

Our Lady of Refuge STRATEGIC PLAN

2024-2028



Principal's MESSAGE



As we conclude the 2024-2025 school year, the School Advisory Committee is proud to present our strategic plan developed over the past several months with input from our school community and stakeholders. This collaborative effort has resulted in clearly defined goals that will guide us over the next five years as we strive to enhance the spiritual and academic programs at Our Lady of Refuge School.

We are grateful for your support and collaboration in this vital journey, as we work together to foster an enriching environment for our students and community.

Yours in Christ,

Mrs. Laurie Hoffman



School Advisory Committee MEMBERS

Principal.....Lauri Hoffman
Vice Principal.....Erin Martinez
Business Manager.....Eva Ashor
Business Advisor.....Joe Barbat
Athletic Director/Rep.....Jennifer Bowyer
Teacher Rep.....Katie Garber
Parent Club Rep.....Samantha Dalimonte
Dads' Club Rep.....Chris Toma
Parishioner/Alumni.....Joel Yono
Parishioner.....Leigh Dushane
Medical Pro. Rep.....Dr. Tiffany Zair-Yalda



Mission and Catholic Identity

DOMAIN I

Goal 1: Provide opportunities for the school community to have a better understanding of the school mission

Our Lady of Refuge School is driven and guided by a clearly communicated mission that embraces Catholic identity, a commitment to communal faith formation, and academic excellence while honoring our Blessed Mother

Goal 2: Students will have a deeper understanding of their Catholic faith through retreat opportunities across the grade levels

Recognizing the importance of time away from traditional classroom teaching and learning, our children will be provided true experiences and encounters with Jesus Christ. Therefore, time will be allocated within the school year for retreat days in each grade level

Goal 3: Increase opportunities for parent formation and Christian service

The school administration and faculty will assist parents in their role as the primary educators of their children in faith, making clear to families the appropriate supportive role of the school as it relates to parish and home



Governance and Leadership

DOMAIN 2

Goal 1: Seeking out specific leadership with skill sets that benefit the school community

Recognizing the diverse gifts and talents within our school community, the School Advisory Committee (SAC) will seek individuals with specific expertise, in certain areas, to provide comprehensive leadership and consultation for the school

Goal 2: Increase professional development and Catholic leadership training for those in leadership roles within the school

The school principal will ensure that professional development and Catholic leadership training is provided for all leaders who are serving the school community in the various leadership roles

Goal 3: Increase communication and transparency from school leadership within the school community

The school administration will work with the School Advisory Committee (SAC) to provide transparency and clear communication for school families, so they are aware of the goals and initiatives of the school community



Academic Excellence

DOMAIN 3

Goal 1: Vertically align the curriculum between grade levels

The curriculum adheres to appropriate, delineated curriculum standards in every subject area, and is vertically and horizontally aligned to ensure that each student successfully completes a rigorous and coherent sequence of academic courses based on the curriculum standards

Goal 2: Improve and provide programs on social emotional intelligence for the students, community building and executive functionin

Appropriate social and emotional guidance services are offered and are mission-aligned to support the spiritual, social, emotional, and physical well-being of students and their families

Goal 3: Analysis of STAR Data, and use as a guide to drive instruction

School-wide student data are used to inform, review, and evaluate the curriculum, co-curricular programs, ancillary services, sustained student growth, and faculty performance

Goal 4: STAR Data Summary report to the stakeholders (Families/Parishioners/Etc.)

School-wide and aggregated student data are normed to appropriate populations and are shared with all stakeholders

Goal 5: Begin Advanced ELA classes

Co-curricular and extra-curricular activities provide opportunities outside the classroom for each student to further identify and develop gifts and talents and to enhance creative, aesthetic, social/emotional, physical, and spiritual capabilities



Operational Vitality

DOMAIN 4

Goal 1: Establish a five-year financial plan and share regular updates with the school community

Our Lady of Refuge School recognizes the importance of developing and monitoring a feasible five-year financial plan, including both current and projected budgets that are the result of a collaborative process, emphasizing faithful stewardship and sustainability

Goal 2: Develop a faculty and staff retention strategy to maintain the school's valuable human resources

Understanding the value of teachers and staff, strategies will be developed to attract new talent, recognize the gifts and talents of current staff, and provide a competitive compensation package

Goal 3: A written plan for increasing advancement and marketing efforts will be developed and implemented

Our Lady of Refuge School will develop a comprehensive strategy for institutional advancement based on the school mission and will be implemented through communications, marketing, enrollment management, and development

Action Plan

HIGHLIGHTS

2024
2025

- Develop Five-Year Strategic Plan
- Star Score Reporting/Analysis
- Gather Data for Staff Retention

2025
2026

- Review Mission Statement
- Implementation of Grade Level Retreats
- Addition of School Counselor
- Advanced ELA Classes
- Increased Finance Communications

2026
2027

- Increased participation in Catholic Practices
- Continued Professional Development
- Additional Time allocated for STAR Analysis
- Addition of Development Position

2027
2028

- Evaluation of parent formation progress
- Update SAC practices for efficiency
- Review curriculum alignment
- Distribution of Annual Report

2028
2029

- School Accreditation Self-Study
- Communication of Self-Study Results
- Evaluation of Finance Goals