2019-2024
St. Stephen the Martyr Catholic School Strategic Plan

Welcome to St. Stephen the Martyr Catholic School!

As an accredited school within the Archdiocese of Omaha School system, St. Stephen the Martyr Catholic School works to ensure an excellent education from a faith filled perspective. Because we are rooted in Christ, we are filled with joy! We want all children who enter our doors to experience the joy and wonder of coming to know God through learning. We want every student to experience a positive, warm, safe environment where they can realize their potential and joyfully follow God's will for their lives.

St. Stephen the Martyr School offers Pre-school through 8th grade. We are a National Blue Ribbon School and Advanced Accredited by the Nebraska Department of Education. We offer a rigorous curriculum with the benefit of a 15:1 ratio to ensure adequate individual help is offered. Through smart use of technology, music/art education, Spanish instruction, extracurricular activities and a plethora of leadership/service opportunities, we inspire students to reach their greatest potential! Our full-time teachers average 18 years in the classroom. Expansion of our preschool program with additional transitional kindergarten sessions began in 2019-2020 school year.

Technology increased in 2017 by adding two 3-D printers to the technology lab. In 2018-2019 the school purchased 100 Ipads. During the spring of 2020, the school moved to remote learning as a result of COVID19. Staff was trained immediately on digital platforms and began teaching students online using Google classroom, Zoom, and SeeSaw. The response to this new instruction was overwhelmingly positive considering the quick transition. St. Stephen the Martyr plans to use CARES funding to add 100 more Ipads for the 2020-2021 school year. The school also purchased digital subscriptions for RAZ Kids, Mystery Science, Freckle Math, SeeSaw, and Zoom to ensure a seamless transition if having to return to remote learning. Professional development continued throughout the summer and fall of 2020. The school formed an Academic Team to organize and implement training. The school also maintains three chromebook carts and two Macbook carts. In 2019, the technology lab began its conversion to a STEM lab including a maker-space. In 2019-2020, St. Stephen the Martyr School adopted a 1-1 technology program for grades 6-8 with a "rent-to-own" Chromebook program. In 2021 Eans money was used to replace teacher laptops with Macbooks, replace classroom projectors, add Apple TV, and update wiring for better connectivity.

St Stephen the Martyr is proud of its unique identity as a faith-based Catholic school. Our education provides the competencies necessary for knowledgeable and excelling Christian servant leaders who impact the world. We invoke God's name in prayer first thing in the morning, throughout our day and it's the last thing we do at the end of the day. Each class attends Mass twice weekly and participates in Catholic devotions such as Adoration, Benediction, and The Stations of the Cross. Students also have the opportunity to receive the Sacrament of Reconciliation throughout the year. They learn their faith in the classrooms and are taught by our priests, who regularly visit the classrooms. In the fall of 2019, the preschool students began participating in "Catechesis of the Good Shepherd". This program began with funding through the Omaha Archdiocese Ignite

the Faith Grant. Our Catholic Identity Committee meets quarterly to review Catholic Identity goals. In 2019-2020, the committee focused on creating opportunities for students to participate in service projects. All classes will include a service related field trip or a service project as part of the curriculum. In 2020, The Home and School funded "Theology of the Body" as an addition to the religion curriculum. This program begins this fall (2020). The school will also continue with staff faith formation. The program previously led by the Evangelium Institute will be led by the Catholic Identity team leaders. Throughout the school year, teachers will participate in 24 hours of faith formation that includes a book study, adoration, retreats, prayer services, masses, and community service. The Catholic Identity team and Adam Ybarra (Director of Evangelization) collaborate to create curriculum plans that will align with the parish vision and mission.

St. Stephen the Martyr faculty and staff see it as a privilege to accompany our students and families in a faith-based educational journey.

St. Stephen the Martyr Catholic School Mission Statement
St. Stephen the Martyr School is united in Christ to ignite the joy of faith, community, and learning!

Vision of St. Stephen the Martyr Catholic School
St. Stephen the Martyr School will provide a Christ-centered education that empowers students to reach their full potential- spiritually, intellectually, and behaviorally. Through collaboration among all stakeholders, the mission is accomplished through accountable leadership at all levels, ongoing strategic planning, and financial sustainability.

Core Values
Our students will demonstrate:
Religious knowledge, virtues and practices;
Knowledge of core disciplines and the fine arts;
Higher order thinking skills;
Competence in technology;
Effective social interaction skills;
Independent learning skills;
Knowledge of practices essential to:
Sound health
Effective citizenship
Stable families
Life-long learning
Generous stewardship

The Faculty and Staff at St. Stephen the Martyr School Pledge:

- To acknowledge each student as uniquely created in the image and likeness of God
- To maintain consistent, positive communication with parents, peers, and administration
- To always come to school prepared to teach
- To create a safe, positive learning environment, and to encourage students to become independent, lifelong learners
- To share the mission of St. Stephen the Martyr school, by being united in Christ to ignite the joy of faith, community, and learning.

Continuous Improvement Planning Process

In the interest of maintaining and increasing standards of excellence, a Continuous Improvement Committee was formed to document the direction and vision for the future of St. Stephen the Martyr School.   St. Stephen the Martyr classroom teachers, School Advisory Board, and administrative leadership were included on the Continuous Improvement Committee. The committee meets quarterly to evaluate and monitor school goals.

Continuous Improvement Committee

Ashley Hoff, Marlena Laney, Jen Freeman, Myah Keenportz, Jeanna Pestel, Sarah Mancilla, Susan Roche, Cat Keller, Diane Haack, Mary Gill, Katie Tessari, Kerrie Tabaka, Susan Baginski, Emily Pennings, Greg Verraneault, Julie Perrault,(SAB)

School Advisory Board

 Amanda Treiber, Missy Adam, Charles Cooper, Jennifer Ross, Kelli Herstein, Kari Hohenstein, Jarred Roy, Father Dave Belt, Greg Verraneult, Julie Perrault

The Continuous Improvement Committee and the School Advisory Board meet to review the current Mission, Vision, and Beliefs of St. Stephen the Martyr School; review and analyze environmental and academic indicators relevant to St. Stephen the Martyr; and to identify and summarize the key focus areas. Over the next 5 years the St. Stephen the Martyr faculty,staff, and advisory board members will focus on the key areas noted below.

Focus Areas
   I.   Academic Excellence
  II.   Catholic Identity
 III.   Operational Vitality
 IV.   Governance and Leadership

Goals

Goal I: Academic Excellence **(NCBECS Standards 7,8,9)**
https://catholicschoolstandards.org/standards/academic-excellence
Overall Goal: To enable every student to achieve his or her full academic potential in a high performing school.

1.By May of 2021 St. Stephen the Martyr School will implement strategies to support the staff in order to strengthen academic programs measured by performance objectives aligned with *The National Standards and Benchmarks for Effective Catholic Elementary Schools* rubric (Standard 7.6) and student engagement inventories.

2.. By May of 2024 students will improve literacy (reading, language arts, and writing) and math skills (computation and problem solving) as measured by:
- Consistent growth pattern evidenced by standardized tests, benchmarking, and summative assessments.
- a yearly increase of 3% on mean scaled score (grades K-8)
- a yearly increase of 3% in writing proficiency scores as evidenced by grade-level writing assessments

3. By May of 2024 all teachers will implement Blended Learning with cross-curricular integration measured by teacher performance data and individualized growth plans.

Goal II: Mission & Catholic Identity
 (NCBECS Standards 1,2,3,4)
https://catholicschoolstandards.org/standards/mission-and-catholic-identity
Overall Goal: To fully form the minds and hearts of Catholic children in their faith, promote family engagement and practice of the faith, and instill virtues essential to responsible participation in society in all students regardless of their religious background.

1. By May of 2022 students' Catholic identity will improve as measured by an increase in the percent of students strongly agreeing to items on the Catholic Identity Program Effectiveness Survey.

2. St. Stephen the Martyr School will Increase the collaboration and connection among parish, school, and home.

Goal III: Operational Vitality

 (NCBECS Standards 10,11,12,13)

https://catholicschoolstandards.org/standards/operational-vitality

Overall Goal: To create an economically sustainable system by (1) working to implement best practices proven to keep schools viable and by (2) making use of infrastructure

By May of 2024, the school will see an increase in enrollment, increase in money raised to assist with operating budget, and enhanced engagement with current parents and alumni as measured by:

1. number of students in each grade increasing on average to reach 65+ students per grade level
2. money raised to increase by $75,000 each year to reach 10% of school operating budget
3. increase alumni participation and donations by 2% each year and current parent participation by 10%

Goal IV: Governance and Leadership

NCBECS Standards 5,6) NCBECS Standards 5,6)

https://catholicschoolstandards.org/standards/governance-and-leadership

Overall Goal: To support and enhance leadership in order to empower the leadership team to oversee and develop the school's fidelity to mission, academic excellence, and operational vitality.

St. Stephen the Martyr School will create a supportive process to assist and nurture leadership in order to empower the leadership team to oversee and develop the school's fidelity to mission, academic excellence, and operational vitality.

1. Establish and support collaboration at all levels within the school community to advance excellence
2. Build and sustain a positive culture where all stakeholders have an enthusiasm and an invested interest in the school.

Goal I: Academic Excellence

Goal I: Academic Excellence **(NCBECS Standards 7,8,9)**

https://catholicschoolstandards.org/standards/academic-excellence

1.By May of 2021 St. Stephen the Martyr School will implement strategies to support the staff in order to strengthen academic programs measured by performance objectives aligned with *The National Standards and Benchmarks for Effective Catholic Elementary Schools* rubric (Standard 7.6) and student engagement inventories.

2.. By May of 2024 students will improve literacy (reading, language arts, and writing) and math skills (computation and problem solving) as measured by:

- Consistent growth pattern evidenced by standardized tests, benchmarking, and summative assessments grades K-1.
- a yearly increase of 3% on mean scaled score (grades 2-8)
- a yearly increase of 3% in writing proficiency scores as evidenced by grade-level writing assessments

3. By May of 2024 all teachers will implement Blended Learning with cross-curricular integration measured by teacher performance data and individualized growth plans

Strategies

Strategy A	St. Stephen the Martyr School will define what instruction should look like at SSM and implement the Gradual Release of Responsibility framework
Evidence of Strategy Implementation:	
Best practices "look for snapshot" produced that outline clear expectations for the use of GRR in all content areas	
PLC time focuses on GRR and Alignment	
Data has been collected to show evidence that GRR is present in all classrooms through admin observation plan	
Improvement in student achievement as identified by annual yearly progress in standardized testing scores	
Improved instruction through the implementation of a professional development plan	
Data from admin observation plans show that GRR instructional practices are present in all classrooms as provided through the SSM professional development plan	

Strategy B	St. Stephen the Martyr School will Implement a Positive Behavior Interventions and Support (MTSS) and restorative justice model of discipline and building relationships for understanding why challenges occur, appropriately addressing challenging behaviors and academic shortfalls, and providing positive support and encouragement for students to learn in a positive environment.
Evidence of Strategy Implementation:	

Clear expectations have been identified for the use of MTSS and is accessible to all constituents	

Professional development time and training plan with clear scope and sequence

A published data collection tool and evaluation process

Progress in PBIS is observable through data collection in the classrooms from admin observation plan

Displays of evidence and schoolwide data

Strategy C	St. Stephen the Martyr School will implement school wide vertical and horizontal curriculum mapping create data wall; PLC with upper and lower grade

Evidence of Strategy Implementation:

There is an accessible, completed curriculum map and scope/sequence for each grade level.

Lesson Plans and Ongoing Instructional Evaluations will show alignment reflecting Archdiocese standards

PLC time will focus on alignment

Strategy D	St. Stephen the Martyr School will use data to document student learning and curriculum effectiveness and to make informed decisions to improve instructional practices and differentiate learning.

Evidence of Strategy Implementation

Student progress will be evident and easy to identify through STAR testing, classroom assessments, formative assessment, phonics screening, and school-wide assessments

Differentiated instruction will reflect data

MTSS tiered framework will be used to identify student needs

Guided Instruction will be used in all primary (K-3) classrooms

Strategy E	St. Stephen the Martyr School **will provide and improve opportunities for technology use and Blended Learning**

Evidence of Strategy Implementation:

All teachers will use and integrate technology into their daily lesson plans to customize student learning.

Students will demonstrate control over some of their own learning controlling time, pace, and place
STEM activities as part of the curriculum

Strategy F	St. Stephen the Martyr School **will recruit, develop, and retain teachers and staff who will work collaboratively with stakeholders to continue moving the school in a positive direction.**
Evidence of Strategy Implementation:	
Mentor Program	
Personal Development and Growth Plans	
Hiring Protocols	
Exit Interviews	

Action Steps

Strategy A: Define what instruction should look like at SSM and implement SSM Instructional model based on that definition

KEY: I = Initiate (date) P= Progressing, M= Met (date), C= Canceled (reason)

Action Steps #	Action Steps to Implement Strategy:	Person Responsible	I	P	M	C
1	Identify instructional "Look Fors" and communicate "Look Fors" to staff for implementation or practice in the classroom.	Administration and faculty	Oct 2019	April 2021	May 2022	
1a	Implement professional development opportunities based on Gradual Release of Responsibility (GRR), Balanced Literacy, and Guided Math	Administration and faculty	Aug 2019	April 2020	April 2021	
2	Implement systematic classroom evaluation plan based on Power Walkthroughs and mini observations of all teachers focusing on GRR, balanced literacy, and guided math	Administration	Aug 2019	ongoing	Oct. 2021	
2a	Compile information from Power Walkthroughs, mini-observations, and Eleot visits to determine instructional methods already in place and areas for systematic school wide pedagogical growth	Administration	Winter 2019-20 20	Winter 2021-20 22	May 2022	

3	Implement systematic model for peer based observations within SSM	Administration, Academic Excellence Team, PLCs	Oct. 2019			
4	Create Individual Growth Plans for teachers visit at beginning of year then end	Administration and select faculty	September 2022			
5	Create and implement consistent communication expectations for all teachers	Administration and Continuous Improvement Team	August 2019	August 2020	August 2021	
6	Provide opportunities for professional development focused on student engagement	Administration	August 2019	August 2021	August 2022	
7.	Develop curriculum guides for parents that include standards addressed at grade level, tutorials on how to use school resources, and opportunities for parent involvement.	Teachers, Administration	Fall 2020	March 2022		
8.	Create e-learning plan for remote instruction	Teachers, Administration	Spring 2020	Summer 2020	Fall 2020	August 2022
9.	Training and implementation of phonics instruction for grades k-3	K-3 teachers	Fall 2021	Fall 2022		

Strategy B: St. Stephen the Martyr School will Implement a Positive Behavior Interventions and Support (MTSS) and restorative justice model of discipline and building relationships for understanding why challenges occur, appropriately addressing challenging behaviors and academic shortfalls, and providing positive support and encouragement for students to learn in a positive environment.

KEY: I = Initiate, P= Progressing, M= Met, C= Canceled

Action Steps #	Action Steps to Implement Strategy:	Person Responsible	I	P	M	C
1	Cultivate staff buy-in to increase compliance with MTSS and restorative practices and implementations	Administration, teachers TEAM Counselor	Aug 2019	fall 2021	August 2022	
2	Provide professional development for staff focused on PBIS, Love and Logic, restorative practices	Administration, Counselors, teachers	April 2019	fall 2021	August 2022	
3	Establish a PBIS/MTSS committee with a PBIS chair/coordinator that helps the administration with Action Steps #1 & #2	Administration, Counselor	Spring 2020	summer 2020	Fall 2021	
4	Establish a systematic system of documenting, classifying and systematically analyzing discipline issues to have evidence based solutions to more efficiently correct behaviors	Administration, , PBIS Committee	Winter 2019	fall 2020	ongoing	
5	Develop and publicize SSM student behavior expectations for classroom, church, halls, dining room, recess, bathroom, gym/ PE, and office.	Administration, PBIS Committee, Counselor	Spring 2020	summer 2021	fall 2021	

6.	Introduce CASEL and share framework with teachers, families, and students	Administration, PBIS Committee	Fall 2020	spring 2021		August 2022
7.	Implement Restorative Circles into daily or weekly schedules	Administration, PBIS Committee	Fall 2020	spring 2021	Fall 2022	

Strategy C: Implement curriculum mapping

KEY: I = Initiate, P= Progressing, M= Met, C= Canceled

Action Steps #	Action Steps to Implement Strategy:	Person Responsible	I	P	M	C
1	Gather current curriculum, materials and resources by individual teachers in grade level content areas	SIP Teachers	Fall 2019	summer 2020	ongoing	
1a	Identify and align the Archdiocese of Omaha Catholic Schools standards with SSM curriculum across all grades in Literacy and Math	Administration, Teachers	Sept 2019	fall 2020	ongoing	
1c	Identify a common assessment process (e.g. summative, formative, writing, benchmarking)	Staff/ Literacy Committee, Math Committee	Spring 2020	spring 2021		
2	Create a formalized curriculum map for language arts and math for each grade level during built in time for vertical alignment review and professional development	Administration/ teachers	May 2020	fall-spring 2021	Spring 2022	
2B	Align writing assessments to reflect standards	teachers	May 2021			
2C	Develop curriculum resource rotation schedule	Academic Team	May 2021		August 2021	

Strategy D: St. Stephen the Martyr School will use data to document student learning and curriculum effectiveness and make informed decisions to improve instructional practices.

KEY: I = Initiate, P= Progressing, M= Met, C= Canceled

Action Steps #	Action Steps to Implement Strategy:	Person Responsible	I	P	M	C
1.	Review major topics in conjunction with STAR reports and introduce Instructional reports based on student and class for teacher use (moved to STAR Assessments during the fall of 2020)	Technology committee/ teachers/Admin	Fall 2019	fall 2020	fall 2021	
2.	Create data walls quarterly to assess and analyze student progress	Administration/ teachers	winter 2020	fall 2020	spring 2021	
3.	STAR testing conducted 3 times a year in reading/language arts/math	teachers	fall 2019	fall 2020	fall 2021	

4.	Create a common writing rubric reflecting 6 Trait	teachers	spring 2021	spring 2021		
5.	Research and create writing expectations for grade levels	Teachers, Admin	Winter 2019	Fall 2022		
6.	Create quarterly writing assessments for grade levels 6-8./Semester assessments K-5	Literacy committee	summer 2021	2021-2022		

7.	Create data binders that will move with students	Technology committee/ teachers	spring 2020	fall 2020	spring 2021	
8.	Benchmarking will be used to analyze student growth in grades K-4	Teachers	fall 2019	fall 2020	ongoing	
9.	Assess student needs using MTSS	Teachers/ SAT process	fall 2019	fall 2021	ongoing	
10.	Explore extracurricular activities and clubs that appeal to a diverse group	Teachers/ students/ parents/ home and school	winter 2019-2022	summer 2021		

Strategy E: St. Stephen the Martyr School **will provide and improve opportunities for technology use and Blended Learning to enhance the teaching and learning experience**

KEY: I = Initiate, P= Progressing, M= Met, C= Canceled

Action Steps #	Action Steps to Implement Strategy:	Person Responsible	I	P	M	C
1	Adoption and implementation of Next Generation Science and Technology Standards	Science Coordinators, Technology committee Faculty, Administration	Fall 2019	spring 2020	fall 2021	Spring 2021
2	Provide professional development for teachers focusing on Blended Learning	Greg Monroe/ Administration/tec hnology committee	Fall 2020	Summer 2020	ongoing	
3.	Develop a technology plan to allow for accurate funding projections to be identified and potential sources researched.	Administration/tec hnology committee/	fall 2020	spring 2021		

Action Steps #		Person Responsible				
		technology coordinator				
4.	Provide exploratory and enrichment opportunities for students	Administration, teachers, parents	Sping 2022			
5.	Create a Blended Learning model with clear expectations for the implementation process	Administratio/ teachers/ technology committee	fall 2020	spring 2020		August 2022
6.	Integrate applications for students to use for enrichment and enhance individualized learning- Seesaw, Freckle Math, Mystery Science, Epic, Raz Kids, IXL	Technology committee/ Academic Team teachers grades 3-8	spring 2020	fall 2020	Fall 2022	
7.	Creation and development of an accessible active learning space (lab) for all students that focuses on STEM related content areas and cross curricular integration.	Science Coordinators, technology committee Faculty, Administration	Fall 2019	fall 2020	fall 2021	

Strategy F: St. Stephen the Martyr School **will recruit and retain teachers and staff who will work collaboratively with stakeholders to continue moving the school in a positive direction.**

KEY: I = Initiate, P= Progressing, M= Met, C= Canceled

Action Steps #	Action Steps to Implement Strategy:	Person Responsible	I	P	M	C
1.	Communicate the observation and evaluation process	Administration	Fall 2019	fall 2020	ongoing	
1a.	Train continuous improvement team on ELEOT observation	Administration	Fall 2019	spring 2020		
1b.	Create a schedule for weekly 20 minute observations with feedback times following	Administration	Fall 2019	fall 2020	ongoing	
2.	Implement professional development that aligns with school goals	Administration, Catholic Schools Office	Summer 2019	fall 2020	fall 2021	
3.	Schedule quarterly meetings with new staff to "check-in"	Administration	Winter 2019-2020	fall 2021		

4.	Administration will continue working with the Catholic School Office attending meetings and PD that focuses on the hiring process and best practices	Administration	ongoing	ongoing		

Goal II: Catholic Identity

Goal 2: Catholic Identity **(NCBECS Standards 1,2,3,4)**
https://catholicschoolstandards.org/standards/mission-and-catholic-identity

1. By May of 2022 students' Catholic identity will improve as measured by an increase in the percent of students strongly agreeing to items on the Catholic Identify Program Effectiveness Survey.

2. St. Stephen the Martyr School will Increase the collaboration and connection among parish, school, and home

Strategies

Strategy A	The Catholic Identity Committee will work to foster the faith formation of staff, students, and families.
Institution of multidisciplinary and multi-grade level committees focused on promoting the school mission through a deepening of our Catholic Identity.	

Strategy B	Implement grade level service projects to deepen the schools Catholic identity through a focus on more actively living out SSM's Catholic mission
Evidence of Strategy Implementation:	
Grade level service projects are integrated in curriculum and align with grade level content	
Public displays showcasing what each grade levels' service project will be and photos of the students in action	

engaging in living out the school's Catholic mission
Student and faculty surveys to provide feedback on service projects and the project's effectiveness in deepening the Catholic identity through a focus on the school's mission.
Collected data from student's reflective surveys assessing the student awareness and understanding between service projects and SSM's religious curriculum.

Strategy C	Provide opportunities to engage parents and involve them in their child's faith journey
Evidence of Strategy Implementation:	
Catholic Identity Perception Data	

Strategy D	Review and Evaluate Religion Curriculum
PLC time used for curriculum review. Curriculum will include religious standards in all subjects.	

Action Steps

Strategy A: The Catholic Identity Committee will work to foster the faith formation of staff, students, and families

KEY: I = Initiate, P= Progressing, M= Met, C= Canceled

Action Steps #	Action Steps to Implement Strategy:	Person Responsible	I	P	M	C
1	Survey parents, students, and staff using the Catholic Identity Perception Survey	Administration,	Fall 2019	Fall 2022	ongoing	
2	Examine baseline data from the surveys taken by students and staff from the National Catholic School Benchmark and Standards.	Administration, Catholic Identity Committee	Winter 2019	spring 2022	ongoing	
3	Update action plan for improvement in areas identified through analyzing survey data.	Administration, Catholic Identity Committee	fall 2020	ongoing		

Action Steps #	Action Steps to Implement Strategy:	Person Responsible	I	P	M	C
4	Create a plan for student opportunities to develop and enhance a life of prayer (adoration, benediction, devotions, etc)	Catholic Identity committee	fall 2020	ongoing	Spring 2022	
5	Plan faculty retreats and work with Evangelium Institute and/or Catholic Identity Committee for staff faith formation	Catholic Identity Committee, administration	fall 2019	ongoing		
6	Implement Theology of the Body curriculum	Catholic Identity Committee	fall 2020		fall 2021	

Strategy B: Implement grade level service projects to deepen the schools Catholic identity through a focus on more actively living out SSM's Catholic mission

KEY: I = Initiate, P= Progressing, M= Met, C= Canceled

Action Steps #	Action Steps to Implement Strategy:	Person Responsible	I	P	M	C
1	Survey students, faculty and school community stakeholders on potential service project ideas and their connections to charitable causes to increase buy-in and create an authentic service project experience.	Administration, Catholic Identity Committee	Fall 2019	winter 2020	Fall 2022	
2	Utilize PLC meetings to brainstorm and identify potential service projects that align and integrate with the school's grade level curricula	Administration, Catholic Identity Committee	Fall 2019	Fall 2020	ongoing/ August 2022	
3	Create a rubric for systematically analyzing the expectations and experiences of grade level service projects and a reflective survey to use data for continual service project improvement year-to-year	Administration, Catholic Identity Committee	Fall 2020	spring 2021		
4	Create public displays (social media/school website) showcasing what each grade level's completed service project was and photos of the students in action engaging in living out the school's Catholic mission	Administration, Catholic Identity Committee	Fall 2019	Fall/ Winter 2019- 2020	Spring 2021	

Strategy C: Provide opportunities to engage parents and involve them in their child's faith journey

KEY: I = Initiate, P= Progressing, M= Met, C= Canceled

Action Steps #	Action Steps to Implement Strategy:	Person Responsible	I	P	M	C

				I	P	M	
1	Engage office of Evangelization and catechesis to develop a plan for faith based extension activities	Administration, Catholic Identity Committee, Adam Ybarra	fall 2020	fall 2021	fall 2021	
2	Schedule parent/student retreats before sacraments	Administration, Catholic Identity Committee, RE director	Summer 2022			
3	Invite parents to small group sharing faith opportunities	Administration, Catholic Identity Committee	Spring 2021			
4						
5						
6						

Strategy D: Review and evaluate religion curriculum

KEY: I = Initiate, P= Progressing, M= Met, C= Canceled

Action Steps #	Action Steps to Implement Strategy:	Person Responsible	I	P	M	C
1	Pilot Catechesis of the Good Shepherd with preschool programs	Administration, Catholic Identity Committee, Preschool teachers, Cathy Ashton, Brooke Keller	Fall 2019	Fall 2019/ Fall 2020	fall 2020	
2	Collaborate with other Catholic Schools to discuss and evaluate programs	Administration, Catholic Identity Committee, Faculty and Students	Winter 2019	Summer 2020 on-going	onging	
3	Align and map curriculum according to Archdiocese standards	Administration, classroom teachers	Fall 2019	on-going	Fall 2022	
4	Explore Virtues in Practice Curriculum	Administration, classroom teachers	Spring 2021			fall 2021
5	Establish PLC times to focus on religion curriculum	Administration	Fall 2020	on-going		
6	Create guides that include religious standards in all subjects	Catholic Identity Committee, teachers of all content areas.	Spring 2020			

Goal III: Operational Vitality

Goal: Operational Vitality **(NCBECS Standards 10,11,12,13)**
https://catholicschoolstandards.org/standards/operational-vitality

To create an economically sustainable system by (1) working to implement best practices proven to keep schools viable and by (2) making use of infrastructure

By May of 2024, the school will see an increase in enrollment, increase in money raised to assist with operating budget, and enhanced engagement with current parents and alumni as measured by:
- number of students in each grade increasing to reach 70+ students per grade
- money raised to increase by $75,000 each year to reach 10% of school operating budget

- increase alumni participation and donations by 2% each year and current parent participation by 10%

Strategies

Strategy A	Implement an improved student recruitment program Evidence of Strategy Implementation: A marketing plan that focuses on enrollment. A unified message between church and school. Updating facilities to help with marketing and enrollment. Sharing success stories from former alumni, current students and staff.
Evidence of Strategy Implementation:	
A marketing plan that focuses on enrollment. A unified message between church and school,. Updating facilities to help with marketing and enrollment. Sharing success stories from former alumni, current students and staff.	

Strategy B	Define and implement a comprehensive development program
Evidence of Strategy Implementation:	
Planning Process documents that include funding sources and projected revenue sources. Focusing on the Endowment Fund. Special guest mass, turkey trot, golf event, donations during teacher appreciation, alumni events. Alumni are now young professionals, possible fundraising campaigns, focusing on them.	

Strategy C	Implement an improved volunteer, alumni, and donor relations program

Evidence of Strategy Implementation:
Database created to include alumni, volunteers, and donors. A database with increased technology would be an asset to the school and church to keep track of these people. This would also help with marketing.

Action Steps

Strategy A: Implement an improved student recruitment program

KEY: I = Initiate, P= Progressing, M= Met, C= Canceled

Action Steps #	Action Steps to Implement Strategy:	Person Responsible	I	P	M	C
1.	Create a marketing and enrollment plan	Communication director, School Advisory Board, Administration	2019-20	On-going		
1A, 2A.	Focus advertising messages on: diversity, academic excellence, Catholic identity and service to others. Highlight small class sizes, high school preparedness (what is percent of tuition assistance students who go on to Catholic high school), adult to student ratio (focus on teacher assistants), large school with many opportunities for students, a school that can cater to working moms/dual income families,	Communication director, Administration, School office staff	2019-20	On-going	Spring 2022	
1B, 2B.	Advertise with 'Now Enrolling' yard signs and banners on campus	Communication director, home and school, Administration	Summer, 2019	On-going	Winter 2021-2022	
1C, 2C.	Use of direct mail and videos to promote 1)academics, 2) technology, 3) extra-curricular opportunities, 4) highlight new programs (ie: Facebook video focused on current parents and why they picked SSM)	Communication director, Administration	2019-20	On-going	Winter 2021-2022	
1D.	Use church advertising (Mass announcements, bulletins)	Communication director, Administration	2019-20	On-going		
1E	Explore funding options to make tuition affordable for all families	Director of operation, parish finance, Administration, School Advisory Board	Winter 2019-2020	On-going		

2.	Update database for accuracy to determine potential families and students from SSM parish	Development director, IT, parish staff	Winter 2020	spring 2022		
2A.	Evaluate FACTS for registration, enrollments, ans SIS	communications director, administration, IT director, finance, administrative assistants	fall 2021		winter 2021-2022	
3.	Send recruitment mailers to alumni	Marketing and Student Recruitment	Spring 2022			
4.	Evaluate and improve Pre-Kindergarten and Kindergarten Roundups	Administration, Kindergarten teachers	January-February, 2020	On-going (before and after Roundup)		
4A.	Enlist volunteers to make pre-roundup calls to prospective SSM families	Home and School, School office staff, Administration, school board	January, 2020	On-going (before Roundup)	ongoing	
4B.	Continue with follow up calls after roundups – Email videos to these families	School office staff, Administration	February, 2021	On-going (after Roundup)		
5.	Promote Parent Ambassador Program to new families	Home and School, Administration	January, 2021	On-going		
6.	Research and implement a process for intake and handling of potential new students and their families	Administration, administrative assistants	Summer 2021	Annual		
6A.	Create comprehensive prospective family folder	Communication director, Administration, School office staff	Fall 2019	Annual Review	fall 2021	
6B..	Parish brochure included in prospective family folder	Communication director, Administration, Parish staff	2019-20	On-going	fall 2021	

Strategy B: Define and implement a comprehensive development program

KEY: I = Initiate, P= Progressing, M= Met, C= Canceled

Action Steps #	Action Steps to Implement Strategy:	Person Responsible	I	P	M	C
1.	Define and implement major gifts component to fundraising revenue	Parish finance, Home and School, Development Director, Administration	Spring 2020	On-going		
1A.	Define a major gift (defined as $5000.00)	Finance	Fall 2020			

1B.	Identify top 20 major gift donors	Parish finance, Director of Operations	Fall 2020	On-going		

1B.	Cultivate relationships with top major gift donors.
	    a. Donors to receive non-ask touch 2-3 times per year
	    b. Non-ask touch defined as personal contact, phone call, letter, thank you card that does not request gift
		Administration, Development Director	Winter 2020-2021	On-going		

1D	Identify top 20 potential "new" major gift donors
	    a. Examine philanthropic indicators
	    b. Examine wealth markers
		Development Director, finance, home and school	spring 2021			

1E.	Review and improve process for solicitation of major gift asks
	    a. Create documents to take to meetings with donors demonstrating evidence of why donating will positively impact a cause that they care about.
	    b. Have physical documents at your disposal that summarize your case for major donations.
		Development Director		On-going		

2.	Implement a comprehensive data input process for asks and gifts (including SSM fall fundraiser, major gifts etc.)	Development office with Principal, Finance, and Director of Operation		On-going		

3.	Evaluate and improve current fundraising efforts 1) on-going fundraisers, 2) fall fundraiser, 3) annual fund
	    1. Fundraising efforts to constitute 28% of fundraising revenue
	    2. Goal is to increase by 3% each school year
		Home and School, Administration, parish staff	2019-2020	On-going		

3A.	Define top 3 areas of need in the budget that are outside of tuition assistance for fundraiser efforts to focus	Finance, Director of Operations, Administration	Spring 2020	On-going		
3B.	Create a State of the School (Annual Report) to be mailed or posted on school website	Communication director, Director of Operations, Administration	Winter 2020	Winter 2021	Winter 2021	
4.	Implement grant writing component to fundraising efforts a. Coordinate with administration, teachers and finance to identify budget line items appropriate	Development Director, Director of Operations, Home and School, Finance, Teachers, School	Spring 2020	On-going		

		Advisory Board, Administration				
	b. Implement processes so grant requests are integrated with curriculum. c. Create grant plan and grant form identifying individuals in charge of grant items, data collection and retention, future funds required for maintenance etc. for items received via grants.					
5.	Improve dialog with finance committee, Home and School , and administration to pinpoint areas of need for fundraising efforts	Home and School, School Advisory Board, Director of Operations, Administration	2019-2020	On-going		
5A.	Members of finance committee, and administration to meet quarterly	Director of Operations, Finance Committee, Administration	2019	On-going		
5B.	Define amount of tuition assistance needed and corresponding budget allocation	Financial Officer, Administration	Spring, 2020	Annual		
5C.	Identify ways to increase financial assistance for families	home and school, school board, finance council	spring 2021			

Strategy C: Implement a volunteer, alumni, and donor relations program

KEY: I = Initiate, P= Progressing, M= Met, C= Canceled

Action Steps #	Action Steps to Implement Strategy:	Person Responsible	I	P	M	C
1.	Research successful Alumni programs of other area Catholic Grade Schools	School Advisory Board	Fall 2020			
2.	Designate a volunteer alumni director or alumni team	Administration, School Advisory Board	Winter 2020		Fall 2022	
3..	Create baseline data for alumni and current parent participation in events and donations	School office staff, Home and School, School Advisory Board, Administration	2020-2021	On-going		
3A.	Review donor/alumni contact information in database	Development, Finance	2020-2021	On-going		
4.	Gather alumni contact information	School Office, Parish Staff	2020-2021	On-going		

5.	Identify, plan, and implement 2 alumni events/year	Alumni Team	2020-2021	On-going		
6..	Improve diversity of current parent volunteers and volunteer opportunities	Administration, Home and School, School Staff	2019-2020	On-going		

Goal IV: Governance and Leadership

Goal: NCBECS Standards 5,6 https://catholicschoolstandards.org/standards/governance-and-leadership
Overall Goal: Create a supportive process to assist and nurture leadership in order to empower the leadership team to oversee and develop the school's fidelity to mission, academic excellence, and operational vitality.

St. Stephen the Martyr School will create a supportive process to assist and nurture leadership in order to empower the leadership team to oversee and develop the school's fidelity to mission, academic excellence, and operational vitality.

1. Establish and support collaboration at all levels within the school community to advance excellence

2. Build and sustain a positive culture where all stakeholders have an enthusiasm and an invested interest in the school

Strategies

Strategy A	St. Stephen the Martyr governance and leadership will collaborate with school systems to enhance board governance through communication, professional development, and training.
Evidence of Strategy Implementation:	
Documented minutes, calendar, published communication for stakeholders	

Strategy	St. Stephen the Martyr governance and leadership will actively review,monitor, and revise the

B	strategic plan to ensure action and support

Evidence of Strategy Implementation:

School Board Minutes

Strategy C	St. Stephen governance and leadership will ensure that the continuous improvement process provides clear direction for improving conditions that support student learning and faith formation

Evidence of Strategy Implementation:

Strategic Plan includes specific action steps focusing on Academic Excellence and Catholic Identity

Action Steps

Strategy A: St. Stephen the Martyr governance and leadership will collaborate with school systems to enhance board governance through institutional advancement, communication, professional development, and training.

KEY: I = Initiate, P= Progressing, M= Met, C= Canceled

Action Steps #	Action Steps to Implement Strategy:	Person Responsible	I	P	M	C
1.	Annual review of bylaws with all boards	Father Belt. Presidents of Boards. Administration	Fall 2019	annual	2021	
2.	SAB members will attend other council meetings (quarterly) and communicate information pertinent to the school.	School Advisory Board				
3.	Plan a yearly events to promote positive culture and collaboration for School Board	School Advisory Board, Administration Father Belt	Spring 2021	summer 2021	Summer 2021	
4.	School Board will assist with developing a plan to utilize parents/lay people in becoming missionary disciples	School Advisory Board, Home and School, School and parish leadership	spring 2021			I think this falls under pastoral council and evangelization
5.	Leadership will work with the archdiocese to develop and find resources for professional development pertaining to specific topics (Catholic Identity, marketing, School	Administration, School Advisory Board, School Leadership,	ongoing	Fall 2021		

Action Steps #		Person Responsible				
	Improvement, partnerships for board development)	communication director				
6.	Update or develop plans for communication, marketing, enrollment, budget, and development.	Alecia Hartwig, Leslie Schulte,Dan Koenig, Cat Urrutia Finance Council, Home and School, Administration and School Board	Spring 2021	Fall 2021		
7.	Create an annual goal cycle for board development and growth	Father Dave, School Board	Summer 2021			

Strategy B: St. Stephen the Martyr governance and leadership will actively review,monitor, and revise the strategic plan to ensure action and support

KEY: I = Initiate, P= Progressing, M= Met, C= Canceled

Action Steps #	Action Steps to Implement Strategy:	Person Responsible	I	P	M	C
1.	School Board will work with leadership to create and review Strategic Plan	School Board/Leadership	Fall 2019	Ongoing		
2.	School Board will review surveys and determine when surveys will be given to stakeholders	School Board, Administration	Fall 2019/ Spring 2020	Ongoing		
3.	School Board and leadership will review surveys, summarize results, and determine changes to strategic plan	School Board, Administration	Winter 2020	Ongoing		
4.	Leadership will enhance communication with stakeholders regarding the continuous improvement process through newsletters, reports, etc.	Administration , Leslie Schulte	Fall 2019	Ongoing	Spring 2021	
5.						

Strategy C: St. Stephen governance and leadership will ensure that the continuous improvement process provides a clear direction for improving conditions that support student learning and faith formation.

KEY: I = Initiate, P= Progressing, M= Met, C= Canceled

Action Steps #	Action Steps to Implement Strategy:	Person Responsible	I	P	M	C
1.	Review Strategic Plan/ focusing on all four ares	School Board, Pastor, Administration	Fall 2019	ongoing		

2.	Review Surveys and make recommendations based on results	School Board, Pastor, Administration	Fall 2019/ Spring 2020	ongoing		
3.	Work with finance council to review improvement plan and goals for funding	School Board, Pastor, Administration	Fall 2019	Ongoing		
4.	Create an annual administrative goal cycle	Father Dave, Administration	Spring 2022			
5.	Implement annual Performance Reviews for Principals	Father Dave, Administrators	Spring 2022			