

Saint Bartholomew Catholic School Strategic Plan 2017-2022

Year 2020-2021

Domain I: Mission and Catholic Identity

STANDARD 1 – An excellent Catholic school is guided and driven by a clearly communicated mission that embraces a Catholic Identity rooted in Gospel values, centered on the Eucharist, and committed to faith formation, academic excellence and service.

Goal 1:

St. Bartholomew Catholic School will better communicate the school's mission through a renewed mission statement with more emphasis on Catholic Identity and use it as a basis for all planning.

Strategies:

- A. We will use the new mission statement on all school materials that are used for planning, marketing and information. School staff will recite the new mission statement at all gatherings. The school mission statement will be stated as part of morning announcements and prayer every morning at school by all students and staff. The mission statement will be noted on the school website and in all formal communications. PTO and School Commission will begin meetings by stating the mission statement. We will make efforts to ensure that all constituents are able to articulate the mission of the school.

STANDARD 2 – An excellent Catholic school adhering to mission provides a rigorous academic program for religious studies and catechesis in the Catholic faith, set within a total academic curriculum that integrates faith, culture, and life.

Goal 1:

St. Bartholomew Catholic School will ensure that all faculty receive appropriate catechetical preparation for their position so that they can provide effective religion curriculum and instruction.

Strategies:

- A. All faculty will complete the History and Mission of the Catholic Church course.
- B. All faculty will complete the Archdiocesan requirement for catechetical preparation over the 2018-2019 and 2019-2020 school years. **New teachers will finish the catechetical preparation in 2020-2021 and into the future.**
- C. All teachers will take the NCEA Information for Growth (IFG) Survey for adults yearly to monitor our faculty's growth in knowing and living our Catholic faith. Instruction on questions that were not mastered by faculty will be provided at Faculty Meetings.

Goal 2:

St. Bartholomew Catholic School's faculty will use the Catholic intellectual tradition in all subjects to help students think critically and ethically about the world around them by using the Church's social teachings as essential elements of the curriculum.

Strategies:

- A. Teachers will continue to learn and focus on the Church's social teachings during Faculty Meetings.
- B. The school will focus on one of the Church's social teachings each month and incorporate them into our curriculum at every grade level. Lessons from the USCCB will be presented to students at every grade level. Students and staff will be more involved in activities and service projects focused on the Catholic Social Teaching of the month.

STANDARD 3 – An excellent Catholic school adhering to mission provides opportunities outside the classroom for student faith formation, participation in liturgical and communal prayer, and action in service of social justice.

Goal 1:

St. Bartholomew Catholic School will provide students with the opportunity for at least one retreat and one major service project each year.

Strategies:

- A. The staff and students will continue with the practice of a full-day retreat and/or service project for every grade level during Catholic Schools Week.
- B. The faculty will continue to organize CYO one-day retreats for 3rd – 5th Grade students that are funded by PTO.

STANDARD 4 – An excellent Catholic school adhering to mission provides opportunities for adult formation and action in service of social justice.

Goal 1:

St. Bartholomew Catholic School will provide every faculty member with the opportunity for at least one retreat each year.

Strategies:

- A. The leadership team and the faculty Catholic Identity Committee will continue to organize an annual full-day retreat for the faculty. Other school staff, parish staff, School Commission Members, and PTO Officers may join the faculty for their retreat.

Goal 2:

St. Bartholomew Catholic School will assist parents in their role as the primary educators of their children in faith.

Strategies:

- A. The faculty and staff will continue their efforts to make weekend Mass attendance a priority for families by continuing to record data toward this goal.
- B. The principal and faculty will continue to provide educational resources to parents to assist them such as Family Mass Booklets and school newsletter announcements of opportunities for adult education, retreats, service projects, etc.
- C. Athletic Coaches have been offered retreat and other spiritual education opportunities.
- D. The principal, faculty and staff will collaborate with outside institutions (such as the Peace and Justice Committee) so that parents, staff and students can become more involved in Christian service programs in service of social justice.

Domain II: Governance and Leadership

STANDARD 5 – An excellent Catholic school has a governing body (person or persons) which recognizes and respects the role(s) of the appropriate and legitimate authorities, and exercises

responsible decision making (authoritative, consultative, advisory) in collaboration with the leadership team for development and oversight of the school's fidelity to mission, academic excellence, and operational vitality.

Goal 1:

St. Bartholomew Catholic School will better organize the school's governing body to make more informed decisions that will support the school's leadership to accomplish its mission. The school commission, representing the diversity of stakeholders, will function according to its approved by-laws.

Strategies:

- A. The School Commission will annually update its by-laws and post them on the school website.
- B. The School Commission will ensure that all its members are well-versed in the by-laws annually. New school commission members will participate in the annual commission training offered by the Office of Catholic Schools.
- C. School Commission members will attend an annual retreat to create stronger relationships and ensure strong commitments to this ministry.
- D. The School Commission will continue to develop adequate recruitment of commission members and subcommittee members who represent diverse groups (gender, ethnic, racial, socioeconomic, parish representation) to serve 3-year terms.
- E. The School Commission will continue to develop and implement a record management system for maintaining all paper and electronic copies of policies and other documents, and publish the documents on the school website for view by our constituents.

STANDARD 6 – An excellent Catholic school has a qualified leader/leadership team empowered by the governing body to realize and implement the school's mission and vision.

Goal 1:

School leadership will continue in the development of personnel, including recruitment, professional growth, faith formation, and formal assessment of faculty and staff.

Strategies:

- A. The leadership team will use new teacher and mentor feedback to better develop new teacher orientation practices and the mentoring program at St. Bartholomew School.
- B. The principal will develop job descriptions and evaluation tools for every school staff position, and these will be communicated to school personnel.
- C. Professional growth plans will be developed by school personnel as part of the evaluation process.

Goal 2:

An effective communication plan will be developed which disseminates commission and administration decisions and summaries.

Strategies:

- A. The principal will continue to inform the school community of topics to be addressed by the School Commission and disseminate summaries and commission decisions on the school website and in the weekly newsletter to ensure transparency.
- B. The principal will inform the school community of new school initiatives on the school website and in the weekly newsletter. These will be communicated in English and translated to Spanish when possible.

Domain III: Academic Excellence

STANDARD 7 – An excellent Catholic school has a clearly articulated rigorous curriculum aligned with relevant standards, 21st century skills, and Gospel values, implemented through effective instruction.

Goal 1:

St. Bartholomew School will enhance the academic quality of the school with more rigorous curriculum and renewed focus on Catholic values. Faculty will better integrate religious, spiritual, moral and ethical dimensions of learning at age-appropriate levels in all subjects. Faculty will provide opportunities to engage and challenge all learners including accelerated learners, English-Language learners, and those with learning disabilities or other challenges.

Strategies:

- A. Teachers will continue to utilize Kagan strategies for active engagement of all learners. New teachers will be instructed on how to utilize several Kagan strategies.
- B. All teachers will include collaborative learning structures, differentiated instruction, and religious dimensions in their lessons. Teachers will create lesson plans utilizing the SIOP Model for better instruction to ELL students. Teachers will include these items in their lesson plans on Planbook.com.
- C. The leadership team will continue to provide professional development for teachers on new curriculum and school initiatives. In 2018-2019 this includes PD on SIOP, PLCs, Catholic Social Teachings, OLL lesson planning, and Google training. In 2019-2020 this includes PD on Leader in Me, Minds in Motion (K-1), Chromebook management and Smartboard training. In 2020-2021 PD will focus on better organization of PLC's, Leader in Me, eLearning, Google Classroom and chromebook and iPad management.

STANDARD 8 – An excellent Catholic school uses school-wide assessment methods and practices to document student learning and program effectiveness, to make student performances transparent, and to inform the continuous review of curriculum and the improvement of instructional practices.

Goal 2:

St. Bartholomew School will communicate school-wide data to parents, the parish, and the community. Individual data on students will be communicated to parents more regularly.

Strategies:

- A. At the beginning, middle and end of each school year, the administration and teachers will continue to communicate individual assessment data to students and parents.
- B. Homeroom teachers will continue to work with every student in their class to have an individualized learning plan that includes at least one growth goal based on his/her assessment results. Teachers will partner with parents to communicate assessment results and offer resources and strategies that will help students achieve their goals. The process for this will begin with Student-Parent-Teacher Conferences in October of 2018.
- C. At the beginning, middle and end of each school year, the principal will communicate school-wide data and highlight school achievements on the website, in the school newsletter, and in the church bulletin.
- D. Teachers will work together in their weekly professional learning communities to analyze data, identify learning problems, set SMART goals, set action plans and monitor

them using common assessments and rubrics, implement action plans and then analyze data again in a continuous cycle of improvement.

STANDARD 9 – An excellent Catholic school provides programs and services aligned with the mission to enrich the academic program and support the development of student and family life.

Goal 1:

St. Bartholomew School will continue to provide school-wide programs for parents to partner with the school to enhance the educational experiences and extra-curricular activities for the school community.

Strategies:

- A. St. Bartholomew School will continue to develop extracurricular activities that involve all students and families especially those that are inclusive to the Latino community and other cultures represented in our school. In addition to La Posada and Christmas Around the World, we will plan a new cultural celebration at St. Bartholomew School in 2019-2020. [This strategy did not happen due to COVID-19.]
- B. The School Culture Committee and Catholic Identity Committee (including our School Counselor) will continue with the Olweus Bullying Prevention Program during Irish Time Classroom and Family Meetings and will now start implementing the Leader in Me to ensure that students feel safe and connected at St. Bartholomew School and that they are encouraged to become leaders.
- C. St. Bartholomew Staff will continue to examine extracurricular programs and begin new programs based on need and interest.

Domain IV: Operational Vitality

STANDARD 10 – An excellent Catholic school provides a feasible three to five year financial plan that includes both current and projected budgets and is the result of a collaborative process, emphasizing faithful stewardship.

Goal 1:

The governing body and leadership teams will develop financial plans in collaboration with vested partners to ensure operational vitality of St. Bartholomew School and affordability of Catholic education for all families wishing to attend St. Bartholomew Catholic School.

Strategies:

- A. The principal and School Commission will develop financial plans that include multiple funding sources and financial partners such as federal funds, state funds in the form of Choice Scholarships, SGO Scholarships, the parish, the archdiocese (grants), educational foundations, larger Catholic community, endowments, PTO funding, alumni network, and business community.
- B. The principal will establish a total per pupil cost based on the school's Income and Expenses.
- C. The principal will communicate the total per pupil cost and explain how that is paid to all members of the community.
- D. The principal and School Commission will develop a 3-5 Year Financial Plan that will be reviewed annually and amended if necessary to ensure we have a feasible 3-5 year

financial plan. A high-level school budget will be shared with all constituents.

STANDARD 11 – An excellent Catholic school operates in accord with published human resource/personnel policies, developed in compliance with (arch)diocesan policies and/or religious congregation sponsorship policies, which affect all staff (clergy, religious women and men, laity and volunteers) and provide clarity for responsibilities, expectations and accountability.

Goal 1:

Establish human resource policies for school personnel that delineate position descriptions, competitive and just salaries and benefits, and investment in personnel growth, health care and retirement.

Strategies:

- A. School Commission will continue to study salaries and benefits of schools in our area to ensure that teachers and other employees are receiving competitive salaries and wages. Administration will continue to use a Commission approved salary scale that is updated annually for teachers.
- B. The Principal will work with the Finance Committee to allow for salary bonus payments to teachers and other key school staff members when funds are available.
- C. The Principal will develop job descriptions and annual evaluation methods for all school positions that do not currently have them.

STANDARD 12 – An excellent Catholic school develops and maintains a facilities, equipment and technology management plan designed to continuously support the implementation of the educational mission of the school.

Goal 1:

Establish a facilities, equipment, and technology management plan that includes capital improvements, depreciation, and replacement.

Strategies:

- A. The principal along with the Business Manager, Finance Committee, and Buildings and Grounds Committee will write a 3-5 year facilities and equipment plan.
 - a. Allocate funds for capital improvement in the budget (school and parish).
 - a. Develop a contingency plan for additional funding in emergency situations.
- B. The principal, Technology Coordinator, and STREAM Committee will write a 3-5 year Technology Plan.
- C. The School Commission will study the feasibility of modifying our school kitchen to a modern facility where meals can be prepared for students.
- D. The School Commission will study ways to modernize St. Bartholomew Catholic School with updated HVAC system, new flooring, better classroom furniture for teachers, upgraded Title/Administrative space, and/or updated middle school science classroom so that it has better lab facilities and more science and technology programming.

STANDARD 13 – An excellent Catholic school enacts a comprehensive plan for institutional advancement based on a compelling mission through communications, marketing, enrollment management, and development.

Goal 1:

Develop a comprehensive advancement plan for the school that includes communications and marketing, enrollment management, and development.

Strategies:

- A. The School Commission will continue to work toward institutional advancement (rather than fundraising) by implementing Advancement plans and activities.
- B. The School Commission will write and annually update an Advancement Plan that addresses current needs of St. Bartholomew School. The Advancement Plan will include a Communications and Marketing Plan, an Enrollment Management Plan and a Development Plan.
- C. The School Commission will study the feasibility of new income sources such as:
 - a. An Annual Fund for St. Bartholomew School
 - b. A Planned Giving Event to benefit St. Bartholomew School
 - c. An updated plan for building more SGO Scholarship Donations
 - d. Establishment of a new School Endowment Fund (instead of being part of the Total Catholic Education Endowment Fund) for school ownership
 - e. Building a network of businesses in the community to use for monetary or materials donations
- D. The School Commission will establish a database of school alumni in an effort to better communicate with them and create an alumni association.
- E. The principal and Marketing Assistant will continue to regularly communicate successes of St. Bartholomew School's students and alumni to the school community, parish, and larger Columbus and Bartholomew County community.
- F. The principal will speak to the parish (including Spanish Mass) from pulpit during Catholic Schools Week to advertise New Family Open House and enrollment process.
- G. The School Commission will study the feasibility of adding a Pre-School program to St. Bartholomew School. This would include a connection between the Kindergarten building and St. Bartholomew School.
- H. The School Commission will study the feasibility of having a dual-language Spanish immersion program for Kindergarten that would eventually progress to 3rd Grade.