



# STELLA MARIS ACADEMY SCHOOL STRATEGIC PLAN

**(Objective 1) Stella Maris Academy will develop students and their families through a Formation Model of Education serving their human, spiritual, intellectual and stewardship growth.**

**(Strategy 1) Review and update curriculum to enhance and support the Formation Model of Education (See Curriculum Cycle)**

	Timeline	Responsibility	Progress Report
<b>(Action Step 1)</b> Review and/or develop philosophy of subject area	Winter 2018	Curriculum Committee	
<b>(Action Step 2)</b> Identify strengths and needs of subject area	Winter 2018	Curriculum Committee	
<b>(Action Step 3)</b> Research best practices	Winter 2018	Curriculum Committee	
<b>(Action Step 4)</b> Review and revise outcomes and curriculum maps	Winter 2018	Curriculum Committee	
<b>(Action Step 5)</b> Identify values that directly relate to our desired outcomes	Fall 2018	Curriculum Committee	
<b>(Action Step 6)</b> Identify steps related to reaching our values	Fall 2018	Curriculum Committee	
<b>(Action Step 7)</b> Evaluate teaching materials to support the subject area (textbooks, supporting technology, manipulatives, etc.)	Winter 2019	Faculty and Principals	
<b>(Action Step 8)</b> Select teaching materials to support the subject area	Winter 2019	Faculty and Principals	
<b>(Action Step 9)</b> Professional development to support the subject area	Winter 2019	Faculty and Principals	
<b>(Action Step 10)</b> Assess student learning through data collection and analysis	Spring 2020	Faculty and Principals	
<b>(Action Step 11)</b> Monitor and adjust the implementation of the subject area	Spring 2021	Faculty and Principals	
<b>(Action Step 12)</b> Measure the effectiveness of the new curriculum design	Spring 2022	Faculty and Principals	

(Action Step 13) Monitor and adjust with modifications as needed	Fall 2022	Faculty and Principals	
(Action Step 14) Identify ways to enhance the effectiveness of the subject area	Spring 2023	Faculty and Principals	
<b>(Strategy 2) Fully develop and implement the Formation Model of Education</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
(Action Step 1) Form a Formation Model Committee	Winter 2018	President, Faith Formation Director and Board	
(Action Step 2) Explore best practices	Spring 2018	Faith Formation Director, President, Board, Principals and Formation Model Committee	
(Action Step 3) Develop a Formation Model plan	Fall 2018	Faith Formation Director and Formation Model Committee	
(Action Step 4) Communicate the Formation Model plan	Spring 2019	Faith Formation Director and President	
(Action Step 5) Implement the Formation Model plan	Fall 2019	Faith Formation Director, Principals and Faculty	
<b>(Objective 2) Stella Maris Academy will unify its operations to meet the needs of each student and family.</b>			
<b>(Strategy 1) Evaluate and develop effective instructional strategies that strengthen student learning</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
(Action Step 1) Identify current instructional strategies	Spring 2018	Faculty and Principals	
(Action Step 2) Research effective instructional strategies	Summer 2018	Faculty and Principals	
(Action Step 3) Develop a comprehensive professional development plan	Fall 2018	President, Faculty and Principals	
<b>(Strategy 2) Develop an assessment plan that supports student growth</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>

<b>(Action Step 1)</b> Identify current assessment practices	Fall 2018	Faculty and Principals	
<b>(Action Step 2)</b> Share with PLC effective assessment tools and practices	Winter 2019	Faculty and Principals	
<b>(Action Step 3)</b> Research new assessment strategies	Winter 2019	Faculty and Principals	
<b>(Action Step 4)</b> Document the effectiveness of new assessment strategies	Winter 2020	Faculty and Principals	
<b>(Strategy 3) Establish a Family Association that supports the Academy, its students and families</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Develop by-laws and operational procedures	Fall 2017	President and Family Association	
<b>(Action Step 2)</b> Identify roles and responsibilities	Fall 2017	President and Family Association	
<b>(Action Step 3)</b> Plan projects and activities that enhance socialization across the campuses	Winter 2017	President and Family Association	
<b>(Action Step 4)</b> Collaborate with the Academy to support its fundraising efforts	Fall 2018	President and Family Association	
<b>(Strategy 4) Unify and standardize policies, procedures and office operations among all campuses</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Determine which areas, procedures, policies and operations to standardize and create timeline for implementation	Fall 2017	Office staff, Principals, President	
<b>(Action Step 2)</b> Research and analyze areas to determine best practices to create standard procedures and operations	Winter 2018	Office staff, Principals, President, Admissions Associate, Development Director	
<b>(Action Step 3)</b> Train all connected personnel on new procedures	Spring 2018	Principals, President	
<b>(Action Step 4)</b> Publish new procedures when and where appropriate (i.e. Faculty Handbook)	Summer 2018	President	

<b>(Action Step 5)</b> Create implementation timelines for all procedures inclusive of a review period.	Fall 2018	Principals, President	
<b>(Strategy 5) Implement the student information system across campuses</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Determine which functions and modules of the student information system will be used.	Winter 2018	Principals, President	
<b>(Action Step 2)</b> Create timeline for implementation of all modules/functions	Spring 2018	Principals, President	
<b>(Action Step 3)</b> Work with student information system support to create working modules for the school.	Spring 2019	Principals, President	
<b>(Action Step 4)</b> Train staff, faculty and parents on use of modules and functions	Spring 2019	Principals, President	
<b>(Strategy 6) Provide safe learning facilities</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Develop an assessment plan for building safety at all campuses.	Spring 2018	Principals, President	
<b>(Action Step 2)</b> Implement the assessment plan for building safety	Fall 2018	Principals, President	
<b>(Action Step 3)</b> Evaluate the effectiveness of the assessment plan for building safety	Summer 2019	Principals, President	
<b>(Objective 3) Stella Maris Academy shows evidence of long term viability and vitality.</b>			
<b>(Strategy 1) Provide facilities that meet the needs of 21<sup>st</sup> century learners</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Conduct a facilities assessment of all campuses, including review and revision if necessary of various leases	Spring 2018	Board, Facilities Committee	
<b>(Action Step 2)</b> Develop a facility plan to address short and long term facility needs	Summer 2018	Board, Facilities Committee	
<b>(Action Step 3)</b> Ensure needed technology infrastructure to support implementation of the new	Summer	Board, Facilities Committee and	

technology plan	2018	Diocesan Technology Committee	
<b>(Action Step 4)</b> Assess the facility's plan to ensure implementation is timely and a wise use of resources	Summer 2019	Board, Facilities Committee, President	
<b>(Strategy 2) Implement practices that enhance teacher recruitment, formation and retention</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Support monthly teacher grade level meetings	Fall 2017	Principals	
<b>(Action Step 2)</b> Recommend to the Board a just and sustainable salary and benefit package	Summer 2018	Business Office and Board Finance Committee	
<b>(Action Step 3)</b> Design and implement a professional development program in light of the accreditation self-study and impact on student learning	Summer 2018	President and Principals	
<b>(Action Step 4)</b> Develop in-service workshops focused on the vision, mission, values and culture of Stella Maris Academy and the Formation Model of Education	Fall 2018	President and Principals	
<b>(Strategy 3) Provide marketing and development strategies that generate new financial support</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Review the requirements of the existing endowment funds targeted for school use and ensure proper management to support SMA	Fall 2017	Board, Development Committee	
<b>(Action Step 2)</b> Establish a new endowment fund for Stella Maris Academy	Winter 2018	Board, Development Committee and Finance Committee	
<b>(Action Step 3)</b> Establish a robust planned giving campaign for Stella Maris Academy	Winter 2019	Board, Development Committee and Marketing and Development Director	

<b>(Action Step 4)</b> Submit grant requests quarterly to appropriate local, regional and national foundations and other organizations	Winter 2019	Board, Development Committee and Marketing and Development Director	
<b>(Action Step 5)</b> Develop and implement a comprehensive Marketing and Public Relations plan	Winter 2019	Marketing and Development Director	
<b>(Action Step 6)</b> Assess the marketing and development plan annually and recommend changes to the Board	Spring 2019	Board, Development Committee and Marketing and Development Director	

**(Strategy 4) Determine the feasibility of enhancing Academy programming**

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Identify the strengths and challenges of the current co-curricular offerings	Winter 2018	Principals, President and Activities Coordinator	
<b>(Action Step 2)</b> Convene the middle school teachers to review the middle school rationale and operational approach	Winter 2018	Teachers, Principals, President	
<b>(Action Step 3)</b> Identify the unified middle school rationale and operational strategies	Spring 2018	Principals and President	
<b>(Action Step 4)</b> Survey families and students of their satisfaction with current offerings and interest in potential new after school programs (robotics, chess, Lego club, scouting, Ultimate Frisbee, swimming, etc.)	Spring 2018	Activities Coordinator	
<b>(Action Step 5)</b> Create and implement a technology plan that increases the effectiveness of instruction and student learning	Fall 2018	Teachers, Principals, Technology Coordinator	
<b>(Action Step 6)</b> Seek community involvement to support an inclusive co-curricular program (materials, expertise, space, etc.)	Spring 2019	Principals, President and Activities	

		Coordinator	
<b>(Action Step 7)</b> Provide coaching resources as needed to support teachers in enhancing student learning	Fall 2019	Learning Specialist, Principals, President	
<b>(Action Step 8)</b> Seek community help to supply the school with resources (materials, expertise, performance and display space) needed to develop an excellent Fine Arts program	Fall 2019	Fine Arts Teachers, Principals	
<b>(Strategy 5) Develop a sustainable financial model in support of providing mission related programs and projects</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Develop and approve annual operating budget	Fall 2017	President, Finance Committee, SMA Board	
<b>(Action Step 2)</b> Review existing 'DACS' endowments identifying appropriate use(s) in support of SMA	Fall 2017	Marketing and Development Director, Development Committee, Finance Committee	
<b>(Action Step 3)</b> Establish grant application, fundraising, and planned giving campaigns for SMA	Winter 2018	Marketing and Development Director, Development Committee, Finance Committee	
<b>(Action Step 4)</b> Evaluate the financial viability of adding high school grades to SMA	Spring 2018	President, Finance Committee, SMA Board	
<b>(Action Step 5)</b> Develop a three year budget projection beginning with 2018-19 school year	Fall 2018	President, Finance Committee	
<b>(Action Step 6)</b> Create and establish a new SMA endowment	Spring 2019	President, Finance Committee, Development Committee	
<b>(Strategy 6) Assess enrollment strategies and practices</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>

<b>(Action Step 1)</b> Develop an Recruitment and Enrollment Management	Fall 2017	Admissions Office	
<b>(Action Step 2)</b> Initiate enrollment process and assess for improvements	Spring 2018	Admissions Office	
<b>(Action Step 3)</b> Create recruitment and retention plan for the development of the Stella Maris Academy High School	Fall 2020	Admissions Director, High School Task Force	
<b>(Strategy 7) Implement High School planning to complete the continuum of Catholic school education from pre-kindergarten through 12<sup>th</sup> grade</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Convene a high school task force of the board with an established charter outlining initial givens approved by the Bishop	Fall 2017	HS task force, president	
<b>(Action Step 2)</b> Define the high school program in all major areas	Fall 2017	High School Task Force	
<b>(Action Step 3)</b> Meet with potential high school students/families to review and revise the high school program as needed	Winter 2017-18	High School Task Force	
<b>(Action Step 4)</b> Enroll inaugural 9 <sup>th</sup> and 10 <sup>th</sup> grade students for 2018/2019 school year	Spring 2018	SMA Admissions Office	
<b>(Action Step 5)</b> Review accreditation process to ensure program is accredited before first class of students graduate from the high school	Spring 2018	President and Board	
<b>(Action Step 6)</b> Hire staff required for the high school	Summer 2018	President and Principals	
<b>(Action Step 7)</b> Identify permanent location for high school program that will serve projected enrollment	Fall 2018	Board facilities committee	
<b>(Action Step 8)</b> Review the high school program offering and make adjustments as needed	Spring 2019	President, Principals, and Teachers	



**(Objective 4) Stella Maris Academy's governance will operate with a highly effective leadership model.**

**(Strategy 1) Establish long-term formation and development of the governing board**

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Implement an annual retreat	Spring 2018	Executive Board Committee	
<b>(Action Step 2)</b> Establish new member orientation	Summer 2018	Executive Board Committee	
<b>(Action Step 3)</b> Develop a Board Handbook	Summer 2018	Executive Board Committee	
<b>(Action Step 4)</b> Cultivate roster of potential Board members	Fall 2018	Executive Board Committee	
<b>(Action Step 5)</b> Plan effective Board in-service opportunities	Summer 2019	Executive Board Committee	

**(Strategy 2) Create mutually beneficial relationships with priests and parishes that will directly support SMA**

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Attend Deanery meeting to present case for support	Fall 2017	President and Board Chair	
<b>(Action Step 2)</b> Establish a timeline for financial support	Winter 2018	President and Executive Board Committee	
<b>(Action Step 3)</b> Visit finance councils and parish councils to present case and determine meaningful relationship	Winter 2018	President and Executive Board Committee	
<b>(Action Step 4)</b> Schedule parish visits	Fall 2018	President and Principals	
<b>(Action Step 5)</b> Establish a mutually agreed upon schedule of activities and support	Spring 2019	President and Executive Board Committee	

**(Strategy 3) Create mutually beneficial relationships with civic, educational and business organizations**

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
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<b>(Action Step 1)</b> Become a Chamber of Commerce Member	Fall 2017	President	
<b>(Action Step 2)</b> Explore opportunities to become civically engaged	Fall 2018	President and Marketing Director	
<b>(Action Step 3)</b> Explore opportunities with neighboring colleges and universities	Winter 2019	President and Marketing Director	
<b>(Strategy 4)</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Establish practices to meaningfully engage stakeholders in the refining	Fall 2017	Board, President, Principals	
<b>(Action Step 2)</b> Explore opportunities for stakeholder's involvement in our fundraising efforts	Fall 2018	Board, President, Family Association	
<b>(Action Step 3)</b> Communicate MNSSA Accreditation and Annual Report process with stakeholders	Fall 2019	President and Principals	
<b>(Action Step 4)</b> Populate committees and board vacancies with skilled stakeholders	Fall 2019	Executive Board	