



2023-2028 Strategic Plan

Introduction

Welcome to Holy Trinity Catholic High School's Strategic Plan, a roadmap for the future of learning and empowerment. In an ever-evolving world, the importance of education cannot be overstated. It is the catalyst that drives innovation, transforms societies, and shapes the leaders of tomorrow. Our strategic plan is not merely a document, it is a commitment to Catholic Christian values, excellence, equity, and adaptability.

Accreditation is a hallmark of educational quality, signifying our commitment to providing students with an outstanding learning experience. Our institution's strategic plan is an essential response to accreditation requirements, outlining how we will not only meet but exceed these standards. This plan is a comprehensive outline that demonstrates our dedication to continuous improvement, academic rigor, and the overall enhancement of student success.

As we stand at the crossroads of a rapidly changing landscape, our plan envisions a holistic approach to education that embraces spiritual guidance, technological advancements, diverse learning styles, and global challenges. We are dedicated to fostering an environment where every learner can unlock their full potential, regardless of background, abilities, or circumstances.

This strategic plan is the culmination of collective wisdom, research-driven insights, and a shared vision among educators, administrators, students, parents, and community stakeholders. It sets forth a clear path toward achieving our educational goals, Christian values, and guided principles of inclusivity, innovation, and collaboration.

Throughout this plan, we will outline our key objectives, strategies, and measurable outcomes. We will detail how we intend to prepare students for a dynamic future and facilitate lifelong learning. We are committed to nurturing critical thinking, creativity, and adaptability, the skills essential for thriving in a rapidly changing world.

Equity is at the heart of our plan. We recognize the importance of removing barriers and ensuring that every student has an equal opportunity to succeed. This involves tailoring our approaches to accommodate diversity and providing targeted support where it is most needed.

Our strategic plan isn't static. It is a living document that will evolve in response to emerging trends, feedback, and new opportunities. We are dedicated to a cycle of continuous improvement, where assessment and reflection drive refinement and innovation. This plan reflects our determination to create a positive impact on individuals, communities, and societies as a whole.

As we embark on this transformative journey, we invite all stakeholders to join us in shaping the future of education all within the Gospel values that are deeply rooted in our hearts. Together, we will create an educational ecosystem that prepares learners not only for the challenge of today, but also for the limitless possibilities of tomorrow. This is our commitment, our passion, and our pledge to future generations.

Domain 1: Catholic Identity

Our institutions' Catholic identity is the heart and soul of who we are, a guiding light that illuminates our educational mission and shapes our values. This strategic plan embodies our commitment to nurturing and deepening our Catholic identity, ensuring that it permeates every aspect of our academic community. Grounded in faith and values, we embark on a transformative journey that intertwines spiritual enrichment with educational excellence.

Rooted in the teachings of Christ, our mission is to provide a holistic education that empowers individuals to lead lives of purpose, service, and moral integrity. Through this strategic plan, we affirm our dedication to fostering a vibrant Catholic identity that inspires and informs all aspects of our institution. Our institution will be a place where faith and knowledge harmoniously intersect, preparing students not only for successful careers but also for a lifetime of compassion, ethical leadership, and social responsibility.

	Domain 1: Catholic Identity				
	STANDARD 1: The Catholic school is a unique environment which has as its primary purpose the continued formation of the Christian person. The mission and beliefs of the school shall reflect the integration of Catholic faith and Gospel values and promote a community of believers and learners. Members of the school are a community and are called to unite in prayer, to proclaim the Gospel message and to serve others.				
	Domain Benchmarks	Strategic Planning Focus and Goal	Action Steps	Role/Person(s) Responsible	Budget and Status if applicable
Year 1	BENCHMARK 1.1: The mission statement describes the purpose of the school, its reason for existence, and is rooted in the Catholic faith and Gospel values.	Mission Statement linked to CELTIC PRIDE/ SPIRIT	Linking core terms/values and embed into activities Bringing words and values to life	Faculty	Fall 2023 and on-going

	BENCHMARK 1.2: The school maintains a relationship with the pastor, school/parish organizations, and the larger Catholic community in promoting Catholic identity within the school.	Faith based collaborative relationships	Continue to open communication with new priests More intentional with calendar of events with awareness of broader faith events Possible Christian Council with surrounding schools to meet quarterly with priests and collaborate more on events/community	Board and Admin Team	Fall 2023 and on-going
	BENCHMARK 1.3: The school provides opportunities for prayer, liturgy, spiritual formation, and service	Master schedule with prayer and mass embedded Christian Values embedded in Campus Life activities	Continue with this daily practice embedded Christian leaders on Leadership Council and part of all extracurricular events	Admin Team Catholic Identity Team and Campus Life Team	Fall 2023 and on-going Fall 2023 and on-going
	BENCHMARK 1.4: The school hires faculty/ staff that support the mission of the school.	Interview process with faith based questions and/or outlined expectations	Ensuring candidates for ALL positions are respectful of Catholic practices and honor them whether they are Catholic or not Clarity of expectations. Code of conduct and Moral life/values For staff and student behaviors	Admin Team	Fall 2023 and on-going Summer 2023 completed
Year 2	BENCHMARK 1.1: The mission statement describes the purpose of the school, its reason for existence, and is rooted in the Catholic faith and Gospel values.	Mission Statement linked to CELTIC PRIDE/ SPIRIT	Linking core terms/values and embed into activities Bringing words and values to life	Catholic Identity and Admin Team	Fall 2024 and on-going
	BENCHMARK 1.2: The school maintains a relationship with the pastor, school/parish organizations, and the larger Catholic community in promoting Catholic identity within the school.	Vertical Alignment with diocese and feeder schools	Share HT current event highlights with Dean Partnership with feeder school and collaborative projects to build unity Spiritual mentorships with 5-12 students	Catholic Identity Team member/PTO/ parent	Fall 2024 and on-going
	BENCHMARK 1.3: The school provides opportunities	Theology courses	Yearly requirement	Suzi	Fall 2024 and on-going

	for prayer, liturgy, spiritual formation, and service	Retreats	Twice a year for all Senior retreat	Suzi and Alyssa	
	BENCHMARK 1.4: The school hires faculty/ staff that support the mission of the school.	Teacher Evaluation Process	Ensure current Catholic values are carried over to new evaluation tool	Board and Admin Team	Fall 2024 and on-going
Year 3-5	BENCHMARK 1.1: The mission statement describes the purpose of the school, its reason for existence, and is rooted in the Catholic faith and Gospel values.	Mission Statement linked to CELTIC PRIDE/ SPIRIT	Linking core terms/values and embed into activities Bringing words and values to life	Catholic Identity and Admin Team	Fall 2025 and on-going
	BENCHMARK 1.2: The school maintains a relationship with the pastor, school/parish organizations, and the larger Catholic community in promoting Catholic identity within the school.	PTO and community support through lens of Catholic values Disciplinary policies	Possible family handbook with information regarding Catholic values and expectations Disciplinary guidelines and policies that incorporates Catholic values, consistency across whole campus (PBIS maybe)	Board, Admin Team and Catholic Identity Team, Campus Life Team	Fall 2025 and on-going
	BENCHMARK 1.3: The school provides opportunities for prayer, liturgy, spiritual formation, and service	Priests on campus more often (Spiritual directors)	Possible student forums, guidance, counseling for students to communicate more with priests/spiritual directors	Board and Admin Team	Fall 2025 and on-going
	BENCHMARK 1.4: The school hires faculty/ staff that support the mission of the school.	Daily Handbook Training/Outline of Expectations	Ensuring candidates for ALL positions are respectful of Catholic practices and honor them whether they are Catholic or not Clarity of expectations.	Board and Admin Team	Fall 2025 and on-going

Domain 2: Governance, Administration and Management

The success of any institution rests on the strength of its governance, administration, and management. This strategic plan outlines our commitment to establishing a robust framework that ensures transparency, efficiency, and innovation in our operations. With a focus on strategic decision-making, resource allocation, and collaborative leadership, we aim to create an environment that empowers all stakeholders and advances our institution's mission. This plan signifies our dedication to fostering an environment that supports academic excellence, operational effectiveness, and the holistic development of our community.

We envision an institution where governance, administration, and management work harmoniously, enabling us to adapt to evolving challenges, seize opportunities, and excel in all endeavors. Through transparent leadership, strategic planning, and innovative practices, we aspire to be a model of effective organizational governance.

Domain 2: Governance, Administration and Management STANDARD 2: School governance and leadership support an educational program of quality with systematic, legal, and fiscal responsibilities that support the school's mission. School governance and leadership effectively plan and monitor school growth and viability in all areas. School governance and leadership support an effective and efficient instructional program					
	Domain Benchmarks	Strategic Planning Focus and Goal	Action Steps	Role/Person(s) Responsible	Budget and Status if applicable
Year 1	<p>BENCHMARK 2.1: The governance structure, (e.g., advisory council, governing board, etc.) supports the mission, vision and/or philosophy of the school.</p> <p>BENCHMARK 2.2: Code of Canon Law 801 states "Religious institutes whose proper mission is education, their mission faithfully, are also to strive to devote themselves to Catholic education through their schools, established with the consent of the diocesan bishop."</p>	<p>Collaborative Leadership: Board</p> <p>PTO</p> <p>Academic Advisory Team</p> <p>Administrative Team</p>	<p>Additional board members (2), staggered additions over next few years to support during attrition (14-16) total for goal</p> <p>Recruitment and training</p> <p>Updating handbook and by-laws, developing an on-boarding handbook</p> <p>Welcome meeting for Freshman parents/PTO</p> <p>Develop a PTO handbook</p> <p>Fundraising and Community Support/Marketing</p> <p>Handbook and organizational chart to ensure equal representation</p> <p>Establishing a yearlong calendar for meetings for each school year</p> <p>Update organizational chart and goal/tasks outlined in a framework</p> <p>Establish a yearlong calendar for meetings for each school year</p>	<p>Board Secretary for by-laws</p> <p>Board President and members for Parent meetings and recruitment</p> <p>Principal, Board</p> <p>Principal</p>	<p>Summer 2023 and on-going</p> <p>Summer 2023 meeting for parents</p> <p>Fall 2023 and on-going</p> <p>Summer 2023 completed</p>
	BENCHMARK 2.3: Rights and responsibilities of the faculty, staff, students, and parents/guardians are explicitly defined in regulatory handbooks.	<p>Leadership Structure and Organization:</p> <p>Roles and Responsibilities</p>	<p>Induction program, on-boarding new teachers</p> <p>Vice Principal (dual role capacity)</p> <p>Updating Employee handbook</p> <p>Parent workshops to support volunteering and community support</p>	<p>Admin Team</p> <p>Board</p> <p>PTO and Admin Team</p>	<p>Fall 2023 and on-going</p>

	<p>BENCHMARK 2.7: The school is aware of and responds to the changing needs of the community.</p>	<p>Fiscal Leadership:</p> <p>School Budget</p> <p>Marketing</p>	<p>Capital Campaign for the Endowment</p> <p>Sell second bus, discuss sharing bus expenses with St. Mary's don't include depreciation in budget Eliminate staffing positions to match enrollment and budget needs Restructure staff positions to maximize efficiency Grants and other funding sources</p> <p>Update frequently visited website pages. Use more pictures, testimonials and videos instead of building photos. Use Google Analytics to drive more prospective customers to your website. Continuously review and monitor online feedback about the school and have a process in place to address negative comments and feedback.</p>	<p>Board</p> <p>Principal</p> <p>Marketing Director</p>	<p>Summer 2023 and on-going</p> <p>Summer 2023 completed</p> <p>Fall 2023 and on-going</p>
	<p>BENCHMARK 2.4: The school demonstrates long- range strategic planning to support the school's mission, vision and/or philosophy.</p> <p>BENCHMARK 2.6: There is a comprehensive plan for institutional advancement.</p> <p>BENCHMARK 2.8: School effectiveness is monitored and evaluated by the principal and/or administrative team.</p> <p>BENCHMARK 2.9: The school provides professional development opportunities for faculty and staff.</p>	<p>Instructional Leadership:</p> <p>Long Range Mission 3-5 Year Plan</p> <p>Data, Assessment, and Evaluation</p> <p>Professional Development</p>	<p>Mission is college prep high school and branding and instructional alignment, determine niche</p> <p>Speak with department heads at Mary-Harding Baylor to create a partnership with interns-both student teachers and help in admissions and communications. Review course selections, electives, foreign languages, virtual Course selection and curricular decisions/updates Vosaic teacher evaluation system and training</p> <p>Create an academic screening process and a formal admissions process for each grade level for new applicants. Benchmark testing and linking it to instructional decisions to match</p> <p>Tracking PSAT/SAT trends and data</p> <p>On-going PD offerings on campus aligned to the strategic plan goals Mentorship for on-boarding new teachers</p>	<p>Principal and Board, director of admission and development</p> <p>Academic Team</p> <p>Academic Team Principal and PD Consultants</p> <p>Admission Director</p> <p>Admin Team</p>	<p>Fall 2023 and on-going</p> <p>Fall 2023 and on-going</p> <p>Yearly</p> <p>Summer 2023 completed</p> <p>Yearly</p> <p>Fall 2023 and on-going</p>

			8 hours above and beyond PD offerings on campus with links to religion, possible reimbursement with commitment expectation	Admin Team	Yearly
Year 2	<p>BENCHMARK 2.1: The governance structure, (e.g., advisory council, governing board, etc.) supports the mission, vision and/or philosophy of the school.</p> <p>BENCHMARK 2.2: Code of Canon Law 801 states "Religious institutes whose proper mission is education, their mission faithfully, are also to strive to devote themselves to Catholic education through their schools, established with the consent of the diocesan bishop."</p>	Academic Advisory Team	Handbook and organizational chart to ensure equal representation Establishing a yearlong calendar for meetings for each school year	Principal	Yearly update
		Administrative Team	Update organizational chart and goal/tasks outlined in a framework Establish a yearlong calendar for meetings for each school year	Admin Team	Yearly update
		Business manager, counselor, AD, Principal, VP, director of admissions and development	Address perceptions of Catholic education and craft messaging through marketing that speaks to what Catholic education really is all about.	Marketing Director and Board	Summer 2024 and on-going
	BENCHMARK 2.3: Rights and responsibilities of the faculty, staff, students, and parents/guardians are explicitly defined in regulatory handbooks.	Leadership Structure and Organization: Roles and Responsibilities	Continuous updating of roles, responsibilities, handbooks, etc...	Admin Team	Yearly update
	BENCHMARK 2.7: The school is aware of and responds to the changing needs of the community.	Fiscal Leadership: School Budget	Capital Campaign for the Endowment Title grants	Board	On-going
	BENCHMARK 2.4: The school demonstrates long- range strategic planning to support the school' s mission, vision and/or philosophy.	Long Range Mission 3-5 Year Plan	Course selection and curricular decisions/updates Vosaic teacher evaluation system and training	Academic Team Admin Team	Yearly update Summer 2024 and on-going
		Data, Assessment, and Evaluation	Benchmark testing and linking it to instructional decisions to match	Academic Team	On-going

	<p>BENCHMARK 2.6: There is a comprehensive plan for institutional advancement.</p> <p>BENCHMARK 2.8: School effectiveness is monitored and evaluated by the principal and/or administrative team.</p> <p>BENCHMARK 2.9: The school provides professional development opportunities for faculty and staff.</p>		Tracking PSAT/SAT trends and data		
Year 3-5	<p>BENCHMARK 2.1: The governance structure, (e.g., advisory council, governing board, etc.) supports the mission, vision and/or philosophy of the school.</p> <p>BENCHMARK 2.2: Code of Canon Law 801 states "Religious institutes whose proper mission is education, their mission faithfully, are also to strive to devote themselves to Catholic education through their schools, established with the consent of the diocesan bishop."</p>	<p>Academic Advisory Team</p> <p>Administrative Team</p>	<p>Handbook and organizational chart to ensure equal representation Establishing a yearlong calendar for meetings for each school year</p> <p>Update organizational chart and goal/tasks outlined in a framework Establish a yearlong calendar for meetings for each school year</p>	<p>Principal</p> <p>Admin Team</p>	<p>Yearly update</p> <p>Yearly update</p>
	BENCHMARK 2.3: Rights and responsibilities of the faculty, staff, students, and parents/guardians are explicitly defined in regulatory handbooks.	<p>Leadership Structure and Organization:</p> <p>Roles and Responsibilities</p>	Continuous updating of roles, responsibilities, handbooks, etc...	Admin Team	Yearly update

	BENCHMARK 2.7: The school is aware of and responds to the changing needs of the community.	Fiscal Leadership: School Budget	Capital Campaign for the Endowment Title grants	Board	On-going
	BENCHMARK 2.4: The school demonstrates long- range strategic planning to support the school' s mission, vision and/or philosophy. BENCHMARK 2.6: There is a comprehensive plan for institutional advancement. BENCHMARK 2.8: School effectiveness is monitored and evaluated by the principal and/or administrative team. BENCHMARK 2.9: The school provides professional development opportunities for faculty and staff.	Long Range Mission 3-5 Year Plan Data, Assessment, and Evaluation Professional Development	On-going Planning, Data, Assessment and Evaluation, and PD offerings on campus aligned to the strategic plan goals	Academic Team	Yearly update

Domain 3: Curriculum, Instruction and Assessment

Curriculum, instruction, and assessment form the backbone of an exceptional educational experience. This strategic plan outlines our commitment to designing a dynamic, student-centered learning environment that fosters critical thinking, creativity, and holistic development. With a focus on innovative pedagogical approaches, personalized instruction, and meaningful assessment, we aim to create a transformative learning journey that equips our students for success in a rapidly changing world.

Our mission is to provide a curriculum that engages and challenges students, instructional methods that inspire a lifelong love of learning, and assessment practices that accurately measure growth and proficiency. This plan underscores our dedication to nurturing well-rounded individuals who are prepared to excel academically and contribute meaningfully to society.

We envision an educational landscape where curriculum, instruction, and assessment seamlessly align, creating an ecosystem that empowers students to achieve their full potential. Through dynamic learning experiences, adaptable instructional strategies, and comprehensive assessment methods, we aspire to set new standards for educational excellence.

	Domain 3: Curriculum, Instruction and Assessment				
	STANDARD 3: The purpose, design and implementation of the curriculum represents the school's mission. A Catholic atmosphere, which is shared as well as understood by the teachers, students, and parents, permeates all areas of the curriculum. Instructional decisions support the school's academic goals, objectives, and priorities. Evaluation of the curriculum is continuous and responsive to student needs				
	Domain Benchmarks	Strategic Planning Focus and Goal	Action Steps	Role/Person(s) Responsible	Budget and Status if applicable

Year 1	BENCHMARK 3.1: The curriculum and instructional program are rooted in Catholic teachings, traditions, and values.	Curriculum Adoption Cycle in alignment with diocese	Health, Biology, Physics, Anatomy & Physiology, Chemistry, AP Bio, AP Chem, Spanish curriculum and supplemental materials for upcoming school year	Academic Team	\$11/student Fall 2023 and on-going
	BENCHMARK 3.2: Curriculum (objectives to be taught) and instruction (what is actually taught) are explicitly aligned.	Curriculum Mapping Lesson Planning Template Assessment data Professional Development	Purchase Curriculum Trak and implement mapping process Purchase NWEA and IXL Guidance and implementation support	Admin Team Admin Team Diocese support	Fall 2023 completed \$13/student EANS/GAP grant Fall 2023
	BENCHMARK 3.3: There is evidence of the use of current technology in the instructional program	Educational Technology Policies for 1 to 1 Devices Professional Development	1 to 1 devices for all students Update hardware, Wi-Fi, connections to support ed tech Handbook, software to protect system and outline procedures Insurance to cover Parent form Guidance and implementation support	IT Coordinator and Admin Team Principal, Board, IT Coordinator PD Providers	EANS grant Summer 2023 completed Summer 2023 completed On-going EANS/Gap grant
	BENCHMARK 3.4: Individual student needs are met through programs of instruction.	Master schedule Course offerings Rigor Interventions Differentiation	Ensuring pathways to AP, and fluidity for honors or movement as needed Align to college prep brand Lift Lab for content Method Learning or IXL individualized plans or tutoring	Academic Team Academic Team, Lead teachers	Fall 2023 Fall 2023
	BENCHMARK 3.5: The library provides resource and media support to the school's instructional program.	Supplemental Instructional Resources	Online resources as needed	Academic Team	Yearly

	BENCHMARK 3.6: The administrative team and faculty review and analyze student achievement information and test results to plan program effectiveness.	Diagnostic data Benchmark data PSAT/SAT data AP data Professional Development	Diagnostic Assessment and MAP data NWEA/Map data Continued analysis Guidance and support of all student information systems, data profiles, etc,...	Admin/Academic Team Academic Team PD Trainers	Fall 2023 and on-going Fall 2023 and on-going Fall 2023 and on-going
Year 2	BENCHMARK 3.1: The curriculum and instructional program are rooted in Catholic teachings, traditions, and values.	Curriculum Adoption Cycle in alignment with diocese	Begin curriculum alignment with diocese calendar moving forward (7 Years)	Admin Team	Fall 2024 and on-going
	BENCHMARK 3.2: Curriculum (objectives to be taught) and instruction (what is actually taught) are explicitly aligned.	Curriculum Mapping Lesson Planning Template	Curriculum Trak	Admin Team	Fall 2024 and on-going
		Assessment data	NWEA/MAP Testing Benchmarks	Admin Team	Fall 2024 and on-going
		Professional Development	Guidance and implementation support	PD Trainers	Fall 2024 and on-going
	BENCHMARK 3.3: There is evidence of the use of current technology in the instructional program	Educational Technology	1 to 1 devices for all students Update hardware, Wi-Fi, connections to support ed tech	IT Coordinator and Admin Team	On-going
	BENCHMARK 3.4: Individual student needs are met through programs of instruction.	Extra-curricular	Clubs for content or others	Academic Team	Fall 2024 and on-going
		Professional Development	Horizontal and cross-curricular alignment and instructional strategies	PD Trainers	Fall 2024 and on-going
	BENCHMARK 3.5: The library provides resource and media support to the school's instructional program.	Supplemental Instructional Resources	Get quotes for long term budget for materials and resources, both hard copy and virtual	Admin Team	Summer 2024
	BENCHMARK 3.6: The administrative team and faculty review and analyze student	Student information system to capture data profile	Sharing student profiles	Admin Team	Fall 2024

	achievement information and test results to plan program effectiveness.	Teacher Evaluation Process	Vosaic Live observations and Coaching	Admin Team and Board	Fall 2024 and on-going
		Professional Development	Guidance and support of all student information systems, data profiles, etc,...	PD Trainers	Fall 2024 and on-going
Year 3	BENCHMARK 3.1: The curriculum and instructional program are rooted in Catholic teachings, traditions, and values.	Curriculum Adoption Cycle in alignment with diocese	Begin curriculum alignment with diocese calendar moving forward (7 Years)	Admin Team	Yearly
	BENCHMARK 3.2: Curriculum (objectives to be taught) and instruction (what is actually taught) are explicitly aligned.	Curriculum Mapping and alignment with assessments	On-going mapping, support and training for alignment and implementation	Admin Team	Yearly
	BENCHMARK 3.3: There is evidence of the use of current technology in the instructional program.	Educational Technology	On-going support and training for 1:1 devices and implementation	IT Coordinator and Admin Team	Yearly
	BENCHMARK 3.4: Individual student needs are met through programs of instruction.	Differentiated Instruction and Intervention Implementation	On-going support and training for best instructional implementation	Academic Team	Yearly
	BENCHMARK 3.5: The library provides resource and media support to the school's instructional program.	Supplemental Instructional Resources	Online resources as needed	Academic Team	Yearly
	BENCHMARK 3.6: The administrative team and faculty review and analyze student achievement information and test results to plan program effectiveness.	Monitoring of Data Processes and Teacher Evaluation System Professional Development	On-going support and training for data and implementation Vosaic Live observations and Coaching Guidance and support of all student information systems, data profiles, etc,...	Academic Team PD Trainers	Yearly Yearly Yearly Yearly

Domain 4: Student Services, Resources, and Activities

At the heart of our institution lies a commitment to providing students with not only a top-notch education but also a vibrant and enriching high school experience. This strategic plan outlines our dedication to offering comprehensive student services, abundant resources, and diverse activities that foster personal growth, well-being, and a sense of belonging. Through this plan, we seek to create an inclusive and supportive environment that empowers students to flourish academically, socially, and personally.

Our mission is to enhance the student experience by offering a holistic range of services, resources, and activities that cater to diverse needs, aspirations, and interests. This strategic plan underscores our commitment to cultivating an environment that nurtures well-rounded individuals and prepares them for success both during their time at our institution and beyond.

We envision a campus where students are provided with every opportunity to thrive, where comprehensive student services, abundant resources, and diverse activities create a tapestry of experiences that shape future leaders, critical thinkers, and engaged citizens. Through this strategic plan, we strive to set new standards for student support and engagement.

Domain 4: Student Services, Resources, and Activities STANDARD 4: Student services enhance the curriculum and serve as an integral part of the learning process.					
	Domain Benchmarks	Strategic Planning Focus and Goal	Action Steps	Role/Person(s) Responsible	Budget and Status if applicable
Year 1	BENCHMARK 4.1: The school plans, implements, and documents a comprehensive counseling and guidance program of students.	Counselor has set time for students to receive support Formalize a guidance program (academic and SEL) SEL Strategies are implemented and processes are outlined to support students Protocols and procedures are in place to identify and support students in need PD for staff to identify students that may need SEL support	Planned and protected time within the day/schedule Select program and adopt its practices, build time for lessons into the day/week Handbook or procedures of steps Reporting procedures for teachers to share with counselor for support and Admin PD training to support teachers and staff with process and procedures, SST to collaborate across curricular teams	Academic Team Campus Life Team Board and Admin Team Board and Admin Team PD Trainers	EANS/GAP grant Fall 2023 and on-going Fall 2023 and on-going Fall 2023 Fall 2023 Fall 2023

	BENCHMARK 4.2: The school plans, implements, and documents the need for student academic assistance.	Diagnostic, Benchmark data is used to identify students' academic needs PSAT/SAT Intervention plans are designed to support students PD for teachers to address DI strategies and classroom interventions	Reading and Math quarterly benchmark NWEA/MAP Testing and IXL purchases and implementation Office hours as needed Individual plans for students Finding time in master schedule (Advisory) PD to support for these strategies and coaching	Academic Team Academic Team PD Trainers	EANS/GAP grant Fall 2023 and on-going Fall 2023 Fall 2023
	BENCHMARK 4.3: The school provides support to new families and students to ensure success.	Student welcome procedures Open House, PTO night, Family workshops Families Student Council	Trinity days Possible student guides Explore the communication channels used to communicate with both students and parents and figure out what works best. Families structure and mentoring Need more designated leadership/programming for that time Celtic for a day (March)	Campus Life Team Marketing Director Student Council Admin	Summer 2023 completed Fall 2023 and on-going Fall 2023 Spring 2024
	BENCHMARK 4.4: The school provides additional services and resources to meet student needs.	Possible fundraising with neighboring restaurants for activities and programs Advisory Time to support campus life groups and efforts	Coordinate fundraising day/night Staggard days for clubs, academics, fine arts, athletics....	PTO or Athletic Celtic Parent group Mr. Mosmeyer and Mr. Dorman	Fall 2023 Fall 2023 and on-going

	BENCHMARK 4.5: The school sponsors extracurricular activities, including athletics and student organizations, to meet the special interests of the students.	Finding/writing leadership curriculum Clubs Athletics Fine Arts Student Council	Leadership cadre for clubs, athletics, fine arts and SC Bleacher creatures, spirit group to support sports. Themes for events with monthly calendar Continued collaboration across all activities Student Spirit Leaders	PTO or Athletic Celtic Parent group	Fall 2023 and on-going
Year 2	BENCHMARK 4.1: The school plans, implements, and documents a comprehensive counseling and guidance program of students.	PD for staff to identify students that may need SEL support	PD training to support teachers and staff with process and procedures, SST to collaborate across curricular teams	PD Trainers	Title funds and M & O Fall 2024 and on-going
	BENCHMARK 4.2: The school plans, implements, and documents the need for student academic assistance.	Diagnostic, Benchmark data is used to identify students' academic needs PSAT/SAT	Reading and Math quarterly benchmark NWEA/MAP Testing and IXL	Academic Team	Title funds Fall 2024 and on-going
		Intervention plans are designed to support students	Office hours as needed Individual plans for students Finding time in master schedule (Advisory)	Academic Team	Fall 2024 and on-going
	BENCHMARK 4.3: The school provides support to new families and students to ensure success.	Year of Events With theme Spirit Handbook	Calendar of events to save the dates Traditions and procedures about Celtic Pride and participation	Admin Team Celtic Parent group	Yearly Yearly
	BENCHMARK 4.4: The school provides additional services and resources to meet student needs.	Possible fundraising with neighboring restaurants for activities and programs Advisory Time to support campus life groups and efforts	Coordinate fundraising day/night Staggard days for clubs, academics, fine arts, athletics....	PTO or Athletic Celtic Parent group Mr. Mosmeyer and Mr. Dorman	Yearly Yearly

	BENCHMARK 4.5: The school sponsors extracurricular activities, including athletics and student organizations, to meet the special interests of the students.	Finding/writing leadership curriculum Clubs Athletics Fine Arts Student Council	Leadership cadre for clubs, athletics, fine arts and SC Bleacher creatures, spirit group to support sports. Themes for events with monthly calendar Continued collaboration across all activities Student Spirit Leaders	PTO or Athletic Celtic Parent group	Yearly
Year 3-5	BENCHMARK 4.1: The school plans, implements, and documents a comprehensive counseling and guidance program of students.	Faith based counseling or support (full-time priest on campus)	Collaboration with Parish or Diocese to offer more faith based support	Board and Admin Team	Summer 2025 and on-going
	BENCHMARK 4.2: The school plans, implements, and documents the need for student academic assistance.	PD for teachers to address DI strategies and classroom interventions	PD to support for these strategies and coaching	PD Trainers	Title funds On-going
	BENCHMARK 4.3: The school provides support to new families and students to ensure success.	Year of Events With theme Spirit Handbook	Calendar of events to save the dates Traditions and procedures about Celtic Pride and participation	Admin Team Celtic Parent group	Yearly Yearly
	BENCHMARK 4.4: The school provides additional services and resources to meet student needs.	Possible fundraising with neighboring restaurants for activities and programs Merge with MS or build better feeder system	Coordinate fundraising day/night Build collaboration and partnership to expand programs and meet needs	PTO or Athletic Celtic Parent group Board and Admin Team	Yearly On-going
	BENCHMARK 4.5: The school sponsors extracurricular activities, including athletics and student organizations, to	Finding/writing leadership curriculum Clubs	Leadership cadre for clubs, athletics, fine arts and SC	PTO or Athletic Celtic Parent group	Yearly

	meet the special interests of the students.	Athletics Fine Arts Student Council	Bleacher creatures, spirit group to support sports. Themes for events with monthly calendar Continued collaboration across all activities Student Spirit Leaders		
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Domain 5: Plant and Facilities (Safety)

The physical infrastructure of our institution serves as the foundation for a safe and conducive learning environment. This strategic plan outlines our commitment to creating a campus that is not only aesthetically appealing but also safe, functional, and equipped to support the diverse needs of today’s learners and our educational community. With a focus on modernizing facilities, enhancing security measures, and fostering a sense of well-being, we aim to provide students, staff, and visitors with an environment that promotes learning, growth, and peace of mind.

Our mission is to develop and maintain a well-planned, secure, and accessible campus that reflects our commitment to the welfare of our community. This strategic plan underscores our dedication to creating an environment where individuals can thrive spiritually, academically, socially, and personally.

We envision a campus that stands as a model of excellence in facility management and safety, one that not only meets basic needs but also enriches the social-emotional needs, and the overall educational experience. Through this plan, we aspire to set new benchmarks for plant management, facility design and school safety.

	Domain 5: Plant and Facilities (Safety)				
	STANDARD 5: The physical plant/facilities and safety practices of the school promote a safe environment conducive to student learning.				
	Domain Benchmarks	Strategic Planning Focus and Goal	Action Steps	Role/Person(s) Responsible	Budget if applicable
Year 1	BENCHMARK 5.1: The physical facilities and indoor/outdoor area(s) of the school are designed for their functions.	External Facilities Safety	Cameras, door entry system Alert system and electronic signage/marquee Emergency entry key, gate pass Purchase and install equipment Train staff on protocols Use the summer months to craft a calendar of improvements to the facilities, particularly the outdoor areas.	Board and Admin Team Admin Team, Safety Committee	\$100,000 EANS/GAP grants Fall 2023 EANS grant Summer 2023 completed
		Internal Facilities Safety	Phone system Accountability system for attendance Electronic signage Classroom door lock? I Love You Guys flip book First Aid kits in every room Water, snacks for kids with medical issues	Safety Consultant Facilities Manager and Board Lisa and Suzanne	EANS grant Fall 2023 Summer 2023 completed Donations Summer 2023 completed
		OHSa Regulation Handbook Update	Maps labeled with all dangerous materials, all entrances for emergency personnel Emergency materials stored on campus and who has access	Facilities Manager and Admin Team	Summer 2023 completed
	BENCHMARK 5.2: The school maintains a safe environment for the school community.	School has daily safety protocols established	Access ID cards Door locks open on a timer/schedule Limit cell phone usage? (firewall limits)	Board, Admin Team	Fall 2023
		Staff is trained in daily safety procedures	SEL issues and procedures PD prior to school for new procedures Anti-bullying program Mental health certification Trauma informed PD	Safety Team PD Trainers	GAP grant On-going

	BENCHMARK 5.3: The school community is informed and aware of safety practices.	School has emergency safety protocols established Staff is trained in emergency safety procedures	Flip chart for emergency procedures Lockdown Reunification, etc PD Training for staff on procedures and reporting Staff inventory of their skills during an emergency	Admin Team and PD Trainers PD, Fire, Medical personnel, and PD Trainers	Summer 2023 completed GAP grant Fall 2023 completed
Year 2	BENCHMARK 5.1: The physical facilities and indoor/outdoor area(s) of the school are designed for their functions	External Facilities Safety	External fencing and property signage Temporary metal stands for yr 2023-2024	Board and Admin	Need to get quotes, donations
	BENCHMARK 5.2: The school maintains a safe environment for the school community.	Appropriate staffing to support safety and SEL of all students Parent workshops to share policies and procedures for daily safety	Nurse, Counselor Wellness check Partnership with medical facilities in the neighborhood Parent Forum for education and information	Board and Admin Team Admin Team and PTO	Fall 2024 Fall 2024
	BENCHMARK 5.3: The school community is informed and aware of safety practices.	Appropriate partnerships with emergency personnel	Medical health professional, trauma, mental health, counselor, local social workers, Catholic charities	Board and Admin Team	Fall 2024
Year 3-5	BENCHMARK 5.1: The physical facilities and indoor/outdoor area(s) of the school are designed for their functions	External Facilities Safety	External fencing and property signage	Board and Admin Team	Donations

	BENCHMARK 5.2: The school maintains a safe environment for the school community.	General Maintenance	Checklist with timeline for ensuring everything is working properly	Fire Dept, Plumber, Electrician, maintenance support	Fall 2025
		Fire Drills	Log for all drills	Admin Team and Fire Dept	Yearly
		Rental of facilities	Establish protocols	Admin Team	Yearly
	BENCHMARK 5.3: The school community is informed and aware of safety practices.	Staff is trained in emergency safety procedures	PD Training for staff on how to utilize medical materials Tracking system for all PD Trainings	PD Trainers, medical professionals Admin Team	Title grants, M&O On-going

Conclusion

As we conclude this strategic plan, we are reminded of the profound impact education has on individuals, communities, and the broader world. Our strategic plan is a testament to our dedication to fostering a learning ecosystem that adapts to the evolving needs of learning in a dynamic global landscape with our Catholic faith as the foundation. By aligning our objectives with the Catholic values and aspirations of our institution, we have set forth a roadmap that envisions a future marked by progress, engagement, and positive change. As we navigate the challenges and opportunities that lie ahead, we will uphold the principles and strategies outlined in this plan. We will continually assess our progress, embrace emerging technologies, refine our approaches, and engage with stakeholders to ensure that our educational endeavors remain relevant and impactful.

Our shared commitment to this strategic plan demonstrates a collective passion for education as a catalyst for growth, empowerment, and transformation. We are not merely preparing students for the future, we are shaping future leaders, thinkers, and problem-solvers who will contribute to a more enlightened and harmonious world.

In closing, let this strategic plan serve as a guiding light, a reminder of our collective mission to inspire minds, ignite passions, and unlock the boundless potential within each learner. Together, we will shape the future of education by forming the Christian leaders of tomorrow and therefore leaving an indelible mark on generations to come.