



Holy Family Parish School 2009-2012 Strategic Plan

Our Mission

Holy Family Parish School is a Catholic community committed to developing students to their greatest potential. We educate our children in an environment of academic excellence and we empower them to live according to the values of their Catholic faith.

Strategic Framework: Components at a Glance

- Educational Environment/Curriculum
 - Development and Finance
 - Recruiting and Retention
 - Faculty and Administrative Staff
 - Buildings and Grounds
 - Catholic Identity
 - Student Life
 - Technology
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1. Strategic Area: Educational Environment/Curriculum

3-Year Strategic Goal: Holy Family Parish School (HFPS) embeds writing instruction across the curriculum and fully engages students in a comprehensive, school-wide approach to writing development. Deliberate integration of 21st Century Skills into the curriculum provides our students with the competencies necessary to be connected, successful global citizens. The faculty collaborates regularly to ensure and improve student achievement in all subject areas. Collaboration, including vertical teaming and “specials” teachers/classroom teachers teaming, is the cornerstone of our professional educational environment.

3-Year Outcomes

- Students are proficient in writing across the curriculum.
- Regular collaboration of faculty is the norm: this includes systematic collaboration between “specials” teachers and classroom teachers and vertical teaming between grade levels with special attention to transition years.
- The reading/language arts curriculum is aligned with Archdiocesan standards.
- The philosophy and goals of HFPS “specials” (music, physical education, art, technology, guidance, library and Spanish) are fully articulated and shared with parents, students and other community members.
- Technology is fully utilized in the support of students’ growth and development as strong writers.

- 21st Century Skills (derived from the nationwide standards in *The Partnership for 21st Century Skills*) are embedded across the curriculum to provide students with opportunities to achieve and demonstrate these skills.
- A writing resource teacher on staff at HFPS promotes high-level writing proficiency for all students and supports students one-on-one with specific writing needs.

Sub-goals:

- Devise a system (a team, a committee or other) to ensure best practices in the teaching of writing across the curriculum and at all grade levels.
- Develop writing proficiency standards and benchmarks for each grade level to assess students' growth, development and proficiency in writing.
- Maximize the use of Smart Boards, software programs, web-based programs and other technologies to support the teaching and learning of writing.
- Train faculty to collaborate effectively to promote student achievement in all subject areas.
- Coordinate technology time/scheduling with classroom teachers to enhance student learning in language arts and other curricular areas.
- Educate and train all faculty and staff in the 21st Century Skills.
- Educate parents and students about 21st Century Skills.
- Assess the efficacy of HFPS' philosophy and goals of our "specials".
- Inform and engage parents about the philosophy and goals of HFPS' "specials".

2009-2010 Strategic Activities:

1. Marko and Associates will provide training in instructional best practices using Smart Board technology in August 2009.
2. Principal will present 21st Century Skills framework to all faculty and staff in August 2009.
3. Review new Archdiocesan reading/language arts curriculum and compare to current instructional practices.
4. Create a format for collecting student work samples that demonstrate writing proficiency and alignment with Archdiocesan standards.
5. Principal will provide "specials" teachers with a framework for developing curriculum philosophy and goals.
6. "Specials" teachers will draft philosophy and goals for their discipline.

2. Strategic Area: Development and Finance

3-Year Strategic Goal: HFPS maintains and expands its alumni relationships, to broaden financial and friend support of the school and its initiatives. *A culture of philanthropy* thrives at HFPS, demonstrated in strong contributed revenue and in a robust School Development Office and School Development Committee. Friends outside of HFPS (non-alumni) are identified and help support our mission. We use technology to its full advantage in our development efforts and continually seek new ways to connect to our constituents and community. HFPS is a wise steward of its monetary and human capital resources and systematically evaluates the benefits and drawbacks of all fundraising and friendraising activities.

3-Year Outcomes:

1. HFPS' website is fully utilized as a development and recruitment tool.
2. Alumni relationships are well-established and strong connections are maintained through technology (website, social networking sites, etc.) and through written communications

3. The School Development Office hosts an annual volunteer recognition/celebration
4. The School Development Office and the Finance Committee of the School Board meet each September/October to design and assess the budget year fundraising objectives.
5. The School Development Office and Finance Committee of the School Board meet post-Auction to assess current fundraising efforts and ongoing objectives
6. A robust School Development Committee supports the efforts of the School Development Office.
7. The School Development Office fully utilizes an up-to-date database which identifies potential donors and friends of HFPS.
8. An assessment/cost-benefit analysis of HFPS' fundraising activities occurs annually.

Sub-goals:

1. Establish HFPS website administrator to update school website regularly. The website administrator is linked to and has relationships established with: the school, the School Development Office, Home & School, other volunteer committees and the Parish.
2. Create viable alumni record and connect with alumni to "re-introduce" them to HFPS.
3. Integrate alumni into development and fundraising efforts.
4. Fully utilize social networking sites for increased alumni participation in development efforts at HFPS.
5. Find a database which serves the development needs of HFPS.
6. Establish a School Development Committee and charges for the committee.
7. Create a cost-benefit analysis system or assessment system for evaluating fundraising efforts annually.
8. Establish annual budget for a "friend-raising" event/volunteer recognition social event.
9. Evaluate HFPS' brand.
10. Work to maximize HFPS' brand.
11. Cultivate a strong relationship between the Finance Committee of the School Board and the School Development Office.

2009-2010 Strategic Activities:

1. Identify necessary participants for School Development Committee.
2. Devise organizational structure and charges for School Development Committee.
3. Establish a HFPS Facebook presence.
4. Provide HFPS website training to our school secretary.
5. Evaluate current system for school website updates.
6. Deliberate integration of HFPS' brand on print materials, website, signage, and volunteer organizations' literature, materials, etc.
7. Attend grant-writing workshop in 2009.

3. Strategic Area: Recruiting and Retention

3-Year Strategic Goal: HFPS maintains a strong student/family recruitment program and meets its student enrollment goal each year. Recruitment is seen as an integral part of school outreach, and School Board members and Home and School Association members are leveraged as active, visible recruiters on behalf of Holy Family Parish School. The school enjoys meaningful relationships with our pastors and other key members of our Parish. We use technology to its full advantage in our recruitment efforts and continually seek new ways to connect to our constituents and community. Recruitment endeavors reach to preschools and incorporate current

data on 8th graders' matriculation. Holy Family Parish School is widely recognized and highly valued for its contributions to the North Shore community, its rigorous academics, its rich faith development of young people and its active service programs which offer unique opportunities for personal growth.

3-Year Outcomes:

1. HFPS' website is fully utilized as a development and recruitment tool.
2. Strategic recruitment begins at a child's baptism at HF Parish and/or family Parish registration.
3. HFPS' Recruitment Office conducts and manages all new Parishioner registrations.
4. HFPS Recruitment Office has a strong relationship with the Parish's Stewardship Committee.
5. HFPS maintains an up-to-date, expanded prospect list.
6. Information-gathering opportunities are maximized (e.g. school events, sport events, registrations, etc.)
7. Systemized exit interviews occur to better understand retention issues.
8. HFPS' Recruitment Office maintains a strong relationship with area preschools.
9. A cohesive recruitment packet exists which contains clear financial aid information.
10. HFPS' Recruitment Office fully utilizes the database to support recruitment efforts.

Sub-goals:

1. Investigate ways to provide incentives for school registrations.
2. Evaluate and articulate the difference between recruitment and retention.
3. Integrate findings from December 2008 report, "Recommendations for Catholic School Enrollment during the Recession."
4. Capture data about 8th graders and their transition to high schools, RE: honors placement, advanced classes, fine arts, sports, foreign language, etc.
5. Maintain outreach to prospective families.
6. Continue and expand annual preschool visits and visibility.
7. Create ad-hoc committee to review HFPS recruitment packet.
8. Find database to serve needs of HFPS development and recruitment.
9. Identify events that provide opportunities for recruitment (e.g. golf outing, Little Dribblers, middle school musical, etc.)
10. Streamline school application and registration process to ensure a quick response/turn-around and an immediate, welcoming impression.

2009-2010 Strategic Activities:

1. Create "outreach form" to use at events (e.g. golf outing, Little Dribblers, sporting events, etc.)
 2. Identify information about 8th graders which can be used in recruiting efforts.
 3. Research registration incentive options for incoming families.
 4. Identify necessary components of a successful preschool outreach program.
 5. Create systematic preschool visit program.
 6. Cultivate relationships with Father Dennis and Father Robert.
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4. Strategic Area: Faculty and Administrative Staff

3-Year Strategic Goal: Consistent collaboration among the faculty and administrative staff and vertical teaming on behalf of student achievement is the norm. In-depth, ongoing professional development—both in-house and outside of HFPS—empowers faculty to be at the vanguard of best practices in education. Students and parents are aware of and fully support the philosophy and goals of Holy Family Parish School’s “specials” and the mission of the school is lived out in our classrooms, our extra-curriculars and our athletics each day.

3-Year Outcomes:

- Regular collaboration of faculty is the norm: this includes systematic collaboration between “specials” teachers and classroom teachers and vertical teaming between grade levels with special attention to transition years.
- A formalized mentoring/coaching program for faculty supports ongoing professional development, quality collaboration and student achievement.
- A fair and just compensation plan is in place for faculty and administrative staff.
- Time is built into the school day for meaningful faculty professional development.
- Ongoing professional development which enhances teaching and learning and strengthens instruction across all subject areas is an expectation of all faculty, administrators and staff.

Sub-goals:

- Prepare and train faculty to collaborate effectively for the enhancement of professional development and the promotion of student achievement in all subject areas.
- Create a system or format for collaboration between and among all faculty.
- Produce a researched salary and compensation plan which is fair and just. This plan will be carried out in partnership with St. Robert’s Parish School, via the joint Holy Family Parish/St. Robert’s Parish business manager and with the input and support of Holy Family Parish’s Finance Committee of the Parish Council.
- Create and use professional development plans for faculty that incorporate both school-wide goals and individualized professional development goals.
- Design and implement a peer mentoring/training program for faculty.

2009-2010 Strategic Activities:

1. Build time into the school day for collaborative team work.
 2. Develop collaborative teams and coordinate schedule for team to work.
 3. Design training for effective collaboration to be implemented in August 2009.
 4. Meet with principal at St. Robert’s Parish School to develop a draft fair and just compensation plan for faculty and administrative staff.
 5. Meet with joint business manager of Holy Family Parish & St. Robert’s Parish to introduce the draft of fair and just compensation plan and receive initial input.
 6. Introduce PI-34 Professional Development Plan framework and use our writing curriculum work to inform development of school-wide component of a professional development plan.
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5. Strategic Area: Buildings and Grounds

3-Year Strategic Goal: Holy Family Parish School is a responsible, environmentally conscious steward of its buildings, grounds and infrastructure. Partnering with the parish for maximum, shared resource use, HFPS implements its mission with the support of well-maintained buildings and grounds and the guidance of a comprehensive, forward-looking master facilities plan.

3-Year Outcomes:

- Holy Family Parish School has outdoor signage that promotes our school more effectively and robustly.
- Indoor and outdoor parish space is utilized by the parish school to practice sound stewardship of existing resources and to promote students' parish involvement and pride.
- Holy Family Parish School is an energy efficient building with an emphasis on sustainable environmental practices.
- A clear partnership exists between the school and the Building and Grounds Committee, with regular communication and understood responsibilities and leadership in both parties.
- HFPS has a 3-year facility master plan, a key tool that serves to identify the physical /building resources needed by the school for the future. A facility master plan looks out several years to ensure that resources are available and needs are prioritized.

Sub-goals:

- Identify physical plant needs.
- Maintain HFPS' focus on and commitment to sustainability and environmentally conscious planning.
- Prioritize plant needs and identify possible solutions, probable financial requirements and feasible phasing for implementation.
- Explore an efficient, connected make-up of a school Buildings and Grounds Committee that meets regularly and reviews and maintains updates to the master facility plan.

2009-2010 Strategic Activities:

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 - 2.
 - 3.
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6. Strategic Area: Catholic Identity

3-Year Strategic Goal: Building on the *loving and praying community* foundation of Holy Family Parish, HFPS lives out its Catholic values and incorporates Catholic teaching, prayer, worship and service into our classrooms, our athletics and our extra-curricular activities. HFPS integrates meaningful, consistent service with instruction and reflection to live out our school mission, enrich the learning experience, teach civic responsibility, and strengthen communities. Liturgical involvement and community service are priorities which our students experience as both highly valuable and personally enriching. Through the enhanced Campus Ministry Program, students take the lead on many service opportunities, empowering them to live out the values of their Catholic faith, which is a component of HFPS' Mission.

3-Year Outcomes:

- A vibrant Campus Ministry Program guides the student body in strengthening our Catholic identity.
- Students' liturgical participation increases and is perceived as highly valuable (by students and parents) as students become more engaged in Mass.
- HFPS maintains several ongoing service-based relationships with community organizations.
- Service immersion/service learning is a practice of Holy Family Parish School.
- An engaged, ongoing relationship exists with Religious Education.

Sub-goals:

- Articulate school-wide service immersion/service learning program with specific goals and outcomes tied to our mission statement.
- Foster relationships with community organizations to develop ongoing service opportunities for students. These organizations will include human concerns, environmental stewardship and others.
- Create an environment where service is integrated in the teaching and learning experience at Holy Family, especially in religion classes.
- Reestablish and revision Campus Ministry.
- Include all grade levels in Campus Ministry.
- Explore children's liturgy resources to energize and sustain students' liturgical involvement.
- Expand the relationship with Religious Education and create more opportunities for partnership/collaboration and activities.

2009-2010 Strategic Activities:

1. Appoint Campus Ministry director and schedule regular meeting times.
2. Establish ad hoc committee to devise mission, vision and goals for Campus Ministry during August in-service 2009.
3. Establish a committee of parents and faculty who will begin to articulate our school's service learning program.
4. Meet with priests and music ministers to explore possibility of setting up seasonal planning meetings.

7. Strategic Area: Student Life

3-Year Strategic Goal: Student Life programs provide students with an enriched HFPS experience. Student Life supports opportunities for learning, involvement, leadership, community building and creative expression that reaches beyond the classroom and helps to develop life-long skills.

3-Year Outcomes:

- Peer mediation is an ongoing component of HFPS' Anti-Bullying Program.
- Students at all grade levels are trained in peer mediation and participate in peer mediation.
- Students engage in regularly scheduled activities to enrich their lives and provide exposure to various careers and hobbies.
- An up-to-date database listing various careers, hobbies, interests and talents of parents, parishioners and community members provides HFPS with ready resources to engage and enhance student exposure to these careers, hobbies, etc.

Sub-goals:

- Provide training for teachers and students in peer mediation as part of our Anti-Bullying Program.
- Evaluate Anti-Bullying Program and refine as needed.
- Survey parents, parishioners and community members to collect information about careers, hobbies, interests, talents, etc. for the purpose of developing a database.
- Schedule time in the school day (i.e. lunch) to provide opportunities for our 5th-8th graders to learn about careers, hobbies and interests.

2009-2010 Strategic Activities:

1. Explore language around anti-bullying program and make necessary recommendations for adapting some of the language (for a more positive approach).
 2. Work with Home and School to conduct survey which captures parents' & parishioners' careers interests, hobbies, etc.
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8. Strategic Area: Technology

3-Year Strategic Goal: HFPS' use of technology strengthens existing curricula and supports meaningful, engaged learning for all students. Deliberate integration of technology into our daily instruction helps prepare students to succeed in a rapidly changing world. To ensure that technology is effectively integrated, HFPS administration, faculty, staff and community members (i.e the school Technology Committee, the school technology vendor) worked together to create a formal technology plan. Developing a plan for using technology to support our school's mission not only provides a roadmap for the acquisition of computers and software, it promotes meaningful learning and collaboration, provides for needed professional development and support, and responds flexibly to change.

3-Year Outcomes:

- Standardized technologies across the school are in place (a seamless technology environment from classroom to classroom).
- A flexible technology learning environment exists. Students and teachers can access programs from any work station.
- Teachers and students have access to appropriate educational software which is used on a regular basis.
- HFPS has a dynamic technology committee that meets regularly and communicates ideas, concerns, developments, etc. to administration, faculty and staff.
- HFPS has a long-range (*at least 5 years out*) technology plan.
- Faculty, administration and staff are comfortable and confident using technology in daily instruction.
- HFPS has a relationship with a technology vendor which guides cost-effective, timely technology support service sensitive to the school-day schedule and is focused on meeting the needs of an educational institution.

Sub-goals:

- Explore remote access capabilities for faculty, administration and staff.
- Develop a plan to provide proper training and support for administration, faculty and staff in using current technology resources.

- Establish a school Technology Committee which works closely with the parish business manager and necessary parish representatives.
- Examine current relationship with technology vendor to ensure quality, cost-effective service and sound stewardship of technology resources.
- Expose students to a variety of educational technology tools so that they integrate their technology skills with 21st Century Skills and graduate from HFPS truly ready for high school technology experiences.

2009-2010 Strategic Activities:

1. Marko and Associates will provide training in instructional best practices using Smart Board technology in August 2009.
2. Identify necessary participants for school Technology Committee.
3. Devise organizational structure and charges for school Technology Committee.
4. Examine current contract with the HFPS technology vendor so as to fully understand the schools' relationship with vendor. Examine any contract addendums.
5. Collaborative team leaders will research software for best practices writing instruction.
6. Investigate St. Robert's technology organization and explore future technology partnership activities/possibilities.