

OUR LADY OF GRACE CATHOLIC SCHOOL

SCHOOL STRATEGIC PLAN (2009-2014)

(Objective 1) The Our Lady of Grace Catholic School faith community will strengthen our commitment to proclaim and celebrate God's love by improving spiritual development for students and staff.

(Strategy 1) Build on existing structure to improve religion curriculum's content, pedagogy, and service components in order to enhance student spiritual development.

		Timeline	Responsibility	Progress Report
	(Action Step 1) Continue implementation of Archdiocesan Standards. Evaluate progress and monitor results through staff discussions and continued classroom observations.	ongoing	Principal Asst. Principal Teachers	
	(Action Step 2) Research the use of the National Catholic Education Association ACRE Assessments (Assessment of Catholic Religious Education) to appropriate grade levels.	2010-2012	Asst. Principal	
	(Action Step 3) Develop and implement strategies (best teaching practices) to enhance religion instruction. Provide staff development and or time/resources as needed.	2009-2010	Principal Teachers	
	(Action Step 4) Apply curriculum review process to update current religion maps as determined by timeline in curriculum objective.	Per curriculum review timeline	Asst. Principal Teachers	
	(Action Step 5) Revise Family Life program in Grades 5-8. Review successes of current program. Research options.	2009-2011	Principal Teacher Committee Education Committee	
	(Action Step 6) We will expand the current social justice/service program by providing students in K-8 with opportunities to engage more fully with the organizations and people we serve in order to experience the full impact of fulfilling their call to serve.	2011-2012	Social Justice Committee	

(Strategy 2) **Continue to strengthen faith formation for the entire staff in order for the staff to provide for their students a rich and meaningful understanding of their Catholic faith.**

	Timeline	Responsibility	Progress Report
(Action Step 1) Administer the ACRE assessment to all staff as one indicator of areas for faith formation in-service.	2009 (fall)	Asst. Principal	
(Action Step 2) Establish a flexible program for staff spiritual growth based on needs and interests. Implement program with annual evaluation and review.	2009-2014	Principal Teachers	

(Objective 2) Our Lady of Grace Catholic School will ensure a high quality academic program to meet the needs of each student.

(Strategy 1) **Apply a multifaceted process to review, revise, and implement exemplary curriculum in Language Arts, Math, Science, Social Studies, Religion, Music, Spanish, Art, Health, and Physical Education.**

	Timeline	Responsibility	Progress Report
(Action Step 1) Establish a flexible needs-based timeline for our next curriculum review cycle which addresses all subject areas taking into account assessment data, teacher input, current research, and any changes in state and national standards.	2009	Principal Teachers	
(Action Step 2) Study the most current research and state and national standards in curriculum area up for review. Revise our current outcomes and performance indicators as needed.	2009 ongoing through 2014	Asst. Principal Teacher Committee	
(Action Step 3) Review most current best practices in the mapping process. Incorporate recommendations into OLG's process and format.	2009-2010	Asst. Principal Teachers	
(Action Step 4) Revise current maps using the mapping process of first read through, mixed group, and whole group review. Establish short and long term goals, adopt new resources, and create an evaluation schedule. Maps will clearly address differentiation, assessment strategies, and technology.	2009 ongoing through 2014	Asst. Principal Teachers	

	(Action Step 5) Update all curriculum maps to reflect actual classroom practice.	annually	Asst. Principal Teacher	
(Strategy 2) Create an optimal assessment system to collect data in order to evaluate and ensure the continuous intellectual, social, and physical development of each student.				
Timeline Responsibility Progress Report				
	(Action Step 1) Research current best practices in analyzing and using assessment data. Evaluate current school-wide standardized assessments in conjunction with the study of alternative options. Implement new standardize assessment program.	2009-2014	Principal Teacher Committee	
	(Action Step 2) Examine and revise as needed all classroom assessment practices to ensure their congruence with curriculum outcome and performance indicators. Assessment practices would be clearly defined on all curriculum maps and within lesson plans.	2009 ongoing through 2014	Principal Teachers	
	(Action Step 3) Differentiate classroom assessments.	2009 ongoing through 2014	Learning Specialist Teachers	
	(Action Step 4) Create additional opportunities for reflective self-assessment by students.	2010-2011	Learning Specialist Teachers	
	(Action Step 5) Increase the amount of performance assessments with accompanying rubrics.	2009 and ongoing through 2014	Learning Specialist Teachers	
	(Action Step 6) Review all facets and types of formal reporting of classroom achievement. Revise current reporting as necessary.	2011	Principal Teachers	

(Strategy 3) Draw upon a variety of instructional strategies to encourage critical thinking, problem solving, performance skills, and active engagement in learning for all students.

	Timeline	Responsibility	Progress Report
(Action Step 1) Research current best practices in instructional strategies within specific disciplines.	2010 and ongoing through 2014	Asst. Principal Teacher Committee	
(Action Step 2) Expand our differentiation initiative by the ongoing creation of lessons and units that allow for different pathways according to student needs.	2009 and ongoing through 2014	Learning Specialist Teachers	
(Action Step 3) Incorporate <i>Dimensions of Learning</i> within instructional practices to engage students in meaningful learning.	2009 and ongoing through 2014	Learning Specialist Teachers	
(Action Step 4) Regularly evaluate, by classroom teacher, the effectiveness of lessons and re-teach with alternative strategies.	2009 and ongoing through 2014	Principal Teachers	

(Strategy 4) Design and implement a professional development model that supports the practice of reflection and professional learning by teachers to ensure successful learning by students.

	Timeline	Responsibility	Progress Report
(Action Step 1) Research current best practices in professional development to revise if necessary OLG's model for school-wide initiatives.	2010 and ongoing through 2014	Learning Specialist Teacher Committee	
(Action Step 2) Research and develop a model to support additional opportunities for targeted staff development by small groups of teachers.	2009 and ongoing through 2014	Learning Specialist Teachers	
(Action Step 3) Provide opportunities for teachers to observe exemplary classroom practices by their peers.	2009 and ongoing through 2014	Learning Specialist	

	(Action Step 4) Increase teachers' understanding of Danielson's <i>Framework for Teaching</i> .	2009 and ongoing through 2014	Principal Teachers	
	(Action Step 5) Link specific professional development when needed to teacher observation and or evaluation.	2009 and ongoing through 2014	Principal	
	(Action Step 6) Ensure new teachers' familiarity of OLG's previous school-wide initiatives.	2009 and ongoing through 2014	Principal	
	(Action Step 7) Expand staff knowledge of student challenges such as dyslexia, ADHD, autism, ODD etc.	2010 and ongoing through 2014	Learning Specialist Teachers	

(Objective 3) Our Lady of Grace Catholic School will improve and enhance its welcoming, safe, and supportive environment so that our school is an exemplary place for student learning.

(Strategy 1) Warmly welcome new families to our community.

		Timeline	Responsibility	Progress Report
	(Action Step 1) Survey new families and faculty regarding what additions to the new family program and volunteer programs might be most useful and implement those additions, including documenting the new family program and addressing the needs of families who enter mid-year.	2009 - 2012	PSO New Family Liaison	
	(Action Step 2) Review staff pages and other areas on the school website and implement changes to more effectively communicate key opportunities for (i) extending the learning from the classroom to the home and (ii) community involvement. Consider grade level websites and then teacher links from them.	2010-2011	Education and Technology Committees	
	(Action Step 3) Create an interactive school calendar.	2009-2011	Technology Committee	
	(Action Step 4) Develop a "frequently asked questions" guide to K-5 and the Middle School, including staff information and information about off campus events.	2009-2011	PSO New Family Liaison PR Committee	

(Strategy 2) Warmly welcome new faculty and staff to our community so that they are supported as role models for students.

Timeline Responsibility Progress Report

(Action Step 1) Create a new staff information packet/book.

2009-2010

Teachers

(Action Step 2) Establish a mentor program for new classroom teachers and assistants.

2009 –2011

Principal

(Action Step 3) Develop and create opportunities for staff to interact with each other throughout the year.

annually

Principal

(Strategy 3) Continue to build and foster strong and respectful student/student relationships, teacher/student relationships, teacher/student/family relationships, and the student/parish relationship.

Timeline Responsibility Progress Report

(Action Step 1) All teachers and full-time specialists will complete Responsive Classroom (RC) or Developmental Designs (DD) training, follow-up training and will be responsible for the implementation of the program.

2009 –2014

Teachers
Principal

(Action Step 2) Offer teacher assistants select components of the practices of RC training.

2009 –2014

Education Committee
Teachers
Principal

(Action Step 3) Communicate to the parent community the expectations regarding respectful interaction within the school environment.

2009 –2014

PSO
Education Committee
Principal

(Action Step 4) Review the RC/DD practices and their effectiveness in addressing hurtful behavior within the school community (e.g., bullying, exclusivity).

2009 –2014

Education Committee
Teachers
Asst. Principal

(Action Step 5) Implement any necessary changes to the RC/DD and other practices which are designed to curb hurtful behavior and increase tolerance and respectfulness in the school community in order to address any gaps identified in the ongoing review of the practices.

2010-2014

Education Committee
Teachers
Asst. Principal

	(Action Step 6) Utilize the Peer Ministry Program to facilitate and encourage positive student-to-student interactions.	2009 - 2014	Peer Ministry Coordinator Social Justice Committee	
	(Action Step 7) Continue to promote students' relationships with their parish community by building on programs that engage students with parishioners.	2009-2014	Principal Education and Social Justice Committees Teachers	

(Strategy 4) **Make our school's physical environment safe and welcoming.**

Timeline Responsibility Progress Report

	(Action Step 1) Participate in the parish process for maintenance and renovation of the campus and make appropriate suggestions for improving the physical environment.	2009 -2014	Principal School Board	
	(Action Step 2) Review the student drop off and pick up procedures (including before school entrance policies) for both car pool and bus; make all prudent revisions to such procedures which reasonably increase safety/security; and notify school families about such changes.	2009-2010	Principal Policy Committee	

(Objective 4) Our Lady of Grace Catholic School will ensure that it has the financial means and stability to continue to provide a high quality Catholic education program for students at an affordable tuition rate.

(Strategy 1) **Develop new revenue streams generating at least \$150,000 annually in order to increase the impact of fundraising on operations to a total of \$300,000 per year by 2014.**

Timeline Responsibility Progress Report

	(Action Step 1) Research other schools' experience with weekend-long fundraisers, attend some of these events, and prepare a yearly fundraising action plan.	2009	School Board/PSO/Men's Club Joint Subcommittee	
	(Action Step 2) Submit recommendations and projections for School Board review.	12/2009	Joint Subcommittee	

	(Action Step 3) Review any new recommendations with Parish Council and Parish Finance Council.	2010 (spring)	Joint Subcommittee	
	(Action Step 4) Set yearly fundraising goals.	annually	Principal, Finance Committee, & School Board	
	(Action Step 5) Prepare for and oversee implementation of yearly fundraising action plan.	2010-2014	Joint Subcommittee	

(Strategy 2) Increase the endowment to \$5M by 2014 through a formal development program.

		Timeline	Responsibility	Progress Report
	(Action Step 1) Propose a development program for School Board review.	2009	Strategic Planning Committee	
	(Action Step 2) Oversee implementation of development program.	2009-2014	Strategic Planning Committee	
	(Action Step 3) Consider expanding endowment golf outing to include alumni component and increase event goal annually in order to reach \$40,000 by 2014.	2009-2014	Men's Club Strategic Planning Committee	

(Strategy 3) Develop a marketing plan designed to reach and maintain full school enrollment.

		Timeline	Responsibility	Progress Report
	(Action Step 1) Identify community members with experience and interest in marketing and communications and consider whether to make a proposal to the School Board to increase the size of the PR Committee to include parents, alumni, etc. for specific areas or assignments (e.g., school tours, marketing materials).	2009-2010	PR Committee	
	(Action Step 2) Support school development program.	2009-2014	PR Committee	
	(Action Step 3) Review current market strategies.	2009-2010	PR Committee	

	(Action Step 4) Prepare initial report and recommendations for School Board.	2010	PR Committee	
	(Action Step 5) Establish and Initiate marketing plan.	2010-2014	PR Committee	
(Strategy 4) Maintain a culture of effective cost management and resource allocation which balances the need for fair and competitive wage and benefit packages for staff, reasonable tuition levels, and exemplary faith formation and academic programs.				
Timeline Responsibility Progress Report				
	(Action Step 1) Create and update annually a 5 year projected budget which prioritizes: <ol style="list-style-type: none"> 1) excellent faith and education programs, 2) 100% single health coverage for staff, 3) 90% parity with Edina Public School salaries for all staff, 4) reasonable tuition increases, and 5) standard tuition pricing for families not qualifying for the Parish Investment Rate which covers the cost of educating a student. 	2009-2014	Principal & Strategic Planning Committee	
	(Action Step 2) Create an annual budget which prioritizes: <ol style="list-style-type: none"> 1) excellent faith and education programs, 2) 100% single health coverage for staff, 3) 90% parity with Edina Public School salaries for all staff, 4) reasonable tuition increases, and 5) standard tuition pricing for families not qualifying for the Parish Investment Rate which covers the cost of educating a student. 	2009-2014	Principal & Finance Committee	
	(Action Step 3) Develop a proposal for the Parish Finance Council for: <ol style="list-style-type: none"> 1) the retention and funding of a school technology reserve until such time as the School Endowment reaches \$10M, 2) a percentage increase in the budgeted parish investment for the school each year equal, at a minimum, to the projected percentage increase in plate giving for the parish, and 3) obtaining a parish commitment to continue to budget for and provide tuition assistance for parishioners attending the school. 	Budget Process 2009	Principal & Finance Committee	

	(Action Step 4) Review 90% parity with Edina Public School salaries and determine if parity goal should be increased.	2010-2011	Principal & Finance Committee	
	(Action Step 5) Review technology funding and leasing strategy and determine if any modifications are required.	2010-2014	Principal, Technology Committee & Finance Committee	

(Objective 5) Our Lady of Grace Catholic School will use technology to improve, enhance, and extend student learning.

(Strategy 1) Maintain up-to-date building infrastructure.

		Timeline	Responsibility	Progress Report
	(Action Step 1) Continue a regular replacement schedule of servers for file sharing and storage, domain name service, network boot and imaging, and collaborative services (calendar sharing, web hosting, WIKIs).	2009-2014	Principal Technology Director	
	(Action Step 2) Schedule an assessment of the current LAN (Local Area Network) to ensure that it meets current network technology standards and performance for both wired and wireless infrastructure.	Spring 2010	Principal Technology Director	
	(Action Step 3) Use the latest WAN (Wide Area Network) Technologies to ensure that the school building has fast and redundant access to the internet.	Annual Spring/Summer Review	Technology Director	
	(Action Step 4) With capital campaign proceeds, make changes or improvements to the network to ensure that it meets performance standards and includes necessary redundancy.	2009-2014	Principal Parish Facilities Manager Technology Director	

(Strategy 2) **Expand student access to individual technologies school-wide.**

	Timeline	Responsibility	Progress Report
(Action Step 1) Continue the current 1-to-1 laptop program in grades 6-8, including: (i) signing a new lease on laptops and supporting technology, and (ii) selling the existing 1-to-1 MacBook laptops.	Spring & Summer 2010	Technology and Finance Committees Principal	
(Action Step 2) Provided that additional funds are available through expanded annual fundraising or the endowment program as contemplated by this strategic plan, then: First: Acquire additional interactive electronic white boards or other technologies to expand access in all classrooms (i.e. Senseo handheld devices, SMART Tables, digital video cameras, digital still cameras, speech recognition technology). Thereafter: Expand access to mobile labs (or comparable technology) in 4 th and 5 th grades so that there is one lab per classroom.	2010-2014	Technology and Finance Committees Principal	
(Action Step 3) Research and explore other personal electronic devices to enrich student learning, including: 1. Maintain regular research on the capabilities of mini laptops and handheld computers focusing on the application of these technologies to allow students to interact with educational content. 2. Arrange or attend vendor demos of handheld computers and mini laptops.	2010-2014	Technology Committee	

(Strategy 3) **Align technology curriculum, outcomes, delivery, and assessments with the current ISTE standards for students (NETS).**

	Timeline	Responsibility	Progress Report
(Action Step 1) Review and revise the school's current K-8 technology outcomes and curriculum maps.	2009-2012	Teachers Asst. Principal Technology Director	
(Action Step 2) Develop formalized grade-appropriate assessments based on technology curriculum maps and outcomes.	2011-2014	Teachers Asst. Principal	

(Strategy 4) **Apply the current ISTE standards for Teachers (NETS) as a guide for teachers to use technology in learning and teaching.**

Timeline Responsibility Progress Report

(Action Step 1) Apply the current ISTE standards for teachers to grade level and teacher lesson plans.

2010-2014

Teachers
Asst. Principal

(Strategy 5) **Adopt a formal technology professional development plan for all staff.**

Timeline Responsibility Progress Report

(Action Step 1) Plan an on-going program to invite subject-matter experts to the school building for seminars and training.

2010-2014

Technology
Committee

(Action Step 2) Build regular release time into the school calendar to allow staff to attend off-campus technology conferences, workshops and training.

2010-2014

Principal

(Action Step 3) Develop and implement a technology mentor program.

2010-2014

Technology
Committee

(Objective 6) Our Lady of Grace Catholic School will improve and enhance communications to our internal and external constituencies.

(Strategy 1) **Review whether the School website meets the needs of all users.**

Timeline Responsibility Progress Report

(Action Step 1) Conduct a survey of website users (current & prospective families, alumni, parishioners, staff) and create a plan for any required updating of the website (format and functionality).

2009-2010

Technology and PR
Committees

(Action Step 2) Implement website updates.

2009-2011

Technology and PR
Committees

(Action Step 3) Establish a standard electronic format for weekly communications from teachers, train staff to utilize only this format in order to reduce paper/copying, and inform parent community of this "green" initiative.

2009-2010

Teachers, Principal,
Technology
Committee

	(Action Step 4) Establish a specific website section devoted to Middle School.	2009-2011	Principal Middle School Teachers Technology Director	
(Strategy 2) Improve the Weekender.				
Timeline Responsibility Progress Report				
	(Action Step 1) Survey Weekly updates from other schools.	2009-2010	PR Committee	
	(Action Step 2) Implement changes to the Weekender format.	2010	PR Committee	
(Strategy 3) Establish an OLG School intranet site.				
Timeline Responsibility Progress Report				
	(Action Step 1) Set up a Media Assets Library for digital image storage.	2009	Technology Committee	
	(Action Step 2) Survey staff to determine what types of scheduling and communications are conducted on a weekly, monthly and yearly basis and establish digital formats to assist with these tasks.	2009-2011	Teachers, Technology and PR Committees	
	(Action Step 3) Identify annual school events that require volunteers, set up WIKIs for the school to use for scheduling and volunteer sign ups, and train appropriate users on the technology.	2009-2011	PSO PR and Technology Committees	