

MNSA SCHOOL strategic plan

(Objective 1) **St. Thomas School will communicate effectively with stakeholders to increase enrollment and retention of students in the school.**

(Strategy 1) **Develop a written marketing plan**

	Timeline	Responsibility	Progress Report
(Action Step 1) Assemble a Development and Marketing committee to write current/past marketing actions	Fall 2017	Advisory Committee	A parent with marketing skills (she has a marketing business) has volunteered to lead the marketing committee. ²⁰¹⁷⁻¹⁸
(Action Step 2) Develop a written marketing plan building on current practices for continuity	Winter 2017	Development and Marketing committee	A drafted plan for the future was begun, building on current practice. ²⁰¹⁸⁻¹⁸
(Action Step 3) Implement written marketing plan	Spring 2018	Development and Marketing Committee	The marketing director has been busy assisting fundraising and development committees, and the principal to implement more marketing strategies. ²⁰¹⁷⁻¹⁸
(Action Step 4) Evaluate written marketing plan and adjust as needed	Spring 2019	Development and Marketing Committee	The marketing director has been noting and adjusting future plans based on successes this year. ²⁰¹⁷⁻¹⁸

(Strategy 2) **Increase parishioner ownership in school by engaging Parishioners, Alumni and other Stakeholders.**

	Timeline	Responsibility	Progress Report
(Action Step 1) Use the bulletin and table display to publish bi-monthly reports of the school's activities and student activities.	Fall 2017	Principal	A table with a tri-fold bulletin board stand was placed in the gathering space this fall. It has been updated bi-monthly with events and school activities. Parishioners report that they are pleased with the information being shared. The bulletin was utilized more this year as a method to share information. ²⁰¹⁷⁻¹⁸
(Action Step 2) Review Saints Alive mailing list and collaborate with the Parish office to increase the mailing list to include all parishioners.	Winter 2017	School and Parish Secretary	Due to the purchase of new software to manage the mailing lists, the two mailing lists have not been combined yet. This merge will likely happen this summer. ²⁰¹⁷⁻¹⁸
(Action Step 3) Mail spring Saints Alive to include a "State of the School" report and be mailed to the	Spring	Principal	The spring Saint's Alive did include a "state of the school" report with info listed. It was not mailed to the expanded list. ²⁰¹⁷⁻¹⁸

expanded mailing or emailing list. Include NWEA test results, financial information, fundraising results, donors, MNSAA strategic plan updates.	2018		
(Action Step 4) Create a monthly newsletter of the school and classrooms upcoming activities. Post the newsletter on the website, in the church, and send home to school families each month during the school year.	Fall 2018	Principal and Secretary	

(Strategy 3) Retain current student/families while recruiting new students/families			
	Timeline	Responsibility	Progress Report
(Action Step 1) Recruit parents to participate in the the School and Family committee	Fall 2018	Advisory Committee	<i>When and what happened?</i>
(Action Step 2) Review current School and Family Life plans and develop plans to continue consistent school and family interactions. Collaborate with the Development and Marketing Committee.	Winter 2018/19	School and Family Life Committee & Marketing and Development Committee	
(Action Step 3) Create a formal Parent Orientation packet and written checklist with required and parent recommended information.	Winter 2018/19	Principal and Committee	
(Action Step 4) Educate parents on the importance of the school's development efforts.	Spring 2019	Advisory Committee with Committee	
(Action Step 5) Hold Parent Orientation Meeting	Fall 2019	Principal with Committee	
(Action Step 6) Evaluate activities and revise as	Spring	School and	

needed.	2020	Family Life and Development and Marketing Committees	
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(Strategy 4) Partner with Community Resources to increase community awareness of the school (and increasing educational experiences for students)			
	Timeline	Responsibility	Progress Report
(Action Step 1) Create a survey for parents to find out their connections to the community/groups that potentially be a resource to the school.	Fall 2019	Principal, and Advisory Board	<i>When and what happened?</i>
(Action Step 2) Review the survey results and connect with parents about possible enrichment activities/field trips	Fall 2019	Principal and Teachers, Advisory Board	
(Action Step 3) Implement activities appropriate for students and curriculum outcomes or possibly hold after school activities to reinforce the school day.	Winter 2019 and Spring 2020	Teachers and Principal	
(Action Step 4) Evaluate activities and community connections made	Spring 2020	Teachers and Principal	

(Objective 2) St. Thomas School will meet the academic, physical, emotional, and spiritual needs of each student.			
(Strategy 1) Create an all-staff development plan, including personalized development plans based on Staff evaluations			
	Timeline	Responsibility	Progress Report
(Action Step 1) Teachers complete self evaluations using current tool provided by Diocese of Duluth and meet with Principal to	Fall 2017/2018	Principal Teachers	Staff completed self-evaluations, and set goals. The principal observed classrooms and written reports are on file with the goal observations. The principal completed an evaluation. Non-licensed staff were also

review and set goals. Principal will complete the Diocese of Duluth Principal's Evaluation and meet with the Pastor to review and set goals. Non-licenced staff complete evaluations and meet with Principal to discuss review results.		Staff	evaluated this year with written reports. ²⁰¹⁷⁻¹⁸
(Action Step 2) Review staff evaluations to find areas that need school-wide development. Research opportunities for effective, low-cost staff development. Discuss the possibility of joining ISD 361 for relevant staff development trainings in the future.	Winter/ Spring 2018/2019	Principal	St. Thomas School teachers joined ISD 361 for two workshop opportunities this year. One regarding suicide prevention and one regarding the onset of early mental health. ²⁰¹⁷⁻¹⁸
(Action Step 3) Complete staff evaluations with observations and written reviews of goals.	Spring 2018/2019	Principal	
(Action Step 4) Teach staff about personal development plans.	Winter 2018/19	Principal	
(Action Step 5) Staff develop personal plans which will lead them to relicensure	Spring 2019	Teachers	
(Action Step 6) Evaluate school-wide and staff development plans and progress	Spring 2020	Principal and Teachers	
(Strategy 2) Develop a written wellness policy.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Create a Wellness Committee with parents and at least one teacher	Fall 2021	Advisory Committee	<i>When and what happened?</i>
(Action Step 2) Research best practices in wellness and current school practices	Winter 2021 & spring 2022	Wellness committee	
(Action Step 3) Use MDE template to create a wellness policy	Spring 2022	Wellness committee	

(Action Step 4) Present ideas to advisory board, staff and finally parents for support	Spring 2022	Wellness committee	
(Action Step 4) Implement expanded wellness policy	Fall 2022	Wellness committee	
(Action Step 5) Evaluate Wellness policy	Spring 2023	Wellness committee	

(Strategy 3) Review and update curriculum maps to match Diocesan Outcomes in the current process of revision. Replace curriculum as deemed needed and financially feasible.

	Timeline	Responsibility	Progress Report
(Action Step 1) Begin reviewing and updating curriculum maps following the Diocese Outcome updates. Personalize the Diocese of Duluth Subject Area Philosophies or adopt as written, if they relate to St. Thomas School's Mission Statement.	Social Studies 2017	Principal and teachers	Social studies maps were updated by classroom teachers. ²⁰¹⁷⁻¹⁸
	Technology Phy. Ed. Music, Art 2018		
	Math 2019		
	Religion 2020		
	Science 2021		
	Language Arts 2022		

(Action Step 2) Monitor maps for consistency, gaps and repetition.	2019, 2020	Principal and Teachers	
(Action Step 3) Evaluate mapping cycle and adjust maps as changes are made.	2023	Principal and Teachers	

(Strategy 4) Use NWEA (standardized test scores) to change instruction and identify student needs.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Principal will enroll teachers in Professional Learning Online through NWEA.org. Teachers will watch/discuss webinars about using different reports in NWEA to identify struggling and gifted learners.	Fall 2017/2018	Principal and Teachers	Teachers were enrolled in Professional Learning Online and webinars were watched as part of an in-service day. ²⁰¹⁷⁻¹⁸
(Action Step 2) Write a formal process for identifying, assessing, and prescribing services for learners to be documented in our procedure manual.	Spring 2018	Teachers and Principal	The process for identifying, assessing and prescribing services for learners was written formally and is located in the procedure manual. ²⁰¹⁷⁻¹⁸

(Strategy 5) Grow in awareness of school Catholic Identity			
	Timeline	Responsibility	Progress Report
(Action Step 1) Select members to serve on a Catholic Identity Committee to include parents and at least one teacher	Fall 2019	Pastor and Advisory Committee	<i>When and what happened?</i>
(Action Step 2) Assess current strengths and needs in the area of Catholic Identity using standards and indicators from the diocese	Winter 2019/2020	Catholic identity committee	

(Action Step 3) Develop plan to increase Catholic Identity among school children, staff and families.	Spring 2020	Catholic identity committee	
(Action Step 4) Collaborate with staff on implementation of new goals	Fall 2020	Catholic identity committee	
(Action Step 5) Evaluate plan	Spring 2021	Catholic identity committee	

(Strategy 6) Principal will complete Master's degree program to be in MNSAA Compliance as an administrator.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Principal will enroll in final credits needed to complete master's degree.	Winter 2017-18	Principal	Principal enrolled in the final 5 credits needed during the spring semester. ²⁰¹⁷⁻¹⁸
(Action Step 2) Principal will complete final requirements for graduation from Master's program.	Spring 2018	Principal	Principal completed her master's degree! ²⁰¹⁷⁻¹⁸

(Objective 3) St. Thomas School will be a safe, inclusive, 21st century environment for student learning.			
(Strategy 1) Update Crisis Management Books and drill procedures			
	Timeline	Responsibility	Progress Report
(Action Step 1) Review crisis books and procedures each fall and as needed throughout the school year.	Fall 2017	Principal Secretary	Crisis books were updated this fall. Teachers reviewed the books at the August in-service day. ²⁰¹⁷⁻¹⁸
(Action Step 2) Use community resources to learn best practices for safety at our school.	Fall 2018	Principal	

(Strategy 2) Develop a technology plan			
	Timeline	Responsibility	Progress Report
(Action Step 1) Create technology committee to include one teacher, parents, and the technology manager.	Fall 2020	Principal with Advisory Committee	<i>When and what happened?</i>
(Action Step 2) Evaluate current technology use and current inventory	Winter 2020	Technology committee	
(Action Step 3) Develop short and long-term goals, present to staff and Advisory Board	Spring 2021	Technology committee	
(Action Step 4) Explore funding and staff development opportunities and implement when feasible	Spring 2021, 2022	Technology committee	
(Strategy 3) Explore options to manage the Maintenance and janitor needs of the school			
	Timeline	Responsibility	Progress Report
(Action Step 1) Discuss building maintenance and janitorial needs with Building and Grounds Committee and Finance committee	Winter 2020	Principal	<i>When and what happened?</i>
(Action Step 2) Evaluate budget versus needs and develop maintenance and janitorial plan for school and parish	Spring 2021	Principal with Pastor and Finance committee	
(Action Step 3) Hire and/or designate additional volunteers	Fall 2021	Pastor	
(Action Step 4) Evaluate plan	Spring 2022	Pastor/ Principal	

(Objective 4) St. Thomas School will be financially stable and sustainable for future students.			
(Strategy 1) Develop 3-5 year budget and plans for growth/grade based on student population			
	Timeline	Responsibility	Progress Report
(Action Step 1) Review current budget, grade and student population, and projected numbers from county birth records	Winter 2017-18	Advisory Board	A proposed budget for the 2018-19 school year has been brought to the finance council using data collected. The budget process was completed and the next several year's student data was projected. ²⁰¹⁷⁻¹⁸
(Action Step 2) Develop a budget and grade offerings plan based on information available	Spring 2018	Advisory Board	Due to upcoming changes in grade structure (adding 5/6 th grade next year) and changes in administration – a one year budget was proposed and general projections made for the next 2 years.
(Action Step 3) Adjust and evaluate plan annually per student enrollment and budget	Spring 2019, 2020	Advisory Board	
(Strategy 2) Develop strategies for staff recruitment and retention			
	Timeline	Responsibility	Progress Report
(Action Step 1) Develop a written pay scale for teaching and non-teaching staff	Fall 2021	Pastor/ Principal	<i>When and what happened?</i>
(Action Step 2) Explore alternative benefit options for teachers and adjust pay scale to include options if possible.	Winter 2021	Principal	
(Action Step 3) Implement benefits/pay scale as budget allows for next school year.	Spring 2022	Principal	
(Action Step 4) Evaluate pay scale and staff retention/recruitment	Spring 2023	Principal	

(Strategy 3) Advance the Advisory Committee			
	Timeline	Responsibility	Progress Report
(Action Step 1) Create a Handbook containing information about mission statement, bylaws and duties, and updated meeting minutes/information.	Fall 2019	Principal, and Advisory Board Chairperson	<i>When and what happened?</i>
(Action Step 2) Review materials with committee, update and revise as needed	Winter 2019 and Spring 2020	Principal, Pastor and Advisory Board	
(Action Step 3) Hold an Advisory Board Orientation session using the Handbook and begin monthly Board training sessions using NCEA Thumbnails or another training curriculum.	Fall 2020	Principal, Pastor and Advisory Board	
(Action Step 4) Evaluate bylaws bi-annually	Fall 2021, 2023	Principal, Pastor and Advisory Board	

(Strategy 4) Create an Alumni Association			
	Timeline	Responsibility	Progress Report
(Action Step 1) Recruit a person or persons who will volunteer to be the Alumni Coordinator or Committee.	Fall 2017	Principal, Pastor, and Advisory Board	An alumni committee has been gathered. ²⁰¹⁷⁻¹⁸
(Action Step 2) Explore software options for managing alumni and development activities information.	Winter 2017/18	Alumni Coordinator or Committee	Software was examined and current activities reviewed.2017-18
(Action Step 3) Purchase or create a database to manage the alumni information	Winter 2017/18	Principal and Alumni	Neon software has been purchased.2017-18

		Coordinator	
(Action step 4) Upload or enter data into the new software.	Spring 2018	Alumni Coordinator	Data has not been entered yet. This will likely happen this summer. ²⁰¹⁷⁻¹⁸
(Action Step 5) Use updated Saints Alive mailing list as a starting list to invite alumni and begin to gather data into the database	Fall 2018	Alumni Coordinator	
(Action Step 6) Track donations and attendance at fundraising or other events	Fall 2019	Alumni Coordinator	
(Action Step 7) Collaborate with marketing committee to evaluate Alumni Association effectiveness	Spring 2020	Alumni coordinator and Marketing Committee	