

(OBJECTIVE 1) ST. MARY'S SCHOOL WILL PROVIDE A QUALITY CATHOLIC EDUCATION TO MEET THE ACADEMIC NEEDS OF ALL LEARNERS.

(STRATEGY 1) Improve assessment policies.

	Timeline	Responsibility	Progress Report
(Action Step 1) Develop a philosophy of assessment.	Fall 2021	Principal/ School Staff	<p>2021-2022 <i>Our Student Assessment Policy is in our Policy Handbook, pg 28. Task complete.</i></p> <p>2020-2021 <i>Scheduled completion for creating the philosophy is Fall of 2021</i></p> <p>2019-2020 <i>St. Mary's School (SMS) has not yet achieved this. It will be done next year in preparation for accreditation.</i></p>
(Action Step 2) Provide professional development for faculty in MAP testing data analysis	2019-2024	Principal/ Teaching Staff	<p>2022-2023 <i>CSCOE provided inhouse training for all teachers within three weeks of the end of winter and spring testing. Teachers were energetic about the takeaways from the sessions.</i></p> <p>2021-2022 <i>March 22, 2022 a virtual staff meeting with Christine Gregory, Diocese Assessment and Curriculum Support was held. Christine went over the MAP data collected and opened up for staff to individually contact her. In addition, Christine attends biweekly principal Zoom meetings keeping administrators up to date on testing. Professional development through the SWCC will be provided to include supports for all academic needs.</i></p> <p>2020-2021 <i>February 24, 2021 Ms. Probst met with Christine Gregory M, Ed Curriculum Instruction and Assessment and Curriculum Support for the Diocese of Winona-Rochester. This consultation provided insight into MAP reports and Christine's role. Additionally, on June 1, 2021 a teacher workshop will be conducted centered around MAP test results. It will also discuss where MN academic standards need to be focused to address areas in which students scored the lowest.</i></p> <p>2019-2020 <i>St. Mary's School Principal Ms. Probst attended a one-day workshop on data analysis. The Diocese of Winona-Rochester (DOWR) is securing funding for the upcoming school year to provide more training for all.</i></p>
(Action Step 3) Create a plan on how to analyze school data.	2024	Principal/ Teaching Staff	<p>2022-2023 <i>CSCOE assisted teachers inputting MAP test scores into IXL so that teachers could assign work that met their individual academic needs. This was also sent home to parents for summer learning. The impact will be seen in the 2023-2024 school year.</i></p>

			<p><i>2021-2022 Staff is individually consulting with Christine Gregory to meet their individual needs.</i></p> <p><i>2020- Additionally, on June 1, 2021 a teacher workshop will be conducted centered around MAP test results. It will also discuss where MN academic standards need to be focused to address areas in which students scored the lowest. The state of MN has not finalized its updates in Language Arts standards. Consequently, no work has been done in that area. Regarding the new Social Studies curriculum standards, we are waiting for guidance from the Diocese as we strive ensure that our religious tenets are in harmony with the state's requirements.</i></p> <p><i>2019-2020 St. Mary's School worked with the Public School on their first CNA report. In addition, a staff meeting was held after the Fall and Winter MAP test score results were finalized to discuss outcomes. Spring testing did not take place due to COVID-19. St. Mary's paraeducator conducted four to five fluency readings with each student. The results were entered in a Google Doc sheet which was accessible for review by all of the faculty.</i></p> <p><i>2018-2019 St. Mary's School began working with the District on an assessment plan to provide the best education for our children as well as to meet Title requirements. MAP test results were sent to Gerald, Assessment Coordinator for the district who compiled them and then provided PD for staff to analyze the results and create a plan. Based on MAP test results and formal classroom testing and observation it was decided to focus on informational text in Language Arts and numbers and operations in Math.</i></p> <p><i>2017-2018 – This year due to staffing cutbacks we were not able to continue with the RTI program initiated in 2017-2017. However, a plan has been developed for the 2018-2019 school year. The paraprofessional will test all students K-6 on FRY words up until they have mastered all 1000 words. Paraprofessional will also conduct four cold fluency readings per quarter per student K-6. The data will be graphed and monitored by the principal. Results will be relayed to staff.</i></p> <p><i>2016-2017 A teacher was hired to be the Technology teacher who job responsibilities included testing coordinator and RTI program inception and follow-up. He analyzed data and met with kids in whole group one day a week in the computer lab working on math, skills determined by the MAP test scores. He also spent one day a week meeting with students in small groups working on reading skills determined by MAP scores.</i></p> <p><i>2016-2017 Technology teacher and Principal attended two trainings, one in October and one in May, on NWEA testing and how to read test results and what to with them. There is another training schedule for October 2017.</i></p>
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<p>(Action Step 4) Develop a plan for regular meetings to analyze assessment data and devise strategies for enhancing instructional practices based on findings.</p>	<p>2020-2025</p>	<p>Principal/ Teaching Staff</p>	<p><i>2022-2023 This did not happen as was previously planned. It was only addressed before and after the three testing sessions. But we felt it was sufficient.</i></p> <p><i>2021-2022 This was discussed at year end workshop and it was decided that our first Tuesday meeting of the month would be devoted to analyzing data.</i></p> <p><i>2020-2021 Due to COVID, this plan was not implemented. MAP test results were discussed at the weekly staff meeting after each of the three sessions, but no formal plan was created.</i></p> <p><i>2019-2020 St. Mary's School discussed data but did not put together a formal improvement plan. This will be completed next year and the information will be relayed to school board members.</i></p> <p><i>2018-2019 Staff will devote the first staff meeting of the month to evaluate the effectiveness of the previously created plan and to analyze new data as it becomes available.</i></p> <p><i>2017-2018 May 2017-2018 St. Mary's School continues to work with the Diocese of Winona in writing traditional and performance assessments.</i></p> <p><i>Winter 2017 – Assessment philosophy was revised with the Principal and Technology teacher working together and then reviewed by staff at staff meetings.</i></p> <p><i>May 2016 – nothing has been done on this.</i></p>
<p>(Action Step 5) Update the employee handbook to clearly define assessment expectations in testing, grading procedures and practices, and reporting student progress.</p>	<p>2022</p>	<p>Principal/ School Board Policy and Procedures Committee</p>	<p><i>2022-2023 Teachers were provided with a copy of the handbook and all were required to sign that they reviewed the policies put in place.</i></p> <p><i>2021-2022 Principal has reviewed all handbooks updating them as needed and has forwarded them to the Policy and Procedure Committee for approval by June 30, for July 1, 2022 implementation.</i></p> <p><i>2020-2021 The handbook was not updated to show the grading information as handbooks were not distributed this year due to all the extra Covid paperwork. The grading scales were however explained at parent-teacher conferences.</i></p> <p><i>2019-2020 St. Mary's School teachers worked on having K students graded on standards; grades 1-2 received ESPXN vs ABCDF; grades 3-6 used ABCDF. This was not defined to parents and therefore needs to be added to the handbook and communicated.</i></p>
<p>(STRATEGY 2) Curriculum</p>			
	<p>Timeline</p>	<p>Responsibility</p>	<p>Progress Report</p>

(Action Step 1) Implementation of ACE Curriculum	2024	Principal/ Teaching Staff	<p>2022-2023 <i>CSCOE provided inhouse training for all teachers within three weeks of the end of winter and spring testing. Teachers were energetic about the takeaways from the sessions.</i></p> <p>2022-2023 <i>Teachers are now focusing on the MN State Standards for their grade level. At year end workshops teachers were all given a copy of their grade level standards put into a spreadsheet so that they could make notes for themselves on how and what was covered as well as directed to provide a copy for the next years teachers. We had an abundance of snow days this year so felt it was important to relay to the next year teachers things that may not have been covered and or mastered..</i></p> <p>2021-2022 <i>ACE curriculum website is operating for staff.</i></p> <p>2020-2021 <i>Due to lost work time with COVID, there was a delay on part of the state for the Language Arts standards. No further work has been done in that area.</i></p> <p>2019-2020 <i>St. Mary's School has submitted all required lesson plans for the assigned units to the Diocese. At this time, Language Arts and Writing are on hold until the new standards are published by MDE.</i></p> <p><i>The principal created a binder for K-2 with each subject and its associated requirements, as well as sample lesson plans for the units created by SMS. Grades 3-6 have a binder for Reading and Math. In grades 3-6 the subjects of Religion, Social Studies and Science are departmentalized. Individual subject binders for these three subjects were created as well.</i></p>
(Action Step 2) Curriculum review schedule	2022		<p>2021-2022 <i>A curriculum review schedule is available in our policy handbook.</i></p> <p>2020-2021 2021 <i>Due to lost work time with COVID, there was a delay on part of the state for the Language Arts standards, and the current unrest in Social Studies, nothing was accomplished in this area.</i></p> <p>2019-2020 <i>St. Mary's School purchased new reading curriculum. Professional Development was provided to the teachers prior to its implementation. Without Spring MAP scores, it was difficult to determine its effectiveness. The anecdotal feedback from the teachers was that the program was satisfactory. We do not have a formal curriculum review schedule to collect data. This needs to be created.</i></p>
(STRATEGY 3) Professional Development			
	Timeline	Responsibility	Progress Report
(Action Step 1) Contract with Southwest West Central Service Cooperative (SWWC) for technology integration	2023	Principal/ School Board / Teaching Staff	<p>2022-2023 <i>Unfortunately the COOP had staffing issues and we had a change in the person assigned to our school. This caused some delays however all technical issues were resolved. Going forward to be more cost effective the decision was made to pay for services rendered on a need only basis versus the contract.</i></p>

			<p><i>2021-2022 The school is continuing their contract with SWWC. It is the only way we can keep up with technology and have affordable support. We are now able to have offsite personal work on our computers live. In addition, we are completely set up on erate and are saving approximately \$200 a month.</i></p> <p><i>2020-2021 A contract was signed with SWWC to continue their services for the 2021-2022 school year. New Chrome Books were purchased through the cooperative for the 2020-2021 school year. SWWC has provided support for the Chrome Books as well as all other technical support for the school. SWWC is also in the process of integrating St. Mary's School into their e-rate system. Once complete, the school will be directly connected to their office in Marshall, allowing them to provide offsite continued support and monitoring. This is on track to be in place for the 2021/2022 academic year.</i></p> <p><i>2019-2020 St. Mary's School provided Google training with SWWC shortly before the start of the 2109-2020 school year. It was ultimately decided by the school board that a full year contract with SWWC was not in the budget. However, with COVID and the possibility of distance learning next year, it was decided to proceed with a contract for technical training and support for the 20-21 school year.</i></p>
(Action Step 2) Develop a rotating schedule for sending teachers to the annual MNSAA convention for professional development	2025	Principal/ School Board	<p><i>2022-2023 All teachers attended and provided great feedback and the school board approved all staff going and the District approved using Title II funds for the purpose so we will go again this year..</i></p> <p><i>2021-2022 The School Board voted to have all staff attend the MNSAA workshop this year. It is a scheduled no student contact day.</i></p> <p><i>2020-2021 Due to Covid, this was not accomplished. On 5/19/21, the school board approved sending 2 teachers (1 upper and 1 lower level) teacher and the Principal to the annual MNSAA training in November of 2021. The plan is to continue doing this annually so that all teachers have an opportunity to attend approximately every 3 years.</i></p> <p><i>2019-2020 St. Mary's School Board approved the principal's request to hire substitute teachers in order to send half of our staff every other year to the annual MNSAA conference for professional development.</i></p>
(Action Step 3) Cultural Awareness Training	2023	Principal	<p><i>2021-2022 This will be provided at the Diocesan Catechetical Day on August 17th, 2022.</i></p> <p><i>Di Professional development was provided via Southwest Mental Health regarding the effects of COVID on families and mental health. This presentation also touched on cultural awareness. More professional development will be offered in this area</i></p> <p><i>2019-2020 The St. Mary's School principal will decide if the cultural awareness training that is provided by the public school (and would then be reimbursable) is compliant with the teachings of the Catholic Church.</i></p>

(STRATEGY 4) Meeting the needs of all Learners			
	Timeline	Responsibility	Progress Report
(Action Step 1) Title Program	2022	Principal	<p><i>2022-2023 This position was not filled. Public school was unable to provide. In our annual discussions we discussed the option of allowing split positions ½ time here and ½ time at the district to aid in filling the position next year.</i></p> <p><i>2021-2022 Having 2 Title support persons last year was ideal, however this school year we were unable to fill the position for 3-6th graders. We will continue to look for a person to fill this position for next year.</i></p> <p><i>2020-2021 An additional part-time support person was hired to meet the needs of students in 3-6. She is working towards her EL licensure so she was able to provide support for EL students who qualified for Title services.</i></p> <p><i>2019-2020 As in the past, St. Mary's School provided Title services to students in K-3rd grade. However, with our increasing enrollment, our needs are changing, and we need to consider having a Title teacher available for students in grades 4-6 as well. Our current Title teacher is of retirement age and may be retiring in a year or two. We need to be aware of her plans for future needs.</i></p>
(Action Step 2) Imagine Learning	Ongoing	Principal/Title Teacher/Para	<p><i>2022-2023 The District has a new coordinator who is providing more guidance/requirements than in the past. The principal underwent 8 hours of training in order to administer the test. Much discussion was held as to whether or St. Mary's will continue to administer the test to determine if students have or have not tested out of the program.</i></p> <p><i>2021-2022 The Imagine Learning Program continued. We lost our trained teacher so a teacher from the public school was paid to come and administer the Screener Test to new students and the principal administered the ACCESS tests in the Spring. A para continued to monitor implementation and supplied reports at conference time for classroom teachers.</i></p> <p><i>2020-2021 Initially, the newly hired part-time Title/EL teacher was heading the program. We quickly realized that her skillset was not being fully utilized or to the best of her abilities as there was not enough time to work on specific skills with students. A para resumed monitoring the students as they worked in the program. In addition, the new teacher became trained to administer the Screener Test to all new students in the fall and the ACCESS tests in the Spring. The public school informed the principal that the cost of this program will be going up annually for the next 3 years. This will need to be accounted for when budgeting future Title funds.</i></p>

			<p><i>2019-2020 St. Mary's students continue to be tested based on their responses on the home language survey and then enrolled if they qualify. This year, a para monitored the program having two sections of students for a half hour each (one older student was allowed to do it in his classroom when time was available). Unfortunately, not all students had the WIDA test administered before the shutdown, so will need to use our best judgment as to which students need to continue.</i></p>
(Action Step 3) EL Teacher	2022	Principal/ School Board	<p><i>2022-2023 The public school could not fill their positions, therefore this position was left unfilled..</i></p> <p><i>2020-2021 This person was hired on a part-time basis using surplus Title funds. She is technically an employee of the public school. She subsequently applied to go back to full time at the public school. In the event she does return to the public school system, all avenues to replace her will be explored and exhausted.</i></p> <p><i>2019-2020 As more and more English As a Second Language students enroll at St. Mary's, planning for an EL teacher has begun.</i></p>



SCHOOL STRATEGIC PLAN

(OBJECTIVE 2) **The school will maintain a safe, functional and attractive learning facility.**

(Strategy 1) Create a facility needs assessment

	Timeline	Responsibility	Progress Report
(Action Step 1) Create a spreadsheet of all building and equipment and their last update/purchase date.	2020	Principal/ School Board Buildings and Grounds Committee	<p>2022-2023 <i>The spreadsheet has been maintained.</i></p> <p>2021-2022 <i>This document has been maintained.</i></p> <p>2020-2021 <i>This document was maintained during the 2020-2021 school year.</i></p> <p>2019-2020 <i>St. Mary's School Principal created a spreadsheet listing all equipment, and then looked back in files for purchase and updated dates. The available information was compiled into as comprehensive a list as possible to begin the record keeping.</i></p>
(Action Step 2) Determine short term maintenance needs and budgetary allowances.	2024	Canonical Administrator/ Principal/ School Board Buildings and Grounds Committee	<p>2022-2023 <i>A grant was received to replace all steam traps to improve efficiency.</i></p> <p>2021-2022 <i>To alleviate strain on the budget grant opportunities have been sought and applied for the replacement of kitchen A list was compiled for the Maintenance committee for summer project.</i></p> <p>2020-2021 <i>No further work has been done on this plan. The timeline has been extended.</i></p> <p>2019-2020 <i>A Google document was created and shared</i></p>
(Action Step 3) Determine long term maintenance needs and budgetary allowances.	2024	Canonical Administrator/ Principal/ School Board Buildings and Grounds Committee	<p>2022-2023 <i>The school board is very much aware of the needs but the budget does not allow for this type of planning.</i></p> <p>2021-2022 <i>The budget committee of the school board is still working on the budget for the 2022-2023 school year, therefore this is not complete.</i></p> <p>2020-2021 <i>No further work has been done on this plan. The timeline has been extended.</i></p> <p>2019-2020 <i>A Google document was created and shared</i></p>
(Action Step 4) Secure bids if necessary	2025	Canonical Administrator/ Principal/ School Board Buildings and Grounds Committee	<p>2022-2023 <i>School board voted to not update at this time.</i></p> <p>2021-2022 <i>Bids are being gathered and grant opportunities are being researched to update the security system and facility changes necessary to maintain a safe place for students.</i></p> <p>2020-2021 <i>No items have identified as needing repair/replacement at this time.</i></p>

			2019-2020 <i>Nothing has been done at this time.</i>
(STRATEGY 2) Develop a technology plan			
	Timeline	Responsibility	Progress Report
(Action Step 1) Inventory all devices	2022	Principal/ Technology Teacher/Administrative Assistant	<p>2022-2023 <i>The administrative assistant had a good handle of this but resigned mid year and we have been unable to secure a new assistant..</i></p> <p>2021-2022 <i>The administrative assistant has been assigned the task of tracking all devices, to include monitoring insurance coverage and technical issues that arise.</i></p> <p>2020-2021 <i>New devices were on backorder. The public school provided loaners for our use. Unfortunately, there were some problems with recording and inventorying new units. All units will be turned in, cleaned and inventoried in June 2021.</i></p> <p>2019-2020 <i>An inventory of all iPads, teacher computers, and computer lab computers has been compiled and recorded, as well as the purchase price and purchase date if available.</i></p>
(Action Step 2) Inventory all Smartboards	2022	Principal/ Technology Teacher	<p>2022-2023 <i>A new board was added for the addition of 7th grade..</i></p> <p>2021-2022 2021-2022 <i>Serial numbers of all new boards and devices are being tracked.</i></p> <p>2020-2021 <i>A donation of \$25,000 was received for the replacement of outdated smartboards. The principal is working with SWWC to secure the purchase and installation of as many new boards as possible with the donated funds.</i></p> <p>2019-2020 <i>Nothing has been done at this time.</i></p>
(Action Step 3) Create a replacement/update schedule for all devices	2023	Principal/ Technology Teacher	<p>2022-2023 <i>This schedule is in place.</i></p> <p>2021-2022 <i>The devices are being tracked and age expectancy is recorded as well. When budget work is completed, we hope to start factoring in replacement costs.</i></p> <p>2020-2021 <i>No further work has been done on this plan., the timeline has been extended.</i></p> <p>2019-2020 <i>Nothing has been done at this time.</i></p>
(Action Step 4) Professional Development for staff in using technology	2024	Principal/ Teaching Staff	<p>2022-2023 <i>CSCOE became our source of training in regards to MAP assessment. We also used SWWC for before school workshop sessions and all staff members attended the annual MNSAA conference and will be doing so in 2023..</i></p> <p>2021-2022 <i>The contract with SWWC continues. This year there was further Google Classroom training as well as a Lumio training (software to enhance teachers created lessons onboard)</i></p>

			<p><i>2020-2021 Continued Google Classroom training was provided for staff at fall workshops. A portion of the contract with SWWC allowed for teachers to meet individually with a member of the COOP once a month for 3 months to answer questions.</i></p> <p><i>2019-2020 In August of 2019, a Google Classroom training was conducted by SWWC.</i></p>
(STRATEGY 3) Home and School Communication			
	Timeline	Responsibility	Progress Report
(Action Step 1) Text Messaging System	2023	Principal/ Technology Teacher	<p><i>2022-2023 This did not happen.</i></p> <p><i>2021-2022 The admirative assistant was key in getting parents signed up for Remind (texting communication system) Messages could be sent to whole groups or individual classes by the office or teachers. This worked well to keep parents informed and remind them of special occasions.</i></p> <p><i>2020-2021 This system was used a couple of times in the beginning of the school year, but was not updated to include new families. This needs to done in upcoming years.</i></p> <p><i>2019-2020 A free text messaging system was set up with Remind when distance learning began. Only about 1/3 of our families have subscribed, but we will push to have all families enrolled for the upcoming school year.</i></p>
(Action Step 2) Office Weekly Newsletter/Classroom weekly newsletter	2023	Principal/Administrative Assistant	<p><i>2022-2023 Until the resignation of the administrative assistant we were getting newsletters on line to save on paper and to provide parents better access.</i></p> <p><i>2021-2022 Weekly newsletters from the classroom continue to be sent home on Mondays and office newsletters continue to be sent home on Thursdays.</i></p> <p><i>2020-2021 While newsletters did not appear online at the level we had envisioned, some teachers did put their newsletters on Google Classroom to assist parents with classroom assignments and spelling words. It is apparent that we must have an in-house person trained to put this information on our website versus relying on a parent volunteer.</i></p> <p><i>2019-2020 A weekly newsletter was sent home in English and Spanish to all households via the Thursday Home Communication folder. The goal for next year is to have it available online.</i></p> <p><i>A newsletter was created in Google Docs for grades 3-6. This allowed departmentalized teachers to add their subject announcements. This worked well. Lower grade level teachers used different formats. In addition, K-3 newsletters were translated into Spanish. Next year, all newsletters will be added to the website on a weekly basis for ease of access for parents.</i></p>

(Action Step 3) Website	2023	Principal/ Parent Volunteer/ Administrative Assistant/ Accountant	<p><i>2022-2023 The admirative assistant was becoming very proficient in website design and features but since her resignation nothing has been done.</i></p> <p><i>2021-2022 The administrative assistant has been put in charge of the school website, It is now updated to include school wide newsletters, classroom newsletters, lunch menus and special events. Now that parents are getting more familiar with the site a paperless option will be offered to parents for the 2022-2023 school year.</i></p> <p><i>2020-2021 Under the current system, this simply is not getting done. Either a new staff person should be hired, or the principal must be responsible for doing this on a timely basis.</i></p> <p><i>2019-2020 A parent volunteer set up our new website. We now need to train staff to post their weekly newsletters, etc., on it.</i></p> <p><i>2018-2019 The Marketing Committee has found an alumnus who is willing to help with marketing school events as well as pushing out a request for online giving on a quarterly basis.</i></p> <p><i>The administrator, parent volunteer, and school board chair are researching and attaining quotes from two different sources to develop and maintain a website for the school. The current site has not been maintained and is not user friendly.</i></p> <p><i>2017-2018 2018 – The Marketing of the School Board is searching for a volunteer to maintain the school’s website. The principal and parent volunteer continue to add posts showcasing our students and events as much as possible.</i></p> <p><i>2017 – Parent has created a business Facebook page; ours previously was a personal account. All events in the school are posted as well as some simple daily happenings and meeting and event notices.</i></p> <p><i>Staff and Administration has worked diligently to promote upcoming events and meetings on Facebook. They also followed up with photos from events, accomplishments, and day-to-day happenings.</i></p>
(Action Step 4) Social Media	2023	Principal	<p><i>2022-2023 In addition to Facebook the school has set up an Instagram Account and is dual posting. .</i></p> <p><i>2021-2022 We continue to use Facebook to promote and inform parents and potential families.</i></p> <p><i>2020-2021 We have continued to use Facebook to promote the school and its events as well as posting reminders to parents. We no longer have a staff member to translate items to post on Facebook. At this time, a replacement has not been found.</i></p> <p><i>2019-2020 Facebook is being used and a bilingual teacher began to translate posts to Spanish for our Spanish speaking families. Our next goal is to look into Instagram/Twitter etc.</i></p>

(OBJECTIVE 3) **St. Mary's School will create and ensure a financially stable and sustainable Catholic School.**

(Strategy 1) **Parent involvement/stakeholder communication**

	Timeline	Responsibility	Progress Report
(Action Step 1) Re-establish a Parent Organization to spearhead school family events.	2024	Principal/School Board Marketing Committee	<p><i>2022-2023 Unfortunately we tried at open house and no one signed up to be part of the parent group, therefore the school board and principal assumed the duties.</i></p> <p><i>2021-2022 We did not get a parent group organized. Instead, we are now looking at creating policies which state parent volunteering expectations. This would help alleviate some of the work of the School Boards Marketing Committee!</i></p> <p><i>2020-2021 COVID did not allow for this to happen. The timeline has been extended.</i></p> <p><i>2019-2020 St. Mary's School has not had a parent organization for two years. The school board members and principal had taken on the duties but are being stretched too thin. To remedy the size of the workload, we plan to once again begin a Parent Organization with meetings to be held every other month with the agendas to be as follows: August: plan a Welcome-Back-To -School event, an open house and the Barn Dance fundraiser; October: plan Bingo and develop a marathon recap; December: discuss/plan our annual Soup and Pie Supper/Talent Show for January. February: discuss ways to enhance raffle ticket sales and plan for the Read-a-Thon; April: plan an end-of-the-year party/teacher thank you. We will also invite classroom parents to plan/execute activities at the classroom level. The teachers contact the parents of their students to become classroom parents. Ideas for classroom parent activities include magic shows, donut dads ...</i></p> <p><i>2018-2019 The Parent Group itself was not existent this year. The key members of the parent group were elected to the school board and they didn't have enough time for both. However, the marketing committee of the school board took on much of what the parent group did. However, the administrator will work towards developing a parent group with new volunteers for the 2019-2020 school year.</i></p> <p><i>2017-2018 The Parent Group has not grown in membership but the continue to be a vital part of our school. The "Barn Dance" fundraising event has been assigned the Marketing Committee of the school board.</i></p>

			<p><i>2016-2017 – The Parent Group continues to be an active viable part of our school community. Although we have not grown in membership, they are accomplishing great things. They have applied for and received two grants for new PE Curriculum and citizenship Activities totaling over \$2,400. At this time, we are also waiting to hear on another grant in which they wrote for \$20,000.</i></p> <p><i>The parent group sponsored a beginning of the year and end of the year party. Orchestrated this year's talent show. Purchased the equipment to update the school's sound system. Currently they are organizing a mailing list so that we can reach out to alumni looking for pledges to try to make up the \$24,000 cut in subsidy from the church.</i></p> <p><i>August: A sign sheet was at open house.</i></p> <p><i>September: September 16th the first meeting was held. The next meeting will be on September 30th.</i></p> <p><i>October: Parent Organization will hold a Family Pizza Bingo Night on October 23rd.</i></p> <p><i>June 2016 – The Parent Organization has been very committed. They meet on a monthly basis and sponsored various activities throughout the school year.</i></p> <p><i>October – Family Pizza and Bingo Night</i></p> <p><i>December – Christmas Caroling to Shut-ins</i></p> <p><i>February – Talent Show during Catholic Schools Week</i></p> <p><i>May – End of the year fellowship gathering with hotdogs and smores.</i></p> <p><i>August – Working in conjunction with Our Lady of Good Council with their Tractor Cruise Fundraiser.</i></p>
(Action Step 2) Continue to enhance the school website and maintain updates	Ongoing	Principal/Parent Volunteer/Designated Staff Person	<p><i>2022-2023 As mentioned the administrative assistant resigned her position and progress came to a halt.</i></p> <p><i>2021-2022 The administrative assistant has taken on the role of website maintenance which has allowed for much quicker updates and postings. This has worked out very well.</i></p> <p><i>2020-2021 A few parents are using the website to make tuition payments. We have received registrations through the website, the majority having for preschool than k-6. We have not improved with updating the site with newsletters menus etc. Going forward either the principal or intended new hire will be trained to complete this.</i></p>

			<p><i>2019-2020 A parent volunteer researched and created a new website for the school. It was still under development so parents had not been given much information prior to mid-March. However, with the onset of Distance Learning, we were able to add online payments for outstanding balances (tuition and lunch), as well as online registration (which has been very convenient for our families). If we are able to gather for an open house prior to the start of the 2020/2021 schoolyear, we will hold a short training session at that time.</i></p>
<p>(Action Step 3) Promote the school on a regular basis via Church Announcements Annual Stakeholder Letter, Quarterly bulletin, Facebook, newspaper, radio, and community calendar.</p>	Ongoing	Parish Priests/ Principal/School Board Marketing	<p><i>2022-2023 The school set up an Instagram Account to reach the younger crowd of followers. We made no progress after our presentation to the Denary but are hopeful for the future. We have a new Bishop, and soon a new priest in charge of the deanery and a new superintendent of schools so hopefully the support of Catholic Schools is revitalized.</i></p> <p><i>2021-2022 2021-2022 The principal, former staff teacher, and former parent attended an area deanery meeting to speak to the priests about the school and asked for them to help us promote the school. Be it bulletin announcements, posting posters, speaking from the pulpit or allowing a staff or school family to speak. This is going to take a lot more work!</i></p> <p><i>2020-2021 We saw a 30% increase in enrollment this year. An estimated 50% of this increase was due to the distance learning model implemented by ISD 518 for COVID, while our doors remained open for 100% in-person learning. The remaining 50% came from families who referred people.</i></p> <p><i>2019-2020 St. Mary's School will continue to reach out to Latino families, implementing the approach and practices the principal and kindergarten teacher learned at the Latino Institute at Notre Dame last summer. This will be accomplished through the continuing development of the Madrina model, hosting open houses and parish priests talking from the pulpit.</i></p> <p><i>In addition, all venues will be used to promote school events and share success stories.</i></p>
(STRATEGY 2) Develop plan for financial growth			
	Timeline	Responsibility	Progress Report
<p>(Action Step 1) Create and implement a salary schedule to promote teacher retention.</p>	2022	Canonical Administrator, Administrator, School Board	<p><i>2022-2023 School Board voted to give a 5% increase to all staff. It is a contract year for the District and their pay scale is not out. In addition, thanks to a generous donation we are able to offer a \$2,000 sign on bonus to new and existing teachers..</i></p> <p><i>2021-2022 We remained at the 80% of the District rate for teachers and will look at support staff next year. Once again, we are losing staff to the public school due to money. However, the Christ the Teacher Masters</i></p>

			<p><i>Program has come to fruition and current staff members are eligible to apply and it is being mentioned when interviewing new teacher candidates.</i></p> <p><i>2020-2021 This year, due to receiving the first and second draw from the PPP, the school voted to go back to being paid at 80% of the public school rate for teaching staff. Secretarial, kitchen and paraprofessional salaries received the normal annual 2.5% increase as they were already in line with 80% of the public school pay rate for similar positions.</i></p> <p><i>The Diocese of Winona-Rochester is working towards a program that would provide a Masters program for teachers at no charge to them if they commit to staying with the school for what is at this time an undetermined period of time.</i></p> <p><i>2019-2020 With the onset of school closures due to COVID-19, it was decided that teachers would receive a 2.5% raise and not update to being 80% of the Public School.</i></p> <p><i>2018-2019 The budget did not allow for updating the pay scale to match the public schools new contract. This will be reevaluated.</i></p> <p><i>2017-2018 2018 – When the public school determines its salary schedule the school board will look at St. Mary's salary schedule.</i></p> <p><i>Spring 2018 – Salary schedule will be up for review.</i></p> <p><i>April 2016 – this has been done and is available in the Policy Handbook.</i></p>
(Action Step 2) Fundraising/Grants/Donations	2023	Administration, School Board, Parent Group	<p><i>2022-2023 Due to the principal also teaching this year no new fund raiser happened. This needs to happen to strengthen our financial position. I conversation was had with CSCOE on what we can do improve upon our annual Barn Dance Fundraiser.</i></p> <p><i>2021-2022 Our annual fundraising activities went as planned this year. Funds raised were over on one and lower on one so it evened out and we raised our budgeted amount. In addition, our Endowment was much higher than budgeted so that was a blessing. In addition, the Schulze Family Foundation came back to us with another matching grant opportunity. This time for \$10,000. In the end we brought in just over \$30,000. Two grants have been applied for. One through MDE for a dishwasher and the other with the United Way for PE equipment.</i></p> <p><i>2020-2021 Thanks to COVID, three different fundraisers where cancelled. Two small fundraisers were held (with COVID protocols in place). The annual Fall Marathon fundraiser saw a decrease, however our spring fundraisers of Alumni Maliing and Catholic United Financial School raffle saw increases. The increases were due in part to the per family fundraising goals and expectations being increased.</i></p> <p><i>2019-2020 St. Mary's School was provided with a matching grant opportunity from the Schulze Family Foundation. Just over \$68,000 in</i></p>

new donations were raised, with the monies going toward increasing our academic excellence and enrollment. Thus far, we have purchased 24 new iPads, provided Google Classroom Training for faculty and staff and set aside money for a Spanish translator. In addition, we continue to be recipients of the George and Mary Kremer \$10,000 grant. All other fundraisers raised slightly more than previous years. We are unsure of future fundraising efforts for the coming year. At this time, one event has been cancelled due to COVID-19. Other events will be held or cancelled based on recommendations from the bishop, government authorities and the school board..

2018-2019 The school was once again accepted by the George and Mary Kremer Foundation to receive a \$10,000 grant for students who receive free or reduced lunch. An additional opportunity for was presented to SMS by the Schulze Family Foundation, up to \$25,000 challenge grant. A committee comprised of a representative from the School Board, Endowment Committee, Parish, school staff and parents were developed was approved. Now the school has until 5/31/20 to raise \$25,000 in new monies to receive the matching grant.

The Beach Bash fundraiser was very successful and is being increased this year.

The 2nd annual Barn Dance was not successful; however, we are going to give it one more tries as there was a community tragedy and another event happening the same day.

2017-2018 – The principal worked with the school board chair in applying for a grant from the George and Mary Kremer Foundation. The application was accepted, providing the school with \$10,000 in scholarships to be distributed to students who qualify for free or reduced lunch.

Parent Group is sponsoring wristbands for slides to be available at the July 3rd local “Beach Bash” celebration.

2016-2017 – TRIP program was changed to SCRIP and parents have the ability to order online at point of sale and sales are increasing. Two information nights were held as well as speaking to parishioners at mass. We also opened an account that parishioners can use and the proceeds will go to the Faith Formation Program.

Winter 2016 – looked into renting out part of the school facility to local Head Start program. Unfortunately, the building did not meet requirements.

Summer 2016 – Parent Group is adding a fundraising event via the Tractor Cruise in August

June 15, 2016 – Task Force Meeting – A group of people has been compiled to work on keeping St. Mary’s School and its Faith

			<p>Formation Program a viable part of our Faith Community. Members to include: priest, principal, parish administrator, appointee from parish council, finance committee, education committee and two laypersons.</p> <p>Summer 2016 – Check into getting TRIP program online in an effort to get more parishioners to use TRIP.</p>
(Action Step 3) Reach out to Alumni for support.	2015-2022	Principal/Marketing Committee	<p><i>2022-2023 The Alumni Mailing saw a slight decrease in donations. We fell due in part that previous year with Covid we had seen a dramatic increase. .</i></p> <p><i>2021-2022 Once again we saw an increase in our Alumni Mailing campaign. We informed Alumni of our planned addition of 7th and 8th grade and had good response to that.</i></p> <p><i>2020-2021 We saw an almost \$4000 increase in our alumni letter fundraiser. We have worked hard to secure updated addresses which in turn helped us reach more donors. People were also generous and shared their stimulus payments with us.</i></p> <p><i>2019-2020 St. Mary's School sent out its third annual alumni letter requesting monetary support. The response was down slightly. We attribute the reduction to the fact that we had also sent the Schulze Family Matching Grant letter last summer. Our alumni received two letters in one year requesting monetary donations. In future mailings. we will emphasize the ease of online giving in our donation request letters..</i></p> <p><i>2018-2019 An Alumni mailing occurred raising about \$6,000 this year.</i></p> <p><i>2017-2018 – A little over \$9,000 was raised by the mailing. Some money was pledged on an annual basis. The Marking Committee plans to continue with an annual mailing for prayers and funds in addition to updating alumni on school happenings.</i></p> <p><i>Spring 2017 – Parent Group and former parents are gathering alumni information to create a thorough database for future use. Most pressing is to get a mailing out to alumni this summer in an effort to raise \$24,000 to cover the amount cut in church subsidy to the school.</i></p> <p><i>August: Volunteer held a rummage sale with donated items and the funds were put in to an alumni fund. To this fund an alumnus also donated money. Some funds were donated to the 7 families to defray tuition costs.</i></p> <p><i>February 2016- Annual Fall appeal for Adopt a Student letter was sent out and \$12,000 was raised.</i></p>

May 2016 – Volunteer sent out letter to families whose children have graduated in the last 10 years or so to consider still purchasing TRIP to help current families and the school.

(STRATEGY 3) Create a plan for future growth

	Timeline	Responsibility	Progress Report
(Action Step 1) Maintain a reputable and full preschool program to introduce families to our school	2024	Canonical Administrator/ Principal / School Board	<p><i>2022-2023 We added 7th grade and will be adding 8th grade next year. Two students chose not to come back, however, two new students enrolled. We saw this in other grade levels as well. Unfortunately, but not unexpected we lost 4 students to the new Intermeidate school which just opened its doors.</i></p> <p><i>2021-2022 We had our third teacher in three years and the program started out slow but over the year we added and have 25 already registered for next year.</i></p> <p><i>2020-2021 Preschool enrollment remained about the same. There was very little interest in the 3-year-old program. We allowed the three-year-old students to join the 4-year-old program. In addition, we had 3 students who were serviced by the public school attend the afternoon session. We hope to continue this relationship with the public school. The goal for 2021-2022 is to have 3 sections, one session for 3-year-olds and 2 sessions for 4-year-olds.</i></p> <p><i>2019-2020 St. Mary's School began Little Blessings Preschool at the start of the 2019-20 school year. We held one section on Tuesday and Thursday mornings with fourteen 3-year-olds, and one section of 4-year-olds with 13 students on Monday, Wednesday and Friday mornings. A survey was sent out to parents in which an overall rating of 4.8 out of 5 was received. Great Feedback!</i></p>
(Action Step 2) Create promotions to increase enrollment by 5% each year.	2023	Canonical Administrator/ Principal / School Board	<p><i>2021-2022 This year's teacher plans to return next year and did recruiting of her own so the credit for next years good numbers goes to her!</i></p> <p><i>2020-2021 COVID did not allow for this during the 2020-2021 school year. This will be our goal for 2021-2022.</i></p> <p><i>2019-2020 The school principal and Kindergarten teacher attended the Latino Institute to learn ways to welcome Latino families into our schools.</i></p>
(Action Step 3) Offer a 1 st year tuition discount to persuade more families to try out our school	2023		<p><i>2021-2022 We did not offer it this year, budget wise it wasn't possible.</i></p> <p><i>2020-2021 Due to COVID, we were not able to host an Open House. Consequently, this was not made available to families.. We will review the enrollment numbers over the summer and consider offering some specials in July to entice parents if necessary.</i></p>

2019-2020 Currently, multi-children families are given a 25% discount per child up to 3 children. For the 2020-21 school year, the following has been proposed: St. Mary's School will allow 1st year family pay 50% for one child, 2nd year pay 75% for one child, and 3rd year pay 100%.

(STRATEGY 4) Create a plan for financial stability

	Timeline	Responsibility	Progress Report
(Action Step 1) Collaborate efforts between the school and church for the benefit of both.	2025	Canonical Administrator/ Principal / School Board	<p><i>2022-2023 Father Jim has had some health issues this year so his participation in the school minimal.</i></p> <p><i>2021-2022 Relations with the church have not changed. Communication has not improved. We have not gone back to weekly staff meetings or any council meetings that I have been informed of. There has been some collaboration between the church and school on insurance findings and repairs.</i></p> <p><i>2020-2021 Due to COVID, the church did not hold any Finance Council Meetings that the school is aware of, so the opportunities have not presented themselves. In addition, there have not been any staff meetings held for well over a year. Hopefully once the pandemic is over, these events will resume.</i></p> <p><i>2019-2020 St. Mary's School and St Mary's Church worked together to implement a plan for distance learning during the shutdown due to COVID-19. The goal is to have more communication and collaboration between the two.</i></p>
(Action Step 2) Increase SCRIP participation by the school families, parish and community clubs.	2022	Canonical Administrator/ Principal / School Board	<p><i>2022-2023 SCRIP sales has seen a slight increase but it could be so much more.</i></p> <p><i>2021-2022 SCRIP was not sold in church until April 2022 so sales have been dismal. It is slowly starting to pick up. We are looking at a fundraiser via a raffle of SCRIP cards to promote usage and fundraising.</i></p> <p><i>2020-2021 Due to COVID, the parish priest halted the selling of SCRIP after Masses, so we have not been able to promote the program. We do have a couple of our new families using the program. We have promoted and sold SCRIP at parent teacher conferences but the interest in the program has not grown.</i></p> <p><i>2019-2020 St. Mary's School has started a program to encourage teachers to purchase SCRIP by allowing them to use their SCRIP earnings for classroom use. Discussions are ongoing on how to reach and enroll our Latino families in the SCRIP program. Concerns are the amount of cash, change, and having a trained, bilingual person to sell at Spanish Masses.</i></p>

(OBJECTIVE 5) **The school will attract and retain students. (Marie and Abby)**

(STRATEGY 1) **Develop and Maintain a marketing plan to attract new students and families.**

	Timeline	Responsibility	Progress Report
(Action Step 1) Latino Family Outreach/Madrina Program	2020-2025	Canonical Administrator/Principal	<p><i>2022-2023 This program is no longer in effect..</i></p> <p><i>2021-2022 No plans were made to attend the program this summer. Waiting to have one or two staff members who would commit but unfortunately do not have any employees with longevity to proceed at this time.</i></p> <p><i>2020-2021 Due to COVID, the Madrina program did not progress. Ms Probst is looking at attending the Adelante program offered through the Latino Institute in the summer of 2022 with one or two staff members.</i></p> <p><i>2019-2020 Ms. Probst and Mrs. Prieto (Kindergarten teacher) attended the Latino Institute at Notre Dame University in June of 2019. It was a three-day workshop that provided insight into welcoming Latino families into the school. The concept is based on having Madrinas (godmothers) who develop circles for reaching out and to bring more Latino families to the school. In February Ms. Probst attended a 2-day workshop in Arizona and has participated in monthly calls with her mentor and team members. There were plans for further training but were halted due to COVID-19.</i></p>
(Action Step 2) Community Outreach	2023	Principal/ Parent Group	<p><i>2022-2023 St. Mary's School continues to be involved in the Operation Shoe Box in the fall and the community wide Beach Bash in July. We do our best to get our name out there and attend community events.</i></p> <p><i>2021-2022 Many people in our community are not back to church so it is difficult. However, July 2022 principal will speak at Masses.</i></p> <p><i>2020-2021 Again, COVID did not allow for these events to take place. The timeline date has been updated.</i></p> <p><i>2019-2020 St. Mary's School will host Kids Night Out twice in the Fall and twice in the Spring. We will develop information on these events, which will be available at all fundraising events.</i></p>

(STRATEGY 2) **Develop a plan to retain students**

	Timeline	Responsibility	Progress Report
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(Action Step 1) Develop response guidelines to use when families are questioning or inform the school that they are not returning.	Ongoing	Principal	<p><i>2022-2023 Parents were asked to register current students and pay a \$25 registration fee per family and the policy and procedure committee is currently working on a plan for next year!</i></p> <p><i>2021-2022 This was discussed at School Board meeting but no further action has been taken at this time.</i></p> <p><i>2020-2021 A letter of intent was sent to each family. Of those forms returned to the school, everyone is returning with 3 families wanting to talk to Administration. Those conversations will happen soon.</i></p> <p><i>2019-2020 Currently, when a family lets us know that they are leaving, it ends with that. In looking to the future, we want to create dialogue and/or a survey of sorts to gather information for future use and to see if the family would change their mind.</i></p>
(Action Step 2) Identify and implement strategies to make personal connection with every family in the school.	2025	Parent Group/Madrinas	<p><i>2022-2023 We had some new families volunteer at a couple of events which was great to see!</i></p> <p><i>2021-2022 We were able to get back to events as usual. The preschool seems to be really increasing our attendance, especially at concerts! However, they are not required to participate in fundraising events and they do not attend those.</i></p> <p><i>2020-2021 Again, COVID did not allow for these events to take place. The timeline date has been updated.</i></p> <p><i>2019-2020 St. Mary's School will implement a program to allow parents to sign up to be "classroom parents". Classroom parents would be responsible for planning and assisting with fun classroom activities to facilitate friendships, team work and familial relationships (i.e. Dads and Donuts).</i></p>
(Action Step 3) Develop a set of strategies to retain students through 6 th grade.	2023	Canicoal Administrator/ Principal/Madrinas/ Parent Group	<p><i>2022-2023 Currently all students are returning for 8th grade. The teacher had a baby and was out for the last 2 months which was challenging but parents have been supportive.</i></p> <p><i>2021-2022 Parents asked for 7th and 8th grade, they were surveyed and 72% said they would send their children here through 8th grade. The public school will have a brand-new intermediate school this fall which is worrisome because new sells. All this factored into the decision to add grade levels. We want to provide a one stop shop for parents as an incentive to come here and stay!</i></p> <p><i>2020-2021 Students in 4-6 were provided with opportunities to work with the Gloforge printer. They created personal items as well as signs for a Christmas tree display and a gift for a retiring volunteer!</i></p> <p><i>The public school is building another new building for 3rd-5th graders which will be available 2022-2023 so we need to be very purposeful in retention of our students in the upcoming year.</i></p>

			<p><i>2019-2020 St. Mary's School provided leadership opportunities for older students so that they grow as a person of God as well as having something to look forward to. In the future, we will continue to focus on storytelling, small class sizes and the leadership opportunities for 5th and 6th graders. In order to promote technology, we will begin to highlight the Glow Forge printer and will develop after school program 1x week to work with technology.</i></p>
(STRATEGY 3) Advertising			
	Timeline	Responsibility	Progress Report
(Action Step 1) Social Media-Facebook, Instagram. Twitter	Ongoing	Parent Group / Social Media Volunteer	<p><i>2022-2023 We added an Instagram account but were advised not to add Twitter..</i></p> <p><i>2021-2022 We continue to use Facebook to promote and inform parents and potential families.</i></p> <p><i>2020-2021 School board decided that Twitter and Instagram posts were not our market and to continue just using Facebook.</i></p> <p><i>2019-2020 Special Events were done as paid ads on Facebook.</i></p>
(Action Step 2) Radio and Newspaper	2022	Principal	<p><i>2022-2023 We continued doing radio spots and added being sponosrs for some community events like 4H etc.</i></p> <p><i>2021-2022 We have started to use the radio more and less newspaper. Local paper has gone to just 2 papers a week. Students have gone to the radio station twice this year to talk about events. We want to do more of this.</i></p> <p><i>2020-2021 This was a difficult year to determine the effectiveness of newspaper and radio advertsing. We will continue for one more year, perhaps offering an incentive such as "mention this ad" to see if the money being spent is worthwhile.</i></p> <p><i>2019-2020 This year, our Kindergarten Round Up and Preschool Open House were advertised in the newspaper as normal, and 3 radio spots were added. Due to COVID-19, our preschool open house did not happen after all of our ads had been run. Unfortunately, it was very poor timing. The goal will be to send in press releases for school events, 1 per month. This can be done by students or principal.</i></p>
(Action Step 3) Word of mouth.	Ongoing	Parent Group/ Madrina's / All Parents	<p><i>2022-2023 This program has been discontinued.</i></p> <p><i>2021-2022 It is a slow process but progress is being made. An influential family in the Spanish community has been with us for 2 years now and changed her opinion of us. We have a bilingual para whose husband is a Spanish husband is a Deacon and just hired a grandparent of a Spanish family as our cook. The more we can integrate Spanish speaking persons from our Faith Community the better we can fulfill the plan.</i></p>

			<p><i>2020-2021 Again, COVID did not allow for these events to take place. However, with the public schools utilizing a hybrid learning model while SMS offered a 100% in-person model, let it be noted that a few of our African families brought in friends and relatives. Some of these referred students had to put on a waiting list due to capped class sizes to allow for social distancing.</i></p> <p><i>2019-2020 Parents were asked, and notices sent home asking, for Madrina volunteers. To date, one person has agreed to help. The school board has agreed to offer \$50 off tuition for new family to entice new families to enroll. Ms. Probst spoke at Spanish Masses and this work needs to increase and happen at all Masses, including having some students speak.</i></p>
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