

**St. Jude**  
**Catholic School**



**Strategic Plan**  
**2014-2019**  
**2016-2017 School Year Update**

**MINUTEMAN III ICBM  
LIFE-CYCLE SUSTAINMENT PLAN**

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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. For the school year 2016-2017, the school has nearly 210 Pre-School through 8th grade students. To educate these students the school employs 11 full time teachers, four part time teachers, one full time secretary, one full time resource educator, two food service staff members and one full time custodian. The school is fully accredited by the State of Kansas.

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. 2016 State Assessment data shows that 89% of our students met the standard in math and 91% of our students met the standard in reading. The 2016 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 continued implementation of the Kansas College and Career Readiness Standards. Along with the implementation of these standards, Kansas's new vision for education now encompasses the five R's of Relationships, Relevance Responsive Culture, Results, and Rigor. These five R's seek to better prepare students for higher education as well as future employment.

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 20% for the 2016-2017 school year. 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. To meet the unique needs of these learners, St. Jude has employed a principal and a middle school English Language Arts teacher with advanced certification in teaching ELL students, as well as two teachers currently enrolled in programs to achieve this advanced certification.

Thirdly, there are facility and equipment challenges. Since the school is nearly 55 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 all 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, as teacher retention becomes an issue, 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. 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: state test results; annual student, parent, and alumni surveys; and budgetary trend data.

This plan establishes the priorities for the school. It will be updated annually to address emerging challenges and to modify existing mitigation strategies. The plan will also be analyzed annually to determine the effectiveness of attaining established goals and objectives. 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, as well as additional priorities (established by the School Council). 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 being developed. 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:** Conduct parent-teacher education meetings at least once per school year.
  - **Strategy:** Parents will be notified of the meetings, schedules, and agendas through email and school website notifications. Parents will be highly encouraged to attend parent-teacher education meetings.
  - **Resources:** No additional resources needed.
  - **Implementation Timetable:** 2016-2017 school year.
  - **Strategy Champion:** Principal, PTO president, PTO family resource committee, School Council President.
  - **Metrics:** Meeting attendance rates.
  
- **Objective 1-2:** St. Jude School will leverage electronic 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 various electronic methods, including website updates, e-mail notifications, and School Messenger system.
  - **Resources:** No additional resources needed.
  - **Implementation Timetable:** 1<sup>st</sup> Quarter 2016-17.
  - **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 special needs and academically talented students.
  - **Strategy:** Teachers are responsible for obtaining Individual Learning Plans (ILP's) and for following the diocesan policy regarding ILP's. Teachers will attend professional development focused on meeting all learners' needs.
  - **Resources:** No additional resources needed.
  - **Implementation Timetable:** 2015-2017.
  - **Strategy Champion:** Principal.



- **Metrics:** ILP yearly meeting completion metrics. Professional Development attendance rates.
  
- **Objective 1-4:** St. Jude Catholic School teachers will utilize PowerSchool to communicate students' progress with parents on a continual basis. Additionally, teachers will issue a quarterly progress reports to each parent.
  - **Strategy:** According to the teacher handbook, teachers are responsible for updating PowerSchool weekly.
  - **Resources:** No additional resources needed.
  - **Implementation Timetable:** Ongoing.
  - **Strategy Champion:** Principal.
  - **Metrics:** Weekly entry of grades as described.
  
- **Objective 1-5:** St. Jude Catholic School will use a survey to collect data from parent, alumni, students, and teachers to gauge effectiveness of current strategies and seek input and suggestions from stakeholders.
  - **Strategy:** Annual electronic survey followed by analyzation of results.
  - **Resources:** Survey questions, SurveyMonkey subscription
  - **Implementation Timetable:** Annual, with survey input occurring during Quarter One, Analyzation during Quarter Two, and Plan changes and implementation during Quarter Three and Four.
  - **Strategy Champion:** School council
  - **Metrics:** Survey participation rate

**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 State of Kansas has moved away from the Kansas English Language Proficiency Assessment (KELPA) for the 2015-16 school year. St. Jude will use the ELPA21 testing instrument to gauge student ELL progress. Teachers will take professional development classes focused on ELL. There will be at least one teacher with ELL endorsement (or actively seeking endorsement) on staff for other teachers to use as a resource.

- **Resources:** No additional resources needed.
- **Implementation Timetable:** Completed annually by September 30<sup>th</sup>.
- **Strategy Champion:** Principal.
- **Metrics:** ELPA21 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:** No additional resources needed.
  - **Implementation Timetable:** 1<sup>st</sup> quarter 2016-17.
  - **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:** No additional resources needed.
  - **Implementation Timetable:** 1<sup>st</sup> quarter 2016-17.
  - **Strategy Champion:** Each teacher.
  - **Metrics:** Lesson Plan effectiveness, Catechetical mentoring completion for new teachers, religious certification requirements for all teachers, and walk through documents.

## **DIOCESE PRIORITY: STEWARDSHIP**

**Goal 4:** St. Jude Catholic School will endeavor to teach the students and parents 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. Additionally, all students will complete required individual stewardship hours.
  - **Strategy:** The Student Council will provide one opportunity per quarter for the student body to participate in an act of stewardship.
  - **Resources:** No additional resources needed.
  - **Implementation Timetable:** 2015-2017.
  - **Strategy Champion:** Student Council Advisor.
  - **Metrics:** Activity completion rates.

**Objective 4-2:** St. Jude Catholic Parish will complete the annual stewardship renewal each fall. The pastor and stewardship committee will work to educate all parishioners, especially parents, on the tenants of stewardship.

**Strategy:** The parish pastor and stewardship committee will work together to plan educational opportunities regarding stewardship. All parents with children attending St. Jude Catholic School will need to complete the time, talent, and treasure form annually.

**Resources:** No additional resources needed.

**Implementation Timetable** 2016-2017.

**Strategy Champion:** Parish Pastor.

**Metrics:** Stewardship form completion rates.

**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 encourage families to follow 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, prior to or during final registration. The Pastor will review family tithing participation each semester.
  - **Resources:** No additional resources needed.
  - **Implementation Timetable:** 2016-2017.
  - **Strategy Champion:** Pastor.
  - **Metrics:** Family tithe pledge achievement 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, productive members of society, and college and career ready.

- **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 Kansas College and Career Readiness standards. The school will continue to shift its instruction to meet these standards.
  - **Strategy:** Teachers will continue to implement Kansas College and Career Readiness Standards and Catholic School Standards into their classroom. In the Spring of 2014, the first CETE Kansas College and Career Readiness assessments were administered with baseline data handed down in November 2015. This data was used to monitor success of implementation as well as guide future instructional decisions. The administration will ensure all adopted textbooks and materials are aligned with current Kansas College and Career Readiness Standards.
  - **Resources:** No additional resources needed.
  - **Implementation Timetable:** 2015-2017.
  - **Strategy Champion:** Principal.
  - **Metrics:** Implementation achievement rates derived from Highlight forms, lesson plans and walk through feedback forms will be used until hard data is available. Hard data will come from CETE Kansas Assessments, baseline data in November 2016.
  
- **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 state-approved screeners and Kansas State Assessments to assist in making future instructional-related decisions. Teachers will administer screeners three times a year and submit Multi-tiered System of Supports (MTSS) Instructional forms to the principal. These forms will be complete with intervention ideas and areas of weakness listed in detail.
  - **Resources:** No additional resources required.
  - **Implementation Timetable:** 2015-2017.
  - **Strategy Champion:** Principal.

- **Metrics:** State Assessments, screener scores.
- **Objective 6-3:** Once baseline Kansas College and Career Readiness data is available for new standards, St. Jude Catholic School will track and 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:** No additional resources needed.
  - **Implementation Timetable:** 2016-2017.
  - **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 school's 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:** Funding.
  - **Implementation Timetable:** Ongoing.
  - **Strategy Champion:** Principal.
  - **Metrics:** Technology resources effectiveness/currency data.
- **Objective 6-5:** St. Jude Catholic School teachers and administration will work together to understand the Kansas College and Career Readiness standards and ensure curricular alignment between grade levels.
  - **Strategy:** Teachers will learn the Kansas College and Career Readiness Standards by attending workshops and other valuable education classes. The school's Title funds will be used to pay for these workshops.
  - **Resources:** Esdack Newman University, Friends University, South Central Kansas Educational Center Title I Funding.
  - **Implementation Timetable:** 2015-2017.
  - **Strategy Champion:** Principal.

- **Metrics:** Kansas Assessment data.
- **Objective 6-6:** St. Jude Catholic School will maintain accreditation through the State of Kansas.
  - **Strategy:** St. Jude will maintain accreditation through the Kansas Education Systems Accreditation (KESA) process. St. Jude will follow the calendar set by the Diocesan School Office to meet appropriate benchmarks for each year of the accreditation cycle.
  - **Resources:** KESA training for the school principal and building leadership team.
  - **Implementation Timetable:** Year Zero benchmarks will be met by May 2017.
  - **Strategy Champion:** Principal, building leadership team.
  - **Metrics:** Rubrics for Relationships, Relevance, Responsive Culture, Rigor, and Results.
- **Objective 6-7:** The parish will fund all students of active parish stewards who choose to attend Catholic high school, in accordance with the Drexel School Fund benchmarks. **Drexel Fund Requirement**
  - **Strategy:** St. Jude will continue to apply for the St. Katherine Drexel fund and follow all relevant requirements of receiving those funds. Potential high school students and their parents will meet with the parish pastor each year to review and sign the parish family agreement before enrollment is finalized.
  - **Resources:** Funding Parish Family Agreement
  - **Implementation Timetable** – Ongoing.
  - **Strategy Champion** – Pastor.
  - **Metrics** – Percentage of active parish stewards with high school-age children who are chosen to have their Catholic high school education funded by the parish.
- **Objective 6-8:** Every child will have a basal textbook for each required course that has a copyright newer than ten years old, in accordance with the Drexel School Fund benchmarks. **Drexel Fund Requirement**
  - **Strategy:** The principal will maintain a list of textbooks for each subject with the copyright. A textbook review committee will explore potential new textbooks when copyright dates near ten years of age. The committee will submit recommendations to the school principal.

- **Resources:** Funding.
- **Implementation Timetable** – Ongoing.
- **Strategy Champion** – Principal, textbook review committee.
- **Metrics** – Percentage of textbooks that are less than ten years old.

## **SCHOOL PRIORITY: FACILITIES**

**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). The facility's needs list will be annexed to the Strategic Plan.
  - **Resources:** Funding (project specific)
  - **Implementation Timetable:** 1<sup>st</sup> quarter 2016-17.
  - **Strategy Champion:** School Council President.
  - **Metrics:** Facility Needs List, Safety Mishap data, utility costs.
  
- **Objective 7-2:** St. Jude Catholic School will update its policies and upgrade necessary infrastructure to ensure the safety of students, faculty and staff.
  - **Strategy:** The School Council established a committee to study safety and security risks. The committee identified several safety and security risks and mitigations, which include policy, as well as infrastructure changes/upgrades. The committee presented the risks and mitigations to the School Council, which prioritized them based on risk level. The committee will provide the School Council and pastor cost estimates for the following projects:
    - Securing the front door of the school
    - Securing each classroom
    - Installing visual monitoring and alarm systems

The pastor will decide which projects will be funded in the current school year, or deferred to future year(s).



- **Resources:** Funding.
  - **Implementation Timetable:** 2016-17 school year.
  - **Strategy Champion:** Security and Safety committee.
  - **Metrics:** Financials, , and stakeholder feedback.
- **Objective 7-3:** The school will have a properly equipped science laboratory for middle school, in accordance with the Drexel School benchmarks.  
**Drexel Fund Requirement**
    - **Strategy:** The middle school science teacher will submit an evaluation of the science laboratory, including a prioritized list of needed materials, during the first quarter of the school year. The facility's needs list will be annexed to the Strategic Plan.
    - 
    - **Resources:** Funding.
    - **Implementation Timetable:** Ongoing.
    - **Strategy Champion:** School Council.
    - **Metrics-** None.
- **Objective 7-4:** The school will meet Drexel School Fund technology benchmarks, to include providing: A server with a capacity to support the school's technology infrastructure; one lab or mobile computer cart for every three classrooms (grades 3-8), wireless networking capability throughout the building with access points in all rooms, interactive white boards and projectors for every room; a paid technical support. **Drexel Fund Requirement**
    - **Strategy:** The technology committee will prioritize the proposed benchmarks and work towards meeting these benchmarks. Funding resources such as E-Rate and grants will be explored.
    - **Resources:** Funding.
    - **Implementation Timetable:** Ongoing.
    - **Strategy Champion:** Principal, technology committee.
    - **Metrics:** None.
- **Objective 7-5:** The school will have a properly functioning media center with a trained coordinator, space for books, magazines, and media, internet access, access to computer devices, library software, and student work spaces in accordance with the Drexel School Fund benchmarks. **Drexel Fund Requirement**

- **Strategy:** The School Council, along with the librarian and principal, will evaluate the school media center's effectiveness in the first quarter of the school year. A prioritized list of improvements will be proposed and annexed to this plan. The facility's needs list will be annexed to the Strategic Plan.
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- **Resources:** Funding.
- **Implementation Timetable:** Ongoing.
- **Strategy Champion:** School Council.
- **Metrics:** None.
  
- **Objective 7-6:** The school will have an indoor space available for children to receive instruction in physical education, in accordance with the Drexel School Fund benchmarks. **Drexel Fund Requirement**
  - **Strategy:** This benchmark minimum standard has been met; however, the School Council have identified improvements to be made to the facilities. Indoor space for physical education instruction will be considered in the yearly facility needs list. The facility's needs list will be annexed to the Strategic Plan.
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  - **Resources:** Funding.
  - **Implementation Timetable:** Ongoing.
  - **Strategy Champion:** Principal.
  - **Metrics:** None.
  
- **Objective 7-7:** The school will have a written strategic plan for upgrading school facilities, in accordance with the Drexel School Fund benchmarks. **Drexel Fund Requirement**
  - **Strategy:** The strategic plan will include facility upgrades. The facilities needs and priorities will be considered and approved by the School Council and pastor every Fall and incorporated into the annual school strategic plan. The facility's needs list will be annexed to the Strategic Plan.
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  - **Resources:** No additional resources required.
  - **Implementation Timetable:** Fall 2016.
  - **Strategy Champion:** Principal.
  - **Metrics:** None.

## **SCHOOL PRIORITY: HUMAN CAPITAL**

**Goal 8:** St. Jude Catholic School will attract and maintain highly qualified faculty and staff.

- **Objective 8-1:** The school will attract and retain quality teachers, offering competitive salaries and pay increases each fiscal year (at least 90% of the recommended diocesan salary standard, according to the Drexel fund benchmarks). **Drexel Fund Requirement**
  - **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:** Funding.
  - **Implementation Timetable:** 3rd quarter 2016-17.
  - **Strategy Champion:** Pastor and Principal.
  - **Metrics:** Teacher retention rates, merit based pay increase rates.
  
- **Objective 8-2:** There will be a licensed principal who is a full-time administrator, in accordance with the Drexel School Fund benchmarks. **Drexel Fund Requirement**
  - **Strategy:** The principal will maintain licensure through the state of Kansas. The principal will also teach no more than two periods a day.
  - **Resources:** Funding.
  - **Implementation Timetable:** Ongoing.
  - **Strategy Champion:** Pastor and School Council.
  - **Metrics:** None.
  
- **Objective 8-3:** There are licensed classroom teachers sufficient to serve students in an effective and efficient manner in accordance with the Drexel School Fund benchmarks. **Drexel Fund Requirement**
  - **Strategy:** The principal will only consider licensed teachers for classroom positions. Each classroom will be limited to 25 students.
  - **Resources:** Funding.
  - **Implementation Timetable:** Ongoing.

- **Strategy Champion:** Principal.
- **Metrics:** Staffing levels.
  
- **Objective 8-5:** There is support staff available to meet the high concentration of specialized learning needs of the school, in accordance with the Drexel School Fund benchmarks. **Drexel Fund Requirement**
  - **Strategy:** St. Jude Catholic School will employ at least a part time paraprofessional and a part time resource teacher to support classroom teachers.
  - **Resources:** Funding.
  - **Implementation Timetable:** Ongoing.
  - **Strategy Champion:** Principal.
  - **Metrics:** Staffing Levels.
  
- **Objective 8-6:** St. Jude Catholic School Administration will encourage professional growth for all employees with the objective of increasing teacher's evaluation scores annually.
  - **Strategy:** The Principal will evaluate all experienced teachers every other year and all first and second year teachers twice yearly, using the teacher evaluation system (developed by the Catholic Schools Office). The goal is for teachers' evaluation scores increase annually. For those whose scores do not increase, or decrease, an improvement plan will be developed by the principal and agreed upon by the teacher.
  - **Resources:** No additional resources needed.
  - **Implementation Timetable:** Ongoing, with final evaluations prepared 2<sup>nd</sup> Semester of each year.
  - **Strategy Champion:** Principal.
  - **Metrics:** Catholic Schools Office Evaluation system ratings for teachers.

