

In the Spring of 2013, the School Advisory Council of St. Raphael Catholic School (SAC) embarked on a process of identifying needs of the school and developing a long term plan to address them. Michael Raposa, an employee of the Diocese of St. Petersburg and a veteran of several planning projects, guided SAC in getting the process off the ground.

First, a survey was developed that asked for opinions in six subject areas: Academic Excellence; Catholic Identity; Governance/Leadership; Learning Environment; Marketing and Development; and Sustainability. The survey was made available to members of the St. Raphael School and Parish communities via email and paper copies. More than 100 surveys were completed and the results were compiled.

Two open meetings, each covering three topic areas, were conducted by Michael, who explained and presented the results. About 50 people--teachers, parents and parishioners--attended the meetings.

After the data was presented, small groups led by SAC members identified St. Raphael Catholic School "strengths" and "opportunities for improvement" in each subject area. The "opportunities for improvement" identified by each small group were posted on large boards, and each attendee was given five dots to mark the most important "opportunities" in his or her opinion.

This novel approach allowed SAC to identify what the St. Raphael community views as the most pressing needs facing our school. The top five for each category were:

#### Academic Excellence

- Continuing/challenge of curriculum
- After school academics
- Curriculum for Spanish
- Improve PE atmosphere
- Writing

#### Catholic Identity

- More Mass/Reconciliation
- Teach parents how to live their faith and grow domestic Church, hand in hand with teachers
- Bridge school and families
- Mission/Community service
- Teachers need to be supported in defending church teachings in matters of current event issues

#### Governance/Leadership

- Hands on learning--project based (fewer worksheets)
- Team teaching
- Continue SAC, add parent advocate
- Staff leadership training and sharing ideas with other Catholic schools
- Leadership team to assist principal

### Learning Enviroment

- Better understanding and management of social dynamics (bullying, kindness, inclusion)
- Character development
- Healthier/better lunch options
- Technology across all subjects
- Increase safety in attractive way

### Marketing and Development

- Grant writing--more grants
- Create marketing/event coordinator position
- Transportation--bus with logo
- Marketing/communication plan and committee/revisit each year
- Community outreach (like Junior Vincentians)

### Sustainability

- More continuity of subject content through grades
- Stronger academic curriculum to prepare for high school
- Solicit specific donations
- Tuition should not discourage large families--become "large family friendly"
- Expand and improve facility and grounds

This project presented SAC with a huge amount of information, and at the end of the 2013 school year the council started working with it. Four committees were formed to consider the results in the areas of Academic Excellence, Catholic Identity, Marketing and Development, and Learning Environment. Topics related to Governance/Leadership and Sustainability received fewer "dots" and thus were deemed less critical at this time. In addition some of them overlapped with and were folded into the four main categories.

Each committee considered the highest rated "opportunities for improvement," looking first for "low hanging fruit" that could be addressed easily (and affordably). Weight was given to the opportunities that generated the most dots--the most important issues for the school community. The final step was boiling it all down into final goals and objectives, and making plans and timetables for achieving them.

The result is the attached strategic plan. The entire St. Raphael community should be proud of it because the community created it. Working together, and with the Grace of God as our guide, the community will continue the process to make St. Raphael Catholic School a better place to learn, work, pray, and play.

### SAC members:

Bob Musselman, Chairman  
Lisette Shields, Vice Chairman  
Kathy Bogataj, Principal  
Fr. Timothy Sherwood, Pastor  
Matt Depenbrock, Home and School  
John Beaulieu  
Ken Dandar

Karen Hanes  
Karen Marshall  
Addys Sasserath  
Heidi Sutton

**St Raphael Catholic School  
Strategic Plan 2013-2015**

Strategic Intent	Goal	Strategies	Action Plan	Target/Measure	Responsibility	Deliverable Date
<b>Academic Excellence</b>	<b>Goal #1: Introduce homogenous and heterogeneous groups to better meet the needs of all levels of learners.</b>	Increase students reading abilities	Administer Scholastic Reading Inventory	Develop a timeline for administering this program 3 times per year for grades 1-8 to begin during the remainder of this school year.	Teachers	1/16/14
				Develop an online reporting tool for the teachers to summarize the results for their class to administration and also use the tool to group children accordingly for varied levels of learners.	Mrs. Bogataj/Ms. Zylman	1/16/14
				Rollout the plan and reporting for the third quarter of this school year.	Teachers/Mrs. Bogataj	2/1/14
				Assess reading results on IA testing by grades to see improvements.	Teachers/Mrs. Bogataj	4/1/15
			Administer formative and summative assessments in class.	Develop a format for how this will be executed throughout the year and present to the administration.	Teachers	2/15/14
				Rollout the approved format to coincide with the start of the 4th quarter.	Teachers	3/27/14
				Assess reading results on IA testing by grades to see improvements.	Teachers	4/1/15
			Implement literature circles and guided reading groups	Use the reporting tool for the Scholastic Inventory to appropriately group children.	Teachers	2/1/14
		Begin working with groups in the classrooms on a weekly basis.		Teachers	3/26/14	
		Assess reading results on IA testing by grades to see improvements.		Teachers	4/1/15	
		Increase students writing abilities	Develop a continuous and progressive rubric to use across grades K-8 highlighting the six writing traits.	Define the rubric and present to administration	Teachers/Mrs. Bogataj	5/15/14
				Begin to administer the rubric to coincide with the start of the 2014-15 school year.	Teachers/Mrs. Bogataj	8/15/14
			Expectations and implementation of a program encouraging creative and specific journaling.	Define what the expectations will be for this creative writing and how often it should take place (ie. Weekly?)	Teachers/Mrs. Bogataj	2/15/14
				Once defined, develop a plan to incorporate this into weekly lesson plans and develop a rubric for grading such works.	Teachers/Mrs. Bogataj	5/15/14
				Implement new weekly creative writing to coincide with the beginning of the 2014-15 school year.	Teachers/Mrs. Bogataj	8/15/14

**St Raphael Catholic School  
Strategic Plan 2013-2015**

Strategic Intent	Goal	Strategies	Action Plan	Target/Measure	Responsibility	Deliverable Date		
Academic Excellence	Goal #1 continued: Introduce homogenous and heterogeneous groups to better meet the needs of all levels of learners.	Increase students mathematical abilities	Better use of the Pearson math testing protocol	Determine timeline to administer the Pearson testing in grades 1-8 three times per year.	Teachers/Mrs. Bogataj	1/16/14		
				Roll out first scheduled test in the 3rd quarter of this year to continue based on the above determined schedule in subsequent years.	Teachers/Mrs. Bogataj	2/15/14		
			Implement formative and summative assessments integrated with technology	Develop a format for how this will be executed throughout the year and present to the administration.	Teachers	2/15/14		
				Rollout the approved format to coincide with the start of the 4th quarter.	Teachers	3/27/14		
				Assess math results on IA testing by grades to see improvements.	Teachers	4/1/15		
			Allow students who are able to move forward at their own pace with master concepts	Develop a 'plan' for how this process will work. How will they move forward? What sort of work will be provided by the teacher? Will it come from teacher's a grade above? Etc....	Teachers	3/15/14		
				Present this plan to the administration for review and approval.	Teachers/Mrs. Bogataj	5/15/14		
				Roll out this plan to coincide with the beginning of the 2014-15 school year.	Teachers/Mrs. Bogataj	8/15/14		
			Consider the use of other online tools to help varied learners to explore the master concepts in a variety of ways (for all grade levels).	Assign a small group which should include our technology specialist to the task of researching the many options available	Mrs. Bogataj	11/15/14		
				Small group will explore a variety of choices and select three options to present to administration.	Small Group/Mrs. Bogataj	3/15/14		
				Determin how to include Moby Max, our new math software, into the curriculums.	Mrs. Bogataj/Ms. Zylman	5/15/14		
				Roll out new program in all classrooms for the start of the 2014-15 school year.	Teachers	8/15/14		
			Goal 2: Institute a writing program at the middle school level that ensures students are adequately prepared for the high school level requirements.	Further improve consistency of curriculum and adequately define expectations.	Scaffolding writing techniques throughout the middle school grade levels.	Define a small group consisting of one person per grade level to design rubrics.	Teachers	11/15/13
						Small group meets to work through and develop the rubric for presentation to administration and other staff members.	Small Group	12/15/13
	Rubric emailed to all teachers to review and comment	Small Group				12/15/13		
	Teachers comments reviewed and modifies made to rubric.	Small Group				1/15/14		
	Final draft of rubric presented to Principal	Small Group/Mrs. Bogataj				1/15/14		
	Final rubric presented to faculty for implementation by the 4th quarter of this school year and subsequent school years.	Mrs. Bogataj				3/27/14		

**St Raphael Catholic School  
Strategic Plan 2013-2015**

Strategic Intent	Goal	Strategies	Action Plan	Target/Measure	Responsibility	Deliverable Date
Catholic Identity	Goal #3: To provide opportunities for our parents/families to live their faith and grow the domestic church.	Analyze current parental awareness of what is available to them.	Analyze attendance at daily Mass.	Assign person responsible for tracking attendance at Mass.	Catholic Identity Committee	1/6/14
				Said person will collect data over 2 months to get reasonable representation.	Specific person identified by committee	3/6/14
				Report findings to committee and to SAC.	Specific person identified by committee	March 2014
			Analyze attendance at School Mass.	Assign person responsible for tracking attendance at weekly Mass.	Catholic Identity Committee	1/6/14
				Said person will collect data over 2 months to get reasonable representation.	Specific person identified by committee	3/6/14
				Report findings to committee and to SAC.	Specific person identified by committee	March 2014
			Analyze attendance at various other prayerful opportunities: Bible Study, Adoration, Stations of the Cross.	Assign person responsible for tracking attendance at Mass.	Catholic Identity Committee	10/2/13
				Said person will collect data over 2 months to get reasonable representation.	Specific person identified by committee	12/4/13
				Report findings to committee and to SAC.	Specific person identified by committee	12/4/13
			Add one additional Reconciliation for the students.	Determin the appropriate time to put this into the calendar.	Catholic Identity Committee	3/6/14
			Have each classroom attend one additional Mass per month.	Determin the appropriate time to put this into the calendar.	Catholic Identity Committee	3/6/14
			Communicate the many ways to walk further in your faith to all school families.	Implement an advertising program for the many ways to participate.	Develop a marketing plan with a roll out timeline (addressing signage, email timeline, personal invites, etc) for the Catholic Identity events/opportunities and present the plan including a budget of costs associated with the plan to SAC.	Catholic Identity Committee
		If signage is approved will need to get them made through Chuck Hamm.			Catholic Identity Committee	2/5/14
		If personal invite approved then would need to create, print, and mail			Catholic Identity Committee	dependant on event they are needed for
		Plan to rollout the 'plan' by the 4th quarter of this school year and repeat for all subsequent school years.			Catholic Identity Committee	3/27/14
		Distribute various Lighthouse Media products, news/updates, and weekly/monthly faith blurbs.		Develop a schedule of content and times to execute.	Catholic Identity Committee	3/6/14

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Strategic Intent	Goal	Strategies	Action Plan	Target/Measure	Responsibility	Deliverable Date
Catholic Identity	Goal #4: Create a lifelong Catholic beyond elementary school and provide students the tools to achieve this goal.	Engage students and parents in their faith during the school day as well as Sunday Mass.	Implement a 'teaching' Mass throughout the year with Frs. Tim & Sojan for middle school grades.	Discuss with Fr. Tim to ensure this is something we can adequately take on.	Mrs. Bogataj	11/6/13
				Small group to meet with our priests and discuss this idea to further define what it might look like and report the plan back to SAC.	Catholic Identity Committee	2/5/14
				Implement the new plan beginning in the 3rd quarter of this year and continue through subsequent school years.	Fr. Tim/Catholic Identity Committee	3/27/14
			Develop a Catholic Homeroom Parent program where these parents will assist religion teachers (grades k-8) with researching topics of interest.	Determine if the program would be viable and acceptable for the teaching staff.	Mrs. Bogataj/Catholic Identity Committee	11/6/13
				Develop a plan as to how this would actually be executed (is this something weekly, biweekly, how long for each session, etc) and present to SAC for approval.	Catholic Identity Committee	2/5/14
				Present the approved plan to the teachers for comments/revisions.	Mrs. Bogataj	3/5/14
				Present final plan based on teacher input to SAC	Mrs. Bogataj	4/2/14
				Identify who the catholic homeroom parents will be for the 2014-15 school year.	Catholic Identity Committee	5/7/14
				Catholic homeroom parents to meet with respective teachers to determine dates and how will implement in specific classes.	Catholic Homeroom parents/Teachers	6/15/14
				Roll out plan at the beginning of the 2014-15 school year.	Teachers/catholic homeroom parents	8/18/14

**St. Raphael Catholic School  
Strategic Plan 2014-15**

Strategic Intent	Goal	Strategies	Action Plan	Target/Measure	Responsibility	Deliverable Date
<b>Marketing</b>	<b>Goal #5: To create a viable marketing and communication plan for the school</b>	Utilize a variety of modes of communication	Assign at least one person to adequately train on the new Rediker system to maximize it's potential for email communication	Name or position title of who will complete task	Marketing Committee/Mrs. Bogataj	1/8/14
			Assign one person to manage our school website to keep it fresh and relevant to existing families as well as prospective families	Name or position title of who will complete task	Marketing Committee/Mrs. Bogataj	1/8/14
			Consider other electronic ways to reach our families - Facebook page? Twitter and then develop a plan to implement	Determination made for which mode we will use.	Marketing Committee	1/8/14
			Better utilize the display case in the Narthex to reach our families and other parishioners.	Schedule for updates created & person assigned to task.	Marketing Committee	1/15/14
			Develop a plan to better utilize the bulletin for marketing school events/needs/promotions	Name of person responsible for bulletin deadlines for each event, etc	Marketing Committee	1/15/14
		Organize the year by events so there is a plan to adequately market each event we intend to hold.	Create a set calendar of events to take place year over year.	Calendar listing all events we intend to hold and promote each year.	Marketing Committee	12/15/13
			Create a separate marketing/promotional plan for each individual event. Plan should include deliverables and due dates for each.	List of individual events with one 'chairperson' assigned as 'owner' for the marketing of each individual event.	Marketing Committee	1/15/14
		Determine the effectiveness of our current website and adjust appropriately.	Compare/contrast our site to other local schools' sites to see where we can improve.	Develop list of targeted improvements and implementation dates.	Marketing Committee	1/15/14
		Determine how to best utilize our marketing dollars each year.	Determine what our overall marketing budget is for a given year.	Firm number of dollar amount allocated to marketing the school each year.	Mrs. Bogataj/Fr. Tim	12/15/14
			Create a marketing budget for our school based on the total dollars available for the given year.	Line item budget for how we wish to spend said dollars.	Marketing Committee	1/15/14
			Analyze current marketing tools in place such as car stickers and other promotional items and assess effectiveness.	Report from committee	Marketing Committee	2/15/14
			Investigate what other schools provide as marketing tools to get their name out in the community (magnets, license plates, etc)	Report from committee after research complete.	Marketing Committee	2/15/14

**St. Raphael Catholic School  
Strategic Plan 2014-15**

Strategic Intent	Goal	Strategies	Action Plan	Target/Measure	Responsibility	Deliverable Date
<b>Marketing</b>	<b>Goal #6: Add a part time marketing director or event coordinator position to further enhance our school's community profile.</b>	Develop a grant writing program at our school to increase the grant dollars available to us.	Explore the parental resources with experience in grant writing to assist with this.	Report provided to SAC with a list of parents (if any) that have experience or willingness to take this on.	Marketing Committee	2/1/14
			Explore the option and value of a staff member taking on this task. Cost v benefits (ie. What do they no longer do in order to have time to pursue grants)	Determination reported to SAC.	Mrs. Bogataj/Fr. Tim	2/1/14
			Explore the types of grants available and determine the types we want to focus on (i.e. project specific grants, continuing education, etc)	Report provided to SAC for discussion.	Newly assigned person from above.	3/1/14
			Research all available grants for the given area we have chosen to target for the 2014-15 school year.	Report provided to SAC with list of potential grant targets and proposal for approach.	Newly assigned person from above.	5/15/14
				Target and write grants for chosen area and submit to try and receive \$\$ for 2014-15 school year.	Newly assigned person from above.	8/15/14
			Develop a proper job description for this position with regards to what events to manage, etc.	Mrs. Bogataj to work with SAC and H&S to determine how this position might mix with their efforts.	Develop an accurate job description to present to the groups.	Mrs. Bogataj
				Research if this position can be filled with an internship.	Mrs. Bogataj	3/1/14



**St Raphael Catholic School  
Strategic Plan 2013-2015**

Strategic Intent	Goal	Strategies	Action Plan	Target/Measure	Responsibility	Deliverable Date
<b>Learning Environment</b>	<b>Goal #7: Gain a better understanding of the social dynamics at the school (bullying, inclusion/exclusion, etc)</b>	Ensure all students feel they belong/fit in.	Develop a program where we have student lunch buddies and kindness ambassadors to ensure all feel included and not isolated.	Determine how to implement? Set ambassadors by lunch time or by grade, etc?	Mrs. Jones & Learning Environment Committee	1/20/14
				Develop a roll out plan for this program and present to SAC.	Mrs. Jones & Learning Environment Committee	1/20/14
				Advertise for 'ambassador' students and select the desired number of students to participate.	Marketing Committee/Mrs. Bogataj	2/1/14
				Implement a training session with selected ambassadors so they clearly understand their new role.	Mrs. Jones	2/15/14
				Roll out the program.	Mrs. Jones	3/1/14
			Consider expanding the current ambassador program for new families to extend to the student to student relationship if they are in the same grade.	Revamp how to assign ambassador families to ensure grade to grade match whenever possible.	H&S	5/15/14
				Consider how to recruit additional student ambassadors for situations where we do not have enough grade to grade matches with the families who offer to be ambassadors.	Mrs. Jones & Learning Environment Committee	5/15/14
				Setup a quick training at the beginning of each year for new student ambassadors so they know what their role with their new 'friends' should look like.	Mrs. Jones	8/15/14
				Develop an ambassador assignment program for new students who enter the school mid-year. This should also apply to the family in general just like over the summer.	Learning Environment Committee & H&S	5/15/14
				Address bullying at the school.	Continue having bullying seminars as school-wide presentations or at the grade levels as appropriate.	Implement an annual program that teaches about bullying with presentations/group programs at least once per trimester.
		Roll out the program for the 3rd quarter of this school year.	Mrs. Jones			1/17/14
		Develop and advertise a clear process for how to report bullying without consequences.	Develop a way for students who believe bullying is taking place (whether against themselves or another) can report it in an anonymous fashion.		Mrs. Jones & Learning Environment Committee	5/15/14
			Roll out the program for the 3rd quarter of this school year.		Mrs. Jones & Learning Environment Committee	1/17/14

**St Raphael Catholic School  
Strategic Plan 2013-2015**

Strategic Intent	Goal	Strategies	Action Plan	Target/Measure	Responsibility	Deliverable Date
<b>Learning Environment</b>	<b>Goal #8: Promote a school community based on kindness and respect.</b>	Show kindness and respect by our words and actions.	Implement the "have you filled your bucket today" program throughout all classes.	Evaluate the classroom success with their decorated buckets and how many buckets are filled with coupons.	Mrs. Jones	11/2/13
			Have teachers use the prayer of St. Francis as a 'kindness' learning tool on a daily basis as students recite and discuss the prayer's meaning.	Quiz students/classrooms to see if they can recite the prayer and understand the meaning to ensure it's being used regularly.	Mrs. Jones	Ongoing
		Ensure the kindness and respect of our students extends to the greater community beyond the walls of our school.	Have each class design a community charitable project at a minimum of once per year that they will do together.	Evaluate teacher plans for execution of this program.	Mrs. Bogataj	Beginning of each year
				Teachers submit their classroom's project decision and timeline for implementation.	Teachers	By end of September each school year.
			Encourage all students to display random acts of kindness.	Implement a program similar to the past 'character trait' program where other students or teachers report a 'good deed' to evaluate success.	Mrs. Jones	1/15/14
		<b>Goal #9: Improve the current lunch program.</b>	Provide healthier lunch options for our students.	Evaluate the current menu selections to determine quality calorie content of each meal and adjust where necessary.	Develop a cafeteria menu review committee to research current entrees. Should include cafeteria staff and parent volunteers.	Cafeteria staff plus assigned parent volunteers.
	Develop a list for review by committee that outlines each current entrée and rates them by total calories.				Cafeteria staff plus assigned parent volunteers.	2/15/14
	Eliminate any entrees that exceed 400 calories and determine acceptable replacements based on calorie count and cost.				Cafeteria staff plus assigned parent volunteers.	5/15/14
	Implement new food options.				Cafeteria staff plus assigned parent volunteers.	8/15/14