



St. Mary's School Strategic 5 Year Plan

<http://stmaryschoolrockville.org/About/strategic-plan>

STRATEGIC PILLARS

1. **Catholic Identity:** *St. Mary's School will provide a Christ-centered learning environment that provides the opportunity for spiritual growth, strengthens the bonds with our Catholic community, and produces students who realize their full potential as children of God.*
 - A. Core Values
 - B. Education Reflects Catholic Faith
 - C. School - Parish Bonds
 - D. Presence of Christ
 - E. Consistent Feedback

2. **Academic Excellence:** *St. Mary's School will offer an effective curriculum program (both academic and extracurricular) in line with Archdiocese of Washington's requirements that addresses the students' needs for personal growth, fulfillment, and preparedness for life.*
 - A. Curriculum
 - B. Math and Reading
 - C. Other Academic Programs
 - D. Extracurricular Programs

3. **Enrollment:** *St. Mary's School will establish, maintain, and improve upon approaches to increase enrollment with an emphasis on affordability and accessibility.*
 - A. Recruitment/Retention
 - B. Budgeting
 - C. Fundraising
 - D. Marketing
 - E. Tuition Assistance Funding

4. **Governance:** *St. Mary's School will have dedicated, proactive, and expert administrators, faculty, and parents planning and working for the current and future spiritual, instructional, and managerial success of the school.*
 - A. Strategic Planning
 - B. School Advisory Board & Home and School Association
 - C. Accreditation
 - D. Staffing
 - E. Volunteering

5. **Facilities:** *St. Mary's School will update the current school facilities in order to provide a more modern and competitive look for current and prospective families.*
 - A. Capital Campaign for Expansion
 - B. Scheduled Maintenance Projects
 - C. Technology Services
 - D. Playground
 - E. Mary's House

October 10, 2017

PILLAR 1: CATHOLIC IDENTITY

Objective: St. Mary's School will provide a Christ-centered learning environment that provides the opportunity for spiritual growth, strengthens the bonds with our Catholic community, and produces students who realize their full potential as children of God.

Strategy	Short Term Goal	Mid Term Goal	Long Term Goal
<p>1. Core Values Clearly articulate the core values that we strive to embody as members of the St. Mary's student body, faculty, and leadership.</p>	<ul style="list-style-type: none"> - Develop a narrative to describe membership in the St. Mary's School community (school "brand"). - Identify why those values are important and relative to the Christian faith. 		
<p>2. Education Reflects Catholic Faith Ensure that the St. Mary's student body receives an education that reflects our enduring commitment to the Catholic faith.</p>		<ul style="list-style-type: none"> - Create more opportunities for students to be involved in at least two acts of community service per school year. - Utilize the Big Buddy Program to engage younger students in spiritual mentorship or learning with older student members. 	<ul style="list-style-type: none"> - Provide opportunities for students in all grades to participate in faith-oriented field trips.
<p>3. School – Parish Bonds Strengthen the bonds between the school and parish communities. <i>(see Pillar 3, Strategy 4)</i></p>	<ul style="list-style-type: none"> - Work with the Social Actions Committee to create a parish calendar of service activities. - Develop a communication strategy to recognize the participants of service activities to the school and parish communities. - Provide priests with regular updates of school-related news and events for sharing with the congregation. 	<ul style="list-style-type: none"> - Provide opportunities for parents/parishioners to participate in acts of service for our community. - Encourage participation of parish priests in educational functions. - Celebrate Sunday Eucharist and other sacraments as a school community, and participate in the Mass as age-appropriate. 	

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<p>4. Presence of Christ Celebrate the presence of Christ in our community.</p>	<ul style="list-style-type: none"> - Promote Christian identity through the words and deeds of our staff and student body. - Create a welcoming atmosphere in the school by modeling mutual care and respect. 		
<p>5. Consistent Feedback Provide consistent feedback, with measurable results, from stakeholders regarding Catholic identity.</p>	<ul style="list-style-type: none"> - Annually solicit feedback from school community to assess Catholic identity. - Regularly solicit observational data from faculty and spiritual leaders about students' spiritual growth and opportunities for character building. 		

PILLAR 2: ACADEMIC EXCELLENCE

Objective: St. Mary's School will offer an effective curriculum program (both academic and extracurricular) in line with the Archdiocese of Washington's (ADW) requirements that addresses the students' needs for personal growth, fulfillment, and preparedness for life.

Strategy	Short Term Goal	Mid Term Goal	Long Term Goal
<p>1. Curriculum St. Mary's will offer its students a curriculum for academic excellence that prepares them for success at the very best high schools in the region. Students and parents at all grade levels must be fully engaged in the students' learning. Beyond possessing knowledge of content areas, St. Mary's faculty will demonstrate ever-evolving instructional methods and the use of tools to create effective learning.</p>	<ul style="list-style-type: none"> - Ensure that the K-8 curriculum in each core subject is consistently communicated to the students and their parents. - Help students to become independent self-starters and capable of accessing and retrieving information that complements the classroom curriculum. 	<ul style="list-style-type: none"> - Introduce IXL for other core subjects, such as language arts, social studies, and science. - Enhance the development of critical thinking skills in all academic areas. 	
<p>2. Math and Reading St. Mary's will meet and exceed the ADW's targets in reading and math. These two areas will be marked by the students' hands-on ownership of their learning skills and include collaborative exercises in the school.</p>	<ul style="list-style-type: none"> - Communicate that the school uses a personalized approach for math and reading that maximizes the growth of each student. 	<ul style="list-style-type: none"> - Reading and math teachers will participate in courses/workshops in continuing education for best practices, and introduce the latest technological tools to assist in their teaching. 	<ul style="list-style-type: none"> - Using the ADW guidelines, reduce the number of students in the bottom two quartiles in math and reading, while increasing the number of students in the highest/above average quartiles, based on Scantron results.

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<p>3. Other Academic Programs St. Mary's will increase its focus on STEM and other specialty programs. St. Mary's graduates shall increasingly qualify and receive special grants/scholarships offered by the catholic high schools in STEM, arts, and music.</p>	<ul style="list-style-type: none"> - Communicate the goals of the Spanish program to students and their parents. 	<ul style="list-style-type: none"> - Explore and implement new teaching and assessment tools that utilize technology to teach and practice Spanish. - Continue enhancing the current STEM program by developing a specific sustainable and growth plan for all STEM components. Explore new tools, technological aids, grants, etc. specific in this area. - Organize additional fun events, like Family Math Night, that complement our academic programs. - Create and communicate a technology improvement plan to maintain adequate IT resources in the school for learning. 	<ul style="list-style-type: none"> - Offer a new language in the curriculum. - Investigate after-school programs for students who want to expand in STEM or other areas. - Investigate additional field trips that align with course curriculum.
<p>4. Extracurricular Programs St. Mary's will complement its academic programs with a diverse array of extracurricular activities to capture students' interests, aptitudes, and talents. These programs will be run jointly by the school faculty and parents in a structured and sustainable way.</p>	<ul style="list-style-type: none"> - Catalog and communicate the extracurricular programs offered by the school, and identify gaps and redundant activities. - Inform parents about the choice of programs available throughout the year at the beginning of the scholastic year. 	<ul style="list-style-type: none"> - Ensure that all major interests are represented (sports, arts/drama/dancing, STEM, leadership) so that each student has adequate choices for an extra-curricular activity. - For all existing programs, ensure that there is a clear succession plan so that the continuation of a program is not dependent on a single person. - Develop a formal coordination mechanism to oversee all extracurricular activities, including the use of school facilities, rules and responsibilities for parent volunteers, and the use of school activities. - Ensure that all extracurricular activities are promoted using the school website, social media, promotional material, etc. 	<ul style="list-style-type: none"> - Develop a resource plan for extracurricular activities so that programs requiring storage will have space within the school premises.

PILLAR 3: ENROLLMENT

Objective: St. Mary's School will establish, maintain, and improve upon approaches to increase enrollment with an emphasis on affordability and accessibility.

Strategy	Short Term Goal	Mid Term Goal	Long Term Goal
<p>1. Recruitment/Retention Develop a methodology that establishes ongoing recruitment activities throughout the year as well as for the retention of the current St. Mary's school community.</p>	<ul style="list-style-type: none"> - Create a living document within the SAB Planning Committee that catalogs all current recruitment/retention activities conducted by St. Mary's and establishes a central POC for its execution. - Communicate to the St. Mary's school community the POC for recruitment at St. Mary's and that we ALL should be committed to the growth of our school family. 	<ul style="list-style-type: none"> - Establish a central repository and an internal capture capability that collects information from St. Mary's school families that have raised concerns/struggles in staying enrolled. The information should be made available to the proper SAB committee for review. - Improve communications to St. Mary's school families to best support recruitment activities. 	<ul style="list-style-type: none"> - Establish a strategy that will appeal to a broader student population (non-Catholic, special needs, etc.). - Develop a strategy for pupil retention based on concerns/struggle information collected. - Collect metrics on recruitment activities, and revise recruitment activities as needed.
<p>2. Budgeting Improve the overall budgeting process and communications on overall financial wellness of St. Mary's school.</p>	<ul style="list-style-type: none"> - Document the activities undertaken during the budgeting process and have it reviewed every six months by the SAB Finance Committee to capture any changes to the activities. 	<ul style="list-style-type: none"> - Establish a mid-year analysis process on budgeting vs. costs to properly document any cost overruns or shortfalls that may have occurred during the school year. - Provide regular information about the school's finances to the school community. 	<ul style="list-style-type: none"> - Conduct bi-annual pricing analysis by third-party to make recommendations on how to best identify future cost growth that can assist in developing long term budget plans.

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<p>3. Fundraising Develop a methodology that establishes and improves upon ongoing fundraising activities throughout the year for our current St. Mary's school community.</p>	<p>- Create a living document within the SAB Fundraising Committee that catalogs all current fundraising activities conducted by St. Mary's, and establish a central POC for their execution.</p>	<p>- Evaluate current fundraising programs to determine their current ROI and make recommendations to SAB on changes.</p>	<p>- Establish a fundraising calendar that identifies possible conflicts with other local non-profit organizations to maximize fundraising during events.</p> <p>- Develop a separate financing/fundraising plan for all these activities, in coordination with the governing body.</p>
<p>4. Marketing Increase awareness and importance of Catholic education at St. Mary's to parishioners and the Rockville community.</p> <p><i>(see Pillar 1, Strategy 3)</i></p>	<p>- Support the Marketing Committee which, among other areas, emphasizes and markets the school's Catholic identity within the context of faith and community.</p> <p>- Recognize and market achievements of St. Mary's school through the parish bulletins, from the pulpit, and the school web site.</p>	<p>- Showcase each school grade once a month and conduct it during a "coffee/donut Sunday." Strengthen the ties between the school, parish, and visitors to the church.</p>	<p>- Create a business partnership outreach program that can assist with including St. Mary's school as part of their marketing strategies (i.e., realtors, local offices, etc.)</p> <p>- Expand local alumni involvement by communicating recent St. Mary's school achievements and requesting their support by spreading that information.</p>
<p>5. Tuition Assistance Funding Develop additional tuition assistance funding.</p>	<p>- Add an auction item at the annual gala that offsets the tuition for the winner. Example: The item is a fixed \$5 bid – 1 entry per family. The winner is selected by random. The winner's family tuition is offset by the funds collected for the item.</p> <p>- Conduct monthly financial assistance booths at the parish hall after a Sunday mass.</p>		<p>- Establish estate planning sessions for parishioners that includes gifting to St. Mary's school.</p> <p>- Work more closely with the Archdiocese to improve communications on financial assistance available to all parishioners' at all local churches.</p>

PILLAR 4: GOVERNANCE

Objective: St. Mary's School will continually have dedicated, proactive, and expert administrators, faculty, and parents planning and working for the current and future spiritual, instructional, and managerial success of the school.

Strategy	Short Term Goal	Mid Term Goal	Long Term Goal
<p>1. Strategic Planning To implement a strategic planning process that encompasses both a long term planning cycle (5 year or more) and a short term yearly planning cycle to create action plans that stimulate innovation in the school.</p>	<ul style="list-style-type: none"> - Document strategic planning process used to create the long term planning cycle. - Create, document ,and implement a yearly strategic planning cycle that will result in an action plan every school year. 	<ul style="list-style-type: none"> - Identify and obtain measures of key operational work of the school. 	<ul style="list-style-type: none"> - Create next 5 year strategic plan.
<p>2. School Advisory Board (SAB) & Home and School Association (HSA) To improve the transparency and communication of the St. Mary's School Advisory Board and Home and School Association in the advising, planning, and implementation of school activities.</p>	<ul style="list-style-type: none"> - Create regular maintenance plan for SAB and HSA information on the school web site. 		<ul style="list-style-type: none"> - Develop new methods of interacting with school stakeholders, including the parish and parents.
<p>3. Accreditation To maintain proper accreditation of the school and employees.</p>	<ul style="list-style-type: none"> - Formally document the accreditation scheuld of the school. 		<ul style="list-style-type: none"> - Monitor laws and regulations to determine if new accreditations are needed.
<p>4. Staffing To maintain proper staffing to operate the school.</p>	<ul style="list-style-type: none"> - To increase collaboration and peer learning amongst faculty and staff. - To hire additional administrative support (e.g.,vice principal). 	<ul style="list-style-type: none"> - To improve the efficiency of professional development for faculty and staff. - To identify additional staffing needs for faculty and staff. 	<ul style="list-style-type: none"> - To expand the offerings of professional development for faculty and staff.
<p>5. Volunteering To have a large and diverse group of people working for the success of the school.</p>	<ul style="list-style-type: none"> - To make more efficient use of volunteer time and create a directory of volunteer opportunities. - To increase the interactions and connection between the parish and the school 	<ul style="list-style-type: none"> - To develop a system to promote parent engagement in activities and prevent burnout. 	<ul style="list-style-type: none"> - To build a network of alumni and parents of alumni to interact with the school.

PILLAR 5: FACILITIES

Objective: St. Mary's School will update the current facilities in order to provide a more modern and competitive look for current and prospective families.

Strategy	Short Term Goal	Mid Term Goal	Long Term Goal
<p>1. Capital Campaign for Expansion Raise finances for the Capital Campaign for Expansion, which includes three additional classrooms and a dedicated music room for the school.</p>	<ul style="list-style-type: none"> - Talk with John duFief to coordinate with the building commission about school facility improvements. - Research development firms and compare pricing. 	<ul style="list-style-type: none"> - Create a Capital Campaign team to organize and plan fundraising. 	<ul style="list-style-type: none"> - Hire a developer and start expansion.
<p>2. Scheduled Maintenance Projects Create a list of scheduled maintenance projects to provide excellent facilities for the students.</p>	<ul style="list-style-type: none"> - Communicate the completion of maintenance projects as they happen. - Replace the boiler. 	<ul style="list-style-type: none"> - Replace windows and blinds throughout the school. 	<ul style="list-style-type: none"> - Replace or remove carpeting in the school.
<p>3. Techonolgy Services Upgrade technology services at the school to provide stronger academic supports for both faculty and students.</p>	<ul style="list-style-type: none"> - Increase the amount of routers in the school. 	<ul style="list-style-type: none"> - Upgrade the server. 	<ul style="list-style-type: none"> - Upgrade all technology in the classrooms.
<p>4. Playground Create a larger and safer playground for our students to play.</p>	<ul style="list-style-type: none"> - Contact the owner of the property behind the fence to negotiate the ability to expand our playground. 	<ul style="list-style-type: none"> - Investigate other options for playground growth. 	
<p>5. Mary's House Better utilize existing space to better meet the needs of our school.</p>	<ul style="list-style-type: none"> - Create a committee to investigate different possibilities for Mary's House. 	<ul style="list-style-type: none"> - Create and implement a plan to use the space for the school. 	