

(Objective 1) **St. Mary of Mt. Carmel Catholic School will foster a Catholic culture of lived faith within our school, parish and broader community.**

(STRATEGY 1) SMMCCS WILL DEVELOP FAITH FORMATION OPPORTUNITIES FOR STAFF.

	Timeline	Responsibility	Progress Report
Action Step 1) Develop and administer a questionnaire on faith formation needs and interests of professional staff.	2021-22	Teaching Staff	<i>When and what happened?</i>
(Action Step 2) Create Staff Faith Formation Committee to research ways to meet the needs and interests of professional staff.	2021-22	Staff Faith Formation Committee	
(Action Step 3) Create a Three-Year plan for Staff Faith Formation	2021-22	Staff Faith Formation Committee	
(Action Step 4) Implement Staff Faith Formation Plan	2022-23 to 2024-25	Staff Faith Formation Committee	
(Action Step 5) Repeat steps 1-4	2025-26 to 2027-28	Staff	

(STRATEGY 2) SMMCCS WILL EXPAND THE USE OF A VIRTUE-BASED PROGRAM TO GUIDE THE CHRISTIAN FORMATION OF STUDENTS

	Timeline	Responsibility	Progress Report
(Action Step 1) Staff will undertake a year-long study of the Teacher's Guide for the Education in Virtues program. (Also Teacher Faith Formation)	2021-22	Teachers & Principal	<i>When and what happened?</i>
(Action Step 2) Develop and implement a monthly schedule of virtues for school-wide focus.	2021-22	Faith Formation Com.	
(Action Step 3) Implement Virtue Reports to parents to encourage home and school cooperation in student formation.	2022-23	Teachers	

(Action Step 4) Develop a “Virtue Library” of existing children’s stories and books	2021-22 to 2022-23	Teachers	
(Action Step 5) Identify and implement ways to integrate the study and understanding of virtue in the classroom and across curriculum,	2023-24 to 2024-25	Teachers	
(STRATEGY 3) SMMCCS WILL DEVELOP OPPORTUNITIES TO PRESENT AND INTEGRATE CHURCH TEACHINGS, CATHOLIC RITUALS AND PRACTICES, AND CATHOLIC IDENTITY INTO SCHOOL LIFE AND SERVICE TO OTHERS.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Seek funding, purchase and utilize elementary Catechism resource book for 3-6 students	2021-22	Principal	<i>When and what happened?</i>
Action Step 2) Form teacher group to identify yearly opportunities for school and church liturgical celebrations	2021-22	Teachers	
(Action Step 3) Establish a committee of teachers and parent/parish volunteers to identify, organize and implement yearly opportunities for living our Catholic faith.	2022-23	Teachers & Volunteers	
(Action Step 4) Develop service opportunities that connect students and staff with St. Mary’s Church and the Long Prairie Community.	2023-24	Teachers & Volunteers	
(Action Step 5) Develop global service opportunities.	2024-25	Teachers & Volunteers	
(STRATEGY 4) SMMCCS WILL IDENTIFY AND IMPLEMENT WAYS TO INTEGRATE THE CATHOLIC FAITH ACROSS CURRICULUM			
	Timeline	Responsibility	Progress Report
(Action Step 1) Identify and implement ways to integrate the Catholic Faith into our Language Arts curriculum	2022-23	Teaching Staff	<i>When and what happened?</i>
(Action Step 2) Identify and implement ways to integrate our Catholic Faith into our Social Studies curriculum	2023-24	Teaching Staff	

(Action Step 3) Identify and implement ways to integrate our Catholic Faith into our Science curriculum	2024-25	Teaching Staff	
(Action Step 4) Identify and implement ways to integrate our Catholic Faith into our Math curriculum	2025-26	Teaching Staff	
(Action Step 5) Identify and implement other ways to integrate our Catholic Faith into other academic studies.	2026-27	Teaching Staff	

(OBJECTIVE 2) ST. MARY OF MT. CARMEL CATHOLIC SCHOOL WILL CREATE GUIDELINES, SYSTEMS AND MATERIALS TO SUPPORT EXCELLENCE IN ADMINISTRATIVE, TEACHING, SUPPORT AND VOLUNTEER PERSONNEL.

(Strategy 1) SMMCCS WILL ESTABLISH FORMATS AND ROUTINES OF TEACHER OBSERVATIONS AND METHODS TO IMPROVE INSTRUCTION

	Timeline	Responsibility	Progress Report
(Action Step 1) Review and compare current observation forms to other formats and processes	2021-22	Principal & Teaching Staff	<i>When and what happened?</i>
(Action Step 2) Create new guidelines, routines and expectations for teacher observations.	2021-22	Principal & Teaching Staff	
(Action Step 3) Find and fund a course of study for the principal on coaching, mentoring and reflective techniques.	2021-22	Principal	
(Action Step 4) Implement new Teacher Observations forms and procedures	2022-23	Principal	
(Action Step 5) Budget for and begin Teacher training in coaching, mentoring and reflective methods	2022-23	Principal & Teachers	
(Action Step 6) Launch Coaching and Reflective Practices	2023-24	Principal & Teachers	

(Action Step 7) Review teacher observation format and strengths and weaknesses of coaching, mentoring and reflective methods	2024-25	Principal & Teachers	
(STRATEGY 2) SMMCCS WILL IDENTIFY NEEDS AND CARRY OUT PROFESSIONAL DEVELOPMENT THAT WILL HELP TEACHING STAFF MEET THE NEEDS OF ALL STUDENTS AND THEIR OWN PROFESSIONAL GOALS			
	Timeline	Responsibility	Progress Report
(Action Step 1) Complete Teacher Survey to identify individual and group professional development needs, interests and goals	2021-22	Teaching Staff	<i>When and what happened?</i>
(Action Step 2) Create 3-year schedule for individual and group professional development plans	2021-22	Principal	
(Action Step 3) Create a year-end job review and evaluation for all personnel	2022-23	Principal	
(Action Step 3) Implement Professional Development schedule as called for annually, cyclically and in individualize situations.	2022-23 to 2024-25	Principal	
(Action Step 4) Complete Teacher Survey to identify individual and group professional development needs, interests and goals	2024-25	Teaching Staff	
(Action Step 5) Implement Professional Development schedule as called for annually, cyclically and in individualized situations.	2025-26 to 2027-28	Principal & Teachers	
(STRATEGY 3) SMMCCS WILL REVIEW AND UPDATE HANDBOOKS AND TRAINING MATERIALS AND DEVELOP TRAINING PROCEDURES AND SCHEDULES			
	Timeline	Responsibility	Progress Report
(Action Step 1) Review and update Employee Handbook and Job Descriptions and compare to Parish Employee Handbook	2021-22	Principal, Trustees, Parish Secretary	
(Action Step 2) Create a systematic review process for the mission and philosophy statements.	2021-22	Principal	
(Action Step 3) Annual review of Mission and Philosophy Statements with teaching staff and school Council; Changes as needed.	2021-22	Principal, Teachers, School Council	

(Action Step 4) Survey support staff, various boards and volunteers to identify training and orientation needs, and any particular circumstances requiring special training	2021-22	Admin. Asst.	
(Action Step 5) Create annual, cyclical and particular training schedules for administrative and support staff, and volunteers.	2022-23	Administrative Staff	
(Action Step 6) Review and update Crisis Management Handbook	2022-23	Administrative, Teaching, Custodial Staff	
(Action Step 7) Review and update School Council Handbook and update training materials	2023-24	Principal & School Council	
(Action Step 8) Review and update Parent Handbook	2024-25	Principal & School Council	
(STRATEGY 4) SMMCCS WILL CREATE EMPLOYEE POLICIES AND ORIENTATION MANUALS FOR ALL NEW SUPPORT STAFF, SCHOOL COUNCIL MEMBERS AND VOLUNTEERS			
	Timeline	Responsibility	Progress Report
(Action Step 1- from Strategy 3) Survey support staff, various boards and volunteers to identify training and orientation needs, and any particular circumstances requiring special training	2021-22	Admin. Assist.	
(Action Step 2) Develop New Teacher and Staff Orientation Packet	2021-22	Admin. Assist & Teachers	<i>When and what happened?</i>
(Action Step 3) Review other schools' support staff policies and compensation	2021-22	Principal	
(Action Step 4) Create new support staff policies and compensation scales	2021-22	Principal, Trustees	
(Action Step 3) Develop New Tech Support Orientation and Guide Handbook	2022-23	Tech Support Team	
(Action Step 4) Develop New School Council Member Orientation Packet	2023-24	Principal & School Council	
(Action Step 5) Develop New Volunteer Orientation packet	2024-25	Administrative Assistant	

(Action Step 6) Develop New Administrative Assistant Orientation and Guide Handbook	2025-26	Administrative Assistant	
(STRATEGY 5) SMMCCS WILL STANDARDIZE ANNUAL AND CYCLICAL OPERATIONAL TRAINING NEEDS FOR STAFF, SCHOOL COUNCIL MEMBERS AND VOLUNTEERS			
	Timeline	Responsibility	Progress Report
(Action Step 1) Review and update standard annual August Workshops operational training needs for teaching staff	2021-22	Principal and Admin. Asst.	<i>When and what happened?</i>
(Action Step 2) Review and update standard annual August Workshops operational training needs for support staff	2021-22	Admin Asst.	
(Action Step 3) Establish and carry out a scheduled review of progress on Strategic Plan with staff and School Council	2021-22	Principal	
(Action Step 4) Create cyclical operational training schedule for teaching staff	2022-23	Principal & Teachers	
(Action Step 5) Create cyclical operational training schedule for support staff	2022-23	Admin Asst.	
(Action Step 6) Create cyclical operational training schedule for School Council members	2023-24	Principal & School Council	
(Action Step 7) Review Year: annual August Workshops operational training needs for teaching and support staff	2024-25	Principal, Teaching & Support Staff	

(Objective 3) St. Mary of Mt. Carmel Catholic School will foster a learning environment where each child can fulfill their God-given potential.			
(Strategy 1) SMMCCS WILL DEVELOP MONTESSORI-INSPIRED ENVIRONMENTS AND INSTRUCTION FOR PRESCHOOL AND KINDERGARTEN CLASSROOMS.			
	Timeline	Responsibility	Progress Report

(Action Step 1) Enroll and complete certificate program for preschool and kindergarten teachers from North American Montessori Center	2021-22	Preschool & Kindergarten Teachers	
(Action Step 2) Create informational and promotional material to educate parents and public on benefits	2021-22	Preschool & Kindergarten Teachers	
(Action Step 3) Observe Children's Houses in area Montessori schools	2021-22 to 2022-23	Principal, PreK & K Teachers	
(Action Step 4) Research remodeling plans for Montessori classrooms	2022-2023	Building Committee	
(Action Step 5) Create budget and fundraise for Montessori Classroom remodel	2022-2023	Building Committee	
Action Step 6) Attend a Montessori conference	2023-24	Prek & K teachers	
(STRATEGY 2) SMMCCS WILL PROVIDE CURRICULUM, INSTRUCTION, OPPORTUNITIES AND ASSESSMENT TO MEET THE NEEDS OF STRUGGLING LEARNERS.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Attend MAASFEP Conference and share findings with staff (if scheduled)	2021-22	Principal & Title I Teacher	<i>When and what happened?</i>
(Action Step 2) Establish routine PLCs for review of Benchmarks and Progress-monitoring	2021-22	Title I Teacher & Teachers	
(Action Step 3) Purchase and utilize IXL Math and Language Arts to enhance curriculum and differentiate instruction	2021-22	Teaching Staff	
(Action Step 4) Explore new avenues for increasing volunteer or paid classroom aids	2022-23	Admin. Assist.	
(Action Step 5) Research curriculum and instructional tools for struggling ELL students	2022-23	Teaching Staff	
(Action Step 6) Receive training in Guided Reading and pilot its use in classrooms	2022-23	Teaching Staff	

(Action Step 7) Implement Guided Reading in classrooms as needed	2023-24	Teaching Staff	
(Action Step 8) Investigate after school and/or summer program for struggling learners	2024-25	Principal & Teachers	
(Action Step 9) Review struggling learner supports in use and research new methods and opportunities	2025-26	Principal & Teachers	
(STRATEGY 3) SMMCCS WILL PROVIDE CURRICULUM, INSTRUCTION, OPPORTUNITIES AND ASSESSMENT TO MEET THE NEEDS OF HIGH LEARNERS.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Develop a process for identifying high learners.	2021-22	Principal & Teachers	<i>When and what happened?</i>
(Action Step 2) Purchase a Spanish-language program as an option for exceptional learners and motivated 3 rd -6 th students	2021-22	Principal	
(Action Step 3) Purchase and utilize IXL Math and Language Arts to enhance curriculum and differentiate instruction	2021-22	Teaching Staff	
(Action Step 4) Purchase STEM kits for all grade levels and obtain training for teaching staff on utilization for all students and focused instruction for high learners.	2022-23	Teaching Staff	
(Action Step 5) Research curriculum options, programs or extracurricular options for high learners	2022-23	Teaching Staff	
(Action Step 6) Create leadership opportunities within the school and church for high learners	2023-24	Teachers & Volunteers	
(Action Step 7) Establish community shadowing and learning opportunities for high learners	2024-25	Teachers, Parents, Volunteers	
(STRATEGY 4) SMMCCS WILL MAINTAIN A WELL-EQUIPPED AND WELL-MAINTAINED LEARNING ENVIRONMENT			
	Timeline	Responsibility	Progress Report

(Action Step 1) Complete Phase 2 planned improvements with 2019 Capital Campaign funds	2021-22	2019 Building Committee	<i>When and what happened?</i>
(Action Step 2) Review and update routine maintenance plan	2021-22	Custodial & Building Maintenance	
(Action Step 3) Complete final phase of improvements with 2019 Capital Campaign funds	2022-23	2019 Building Committee	
(Action Step 4) Assess technology needs using EANS funding and create a technology replacement and funding plan post-EANS	2022-23	Principal & School Council	
(Action Step 5) Assess playground and ball field conditions to determine improvements and budget needs	2023-24	Playground Improvement Committee	
(Action Step 6) Upon completion of recent major building improvement, assess building needs in the near and far future	2023-24	Building Committee	
(Action Step 7) Launch Playground Fundraising campaign	2024-25	School & Parish Group	

(OBJECTIVE 4) ST. MARY OF MT. CARMEL CATHOLIC SCHOOL WILL CREATE A VIBRANT RELATIONSHIP WITH SCHOOL FAMILIES AND THE BROADER COMMUNITY.

(Strategy 1) SMMCCS WILL CREATE A COMMITTEE TO FACILITATE HOME AND COMMUNITY RELATIONSHIPS AND OUTREACH.

	Timeline	Responsibility	Progress Report
(Action Step 1) Form an advisory group of school parents and parish members.	2022-23	Community Relationships Advisory Group	<i>When and what happened?</i>
(Action Step 2) Define important relational needs and outreach needed between school and families, school and church, and school and Long Prairie community	2022-23	Community Relationships Advisory Group	

(Action Step 3) Create guidelines and actions for meeting the relational needs between school and school families	2023-24	Community Relationships Advisory Group	
(Action Step 4) Create guidelines and actions for meeting the relational needs between school and St. Mary's Parish & 5 Star Communities	2024-25	Community Relations Advisory Group	
(Action Step 5) Create guidelines and actions for meeting the relational needs between school and the Long Prairie Community	2025--26	Community Relations Advisory Group	
(STRATEGY 2) SMMCCS WILL BUILD RELATIONSHIPS WITH THE LOCAL HISPANIC COMMUNITY			
	Timeline	Responsibility	Progress Report
(Action Step 1) Survey Hispanic school families about the school's strengths and challenges	2021-22	Administrative Assistant	<i>When and what happened?</i>
(Action Step 2) Offer Spanish language classes to school personnel	2021-22	Staff	
(Action Step 3) Create a volunteer list of interpreters and translators	2021-22	Admin. Assist.	
(Action Step 4) Investigate and create routine and unique methods and opportunities to promote school to Hispanic community	2022-23	Principal & Pastor	
(Action Step 5) Re-establish Open-House opportunity after Hispanic Mass	2022-23	Principal & Teaching Staff	
(Action Step 6) Translate all promotional material	2022-2023	Volunteer	
(Action Step 7) Investigate Hispanic mentor-family program	2023-24	Principal	
(STRATEGY 3) SMMCCS WILL UPDATE ORIENTATION FOR NEW FAMILIES AND REVIEW AND IMPROVE METHODS AND SITUATIONS OF COMMUNICATION WITH ALL FAMILIES			
	Timeline	Responsibility	Progress Report
(Action Step 1) Review existing orientation process and information packet	2021-22	Administrative Assistant	<i>When and what happened?</i>

(Action Step 2) Survey families new to St. Mary's within last 3 years about their experiences and suggestions	2021-22	Administrative Assistant	
(Action Step 3) Establish and carryout a method to communicate yearly progress on Strategic Plan to families	2021-22	Principal	
(Action Step 4) Create and implement new process and materials for New Family Orientation with emphasis on Mission and Philosophy	2022-23	Administrative Staff.	
(Action Step 5) Create and complete Survey of all St. Mary's families about preferred methods of communication, what is working well, what needs improvement or elimination	2023-24	Administrative Staff.	
(Action Step 6) Review all protocols, materials and systems for school and family communication in light of survey results	2024-25	Administrative Staff.	
(STRATEGY 4) SMMCCS WILL REVIEW AND IMPROVE METHODS AND SITUATIONS OF COMMUNICATING WITH ST. MARY'S PARISH AND 5 STAR AREA CATHOLIC COMMUNITY			
	Timeline	Responsibility	Progress Report
(Action Step 1) Review current communication with St. Mary's Parish and 5 Star Parishes	2022-23	Admin. Staff & ACC board	<i>When and what happened?</i>
(Action Step 2) Create and Set up Informational displays at St. Mary's and 5 Star Parishes including Mission and Philosophy Statements	2022-23	Administrative Assistant	
(Action Step 3) Implement new routine and unique methods of communication to St. Mary's Parish	2023-24	Administrative Assistant & Parish Staff	
(Action Step 4) Implement routine and unique methods of communication to 5 Star Parishes	2024-25	Admin. Assist. & ACC Staff	
(STRATEGY 5) SMMCCS WILL CREATE OR IMPROVE DIGITAL AND PRINT MATERIALS THAT PROMOTE, ADVERTISE, AND MARKET THE SCHOOL IN LONG PRAIRIE AND SURROUNDING COMMUNITIES			
	Timeline	Responsibility	Progress Report
(Action Step 1) Review of current website and areas for improvement	2021-22	Principal & Web Volunteer	

(Action Step 2) Research other school websites for better, more thorough formats and designs	2021-22	Web Volunteer	
(Action Step 3) Hire graphic/website designer to create marketing identity/branding in all advertising and promotional print and digital materials.	2022-23	Graphic/Web Designer & Web Volunteer	
(Action Step 4) Review use of facebook and define and implement better practices	2022-23	Web Volunteer	
(Action Step 5) Hire web designer to redesign and improve school website	2022-23	Principal & Web Volunteer	
(Action Step 6) Review other social media apps, determine benefits for school; implement	2023-24	Web Volunteer	
(Action Step 7) Research teacher blogs or social media opportunities for teaching staff	2023-24	Teachers & Web Volunteer	
(Action Step 8) Implement teacher-led social media if warranted	2024-25	Teachers & Web Volunteer	
(STRATEGY 6) SMMCCS WILL INCREASE ITS PRESENCE AND RELATIONSHIPS IN THE LONG PRAIRIE COMMUNITY			
	Timeline	Responsibility	Progress Report
(Action Step 1) Investigate ways to increase news of SMMCCS happenings in local community	2022-23	All Staff, School Council	<i>When and what happened?</i>
Action Step 2) Increase leadership involvement with the local Chamber of Commerce	2022-23	Principal	
Action Step 3) Encourage business and industry leaders' exposure and involvement in our school through Professional Days in classrooms and/or students touring or shadowing at businesses	2022-23	School Council Parent Volunteers & Parishioners	
Action Step 4) Develop service opportunities for staff and students in the Long Prairie Community	2022-23	All Staff & Parent Vol.	
(Action Step 5) Establish the practice of participating in local community celebrations and events.	2023-24	Teachers & Parent Volunteers	

(Action Step 6) Investigate opportunities to promote SMMCCS in local businesses	2024-25	Marketing Committee	
(Action Step 7) Investigate opportunities to disseminate promotional information to other area churches, service clubs and organizations	2024-25	Marketing Committee	

(Objective 5) ST. MARY OF MT. CARMEL CATHOLIC SCHOOL WILL PURSUE AND MAINTAIN FINANCIAL AND ENROLLMENT STABILITY.			
(Strategy 1) SMMCCS WILL CREATE A SUSTAINABLE MODEL FOR THE PRESCHOOL AND KINDERGARTEN PROGRAM THAT IS UNIQUE TO THE LONG PRAIRIE AREA			
	Timeline	Responsibility	Progress Report
(Action Step 1) Implementation of Montessori-inspired preschool and kindergarten (Also Objective 3:1)	2021-22 to 2022-23	PreK & K Teachers	<i>When and what happened?</i>
(Action Step 2) Create informational and promotional material to educate parents and public on benefits of Montessori education (Also Objective 3:1: 2)	2021-22	Marketing Committee & Prek & K Teachers	
(Action Step 3) Create an Enrollment Committee to explore and carry out marketing initiatives for Preschool and Kindergarten program	2021-22	Principal, Volunteers & Marketing Co.	
(Action Step 4) Research state requirements for morning preschool and afternoon daycare	2022-23	Principal	
(Action Step 5) Form advisory/visioning committee for investigating daycare options	2022-23	Principal & Visioning Com.	
(Action Step 6) Finalize and begin implementation of Montessori Children's House-preschool-daycare	2023-24	Principal & Visioning Com.	
(STRATEGY 2) SMMCCS WILL ESTABLISH NEW GUIDELINES FOR BUDGETARY PROCESS, TUITION RATES AND TUITION COLLECTION POLICIES			
	Timeline	Responsibility	Progress Report

(Action Step 1) Create new guidelines and schedule for budgetary process	2021-2022	Finance Comm. & Trustees	
(Action Step 2) Comparison of diocesan and neighboring Catholic school tuition rates and establish 3-year tuition plan	2021-22	School Council	<i>When and what happened?</i>
(Action Step 3) Review Tuition Agreement forms and education of family financial responsibilities	2022-23	School Council	
(Action Step 4) Review Tuition Collection Policies	2022-23	School Council	
(Action Step 5) Research Tuition Collection Service	2022-23	School Council	
(Action Step 6) Choose a Tuition Collection Procedure and implement	2023-24	School Council	
(STRATEGY 3) SMMCCS WILL INVESTIGATE WAYS TO INCREASE GENERAL DONATIONS, GRANTS, SPONSOR-A-CHILD PROGRAM, AND FAMILY SCHOLARSHIP OPPORTUNITIES			
	Timeline	Responsibility	Progress Report
(Action Step 1) Research grant opportunities for student scholarships	2021-22	Principal	<i>When and what happened?</i>
(Action Step 2) Review current Sponsor-a-Child program and find ways to improve donations	2022-23	Principal & School Council	
(Action Step 3) Determine what types of general donations are received yearly and identify opportunities to increase those donations	2023-24	Principal & Finance Council	
(STRATEGY 4) SMMCCS WILL IMPROVE SCHOOL FUNDRAISING STRUCTURES AND EVENTS			
	Timeline	Responsibility	Progress Report
(Action Step 1) Re-establish a fundraising committee with guidelines and responsibilities	2021-22	Administrative Staff, & Volunteers	<i>When and what happened?</i>
(Action Step 2) Create guidelines for major fundraiser Chairpersons	2022-23	Admin. Asst. & Fundraising Committee	
(Action Step 3) Improve communication of parental volunteer/fundraising responsibilities	2022-23	Admin. Asst.	

(Action Step 4) Review procedures for recording and reporting volunteer hours	2023-24	Administrative Assistant	
(Action Step 5) Review past 3-year fundraising cycle; research other fundraising options; create a 3-year plan for fundraisers	2024-25	Fundraising Committee	