential Standards.
B.1.3	Implement more S.T.E.M. instruction in elementary grades.

Strategy B.2: Promote a smooth progression of content, skill development and intellectual challenge throughout all the grades.	
	Proposed Action Steps
B.2.1	Set expectations, select professional development and offer administrative support to foster differentiation in the classroom.
B.2.2	Research and attain a consistent literacy assessment tool for primary grades.
B.2.3	Increase planning time for analyzing assessment data to inform instruction.
B.2.4	Create a practical curriculum map to ensure consistency of instruction and accountability across grade levels.
B.2.5	Research alternative ways to meet diverse needs of students above and below grade level.

GOAL C: Developing Talent

Attract and retain the highest quality faculty and staff.

Strategy C.1: Increase teacher salaries and provide teacher evaluation practices in an effort to maintain and promote powerful teaching and learning.

	Proposed Action Steps
C.1.1	Increase teacher salaries 5% in 2020-2021 and a minimum of 3% each year until the school reaches 75% of the pay schedule of the Vancouver School District.
C.1.2	Create and provide a salary compensation scale to teachers.
C.1.3	Provide teacher evaluations to encourage high quality of instruction.
C.1.4	Continue leadership and staff growth through annual professional development.
C.1.5	Develop teacher incentives for recruiting new families.

GOAL D: Facilities Maintenance

Maintain safe and clean facilities, maximizing the use of available space.

Strategy D.1: Plan for the longevity and sustainability of the aging building and infrastructure.

	Proposed Action Steps
D.1.1	Place student safety as the highest priority.
D.1.2	Continually evaluate necessary improvements for safety and accident prevention.
D.1.3	Investigate and prioritize needed updates to infrastructure and critical systems
D.1.4	Factor depreciation into school budget to build up funds for any infrastructure failure.
D.1.5	Clearly define and implement a technology plan for devices and updates.
D.1.6	Update capacity for technology through school recabling.
D.1.7	Research grants to possibly fund "Green" infrastructure updates such as solar panels or heating and cooling units.

GOAL E: Financial Strength

Establish a financial plan that secures operational vitality and works to further the school mission.

Strategy E.1: Plan to build upon current fundraising methods and add new, outside revenue sources.	
	Proposed Action Steps
E.1.1	Expand relationships with grant partners such as Murdock, Meyer and other trusts.
E.1.2	Build St. Joseph Foundation, specifically for scholarships and Variable Tuition.
E.1.3	Achieve annual budget and capital campaign targets.
E.1.4	Grow community and business partnerships by 15 % each year.
E.1.5	Articulate and market the value proposition of a St. Joseph Catholic education throughout the school year by testimonies and videos.
E.1.6	Establish an integrated school (including PTO) and parish fundraising/development/service project calendar and set timetables and solicitation boundaries for programs to minimize overlapping appeals.

GOAL F: Strategic Growth

Establish a vision for St. Joseph Catholic School with expansion of our program offerings.

Strategy F.1: Promote successful operation and expansion of our school program.	
	Proposed Action Steps
F.1.1	Grow enrollment by 50 students within the next 24-36 months through actively seeking out new parish families, creating a Recruitment & Retention Committee, promoting and publicizing the school activities that draw visitors to campus, conducting Open Houses and tours, and marketing to prospective kindergarten families at local preschools or parishes that don't have a school.
F.1.2	Expand music, fine arts and other extra-curricular activities.
F.1.3	Research existing Early Childhood Development Center (ECDC) models.
F.1.4	Complete competitive pricing comparison and evaluate program costs of ECDC.
F.1.5	Secure school rooms or modulars for the Early Childhood Education Center.
F.1.6	Expand the Extended Care program to include offerings for 3-4yr. old children.
F.1.7	Offer full day, preK program for 3 year old children.
F.1.8	Ultimate goal: Provide daycare option for birth through preK at our Early Childhood Development Center.