



NEASC Long Range Plan

2020-2023

St. Mark School, Stratford, CT

ST. MARK SCHOOL ADVISORY BOARD

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Strategic Plan, 2020-2023

Strategy Area: *Mission*

GOAL #1: THE SCHOOL WILL MAINTAIN AND DEMONSTRATE A STRONG CATHOLIC IDENTITY CENTERED IN CHRIST

Objective #1: *To improve Catholic Identity among school families, the school will implement specific programs and practices.*

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Encourage the active support of the Pastor in promoting Catholic schooling in general and the program at St. Mark in particular.	Principal/ Advisory Board/Parish	N/A	2020-2023	On-going
2. Establish a school presence on Parish council committees including building/grounds, welcome committee, social committee, etc.	Principal/ Advisory Board/Parish	N/A	6/30/2022	On-going
3. Increase faith sharing experiences for families: Masses, retreats, events, liturgical celebrations	Principal/Parish	N/A	6/30/2022	On hold until after COVID-19 Pandemic
4. Promote Parish Knights of Columbus Council and facilitate parent participation.	Principal/ Advisory Board/Parish	N/A	6/30/2021	On-going
5. Evaluate efforts	Principal/ Advisory Board/Parish	N/A	2022-2023	On-going

Objective #2: To enhance the Catholic tradition among faculty and staff, the school will provide faculty and staff programs.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Facilitate a faculty and staff spiritual retreat at the onset of each school year.	Principal	N/A	Yearly	Complete for 2020-2021
2. Invite Pastor to lead spiritual faculty and staff meetings on a regular basis to provide opportunity for faculty and staff to connect with and rejuvenate their faith.	Principal/Pastor	N/A	6/30/2022	On-going
3. Encourage faculty and staff to seek out and connect with a spiritual “mentor” in the Parish or their own Parish to guide their spiritual growth.	Principal/Pastor	N/A	6/30/2022	On-going
4. Evaluate school’s Catholic Identify efforts and address recommendations made by Diocesan Visiting Committee in Fall 2019.	Principal/ Pastor/Faculty and Staff	N/A	9/1/2020 - 6/30/21	On-going

Objective #3: To strengthen the Catholic faith among students, the school will ensure Christ-centered school experiences.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Provide regular school-wide and classroom opportunities for prayer.	Principal/ Faculty	N/A	On-going	On-going
2. Invite Pastor, Parish Staff, and Parish Knights of Columbus council to visit the school on a regular basis to participate in events and classroom activities.	Principal	N/A	On-going	On hold until after COVID-19 pandemic
3. Facilitate student participation in yearly Parish Knights of Columbus essay and poster contests.	Principal/ Faculty	N/A	6/30/2021	On-going
4. Provide regular opportunities for school-wide community outreach and service projects.	Principal/Faculty	N/A	On-going	On-going
5. Provide additional opportunities for students to participate in Parish activities including altar servers, children’s choir, lectors, and youth group.	Principal/ Pastor	N/A	On-going	On hold until after COVID-19 pandemic
6. Evaluate school’s Catholic Identify efforts and address recommendations made by Diocesan Visiting Committee in Fall 2019.	Principal/ Pastor/Faculty and Staff	N/A	9/1/2020 - 6/30/21	On-going

Strategic Plan, 2020-2023

Strategy Area: *Advancement/Networking*

GOAL #1: IMPLEMENT A PART-TIME ADVANCEMENT/MARKETING/ENROLLMENT/NETWORKING TEAM TO ADVANCE THE SCHOOL MISSION AND DEVELOPMENT

Objective #1: To establish an AMEN Team, part-time positions will be added to the school budget, job descriptions will be created, and employees hired.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Develop a draft job description to include fundraising, enrollment, grant writing, community partnerships, social media presence, advancement, and marketing.	Principal	N/A	6/1/2020	Complete
2. Finalize job description and set hourly rate/hours worked for the positions.	Principal/Bookkeeper/ Business Manager/HR	Operating Budget	7/1/2020	Complete

GOAL #2: INCREASE DONATIONS FROM SCHOOL ALUMNI

Objective #1: To cultivate alumni, the school will be consistent in its outreach efforts.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Continue to update Little Green Light donor management database to include alumni.	AMEN Team/Bookkeeper	\$400/annually Operating Budget	On-going	On-going
2. Systematically collect alumni email addresses.	AMEN Team	N/A	On-going	On-going
3. Create <i>Alumni</i> tab on school website to drive alumni traffic to site.	AMEN and Development Team	N/A	7/1/2021	On-going
4. Create <i>Alumni</i> Facebook page to drive traffic to school social media.	AMEN Team	N/A	7/1/2020	Complete

Objective #2: To increase alumni giving, the school will engage alumni more actively in school events.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Invite alumni to participate in school events, classroom activities, and school field trips.	Principal/AMEN Team/Marketing Team	N/A	Periodic	On hold until after COVID-19 pandemic
2. Create Alumni Association to develop and publicize alumni events.	AMEN Team/Advisory Board Alumni	N/A	7/1/2022	On-going

GOAL #3: DEVELOP AND ENHANCE KEY PARTNERSHIPS IN THE COMMUNITY

Objective#1: To strengthen existing relationships with the local community, the school will develop a community partnership plan.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Invite local realtors to Open House events to highlight St. Mark school in local home purchasing discussions.	Principal/ AMEN Team	N/A	On-going	On hold until after COVID-19 pandemic
2. Cultivate partnerships with local private preschool programs to attract Kindergarten families.	Principal/AMEN Team	N/A	On-going	On-going

Objective #2: To increase enrollment from other parishes without schools, the school will strengthen relationships with selected parishes

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Cultivate a partnership with 3 local parishes that don't have a school and develop a relationship with them to recruit students from those parishes to attend our school.	Principal/Pastor	NA	On-going	On-going

GOAL #4: EXPAND EXISTING SCHOOL FUNDRAISING EFFORTS TO LESSEN DEPENDENCE ON TUITION REVENUES

Objective #1: To increase annual fund review by 10% per year, the school will seek business, corporate, alumni, and extended family contributions to the annual fund.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Develop an ad hoc committee comprised of alumni, businesses, and parishioner to help guide and solicit local business contributions.	AMEN Team/School Advisory Board	N/A	7/1/2022	On-going
2. Solicit Alumni Association to drive Annual Fund alumni appeal.	AMEN Team/Alumni Association.	N/A	12/1/2022	On-going
3. Add a 24 hour day of giving with a focused social media campaign.	AMEN Team	N/A	December	Complete for December 2020
4. Create an Annual Fund commitment letter and proof sheet to celebrate and highlight donors.	AMEN Team	N/A	Yearly	On-going
5. Add a local business Annual Fund appeal.	AMEN Team	N/A	Yearly	Complete

Objective #2: To fund special projects and initiatives, the school will seek foundation grants for selected school initiatives.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Research local and national Foundations aligned with school needs.	AMEN Team/Principal	N/A	On-going	On-going
2. Solicit 3-5 grants private grants per year.	AMEN Team/Principal	N/A	6/30/2021	Complete for 2020-2021
3. Collaborate with Diocesan provided 3 rd party consultant and LEA to ensure timely and meaningful consultation during the design and development of the district's program under the Every Student Succeeds Act (ESSA).	Principal	N/A	October and March each year.	Complete for 2020.
4. Engage in timely and meaningful consultation with the LEA with the goal reaching agreement on how to provide equitable and effective programs for eligible students determined by ESSA.	Principal	N/A	October and March each year.	Complete for 2020.

Strategic Plan, 2020-2023

Strategy Area: *Marketing/Enrollment*

GOAL #1: INCREASE STUDENT ENROLLMENT TO MEET SCHOOL CAPACITY

Objective #1: Increase enrollment to 210 by the 2020-2023 school year, as per the Diocese of Bridgeport School Viability Committee guidelines, *To Make All Things New, 2020*.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
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1. Develop and print school brochures to highlight school academics, faith, and community.	AMEN Team	\$300-\$500/Operating Budget	1/4/2020	Complete
2. Enhance web site on a regular Basis. Create relevant and updated content with widespread participation.	AMEN Team/Technology Teacher	N/A	On-going	On-going
3. Regularly communicate with all prospective student families who inquire about enrollment.	AMEN Team/Principal	N/A	On-going	On-going
4. Work with selected parishes who do not have a school to publicize our School. (see Advancement also)	AMEN Team/Pastor	N/A	November-February each year	On-going
5. Actively engage existing school parents in marketing the school to prospective families through parent ambassador program.	AMEN Team	N/A	November-February each year	On-going
6. Host Open House/School Tours in November and January	AMEN Team/Marketing Committee	Operating Budget	November January each year	On-going

GOAL 2: PROVIDE A COMBINED MARKETING AND SCHOOL DEVELOPMENT PROGRAM

Objective #1: To provide a continuous marketing effort, the school will combine marketing and development services.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Send weekly Principal e-Newsletters to current families equipping them with good news to spread positive word-of-mouth marketing.	Principal/AMEN Team	N/A	Weekly	On-going
2. Develop a job description that combines marketing and development job responsibilities.	AMEN Team/Principal	N/A	6/30/2022	On-going
3. Hire a part-time person (see Advancement, Goal 1)	Principal	Operating Budget	7/1/2023	

Objective #2: To provide increased awareness of the School in the community, the school will implement public relations activities.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Submit press releases to local media promoting the good news of our school.	AMEN Team	N/A	Periodically	On-going
2. Develop a variety of no cost public relations strategies revolving around existing school events; put together a database of these strategies.	Marketing/Development (see goal #2)	N/A	10/2023	On-going
3. Implement one strategy/month.	Marketing/Development (see goal #2)	N/A	Monthly	On-going

Strategic Plan, 2020-2023

Strategy Area: *Facilities*

GOAL 1: IMPLEMENT ACTIONS TO ADDRESS SHORT TERM FACILITY NEEDS

Objective #1: To enhance STREAM learning, the school will provide space for a new “Makerspace”.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Determine capacity for students and physical alterations required in the existing library space.	Principal/ Facilities Chair	N/A	1/2019	Complete
2. Provide strategy for other spaces in the school for library resources.	Principal/ Faculty	N/A	1/2019	Complete
3. Move existing library books to other school spaces.	Volunteers	N/A	6/2019	Complete
4. Determine potential “Makerspace” learning activities.	Principal/Personalized Learning Coaches/Technology Teacher	TPCE Grant	6/30/2022	On hold until after COVID-19 pandemic
5. Purchase alternative furniture, athletics, and flexible seating to Makerspace.	Principal/Personalized Learning Coaches/Technology Teacher	TPCE Grant	12/2019	Complete

Objective #2: To improve the student bathroom facilities, the school will develop low cost options.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Determine cost and replace corroding sink hoses in the boys' bathroom.	Principal/ contracted plumber	\$500 /operating budget	12/2020	Complete
2. Replace corroding bathroom stalls in the Parish Center boys' bathroom.	Principal/Facilities Chair	NA/private donation	9/2020	Complete
3. Refresh the paint in the girls' bathroom.	Volunteers	NA/donations	9/2020	Complete

Objective #3: To improve the overall security of the school building, the school will develop low cost options.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Determine cost and replace exterior door handles locks.	Principal/ Facilities Chair/Contracted locksmith	\$2000 /operating budget	6/2021	On-going
2. Determine cost and replace interior door handles and locks.	Principal/ Facilities Chair/Contracted locksmith	\$4000 /operating budget	6/2021	On-going
3. Determine cost to add security cameras to the backyard and parking lot.	Principal/Facilities Chair/Security Company	Operating Budget	6/2022	

Objective #4: To improve lighting of the school building, the school will develop low cost options

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Seek input from the Diocese on UI incentives for LED upgrades.	Principal/ Facilities Chair/Diocese	N/A	8/2019	Complete
2. Determine rate of return on lighting incentives and cost/benefit analysis.	Principal/ Facilities Chair/Diocese	N/A	12/2019	Complete
3. Upgrade school building interior lighting (classrooms, bathrooms, hallways, gym, etc.) to LED bulbs.	Principal/ Facilities Chair/Diocese/Contractor	NA/costs are offset in UI billing per incentive agreement.	12/2020	Complete

Objective #5: To improve aesthetics of the common areas of the school, the school will examine low cost options.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
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1. Determine hallway, entrance, vestibule, gym, outdoor grounds, and restrooms needs and options.	Principal/ Facilities Chair	N/A	12/2022	On-going
2. Seek volunteer interior design consultant.	Principal/ Facilities Chair	N/A	4/2023	
3. Develop concepts and costs.	Consultant	N/A	7/2023	
4. Raise funds.	Advancement/Development	\$ TBD	12/2023	

GOAL 2: IMPLEMENT ACTIONS TO ADDRESS MEDIUM TERM FACILITY NEEDS

Objective #1: To improve the existing heating system, the school and Parish will investigate alternative strategies, costs, and funding.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Hire HVAC contractor to assess existing boilers and heating controls.	Principal/ Facilities Chair/Parish	N/A	2/2020	Complete
2. Develop and review cost estimates	Parish	N/A	4/2020	Complete
3. Develop a funding strategy and Implementation time line.	Parish	NA/Funding provided by the Parish	9/2020	Complete

Objective #2: To improve the energy efficiency of the building, the school and Parish will investigate alternative strategies, costs, and funding.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Hire architect to recommend new classroom and office window systems that are more energy efficient.	Principal/ Facilities Chair/Parish	N/A	2/2023	
2. Develop and review cost estimates.	Consultant	N/A	4/2023	
3. Develop a funding strategy and Implementation time line.	Advancement/Development	\$ TBD	9/2023	

Objective #3: To determine repairs to the Art Room Annex of the school, the school will investigate options, costs, and funding.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Hire a contractor to recommend repairs to roof/ceiling and insulation cost.	Principal/ Facilities Chair	\$ TBD	7/2022	
2. Develop and review cost estimates.	Principal/ Facilities Chair/Contractor	N/A		
3. Develop a funding strategy and Implementation time line.	Advancement/Development	\$ TBD		

Objective #4: To refurbish the Parish Center entryway, the school and Parish will investigate alternative strategies, costs, and funding.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Determine hallway, entrance, vestibule, and gym needs and options.	Principal/ Facilities Chair/Parish	N/A	9/2021	
2. Seek volunteer interior design consultant.	Principal/ Facilities Chair/Parish	N/A		
3. Develop concepts and costs.	Consultant	\$ TBD		
4. Raise funds.	Advancement/Development			

GOAL 3: IMPLEMENT ACTIONS TO ADDRESS LONG TERM FACILITY NEEDS

Objective #1: To determine future roof repairs/replacement the school will assess existing conditions.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Request 3 contractors to inspect, assess, and provide quotes for Parish Center roof repair.	Principal/Facilities Chair/Parish/Contractor	NA/Funding provided by the Parish	7/2020	complete
2. Provide written reports.	Contractor	N/A	9/2020	complete
3. Implement Parish Center roof repair.	Contractor	NA/Funding provided by the Parish	10/2020	complete

Objective #2: To determine future masonry repairs, the school will assess existing conditions.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Request 3 contractors to inspect, assess, and provide quotes.	Principal/Facilities Chair/Parish/Contractor	\$ TBD/Funding TBD	7/2023	
2. Provide written reports.	Contractor			
3. Develop funding strategies.	Development/Advancement			

Objective #3: To provide air conditioning in portions of the school, the school will investigate options, costs, and funding.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Examine cost of upgrading existing electrical service to accommodate AC.	Principal/Facilities Chair/Parish/Contractor	\$ TBD/Funding TBD	7/2022	
2. Seek funding for #1.	Advancement/Development	N/A		
3. Upgrade electrical service.	Contractor			
4. Hire HVAC engineer to develop bid, documents and estimated costs for air conditioning.	Principal/Facilities Chair/Parish	\$ TBD \$ TBD/Funding TBD		
5. Seek funding for #2.	Development/Advancement	N/A		
6. Implement AC installation	Contractor	\$ TBD		

Strategic Plan, 2020-2023

Strategy Area: *Finance*

GOAL 1: INCREASE SCHOOL'S FINANCIAL TRANSPARENCY FOR THE SCHOOL AND PARISH COMMUNITIES

Objective #1: To provide information about the school's finances, the school will provide period reporting on the school's budget.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Develop a schedule of financial reports and financial indicators for the Pastor, School Board, Finance Committee, and HSA board that reflects the information needs of each.	Business Manager/Bookkeeper/ Finance Committee	N/A	7/2020	Complete
2. Release a yearly State of the School report that includes financial indicators and trends.	Principal	N/A	Yearly in November	Complete for 2020

GOAL 2: IMPLEMENT COST SAVINGS IN SCHOOL'S PURCHASING

Objective # 1: To reduce expenses by getting competitive prices, the school will develop a formal purchasing system.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Using the general purchasing policies provided by the Diocese, develop very specific procedures for faculty, staff, and school event committees that govern purchasing requests and tracking requests.	Principal/ Bookkeeper/ Finance Committee	N/A	12/2021	
2. Create and amend as needed a list of preferred vendors for all the school's purchases that weighs pricing, quality, and timeliness.	Principal/ Bookkeeper/ Finance Committee	N/A	12/2021	
3. Investigate Diocese of Bridgeport cooperative purchasing arrangements.	Principal/Bookkeeper/ Business Manager	NA	12/2021	

Objective #2: To provide for timely major school improvements, the school will develop a capital reserve account.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
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<p>1. Coordinate with Facility Committee and Technology Committee to update annually a list and cost of major facility improvements.</p>	<p>Principal/ Bookkeeper/ Finance Committee/Facilities Chair/Tech Chair</p>	<p>N/A</p>	<p>6/2023</p>	
<p>2. Coordinate with Development Office fundraising and revenue plans to fund major facility improvements.</p>	<p>Principal/ AMEN Team/Development</p>	<p>N/A</p>	<p>6/2023</p>	

GOAL 3: FORECAST FUTURE INCOME AND EXPENSES

Objective #1: To insure funding needed for future expenses, the school will develop a three-year operating and capital improvements budget.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
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<p>1. Using existing income and expenses, develop assumptions, trends, and scenarios affecting school budgets for the following two years and develop a Budget Notebook to guide future budget work.</p>	<p>Business Manager/ Bookkeeper/Finance Committee/Principal</p>	<p>N/A</p>	<p>6/2021</p>	<p>On-going</p>
<p>2. Assess future staffing and benefits each year with the Principal.</p>	<p>Principal/ Bookkeeper</p>	<p>N/A</p>	<p>yearly</p>	
<p>3. Coordinate operating and capital Improvement revenue needs for future budgets with Finance Committee/Advisory Board/AMEN and Development Team</p>	<p>Bookkeeper/Finance Committee/Advisory Board/AMEN and Development Team</p>	<p>N/A</p>	<p>6/2022</p>	

Strategic Plan, 2020-2023

Strategy Area: *Technology*

GOAL 1: DEVELOP A THREE-YEAR REPAIR, UPGRADE AND REPLACEMENT PLAN FOR SCHOOL TECHNOLOGY HARDWARE

Objective #1: To minimize downtime of existing technology, the school will assess, upgrade, and replace hardware as needed.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. For the following hardware, assess and document repairs needed and performance; determine items and parts to be repaired, upgraded, or replaced: <ul style="list-style-type: none">• Student Chromebooks• Faculty/Staff laptops• SMART TVs• Touchjet Waves• School printers/copiers	Principal/Technology Coordinator/Technology Teacher	N/A	8/2021	On-going
2. Implement repairs, upgrades or replacements for items in #1 in phases.	Technology Coordinator/Tech Service Contractor	TBD	7/2021	On-going

GOAL 2: IMPROVE THE USE OF THE SCHOOL'S DATA MANAGEMENT SYSTEMS

Objective #1: To improve the use of Rediker School Management System, the school will utilize existing features within the system.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Add an electronic enrollment form for new and returning families.	Principal/Technology Coordinator/AMEN Team	N/A	1/2021	On-going

Objective #2: To improve the use of FACTS Tuition Management System, the school will utilize existing features within the system.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Add an option for incidental charges to FACTS accounts.	Principal/Bookkeeper/ Business Manager	N/A	1/2021	On-going

GOAL 3: IMPROVE THE EFFICIENCY OF THE SCHOOL'S TECHNOLOGY

Objective #1: To improve day-today performance of the school technology, provide for on-call daytime technology support services.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Document and log daily issues with existing school technology for 3 months to determine the types of on-call technology assistances needed by the school.	Principal	N/A	5/2021	On-going
2. Develop a scope of services for on-call technology services	Principal	N/A	6/2021	On-going
3. Explore what other Diocesan elementary schools are doing for technology support.	Principal	N/A	7/2021	On-going
4. Contact Diocese IT department for preferred vendors or local businesses to seek individuals to provide on-call technological services.	Principal	N/A	7/2021	On-going
5. Contract for the on-call services.	Principal/Bookkeeper/ Finance Committee	\$ TBD	7/2021	On-going

Objective #2: To improve day-today performance of the school technology, explore other website options.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Document and log issues with existing school website for 3 months to determine the types of problems.	AMEN Team	N/A	5/2021	On-going
2. Explore what other Diocesan elementary schools are using for website services.	AMEN Team/Principal	N/A	6/2021	On-going
3. Contact Diocese IT department for preferred website host vendors.	Principal	N/A	7/2021	On-going
4. Explore ease of use and cost for alternative website hosts.	AMEN Team	N/A	7/2021	On-going
5. Contract with new website host/provider.	Principal/Bookkeeper/ Finance Committee	\$ TBD	7/2021	On-going

Strategic Plan, 2020-2023

Strategy Area: *Curriculum*

GOAL #1: SCHOOL WILL ASSESS ENGLISH LANGUAGE ARTS INSTRUCTIONAL RESOURCES AND IMPLEMENT A CONTINUITY OF RESOURCES GRADES PK THROUGH 8

Objective #1: To assess English Language Arts instructional resources, textbooks will be inventoried and assessed for continuity and level of effectiveness.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
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1. Inventory English Language Arts textbooks and instructional resources.	Principal	N/A	4/2020	Complete
2. Purchase Wilson Language: Foundations Language Basics to continue from PK through Grade 3	Principal/Bookkeeper	\$1,700/Federal Educational Grant Funding	6/2020	Complete
3. Replace outdated Upper School (grades 5-8) English and Literature textbooks.	Principal/Bookkeeper	\$1,600/ Federal Educational Grant Funding	6/2020	Complete
4. Purchase comprehensive leveled library for grades K through 8 to support differentiated small group Reading instruction. (Fiction Focus and Non-Fiction companion libraries)	Principal/Bookkeeper	\$10,000 per library Operating Budget/Grant	8/2021	Fiction Focus library is complete. Non-Fiction will be purchased 7/2021.
5. Purchase site license for e-library to support student independent reading at home and at school.	Principal/Bookkeeper	\$3,500/Operating Budget	8/2020	Complete
6. Reintroduce Journeys anthology series to anchor English Language Arts instruction grades K-4.	Principal/Faculty	N/A	8/2020	Complete

GOAL #2: SCHOOL WILL ASSESS HISTORY/SOCIAL STUDIES INSTRUCTIONAL RESOURCES AND IMPLEMENT A CONTINUITY OF RESOURCES GRADES PK THROUGH 8

Objective #1: To assess History/Social Studies Arts instructional resources, textbooks will be inventoried and assessed for continuity and level of effectiveness.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
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1. Inventory History/Social Studies textbooks and instructional resources.	Principal	N/A	4/2020	Complete
2. Purchase new Social Studies textbook for Grade 5, as none exists.	Principal/Bookkeeper	\$1,700/Operating Budget	6/2020	Complete
3. Replace outdated Middle School (grades 6-8) History textbooks.	Principal/Bookkeeper	\$ TBD	7/2021	
4. Assess Social Studies instructional resources Grades K-4.	Principal/Faculty	N/A	6/2021	On-going

GOAL #3: SCHOOL WILL IMPLEMENT DIOCESEAN PERSONALIZED LEARNING (PL) INITIATIVE OVER A 3 YEAR (2019/2020 THROUGH 2021/2022) ROLL OUT

Objective #1: To implement Personalized Learning model, analyzes school master schedule and adapt to create one 90 minute blocks per day per grade level

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Analyze existing school master schedule.	Principal/Faculty/PL Team	N/A	8/2019	Complete
2. Adapt master school schedule to create one 90 minute block per day per grade level.	Principal/Faculty/PL Team	N/A	8/2019 revised 8/2020	Complete
3. Adapt Personalized Learning Model to provide differentiated instruction in Reading and Math.	Principal/Faculty/PL Team	N/A	8/2019	Complete
4. Utilize Edmentum, Reading Eggs, Nearpod on-line learning programs for Reading/Math/Language Arts academic data collection.	Principal/Bookkeeper	\$6,500 per year after year 2 of roll out.	6/2021	On-going

GOAL #4: SCHOOL WILL ADDRESS THE SOCIAL AND EMOTIONAL (SEL) THE GROWTH AND DEVELOPMENT OF THE WHOLE CHILD.

Objective #1: To implement a social and emotional (SEL) program, the school will investigate options, costs, and funding of programs and staff.

ACTION	WHO	COST/FUNDING	DUE DATE	STATUS
1. Purchase Second Step, a researched-based, comprehensive SEL instructional resource program for Preschool through Grade 8.	Principal/Bookkeeper	\$9,500/FIE Grant	7/2020	Complete
2. Provide a PT school counselor by opting-in to Diocesan shared services model to support SEL learning and provide individual counseling services.	Principal/Bookkeeper	\$10,000/year	7/2020	Complete
3. Develop a 3-tiered Positive Behavioral Interventions and Supports (PBIS) system to reduce disciplinary incidents, increase a school's sense of safety and support improved academic outcomes.	Principal/School Counselor	ESSA Title II and IV	10/2021	On-going