

St. Joseph Catholic Parish School has many hopes and dreams for its future and we know that future is a bright one! Planning strategically in collaboration with our Parish for the success of our students, faculty, staff, parents, and community is a vital part of our commitment to continue providing the best Catholic Education to our students. Having a clear vision of where we want to go and planning steps to get us there are key to our operational vitality. We know that an increase in enrollment is necessary in the years to come, and many of the points addressed in our strategic plan focus directly on achieving this goal. We could never be as successful as we are without the support of our families and stakeholders: both in the building and out in the community. Thank you for your commitment to the success of our school!

Academic

St. Joseph Catholic Parish School students' academic achievement continually outperforms students in Oconee County and Athens-Clarke County. The test scores of our students are consistently well above the state and national averages of their public school counterparts. We are proud to offer a rigorous, nationally recognized curriculum that provides our teachers the flexibility to challenge those that need more in the classroom and help those students who may need more academic support. In the years to come, we plan to work on clearly defining what our students should know and be able to do by unpacking each grade level's standards. This will allow teachers to gain an even deeper understanding of their curriculum so that they can organize their content in a way that meets the specific needs of their class each year. We plan to commit to excellence in teaching and continue to provide our teachers with meaningful and purposeful professional development opportunities. The opportunities will help us reach our defined goals of using formative and summative classroom assessments to drive instruction and improve student performance. SJS will continue to provide opportunities for teachers to plan within their surrounding grade levels and work together to remediate and challenge students and define a schedule that works for each grade level. Faculty and staff will keep student engagement a priority as they continue to use hands-on, inquiry-based learning and projects to support students' understanding. The administration will continue to observe, monitor and engage with the performance of faculty and staff, and plans to develop specific strategies for monitoring progress. SJS will continue to utilize federal funding to provide reading and math tutors and materials to our students, as well as professional development for teachers. We expect that these combined efforts will steadily increase our students' success in the classroom and performance on national standardized tests, so that SJS can become a National Blue

Ribbon School of Excellence within the next 5 years; such recognition means that our students perform academically in the top 10%-15% of the nation. SJS plans to explore opportunities in the Athens area for students to engage in academic competitions and bowls, in addition to continuing to participate in Archdiocesan competitions. SJS will always remember that it is important to develop the whole person and continue to focus on social, emotional, and physical growth as well as academic. As our population grows, implementation of new programs will be developed that meet the needs of our students.

Catholic Identity

SJS will continue to provide opportunities for students to engage with the practices of our faith, including weekly school Mass, weekly class Mass, monthly school Mass in the Parish, Adoration, Reconciliation, and Praying the Rosary. We will continue to develop our new traditions associated with the seasons of our Church, using the expertise of faculty and Clergy. SJS will remain connected to the Parish by continuing open communication and working together to promote one another's events. Both parties will look for opportunities to collaborate on events and liturgical practices as well. The St. Joseph students will continue putting their faith into action by engaging in community service throughout the year. We will implement a retreat schedule for all middle school students. The administration and athletic department will work together to plan and implement prayer as a routine part of our athletic program. We will continue to implement cross-grade level faith-based activities so that students across grade levels have the opportunity to connect, and so that each student forms a relationship with multiple trusted adults at SJS. Finally, SJS will strengthen our families' relationships with our faith formation activities by evaluating when and how these are offered so that more families can and will attend. We will also create home-to-school connection activities to keep parents engaged and as excited about our faith as the students.

Marketing & Advancement

St. Joseph Catholic Parish School will build programs that educate and empower our families, including our students, to be ambassadors for our school. The school will develop a plan to present to businesses that shows the benefits of partnering with St. Joseph as a partner. We will reach out to businesses with whom we have an existing relationship, as well as ones that will provide new partnership opportunities. SJS will work to reach the district-wide goal of identifying, recruiting, and retaining underserved populations to our school as well as to better

serve our existing students by investing in programs and faculty and staff that make us stand out from other area schools. We will form and develop an alumni relations group that consists of SJS alumni, current parents, and school faculty. SJS will continue to look for and take advantage of any opportunities to be visible in Athens, Oconee, and surrounding counties, as well as maintain the positive relationships that have been formed with our surrounding Catholic Parishes. As our own church grows, the school will work closely with the Parish in the development of a Parish Preschool Program which will serve as a feeder school for SJS.

Culture & Communication

SJS will continue to prioritize open, timely, and transparent communication with its families, parish community, and stakeholders. We will evaluate the results of our recent communication audit to identify the most desired and effective forms of communication. We will continue to recognize our students for being happy, holy and helpful, and look for more opportunities to give them the recognition they deserve. An effective plan for recognizing faculty and staff will be developed and implemented as well. At all opportune and appropriate times, students and faculty will be recognized externally. Programs that connect our students across grade levels and to many trusted adults will be preserved at SJS. We will maintain a focus on safety as we continually evaluate our emergency procedures. The health of our students is important, so we will begin to improve our lunch program. We will offer more healthy options and work with current vendors to make existing menus follow nutritional guidelines. A family mentor program will be developed with clear guidelines for existing families to support families who are new to SJS.

Facilities

While we still enjoy the benefits of having a new building, it will be important to look ahead to make sure we maintain our current facilities, as well as plan for adding and expanding in the years to come. SJS plans to work with professionals in our SJS community, in the Athens area, and from the Archdiocese of Atlanta to plan for deferred maintenance, both fiscally and physically. St. Joseph will look ahead and plan for building use once our new church is built. This will have budgetary impacts as well as organizational effects. SJS will design and plan for outdoor spaces that will be designated for faith formation activities. SJS will collaborate with Parish leadership on all plans and facilities management.

Technology

Staying current with advances in technology will remain a priority at SJS. We will continue to value exposing our students to a variety of technology devices, platforms, and programs. In the next five years, SJS hopes to become a STEM Certified school. Parent information nights for school online platforms will be planned and implemented so that our parents have a better understanding of the tools their children use to learn. Ways to increase access to technology for those parents and students who may not have it at home will also be explored. SJS remains committed to the safety of our students, even online, and will continue to use monitoring programs to be sure devices are used for educational purposes only. We will continue to educate our faculty, staff, students, and parents as new technologies enter our building. We will continue to utilize federal programs and E-Rate reimbursements to keep our infrastructure up-to-date and safe. St. Joseph plans to search for additional grant opportunities to maintain a strong technology program. As current devices age and new technologies are introduced, St. Joseph will look ahead to deferred maintenance and/or replacement plans.

Academics:

1. Provide all students with excellent learning experiences to address their diverse needs in learning styles, intellectual abilities, and interests, and to challenge all students to reach their full potential.
 - a. Provide resources to students who need challenges and those who need additional support
 - i. Year 1: Hire a resource teacher
 - ii. Year 2: Evaluate the effectiveness of the added position on student outcomes
 - iii. Year 3: Make adjustments to the evaluation and assessment process of the program based on outcomes and current trends in education
 - b. Support teachers in deepening their understanding of our Archdiocesan Standards
 - i. Year 1: Organize development opportunities for teachers to become educated on how best to unpack their standards. Start process of unpacking with Social Studies standards at each grade level
 - ii. Year 2: Implement scope and sequence designed in previous year for social studies standards. Unpack next identified subject area's standards
 - iii. Year 3: Implement scope and sequence designed in previous year for social studies standards. Unpack next identified subject area's standards
 - c. Obtain Blue Ribbon status for SJS
 - i. Year 1: Increase reading totals by 2%-3% overall at each grade level, mathematics totals by 3%-4% overall at each grade level, and have each student demonstrate growth.
 - ii. Year 2: Increase reading totals by 1%-2% overall at each grade level, mathematics totals by 2%-3% overall at each grade level, and have each student demonstrate growth.
 - iii. Year 3: Increase reading totals by 1%-2% overall at each grade level, mathematics totals by 1%-2% overall at each grade level, and have each student demonstrate growth.

- d. Increase engagement in extracurricular academic opportunities
 - i. Year 1: Form a committee that will research and identify opportunities in the Athens Area including participation requirements (time, cost, involvement, etc.) Committee provides recommendations to principal
 - ii. Year 2: Successfully participate in one committee-recommended opportunity. Committee continues to monitor opportunities and research options. Committee develops plan for next participation opportunity
 - iii. Year 3: Successfully participate in two committee-recommended opportunities. Committee continues to monitor opportunities and research options. Assess the success of implementation and revise plan as needed
- 2. Provide ongoing and systematic professional development and instructional resources for faculty and staff so that they are informed of and equipped with the most current and effective research-based instructional methods.
 - a. Use school assessment data to inform a professional development program to meet teachers' needs that is aligned with district goals
 - i. Year 1: Data team reviews student data to identify areas of opportunity. Data team collaborates with principal to match areas of opportunity with district goals. Professional development is decided based on analysis.
 - ii. Year 2: Data team reviews student data to identify areas of opportunity. Data team collaborates with principal to match areas of opportunity with district goals. Professional development is decided based on analysis.
 - iii. Year 3: Data team reviews student data to identify areas of opportunity. Data team collaborates with principal to match areas of opportunity with district goals. Professional development is decided based on analysis.
 - b. Utilize federal funding from Title Programs to support professional development for teachers
 - i. Year 1: Identify a specific PD program or offering that supports the identified need and supports school and district goals. Participate in assigned professional learning.
 - ii. Year 2: Identify a specific PD program or offering that supports the identified need and supports school and district goals. Participate in assigned professional learning.

- iii. Year 3: Identify a specific PD program or offering that supports the identified need and supports school and district goals. Participate in assigned professional learning.
- 3. Develop an administrative feedback and support program for teachers.
 - a. Establish and maintain new teacher (1st and 2nd year) mentoring and training program
 - i. Year 1: Principal identifies mentor teachers. Mentor teachers develop standards for the mentor program. Inform new teachers on mentor/training program standards. Implement program.
 - ii. Year 2: Continue implementation of new teacher mentor program. Evaluate effectiveness of NTMP.
 - iii. Year 3: Continue implementation of new teacher mentor program. Continue to evaluate effectiveness of NTMP. Principal and mentor teachers review evaluations and feedback and make any necessary adjustments to the program
 - b. Design and implement a program where the principal actively engages with the faculty to provide appropriate support and monitor progress
 - i. Year 1: Principal develops plan for regular teacher observations and follow-up processes. Implement plan
 - ii. Year 2: Evaluate the plan and make any necessary changes
 - iii. Year 3: Continue to implement the plan and continue to revise as necessary

Facilities:

- 1. Design a facilities space management plan.
 - a. Year 1: Establish a committee (that includes the church) that will develop the initial space utilization plan for inside the building and campus/grounds
 - b. Year 2: Committee begins regular meetings to develop space utilization plan for inside the building and campus/grounds
 - c. Year 3: Implement plan. Continue to revise and update as building construction begins
- 2. Develop and implement a deferred maintenance plan.
 - a. Year 1: Establish a committee (that includes the church) that will develop the initial deferred maintenance plan for inside the building and campus/grounds

- b. Year 2: Committee begins regular meetings to develop deferred maintenance plan for inside the building and campus/grounds
 - c. Year 3: Implement plan. Continue to revise and update as building construction begins
- 1. Begin implementing the necessary steps to become a STEM certified school.
 - a. Year 1: Research AdvancED STEM Certification and complete the STEM Self-Assessment guide to determine the current status of our STEM program. Create a Makerspace/STEM/STREAM lab for teacher use. Review the Standards and Indicators for program alignment with the teachers.
 - b. Year 2: Continue to review of our STEM/STREAM program. Improve the STEM/STREAM lab with updated materials. Continue to review the Standards and Indicators and require participation from all teachers. Enroll in the STEM Resource for Schools online course.
 - c. Year 3: Schedule the STEM Certification Review with AdvancED and evaluate the results. Complete and submit all final paperwork for certification.
- 2. Increase access to technology for all stakeholders.
 - a. Year 1: Evaluate and continue to improve wireless infrastructures that support access to Internet based technology programs and apps. Continue the plan for complete cloud-based technology that is accessible to all students and families from any wi-fi enabled location. Review a process to provide loaner devices for students without home devices. Evaluate the potential need for student purchased devices through the school that are available to students outside of school hours. Update and increase devices availability to students prior to the start of school and during the Extended Day program.
 - b. Year 2: Implement any revised student device programs that allow for increased access to technology. Increase training for families and stakeholders on school technology programs and apps. Increase student and family engagement and collaboration through digital portfolios. Provide additional technology resources to help parents navigate the school apps including videos, website materials, instructional sheets and parent information nights.
 - c. Year 3: Prepare for online learning environments that deliver instruction, support, extended activities for students outside of the classroom to be used for inclement

weather days, extended illness or providing remedial or extended activities for the students.

3. Review the current technology needs of the school and develop a plan for maintenance, acquisition and replacement of technology.
 - a. Year 1: Review the current technology needs of the school. Evaluate current monitoring and management utilities used by the school for their effectiveness. Evaluate and develop a plan to replace teacher and student devices. Review options for acquisition of additional devices specific to the lower school. Review options for acquisition of items for the STEM/STREAM lab. Develop a plan for replacing classroom technology including SmartBoards and projectors. Utilize E-Rate and grant funds to acquire and replace technology. Review the current student technology fee and how it is utilized in the technology budget.
 - b. Year 2: Begin implementation of the technology plan for replacing failing teacher and student devices.
 - c. Year 3: Evaluate and review current technology plans and update to reflect changes in technology and needs of the school.

Catholic Identity:

1. Continue to provide opportunities for students/faculty to practice our faith.
 - a. Year 1: Evaluate existing programs. Add one new program for students and one new program for faculty.
 - b. Year 2: Continue to evaluate effectiveness of existing programs. Add one new program for students and one new program for faculty as appropriate.
 - c. Year 3: Continue to evaluate effectiveness of existing programs. Add one new program for students and one new program for faculty as appropriate.
2. Continue to collaborate with the parish and clergy to enhance the school-parish relationship.
 - a. Year 1: Evaluate existing programs. Add one new Parish-School program or activity.
 - b. Year 2: Continue to evaluate the effectiveness of existing programs. Add one new program as appropriate.
 - c. Year 3: Continue to evaluate the effectiveness of existing programs. Add one new program as appropriate.

3. Evaluate existing and identify new opportunities for family involvement with faith formation activities.
 - a. Year 1: Evaluate existing programs. Communicate all existing opportunities to families to encourage involvement. *Evaluate current Mass schedule and make necessary adjustments for optimal attendance from families by gathering feedback from families directly. Research one new program to implement targeted for families.* Publish liturgical events calendar early in the year.*
 - b. Year 2: Gather feedback from families about their involvement in the opportunities provided. Make necessary adjustments.
 - c. Year 3: Continue to evaluate existing opportunities and implement new programs as appropriate.

Marketing and Advancement:

1. Develop and implement ambassador programs.
 - a. Year 1: Work with OCS to develop guidelines and expectations for parent ambassadors/families, identify 1-2 families at each grade level to serve as parent ambassadors. Deliver training to identified families. Assess effectiveness of existing student ambassador program with Middle School team and make any necessary adjustments.
 - b. Year 2: Continue implementation of parent ambassador program. Evaluate effectiveness of the Parent Ambassador Program with feedback from current parent ambassadors and make any necessary changes. Continue to implement revised student ambassador programs while evaluating effectiveness and making necessary changes.
 - c. Year 3: Continue to implement parent and student ambassador programs. Evaluate effectiveness and make any necessary changes.
2. Enhance and grow our partnerships with businesses in our community.
 - a. Year 1: Identify one new business in or around the Athens area to develop a mutually beneficial relationship with using the Strategic Marketing Presentation. Evaluate the effectiveness of current business relationships and eliminate any that are not beneficial. Continue to nurture existing business relationships.
 - b. Year 2: Identify one new business in or around the Athens area to develop a mutually beneficial relationship with using the Strategic Marketing Presentation.

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- c. Year 3: Identify one new business in or around the Athens area to develop a mutually beneficial relationship with using the Strategic Marketing Presentation. Evaluate the effectiveness of current business relationships and eliminate any that are not beneficial. Continue to nurture existing business relationships.
3. Assess existing and develop new opportunities to increase our presence in Athens and surrounding counties.
 - a. Year 1: Evaluate current outreach strategies and evaluate their effectiveness. *RE programs of surrounding parishes? Target one new county?*
 - b. Year 2: Research additional outreach opportunities. Participate in at least one additional activity. *Community tabling events?*
 - c. Year 3: Research additional outreach opportunities. Participate in at least one additional activity. *Could have Parish Preschool by this time!?!*
4. Build an Alumni Board that will help extend St. Joseph's reach and visibility in and beyond the Athens area.
 - a. Year 1: Identify and recruit members of the Alumni Relations Committee. Hold quarterly meetings with the committee. Implement one event targeted toward alumni.
 - b. Year 2: Continue quarterly meetings of Alumni Relations Committee. Create at least one opportunity to engage alumni.
 - c. Year 3: Evaluate effectiveness of new programs and make adjustments as necessary. Alumni Relations Committee continues to meet and look for opportunities to engage alumni.

Culture and Communication:

1. Continue to implement and evaluate a communication plan to inform, engage and connect with parents, the church, and the community.
 - a. Year 1: Review the 2018 School Communication Audit results. Assess current communication strategies for alignment. Make necessary adjustments.
 - b. Year 2: Continue to implement identified communication strategies for the school. Evaluate the effectiveness of communication with the Parish.
 - c. Year 3: Continue to implement identified communication strategies for the school and Parish. Evaluate the effectiveness of communication with the community.

2. Continue to assess and improve safety measures and response plans and develop plans that support the health and wellness of our students.
 - a. Year 1: Implement lunch program changes and welcome new vendors with healthier options (Tazikis and Maepole). Continue to review emergency preparedness programs.
 - b. Year 2: Continue to review emergency preparedness and health and wellness programs. Look for opportunities to enhance and improve current practices.
 - c. Year 3: Continue to review emergency preparedness and health and wellness programs. Look for opportunities to enhance and improve current practices.
3. Establish and maintain a family mentor program.
 - a. Year 1: Develop expectations for mentor families. Identify families to act as mentor families to new families.
 - b. Year 2: Implement the family mentor program with identified families.
 - c. Year 3: Assess the effectiveness of the family mentor program. Make changes as necessary and collect feedback from parents.