



Strategic Plan

2023-2028



St. Joseph Catholic School Strategic Plan **2023 – 2028**

Our Strategic Plan

The following five-year Strategic Plan has been developed for St. Joseph Catholic School, Arlington, Texas; a part of the Catholic Diocese of Fort Worth. This plan has been developed in partnership with input from school administration, school Advisory Council Members, parents, students, staff, faculty, and the parish pastor. The framework for this plan follows the *National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools* (National Catholic Educational Association, 2021) found at this website address:

<https://tinyurl.com/3hzbprwv>. The four domains of the *National Standards* are:

- **Mission and Catholic Identity**
- **Governance and Leadership**
- **Academic Excellence**
- **Operational Vitality**

These standards “describe policies, programs, structures, and processes that should be present in mission-driven, program effective, well-managed, and responsibly governed Catholic schools...” (p. 5). These standards align with the five domains developed by our accrediting organization, the Texas Catholic Conference of Bishops Education Department (TCCB ED), for the successful operation of a Catholic school. The Strategic Plan of St. Joseph Catholic School will address the five domains established by the TCCB ED, thus guiding the school community in its continual growth. May we work together to achieve the goals detailed in this plan.

In Christ’s service,

Mrs. Diane Price
Principal

Rev. Ronaldo Mercado
Pastor

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Our Mission Statement

St. Joseph Catholic School provides students with a nurturing and prayerful learning environment committed to academic excellence, training missionary disciples to seek virtue, wisdom, and truth, in partnership with a community of active faithful families.

Vision for Our Future

Catholic schools in the Diocese of Fort Worth are committed to opening the doors so that our students can reach further than the walls that would otherwise enclose them and therefore are able to recognize and cherish the eternal and transcendental goods of Truth, Beauty, and Goodness.

Our Motto

Teaching the Mind...Nourishing the Soul.

Our Philosophy

St. Joseph Catholic School offers a challenging curriculum steeped in Catholic tradition and delivered by innovative and dedicated teachers who hold high academic and behavioral standards. We will help to develop our next generation of Catholic community leaders by respecting and celebrating the God-given differences in each and modeling stewardship through community service.

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Defining Characteristics of Catholic Schools

St. Joseph Catholic School strives to achieve the following characteristics, as stated by the United States Conference of Catholic Bishops:

- Centered in the Person of Jesus Christ
- Contributing to the Evangelizing Mission of the Church
- Distinguished by Excellence
- Committed to Educate the Whole Child
- Steeped in a Catholic Worldview
- Sustained by Gospel Witness
- Shaped by Communion and Community
- Accessible to all Students
- Established by the Expressed Authority of the Bishop

Our Goal

At St. Joseph Catholic School, our leading goal is to focus on *what* we teach and *how* we teach it, all in order to form students who possess the ability to *see* the world and discern what is good, true, and eternal, to then habitually set aside that which is false and harmful for their minds and souls to encounter Christ.

St. Joseph Catholic School strives to achieve the following ideals, as stated by the United States Conference of Catholic Bishops:

- We provide an excellent education in an atmosphere in which the Gospel message is proclaimed.
- Students experience community in Christ.
- Students serve their brothers and sisters.
- We cultivate thanksgiving and worship of God. Our highest expression of this is in the Eucharist.

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Our Objectives

St. Joseph Catholic School seeks to form students in such a way that they demonstrate the following qualities:

Faith

- ❖ Students who love, keep and can defend the Catholic faith.
- ❖ Students who grow in learning and faith in Jesus Christ.
- ❖ Students who listen to God's call and follow it faithfully.

Social Justice

- ❖ Students who know the principles of Catholic Social Teaching.
- ❖ Students who can identify and correct problems with social justice.
- ❖ Students who understand the importance of service to others.

Academic Life

- ❖ Students who can reason and determine what is true and right.
- ❖ Students who are lifelong learners in pursuit of personal growth.
- ❖ Students who can analyze issues and solve problems independently.
- ❖ Students who can use high levels of critical thinking skills.
- ❖ Students who can write and express with confidence and eloquence.

- ❖ Students who have familiarity with foreign languages.
- ❖ Students who are prepared to enter high school.

Application to Life

- ❖ Students who communicate effectively.
- ❖ Students who lead others by example.
- ❖ Students who take initiative.
- ❖ Students who solve problems effectively.
- ❖ Students who interact with morality in a variety of social situations.
- ❖ Students who accept differences in others.
- ❖ Students who manage time well.
- ❖ Students who know how to apply what has been learned.
- ❖ Students who make decisions intelligently.
- ❖ Students who listen to others.
- ❖ Students who make the best of difficult situations.

The Profile of a Graduate *from the Diocese of Fort Worth Catholic Schools*

Person of Faith

The graduate confidently and actively articulates and practices the teachings of the Catholic faith.

Moral Decision Maker/Problem Solver

The graduate considers the moral and ethical implications of decisions and chooses to do what is right according to the teaching of the Church.

Appreciative Human

The graduate will develop an appreciation for the beauty in the world and the wonder of his/her body through fine arts and physical activity.

Culturally Sensitive

The graduate exhibits global awareness and cultural sensitivity.

Academically/Technologically Proficient

The graduate is academically and technologically prepared for higher education or a professional occupation.

Effective Communicator

The graduate dialogues objectively and persuasively articulating ideas through various modes of expression and seeks to clarify diverse points of view through active listening.

Creative Learner

The graduate applies creative talents to solve problems and serve others.

Critical Thinker

The graduate uses reason in pursuit of truth recognizing that all Truth is rooted in the person of Christ.

Lifelong Learner

The graduate engages in the pursuit of knowledge as a lifelong activity.

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Our Patron Saint – St. Joseph

St. Joseph is the Patron Saint of the Universal Church, fathers, families, the unborn, workers, travelers, immigrants, and a happy death. The Feast Day of St. Joseph falls on March 19th.

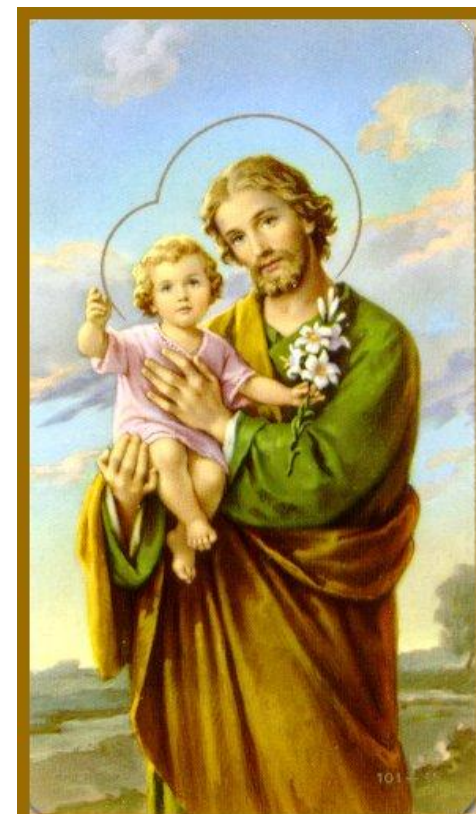
St. Joseph is one of the more obscure saints, and everything we know about him comes from Scripture. On the basic level we know that he was a poor carpenter of the line of King David. We also know that he is the foster father of Jesus and the earthly spouse of Mary the Mother of God.

Although we have no words spoken by Joseph recorded in Scripture, the stories of his life, upon reflection, reveal much. From Scripture we can see that Saint Joseph was a righteous man who demonstrated the virtues of compassion, courage, faith, and love of Jesus and Mary, to name a few.

He shows his love and compassion in that he planned on divorcing Mary quietly when he discovered that she was pregnant. He demonstrates his faith and courage in fleeing into a strange land away from everything he knew in order to protect his wife and her child. St. Joseph said ‘yes’ to God by adopting Jesus, the Incarnate Son of God, as his own Child. Joseph’s ‘yes’ is very similar to the ‘yes’ of Mary: just as it demonstrated her humility and obedience, so it also demonstrates his.

We know that Joseph embraced Jesus as his own son, and loved him dearly. He was a man of great faith and obedience to God, making him the patron of fathers and families. It is a tradition in many Catholic homes to honor St. Joseph on his feast day by setting up St. Joseph altars in their homes. We ask St. Joseph to protect us and to inspire us to answer God’s call in our lives.

Source: www.catholiccompany.com



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The History of Our School

On Wednesday, August 16, 1995, the hopes and dreams of parents in South Arlington were realized when *South Arlington Catholic School* opened its doors using the campus of St. Matthew Catholic Church. Located in Southeast Arlington with Monsignor Joseph Schumacher as pastor, the campus at St. Matthew's housed one hundred thirty-one students. The students, representing six parishes, were enrolled to attend pre-kindergarten through second grade classes.

With the blessing of the Holy Spirit, the present facility was opened in 1997 and the name was changed in 1998 to *Holy Rosary Catholic School*. Families were asked to make suggestions for the new school mascot to be commissioned with the renaming of the school. One family described a compelling history of the *Knights* as the protector of the Rosary, so the school community voted to adopt the *Knights* as the new mascot of the *Holy Rosary Catholic School*.

Early in 2000, Phase II construction was completed providing six additional classrooms, a computer and science laboratory, library/media center, and a regulation-sized multipurpose gymnasium. Originally, the plans called for a small multi-purpose room, but due to the generosity of Ben and Mary Frances Daskocil, the regulation-sized gym was built. Mr. and Mrs. Daskocil were asked if they had any wishes for the name for the gym and they humbly requested the name, *Marian Center*, out of a deep love and devotion to our Blessed Virgin Mary. In 2004, the school joyfully reached the size envisioned by the founding families of two classes in each grade level from pre-kindergarten to eighth grade.

On March 24, 2011, Bishop Kevin Vann signed a decree that established Holy Rosary Catholic School as a parish school of St. Joseph Catholic Church, thus the name of the school changed to *St. Joseph Catholic School* on July 1, 2012.

Many current and former St. Joseph Knights have earned academic and extracurricular honors such as recognition from the Duke University Talent Identification Program (TIP) and Private School Interscholastic Association (PSIA). St. Joseph alumni have gone on to be Valedictorians and Salutatorians in their respective high schools. Former Knights have become distinguished professionals in the community as doctors, attorneys, nurses, therapists, teachers and more. Above all, we at St. Joseph Catholic School strive daily to fulfill our mission statement, "Teaching the Mind...Nourishing the Soul," in everything we do. By modeling the Beatitudes through Christ-like behavior, we work to ensure we are living out our call to be Missionary Disciples.

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The Four (I, II, III, IV) National Standards Domains Defined from the *National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools*. (Second Printing 2021). These four domains are the touchstones which serve as the foundation of the five domains of our accrediting agency, the Texas Catholic Conference of Bishops Education Department.

Domain I: Mission and Catholic Identity

The Church's teaching mission includes inviting young people to a relationship with Jesus Christ or deepening an existing relationship with Jesus, inserting young people into the life of the Church, and assisting young people to see and understand the role of faith in one's daily life and in the larger society. "This unique Catholic identity makes our Catholic elementary and secondary schools 'schools for the human person' and allows them to fill a critical role in the future life of our Church, our country and our world" (The Catholic School on the Threshold of the Third Millennium, 1997).

Domain II. Governance and Leadership

Central to the mission of the Church is the work of Catholic school education. The success of this mission depends on the key components of effective governance, which provides direction or authority, and leadership, which ensures effective operations. Catholic school governance and leadership can be seen as a ministry that promotes and protects the responsibilities and rights of the school community. Governance and leadership based on the principles and practices of excellence are essential to insuring the Catholic identity, academic excellence, and operational vitality of the school. Although governance models vary based on the sponsorship of the school, those who serve on the governing body or leadership team in Catholic schools provide for an environment for the teaching of doctrine and Sacred Scripture, the building and experiencing of community, the serving of others, and the opportunity for worship.

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Domain III. Academic Excellence

The United States Conference of Catholic Bishops affirms the message of the Congregation on Catholic Education that intellectual development of the person and growth as a Christian go forward hand in hand. Rooted in the mission of the Church, the Catholic school brings faith, culture and life together in harmony. In 2005, the bishops noted that “young people of the third millennium must be a source of energy and leadership in our Church and our nation. And, therefore, we must provide young people with an academically rigorous and doctrinally sound program of education” (Renewing Our Commitment to Catholic Elementary and Secondary School in the Third Millennium, 2005). The essential elements of “an academically rigorous and doctrinally sound program” mandate curricular experiences—including co-curricular and extra-curricular activities— which are rigorous, relevant, research-based, and infused with Catholic faith and traditions. The following essential elements provide a framework for the design, implementation, and assessment of authentic academic excellence in Catholic school education from pre-kindergarten through secondary school.

Domain IV. Operational Vitality

Catholic schools are temporal organizations committed to the Church and the mission of Catholic education including a commitment to a culture of excellence and rigor. These schools exist in a milieu of constant socioeconomic challenges grounded in continuous need for sustainable financial planning, human resource/personnel management and professional formation, facilities maintenance and enhancement, and the requirement for institutional advancement and contemporary communication. Catholic schools must adopt and maintain standards for operational vitality in these areas and define the norms and expectations for fundamental procedures to support and ensure viability and sustainability. When a school does not maintain standards for operational vitality, the continuation of academic excellence is in grave jeopardy. Over time, even an academically rigorous school with strong Catholic identity will not survive without operational vitality. Standards for operational vitality must focus on the “operation” of the school—how it works and how it is supported—in four key areas: finances, human resources/personnel, facilities, and institutional advancement. The leader/ leadership team must manage each area and be subject to the direct oversight of the governing body in these matters.

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Strategic Plan Framework

Our Strategic Plan details goals in the following five domains developed by the Texas Catholic Conference of Bishops Education Department: (I) Catholic Identity, (II) Governance, Administration and Management, (III) Curriculum, Instruction and Assessment, (IV) Student Services and Activities, (V) Plant and Facilities.

Overview of Our Strategic Plan Goals Per Domain

Domain I: Catholic Identity
Goal 1: Faith Formation – Support the growth and development of the spiritual life of all members of the school community.
Goal 2: Stewardship – Increase active stewardship of time, talent, and treasure in faculty, staff, students, and their families.
Goal 3: Social Justice – Impart an understanding we are all created in the image and likeness of God and to be treated with dignity.
Goal 4: Service – Implement ways students can become more involved in service to the community.
Goal 5: Religious Studies – Assess religion curriculum and enrich where needed.

Domain II: Governance, Administration and Management
Goal 1: Parish Relationship – St. Joseph School Community will maintain a constructive and beneficial relationship with feeder parishes.
Goal 2: Governing Body – Advisory Council participates in training, engages in faith formation, and self-evaluates execution of duties.
Goal 3: Collaboration – Administration, Advisory Council, and families collaborate to improve programs and services to increase vitality.
Goal 4: Clear Mission and Vision – Administration articulates a clear mission and vision for the school and works to maintain positive culture.
Goal 5: Personnel Development – Administration oversees personnel in all areas of professional and spiritual growth.
Goal 6: Enrollment Trends – Continuous review of enrollment and retention patterns to develop strategies for improvement in both.
Goal 7: Marketing – Review and enhance marketing of the school to appeal to the greater community for an increase in enrollment.
Goal 8: Relationships – Increase communication with our parish and the school community, past and present, to build relationships.

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Domain III: Curriculum, Instruction and Assessment

Goal 1: Update Curriculum and Resources – Assess and update curriculum, resources, and technology to achieve well-rounded education in Catholic tradition.

Goal 2: Specials – Increase the variety of specials classes offered to students.

Goal 3: Curriculum Alignment – Establish a vertical and horizontal alignment process to improve outcomes in all subject areas.

Goal 4: Achievement Assessment Tools – Evaluate assessment tools in current use and adopt new tools if necessary.

Domain IV: Student Services and Activities

Goal 1: Counseling Availability – Maximize use of counselor and increase number of days on campus from one to two or more a week.

Goal 2: Extracurricular – Increase the number of available extracurricular activities for students.

Goal 3: Athletics – Assess needs and make improvements to athletics program.

Domain V: Plant and Facilities

Goal 1: School Security – Continue to increase school security across the campus, indoors and outdoors.

Goal 2: Facility – Plan and execute necessary and/or desired upgrades to the school building and school grounds to improve functionality.

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Action Items to Achieve G2oals

Domain I: Catholic Identity

Goal 1: Faith Formation – Support the growth and development of the spiritual life of all members of the school community.

Objective	Action Item	Timeline	Responsibility	Resources Needed	Notes	Status
1:1	Implement the <i>Faith Family Program</i> for students across all grade levels.	September 2023	Administration, Faculty, Staff, Spiritual Life Committee	<i>Catholic Teacher Resources</i> Program Website: https://www.catholicteacherresources.com/faith-family-activities-overview/	Program is free to subscribers.	Program implemented September 2023 and ongoing
1:2	Attending Adoration at the parish.	Weekly beginning in August 2023	Administration, Parish Leadership, Faculty	All faculty formally schedule time to attend Adoration on Thursdays.		Occurring weekly
1:3	Spiritual nourishment for families at HSA Meetings.	Twice Annually	Administration, Parish Leadership, HSA Board, Spiritual Life Committee	Videos, projection equipment, speakers, Diocesan Approval	Scheduled when speaker can be arranged.	Occurring biannually

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1:4	Bible/Book Study Groups/Informal social gatherings with prayer	Weekly to Monthly	Administration, HSA, Spiritual Life Committee, Men's Rosary Group	Space and Time		
1:5	Student Representative on Spiritual Life Committee	October 2023	Administration, Faculty, and SLC Members	Student's time	SJCS Alumni now participating	Fall 2025

Goal 2: Stewardship – Increase active stewardship of time, talent, and treasure in faculty, staff, students, and their families.

Objective	Action Item	Timeline	Responsibility	Resources Needed	Notes	Status
2:1	Community-wide participation in stewardship activities from new <i>Faith Family Program</i> .	Monthly, once established	Administration, Faculty, Staff, Spiritual Life Committee, Students, Parents	Program information/ Participation/Storage/Funds		
2:2	Assist with parish stewardship/social ministry needs.	Annually	Administration, Parish Leadership, Spiritual Life Committee	Connections to Parish Leadership	Various drives for food donations	Ongoing

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2:3	Develop a relationship with Catholic Charities.	January 2024, then Annually	Administration, Spiritual Life Committee	A contact person with CCFW to explore their needs.		
2:4	Develop a relationship with North Texas Food Bank.	January 2024, then Annually	Administration and School Community	Choose staff/faculty leaders.		

Goal 3: Social Justice – Impart an understanding we are all created in the image and likeness of God and to be treated with dignity.

Objective	Action Item	Timeline	Responsibility	Resources Needed	Notes	Status
3:1	Implement “Manner of the Week” to encourage all to treat others with love and dignity, as we are created in the image and likeness of God.	August 2023, then Weekly	Administration, Faculty, and Staff	Memoria Press “Manner of the Week” wall charts.	Weekly manner will be introduced during Monday Morning Prayer Service.	Implemented August 2023 and ongoing
3:2	Work with our parish and area parishes to aid in their social justice ministries.	Annually	Administration, Spiritual Life Committee, and Parish Leadership	Time, talent, and treasure of the community.	Aid where appropriate for elementary-aged students. Involved with St. Joe Prolife Ministries	Fall 2025

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Goal 4: Service – Implement ways students can become more involved in service to the community.

Objective	Action Item	Timeline	Responsibility	Resources Needed	Notes	Status
4:1	Revisit Faith Extension Day: Options - One field trip per grade level where a service is performed, or continue schoolwide every other year.	August 2024	Administration, Faculty, Staff, Spiritual Life Committee, HSA, and School Community	Planning who and how to help, transportation, and any items needed to facilitate the service to others.		
4:2	Foster relationships between parishes and students by students serving in parish liturgies and ministries.	Annually	Administration, Parish Leadership, Faculty, Staff, and School Community.	Connections to parishes through pastor/parish staff.	Examples: greeters, participation in parish choir, leading readings at Mass, altar serving	To be implemented at St. Joe by October 2025

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4:3	Students Serving Students – Options: Re-examine the Mass Buddy Program across all grade levels for possible reinstatement, and/or develop new ways for students to mentor one another.	December 2024	Administration, Faculty, School Community	Survey Faculty and School Community. Address any concerns.	More examples: Faith Families, Households	Mass Buddies reinstated during 2024-2025 academic year.
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Goal 5: Religious Studies – Assess religion curriculum and enrich where needed.

Objective	Action Item	Timeline	Responsibility	Resources Needed	Notes	Status
5:1	Formally adopt the Assessment of Religious Knowledge (ARK) to replace ACRE in grades 2nd, 5th, and 8th to address faith knowledge gaps that may exist.	March 2024	Administration and Faculty	Funds set aside for the assessment	Piloted during the 2022-2023 academic year.	Assessment implemented during the 2024-2025 academic year.

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5:2	Research new curricular approaches to our Catholic faith.	Annually	Administration and Faculty	Time to research supplemental programs. Funding	For example: religious art studies, faith-based handwriting books	Implemented Hallow App for the classroom in Sept. 2024
5:3	Develop school-wide “Households” where students pause, pray, and reflect as a homeroom on the gospel and their Catholic faith outside of Religion Class.	August 2024	Administration and Faculty	Scheduling	Class name, class banner/crest, class moto	Moved only to Faith Families instead. We feel Faith Families aligns more with our Traditional Catholic Education.

Domain II: Governance, Administration and Management

Goal 1: Parish Relationship – St. Joseph School Community will maintain a constructive and beneficial relationship with feeder parishes.

Objective	Action Item	Timeline	Responsibility	Resources Needed	Notes	Status
1:1	Devise list of events the school community could invite pastor to attend as a speaker.	2023-2024	Administration, Parish Leadership, SLC	Meeting place and time.	Invites to priests and sisters to speak at HSA Meetings.	

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1:2	SJCS Choir perform one Sunday Mass a month in uniform.	2023-2024	SJCS Music Teacher, Administration, Parish Leadership/Representative	Mass Dates, sign-up	Choir for grades 4 th -8 th implemented during 22-23 academic year.	
1:3	SJCS Readers at one Sunday Mass a month in uniform.	2023-2024	Administration, Parish Leadership/Representative	Readings and Dates, training, sign-up	Need to seek approval from pastor.	
1:4	Improve school's presence in parishes' bulletins and on parishes' websites.	Annually	Administration, Parish Leadership, LSAC	Connections to parishes through pastor/parish staff.	Need to seek approval from pastor.	
1:5	Improve relationship with all parishes SJCS serves to foster growth of Catholic faith and our Catholic school by meeting with pastors.	August 2024	Administration, Parish Leadership, CSO, LSAC, School Community	Connections to parishes through pastor/parish staff.	Need to seek approval from pastor. How can we serve all of our parishes?	
1:6	Engage area priests to regularly assist with Confessions for students at SJCS.	August 2023	Administration, Parish Leadership, area Pastors	Connections to parishes through pastor/parish staff.	Need to seek approval from pastor.	

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Goal 2: Governing Body – Advisory Council participates in training, engages in faith formation, and self-evaluates execution of duties.

Objective	Action Item	Timeline	Responsibility	Resources Needed	Notes	Status
2:1	Advisory Council will participate in spiritual and educational opportunities for growth.	Annually	Advisory Council, Administration, Pastor	Ideas recommended by the Pastor and Administration.		
2:2	Advisory Council routinely performs a self-evaluation to ensure faithful execution of duties.	September 2023	Advisory Council	Revamped self-evaluation tool, personal reflection data shared in a manner easily read and understood		Implemented self-evaluation in 2024-2025 and accomplished annually.

Goal 3: Collaboration – Administration, Advisory Council, and families collaborate to improve programs and services to increase vitality.

Objective	Action Item	Timeline	Responsibility	Resources Needed	Notes	Status
3:1	Survey stakeholders to assess desired student programs.	October 2023	Administration, LSAC, Faculty and Staff	Survey of Community	Funds have been raised for programs.	Completed in 2024-2025 and now annually.

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3:2	Develop a plan of implementation for desired student programs and use of funds for programs and implement that plan.	November 2023 through January 2024. Implement in January 2024.	Administration, LSAC, Faculty and Staff	Survey of Community, volunteers to run programs	Funds have been raised for programs.	Five new clubs brought to SJCS in 2024-2025 academic year. More to come moving forward.
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Goal 4: Clear Mission and Vision – Administration articulates clear mission and vision for the school and works to maintain positive culture.

Objective	Action Item	Timeline	Responsibility	Resources Needed	Notes	Status
4:1	Revise our Mission Statement to align with the mission of St. Joseph Parish, with possible input from surrounding parishes.	2023-2027	Administration, Parish Leadership, LSAC, Faculty and Staff	Time	Pastor will need to be heavily involved when ready.	
4:2	Develop family programs and events that positively contribute to the familial culture of SJCS.	Annually	Administration, Parish Leadership, LSAC, Faculty and Staff	Survey, Time		In 2024-2025: Family Movie Knights and Knights Under the Stars events implemented.

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4:3	Improve upon the school's culture via the school's website. Decide if complete overhaul is needed.	July 2025	Administration and Development	Time and possible increase in costs associated with website updates.		Development Director currently working on improvements (Sept. 2024)
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Goal 5: Personnel Development – Administration oversees personnel in all areas of professional and spiritual growth.

Objective	Action Item	Timeline	Responsibility	Resources Needed	Notes	Status
5:1	Engage in trainings and book studies of best practices for Catholic classical traditions and implement these practices.	Annually	Principal and Assistant Principal, CSO	Books	At least one book study is done each year. Professional Development for faculty.	Ongoing Faculty attended University of Dallas PD – Sept. 2024
5:2	All employees fulfill religion certification requirement.	Annually	Individual and Diocesan	Time and personal funds to help cover the cost of books for course studies.	One tier per year to be completed. Tier II and III are now being completed.	Ongoing

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5:3	Evaluate employee pay to remain competitive in the market to retain and recruit highly effective employees.	Annually	Administration and Pastor	Funds, Market Awareness		Ongoing evaluation of annual pay and adjustments are under way since 2023.
5:4	Restructure faculty Professional Learning Communities to maximize God-given talents.	August 2023	Administration	Time		Completed August 2024

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Goal 6: Enrollment Trends– Continuous review of enrollment and retention patterns to develop strategies for improvement in both.

Objective	Action Item	Timeline	Responsibility	Resources Needed	Notes	Status
6:1	Update spreadsheet for numerical enrollment and retention trends of current school year to stay informed.	Annually	Administration, Business Manager, Enrollment Committee, Development Director	Computer spreadsheet	Advisory Council Enrollment Committee was formed. Business Manager maintains spreadsheet at this time.	
6:2	Survey new parents as to why they chose SJCS for their family.	Ongoing	Administration, Development Director, Enrollment Committee	Survey		
6:3	Develop a process to ensure the use of an exit interview (survey) for departing families.	May 2024	Administration, Development Director, Business Manager, Enrollment Committee	Exit interview (survey).	New online survey developed for 2020-2021.	

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Goal 7: Marketing – Review and enhance marketing the school to appeal to the greater community for an increase in enrollment.

Objective	Action Item	Timeline	Responsibility	Resources Needed	Notes	Status
7:1	Students in uniform at parish masses.	Ongoing	Principal, Development Director	online sign-up sheet		Ongoing during CSW
7:2	Increase presence in area parish events.	Ongoing	Principal, Development Director	Funds, items with school logo	Parish Fairs Still working on St. Joe.	Relationship with St. Vincent de Paul exists.
7:3	Develop and implement strategy to market the school on all social media sites.	January 2024	Principal, Development Director, Marketing Firm	Funds		
7:4	Develop/explore new ways to market the school.	Ongoing	Principal, Development Director, Advisory Council	Funds, brainstorming sessions		

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Goal 8: Relationships – Increase communication with our parish and the school community, past and present, to build relationships.

Objective	Action Item	Timeline	Responsibility	Resources Needed	Notes	Status
8:1	Create an annual report that will be distributed to parents at the beginning of each new school year detailing our mission, our use of finances, and our fundraising efforts.	May 2024	Principal, Business Manager, Development Director	Financials and new report	Want to share with families how funds are being raised and utilized.	Development Director and Business Manager are working to implement this Sept. 2024
8:2	Increase focus on alumni relations.	Ongoing	Principal, Development Director	Alumni contact information and a database being created/updated regularly.		
8:3	Updates needed to current database of SJCS contributors to better communicate with our growing community.	Ongoing	Principal, Development Director	Database exists but still needs work to become most effective. Parishioner email addresses needed.		

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Domain III: Curriculum, Instruction and Assessment

Goal 1: Update Curriculum and Resources – Assess and update curriculum, resources, and technology to achieve well-rounded education in Catholic tradition.

Objective	Action Item	Timeline	Responsibility	Resources Needed	Notes	Status
1:1	Reading/Literature Instruction – Adopt an updated reading curriculum PreK-8 which utilizes a variety of classical text and incorporates poetry/fables/mythology/moral teaching.	August 2023	Administration, Faculty	Funding and Training		Completed 2023
1:2	Phonics – Adopt an updated phonics curriculum PreK-1 that aligns with spelling and reading curriculum.	August 2023	Administration, Faculty	Funding and Training		Completed 2023
1:3	Spelling – Adopt a new spelling program K-5 that follows phonics curriculum.	August 2023	Administration, Faculty	Funding and Training		Completed 2023

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1:4	Latin – Implement a Latin Language curriculum PreK-8 aligned with the language of the Catholic Church.	2023-2024	Administration and Faculty	Age-appropriate instruction: Song School Latin and Memoria Press		Completed 2023
1:5	Math – Adopt a new textbook in PreK-8 and provide supplemental materials necessary to meet the needs of all learners.	August 2024	Administration, Faculty	Funds, time to assess	Input to be received by faculty and following Singapore Math process.	
1:6	Science – Adopt a new textbook in PreK-5 and provide supplemental materials necessary to meet the needs of all learners. Evaluate 6-8 textbook.	August 2026	Administration, Faculty	Funds, time to assess	Hand-on kits (Ex: FOSS Science Kits)	Adopted FOSS for Upper School in 2024-2025.
1:7	Social Studies – Adopt a new textbook PreK-8 that aligns with history of the Church and Church teachings. Rename class as “History” on report cards.	6-8 th August 2024 Prek-5 th August 2025	Administration, Faculty	Funds and training		

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1:8	Technology – Ensure appropriate number of Chromebooks available for student use in 4th-5th grades.	Ongoing	Administration, Technology Team	Funds		
1:9	Implement a Nature Journal to be used in the greenhouse to support STREAM and a Field Trip Sketchbook – both to encourage wonder and improve detail recognition.	August 2023	Administration and Faculty	Funds		Completed 2023 and ongoing with STREAM teachers.
1:10	Classroom technology upgrades as needed across campus to better facilitate student learning.	Ongoing	Administration, IT Support	Funds and Assessments of Resources		Document cameras being purchased Sept. 2024
1:11	Adopt a Catholic-based handwriting book across appropriate grade levels which enhances our Catholic faith.	August 2023	Administration and Faculty	Funds		

Goal 2: Specials – Increase the variety of specials classes offered to students.

Objective	Action Item	Timeline	Responsibility	Resources Needed	Notes	Status
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2:1	Specials – Review programs in place, increase the number of specials offered, and enhance resources where needed.	Ongoing	Administration and Faculty	Funds		Completed Aug. 2023 and in Aug. 2024, increased the amount of class time for Art and Technology.
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Goal 3: Curriculum Alignment – Establish a vertical and horizontal alignment process to improve outcomes in all subject areas.

Objective	Action Item	Timeline	Responsibility	Resources Needed	Notes	Status
3:1	Develop evergreen PLC Core Teams to devise plans to make better use of professional learning communities (PLCs) to improve student outcomes.	2023-2024	Administration and Faculty	Faculty's Time		PLCs revised Aug. 2024

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3:2	Meet in PLCs to review vertical and horizontal alignment of curriculum and develop documentation/maps of that alignment.	Monthly beginning August 2023	Administration and Faculty	Faculty develops documentation of alignment.	Horizontal Ex: Virtues in Practice and Guidance Vertical Ex: K-2 units	PLC meetings scheduled to begin in Sept. 2024 and ongoing.
3:3	Meet in PLCs to review diagnostic assessments and standardized tests for weak areas within grade levels.	Annually	Administration and Faculty	Faculty develops analysis sheets for data.		

Goal 4: Achievement Assessment Tools – Evaluate assessment tools in current use and adopt new tools if necessary.

Objective	Action Item	Timeline	Responsibility	Resources Needed	Notes	Status
4:1	Review viability of screening tools, diagnostic assessments and standardized tests. Update as needed.	Annually	Administration and Faculty	Research on new tools, CSO input	Ex: CLT, ARK, QRI-5, TPRI Used IOWA and CogAT in 2024-2025.	Utilizing ARK, QRI-5, TPRI and still reviewing 3 rd to 8 th academic assessment options.

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Domain IV: Student Services and Activities

Goal 1: Counseling Availability – Maximize use of counselor and increase number of days on campus from one to two or more a week.

Objective	Action Item	Timeline	Responsibility	Resources Needed	Notes	Status
1:1	Increase presence of counselor on campus to two or more days per week.	August 2024	Principal	Funds		
1:2	Establish grade-level moral, social, and emotional goals and develop plans involving group discussions.	August 2024	Administration, Counselor	Time and Scheduling		
1:3	Establish schedule for counselor to aid with student diagnostics.	September 2023, then Annually	Administration, Counselor	Time and Scheduling		Completed 2024-2025

Goal 2: Extracurricular – Increase the number of available extracurricular activities for students.

2:1	Increase the number of extracurricular activities and programs offered to all grade levels.	2023-2024 and then ongoing	Administration, Faculty, Staff, Students, Extracurricular Committee	Surveys, funds, volunteers, locations, scheduling	\$50,000 in funds was raised during AK2R 2022-2023 for activities and programs.	Ongoing – Added five new clubs in 2024-2025.
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2:2	Develop a committee to determine extracurricular community needs and budgets for each.	2023-2024 and then ongoing	Administration, Faculty, Staff, Students, Extracurricular Committee	Surveys, funds, volunteers, locations, scheduling	\$50,000 in funds was raised during AK2R 2022-2023 for activities and programs.	Completed 2024-2025. Committee is part of our Advisory Council.
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Goal 3: Athletics – Assess needs and make improvements to athletics program.

3:1	Develop an Athletics Chair or Athletics Representative on HSA Board for representation.	August 2024	Administration, HSA Board			
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Domain V: Plant and Facilities

Goal 1: School Security – Continue to increase school security across the campus, indoors and outdoors.

Objective	Action Item	Timeline	Responsibility	Resources Needed	Notes	Status
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1:1	Add cameras to the surveillance system outside the school building and upgrade hardware.	2023	Administration, Facility Manager	Funds		Completed 2023-2024
1:2	Install safety film on all school entrances and exits.	2023-2024	Administration	Funds		Completed 2024-2025
1:3	Review front office procedures and secure access to school's interior from the front office. Document procedures.	August 2023	Administration	Training, Funds		Completed 2023-2024
1:4	Review car line practices to safely accommodate one school-wide dismissal time.	August 2023	Administration, Facility Manager			Completed 2023-2024

Goal 2: Facility – Plan and execute necessary and/or desired upgrades to the school building and school grounds to improve functionality.

Objective	Action Item	Timeline	Responsibility	Resources Needed	Notes	Status
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2:1	Become a “Heart Safe” environment for all who enter SJCS by developing a Cardiac Emergency Team, Cardiac Emergency Plan, and increased number of onsite-CPR Trained.	2023-2024	Administration, Nursing Team, CSO Diocesan Nurse	Funds for CPR Training, Cardiac Team developed and a plan developed	Train students as well as adults.	Ongoing. First recognition received in 2023.
2:2	Procure a vendor to assess HVAC system for efficiency and determine recommended upgrades for future.	July 2023	Administration, Facility Manager	Funds and Vendor		New vendor arranged and under contract.
2:3	Develop a short-range and long-range plan to upgrade HVAC system.	2023-2024	Administration, Pastor, Facility Manager, HVAC Committee	Report from mechanical Engineer, HVAC company findings, funds, and committee members with HVAC expertise.		Completed 2024-2025
2:4	Refine plan to install a running track in the field.	2023-2024	Administration, Pastor, Facility Manager, Track Committee	Report from geotechnical survey, any other surveys deemed necessary, funds, and committee members.	Possible that a gravel track is more viable than other surfaces.	Completed 2023-2024

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2:5	Repaint all parking lot striping to meet fire code and ADA compliance.	2023-2024	Administration, Business Manager, Facility Manager	Funds		Completed 2023-2024
2:6	Develop and implement a plan for repainting the interior of the school building, including classrooms.	2024-2025	Administration, Business Manager, Facility Manager	Funds		
2:7	Develop and implement a plan to replace the carpet in the school building, including classrooms.	2025-2026	Administration, Business Manager, Facility Manager	Funds		

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St. Joseph, Protector of Families, pray for us.