

St. Jude
Catholic School



Strategic Plan

2014-2019

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1. INTRODUCTION

Since 1961 St. Jude Catholic School has provided a quality academic education, formed in the Catholic faith, to thousands of students. Currently, the school has nearly 240 Pre-School through 8th grade students. To educate these students the school employs 12 full time teachers, three part time teachers, one full time secretary, one half time para educator, two food service staff members and one full time custodian. The school is fully accredited by the State of Kansas and the Quality Performance Accreditation process

St. Jude Catholic School excels at both providing an outstanding academic and spiritual preparation for students. Academic achievement is a true strength of our school. 2013 State Assessment data shows that over 90% of our students met the standard in math and over 95% of our students met the standard in reading and science. The 2013 Diocesan Religion Assessment demonstrated that over 90% of our students met the standard. The school has had tremendous success in preparing its students for competitive high school admissions programs, with an annual average of 95% of the 8th grade class continuing their education in one of the two Catholic High Schools. According to the state Drop Out Summary Report, there haven't been any St. Jude Catholic School alumni that have dropped out of high school in the recent years.

Although academics are important, our core focus is the Faith. St. Jude strives to provide spiritual formation to our students by offering opportunities for them to learn and practice prayer and stewardship. Students are given the opportunity to attend mass twice a week and are led by older students in acts of stewardship throughout the year. As a result, our students learn the true meaning of being faithful through acts of love towards one's self and one another.

Despite these achievements, St. Jude Catholic School faces many current, and future, challenges. First, and foremost, is the transition to the federal Common Core academic standards. With these new standards, instructional methodologies, lesson plans, and textbooks need to be updated.

Secondly, since 2008, St. Jude Catholic Church and School have had an increase in the Hispanic population. In a five year span, the school's Hispanic population increased from 32.4% to 39.7%. More importantly, until the 2011-2012 school year, a home language survey had never been administered. Therefore, none of the children who spoke a language other than English in the home were

identified as English Language Learners (ELL). Based on the home language survey, we have now identified children who speak a language other than English in the home. That percentage has increased from 0% in 2008-09 to 5% currently. These students were given the Kansas English Language Proficiency Assessment (KELPA) and have been identified as ELL students. The St. Jude Catholic School administration needs to maintain a keen focus on these numbers going forward. If this non-English population grows, more teacher staff development will be needed to accommodate students' language needs.

Thirdly, there are facility and equipment challenges. Since the school is nearly 52 years old, the facility needs some major renovations. For example, the school is currently in need of new entry doors on the north end of the east wing of the school that will provide better safety and security. Additionally, the gymnasium lacks air conditioning making it difficult to use it in the warmer months. The school lacks modern Personal Computers (PC) and teaching aids. The PCs in the student computer lab are over five years old. Additionally, many of the classrooms lack technology vital to a modern and effective education, such as Smart Boards and computer generated projection systems.

Finally, hiring and maintaining quality teachers have been a perennial challenge. In many cases, our teachers' salaries are lower than the state average, which puts our school at a disadvantage when it comes to competing for talent with our public school counterparts. On the positive side, we have quality teachers who are dedicated to the faith and public service. However, it has been a challenge to give teachers pay raises in recent years, and with many of them nearing retirement age, it will be harder to attract new talent and ensure that St. Jude Catholic School provides the quality education that the parents and students expect.

All of these challenges have a common thread—funding. Since the school is self-funded (except for the government-funded lunch program), the school's budget depends on the parish population, and the degree to which each parishioner (and in particular, school families) participates in the Stewardship Program. Over the past three years the school budget has decreased by more than \$55,000 in order to offset parish financial obligations. These funding challenges makes it harder for school administration to establish and execute priorities--and delays badly needed equipment and facilities upgrades, as well as human capital and academic development initiatives.

2. PURPOSE

The St. Jude Catholic School Administration and Council have adopted a comprehensive Strategic Planning initiative to address current and future challenges. This Strategic Plan is the result of months of hard work and collaboration by the Principal and School Council. It establishes goals, objectives, and priorities that align with the school's vision and mission statements. This plan also identifies challenges and recommends mitigation strategies to address them, with the goal of minimizing risk to the school's mission, and to ensure the school is on a solid path toward future growth. The school will use established metrics and tools (and develop new ones, if needed) that will measure the degree of the challenges and the success of the mitigation strategies. These tools and metrics include: Common Core test results; annual student, parent, and alumni surveys; and budgetary trend data.

This is a five-year plan that establishes the priorities for the school in one-year increments. It will be updated annually to address emerging challenges and to modify existing mitigation strategies. The plan will also undergo an annual analysis whereby past-year metrics will be used to judge the accuracy of the plan and effectiveness of the strategies. Results of this analysis will be published in the annual St. Jude Catholic School Stakeholders Report. Additionally, the Stakeholders Reports will provide parents, parishioners, and the diocese a synopsis of how well the school met its objectives and priorities the previous year.

3. MISSION

St. Jude Catholic School community is committed to providing a quality Catholic education, so that each student will grow to know, love, and serve God as a disciple of Jesus Christ.

4. VISION

The staff of St. Jude Catholic School is committed to working with parents and our parish community to offer our students a superior education that is based firmly on our Catholic faith. This education will be conducted in a safe environment that fosters mutual respect and provide the students the tools to make positive life decisions and to realize their full spiritual and academic potential.

5. PRIORITIES, GOALS AND OBJECTIVES

The core values established by the Catholic Schools Office provides the School Council priorities from which it can align its goals and objectives. The Catholic Schools in the Diocese of Wichita's core values (or priorities) are:

- **UNITY:** *“That they all may be one.” (John 17:21)* United as one family with our bishop, Catholic schools are at the service of the family, the parish, and the common good. Grounded in charity, we honor the dignity of every human person with respect for all life; for family and community; for peoples of all cultures, and especially for the most vulnerable. *“Let no one have contempt for your youth; but set an example for those who believe, in speech, conduct, love, faith, and purity.” (1 Timothy 5:12).*
- **FAITHFULNESS:** *“Remain faithful to what you have learned . . .” (2 Timothy 3:14)* Loyal to the teachings of Jesus Christ as taught in our Catholic faith, we believe that the formation of disciples is our first purpose, our critical function, and our ultimate measuring stick. Trusting in God, we have a relentless passion for finding the best way to provide Catholic education, moving forward alone, if necessary. *“Stir into flame the gift of God which you have.” (2 Timothy 1:6).*
- **STEWARDSHIP:** *“Place your gifts at the service of one another.” (1 Peter 4:10)* The grateful response of a Christian disciple who recognizes and receives God's gifts and shares these gifts in love of God and neighbor. *“Guard this rich trust . . .” (2 Timothy 1:14).*
- **SCHOLARSHIP:** *“For everyone to whom much is given, of him shall much be required.” (Luke 12:48)* As disciples of Jesus, the Divine Teacher, we will infuse virtue into instruction and activity so that our students will be respectful and courageous scholars who use their knowledge and gifts for the glory of God and in service to humanity. *“Be steadfast and persevering . . .” (1 Corinthians 15:58).*

The goals outlined in this plan provide broad achievement guidance that supports the Diocese of Wichita's priorities. The School Council identified objectives under each goal that offer detailed achievement targets. These objectives are (in most cases) measurable, and therefore, tools and metrics are either in place to support measurement or are in the process of development. Finally, the strategies under each objective are the action plans—or how the school will meet the objectives within a specified timeframe.

The following are the goals and objectives for the St. Jude School

DIocese Priority: Unity

Goal 1: St. Jude Catholic School will work with parents to provide the best academic and Catholic education possible.

- **Objective 1-1:** Teachers, staff and committees (such as PTO and School Council) will update their school web pages on a regular and recurring basis.
 - **Strategy:** Teachers will update their respective web pages weekly. The Principal will monitor the teacher's web page currency weekly. This requirement will be documented in the Teachers Handbook. Committees will update their respective web pages monthly. The committee presidents will monitor committee web page currency monthly.
 - **Resources:** Solutio Software.
 - **Implementation Timetable:** August 2014.
 - **Strategy Champion:** Principal.
 - **Metrics:** Webpage currency rates (metrics to be developed). School Survey.

- **Objective 1-2:** St. Jude School will leverage on-line communications programs in order to more efficiently disseminate information to parents and to reduce the use of paper and copier resources.
 - **Strategy:** The principal, teachers and school committees will send all communications about future school events through the SchoolReach system.
 - **Resources:** SchoolReach system.
 - **Implementation Timetable:** 1st Quarter 2014-15.
 - **Strategy Champion:** School Secretary.
 - **Metrics:** Paper and copy counts. School Survey.

- **Objective 1-3:** St. Jude teachers will work with the administration to ensure policy is followed for 100% of our students who have special needs.
 - **Strategy:** Teachers are responsible for obtaining Individual Learning Plans (ILP's) in the fall and, based on last years documented conference dates, will conference with the parents within a year. The staff will communicate with the parents at least once a year at an ILP meeting to provide information on students' progress with either

enrichment or interventions depending upon the student's needs. The Principal will review ILP's each June to ensure yearly meetings have occurred.

- **Resources:** Individualized Learning Plan documents.
 - **Implementation Timetable:** 1st Quarter 2014-15.
 - **Strategy Champion:** Principal.
 - **Metrics:** ILP yearly meeting completion metrics.
- **Objective 1-4:** St. Jude will develop and implement an evaluation system that provides all employees with an opportunity for professional growth.
 - **Strategy:** The Principal will evaluate all experienced teachers every other year and all first and second year teachers twice yearly, using the new teacher evaluation system (developed by the Catholic Schools Office).
 - **Resources:** Diocese of Wichita Teacher Evaluation tool.
 - **Implementation Timetable:** 1st Quarter 2014-15.
 - **Strategy Champion:** Principal.
 - **Metrics:** Catholic Schools Office Evaluation system ratings for teachers.
 - **Objective 1-5:** St. Jude Catholic School teachers will utilize PowerSchool to communicate students' progress with parents on a continual basis.
 - **Strategy:** According to the teacher handbook, teachers are responsible for updating PowerSchool weekly with two grades per week per subject.
 - **Resources:** Diocese of Wichita PowerSchool System.
 - **Implementation Timetable:** Ongoing.
 - **Strategy Champion:** Principal.
 - **Metrics:** Weekly entry of grades as described.

Goal 2: St. Jude Catholic School will increase its efforts to provide better education for English Language Learners.

- **Objective 2-1:** St. Jude Catholic School will identify English Language Learners and monitor them according the English Language Learner Policy Book. Our ELL students' files will be kept up to date.
 - **Strategy:** The school will continue to administer the home language survey to all families who do not have one on file. All students who speak a language other than English will be given the Kansas English Language Proficiency Assessment. The school will use KELPA data

to determine if students qualify as ELL and make adjustments in instruction as needed.

- **Resources:** Kansas State Department of Education, KELPA and home language survey.
- **Implementation Timetable:** Completed annually by September 30th
- **Strategy Champion:** Principal.
- **Metrics:** KELPA assessment data.

DIOCESE PRIORITY: FAITHFULNESS

Goal 3: St. Jude Catholic School will strive to make the Faith come alive within all aspects of the school environment

- **Objective 3-1:** St. Jude Catholic School will provide participation opportunities to students so they understand what it means to be faithful and they are recognized for their efforts to participate.
 - **Strategy:** The Faith Team will create various faith-based opportunities for students and include them in the School Improvement Plan. The Principal will be the approving authority for these initiatives and develop implementation strategies.
 - **Resources:** School Improvement Plan.
 - **Implementation Timetable:** 1st quarter 2014-15.
 - **Strategy Champion:** Faith Team.
 - **Metrics:** Activity implementation and completion rates (metrics to be developed).

- **Objective 3-2:** St. Jude will make prayer and worship opportunities available for all students.
 - **Strategy:** Teachers will utilize religion standards to ensure students continue to learn more about their faith as the year progresses. Students will participate and attend mass twice weekly. Teachers will work to integrate faith into lesson plans daily and seek out at least one religious field trip or retreat per year.
 - **Resources:** Religion Curriculum and Spiritual Life Center.
 - **Implementation Timetable:** 1st quarter 2014-15.
 - **Strategy Champion:** Each teacher.
 - **Metrics:** Lesson Plan effectiveness, walk through documents, and teacher highlight forms.

DIOCESE PRIORITY: STEWARDSHIP

Goal 4: St. Jude Catholic School will endeavor to teach the students that stewardship is the grateful response of a Christian disciple who recognizes and receives God's gifts and shares these gifts in love with God and neighbor.

- **Objective 4-1:** St. Jude Catholic School will provide multiple opportunities for students to learn about and participate in stewardship.
 - **Strategy:** The Student Council will provide one opportunity per quarter for the student body to participate in an act of stewardship.
 - **Resources:** None.
 - **Implementation Timetable:** 1st qtr 2014-15.
 - **Strategy Champion:** Student Council Advisor.
 - **Metrics:** Activity completion rates (metrics to be developed).

Goal 5: St. Jude Catholic School will communicate the importance of tithing as the financial backbone of the parish and school.

- **Objective 5-1:** The school, in coordination with the Pastor, will ensure families are following their agreement to be an active tither to the church.
 - **Strategy:** The Pastor will discuss the importance of tithing (as it relates to the church, diocese, parish and school) to families annually, during final registration. The Pastor will review Family tithing participation each semester. If families are not active, they will be given six weeks to come into compliance.
 - **Resources:** Parish Data System.
 - **Implementation Timetable:** 1st quarter 2014-15.
 - **Strategy Champion:** Pastor.
 - **Metrics:** Family tithe pledge achievement rates.

- **Objective 5-2:** The school will attract and retain quality teachers, offering competitive salaries and pay increases each fiscal year.
 - **Strategy:** Each January, the school will rate teachers and assign merit based raises, based on the pastors suggested percentage (which is a direct reflection of the parish's financial situation at that time). The administration will provide advocacy for competitive salaries for both current and prospective teachers in relation to other Catholic Schools of the same size.

- **Resources:** Parish funds. Teacher Salary Guides given by the Catholic Schools Office each January will be considered.
- **Implementation Timetable** – 1st quarter 2014-15.
- **Strategy Champion** – Pastor and Principal.
- **Metrics** - Teacher retention rates, merit based pay increase rates.

DIOCESE PRIORITY: SCHOLARSHIP

Goal 6: St. Jude Catholic School will strive to provide an exemplary academic curriculum that prepares students for their future by teaching them to be lifelong learners.

- **Objective 6-1:** St. Jude Catholic School will provide a curriculum based on the Catholic School standards outlined in the Diocesan Handbook as well as the Common Core state standards. The school will shift its instruction to meet these standards.
 - **Strategy** – Teachers will fully implement Common Core and Catholic School Standards into their classroom during the 2013-14 school year. In the Spring of 2014, the first CETE Kansas Common Core assessment will be administered with baseline data handed down in September of 2014. This data will be used to monitor success of implementation as well as guide future instructional decisions.
 - **Resources** – Common Core State Standards Initiative and the Diocesan policy handbook and CETE Kansas Assessment. New text books for Science, funded by the Parent Teacher Organization.
 - **Implementation Timetable:** 2013-14 school year.
 - **Strategy Champion:** Principal.
 - **Metrics:** Implementation achievement rates derived from Highlight forms, lesson plans and walk through feedback forms until hard data is available. Hard data will come from CETE Kansas Assessments, baseline data will be set in spring of 2014.

- **Objective 6-2:** St. Jude Catholic School will leverage analytical tools and data to assist in future instruction decision making.
 - **Strategy Details** – St. Jude Catholic School administration and teachers will gather, analyze and use data from Study Island screeners and Kansas State Assessments to assist in making future instructional decisions. Teachers will administer screeners three times a year and submit MTSS Instructional forms to the principal. These forms will be complete with intervention ideas and areas of weakness listed in detail.
 - **Resources:** Study Island, one para educator and KITE Tool.
 - **Implementation Timetable:** 1st quarter 2014-15.
 - **Strategy Champion:** Principal.

- **Metrics:** State Assessments
- **Objective 6-3:** Once baseline Common Core data is available for new standards, St. Jude Catholic School will demonstrate verifiable growth from that point forward.
 - **Strategy:** St. Jude Catholic School will create School Improvement Plans based on data from the Kansas Assessment. These plans will be developed by the teachers and approved by the Principal. Teachers will be responsible for implementing their improvement initiatives.
 - **Resources:** KITE assessment data.
 - **Implementation Timetable:** 1st quarter 2014-15.
 - **Strategy Champion:** Each Teacher.
 - **Metrics:** KITE assessment data.
- **Objective 6-4:** St. Jude Catholic School will provide up-to-date technology to help support curriculum and instruction for both students and teachers.
 - **Strategy:** St. Jude Catholic School will continuously monitor the quantity and currency of the schools technology and replace it in phases to ensure that technology is kept up to date. Each year a technology needs assessment will be developed and completed by the principal and presented to School Council. This phased approach will prevent the parish from incurring a large one-time financial burden.
 - **Resources:** CDW, Haddock, TK Fast, needs assessment, funding.
 - **Implementation Timetable:** Ongoing.
 - **Strategy Champion:** Principal.
 - **Metrics:** Technology resources effectiveness/currency data (metrics to be developed).
- **Objective 6-5:** St. Jude Catholic School teachers and administration will work together to understand the Common Core standards and ensure curricular alignment between grade levels.
 - **Strategy –** Teachers will learn Common Core Standards by attending workshops and other valuable education classes. The school’s Title funds will be used to pay for these workshops. The Principal will focus three faculty meetings per semester around various aspects of implementation and alignment of the Common Core Standards.

Teachers will also be asked to attend at least one workshop per year on this topic.

- **Resources:** ESSDACK, Newman University, Friends University, South Central Kansas Educational Center Title I Funding.
 - **Implementation Timetable:** 1st quarter 2013-14.
 - **Strategy Champion:** Principal.
 - **Metrics:** Kansas Assessment data.
- **Objective 6-6:** St. Jude will maintain accreditation through the State of Kansas.
 - **Strategy:** St. Jude will maintain Quality Performance Accreditation through meeting standard on Kansas Assessments. St. Jude will meet the standards on the Kansas Assessments by providing quality teacher training, performing screening assessments three times annually through Study Island and implementing a multi-tiered system of support for students who struggle.
 - **Resources:** KITE tool, CETE.
 - **Implementation Timetable:** Ongoing.
 - **Strategy Champion:** Principal.
 - **Metrics:** Kansas State Assessment data.

Goal 7: St. Jude Catholic School facilities will be safe, clean, well maintained, and meet the instructional needs of the students and teachers.

- **Objective 7-1:** St. Jude Catholic School will monitor the facility's cleanliness, maintenance and upgrade needs on an annual basis.
 - **Strategy:** The Principal and School Council will conduct a walk-through of the facility each August to assess current and future needs. These needs will be ranked in order of importance, based on a risk assessment of each deficiency (with safety being the highest priority, followed by impacts to the student body, faculty, staff, instruction, and parish finances).
 - **Resources:** Financial.
 - **Implementation Timetable:** 1st quarter 2014-15.
 - **Strategy Champion:** School Council President.
 - **Metrics:** Facility Needs List, Safety Mishap data, utility costs.

- **Objective 7-1:** St. Jude Catholic School will form a team to evaluate the security of the school facility in order to best protect the students it serves.

- **Strategy:** School Council members will form a small team to investigate the possibility of acquiring a lock system for the entry of the school. Feedback will be gained from all stakeholders and a financial estimate acquired. All of these will be presented to the priest upon completion.
- **Resources:** School Council, local law enforcement agency and local protection service companies
- **Implementation Timetable:** Fall 2014.
- **Strategy Champion:** Chosen committee.
- **Metrics:** Financials, needs assessment, and stakeholder feedback.