



# HOLY FAMILY ACADEMY SCHOOL STRATEGIC PLAN

(OBJECTIVE 11 Holy Family Academy will provide a strong academic educational experience that will meet the needs of all learners.

**(STRATEGY 1) Achieve curricular cohesion through classical, scoped and sequenced curriculum**

	Timeline	Responsibility	Progress Report
<p>(Action Step 1)</p> <p>All curricular handbooks will be adjusted based on evaluation of current curriculum and student achievement</p>	2015-16	Principal/Curriculum Committees	<p>2015-2016 Principal/Curriculum Committees were established first thing during transition to get experienced teachers to in-service principal/recent hires on each content area (essential skills part of curricular handbooks updated-mapping deferred). This year spent basically ensuring cohesiveness, communication, and assessment/evaluation/change cycle dynamic.</p> <p>(ref: essential skills presentations by Teacher Committees</p>
<p>(Action Step 2)</p> <p>Teachers will focus on adding classical, scoped and sequenced curriculum. Classical goals for grades k-8</p> <p>Montessori/Catechesis of the Good Shepherd for Pre-k 3, Pre-k-4 and, partially, Kindergarten.</p> <p>2017-18 Fully Implement Pre-Kindergarten Montessori/CGS</p> <p>2017-19 Train intern to be certified in Montessori so two sections of preschool by 18-19</p>	<p>2015-16</p> <p>2016-17</p>	Teachers	<p>2015-2016 Within guidelines of the above-mentioned curricular handbooks, staff spent the major part of allotted in-service times planning, training for, and implementing/evaluating curriculum. Literature, History, Junior High Latin, and Math curriculum fully implemented for the time. New pre-k, Kindergarten programs and prepped for 2016-17.</p> <p><b>2016-2017: Done Pre-k 3</b></p> <p>2017-18: Pre-K and its teacher(s) now Montessori</p> <p>2017-19 Progress: Jean Bullard getting certification</p>



	2017-18 Review/Evaluate classical instructional strategy 2018/19 Need to institutionalize classical instructional i strategies in light of Staff turnover and training needs			2017/18 Instructional strategies reviewed and evaluated 2018-19 report progress
(Action Step 4)	Develop a timeline for including curriculum resources and assessment types in the curriculum maps.	Spring 2016	Principal	2015-2016 Math/Science (Math done) 2016-2017; Science/History/LA 2017-2018; Science done Latin/LA History 2018-2019; (timeline behind 1 year)
(Action Step 5)	Complete inclusion of resources and assessments in curriculum handbook	Spring 2016	Principal/Curriculum Committees Teachers	2015-2016 Completed; ref: curriculum handbook documents
(Action Step 6)	Evaluate reading curriculum for further tweaks with a classical orientation.  2017-18 Need to include more poetry memorization in K-8 reading curriculum as well as greater emphasis on reading comprehension assessment for all reading selections  2017-18 Revising 7/8 History focus for implementation 2018/19 Use Parent Formation program to explain reasoning for new attendance policy	2016-17  2017-18	Curriculum Coordinator	2016-2017 progress made through adoption of new emphasis on literature selection as well as new Kindergarten phonics curriculum and implementation of the reading incentive program 2017-18 Poetry recitation a part of the curriculum 2017-18 Progress: History Curriculum update/improved  2018/19 report progress here

2018-19 Implement new History focus

2017-19 Progress: Insert Here

**(Strategy 2) Expand its efforts to identify and support remedial students**

	Timeline	Responsibility	Progress Report
(Action Step 1) Explore different types of remedial programs	2015-16	Teachers Administration	2015-2016 <i>Update:</i> Tutoring help offered in reading and math (all grades); hired a Reading Specialist to assist with hardest cases Doc.: Minutes; Schedule xis
(Action Step 2) Evaluate remedial program  MAP	Fall 2015	Teachers Administration	2015-2016 <i>Update:</i> Changed to Map testing 2015; initial analysis done; help set up for all at-risk students in the form of tutoring

**(Strategy 3) Expand its efforts to support ELL students**

(Action Step 1)

Fall 2015

Teachers  
Curriculum

2015-2016 *Update:*  
Completed via Riggs reading tutoring program

	Write and communicate a school-wide philosophy for ELL support  (Action Step 2)		Coordinator Administration	
	Provide professional training for all ELL support staff.	2015-16	Curriculum Coordinator Administration	2015-2016 Did Not Complete (had very few EL students-our tutor worked with the one we had)
	Evaluate ELL support program  (Action Step 3)	2016-17	Curriculum Coordinator	2016-2017 We only have one ELL student and we struggled to find a solution to his unmet needs

**(Strategy 4) Expand its opportunities to meet the needs of accelerated learners**

			Responsibility	Progress Report
	(Action Step 1) Provide professional training for all staff to identify and support students in the core classroom according to the school's accelerated learning philosophy	Timeline Fall 2015	Principal	2015-2016 <i>Update:</i> Reading and math groupings have been instituted 4-8; Science Club has been started; Quiz Bowl team assembled; Math team started; continue to use the Accelerated Learning Philosophy adopted 2014
	(Action Step 2) Evaluate accelerated learning program	2015-16	Curriculum Coordinator	2015-2016 Tweaked to include accelerated Math option for 2016-17; more use of reading groups; enrichment options for 4th-5th graders greatly enhanced

**MAP (Strategy 5) Update the technology capabilities of the school to enhance teaching and learning**

		Timeline	Responsibility	Progress Report
	(Action Step 1) Provide ongoing training for faculty in the use of new technology, and the integration of the technology into their classrooms	(Action Step 2) Evaluate the use of technology to support the curriculum.		2015-16 Administration



	2017-19 Purchase of wireless tablets and new projectors to enhance instructional capabilities upstairs			preschool room was, gain another room upstairs, have preschool upstairs on floor 1, and purchase essentially a new lab full of PC's (no longer dumb terminals), and have software/training capability to enhance our technology efficiency greatly.  2017-18 Progress: John Harnett/Loren Lovehaug; completed; teachers trained
<b>(Strategy 6) (Objective 1) Develop a school-wide philosophy of assessment that will be used to improve student achievement.</b>				
		<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
	(Action Step 1) Use test data/other feedback data to improve curriculum	2015-16	Teachers	2015-2016 <i>Update:</i> Oct. gathered data; developed plan for everyone to address needs; cross tutoring; curr comm..parent communication; now a part of our approach; goals set for each student through MAP (ref: MAP comparison Fall versus Spring.
	(Action Step 2) Evaluate use of standardized test data/other feedback data	2015-16	Teachers	2015-2016 <i>Update:</i> Baseline set : analysis has been taking place and improvement/goals are being adjusted as necessary
	(Action Step 3) Implement a peer coaching/sharing program to work with standardized test data	2016-17	Teachers Curriculum Coordinator	2016-2017 <b>Done</b> ; this was handled at our faculty meetings and through departmental meetings; scores on our MAP testing were phenomenal



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(OBJECTIVE 2) Holy Family Academy will provide a safe and positive learning environment.

	Timeline	Responsibility	Progress Report
<p>(Action Step 1)</p> <p>Develop a formal plan for advancement and development to be adopted by the SAC and implemented by the principal</p> <p>Development efforts are starting with a database of alumni and past and current contributors; Our first meeting will be in November of 2016; marketing and communications will be involved in providing appropriate explanatory literature</p> <p>2017-19 Purchase of wireless tablets and new projectors to enhance instructional capabilities upstairs</p>	2016-2017	Parish Finance  Committee  Principal	<p>2015-2016 Establishment of Friends of HFA for 2016-17 is under way; the Endowment fund is going to be the first priority (donors will be educated in the various ways they can give</p> <p>2016-17 Progress: completed</p> <p>2017-18 Progress: John Hartnett/Loren Lovehaug; completed; teachers trained</p>

(Strategy 1) Review and move forward with school expansion plan				
	<p>2017-2018 Pay fee to join grant writing consortium (to enhance fundraising project)</p> <p>2017-18 Start Building Expansion Efforts</p>		School-Admin	<p>2017-2018 Joined consortium/grant writing under way</p> <p>2017-2018 Devised plans for expansion</p>
	Implement Expansion project		Administration	
	(Action Step 5) Physical move of current furniture and equipment	2019	Parish and School Teams	2018-2019 Insert progress report here
	(Action Step 6) Training of staff in the use of new facility and equipment	2019	School Administration Teachers	2018-2019 Insert progress report here
			School Staff	
		<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
	(Action Step 1) Develop a committee to review security concerns of the building	August	Principal	2013-2014 Completed - Committee meets regularly.



	<p>(Action Step 2)</p> <p>Review committee findings and recommendations. Present security update to SAC</p>	<p>Summer</p>	<p>Principal</p>	<p>2013-2014 Committee findings and recommendations were completed. Action steps being taken are: a new door lock system to reduce the number of people having access to the school. We now use controlled fobs.</p> <p>The second is a name tag and escort system for people visiting our building.</p> <p>We have made changes to the use of epi-pens in the building. Specific placement of epi-pens for greater access in case of emergency.</p>
	<p>(Action Step 3)</p> <p>Make timeline for facility improvements if needed</p>	<p>Summer</p>	<p>Principal Facilities Manager Fr. Johnson</p>	<p>2013-2014 Improvements are made in a timely manner. Any major improvement will be reviewed by the facilities committee. Improvement plan developed by facilities manager and principal, Ann Coone, on a basis of need and available finances.</p>
	<p>(Action Step 5)</p> <p>2018/19 Train all staff on new policies and procedures</p>	<p>August</p>	<p>School Staff</p>	<p><a href="#">2018/19 Report progress here</a></p>

			2013-2014 Training occurred on August 21, 2013 by security committee. This is ongoing with a review each August workshop.
(Action Step 6) Revise and evaluate effectiveness of any new policies and procedures	Annual	Principal Security Committee	2013-2014 Security committee will meet with Ann Coone, principal, to review all security policies and procedures. Any changes will be shared with staff during August workshops.  Shared; completed August 2015
	Timeline	Responsibility	Progress Report
(Action Step 1) Assess concerns and needs (survey parents, students, and staff	Winter	Curriculum Coordinator	2013-2014 Completed through a survey of students, staff, and parents.
(Action Step 2) Create plan for updating the library	Spring Summer 2Q...14	School Administration Library Coordinator	2013-2014 Emily Lux has been appointed the library coordinator. She has eliminated all outdated and damaged books and re-entered all new fiction books. Nonfiction books are being reentered on a weekly basis.
(Action Step 3) Restructure card catalog and check out system	Summer/Fall	Library Coordinator	2013-2014 Completed by Emily Lux. We now use the Concourse Book System.
(Action Step 4) Research and update purchasing practices for library materials	Summer/Fall	Library Coordinator Curriculum Coordinator	2013-2014 Completed. All books go through a review process. A library needs list is created and submitted to the curriculum coordinator. The library coordinator and curriculum coordinator go through the list to select new books to be added to the library based on need, financial ability, and staff and student requests.
(Action Step 5) Obtain needed books for the library	2015-2018	Library Coordinator Curriculum Coordinator	2013-2014 Major purchases were made with Scholastic Book Fair Funds and budgeted dollars. Book cycle in curriculum completed. 1000 good book list adopted. As \$ permit we'll finish lanatius Book Fair
(Action Step 6) Develop a plan for library personnel. Staff and volunteers	Summer/Fall 2013 Completed 2015	School Administration Library Coordinator	2013-2014 Library Coordinator has structured a volunteer plan. The principal has hired a staff member to run the library classes.  2015-2016 Reviewed in Fall 2015, Librarian will run Library Classes

# HOLY FAMILY ACADEMY SCHOOL STRATEGIC PLAN

(OBJECTIVE 3) Holy Family Academy will develop a plan to ensure a sustainable quality educational program.			
(STRATEGY 1) <b>Expand marketing plan</b>			
	Timeline	Responsibility	Progress Report
(Action Step 1) Form a team to review current marketing practices and generate new marketing ideas  <b>Redesign and rebrand all of HFA promotional materials (including the website) .</b>  Finish web site makeover and redesign of promotional materials.	2016    2016-17	SAC (School Advisory Council)	2015-2016 A committee has been formed at the SAC level to review and redesign as necessary all of our marketing efforts (we have volunteer outside consultants).  2016-2017 A new website host and design company has been chosen. We had a professional photographer at the school and facilities, and we have contracted for a new logo for the school. 2016-2017 Insert progress report here 2017-18 Completed
(Action Step 2) Explore opportunities for expanded community involvement	2016	SAC	2015-2016 Educational Symposiums planned (done Oct. 29)  Prayer groups  Home-schooled students and other local students invited to summer camps and strings program
(Action Step 5) Evaluate marketing plan: a grant has been applied for which will allow us to survey applicants and analyze/follow-up on leads	Summer 2017	SAC	2017/2018 SAC evaluated and the results have been encouraging; more tours, shadows, web traffic, buzz.
(Strategy 2) <b>Develop a plan to increase enrollment</b>			
	Timeline	Responsibility	Progress Report
(Action Step 1) Review current enrollment trends	2016	Administration  SAC	2013-2014 The review will include exit interviews, comparison registration of new families and that of siblings of current families, parents, parents of incoming preK students, and a survey of parishioners who currently do not send their children to Holy Family

				<p>Academy. The findings were turned over to the School Advisory Council to use as they update the marketing plan.</p> <p>Enrollment for 2015-2016 is down 30-40 students with at least 15 of this decline at the Pre-Kindergarten and Kindergarten levels</p> <p>2015-2016 Ended up being 182 with Kindergarten prospects for 2016 to be up past 200 (over 2014/2015 level)</p>
(Action Step 2)	<p>Develop internal marketing plans for transitional years (PreK and 5th/6th grade)</p> <p>Formalize marketing procedures for Early Childhood transition into Kindergarten and 5th/6th grade transition into Junior High.</p>	<p>Spring 2016</p> <p>2016-2017</p>	Administration SAC	<p>2015-2016 Completed except in so far as the CSCOE grants allowed us to target 1st and 2nd graders and Junior High programs drew interest from word of mouth. We also had an Early Childhood Education Symposium which was successful in recruiting for Pre-k and in getting our Philosophy out to interested parents. We also had success in recruiting 7th graders but again there were no formal efforts.</p>
(Action Step 3)	Dial 4 Screening, reading incentive program	2016-17	Administration	2016-2017 Insert progress report here. Dial Completed. Reading partially completed
(Action Step 4)	<p>Implement and evaluate new plans</p> <p>2016 Re-evaluation</p>	<p>Winter/Spring</p> <p>June</p> <p>2014</p> <p>2016</p>	Administration SAC	<p>2013-2014 The school administration, SAC committee, and Father Johnson have been meeting on a regular basis to review the enrollment and look into ways to increase it. Enrollment at this time is on target to be the same as 2013-2014.</p> <p>2015-2016 Enrollment goals of 10-15 % should be met Early childhood (prek-3 (new) through K has been emphasized as has families joining us in all grades.</p>
(Action Step 5)	Offer \$500-\$1,000 grants to Pre-Kindergarten and Kindergarten families new to HFA	June 2015 through start of 2015-2016	Principal	<p>2014-2015 \$10,000 Grant from Schulze Family Foundation money is being offered to increase PreKindergarten and Kindergarten enrollment</p> <p>2015-2016 Grants again available through CSCOE (this time for Pre-k 3 and 1st grade.</p>

(Strategy 3) **Maintain clear and consistent lines of communication to all stakeholders**

	Timeline	Responsibility	Progress Report
(Action Step 1) Review current communication policies and practices	2013-14	Administration Office Staff	2013-2014 Completed by administration and office staff. A survey of technological communications was completed by all staff members. This information is used to assist as we move forward. Our website has been updated to better reflect current events at HFA. The Junior High now has a specific web-based calendar for students and families to stay better informed.
(Action Step 2) Maintain and update Holy Family Academy website	2015-16	Office Staff Karin Bertoldi	2013-2014 The updated website is managed by Karin Bertoldi, and she will update the site as needed.  2015-2016 Website updated.
(Action Step 3) Make all parent communications easily accessible to all parents (weekly updates, Cornerstone)	Ongoing beginning Spring 2013	Office Staff Karin Bertoldi  Administration	2013-2014 This is a work in progress. Karin Bertoldi continues to work with Cornerstone to keep the system running so that our family portal remains open and working. Weekly parent newsletters are available to all families.  2015-2016 Feedback from our Survey indicated that this is going well.

<p>(Action Step 4)</p> <p>Keep parish community updated and informed about current school activities (ex: bulletin boards, parish bulletins, etc.)</p>	<p>Beginning Spring</p>	<p>Office Staff Principal</p>	<p>2013-2014 Ongoing - school office staff provide any needed information to the parish. The principal submits weekly bulletin articles. Updated information about Holy Family Academy is included in each of Father Johnson's quarterly newsletters to parishioners. School Information is included in every new parishioner packet.</p> <p>The Holy Family Academy and Holy Family Church calendars are networked to keep church staff informed about school activities .</p> <p>In 2014-2015 School year the PTO will have an activities board at the church highlighting and updating events at the school.</p> <p>2015-2016 This is going well as there is a weekly meeting between the parish and the school and communication is comprehensive .</p>
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# HOLY FAMILY ACADEMY SCHOOL STRATEGIC PLAN

OBJECTIVE 4) Holy Family Academy will provide professional opportunities for staff development.

(STRATEGY 1), Provide opportunities for professional development for teachers

	Timeline	Responsibility	Progress Report
<p>(Action Step 1)</p> <p>Establish criteria for selecting staff development opportunities</p>	<p>Summer/Fall 2013</p>	<p>Administration</p>	<p>2013-2014 The decision was made to have a more focused teacher training schedule. Each year to focus, as a group, on a specific topic. This year the major focus will be in mathematics. The teachers were provided several days of training along with weekly ongoing mentorship meeting with an expert from the Middle School Math institute.</p> <p>Next year we will be structuring the majority of our professional development around Classical Education. We will have training in both Spring and Fall of 2014.</p> <p>The Feb. 13, 2015 workshop day was devoted to increasing the staffs understanding of Catholic Classical Education.</p> <p>2015-2016 Teachers efforts are focused on obtaining the long term goals of the school; they are now in on planning comprehensive staff development (including individual goals, committee assignments, and departmental leadership (ref, staff development schedule)</p>
<p>(Action Step 2)</p> <p>Develop an individual development plan for staff members</p>	<p>Winter 2014</p>	<p>Teachers Administration</p>	<p>2013-2014 The principal has also assisting staff in individual goal planning. Each year, beginning in 2013-2014, each staff member will meet with the principal in Fall to set professional goals, and then review those goals in Spring.</p> <p>2015-2016 In practice 2015-2016 ref: <a href="#">individualgoalscans.pdf</a></p>
<p>(Action Step 3)</p> <p>Determine a process for sharing professional materials</p>	<p>Summer/Fall 2013</p>	<p>Teachers Administration</p>	<p>2013-2014 This is a work in progress The principal is structuring a 10-15 minute time slot during 2 staff meetings per month for teachers to each take a turn</p>

				<p>sharing something they have learned that would be helpful to other staff members.</p> <p>Not Done</p> <p>2015-2016 We now have a process and an area for this</p>
(Action Step 4) Evaluate staff development process	Spring 2014	Teachers Administration		<p>2013-2014 At the end of each year the principal meets with every staff member to review individual staff development. In Spring the staff as a group will review the content area that was the focus for the year, and see the growth made.</p> <p>Principal has scheduled June 8 &amp; 9, 2015 for individual teacher meetings to review their progress</p> <p>2015-2016 Apart from individual meetings, an evaluation instrument has been developed to review the efficacy of Staff Development specifically</p>
(Strategy 21 Formulate a consistent policy for staff evaluations				
		Timeline	Responsible Party	Progress Report
(Action Step 1) Review current teacher evaluation procedure	Spring 2013	Administration		<p>2013-2014 The teacher observation process was reviewed, and a <i>new</i> shorter, more specific form was developed.</p> <p>These forms will be used in the classroom observations.</p> <p>2015-2016 Feedback on this process was that teachers were satisfied with the format.</p>
(Action Step 2) Select specific tools to be used in the evaluation process	Fall 2014	Administration		<p>2013-2014 After reviewing several different models of observation forms a new form was created to fit the specific needs of Holy Family Academy.</p> <p>2015-2016 The new one is being used and working in classroom observations.</p>
(Action Step 3) Share vision and plan for evaluation with staff	January 2014	Administration		<p>2013-2014 Classroom observation procedures and forms were shared with teachers prior to use.</p>



	(Action Step 4) Implement evaluation process	2013-2014	Administration	2013-2014 New observation forms are being used for the 2013-2014 school year.
	(Action Step 5) Evaluate evaluation process	June 2014	Administration	2013-2014 Administrators involved in classroom observations \Nill meet to review the process.
	(Action Step 6) Revise plan if necessary	Summer 2014	Administration	2013-2014 If needed, revisions will be made after the Evaluation meeting.  2015-2016 No revisions necessary