



Strategic Plan 2017-2020

OUR LADY OF FATIMA CATHOLIC SCHOOL

Contact Information:

School

Principal: Mr. Khanh Pham
Office: 713-674-5832
Fax: 713-674-3877
Hours: 7:30 am – 3:30 pm
Monday-Friday

Parish

Pastor: Rev. Vicente Agila
Office: 713-675-0981
Fax: 713-675-0982

1702 9th Street

Galena Park, 77547

www.olfatima-gp.org

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Introduction: Catholic Identity, Mission, Philosophy, Goals, and History

Catholic Identity

Our Lady of Fatima Catholic School is first and foremost Catholic. Every area of the school should reflect the school's Catholic Identity. Each classroom must have a prayer table appropriate for the age of the students. Artwork, literature, and class projects should reflect the Catholic Identity of the school. Catholic prayers should be taught and said regularly. Additional expressions of Catholic Identity, including mass attendance, reconciliation, saying the Rosary and service projects, as well as daily actions and interactions should reflect the Catholicism of the school.

Mission Statement

Based on the teaching mission of Jesus, Our Lady of Fatima Catholic School is committed to providing a quality education, nurturing Christian values in each student, and fostering Catholic community and service.

Philosophy

In a Christ-centered atmosphere Our Lady of Fatima Catholic School:

- Believes that learning is a life-long process
- Supports the holistic development of each individual learner
- Believes that every child has the ability to achieve excellence within their individual potential.
- Believes faith is the manifestation of all virtue and integrity and the guiding principle for our school community.
- Believes that students should be held accountable for what is good, right, and just.
- Is dedicated to developing students with a strong moral conscience.
- Believes in scholarship focused on lifelong learning and high expectations that lead to academic excellence.
- Believes that our students should be aware of the needs of others and take responsibility in serving others to build a Christian community.
- Is committed to providing students a balance between spiritual growth and academic excellence.

In a collaborative effort with parents and community, we dedicate ourselves to forming an active lifetime learner who embraces Christian values and ethics.

Goals

To enable students to achieve their final goal, certain objectives are presented as an aid to that pursuit.

- Students will be provided with an atmosphere that encourages, celebrates, and cherishes those disciplines that develop body and soul, heart and mind.
- Students will experience hands-on learning with cultivate curiosity and a desire for expansion.
- Students will experience various learning styles, where their interest will be engaged and achievement will be recognized.
- Students will proclaim the Good News of Jesus Christ
- Students will show mutual respect and trust at all levels in our school and our world is of primary importance
- Students will be Christian examples for other
- Continually create new ways to share excellence in education, as practiced at Our Lady of Fatima Catholic School

History

Our Lady of Fatima Catholic School was established in 1953 by the Sisters of Notre Dame. The first principal was Sister Theodore and Father O'Sullivan was the first Pastor. During its sixty plus years history, the school has expanded from Pre-K3 through 8th grade. The school has a fully functional gymnasium, cafeteria, and a private playground. There is also internet access throughout the campus.

Father Vicente Agila is the current pastor of Our Lady of Fatima Parish and Mr. Khanh Pham currently serves as the principal of Our Lady of Fatima Catholic School. Our Lady of Fatima Catholic School has been and continues to be a vital part of the parish. The students are encouraged to be involved in parish life through liturgical service, parish sponsored retreats, parish bazaars, and parish fundraising events, parish and school sponsored athletic programs. Our parents serve as members on various parish boards and committees, actively participate in the sacramental preparation of their children and coordinate numerous volunteer projects within the school and parish community. The parishioners are committed to evangelizing the mission of the church and fully support the mission of our school. Together the church, parish community, and school are truly part of the same whole.

I. Catholic Identity

	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
A	Catholic Core		Year 1	Year 2	Year 3	On going
I	Integrate the church's Catholic social teachings across all curricular areas.	<ul style="list-style-type: none"> - All Catholic teachers are required to obtain Catechist Certification within the required time frame - Done daily by all classroom teachers - Non Catholic teachers are asked to complete and obtain Catechist Certificate. 	<p style="text-align: center;">X</p> <p>Teachers should complete 30 catechist hours</p>			
II	Increase the active involvement of parents in the faith life of their parish, the broader faith community, and the faith formation of their children.	<ul style="list-style-type: none"> - Parents are invited to morning prayer assembly - Parents are invited to attend weekly school mass on Wednesdays and all the Holydays of Obligation - Parents are invited to attend monthly school mass - Information on Faith Formation included weekly in church bulletin - BALM club ministry for girls in grade 5-8 				X
III	Expand opportunities to integrate themes of both the universal and local church.	<ul style="list-style-type: none"> - Daily in morning assembly led by students on a rotation basis - Pastor, religion teachers, and liturgical/music coordinator provide resources to classroom teachers on how to integrate the Faith across the curriculum 				X
IV	Promote Catholic service activities for the entire school community	<ul style="list-style-type: none"> - OLFCS participates in school wide service projects as well as parish service projects (Thanksgiving Food Drive, Mozambique Mission, etc.) 				X

	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
B.	Student Achievement		Year 1	Year 2	Year 3	On going
I	Implement strategies to increase vocation awareness and religious vocations.	<ul style="list-style-type: none"> - Invite clergy to speak to students about vocations during Catholic School Week and special occasions - Special quarterly prayer dedicated to religious vocations 	X			
II	Implement strategies to increase vocation awareness and religious vocations.	<ul style="list-style-type: none"> - Students in religion class do projects relating to clergy 				X
III	Explore the use of the Information For Growth (IFG assessment) as a benchmark for teachers.	<ul style="list-style-type: none"> - Give the IFG assessment once a year to teachers to help inform their catechist training 	X Review and adopt a benchmark assessment			
IV	Encourage participation by all students in sacramental celebrations.	<ul style="list-style-type: none"> - Collaborate with the OEC office to provide sacramental preparation for 2nd grade students for First Reconciliation and First Communion - Provide information to parents on sacramental celebrations through email, church and school bulletins, and parent meetings 				X
V	Promote and monitor religion certification for teachers as required by the Texas Catholic Conference of Bishops Education Department. (TCCB-ED)	<ul style="list-style-type: none"> - Provide and review with teachers their updated Catechist Records at the beginning and end of the school year - Share opportunities for Catechism classes with teachers via email and/or face-to-face meetings 	X Teachers should complete 30 catechist hours			

II. Excellence in Education

	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
A.	Professional Development, Recruitment and Retention		Year 1	Year 2	Year 3	On going
I	Continue to provide opportunities for teachers to attend workshops and trainings.	<ul style="list-style-type: none"> - Share information about workshops and professional development opportunities with teachers via email, faculty meetings and face-to-face meetings - Work with region education center to seek professional development opportunities for teachers and staff - Use Title II funds from GPISD to provide trainings to teachers on and off campus 				X
II	Continue to implement teaching best practices to support the intellectual, scholastic, behavioral and social needs of diverse learners.	<ul style="list-style-type: none"> - Works with a Catapult Consultant and Instructional Specialist to model for teachers - Provide feedback to teachers on best practices through lesson plans and classroom observations/walk through - Give teachers time to plan daily 	X			
III	Continue to support teachers & staff who want to pursue advanced degrees.	<ul style="list-style-type: none"> - Share program information from universities and colleges through email, placing flyers in the teacher's mailbox, and in the faculty and staff workroom - Invite university representatives to attend staff and faculty meetings to share information of their program - Recommend teachers to attend the archdiocese Principal Formation Program or Second in Command meetings 	X			

	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
A.	Professional Development, Recruitment and Retention Con't		Year 1	Year 2	Year 3	On going
IV	Continue to encourage participation in professional organizations.	<ul style="list-style-type: none"> - OLFCS is a member with NCEA and ASCD - Faculty and Staff are encouraged to join AMTE, NSTA, NCTE, NCSS, etc. 				X
	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
B.	Student Achievement		Year 1	Year 2	Year 3	On going
I	Continue to use strategies to examine data from diagnostic assessments, inclusive of both formative and summative evaluations, and determine scholastic trends and needs.	<ul style="list-style-type: none"> - Use Renaissance Learning, STAR 360, to evaluate students in reading and math each semester to monitor progress. - Give Iowa or other standardized test each spring to students in grades 1-8 - Use Mathletic to improve math learning 	X Increase students score in ELA by 5% and Math 7%			
II	Continue to implement a variety of assessments to track student learning and growth.	<ul style="list-style-type: none"> - Use AIM (Archdiocesan Instructional Model) assessments to differentiate instruction - Use Renaissance Learning, STAR 360, to evaluate students in reading and math each semester to monitor progress. - Use Mathletic assessment to monitor progress - Give Iowa, CoGat or other standardized test each spring to students in grade 1-8 	X 90% of the students on grade level or higher			

	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
C.	Curriculum		Year 1	Year 2	Year 3	On going
I	Continue to develop and implement vertical alignment in Math at all grade levels	- Use information from Renaissance Learning, STAR 360, math assessment to improve mathematics across grade levels - Use Mathletic to improve growth across grade levels	X			
II	Continue to develop and implement vertical alignment in Reading at all grade levels.	- Use information from Renaissance Learning, STAR 360, reading assessment to improve reading across grade levels	X			
III	Implement standardized grade level assessments of Reading, etc. at all grade levels.	- STAR 360 reading assessment will be given each semester during the year	X			
IV	Develop specific writing expectations of students at each grade level.	- Use the archdiocesan curriculum guide and TEKS to create grade level writing expectations - Utilize Instruction Specialist to model and supports teachers in lesson planning and implementation of the lesson	X			
V	Promote writing for all students.	- Enter different essay contest throughout the academic school year - Establish writing and reading club to meet on a weekly basis	X St. Thomas University contest in Jan 2018	X		
VI	Make sure that teachers are familiar with curriculum guides for all subject areas	- Curriculum guides provided to all teachers via printed hard copy as well as online at the beginning of each school year	X			

	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
C.	Curriculum Con't		Year 1	Year 2	Year 3	On going
VII	Continue to integrate technology in all classrooms	<ul style="list-style-type: none"> - Establish a room for a computer lab - iPads are available for all students to use - ChromeBooks are available for student 1st-8th grade - Continue to purchase ChromeBooks for all students - Maintain and improve wireless access point throughout the campus 	X Add 15 iPads and Chrome Books			 X X
	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
D.	Extracurricular Activities		Year 1	Year 2	Year 3	On going
I	Continue to strengthen after school sports program.	<ul style="list-style-type: none"> - Principal, athletic director, and designated personnel are in place to monitor and supervise all after school sports - Collaborate with the GHCAA (Galveston-Houston Catholic Athletic Association) to provide training to coaches from Positive Coaching Alliance - Have clear expectations and job descriptions for school athletics - Provide Athletic Handbook to parents and students athletes 				X
II	Continue to provide opportunities for students to showcase gifts in performing arts, speech, choir, art, clubs, etc. through ancillary classes in lower and middle school.	<ul style="list-style-type: none"> - Art, Spanish, and music taught to PK3-8th Grade - School Choir offered to students in 1st-8th grade - Art and Chess club to students in 1st-8th grade 				X

	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
D.	Extracurricular Activities Con't		Year 1	Year 2	Year 3	On going
III	Continue to improve communication regarding Sports Programs	<ul style="list-style-type: none"> - AD will finalize the sports schedule prior to the start of each sport and shared with coaches, parents and student athletes - AD and coaches will hold a mandatory sport meeting each sport season - AD and coaches will communicate all practice and game schedules to parents via email and hard copy on a weekly basis - Game and practice schedules will be shared in weekly athletic email weekly sports update - Athletic forms and schedules are available on school website and in the school office 	X			
IV	Encourage increased participation of students in school sports	<ul style="list-style-type: none"> - Touring of the school, prospective students are informed of the sports program - Coaches ask and encourage students to participate in sport during the season - Athletic information available on school website, school calendar, bulletin board, morning announcements, church bulletin, OLFCS weekly newsletter, etc. 	X Increase 20% of participation by the end of the current school year.			

III. Leadership, Governance & Communication

	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
A.	Leadership		Year 1	Year 2	Year 3	On going
I	Expand and enhance professional development training and advanced degrees for principals and teachers in areas such as curriculum development, supervision, finance, legal issues, etc.	- Share information from university and colleges programs through email and on the bulletin board in the staff workroom				X
II	Identify and promote the development of potential spiritual educational leaders within our school.	- Provide spiritual leadership opportunities for teachers to attend/lead class trips, attend/lead class rosary, attend/lead staff meetings, attend/lead students and staff during the Christmas Program and special events throughout the academic school year				X
III	Attract and retain quality personnel for long-term sustainability of the school	- Archdiocesan salary scale for teacher and is based on year of experience - Provide ongoing professional development opportunities to all teachers and staff - Provide supports and mentorship opportunity for all teachers and staff - Establish an open line of communication where teachers and staff can communicate freely	X Retain 100% of the current staff and increase enrollment to add another position			
IV	Continue to offer professional development opportunities for teachers and staff to attend.	- Provide meaningful professional development during teacher in-service prior to the start of the school year - Share professional development opportunities through weekly emails, staff and faculty meetings, and face-to-face meetings - Register teachers for workshops as requested	X 50% of the staff are registered for additional workshop			

	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
B.	Governance		Year 1	Year 2	Year 3	On going
	Active Engagement					
I	Expand and enhance training of board members through practical workshops	- Share information about school board training offered through the Catholic Schools office				X
II	Identify and promote the development of potential commission members within our community.	- Administrative and school board team will be visible and available to the community				X
	Guidance					
I	Identify and promote strategies to ensure effective collaboration between the School Commission and Parish Council.	- Principal will meet weekly with the Pastor - School coordinator representative will attend the parish coordinators meetings - School representative will attend the parish bazaars committee meetings				X
	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
C.	Communication		Year 1	Year 2	Year 3	On going
I	Develop and implement a comprehensive conduct code for parents, students, and school faculty and staff based on mutual respect and Catholic values.	- Provide training to teachers classroom management as well as social skill via Project Class - Share the Parent and Student handbook during open house and parents orientation - Be visible and accessible for parents and students				X X X
II	Identify and promote strategies to ensure effective collaboration between school community and parish	- Principal and secretary attend parish staff meetings and share the information with the school staff .				X

	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
C.	Communication Con't		Year 1	Year 2	Year 3	On going
III	Continue to enhance communication between the school and parents.	<ul style="list-style-type: none"> - Ensure that information on the school website is up-to-date and correct - Send information to parents weekly through weekly newsletter, flyers, IRIS alerts, and emails - Teachers will provide a weekly class newsletter in lower elementary grades for parents - School post information of the school in the church weekly bulletin 				X

IV. Enrollment and Marketing

	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
A.	Enrollment		Year 1	Year 2	Year 3	On going
	Growth Strategies					
I	Develop and implement strategies to increase student enrollment.	<ul style="list-style-type: none"> - Seek permission and attend nearby churches to promote OLFCS - Utilize Parish bulletin page to weekly spot light OLFCS school activities - Ensure that school website is up-to-date and accurate - Use school social media pages to promote school activities and events - Encourage parents to promote the school via the words of mouth - Utilize the outdoor marquee to post school information - Use banners and yard signs during enrollment season 	<p>X</p> <p>Retain 95% of current students and increase 20% of enrollment for the following school year</p>			

	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
A.	Enrollment Con't		Year 1	Year 2	Year 3	On going
II	Promote improved school performance to existing students and families.	- Share high school acceptance rates with current parents and students	X 100% of current 8 th grade will attend Catholic High School			
III	Promote the improved school performance to prospective students and families.	- Share high school acceptance rates with prospective parents and students	X 100% of current 8 th grade will attend Catholic High School			
IV	Retain OLFCS students who embrace our vision and mission	- Have a clear code of conduct in the parent and student handbook				X
V	Fill OLFCS openings with students who want a Catholic-oriented education.	- Contact the previous attended school and get feedback - Parents fill out application and apply for FACTS - Parishioner received priority to attend OLFCS - Assesment are given student in 1-8 grade on a case to case basis - Interview potential students in grades 2-8	X 100% parents satisfactory and 100% register and apply for FACTS			
VI	Continue to actively promote the parish-school relationship.	- Principal meets with Pastor on a weekly basis - Principal attends monthly Parish Staff Meetings -School and parish staff come together for special occasion - Parish staff are invited to all school events and functions				X

	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
A.	Enrollment Con't		Year 1	Year 2	Year 3	On going
VII	Utilize outstanding communication practices within and among our parish-school community.	<ul style="list-style-type: none"> - Weekly school newsletter and IRIS alerts update - Ensure that school website is up-to-date and accurate - Use school social media page to promote school activities and events - Utilize Parish bulletin page to weekly spot light OLFCS activities 				X
	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
B.	Marketing		Year 1	Year 2	Year 3	On going
I	Enhance strategies to effectively use digital-media to reach current parents and alumni.	<ul style="list-style-type: none"> -Utilize parish bulletin page to weekly spot light OLFCS school activities - Ensure that school website is up-to-date and accurate - Use school social media page to promote school activities and events 				X
II	Promote our local branding and continue the use of the Archdiocesan and Catholic School logo.	<ul style="list-style-type: none"> - Have both logos present on the school website, emails, letterhead, etc. 				X
III	Continue to promote the school and display school projects/activities and achievements to parish community.	<ul style="list-style-type: none"> - Utilize the school marquee to post school information - Hand out school flyers to parishioner after mass and during parish meetings - Utilize Parish bulletin page to weekly spot light OLFCS school activities - Ensure that school website is up-to-date and accurate - Use school social media page to promote school activities and events 				X

	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
B.	Marketing		Year 1	Year 2	Year 3	On going
IV	Continue to market and engage alumni in school development and activities.	<ul style="list-style-type: none"> - Invites alumni to come back for school events as well as reunion - Utilize Parish bulletin page to weekly spot light OLFCS school activities - Ensure that school website is up-to-date and accurate - Use school social media page to promote school activities and events 	X Increase alumni database			
V. Facilities						
	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
A.	Standards		Year 1	Year 2	Year 3	On going
I	Promote and maintain a welcoming, safe, and healthy environment.	<ul style="list-style-type: none"> - Ensuring all exterior gates and doors are fully secure during all school activities - Greet all stakeholder at all time - Provide feedback opportunity for all stakeholder 	X To add electronic entrance and exist to all exterior doors and gates			
II	Establish and implement safety procedures and training for maintenance personnel.	<ul style="list-style-type: none"> - Crisis training provided annually by school administrator - Each classroom, staff, and office has a crisis management folder - Safety assessment is complete annually 				X
III	Maintain custodial schedules for proper maintenance of school building, grounds, and athletic facilities.	<ul style="list-style-type: none"> - School custodian and parish personnel maintain the facilities and the grounds - Annual safety checklist is complete to ensure proper safety 				X

	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
B.	Inspections		Year 1	Year 2	Year 3	On going
I	Implement the plan to perform inspection of school building, grounds, and athletic facilities for preventive purposes.	- Principal meets with plant manager on a regular basis to discuss school facilities				X
	Periodic review of all vendors and contractors to ensure performance standard and competitive pricing.	- Make sure that all contracts and vendors have been approved by the archdiocese.				X
VII. Temporal Vitality						
	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
A.	Funding Model		Year 1	Year 2	Year 3	On going
I	Continue to research successful alternative fundraising efforts.	- Principal of the school attends archdiocesan development trainings and workshops - Principal meets with school board monthly to review events and fundraising efforts - Principal meets with parents to communicate and gather input on fundraising efforts				X
II	Continue to meet or exceed local ISD salary scales as identified by the Archdiocesan School Office.	- Annual school budget reflects the archdiocesan salary scale - Tuition reflects the archdiocesan tuition scale for Cluster I	X Pay teacher competitively			
III	Annual review of tuition rates compared to cost to educate each child.	- Pastor and school board reviews tuition rate annually				X
IV	Continue to promote specific fundraising efforts including Annual Fund, Gala/Fundraising events.	- Fundraising events our advertised in the weekly newsletter, outdoor marquee, on the school website and social media page, in the church bulletin, emails, flyers, as well as yard signs and banners	X Increase fundraising goal by 30%			