



St. Mary School
SWORMVILLE

Strategic Plan 2016-2020

This Strategic Plan will be reviewed annually at each August meeting
by the St. Mary's Board of Limited Jurisdiction.

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6919 Transit Road • P.O. Box 460 • Swormville, New York 14051
Ph: (716) 689-8424 • Fax: (716) 689-0004 • www.stmarvschoolswormville.org

St. Mary's School will be known as "The Destination" for Catholic Elementary Education, and will offer the best Catholic education, training, and teaching facilities in the Clarence-Amherst, New York area.

Priority Objectives for Academic Years 2016-2020:

Goal 1: ADVANCEMENT AND ENROLLMENT MANAGEMENT (AEM)

Goal 2: FACILITIES (F)

Goal 3: CATHOLIC IDENTITY (CI)

Goal 4: ACADEMIC EXCELLENCE (AE)

Goal 5: TECHNOLOGY (T)

Goal 6: HUMAN RESOURCES (HR)

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Goal 1: ADVANCEMENT AND ENROLLMENT MANAGEMENT (AEM)

Goal Statement: To incorporate our strong past and our vision for the future, collaborative efforts will focus on areas of enrollment, retention, development, and marketing and communication. Continued strategic internal and external marketing initiatives and a consistent branding message will promote St. Mary School as a premier choice for a Catholic Montessori-grade 8 education.

Introduction: To increase overall enrollment at St. Mary School to full capacity of 25 students per class by the start of the 2018-2019 school year with focused efforts on Montessori, Kindergarten and lower enrollment grades. Retention and development strategies that concentrate on matriculation of current families and encouragement to share positive experiences to other prospective families will be key in achieving this goal.

AEM Objective 1: Enrollment Management

Action 1.a Achieve and maintain a maximum capacity of 25 students per classroom in grades K-8.

Action 1.b Focus enrollment management efforts on classrooms with less than 25 students.

Action 1.c Grow the Mentoring Program to include all grade levels.

AEM Objective 2: Advancement

Action 2.a Create a Contributors Database including alumni that would be updated on a regular basis.

Action 2.b Designate a graduate (class president) to be the liaison for communication with each graduating class.

Action 2.c Recruit, maintain and develop stewards and planned giving contributors.

Action 2.d Collaborate with the Parish Volunteer Coordinator to identify parishioners who will support the school community by sharing their gifts of time and talent.

Action 2.e Graduate the Advancement Director's position into a full-time position, serving the Parish and the School by 2020.

AEM Objective 3: Marketing and Communication

Action 3.a Create a strategic marketing plan in 2017.

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Goal 2: FACILITIES (F)

Goal Statement: To assess the physical properties of the school and commit the financial and human resources needed to protect, preserve, and enhance it. The buildings, grounds, and classrooms must be maintained in a secure, neat, clean, and modern condition. Classrooms must be equipped with the infrastructure required to meet the physical needs of a diverse population of learners.

Introduction: Because our church and school budgets are prepared on a current “cash basis,” and not on a long term capitalized approach, it is important to use the annual planning process to anticipate both short term and long term needs including security, increased capacity, differentiated classroom materials, and handicap accessibility. Such budgets provide for normal expensed items, as well as long term “capital items” for anticipated upgrades, maintenance, and repair.

F Objective 1: Improve Security

Action 1.a Improve security at the Parish Center entrance (rear parking lot) during school hours.

F Objective 2: Plan for Increased Capacity (Growth Plan)

Action 2.a Present an annual update on growth needs and alternatives.

F Objective 3: Differentiated Classroom Materials

Action 3.a Investigate and implement flexible classrooms at appropriate grade levels by 2020.

F Objective 4: Becoming a “Green” School

Action 4.a Investigate options for becoming a more environmentally friendly school.

F Objective 5: Handicap Accessibility

Action 5.a Investigate options for handicap accessibility at all levels.

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Goal 3: CATHOLIC IDENTITY (CI)

Goal Statement: As St. Mary's focuses on strengthening its Catholic identity we strive to teach each student about the Catholic faith, its traditions, and character education, while building a strong foundation of academic excellence. To this end, we make it a priority to integrate Catholic teachings into all aspects of a student's education.

Introduction: The mission of St. Mary's School is "to provide a Catholic atmosphere of concerned and supportive involvement. Students use their God-given talents to reach their full potential academically, socially, and spiritually. Then, they can joyfully and enthusiastically contribute to the growth of their community and continue to broaden their faith." With our guidance and direction, St. Mary's will fulfill its mission and continue to thrive in the coming years, by emphasizing Catholic Identity and service to others as a defining characteristic, and thus setting us apart from other school choices. To ensure that this ideal is realized, St. Mary's family will manifest God's love to each child while maintaining an environment conducive to the development of a life-long relationship with Jesus Christ and the Catholic Church for each student.

CI Objective 1: Enhance Community Service Opportunities for all Children

Action 1.a Continue to create monthly action-oriented service projects that engage students across all grades throughout the school year.

CI Objective 2: Deepen Student Understanding and Practice of their Catholic Faith and Traditions

Action 2.a Incorporate religious field trips during sacramental preparation years.

Action 2.b Expand religious retreats to lower grades.

Action 2.c Institute an annual Day of Prayer during Catholic Schools Week.

Action 2.d Incorporate themed prayer before all classes: *Dear Lord, let me LEARN with enthusiasm, LEAD with humility, and SERVE with respect. Amen.*

CI Objective 3: Strengthen Character Education

Action 3.a Incorporate a character education curriculum with teacher training tool by 2017.

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Goal 4: ACADEMIC EXCELLENCE (AE)

Goal Statement: St. Mary's School will continue to build upon a tradition of academic student growth and achievement, instructional excellence, forward-thinking curriculum development and its strong Catholic Identity to grow student performance on NYS Proficiency Exams so St. Mary's School is in the top 20% of Business First Rankings among all area schools. Teaching and learning will focus on Literacy in all Content Areas and STREAM (Science, Technology, Religion, Engineering, the Arts and Mathematics) -based initiatives coupled with strong research-based instructional strategies to engage and meet the needs of all students.

Introduction: Professional development and resource allocations will embrace technology acquisitions and integration, training on differentiation of instruction and strategies for diverse learners, and the development of ongoing experiential learning opportunities - preparing students for future success in high school, college and career readiness.

AE Objective 1: Revise and Align K-8 Programs

Action 1.a Combine instruction with technology, wherever appropriate.

Action 1.b Incorporate real world experiences in the classroom (STREAM approach).

AE Objective 2: Provide the Tools for Diverse Learners to Support Student Needs

Action 2.a Support differentiation in classrooms by providing professional development.

AE Objective 3: Engage in Experiential Learning

Action 3.a In all subjects, students will be engaged in project based, collaborative, technology integrated learning (21st century skills).

AE Objective 4: Decrease Number of Students Opting Out of State Exams

Action 4.a Administration will investigate opt out options.

Action 4.b Administration will meet with parents to review and advise of opt out consequences.

AE Objective 5: Increase STAR Reading and Math Scores

Action 5.a Increase STAR Reading and Math scores to meet individual student learning objectives (SLOs)

Action 5.b Create and implement strategies to promote reading at home.

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Goal 5: TECHNOLOGY (T)

Goal Statement: St. Mary's will research, evaluate, and keep current with new technologies that will benefit and enhance the educational process and environment for our diverse school community.

Introduction: Students will have access to contemporary technologies to enhance learning experiences across curricular areas. A technology committee will be formed to accomplish this goal. Recommendation for this committee to be comprised of faculty, current student/alumni (high school student) as well as external experts in the technology field.

T Objective 1: Maintaining Infrastructure to Support Changing Technology

Action 1.a Create a Technology Task Force to meet on a regular basis for the purpose of identifying trends in new technology and applications, acquisition, and maintenance.

Action 1.b Acquire technology for 1:1 computing.

Action 1.c Convert to Computer-Based Testing (CBT) for NYS Proficiency tests by 2020.

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Goal 6: HUMAN RESOURCES (HR)

Goal Statement: St. Mary School is committed to hiring and supporting teachers who will meet the needs of diverse learners. Professional development opportunities will be made available to all teachers throughout the year, and planned for monthly meetings onsite.

Introduction: In order to grow our Human Resource capacity, professionalism and leadership will be stressed through forward-thinking hiring practices, mentorship, accommodation for common planning time, continual communication among all faculty and staff, expanding support of and involvement in the STREAM philosophy (interactive/cross curricular activities/hands-on learning/cooperative/collaborative learning/community connections/real-life applications/engineering approach: design/redesign) and support through professional development.

HR Objective 1: Develop Teacher Leaders

Action 1.a Develop teacher leaders through collaboration and professional development.

Action 1.b Identify a teacher mentor at each grade level grouping to facilitate implementation of the strategic plan.

HR Objective 2: Professional Development

Action 2.a Provide professional development for teachers to enable them to provide differentiated instruction for diverse learners within the classroom.

Action 2.b An adequate annual budget will be maintained to support professional development.

Action 2.c Annual class scheduling will include teacher planning and collaboration times.

HR Objective 3: New Hires

Action 3.a New hires will meet State standards for certification and hold or be pursuing a Master's degree in a related educational area. An emphasis upon Literacy, Special Education and/or experience in differentiation will be sought.

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