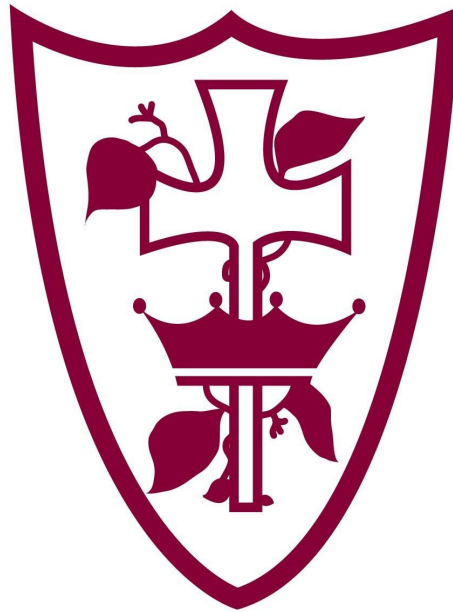


St. Martha  
Catholic School



**2019-2023**  
**Long-Range Strategic Plan**

St. Martha Catholic School  
2411 Oak Shores Drive  
Kingwood, Texas 77339

**ST MARTHA CATHOLIC SCHOOL**  
**Strategic Plan**  
**Basis - TCCB ED Accreditation Domains,**  
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## **Introduction**

Strategic planning is a management tool for organizing the present on the basis of the projections of the desired future. That is, a strategic plan is a road map to lead the school from where it is now to where it would like to be in five to ten years. Our school advisory board is split into three committees that are modeled after the areas of focus within our strategic plan: Catholic Identity and Academic Excellence, Enrollment & Marketing/Development & Institutional Advancement, and School Leadership and Governance/Finance/Facilities.

The committees meet regularly to ensure growth and success in their focus areas. At every board meeting, the committees report on the progress of their focus in the strategic plan and recommend changes as needed. The board implements school-wide community surveys, incorporates staff and faculty discussion and input, and works in community to advise the pastor and principal to ensure the goals within the strategic plan are being met.

The goals and objectives are included in the strategic plan, which are reviewed by staff and board members throughout the year. The strategic plan is a living and viable document that is listed as a permanent item on the Advisory Board Agenda. The Strategic Plan is available on the school website.

## **Executive Summary**

This document includes the schools goals, objectives, and action plans for the following five years. Our plans address all five domain areas; Catholic Identity, Governance, Administration & Management, Curriculum, Instruction & Assessment, Student Services & Activities, and Plant & Facilities.

## **Mission Statement**

St. Martha Catholic School provides an excellent Catholic education by developing mind, heart, and spirit as we share in community to form witnesses who transform the world.

## **Philosophy**

We acknowledge that parents are the primary educators of their students. Through collaborative efforts between the home, school, and parish communities, a positive atmosphere is created for each student to grow with the Gospel messages. The core purpose is the spiritual, moral, intellectual, social, cultural, and physical development of our students. We believe that as members of an integral ministry of the faith community of St. Martha Catholic Parish, learners follow religious truths and live Catholic values and ethics. St. Martha Catholic School promotes a setting "Where Faith and Knowledge Meet" as students develop a personal relationship with Christ and come to know Him as their Model. We believe that a solid foundation of educational skills, following the TEKS and Archdiocesan curriculum, provides educational and spiritual experiences for students to grow and become successful, active, lifelong learners. The learning environment emphasizes the importance of self-confidence, respect,

self-discipline, and responsibility as each person cultivates God's gifts of mind, heart, and spirit. We believe that an educational program within an ordered, safe, caring, and disciplined environment, based on Catholic teachings and values, enables each student to grow in better understanding of self in relationship to God and others.

### **School Profile**

Students of St. Martha Catholic School are taught to exemplify the life of St. Martha by integrating the Gospel values of faith, community, and service. By encouraging our students in all classes to become Disciples of Christ, they are prepared by their Catholic faith to go into the community and lovingly serve as they build the kingdom of God and transform the world.

In accordance with our philosophy, St. Martha Catholic School guides each student to realize specific objectives as an aid in achieving his/her potential and goals. SMCS teaches students the message of Christ and to help students develop a spirit of prayer and worship through religious education.

We model and instill a respect for the rights of others as individuals and to cultivate moral and spiritual values, ethical standards of conduct, and basic integrity.

We facilitate each student's ability to think constructively, to solve problems, to reason independently, and to accept responsibility for self-evaluation and self-instruction.

We provide for all students; educational opportunities and meaningful learning experiences related to their heritage, American citizenship, and responsibilities to our community and the global society.

We impart knowledge and the importance of physical and mental health by developing healthy attitudes towards physical education, nutrition, and health maintenance skills.

Through our curriculum at St. Martha Catholic School, we empower students to be critical thinkers, eager learners and seekers of intellectual challenge, and to develop a Christian spirit to prepare them to fulfill their future responsibilities in life.

### **School History**

We acknowledge that parents are the primary educators of their children. Through collaborative efforts between the home, school, and parish communities, a positive atmosphere is created for each student to grow with the Gospel messages. The core purpose is the spiritual, moral, intellectual, social, cultural, and physical development of our students.

We believe that as an integral ministry of the faith community of St. Martha Catholic Parish, learners follow religious truths and live Catholic values and ethics. St. Martha Catholic School promotes a setting "Where Faith and Knowledge Meet" as students develop a personal relationship with Christ and come to know Him as their Model.

Faculty and Students foster spiritual growth and Gospel values through Religion classes four days per week, weekly school Mass, special liturgies, and devotions. Several times throughout the year, students join together in Crusader Clans to celebrate and learn about various Religious holidays. During these events, students of various grade levels work together to further understand and strengthen their faith. Middle

school students lead their groups in discussions and activities associated with Lent, Advent, or the concept of staying present with Jesus. Stations of the Cross and St. Joseph's table are also celebrated as a school community. Elementary school students participate in an All Saints Parade each year, depicting a saint of their choosing. All grade levels participate during the season of Advent, as we come together as a school community in song, inviting school families, church parishioners, and other members of our community to attend.

Reconciliation is offered to all students and faculty each year during Advent and Lent. Additionally, we celebrate vocations awareness annually, allowing volunteers from various vocations to speak to the students concerning their experiences. Our school also hosts a Vocations Club, where our students work in tandem with parishioner representatives from the Serra Club throughout our school year. Middle school students are invited to attend EDGE (youth group) nights monthly. Here, they are involved in prayer, worship, and activities to help foster their development of Gospel Values and faith. Second graders attend a First Communion retreat at Circle Lake. Following their First Communion (also celebrated during our school Mass), families are invited to attend a First Communion Reception.

Parents are active participants in many of these events, volunteering to help with the Kindergarten vegetable garden, PTO, Gala (school fundraiser), Family Fun Nights, and various field trips throughout the year. They also assist in organizing the fifth grade manners banquet. Parents, teachers, students, and parishioners work side by side to facilitate the Parish Festival as well.

We believe that a solid foundation of educational skills following the TEKS and Archdiocesan Curriculum Guides provides educational and spiritual experiences for students to grow and become successful, active, lifelong learners. The learning environment emphasizes the importance of self-confidence, respect, self-discipline, and responsibility as each person cultivates God's gifts of mind, heart, and spirit.

Academic enrichment at St. Martha's Catholic School includes an annual science fair, spelling bee, and poetry contest for students to participate in. In addition to this, students are also invited to be involved in Science Olympiad and Quiz Bowl to strengthen, test, and utilize their knowledge in specific content areas. SMCS students are challenged year round with Reading Counts, Star 360, and other online programs, strengthening their skills in various academic areas.

**DOMAIN I - Catholic Identity**  
**Correlation to National Standards & Benchmarks for Catholic Schools: Catholic Identity**

This domain's articulation of the school's mission, philosophy and vision forms the basis from which the remaining domains will flow. Community is the context in which the school finds itself. The school community begins with small groups (e.g., faculty or a particular class) and moves outward to embrace the entire school, parish (arch)diocese, and wider civic and world community. One of the purposes of Catholic education is to provide students the opportunity to live out their faith within the context of community. This domain allows the school to identify its Catholic Identity.

**GOALS, OBJECTIVES & ACTION STEPS**

Goal #1 -Encourage awareness of the needs of others through services in the local, national and global communities.

- Objective #1 - Researching, developing and executing a wider variety of service opportunities for students and families, new and existing. Review existing SMCS service projects, both grade level and school-wide.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Develop and execute a school-wide service project, incorporating students and families.	Religious education teachers	October 2019	October 2020	TBD
2.	Develop and execute elementary (PreK - 5th grade) and middle school (6th-8th grade) service projects, incorporating students and families.	Religious education teachers; Grade level lead teachers	October 2020	October 2021	TBD
3	Develop and execute service projects by grade level groups (PK, K-2, 3-5, 6-8) elementary (PreK - 5th grade), incorporating students and families.	Religious education teachers; Grade level lead teachers	October 2021	October 2022	TBD
4	Continuation of service projects by grade level groups. Re-evaluation of current service projects, determining needs and necessary changes for future planning.	Religious education teachers; Grade level lead teachers	October 2022	October 2023	TBD

Goal #2 - Encourage and provide regular opportunities for prayer, liturgy and spiritual formation

Objective #1 - Provide prayer services and liturgical activities/events to all students throughout the school year based on the liturgical calendar, holidays (ie.e. All Souls Day, Veterans, etc.) and extraneous events (I.e. Hurricane Harvey).

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Implement individual classroom prayer times during Vocations Week, to allow students to pray for all vocations	Religious education teachers; Classroom teachers	August 2019	August 2020	TBD

2.	Implement a school-wide prayer service for Vocations in coordination with parish priests and deacons	Religious education teachers; Parish priests and/or deacons	August 2020	August 2021	TBD
3	Complete application for Catholic Honor Roll designation by the Cardinal Newman Society	MS Religion Teacher	August 2021	August 2022	TBD
4	Incorporate school-wide Advent/Easter/Holy Week prayer services and activities	Religious education teachers; Classroom teachers	August 2022	August 2023	TBD

**Goal #3 - Incorporate students and families in parish masses and praying for Vocations**

Objective #1 - Active participation of SMCS students and families with regular parish mass attendance and bringing up gifts on a monthly basis, while in school uniform.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Monthly participation of SMCS families presenting gifts at weekend parish masses; with 75% of Catholic families, school-wide mass/church participation by year end.	PTO Vocations Chairs, Priest	August 2019	August 2020	TBD
2.	Monthly participation of SMCS families presenting gifts at weekend parish masses; with 85% of Catholic families, school-wide mass/church participation by year end.	PTO Vocations Chairs, Priest	August 2020	August 2021	TBD
3	Monthly participation of SMCS families presenting gifts at weekend parish masses; with 90% of Catholic families, school-wide mass/church participation by year end.	PTO Vocations Chairs, Priest	August 2021	August 2022	TBD
4	Monthly participation of SMCS families presenting gifts at weekend parish masses; with 99% of Catholic families, school-wide mass/church participation by year end.	PTO Vocations Chairs, Priest	August 2022	August 2023	TBD

**Goal #4 - The teaching of the Catholic faith and its integration with daily living will be a focus of the school.**

Objective #1 - Implement an archdiocesan approved human sexuality curriculum in all grades

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Acquire an archdiocesan approved human sexuality program to meet the curriculum requirements.	Administration in conjunction with religion coordinators and religious education teachers	August 2020	August 2021	\$600
2.	Communicate the objectives of the curriculum to parents in each grade level.	Religious education teachers	August 2021	August 2022	Flocknotes, parent meetings
3.	Implement the curriculum in each grade level.	Religion coordinator and religious education teachers.	August 2021	August 2022	Theology of the Body; Ruah Woods Press
4.	Evaluate the effectiveness of the curriculum and adjust needed material for instruction.	Administration in conjunction with religion coordinators and religion education teachers.	August 2022	August 2023	TBD

**DOMAIN II - Governance, Administration & Management**  
**Correlation to National Standards & Benchmarks for Catholic Schools:**  
**Governance**  
**& Leadership**

This domain focuses on the administrative team, governing body, be they called commission, board, or council. The purpose of these structures is to provide the constituents with the opportunity to give input into the decision-making process. The domain provides an overview of how a school is governed. Each school is unique in how it lives out the local (arch)diocese's directive in this regard. The domain seeks to have the school express how it functions in achieving its direction and vision. This domain also explores the role of the administration and/or administrative team as instructional leaders of the school and includes professional development and evaluations of faculty and staff on the campus.

**GOALS, OBJECTIVES & ACTION STEPS**

Goal #1 - Increase financial income for SMCS through fundraising efforts

- Objective #1 - Target potential donor populations outside of current SMCS families.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Specific to the Golf tournament: Promote at father events - Daddy Daughter dance / Donuts with Dad, Grandparents Day and through Kingwood Country Club and Deerwood.	Development Director	August 2020	November 2021	Powerpoint slides, flyers, ~\$100



2.	Set up booths in the Narthex following mass to promote fundraising events	Development Director & PTO Board	August 2021	August 2023	flyers
3	Promote fundraising events on Social Media platforms (twitter, Facebook, etc)	Communications Director	August 2019	August 2020	Paid advertising, ~\$100
4	Establish Grandparents (special persons) club/network. Communicate via flocknotes for veterans day, grandparents day, golf tournament. Don't just ask for money but try to get them involved.	Development Director, Communications Director	August 2021	August 2024 progress to be reviewed annually	Database of grandparents information; flocknotes
Goal #1 - Increase financial income for SMCS through fundraising efforts					
Objective #2 - Research/Develop new ways of increasing financial income for the school.					
Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Form a committee to research the possibility of establishing an endowment or foundation.	Finance committee	August 2019	August 2021	Lawyer, Archdiocese Development Team
2.	Promote and actively seek out company and community matches for donations.	Development Director & Accounting Assistant	January 2020	December 2021	Little Green Light Database
Goal #1 - Increase financial income for SMCS through fundraising efforts					
Objective #3 - Encourage parents to serve in ways outside of financial donation					
Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Tap the talents/professional abilities of parents and volunteers by seeking out specific skill sets for committees and development projects. (e.g. parents with security background for the safety committee)	Development Director & PTO Board Registrar	August 2020	August 2021	Mandate putting a response in the parent occupation field during registration. Mandatory PTO fee/volunteer hour requirement

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Goal #2 -Recruit, develop and maintain effective leadership to help carry out the mission of the school.

Objective #1 - SAB President & Principal/Pastor collaborate annually to ensure the School Advisory Board Handbook is up-to-date, and evaluate the effectiveness of the Board in accordance with the handbook.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Board president should keep a log/notes of proposed changes to the board handbook for the principal to consider at the conclusion of the school year.	SAB President	May 2020	June 2021	TBD
2.	If the proposed changes are approved, the principal will update the handbook accordingly and distribute the new handbook during the first meeting of the new school year.	Principal	July 2021	August 2022	Catholic Schools Office

Goal #2 - Recruit, develop and maintain effective leadership to help carry out the mission of the school.

Objective #3 - Develop succession planning in order to assure continuity and expansion of the mission of SMCS.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Conduct annual searches of who is available (nationally for school administration)	Pastor/Diocese	March 2020	May 2023	Professional Consultant

**DOMAIN III - Curriculum, Instruction & Assessment**  
**Correlation to National Standards & Benchmarks for Catholic Schools: Academic Excellence**

This domain addresses the curriculum of the school, planning and implementation, technology integration in instruction, and meeting student needs in the classroom. Assessment is an important part of determining the strength of the academics of a school and meeting individual student needs.					
<b>GOALS, OBJECTIVES &amp; ACTION STEPS</b>					
Goal #1 - Differentiation					
<ul style="list-style-type: none"> <li>Objective #1: Develop learning strategies from the individualized testing results to assist students needing remedial assistance and supplemental enhancements.</li> </ul>					
Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Identification of individual student needs through informal (classroom observation, parent and teacher input) and formal methods (testing, standardized scores, etc.)	Teachers & Director of Instructional Support	May 2020	September 2020	standardized testing costs
2.	Determine the method of services used (pull out vs. in class support).	Teachers & Director of Instructional Support	September 2020	September 2021	Classroom space availability; additional educational materials
3.	Implementation of elementary reading benchmark assessments to identify instructional reading level	Teachers & Director of Instructional Support	August 2020	May 2022	Developmental Reading Assessment (DRA)
4.	Implementation of Readers Workshop & guided reading in elementary school.	Teachers & Director of Instructional Support	August 2020	May 2023	Additional educational materials; Continued professional development
5.	Implementation of Writers Workshop & guided writing in elementary school.	Teachers & Director of Instructional Support	August 2021	May 2023	Additional educational materials; Continued professional development
Goal #2 - Providing for the academic needs of all students.					
Objective #1 - Resource Support					
Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Director of Instructional Support will meet on a regular basis within PLC teams to improve curriculum expertise.	Director of Instructional Support	August 2020	August 2021	Classroom space availability; additional educational materials
2.	Ongoing development plan for professional development using best	Director of Instructional	August 2020	May 2023	additional educational materials

	practices to teach diverse learners. Plan is to align with campus initiatives, including input from the teachers.	Support & Principal			
<ul style="list-style-type: none"> <li>Objective #2 - GT Instruction</li> </ul>					
1.	St. Martha will identify criteria and establish programming for an Enrichment Program to support students that need to be academically challenged in grades 3-8	Director of Instructional Support	January 2020	August 2020	Classroom space availability; additional educational materials
2.	Enrichment Program will meet weekly with students in small interest groups to work on individually projects in grades 6-8	Director of Instructional Support	January 2020	August 2020	
3.	Enrichment Program will meet weekly with students in small interest groups to work on individually projects in grades 3-5	Director of Instructional Support	March 2020	August 2020	

Goal #3 - Ensure the successful integration of technology to support instructional practices.

Objective #1 - Research and purchase technology resources to best support the needs of students.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Identify technology needs, such as number of chromebooks needed for instruction, device insurance plans, and safety monitoring software and budget accordingly.	Principal	March 2020	August 2021	Identify needs on an annual basis.
<ul style="list-style-type: none"> <li>Objective #2 - Ensure staff is trained to use technology resources, such as Google Suites for Education and Mimeo hardware in support of academics.</li> </ul>					
1.	School will provide weekly Job Embedded Professional Development (JEPD) for teachers to learn valuable resources to support technology integration. All faculty will be Google Certified Educator Level 1.	Technology Teacher/Specialist	August 2019	June 2021	

**DOMAIN IV - Student Services & Activities**  
**Correlation to National Standards & Benchmarks for Catholic Schools: Academic Excellence**

This domain includes counseling services that go beyond the regular guidance program and evaluation of students for the purpose of providing special needs programming. Extracurricular activities and additional services offered by the school are also addressed in this domain.

**GOALS, OBJECTIVES & ACTION STEPS**

**Goal #1 - Market the Catholic School effectively.**

Objective #1 - Improve the marketing of the school to both internal and external customers. The school will develop and implement a marketing plan that will work to develop a positive image of the school relating its successes to the greater community.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Advertise SMCS at targeted locations (pediatric dentists, doctors offices, HOA/community buildings)	Registrar	August 2020	January 2021	
2.	Promote SMCS within the community by highlighting achievements/events through newspapers, parish publications, websites, social media.	Communications Director	January 2021	January 2022	photographer (2yr), videographer (2021), school newsletter
3	The School Marketing Team, in collaboration with the SAB Marketing Committee will update the planning and implementation process annually to identify additional potential strategic partnerships and communications opportunities.	Registrar, Development Director, & Communications Director	January 2022	January 2023	Parish publications

**Goal #1 - Market the Catholic School effectively.**

Objective #2 - The school website will contain a content management component and be more interactive.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Evaluate content of school website annually to ensure current information and technology. Update school photos and video	Director of Communications	January 2020	August 2025	TBD
2.	Enhance online registration process to make it more user friendly and comprehensive of the needs of the school. (e.g. add fields that require information in support of other areas - grandparents, occupation, pre-populated areas of expertise.)	Registrar	January 2021	August 2022	TBD

3	Promote spirit wear on the website and allow for online ordering.	Development Director	August 2022	August 2023	external vendor
Goal #1 - Market the Catholic School effectively. Objective #2 - Further develop a relationship with alumni.					
1	Add a repository for alumni to the school website. Login credentials allow for profile updating to maintain an accurate list of contacts.	Communications Director	September 2020	January 2021	alumni database
2	Look into incorporating alumni in fundraising events (e.g. golf tournament teams could include 1-2 alumnus on teams for networking opportunities - waive fees)	Development Director & Communications Director	August 2021	November 2021	school administration, catholic schools office
Goal #2 - Increase enrollment in all grades (PK3-8) Objective #1 - Communicate benefits of education at St. Martha from PreK through Grade 8.					
Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Establish enrollment committee of staff and community members to research trends in enrollment	Registrar & Board President	September 2020	February 2021	archdiocesan website www.chooseCatholic schools.org
2.	Evaluate procurement of a banner/billboard on the church campus. This could potentially be a casino night auction item - "fund a need"	SAB Marketing Committee	August 2021	January 2022	\$1k-1.5k
3	Research area PreK programs to stay current with trends in staffing, pricing, and curriculum.	Registrar & SAB Finance Committee	February 2022	August 2023	TBD
Goal #1 - Market the Catholic School effectively. Objective # 3- Stay abreast of current issues and morale in the school and with the staff. Use the information for the betterment of the school.					
Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Establish exit interview for families who choose not to enroll the next year. Personal follow up from principal if they leave.	Registrar, Principal, & Pastor	February 2020	August 2020	survey, phone calls
2	Conduct parent survey twice a year for moral/climate.	Principal & Pastor	Fall and Spring Annually	Annually thru 2023	Flocknotes, Google Forms

**DOMAIN V - Plant & Facilities**  
**Correlation to National Standards & Benchmarks for Catholic Schools:**  
**Operational Vitality**

This domain addresses the physical plant in terms of health and safety issues, functionality, and image					
<b>GOALS, OBJECTIVES &amp; ACTION STEPS</b>					
Goal #1 -Maintain a long-range facilities plan for the school.					
<ul style="list-style-type: none"> <li>Objective #1 - Plan for the implementation of facility improvements arising from the TCCB-ED Accreditation Report.</li> </ul>					
Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Update security cameras on campus to ensure student safety.	Facility Manager	August 2019	January 2020	TBD
2.					
Goal #1 - Maintain a long-range facilities plan for the school.					
Objective #2 - Build back the first floor areas of the Main office and Buildings 4 & 7 and flood proof the school, due to previous flooding events on May 7, 2019 and September 19, 2019.					
Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Work with Catholic Mutual and the Archdiocese to build back the flooded classrooms.	Facility Manager, Principal, & Pastor	Sept 2019	January 2020	25,000 deductible, plus additional expenses that may not be covered with insurance. Tally Construction; \$600,000
2.	Research and identify the best possible resource to flood proof the school and ensure the school does not flood again.	Facility Manager, Principal, & Pastor	Sept 2019	February 2020	FloodSafe USA; \$300,000

## VI. ASSURANCES & PERSONNEL REQUIREMENTS

### Correlation to National Standards & Benchmarks for Catholic Schools: Catholic Identity, Governance & Leadership, Academic Excellence & Operational Vitality

This section addresses TCCB ED policies, procedures and standards contained in the Guide to Quality and Effectiveness that schools must meet in order to be in compliance. Superintendent approval is required for any adaption of the policies, procedures or standards.

#### GOALS, OBJECTIVES & ACTION STEPS

Goal #1 - Review the "Guide to Quality and Effectiveness" from the TCCB-ED and determine compliance, future objectives and steps necessary to improve.

- Objective #1 - Ensure all faculty are highly qualified instructors.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Review employee credentials to ensure competency in instructional areas.	Principal	August 2019	June 2020	

Goal #2 - Develop a retention, recruitment and appreciation plan for faculty and staff.

- Objective #2 - Ensure hospitality events for faculty are offered to show appreciation.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Plan and fund a staff appreciation event for Christmas.	Principal	August 2019	December 2019	\$1000