

# St. Mark's Catholic School Strategic Plan

## Mission Statement

St. Mark's Catholic School is a ministry of St. Mark's Catholic Community that exists to provide excellent education rooted in the Catholic faith and Christian values. It assists the family in the full intellectual, spiritual, and physical development of their child.

## Vision

The vision of St. Mark's Catholic School is the development of Catholic values through prayer, learning and stewardship toward the Church and world community. We strive for the development of life-long learning, strong moral decision making skills, and health in mind and body for all learners. The school will provide students with a superior academic preparation for their secondary school education, enabling them to serve as leaders in their school and to be valuable members of the church and civic community. St. Mark's Catholic School will provide this education to as many students as possible by striving for accessible and affordable options for families.

## Core Values

The core values of St. Marks Catholic School are based upon but not limited to Catholic social teaching.

**Prayer** – Through daily prayer and various liturgical experiences, students develop a strong prayer life and a personal relationship with God. A strong sense of faith and Catholic / Christian values permeate every aspect of the School's academic and religious experience.

**Responsibility** – Taking personal responsibility for one's actions and efforts is a quality that we work to develop in all students. It is the foundation for the development of a strong work ethic and leads to the ability to make good personal moral decisions.

**Respect** – As a human being created in God's image and likeness, every individual is to be afforded respect by others. This respect is seen in each person's speech and actions.

**Stewardship** – We are all called to utilize the gifts and talents that we possess for the greater good and for the benefit of others. This means that we work to do our best each day for our own personal growth, and we give back to the parish and larger community through our time, talent, and treasure.

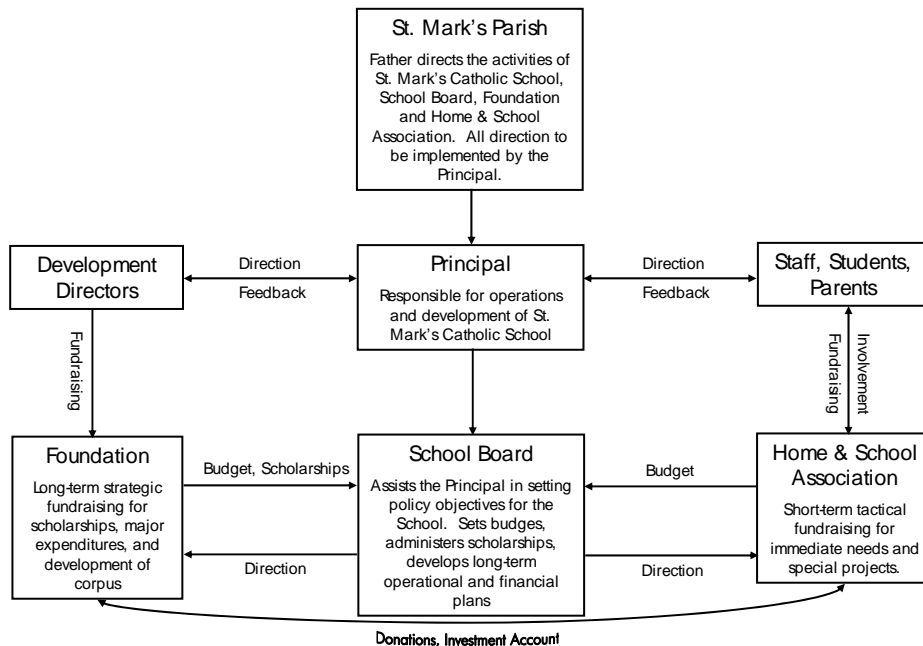
**Dignity of Work** – There is dignity in all legitimate work. Each day, students, teachers, and parents are called upon to do their best work and to value the work of others in their class and world community.

**Learning Environment** – The school is a learning community where it is everyone’s job to be an integral part of the learning process. It is each person’s job to help maximize learning for themselves and others.

**Community** – We are a family centered organization that shares a common purpose – the best spiritual, physical, and academic development of our young people. We are called to accomplish this in a positive and collaborative manner. The joys and rewards of learning and doing one’s best are celebrated by all members of St. Mark’s Catholic community.

## Partners in Catholic Education

St. Mark’s Catholic School benefits from the Stewardship of affiliated organizations, including the St. Mark’s Catholic Community, the St. Mark’s Catholic School Foundation, and the St. Mark’s Catholic School Home & School Organization.



## St. Mark’s Catholic Community Mission & Vision

(update pending)

## **St. Mark's Catholic School Foundation Mission & Vision**

### **Mission:**

The St. Mark's School Foundation is in place to ensure that quality, affordable Catholic education is available to this and future generations.

### **Vision:**

The Foundation invests and manages funds raised through endowments, grants, bequests and cash donations. Interest revenue from these funds will offset rising costs, keeping tuition at affordable levels and providing scholarships, technology and facility upgrades.

## **St. Mark's Catholic School Home & School Mission & Vision**

### **Mission:**

The mission of St. Mark's Home & School Association is to financially support the education provided to St. Mark's School students through fundraising activities.

### **Vision:**

The vision of St. Mark's Home & School is to encourage strong school family relationships by sponsoring community building events and to provide an avenue for parents and teachers to give voice in advancing spiritual and educational interests within the school community.

## ***Strategic Principle 1 – Maintain a School Environment of “Excellence in Christ”***

### **Goal 1.1 – Foster a Loving and Respectful Environment Centered in Christ.**

#### **1.1.1 Evangelization –**

1.1.1.1 Each day, students and faculty are gifted with the opportunity to pray together. Our weekly Student Body Mass is a true testament to what it means to be a faith community.

#### **1.1.2 Provide for means of conflict resolution –**

1.1.2.1 St. Mark's Catholic School and its faculty will utilize policies and procedures intended to foster student success through the development of self-discipline outlined by the Discipline Policy in the school Handbook.

1.1.2.2 Teach grade-appropriate skills from the “Discipline with Purpose, A Developmental Approach to Teaching Self-Discipline” program starting with the school counselor and followed up by the classroom teachers.

#### **1.1.3 Allow all parties to know what is expected of them –**

1.1.3.1 Maintaining effective communication between family and school is one of

the important goals of St. Mark's Catholic School and is provided for in the School Handbook under Procedures for Resolutions of Concerns. E-mail is a useful tool for communication, along with newsletters, written communications, and telephone or face to face conferences for more urgent matters.

1.1.3.1.1 Establish protocols for e-mail usage.

1.1.3.2 At the time of registration, all School Families are asked to sign the "Expectations of St. Mark's Catholic School Families." Students are asked to sign the "Student Responsibility Agreement." Both these forms are available in the front office and in the School Handbook.

1.1.3.2.1 Establish a procedure for student and family to self-assess their commitment on a quarterly basis.

## **Goal 1.2 – Maintain a Curriculum That Meets Religious Education and Academic Objectives**

1.2.1 The curriculum at St. Mark's Catholic School is based upon the learning needs of its students and the academic standards as outlined for students by the State of Idaho. The emphasis is on providing quality programs that seek continuous improvement for each student.

1.2.2 Align the written, taught and tested curriculum to support the achievement of our objectives and goals.

1.2.3 Maintain a student / teacher ratio of 1 to 20 in primary grades and 1 to 25 in intermediate grades with a part to full-time aide and parent volunteers.

1.2.4 Involve parents as collaborative partners in the learning process.

1.2.5 Provide a student-centered learning environment.

1.2.6 Curriculum, instructional resources, programs and methodologies will be evaluated every 3 to 5 years with updates as needed.

1.2.7 Align the curriculum with that of Bishop Kelly and other Catholic schools.

1.2.8 In addition to a strong core curriculum, St. Mark's will offer extracurricular activities such as choir, band, athletics and clubs including Spanish, art, yearbook, and scouting.

1.2.9 St. Mark's will continue to encourage religious vocations and the involvement of students and graduates in parish life.

1.2.10 Educational resources and technology will be provided to support and integrate learning and instruction.

1.2.11 Technology plan –

1.2.11.1 Currently utilize one full computer lab, one 16 student lab with smart board, five computers and one printer per classroom.

1.2.11.2 Continued improvements such as Power School, a web based school program, allowing parent / teacher access to student information.

1.2.11.3 Hire one part- or full-time computer teacher.

1.2.11.4 Equip each classroom with one laptop computer, projector, document reader and smart board.

### **Goal 1.3 – Recruit and Retain Superior Teachers by Providing an Excellent Place to Work.**

St. Mark's Catholic School is fully accredited by the State of Idaho and each contracted faculty member has a current certificate. Additionally, each teacher must fulfill the Diocese of Boise's required catechetical training in order to teach religion. Our teachers constantly continue their own education in order to maintain the highest level of instructional standards.

#### **1.3.1 Desirable Work Environment**

1.3.1.1 The teachers continue to receive the support of the administrative staff, principal, pastor and parents.

1.3.1.2 The teachers continue to receive sufficient resources to teach the curriculum.

1.3.1.3 The parish will value, support and advocate Catholic school education as an integral part of the Church's ministry.

1.3.1.4 Facilities will be maintained in good physical condition, to demonstrate a commitment to quality schools and stewardship of resources.

1.3.1.5 A desirable work environment is measured by low staff turnover.

#### **1.3.2 Competitive Pay and Reasonable Benefits.**

1.3.2.1 The school faculty and staff will be compensated consistent with the Catholic Church's teachings on social justice.

1.3.2.2 Develop a plan for funding teacher continuing education.

### **Goal 1.4 – Continue to Excel in Scholastic Achievement**

St. Mark's Catholic School offers a comprehensive series of assessments to assist students in their learning. In addition to traditional formal and informal classroom evaluation and assessment practices, the following school and statewide assessments are conducted: CBMs (Curriculum Based Measures); DMA/DWA (Direct Math and Direct Writing Assessments); IRI (Idaho Reading Indicator); ISAT (Idaho Standards Achievement Test); and STAR (reading comprehension).

1.4.1 St. Mark's Catholic School's goal is to be in the top 10% statewide and the top 25% of Idaho Catholic schools.

1.4.2 Utilize interventions for students not performing at grade level, including a reading specialist and math study groups as needed.

### **Goal 1.5 – Continue to Provide for Community Involvement of the Students**

1.5.1 As part of each student's religion class, experiences in community service will be expected from students during each semester. Community and Parish service projects, which involve assistance to others, will be required on a school-wide and an individual basis. Families are actively encouraged to join in any community service project.

1.5.2 Develop a recording sheet to capture community and Parish involvement.

***Strategic Principle 2 – Provide Accessibility to Students by Expansion of the School through Careful Planning and Funding***

**Goal 2.1 – Provide Tuition Assistance to Make St. Marks School Accessible to All Parish Families**

- 2.1.1 Work with the Foundation to continue to grow a stable scholarship fund.
  - 2.1.1.1 For the 2007-2008 school year, \$15,000 will be available for new families.
- 2.1.2 Update the method for allocating scholarships by June 30, 2007.
- 2.1.3 Work with the Parish, Foundation, and School families, in concert with the Parish Stewardship initiative, to decrease tuition to zero over time.
  - 2.1.3.1 Educate School families about the economics of School funding.
  - 2.1.3.2 Create a plan with annual milestones to reduce tuition to zero.
  - 2.1.3.3 Review and update the plan on an annual basis.

**Goal 2.2 – Develop and Execute a Demand Program to Ensure Student Numbers that Support Building Expansion.**

- 2.2.1 Verify demand through demographic analysis by 12/31/2006.
  - 2.2.1.1 The Board has confirmed through a study of current enrollment and future demographic projections that St. Mark's area should readily support two classes per grade.
- 2.2.2 Work with the school Development Directors to create a marketing plan to generate demand to match the facilities expansion by Fall 2007.
  - 2.2.2.1 Look into scholarships for new students for their first year (target Early Religious Education group).
  - 2.2.2.2 Investigate adding bus service
  - 2.2.2.3 Work with our Pastor and Priests to promote St. Mark's Catholic School directly to all Parish families at the Mass.
- 2.2.3 Execute the Marketing Plan to generate the needed number of students to achieve target of two classrooms per grade level.

**Goal 2.3 – Plan, Fund and Construct Facilities to Accommodate Increasing Demand Generated by Tuition Reduction up to Two Classrooms per Grade plus Necessary Support Facilities.**

- 2.3.1 Conduct a Facilities Planning Study to create two classrooms per grade and other needed space by June 2007. The Master Plan should provide guidance
  - 2.3.1.1 Short term expansion needs (Fall, 2007). The Board will work toward minimum of four additional classrooms are added at the current site by December 31, 2007.

- 2.3.1.2 Long term expansion needs. The Board will ensure that a Master Plan is drawn up to facilitate the school's full expansion to two classes per grade at the current site by April 2007.
- 2.3.2 Develop funding for the short-term expansion needs for the Fall 2007 addition by June 2007.
  - 2.3.2.1 The Foundation has pledged \$25K per year for 5 years.
  - 2.3.2.2 Home & School has pledged \$50K per year.
  - 2.3.2.3 The Board has applied for a grant from the Wiegand Foundation to assist with furnishings.
  - 2.3.2.4 In concert with the Parish, the Board may seek debt financing from the Diocese of Boise.

***Strategic Principle 3 – Ensuring Financial Resources Can Meet Strategic and Operational Objectives for St. Mark's Catholic School***

**Goal 3.1 – Work Within the Annual Operating Budget for Normal Operation of St. Mark's Catholic School.**

- 3.1.1 Work with Home and School and Foundation to provide targeted financial commitments (scholarships, tuition assistance, capital expenses)
- 3.1.2 Set minimum salary bars for faculty and staff.

**Goal 3.2 – Foundation Specific Goals**

- 3.2.1 The Foundation and Development Directors will continue to refine the fundraising plan.
  - 3.2.1.1 The fundraising plan may include such things as: estate planning, an alumni list and new fundraising opportunities targeted to specific audiences.
- 3.2.2 The Foundation will develop a clear understanding as what the corpus endowment will be used for in the long term (e.g., facilities replacement, improvement in equipment, teacher benefits, new curriculum choices) to complement parish support.
- 3.2.3 The Foundation and Development Directors will continue fundraising plan efforts to raise the Corpus.

**Goal 3.3 – Work with Diocese and Other Parishes on Funding Arrangements (see what they can do to help on each issue).**

- 3.3.1 Work with the Diocese to provide financial support to new and existing Catholic schools.
- 3.3.2 With other parishes, investigate a common salary schedule throughout the Treasure Valley parochial schools.
- 3.3.3 Explore tuition funding options for Diocesan and other eligible Parish employees' children who attend St. Mark's Catholic School.

**Goal 3.4 – Find Alternate Sources of Funding to Support Targeted Operational Expenses.**

- 3.4.1 Technology – HP Gifts in Kind program, grants
- 3.4.2 Library – Book Fair, donations
- 3.4.3 Textbooks
- 3.4.4 Athletic programs
- 3.4.5 Band
- 3.4.6 P.E. Equipment
- 3.4.7 Faculty - especially for targeted interests

***Strategic Principle 4—Continue to Communicate and Coordinate***

**Goal 4.1—Maintain Consistent Communications Within the St. Mark’s Catholic School Team: School Board, Foundation, Home and School, Teachers and Staff, Development Directors and Parish.**

- 4.1.1 Provide a clear understanding of each entities’ roles and responsibilities.
- 4.1.2 Maintain vision statements that are consistent with missions of the parish and school.
- 4.1.3 Quarterly joint meetings
- 4.1.4 Provide meeting notes to all
- 4.1.5 Maintain calendar with parish
- 4.1.6 Practice and preach stewardship
- 4.1.7 Communicate stewardship success with parish

**Goal 4.2—Maintain consistent communications with current families.**

- 4.2.1 Annual report
- 4.2.2 Home and School newsletter
- 4.2.3 Power School
- 4.2.4 Lions Pride
- 4.2.5 Welcome BBQ
- 4.2.6 Provide avenue for parental comment
  - 4.2.6.1 Develop a comment form on the web page
  - 4.2.6.2 Continue Dan Maloney’s open door policy
- 4.2.7 Parish bulletin inserts and weekly bulletin articles
- 4.2.8 New families mentoring program

**Goal 4.3 - Provide consistent maintenance of the web page.**

- 4.3.1 Determine the scope of the web page.
- 4.3.2 Find qualified people to design and maintain the web page.

**Goal 4.4 - Maintain a parish communications program to recruit new students, seek new funding and market the school.**

- 4.4.1 Open house
- 4.4.2 Develop referral program for existing school families
- 4.4.3 Form alumni list and begin mailings
- 4.4.4 Baptism / Birthday card program within the parish
- 4.4.5 Development Directors will plan events and implement the marketing plan.
- 4.4.6 Parish survey
- 4.4.7 Celebrate the stewardship efforts of school families
- 4.4.8 Work with Bishop Kelly and other Catholic schools to develop a joint marketing program.
- 4.4.9 Parish newsletter
- 4.4.10 Attract existing parents, prospective parents and alumni to the school