

**Saint Joseph School**  
132 High Street  
Medford, MA 02155



**Saint Joseph School Strategic Plan  
2023-2025**

Date when Plan will be implemented: FY 2023 - 2025

Plan Status: New   X  

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**School Board Members**

Kolin Bourque	Fr. Paul Sullivan
Robert Chevrier	Richard Toomey
Deidre Foley	Susan Vatalaro
Christine Hall-Brothers	Greg Zammuto
Amy Lonergan	

## **Mission Statement**

Saint Joseph School is a nurturing Catholic school community that seeks to answer the call of Christ: To love God and neighbor. We support and teach our students to be respectful, creative, critical thinkers who strive for academic excellence and seek to serve, so that they can be confident and productive members of their community.

## **Vision Statement**

Saint Joseph School is dedicated to working with the greater community to create for students an inclusive and welcoming kindergarten through grade 8 learning environment that strives to support, encourage, and facilitate the guiding principles of the Catholic church. We support the social and emotional health and wellbeing of all students as we maintain the vision that all students will have access to a high-quality Catholic education.

## **Core Values**

The staff of Saint Joseph School believes that our mission and vision statements require that we:

- promote and support a strong Catholic identity.
- foster and hold high expectations for student learning.
- meet challenging expectations through strong partnerships among the church, home, school and the community.
- maintain a safe, supportive, inclusive and religious school culture.

## **Description of Saint Joseph School and the Community**

Saint Joseph School is a private Catholic School located in Medford, MA. It has 220 students in grades PK-grade 8 with a student teacher ratio of 15:1 and a strong Catholic identity. Religious activities and service projects are infused throughout the curriculum.

Saint Joseph School has a mixed ethnic population which has grown over the years. The student population represents many nationalities and cultures. Our community has become richer from that experience.

The school has a vibrant environment with dedicated administrators and staff. Teachers are given opportunities to work collegially with each other to plan curricula. Specialists participate in these planning sessions, often enriching ideas from different academic perspectives. The building and classrooms foster a climate that is very friendly and nurturing.

### **Section 1- Catholic Identity**

**Goal 1:** Deliver strong Catholic School culture of community that supports faith formation, family life, service and a solid Catholic identity.

- **Key Objective 1:** Promote awareness, understanding and implementation of the school's mission.
- **Key Objective 2:** Maintain an effective religious education program integrating faith, culture, and life experiences.
- **Key Objective 3:** Maintain and expand faith formation opportunities for students and staff.
- **Key Objective 4:** Provide inform and promote opportunities for parents, faculty and staff to participate in student and social activities relative to faith formation, social activities and service opportunities.

- **Key Objective 5:** Provide professional development in faith formation

***Key Objective 1:** Promote awareness, understanding and implementation of the school mission.*

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Post mission statement In all classrooms</b>	<b>Ongoing</b>	<b>Principal Staff</b>	<b>Mission Statement displayed in classrooms and offices</b>	<b>N/A</b>
<b>Teachers will refer to mission statement daily</b>	<b>Ongoing</b>	<b>Staff</b>	<b>Observation</b>	<b>N/A</b>
<b>Mission statement included in school literature and marketing material</b>	<b>Ongoing</b>	<b>Principal Staff</b>	<b>Mission Statement updated in school literature and marketing material</b>	<b>N/A</b>

***Key Objective 2:** Maintain an effective religious education program integrating faith, culture, and life experiences.*

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Religion taught PreK- to Gr. 8 five times per week</b>	<b>Ongoing</b>	<b>Teachers</b>	<b>Lesson Plans Observations</b>	<b>N/A</b>
<b>Curriculum maps reviewed and updated</b>	<b>Ongoing</b>	<b>Teachers</b>	<b>Materials Updated</b>	<b>N/A</b>
<b>Religion embedded across all subject areas</b>	<b>Ongoing</b>	<b>Teachers</b>	<b>Lesson Plans Observations</b>	<b>N/A</b>

**Key Objective 3:** *Maintain and expand faith formation opportunities for students and staff.*

Strategy	Performance Date	Responsibility	Evaluation Measure	Cost
Morning prayers	Ongoing	Principal Staff	Attendance	N/A
First Friday Mass	Ongoing	Principal Staff	Attendance	N/A
Grade Level Mass weekly	Ongoing	Principal Staff	Attendance	N/A
Monthly First Friday Mass	Ongoing	Principal Staff	Attendance	N/A
Professional development course on the Catholic Faith and Science	Fall	Principal Staff	Course Completion Certificate	N/A

**Key Objective 4:** *Provide inform and promote opportunities for parents, faculty and staff to participate in student and social activities relative to faith formation, social activities and service opportunities.*

Strategy	Performance Date	Responsibility	Evaluation Measure	Cost
Parents' Orientation	September 14, 2023 September 11, 2024	Principal Staff	Attendance	N/A
Open House PreK and K	Fall, Winter and Spring	Principal PreK and K Staff	Attendance	N/A
Open House all Grades	Winter	Principal Staff	Attendance	N/A
Planning and Celebration of Catholic Schools Week	First Week in February	Principal Staff	Participation Attendance	N/A

<b>Parent participation in Food Drive</b>	<b>November 2023 November 2024</b>	<b>Principal Staff Parents</b>	<b>Participation</b>	<b>N/A</b>
<b>Parent participation in Winter Coat Drive</b>	<b>Winter 2023 Winter 2024</b>	<b>Principal Staff Parents</b>	<b>Participation</b>	<b>N/A</b>
<b>Parent participation Christmas pageant</b>	<b>December 2023 December 2024</b>	<b>Principal Staff Parents</b>	<b>Participation Attendance</b>	<b>N/A</b>
<b>Parent participation talent show</b>	<b>Spring 2023 Spring 2024</b>	<b>Principal Staff Parents</b>	<b>Participation Attendance</b>	<b>N/A</b>
<b>Parent participation Living Rosary</b>	<b>Spring 2023 Spring 2024</b>	<b>Principal Staff Parents</b>	<b>Participation Attendance</b>	<b>N/A</b>
<b>Parent-Teacher Conferences</b>	<b>Fall 2023, 2024 Winter 2024, 2025</b>	<b>Principal Staff Parents</b>	<b>Participation Attendance</b>	<b>N/A</b>

***Key Objective 5: Provide professional development in faith formation.***

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Staff participation in two classes per year from SOFIA Institute for teachers</b>	<b>October 2023, 2024 March 2024, 2025</b>	<b>Principal Staff</b>	<b>Course completion certificate</b>	<b>N/A</b>
<b>Professional development with Boston College</b>	<b>Fall 2023, 2024 Spring 2024, 2025</b>	<b>Principal Staff</b>	<b>Course completion certificate</b>	<b>E.A.N.D.S.</b>

Professional development opportunities through the Archdiocese of Boston and City of Medford	Teachers' Choices	Principal Staff	Course Completion Certificate	N/A
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## **Section 2- School Leadership**

**Goal 1: Provide strong leadership and direction which ensures a smooth and effective operation of Saint Joseph School.**

- **Key Objective 1:** Assemble and collaborate with an inclusive Saint Joseph School Advisory Board.
- **Key Objective 2:** Provide innovative instructional leadership.
- **Key Objective 3:** Identify, recruit and support effective teachers.
- **Key Objective 4:** Observe and evaluate teachers.
- **Key Objective 5:** Enhance strong communication with parents and faculty.

***Key Objective 1: Assemble and collaborate with an inclusive Saint Joseph School Advisory Board.***

Strategy	Performance Date	Responsibility	Evaluation Measure	Cost
With approval from the Pastor, principal will appoint two parents, members of the parish, and two community members	Spring 2023 Spring 2024	Pastor Principal	Membership Completed Advisory Board	N/A



to school advisory board				
Principal will meet with advisory board the first Wednesday of each month	First Wednesday of each month	Principal	Agendas Attendance	N/A
Principal will provide advisory board with detailed agendas	Monthly	Principal President of Advisory Board	Attendance Agendas	N/A
Principal will share detailed school strategic plan with advisory board	Spring 2024 Spring 2025	Principal	Strategic plan	N/A
Principal will keep advisory board up to date with all aspects of the school	Monthly	Principal	Meeting notes	N/A

***Key Objective 2: Provide innovative instructional leadership.***

Strategy	Performance Date	Responsibility	Evaluation measure	Cost
Classroom walk-throughs	Daily	Principal	Observation notes	N/A
Develop and support professional learning communities	Ongoing	Principal	Meeting notes	N/A
Creative scheduling that supports faculty team meetings	Fall 2023 Fall 2024	Principal	Copies of schedules	N/A

<b>Grade level meetings with the Principal</b>	<b>Monthly PK-gr. 1 Grades 2 &amp; 3 Grades 6, 7 &amp; 8</b>	<b>Principal Staff</b>	<b>Agenda notes</b>	<b>N/A</b>
<b>Provide Professional development opportunities in faith, academics, social, emotional and safety issues</b>	<b>Ongoing</b>	<b>Principal</b>	<b>Attendance Certificates</b>	<b>N/A</b>
<b>Data driven decision making</b>	<b>Ongoing</b>	<b>Principal</b>	<b>Data Observations focus groups</b>	<b>N/A</b>

***Key Objective 3: Identify, recruit and support effective teachers.***

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Review and update 2023 hiring protocol</b>	<b>Annually</b>	<b>Principal</b>	<b>Hiring protocol document</b>	<b>N/A</b>
<b>Advertise for teachers on School Spring and Indeed</b>	<b>Spring 2023 Spring 2024</b>	<b>Principal</b>	<b>Job description Advertisement</b>	<b>TBD</b>
<b>Convene an interview team</b>	<b>As needed</b>	<b>Principal</b>	<b>Interview questions Interview notes</b>	<b>N/A</b>
<b>Provide a mentoring program</b>	<b>Fall 2023 Fall 2024</b>	<b>Principal</b>	<b>Mentoring program document</b>	<b>N/A</b>
<b>Assign mentors to new teachers</b>	<b>Fall 2023 Fall 2024</b>	<b>Principal Staff</b>	<b>Assignment letter</b>	<b>N/A</b>

***Key Objective 4: Observe and evaluate teachers.***

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Complete daily walk-throughs</b>	<b>Daily</b>	<b>Principal</b>	<b>Notes</b>	<b>N/A</b>
<b>Complete a minimum of two short written observations per year</b>	<b>Ongoing</b>	<b>Principal</b>	<b>T-Eval</b>	<b>N/A</b>
<b>Complete a minimum of two long observations per year</b>	<b>Ongoing</b>	<b>Principal</b>	<b>T-Eval</b>	<b>N/A</b>
<b>Review teachers' self-assessments at the beginning, middle and at the end of school year</b>	<b>Ongoing</b>	<b>Principal</b>	<b>T-Eval</b>	<b>N/A</b>
<b>Monitor and support teachers' yearly professional goals</b>	<b>Ongoing</b>	<b>Principal</b>	<b>T-Eval</b>	<b>N/A</b>
<b>Utilize T-Eval program to record teachers' professional goals and evaluations</b>	<b>Ongoing</b>	<b>Principal</b>	<b>T-Eval</b>	<b>N/A</b>

***Key Objective 5: Enhance strong communication with parents and faculty.***

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Produce monthly newsletter</b>	<b>First week of each month</b>	<b>Principal</b>	<b>Newsletter</b>	<b>N/A</b>

<b>Provide support and participation in evening PTO meetings</b>	<b>Second Tuesday of each month</b>	<b>Principal Parents</b>	<b>Agenda and notes</b>	<b>N/A</b>
<b>Open door policy</b>	<b>Ongoing</b>	<b>Principal</b>	<b>Notes</b>	<b>N/A</b>
<b>Monthly “Coffee with the Principal”</b>	<b>First Wednesday of each Month at 8:00 a.m.</b>	<b>Principal Parents</b>	<b>Attendance Notes</b>	<b>N/A</b>
<b>Informative communication with parents and members of the community</b>	<b>Ongoing</b>	<b>Principal Staff</b>	<b>E-mail, newsletters, special announcements, open houses and notes</b>	<b>N/A</b>

### **Section 3 - Academics**

**Goal 1: Provide a strong Catholic education based on a rigorous curriculum with high standards and Catholic values.**

- **Key Objective 1: Improve math, reading, and science scores on MAP testing by 5%**
- **Key Objective2: Develop new rubric to increase more coherent, clear, and purposeful writing across all curriculum areas.**
- **Key Objective 3: Increase students’ skills in oral and written expression.**
- **Key Objective 4: Increase students’ skills in reading.**
- **Key Objective 5: Remain current in all areas of curriculum.**

**Key Objective 1:** *Improve math, reading, and science scores on MAP testing by 5%.*

<b>• Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Continue learning and working with new math series</b>	<b>Spring 2023</b>	<b>Principal Staff</b>	<b>New materials</b>	<b>N/A</b>
<b>Align math curriculum with updated math series</b>	<b>Fall</b>	<b>Principal Staff</b>	<b>Updated curriculum maps</b>	<b>N/A</b>
<b>Increase authentic learning experiences in math</b>	<b>Ongoing</b>	<b>Staff</b>	<b>Lesson plans Observations</b>	<b>N/A</b>
<b>Improve reading skills in identifying main ideas</b>	<b>Ongoing</b>	<b>Staff</b>	<b>Lesson Plans Formative and summative test results</b>	<b>N/A</b>
<b>Improve students' skills in citing textual evidence to support analysis of what the text says explicitly and/or inferences drawn from text</b>	<b>Ongoing</b>	<b>Staff</b>	<b>Observations Formative and summative test results</b>	<b>N/A</b>
<b>Increase readers' response to text</b>	<b>Ongoing</b>	<b>Staff</b>	<b>Observation Lesson plans formative and summative test results</b>	<b>N/A</b>
<b>Introduce students to different reading genre</b>	<b>Fall 2023</b>	<b>Staff</b>	<b>Observation lesson plans</b>	<b>N/A</b>

<b>Select and purchase new science series to meet the needs of students</b>	<b>Fall 2023</b>	<b>Principal Staff Director of Operations</b>	<b>New science series</b>	<b>\$20,000</b>
<b>Utilize hands on instructional STEM kits from the Museum of Science in Boston</b>	<b>Fall 2023</b>	<b>Staff</b>	<b>Lesson plans Observations</b>	<b>N/A</b>
<b>Identify instructional gaps across all content areas based on test data</b>	<b>Quarterly</b>	<b>Staff Data team</b>	<b>Test results from formative and summative data analysis</b>	<b>N/A</b>
<b>Modify all curriculum areas based on data</b>	<b>Quarterly</b>	<b>Principal Staff</b>	<b>Updated curriculum</b>	<b>N/A</b>

***Key Objective 2: Develop and introduce new rubric to increase more coherent, clear, and purposeful writing across all curriculum areas.***

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Develop tiered writing rubric for grades K-8</b>	<b>Fall 2023</b>	<b>Staff</b>	<b>Writing rubrics for Grades K-8</b>	<b>N/A</b>
<b>Introduce tiered writing rubric for grades K-8</b>	<b>Fall 2023</b>	<b>Staff</b>	<b>Lesson plans Observations Student journals</b>	<b>N/A</b>

**Key Objective 3:** *Increase students' skills in oral and written expression.*

Strategy	Performance Date	Responsibility	Evaluation Measure	Cost
Partner Reading with fellow students	Ongoing	Staff	Observation Test results	N/A
Increase writing across all content areas and subject areas through journals and open-response questions	Ongoing	Staff	Test results on open-ended questions	N/A

**Key Objective 5:** *Remain current in all areas of curriculum.*

Strategy	Performance Date	Responsibility	Evaluation Measure	Cost
Review common core standards in math, reading, English, science and social studies	Fall 2023 Fall 2024	Staff	Identify changes in common core	N/A
Update curriculum maps in math, reading, English, science and social studies	Fall 2023 Fall 2024	Staff	Updated Curriculum Maps	N/A
Update curriculum in all non-academic subjects: Physical education, music, and art	Fall 2023 Fall 2024	Staff	Updated curriculum maps	N/A

**Goal 2:** Meet the individual needs and potential of all students.

- **Key objective 1: Identify needs of students.**
- **Key objective 2: Progress monitor students' growth across all curriculum areas.**

*Key objective 1: Identify needs of students.*

Strategy	Performance Date	Responsibility	Evaluation Measure	Cost
Analyze formative and summative test date	Ongoing	Data team Staff	Test data analysis	N/A
Identify students' strength and weaknesses on formative and summative test	Ongoing	Data team Staff	Test data results	N/A
Identify individual needs of students' through format and summative assessments	Ongoing	Data team Staff	Test data results	N/A
Teachers' referral of individual students to student support team	Ongoing	Staff	Student support team referrals	N/A



*Key objective 2: Progress monitor students' growth across all curriculum areas.*

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Identify growth goals</b>	<b>Fall 2023 Fall 2024</b>	<b>Principal Staff</b>	<b>Academic goals</b>	<b>N/A</b>
<b>Assign data team to analyze students' tests results after summative testing</b>	<b>Fall 2023 Fall 2024</b>	<b>Principal</b>	<b>Data results analysis</b>	<b>N/A</b>
<b>Share test data results with teachers</b>	<b>Quarterly</b>	<b>Data team</b>	<b>Data results shared with teachers</b>	<b>N/A</b>
<b>Promptly identify school and students' needs</b>	<b>Quarterly</b>	<b>Data team Staff</b>	<b>Student and school needs reported</b>	<b>N/A</b>
<b>Provide Wilson Reading System for Identified Learning Groups for Reading</b>	<b>Ongoing</b>	<b>Data team Staff</b>	<b>Participation in Wilson Reading Instructional Group</b>	<b>N/A</b>
<b>Research IXL or other learning program to enhance mastery of curriculum</b>	<b>Fall 2023</b>	<b>Principal Staff Director of Finance</b>	<b>Selection of specific learning program</b>	<b>TBD</b>
<b>Research Catholic textbook project for new social studies curriculum</b>	<b>Spring 2024 for fall 2024</b>	<b>Principal Staff Director of Finance</b>	<b>Selection and purchase of new social studies textbook</b>	<b>TBD</b>

**Goal: 3 Cultivate a strong professional and collaborative learning community.**

- **Key Objective 1: Provide professional development in religion and new curriculum.**
- **Key Objective 2: Strengthen professional learning focus groups.**
- **Key Objective 3: Utilize data driven decision making.**

*Key Objective 1: Provide professional development in religion and new curriculum.*

Strategy	Performance Date	Responsibility	Evaluation Measure	Cost
SOFIA Program	October 2023 March 2024 October 2024 March 2025	Principal Staff Archdiocese	Course completion certificate	N/A
Continue communication and collaboration with Boston College	Ongoing	Principal Staff Members of Boston College	Participation in professional development	N/A
Professional development in new science curriculum	Fall 2023	Principal Staff	Course completion	N/A

*Key Objective 2: Strengthen professional learning focus groups.*

Strategy	Performance Date	Responsibility	Evaluation Measure	Cost
Schedule common planning time with vertical team	Fall 2023 Fall 2024	Principal	Completed schedules	N/A

<b>Create common planning time with data team and grade level teacher</b>	<b>Fall 2023 Fall 2024</b>	<b>Principal</b>	<b>Scheduled common planning time</b>	<b>N/A</b>
<b>Enhance student support team</b>	<b>Fall 2023</b>	<b>Principal</b>	<b>Scheduled Weekly Meetings Notes</b>	<b>N/A</b>
<b>Initiate teacher assistant team</b>	<b>Fall 2023</b>	<b>Principal Staff</b>	<b>Scheduled weekly meetings Notes</b>	<b>N/A</b>
<b>Schedule monthly grade level meetings with the Principal</b>	<b>Monthly PK-Gr. 1 Grades 2-4 Grades 6-8</b>	<b>Principal Staff</b>	<b>Agendas Notes</b>	<b>N/A</b>

***Key Objective 3: Utilize data driven decision making.***

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Review formative assessments</b>	<b>Ongoing</b>	<b>Staff</b>	<b>Analysis of results</b>	<b>N/A</b>
<b>Review summative and MAP testing</b>	<b>Ongoing</b>	<b>Principal Staff Data Team</b>	<b>Analysis of results</b>	<b>N/A</b>
<b>Develop individual and small group educational plans for students</b>	<b>As needed</b>	<b>Staff</b>	<b>Plans developed</b>	<b>N/A</b>
<b>Review overlaps and gaps in curriculum</b>	<b>Quarterly</b>	<b>Staff</b>	<b>Identified overlaps and gaps in curriculum</b>	<b>N/A</b>

Make adjustments to curriculum based on data	Quarterly	Staff	Updated curriculum	N/A
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#### **Section 4 - Health and Safety**

##### **Goal 1: Provide a safe school environment with safety protocols**

- **Key Objective 1: Revise School Emergency Response Plan.**
- **Key Objective 2: Update and practice emergency drills.**
- **Key Objective 3: Introduce and implement cyber safety to students.**

##### ***Key Objective 1: Revise School Emergency Response Plan.***

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
Review and update emergency plan	Fall 2023 Fall 2024	Principal	Updated Emergency Plan	N/A
Share emergency plan with local fire and police departments	Fall 2023 Fall 2024	Principal	Updated Emergency Plan shared with local police and fire departments	N/A
All classroom doors numbered with signage	Ongoing	Principal	Updated signage	N/A
All exits labeled with signage	Ongoing	Principal	Doors labeled	N/A

***Key Objective 2: Update and practice emergency drills.***

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Emergency plan reviewed with teachers and placed in each classroom</b>	<b>Ongoing</b>	<b>Principal Staff</b>	<b>Knowledge of emergency plan</b>	<b>N/A</b>
<b>Quick reference document for emergencies on each teacher's desks</b>	<b>Ongoing</b>	<b>Fire department Principal Staff</b>	<b>Quick reference guide in each classroom</b>	<b>N/A</b>
<b>Fire drills</b>	<b>First week of each month</b>	<b>Principal Staff</b>	<b>Fire department reports and notes</b>	<b>N/A</b>
<b>Shelter in place and lock-down practices</b>	<b>Two times per year</b>	<b>Principal Staff</b>	<b>Debriefing notes</b>	<b>N/A</b>

***Key Objective 3: Introduce and implement cyber safety to students.***

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Students understanding safe sites on the web</b>	<b>Ongoing</b>	<b>Principal</b>	<b>Information taught and distributed</b>	<b>N/A</b>
<b>Students understanding the importance of keeping personal information private on the computer</b>	<b>Ongoing</b>	<b>Staff</b>	<b>Lesson Plans Information distributed</b>	<b>N/A</b>

<b>Students understanding what to do if he/she is on an inappropriate site</b>	<b>Ongoing</b>	<b>Principal</b>	<b>Lesson plans information distributed</b>	<b>N/A</b>
<b>Students understanding and signing the school's Acceptable User Policy</b>	<b>Ongoing</b>	<b>Staff</b>	<b>Acceptable User Policy signed by students and parents</b>	<b>N/A</b>

**Goal 2: Support the emotional and social needs of all students.**

- **Key Objective 1: Organize a student support team.**
- **Key Objective 2: Provide counseling to students.**

***Key Objective 1: Organize a student support team.***

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Assign members of staff to student support team</b>	<b>Annually</b>	<b>Principal</b>	<b>Student support team created</b>	<b>N/A</b>
<b>Share purpose of student support team to staff at first faculty meeting of the year</b>	<b>Annually</b>	<b>Principal</b>	<b>Information distributed</b>	<b>N/A</b>

***Key Objective 2: Provide counseling to students.***

Strategy	Performance Date	Responsibility	Evaluation Measure	Cost
Assign counselor to student support team	Weekly	Student support team Counselor	Counselor participation on team	N/A
Weekly counseling meetings with middle school students	Weekly	Counselor	Lesson plans	N/A

## **Section 5 - Finances**

**Goal 1: Be a strong fiscally responsible educational institution.**

- **Key Objective 1: Identify financial needs of the school and the facilities.**

***Key Objective 1: Identify financial needs of the school and the facilities.***

Strategy	Performance Date	Responsibility	Evaluation Measure	Cost
Identify educational material needs for the school	Spring 2023 Spring 2024	Principal Director of Finance	Completed itemized list of materials needed and procured	N/A
Identify staff needs for the school	Spring 2023 Spring 2024	Principal Director of Finance	Fully staffed school	N/A
Identify building and grounds needs for the school	Ongoing	Principal Director of Finance Custodian	Completion of building and grounds needs	N/A

**Goal 2: Develop annual budget that meets the fiscal responsibility of the school and its facilities.**

- **Key Objective 1: Collaboratively developed school budget.**
- **Key Objective 2: All stakeholders to view and understand the school budget.**

***Key Objective 1: Collaboratively developed school budget.***

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Meet with Pastor and Director of Operations and present needs of the school</b>	<b>Spring 2023 Spring 2024</b>	<b>Principal Pastor Director of Finance</b>	<b>Information compiled</b>	<b>N/A</b>
<b>Analyze cost of itemized needs materials, staff, buildings and grounds</b>	<b>Winter 2023 Winter 2024</b>	<b>Principal Director of Finance</b>	<b>Preliminary cost analysis</b>	<b>N/A</b>
<b>Develop budget for itemized needs materials, staff, buildings and grounds</b>	<b>Spring 2023 Spring 2024</b>	<b>Principal Pastor Director of Finance</b>	<b>Preliminary budget</b>	<b>N/A</b>
<b>Present budget to stakeholders</b>	<b>Spring 2023 Spring 2024</b>	<b>Principal</b>	<b>Budget presentation</b>	<b>N/A</b>
<b>Provide feedback on budget from Stakeholders to Pastor and Director of Operations</b>	<b>Spring 2023 Spring 2024</b>	<b>Principal Pastor Director of Finances</b>	<b>Feedback presentation</b>	<b>N/A</b>
<b>Develop final budget</b>	<b>Spring 2023 Spring 2024</b>	<b>Principal Pastor</b>	<b>Approval of budget</b>	<b>N/A</b>



		Director of Finance		
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**Key Objective 2:** *Meet with all stakeholders to view and understand the school budget.*

Strategy	Performance Date	Responsibility	Evaluation Measure	Cost
Review budget with school advisory board	Spring 2023 Spring 2024	Principal Advisory Board	Feedback from Advisory Board	N/A
Review budget with staff	Spring 2023 Spring 2024	Principal Staff	Feedback from staff	N/A
Present final budget to advisory board	Spring 2023 Spring 2024	Principal	Approved budget	N/A
Present final budget to staff	Spring 2023 Spring 2024	Principal	Approved budget	N/A
Present final budget to PTO	Spring 2023 Spring 2024	Principal	Approved budget	N/A

**Goal 3:** Recognize and encourage fundraising projects.

- **Key Objective 1:** Identify fundraising projects.
- **Key Objective 2:** Understand how to support fundraising projects.

***Key Objective 1: Identify fundraising projects.***

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Walk-A-Thon</b>	<b>Annually</b>	<b>Principal Parents Staff</b>	<b>Developed plan Completion of Walk-A-Thon</b>	<b>N/A</b>
<b>Lottery Calendar</b>	<b>Annually</b>	<b>Principal Parents Staff</b>	<b>Printed Calendars Number of calendars sold</b>	<b>Cost of printing TBD</b>
<b>Silent and Live Auction</b>	<b>Spring 2025</b>	<b>Principal Parents Staff</b>	<b>Principal Parents Staff</b>	<b>Printing of program TBD Advertising TBD</b>
<b>Develop database of Alumni</b>	<b>Fall 2023</b>	<b>Principal Advisory Board</b>	<b>Database of Saint Joseph School Alumni</b>	<b>N/A</b>
<b>Develop pattern of giving for Alumni</b>	<b>Fall 2023</b>	<b>Principal Advisory Board</b>	<b>Donations beginning with small amounts and increasing each year</b>	<b>N/A</b>

***Key Objective 2: Understand how to roll out fundraising projects.***

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Meet with Pastor and Director of Operations to identify available finances</b>	<b>Spring 2023 Spring 2024</b>	<b>Principal Pastor Director of Finance</b>	<b>Finances identified</b>	<b>N/A</b>
<b>Develop budget with Pastor and Director of</b>	<b>Spring 2023 Spring 2024</b>	<b>Principal Pastor</b>	<b>Completed fundraising budget</b>	<b>N/A</b>

<b>Operations for fundraising projects</b>		<b>Director of Finances</b>		
<b>Develop line-item financial amount from previous fundraiser to utilize for future fundraisers</b>	<b>Spring 2023 Spring 2024</b>	<b>Principal Pastor Director of Finance</b>	<b>Line item established in budget</b>	<b>N/A</b>

## **Section 6 - Marketing and Advancement**

**Goal 1: Promote the achievements of Saint Joseph School staff and students.**

- **Key Objective 1: Publish and announce student achievements.**
- **Key Objective 2: Increase Networking**

*Key Objective 1: Publish and announce student achievements.*

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Display student achievements on bulletin boards</b>	<b>Ongoing</b>	<b>Principal Staff</b>	<b>Students' recognized on bulletin boards</b>	<b>N/A</b>
<b>Announce student achievements on school Facebook page and Twitter</b>	<b>Ongoing</b>	<b>Principal Staff</b>	<b>Students' achievements recognized on social media</b>	<b>N/A</b>
<b>Announce student achievements and successes in monthly newsletters</b>	<b>Ongoing</b>	<b>Principal Staff</b>	<b>Student achievements and successes announced in school literature</b>	<b>N/A</b>

***Key Objective 2: Increase networking.***

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Publicize Saint Joseph School in area newspapers, Facebook, Twitter</b>	<b>Ongoing</b>	<b>Principal Enrollment Director Marketing Director</b>	<b>Publication of Saint Joseph School across social media</b>	<b>N/A</b>
<b>Publicize Saint Joseph School in area Church bulletins</b>	<b>Ongoing</b>	<b>Principal Enrollment Director Marketing Director</b>	<b>Publication of Saint Joseph School in area church bulletins</b>	<b>N/A</b>
<b>Work with leaders of Archdiocese of Boston Catholic schools</b>	<b>Ongoing</b>	<b>Principal Enrollment Director Marketing Director</b>	<b>Collaborative meetings with Archdiocese of Boston Catholic schools</b>	<b>N/A</b>

**Goal 2: Increase student population.**

- **Key Objective 1: Promote school admissions.**
- **Key Objective 2: Student retention.**
- **Key Objective 3: Appoint a marketing manager.**

***Key Objective 1: Promote school admissions.***

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Admissions person</b>	<b>Ongoing</b>	<b>Principal Admissions Director Marketing Director</b>	<b>Hired</b>	<b>TBD</b>
<b>Advertise at local pre-schools</b>	<b>Ongoing</b>	<b>Principal Enrollment Director</b>	<b>Literature</b>	<b>N/A</b>

		<b>Marketing Director</b>		
<b>Plan Saint Joseph School Open House</b>	<b>Fall and spring annually</b>	<b>Principal Enrollment Director Marketing Director</b>	<b>Attendance Sign-in sheets</b>	<b>N/A</b>
<b>Advertise on Facebook and Twitter</b>	<b>Ongoing</b>	<b>Principal Enrollment Director Marketing Director</b>	<b>Advertisements</b>	<b>N/A</b>

***Key Objective 2: Student Retention***

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Minimize increase in tuition rates</b>	<b>Fall 2023</b>	<b>Principal Pastor Director of Finance</b>	<b>Tuition increase minimized</b>	<b>N/A</b>
<b>Increase extracurricular activities</b>	<b>Fall 2023</b>	<b>Principal Staff</b>	<b>Extracurricular courses offered in basketball Chorus STEM</b>	<b>T.B.D.</b>

***Key Objective 3: Appoint a marketing manager.***

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Provide money in budget for marketing manager</b>	<b>Spring 2023</b>	<b>Principal Pastor Director of Finance</b>	<b>Budget for position approved</b>	<b>N/A</b>
<b>Develop job description for marketing manager</b>	<b>Spring 2023</b>	<b>Principal Pastor Director of Finance</b>	<b>Job description accepted</b>	<b>N/A</b>

		<b>Advisory Board</b>		
<b>Develop salary for Marketing Manager</b>	<b>Spring 2023</b>	<b>Principal Pastor Director of Finance</b>	<b>Salary determined</b>	<b>TBD</b>
<b>Advertise for marketing manager position</b>	<b>Spring 2023</b>	<b>Principal</b>	<b>Position posted</b>	<b>TBD</b>
<b>Interview for position</b>	<b>Spring 2023</b>	<b>Principal Pastor Director of Finance</b>	<b>Interviews scheduled</b>	<b>N/A</b>

## **Section 7-Facilities**

### **Goal 1: Provide a safe and pleasant school building and grounds**

- **Key Objective 1: Routinely inspect for a physically safe school environment**
- **Key Objective 2: Encourage and support educationally inspiring classrooms and corridors and curb appeal**
- **Key Objective 3: Maintain school grounds.**

**Key Objective 1:** *Routinely inspect for a physically safe school environment.*

Strategy	Performance Date	Responsibility	Evaluation Measure	Cost
Inspect building on daily walk-throughs	Ongoing	Principal Custodian	Safe and clean school environment	N/A
Routinely check and review with staff maintenance issues	Ongoing	Principal Custodian	Safe and clean school environment	N/A
Daily check-in with custodian	Ongoing	Principal Custodian	Safe and clean school environment	N/A

**Key Objective 2:** *Encourage and support educationally and religiously inspiring classrooms, corridors and curb appeal.*

Strategy	Performance Date	Responsibility	Evaluation Measure	Cost
Support and encourage student work displayed in classroom	Ongoing	Principal Staff	Educational and Religious rich classrooms	N/A
Support and encourage student work on bulletin boards in corridors	Ongoing	Principal Staff	Educational and Religious rich bulletin boards in corridors	N/A
Display educational inspiring work in corridors	Ongoing	Principal Staff	Educational and Religious rich corridors	N/A
Display religious inspiring thoughts and	Ongoing	Principal Staff	Visually religiously rich and inspiring	N/A

items in corridors and classrooms			classrooms and corridors	
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***Key Objective 3: Maintain school grounds.***

Strategy	Performance Date	Responsibility	Evaluation Measure	Cost
Remove any litter off grass and pavement	Ongoing	Principal Maintenance staff	Maintained grounds	N/A
Lawn maintained	Ongoing	Maintenance staff	Maintained lawn	N/A
Inspect for proper outdoor lighting	Ongoing	Maintenance staff	Safe grounds	N/A
Seasonal landscaping	Ongoing	Volunteers	Maintained landscape	N/A

**Goal 2: Maintain and upkeep the Saint Joseph School Building.**

- **Key Objective 1: Identify and plan for major building repairs.**
- **Key Objective 2: Maintain a clean building.**
- **Key Objective 3: Check for preventative maintenance.**

***Key Objective 1: Identify and plan for major building repairs.***

Strategy	Performance Date	Responsibility	Evaluation Measure	Cost
Meet with Pastor and Director of Operations	Spring 2023	Pastor Principal Director of Operations	Notes	N/A



<b>Plan for major roof and structural repair</b>	<b>Spring 2023</b>	<b>Pastor Principal Director of Operations</b>	<b>Meeting notes</b>	<b>N/A</b>
<b>Identify cost for roof and structural repair</b>	<b>Spring 2023</b>	<b>Pastor Principal Director of Operations</b>	<b>Bids</b>	<b>TBD</b>
<b>Develop plan to finance major building repair</b>	<b>Spring 2023</b>	<b>Pastor Principal Director of Operations</b>	<b>Financial plan</b>	<b>TBD</b>

***Key Objective 2: Maintain a clean building.***

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Daily walk-throughs</b>	<b>Ongoing</b>	<b>Principal</b>	<b>Clean building</b>	<b>N/A</b>
<b>Daily meeting with custodian</b>	<b>Ongoing</b>	<b>Principal Custodian</b>	<b>Clean building</b>	<b>N/A</b>
<b>Share maintenance issues with staff</b>	<b>Ongoing</b>	<b>Principal Custodian Staff</b>	<b>Clean building</b>	<b>N/A</b>

***Key Objective 3: Check for preventative maintenance.***

<b>Strategy</b>	<b>Performance Date</b>	<b>Responsibility</b>	<b>Evaluation Measure</b>	<b>Cost</b>
<b>Identify future maintenance needs of the school</b>	<b>Ongoing</b>	<b>Pastor Principal Advisory Board</b>	<b>Maintained building</b>	<b>TBD</b>
<b>Develop scheduled maintenance plan</b>	<b>As needed</b>	<b>Pastor Principal Advisory Board</b>	<b>Maintained building</b>	<b>N/A</b>

