

St. Mary Catholic School Strategic Plan 2020-2024



Enter to Learn, Leave to Serve.



The mission of St. Mary School is to develop the whole child's spiritual, moral, and intellectual growth and well-being in a Catholic environment.

The Strategic Plan has the following components:

1. Catholic Identity
2. Enrollment
3. Marketing/ Public Relations
4. Educational Programs/Technology
5. Staffing
6. Finances
7. Development
8. Facilities

Catholic Identity

OBJECTIVE	ACTION STEPS TO BE TAKEN (WHO, WHAT, WHEN)	ANTICIPATED OUTCOME & COMPLETION DATE	ACTION TAKEN (WHAT, WHO, WHEN)	ACTUAL OUTCOME
Provide an environment that fosters prayer and worship	<ul style="list-style-type: none"> Meet for community prayer in Cargill Hall daily as a school community. Connect the Gospel to real life experiences through Christian presentations, living Stations of the Cross, community projects etc. Students will attend Mass on Fridays and Holy Days as well as participate in Adoration 	<ul style="list-style-type: none"> The SMCS community will work to understand how the Gospel is alive in their everyday situations. The SMCS Team will work with students, families, and the community to offer new opportunities that foster prayer and worship. Ongoing 	<ul style="list-style-type: none"> Students lead community prayer daily. Different grade levels lead prayer each week. Parents are invited to attend. Special prayer days are offered for the military, first responders and other prayer requests are made for our local community. Students present the Living Stations of the Cross and a Christmas program. All are invited. All students attend and participate in weekly school Mass and Holy Day celebrations. Students pray at different intervals daily- before school, lunch, class change, end of day and before and after events. 	Ongoing; Students serve at weekly Mass. They serve as altar servers, lectors, gift bearers, hospitality, and choir weekly. Students lead, write, and reflect on prayers and their prayer life in Gratitude Journals.
Cultivate community outreach/campus ministry	Students participate in a variety of community outreach service programs throughout the year, independently and with their peers.	<ul style="list-style-type: none"> Students and teachers will work on service projects in our parish, local and global communities. Corporal and Spiritual Works of Mercy will be connected to each project. Ongoing 	<ul style="list-style-type: none"> Students participate in a variety of community service projects, as a class and individually. Students in all grade levels participate in community service each year. Teachers incorporate lessons about the Spiritual and Corporal Works of Mercy and students discuss and reflect on their service. 	Ongoing; Service projects are reviewed and updated quarterly.

<p>Enrich each student's faith development</p> <ul style="list-style-type: none"> •Retreats for Faculty •Retreats for Staff 	<ul style="list-style-type: none"> • Enhance the Middle School Retreat to have a greater faith development component. • Incorporate guidance program across curricula, to encourage respect. • Offer retreat opportunities for staff • Offer retreat opportunities for elementary students 	<ul style="list-style-type: none"> • Students will demonstrate a greater understanding of their faith and respect for themselves and others. • Staff will gain insight about their faith and earn retreat hours for Catechist Certification. • Ongoing 	<ul style="list-style-type: none"> •Principal monitors lesson plans to ensure that guidance lessons are implemented. •The Guidance Curriculum of San Antonio is used to build guidance lessons which are incorporated across the curriculum. •Brother Christopher visited all classes to discuss faith (2018). •Clint Carlton, youth minister met with middle school (2018). <ul style="list-style-type: none"> • The religion coordinator, director of adult faith formation and principal organize retreats for staff. • SMCS hosted a retreat for junior high students from Our Lady of Fatima, Holy Family and St. Joseph's Catholic schools. Jacob Derusha, a popular Catholic musician, and teen leader facilitated the retreat (1/2020). • The parish and school communities will work together to strengthen faith of our community. 	<p>Ongoing</p>
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Enrollment

OBJECTIVE	ACTION STEPS TO BE TAKEN (WHO, WHAT, WHEN)	ANTICIPATED OUTCOME & COMPLETION DATE	ACTION TAKEN (WHAT, WHO, WHEN)	ACTUAL OUTCOME
Retention rate of current students at 90% or higher	<ul style="list-style-type: none"> • Utilize social media- Facebook & Twitter to spread good news about the school. • Publish parent and student testimonials on website. • Survey parents and students. 	<ul style="list-style-type: none"> • Families will maintain a sense of pride in the school and will be able to articulate the benefits of a Catholic education at SMCS. 	<ul style="list-style-type: none"> • SMCS administration works with staff, SMCS Board and families to support open communication about what parents & students find positive and areas to work on in the school. Many changes have stemmed from input from staff and parents: • Updates include prekindergarten attendance options, curriculum, new club options for all students: including orchestra, robotics, soccer for students aged 5-8 etc. 	<p>Ongoing Programming changes have been and will continue to be updated with input from all constituents. Student retention rate: 06/2019: 81%* 06/2020:80%* *: Enrollment numbers are not complete in June; stats are recorded from the SMCS School Profile Report. The retention rate was lower than predicted because of COVID precautions and new requirements for social</p>

				distancing and safety.
Increase the number of new students enrolled each school year	<ul style="list-style-type: none"> Establish an Enrollment Management Team. 	<ul style="list-style-type: none"> Build upon the school's strengths and opportunities to recruit and retain families. (May 2016, ongoing) 	<ul style="list-style-type: none"> Enrollment Management-Marketing Team works as an extension of the SMCS Board with parents and community members. 	<ul style="list-style-type: none"> SMCS places an ad that runs in the Kids Directory, SMCC Weekly Bulletin, monthly community newspapers, Facebook, Bobcat Buzz SMCS was voted as one of the top 3 private schools in their Best of the Best Contest through online voting. SMCS placed an ad celebrating the accomplishment

				ent in the Houston Chronicle, 6/28/2020 edition.
Provide an accessible and affordable Catholic education to all who desire one	<ul style="list-style-type: none"> Strengthen Tuition Assistance Program. Funds raised during the SMCS Gala-Paddles Up donations are set aside specifically for tuition assistance. 	<ul style="list-style-type: none"> All families in need will have the opportunity to apply for assistance. (February 2017-ongoing) 	<ul style="list-style-type: none"> Bookkeeper encourages all families to apply for tuition assistance. SMCS added an online tuition assistance program application in 2018. Parents are encouraged to apply for tuition assistance through the school and FACTS (archdiocesan) options. 	Cluster 2 schools were informed that a donor made a \$250,000 donation for tuition assistance (PSAS) specifically for Cluster 2 schools in May 2020. Families were encouraged to apply for assistance on the PSAS site (04/2020-6/2020).

Marketing/Public Relations

OBJECTIVE	ACTION STEPS TO BE TAKEN (WHO, WHAT, WHEN)	ANTICIPATED OUTCOME & COMPLETION DATE	ACTION TAKEN (WHAT, WHO, WHEN)	ACTUAL OUTCOME
Enhance marketing methods to reach the Greater Houston Area	<ul style="list-style-type: none"> Determine Target Markets. A virtual tour was created, 06/2020, to be emailed to prospective parents Stmarylc.org as well as Facebook are updated often to publicize events and news from the school 	<ul style="list-style-type: none"> Our message will reach a larger population. (May 2017-ongoing) 	<ul style="list-style-type: none"> Ads have been placed in the Kids Directory, local parish bulletins and online sites The Facebook manager has joined several community groups with our Facebook Page The SMCS Facebook page sends updates about events and all things SMCS to the archdiocesan page. 	<ul style="list-style-type: none"> Ongoing The Enrollment-Marketing Team will continue to research ways to publicize the school within the Greater Houston Area.
Install a marquee sign	<ul style="list-style-type: none"> Seek sponsors for sign. Work with the church community to share a sign noting the school entrance and the SMCC Ministry Building. 	<ul style="list-style-type: none"> Awareness and visibility of school will be increased. (ongoing) 	<ul style="list-style-type: none"> An all-weather banner was created and hung at the front of SMCS under the blue awning to help prospective families and other visitors locate the front of the school easier (10/2019). Once construction for the new ministries building is completed, 12/2020, the school will discuss the possibility of getting a shared sign to advertise SMCS and the SMCC Ministry Building. 	<ul style="list-style-type: none"> Ongoing

Educational Programs/Technology

OBJECTIVE	ACTION STEPS TO BE TAKEN (WHO, WHAT, WHEN)	ANTICIPATED OUTCOME & COMPLETION DATE	ACTION TAKEN (WHAT, WHO, WHEN)	ACTUAL OUTCOME
Provide an academically enriching curriculum	<ul style="list-style-type: none"> • Implement Professional Learning Communities to ensure vertical alignment of curriculum. • Implement consistent reading programs, which provide continuity and vertical alignment. • Continue to participate in professional development in Differentiation of Instruction. 	<ul style="list-style-type: none"> • Teachers will collaborate on teaching methods and strategies. (Ongoing) • Continuity will be established among the grade levels. (May 2017) • Continual learning among faculty and staff (Ongoing) 	<ul style="list-style-type: none"> • Designated time in schedules for peer collaboration has been established. (August 2015) • Teachers meet bi-weekly with their PLCs to discuss, plan and ensure that there is both vertical and horizontal planning to support and challenge students. • Principal provides sustainable professional development in August and as needed, in person and virtually. 	Ongoing Teachers work with the grade level above and below to ensure curriculum alignment. PLCs meet every other week to discuss, needs, planning and alignment.
Make a concerted effort to implement a STREAM (Science, Technology, Religion, Engineering, Arts, Mathematics) curriculum	<ul style="list-style-type: none"> • Participate in professional development in the areas of STREAM • Utilize conservation site to implement STREAM 	<ul style="list-style-type: none"> • Continual learning among faculty and staff (Ongoing) • Conservation site will be utilized for cross-curricula lessons. (February 2016) 	<ul style="list-style-type: none"> • Principal has provided sustainable professional development in the areas of science, mathematics, engineering, and technology. (Ongoing) • SMCS was recognized as an Archdiocesan STREAM School 01/2020 • The science lab was 	Ongoing

			<p>outfitted with computers to support STREAM lab experiences for the 2020-2021 school year. SMCS now has 2 computer labs, on each side of the building to support STREAM experiences in all grade levels.</p>	
<p>Provide an environment that is inclusive of all learners</p>	<ul style="list-style-type: none"> • Participate in professional development relating to inclusion in the classroom. • Educate the community on the importance of having an inclusive environment. • Teachers have completed trainings on CAP (Catholic Accommodation Plans) so they can implement plans in the classroom. • Teachers communicate with parents, caregivers, special education service workers to plan appropriate lessons to meet the needs of students. 	<ul style="list-style-type: none"> • The entire community will understand the need to provide an inclusive environment. • Ongoing 	<ul style="list-style-type: none"> • Principal has provided professional development on respecting all people and meeting the needs of all students. • Teachers work with the local district, service providers, parents and students to provide a supportive learning environment for all students. 	<p>Ongoing</p>
<p>Provide before and after school Programs that enhance the curriculum</p>	<ul style="list-style-type: none"> • Continue to build upon after school programs, which meet students' interests. 	<ul style="list-style-type: none"> • The whole child will be developed-academically, physically, and spiritually (August, 	<ul style="list-style-type: none"> • Clubs are added and improved each year. Clubs offered are: • Orchestra (added 2019), 	<p>Ongoing; based on student interest</p>

Computer Updates	<ul style="list-style-type: none"> • Staff will lead and support club activities for students after school. • All hardware (printers, computers, document cameras and projectors) will be rotated out every 5 years 	2016-ongoing)	<p>Robotics/Engineering (Big Bytes and Little Bits)(added 2018), Soccer Shots (added 2018)Musical Theater (added 2018), Chess Club (added 2016), Sports Skills Club, Sign Language, Crochet Crew, Yearbook Club (added 2020) and the SMCS Athletics Program-Soccer, Track, Cross Country, Basketball and Volleyball.</p> <ul style="list-style-type: none"> • Tuesday Tutoring was started in 2017. Teacher ask students to stay for extra help as needed on Tuesdays (or other days planned by the PLC). • Ongoing. Tech support was hired September,2019. The support staff is on campus once per week and is remote for support during the school day. 	Ongoing: based on funding and need.
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Technology Programming	<ul style="list-style-type: none"> The tech director works with tech support and teachers to troubleshoot tech issues, implement new programs and research new areas that need to be addressed. 	<ul style="list-style-type: none"> Teachers discuss programming needs in their PLC meetings. Data is compiled and reviewed with the tech team and administration to determine what programs will support students in the best way. 	<ul style="list-style-type: none"> The Microsoft suite was introduced to teachers during the 2018-2019 school year. They worked on becoming proficient with the apps included ie: TEAMS, One Note, One Drive and Outlook so they could train their students. Students and parents are working on proficiency with TEAMS because of online learning. Microsoft is a more secure platform for meetings than the program used before. Tech programs added for the 2020-2021 school year include: textbook supports (all textbooks), online typing program, Freckle Math and Teachers Pay Teachers. Renewed programs include: Athletics, Renaissance Learning, Brain Pop, Reading A-Z, and Khan Academy. 	Ongoing: based on funding and need.
Technology Training	<ul style="list-style-type: none"> Teachers are surveyed at the end and 	<ul style="list-style-type: none"> Training is organized and conducted 	<ul style="list-style-type: none"> Ongoing 	

	<p>beginning of each school year regarding tech training needs.</p> <ul style="list-style-type: none"> • Teachers work with students to train them on the online systems used at SMCS. • All classes participate in a technology safety class. Students and staff sign technology agreements each year to support safety online. 	<p>depending on need.</p> <ul style="list-style-type: none"> • All students review safe online practices several times throughout the year and are required to sign the technology agreement. 		
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Staffing

OBJECTIVE	ACTION STEPS TO BE TAKEN (WHO, WHAT, WHEN)	ANTICIPATED OUTCOME & COMPLETION DATE	ACTION TAKEN (WHO, WHAT, WHEN)	ACTUAL OUTCOME
Recruit and retain highly qualified personnel	<ul style="list-style-type: none"> • Meet and maintain salaries at the suggested Archdiocesan scale. • Create opportunities for faculty/staff to fellowship with one another. • Continue to provide sustainable professional development to meet the needs of the teachers. • Continue to provide Professional Learning Communities to provide ongoing support. • Provide a mentor for new faculty and allow time for collaboration. • Establish a “New Teacher Fact Sheet” to help ensure a smooth transition. 	<ul style="list-style-type: none"> • Teachers will collaborate with one another, feel a sense of pride and enjoy working at SMCS. • The SMCS pay scale is 70% (of the average of the local ISD’s) and paid dental and health benefits for every full-time employee. 	<ul style="list-style-type: none"> • Principal has provided sustainable professional development opportunities in the areas of Differentiation of Instruction, Bloom’s Taxonomy, Mathematics, Science, Technology and Engineering. (Ongoing) • The SMCS pay scale is updated each year to plan for salary increases. However, staff members did not receive an increase for the 2020-2021 school year due to the COVID-19 Pandemic. • Simple K-12, an online PD platform, was purchased for teachers in 2016. The subscription is renewed annually so teachers have access to professional resources; webinars, lessons etc. to support professional growth. • Teachers support one another through their grade level PLCs (EC-1st grade, 2nd-5th grade, 6th-8th grade and ancillaries). They are also assigned a mentor teacher to help them their first year of working at SMCS. The principal checks in with teachers several times per week through email, and face to face meetings to offer support. • Teachers receive a FACT Sheet that 	Ongoing

			<p>contains info on who to ask about certain items; i.e. software programs, afterschool programs, science fair etc.</p> <ul style="list-style-type: none"> • Teachers are asked to lead various initiatives on campus that support teachers and students learning. 	
<p>Make the community aware of SMCS' highly qualified personnel</p>	<ul style="list-style-type: none"> • Include teacher bios on the website. • Highlight teachers monthly • Teachers will lead groups/activities related to their specialty. 	<p>Parents and community members will become more familiar with the teachers.</p>	<ul style="list-style-type: none"> • Teacher bios are located on the stmarylc.org website. They are updated as needed. • The monthly newsletter, the Bobcat Buzz, features 2 teachers each month. The bio includes interests, degrees, certifications, etc. • Teachers lead after school clubs, school initiatives and programs that utilize their interests and their specialties. 	<p>Ongoing</p>

Finances

OBJECTIVE	ACTION STEPS TO BE TAKEN (WHO, WHAT, WHEN)	ANTICIPATED OUTCOME & COMPLETION DATE	ACTION TAKEN (WHO, WHAT, WHEN)	ACTUAL OUTCOME
Expand revenue from non-tuition sources	<ul style="list-style-type: none"> • Explore special programs • Revamp auction to optimize revenue and participation. • Explore avenues to optimize Steps for Students fundraiser. • Continue a monthly offering collection within the parish, blue envelopes. • Restaurant nights are planned by the PSA monthly. 	<ul style="list-style-type: none"> • Community and financial support will be increased. (December 2016) • Marketing and Fundraising committee continue to work together to brainstorm new ways to engage support for Steps for Students, SMCS Annual Fund and SMCS Annual Gala. 	<ul style="list-style-type: none"> • The librarian works on grants to support growth. SMCS received the WalMart Grant during the 2019-2020 school year. • Administration is also working with the development department on grant. The development dept. is applying for a grant for Chrome Books for SMCS. • The committee is looking into an online auction because we were unable to host our Gala/Auction in 2020 due to COVID-19. • The first installment of the Annual Fund was sent out early 2020 as an introduction to the school. It was a mass mailing. Due to the loss of our Pastor, did not continue with the Fund, until a new priest can 	Ongoing The committee meet quarterly and as needed to discuss new projects, fundraisers and revenue. Fundraising activities were paused because of the pandemic and the social distancing requirements.

			<p>come to SMCC and show support for school funding.</p> <ul style="list-style-type: none"> • Steps for Students continues to grow each year. Incentives include a tailgate party (est.02/2020) to engage the school community in the race. • Parents are notified regarding information relating to businesses matching donations. There are several parents that donate monthly to the school and their company matches the donation. 	
Meet and maintain class sizes at Texas Catholic Conference of Education Department's recommended sizes	<ul style="list-style-type: none"> • Create an Enrollment Management Team • Increase Awareness of Tuition Assistance Program, PSAS and the SMCS Tuition Assistance Program 	<ul style="list-style-type: none"> • All classes will meet the recommended sizes as close as possible due to classroom size constraints. 	<ul style="list-style-type: none"> • Class sizes will not meet the TCCBED guidelines for the 2020-2021 school year because new guidelines were issued June 2020 to support social distancing and minimize illness due to the COVID 19 Pandemic. 	Ongoing.

Advancement/Development

OBJECTIVE	ACTION STEPS TO BE TAKEN (WHO, WHAT, WHEN)	ANTICIPATED OUTCOME & COMPLETION DATE	ACTION TAKEN (WHO, WHAT, WHEN)	ACTUAL OUTCOME
Increase parental participation in all capacities	<ul style="list-style-type: none"> • Invite parents to participate in activities. Parents will work to invite other parents (SAFE HAVEN Trained) to support the school • WATCH DOGS was started in 2015. Dads, uncles and other family members are encouraged to donate a ½ or full day to the school to help out in classrooms. 	<ul style="list-style-type: none"> • Volunteer participation will increase for all events/activities. • Ongoing 	<ul style="list-style-type: none"> • Parents are invited to sign up for service to the school through Sign Up Genius. • Each month the Bobcat Buzz lists the events and how to volunteer for events. • Parents call other parents to help with events. The administrative team invites parents/family members to help out with events. 	More parents are helping; Sign Up Genius coupled with invitations from other parents, teachers and administration has helped to increase participation.
Increase revenue from non-tuition sources	<ul style="list-style-type: none"> • Explore an online Spirit Store. • Establish online giving. • Include small fundraisers to support 	<ul style="list-style-type: none"> • More revenue will be available to support SMCS. 	<ul style="list-style-type: none"> • SMCS has both an online and in school Spirit Store, where parents can buy shirts, stickers etc. to support SMCS. • Online giving is available through the stmarylc.org website. 	Ongoing Many activities were put on hold from March 2020 through December

	<p>specific groups or initiatives.</p>		<ul style="list-style-type: none"> • The PSA hosts 2 fundraisers used for teacher luncheons, etc. Advent calendars, Christmas Store and May Crowning Flower Sale. • Dinner Night Fundraisers are scheduled monthly at local restaurants to promote community and raise money for the school. Funds raised are used to support education through supporting monthly expenses. • SMCS Athletics participates in Boone Fundraiser-proceeds are used to support the PE and Athletics Programs. 	<p>2020 due to the COVID Pandemic.</p>
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Facilities

OBJECTIVE	ACTION STEPS TO BE TAKEN (WHO, WHAT, WHEN)	ANTICIPATED OUTCOME & COMPLETION DATE	ACTION TAKEN (WHO, WHAT, WHEN)	ACTUAL OUTCOME
Continue to provide a safe environment, conducive to learning	<ul style="list-style-type: none"> Limit access to gates to ensure that all visitors report to the office. 	<ul style="list-style-type: none"> Administration will be aware of all visitors on campus. 	<ul style="list-style-type: none"> All visitors check in in the office. Their data is checked to ensure they are SAFE Haven Trained. Their IDS are also scanned through the RAPTOR System and a visitor's badge is printed. Visitors also check out in the office and return their visitor's badge before leaving the building. Visitor logs are saved digitally and can be reviewed any time to see who is in the building. 	Ongoing; Safety protocols are reviewed, updated and shared with constituent each year.

New Initiatives

OBJECTIVE	ACTION STEPS TO BE TAKEN (WHO, WHAT, WHEN)	ANTICIPATED OUTCOME & COMPLETION DATE	ACTION TAKEN (WHO, WHAT, WHEN)	ACTUAL OUTCOME
Explore additional athletics programs	Survey students and parents to understand what their interests are.	<ul style="list-style-type: none"> Many opportunities will be provided for students to participate in. (May 2018) 	<ul style="list-style-type: none"> A sports skills club was introduced in the 2019-2020 school year. The club's focus were students in grades 1-4 to prepare students for the SMCS Sports Program. 	
Increase visibility of SMCS students in the parish	<ul style="list-style-type: none"> Student choir to sing at monthly Mass that is celebrated with the parish. Host a Christmas Carol Concert for entire parish community. Attend Mass weekly as a school community with the parish. Attend first Sunday Mass in full dress. 	<ul style="list-style-type: none"> Students will have a greater presence among the parish community. Ongoing 	<ul style="list-style-type: none"> SMCS students participate in parish activities through service projects: <ol style="list-style-type: none"> Supporting the SMCC Food Pantry Volunteering at the bazaar Attending Mass in full dress for first Sunday Participate in Sacrament Prep programs with the church 	Administration will continue to research ways to support SMCC to support the relationship between the school and church

SMCS Strategic Plan 2020-2024 Revised 09/2020

The mission of St. Mary Catholic School is to develop the whole child's spiritual, moral, and intellectual growth and well-being in a Catholic environment.