

**OUR LADY OF FATIMA  
INTENTIONAL GROWTH PLAN  
2021-2024**



**535 Norway Avenue  
Huntington, WV 25705  
moconnor@olofatima.org**



OFFICE OF THE BISHOP

DIOCESE OF WHEELING-CHARLESTON

1311 BYRON STREET  
POST OFFICE BOX 230  
WHEELING, WEST VIRGINIA 26003

February 1, 2021

Dear fellow disciples of Jesus Christ,

The Intentional Growth Plan, included with this letter, is designed to help our Catholic schools fulfill their mission: "to provide quality education in the Catholic tradition for all students in a nurturing, Christ-centered environment" and to "accompany families in challenging children to recognize, develop and share their God-given gifts and talents."

Having received a Catholic education during my high school years, I know personally the value of that experience. I hope not only to maintain but to strengthen the Catholic schools of the Diocese of Wheeling-Charleston so that many young people today may derive from their experience the benefits that I received. The Intentional Growth Plan should help you take part in that effort.

Thank you for the dedication and love you bring to your mission to form young people in Christ and to give them the basic skills they will need for the rest of their lives. We live in tumultuous and unusual times. Now and at all times I urge you to remember the words God spoke through the prophet Isaiah [40:31]: *They that hope in the Lord will renew their strength, they will soar as with eagles' wings; they will run and not grow weary, walk and not grow faint.* God will not fail those who seek to serve Him and who ask for His help. Turn to Him often.

May the Father from whom all blessings flow, His Son who offered his life for ours, and the Holy Spirit who dwells in our hearts and animates our love, bless, guide and protect you as you teach in the name of Christ and his Church!

Sincerely in Christ,

Most Reverend Mark E. Brennan  
Bishop of Wheeling-Charleston



**From the Desk of Superintendent Mary Ann Deschaine, Ed.S.**  
Department of Catholic Schools • [www.WVCatholicSchools.org](http://www.WVCatholicSchools.org)

February 2021

Dear Catholic School Friends

### **PLANNING FOR OUR FUTURE**

West Virginia Catholic Schools remain forward thinking and committed to high standards. During the 2020-2021 school year, amid the global Covid-19 pandemic, the Catholic Schools in the Diocese of Wheeling-Charleston embarked on an Intentional Growth Planning process. In doing so, each of our 24 schools were able to honor and reflect on the past and plan for the future. We are grateful to our Parish and Catholic school leaders, school faculty and staff, parents, and Faith communities for their commitment to Catholic school education. Their dedication to providing ongoing Catholic school education is evident in the time, effort and prayer that was put into developing each school's individualized Intentional Growth Plan.

Each schools' comprehensive plan strategically focused on the National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools (NSBECS). All 24 schools' plans center around four pillars:

- **Mission and Catholic Identity**
- **Governance and Leadership**
- **Academic Excellence**
- **Operational Vitality**

This growth process is part of our ongoing accreditation through our national accrediting organization, Cognia. The diocesan Intentional Growth Plan will reflect a strong combination of the individual school plans. It is our priority to continually improve Catholic education across the Diocese of Wheeling-Charleston.

Thank you for your continued support of Catholic School education in the Diocese of Wheeling-Charleston.

Peace-

Mary Ann Deschaine, Ed.S.

Superintendent of Catholic Schools

Diocese of Wheeling-Charleston

*Together we continue to Move Mountains- Empowered by Knowledge -Transformed by Faith*



# OUR LADY OF FATIMA PARISH SCHOOL

Where faith, learning, and service have no limits

535 Norway Avenue, Huntington, WV 25705  
304.523.2861 • Fax: 304.525.0390 • [www.olofps.org](http://www.olofps.org)

## LETTER FROM THE PRINCIPAL

Welcome to Our Lady of Fatima Parish School!

As principal of Our Lady of Fatima Parish School, I am truly blessed to have this opportunity to lead a school with a long-standing tradition of excellence in Catholic education.

Before becoming principal, I had the privilege to work as a teacher at Fatima for ten years. I began teaching Kindergarten, where I had the rewarding task of instructing five and six-year-old students in their beginning years of school. I then transferred to teaching third grade. During that time, I enjoyed instructing students academically and spiritually during their most formative years.

Our Lady of Fatima Parish School begins with our preschool and continues through eighth grade. Our students embark on a rigorous curriculum that includes all academic subjects as well as Spanish, Music, Health, P.E., and Art. With our small class sizes, educators can focus on each student's progress. Our teachers are invested in each child's success and are here to help them reach their full potential.

My goal as principal is to ensure that all students are safe, happy, and healthy and that they achieve academically, socially, and spiritually to their fullest potential. At Fatima, we live out our vision statement to the fullest where Faith, Learning, and Service have no limits! In addition to our quality Catholic education the students are receiving in the classroom, you will see them giving back to the community in various ways. The students lead a life rooted in serving others and modeling their Catholic Faith throughout the community.

I encourage you to visit our school and let us meet your family and provide you with a tour of our school. If we can offer further assistance with your decision-making process, please don't hesitate to call our school office at 203-523-2861.

Blessings,

Micah O'Connor, Principal



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## LETTER FROM THE PASTOR

My Dear Friends in the Lord Jesus,

It is with great pleasure that I welcome you all to Our Lady of Fatima School. I am greatly impressed by the commitment of the school and the staff for the provision of an excellent all-round education for our students with a vision - 'Where Faith, Learning and Service have no limits'. Our mission is to provide a conducive environment for the student community that fosters integral formation of the whole child towards pursuit of excellence. Our Lady of Fatima School strives to transform every child through academic excellence with integral co-curricular activities upholding the value system of harmony with nature, respect for humanity and responsibility to the society by building confidence, skills, and competence to transform them as enlightened citizens who care for the nation. Our Catholic faith permeates every class and subject throughout the school day. We do all we can to impart, through words and actions, the values, and beliefs of our faith.

The biggest question parents ask is, "Why should I send my children to Catholic school?" Certainly, many of our public schools do an outstanding job educating children in the basics. But *only* our Catholic schools can provide that added, and more eternal, learning about God, about the faithful call to service and ministry, and the development of the faith-life of our students and our families. I believe that only in our Catholic Schools we can help our students put the world in a proper context by relating everything to God.

We at Fatima are not just a school, but truly a family! Our parents are deeply involved in the life of our school community. I invite you to consider the incredible benefits of a Catholic School education to your children and family. It is an investment in your children and sets the foundation for their future studies & careers and, more importantly, builds the foundation of a life-long Faith.

Please join me in thanking Our Loving God for the many graces He always bestows upon our school family. May we continue to seek the powerful intercession of our Patron, Blessed Virgin Mary.

Sincerely yours in Christ,

Father Tijo George



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## Strategic Planning Committee

I would like to acknowledge the members of the Strategic Planning Committee for their dedication to our school and for taking the time to focus on the needs of our school. Their time spent in helping to begin the process of developing a strategic plan for our school has been greatly appreciated and will benefit all students.

Respectfully,

Micah O'Connor, Principal

### Strategic Planning Committee Members

Fr. Paul Yuenger

Rebecca Porter

Valerie Sellards

Donald Bates

Matthew Day

Fran Howard

Leanne Imperi



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## Thank You to Our Community

We are blessed to have such strong support from our community. They are just as big a part of our "Fatima Family" as anyone. They partner with our school because they believe in our mission of providing students a Catholic education that fosters their faith and academic excellence.

We are blessed to have partners in education in such an important role in the success of our school. Their donations, financial assistance and support throughout the school year directly benefit our students by allowing us to continue providing them a Christ-centered education. We are incredibly thankful for their support and commitment to Our Lady of Fatima Parish School.

Many Blessings,

Micah O'Connor, Principal

## **Mission**

Our Lady of Fatima Parish School is a learning community founded and supported by parishioners, rooted in traditional Catholic values for the purpose of educating our children to become humble, faith-filled citizens who generously offer their God-given gifts for the good of all people.

## **Vision**

Our Lady of Fatima will provide a religious and academic foundation for God's children through religious and academic education so that every child will reach their fullest growth spiritually, academically, and emotionally.

## **Values**

Excellence, Resilience, Respect, Integrity, Perseverance, Service, Faith



# **Executive Summary**

**Our Lady of Fatima Parish**

**School Diocese of Wheeling-**

**Charleston**

Ms. Micah O'Connor  
535 Norway Avenue  
Huntington, WV 25705

## **Introduction**

Every school has its own story to tell. The context in which teaching and learning takes place influences the processes and procedures by which the school makes decisions around curriculum, instruction, and assessment. The context also impacts the way a school stays faithful to its vision. Many factors contribute to the overall narrative such as an identification of stakeholders, a description of stakeholder engagement, the trends and issues affecting the school, and the kinds of programs and services that a school implements to support student learning.

The purpose of the Executive Summary (ES) is to provide a school with an opportunity to describe in narrative form the strengths and challenges it encounters. By doing so, the public and members of the school community will have a more complete picture of how the school perceives itself and the process of self-reflection for continuous improvement. This summary is structured for the school to reflect on how it provides teaching and learning on a day to day basis.

## Description of School

**Describe the school's size, community/communities, location, and changes it has experienced in the last three years. Include demographic information about the students, staff, and community at large. What unique features and challenges are associated with the community/communities the school serves?**

Our Lady of Fatima Parish School is a Pre-kindergarten through eighth-grade school. Our Pre-kindergarten program has classes for two-year-old, three-year-old, and four-year-old students. Our Lady of Fatima Parish School is located in Huntington, WV. Our traditional all-day Kindergarten through eighth grade provides high-quality education to the young people of the tri-state community. Our success is built on a rigorous academic program, active spiritual formation, and a commitment to stewardship virtue. Academic standards have been set high for the school, allowing students graduating from eighth grade to have earned a credit for Algebra 1 and Spanish 1 upon entering high school. Our enrollment has ranged from 100 to 170 students over the past five years. We have provided a high level of academic excellence to the greater Huntington Community for more than sixty years.

The greater Huntington area is mostly a homogenous community with ethnic groups represented in small proportions. Cabell County is only twelve percent Catholic, which has led to Catholic schools needing to branch out to students from other faith backgrounds. Demographically, our students generally come from many areas of the county, with middle-class to upper-class families represented within our school. The Parish provides annual support through a "Tuition Angels" program to help economically disadvantaged students enroll in our school. Our student body is approximately 60 percent Catholic, 30 percent Protestant, and 10 percent from other religious backgrounds. The smaller class sizes lend themselves to more personalized instruction, and teachers and students alike know everyone's name. OLOFPS considers its best asset to be the family atmosphere that is evident when you walk through the door.

Our Catholic identity is present within all our classrooms, with all students participating in morning prayer, daily religion classes, and weekly mass. Additionally, the entire student body participates in Stations of the Cross each Friday during Lent and the Our Lady of Fatima Feast Day with our May Crowning. Catholic students in Grades 2 through 8 attend Reconciliation services twice a year. Our 2nd-grade students participate in a special 1st Reconciliation service during Advent.

The Staff at Our Lady of Fatima School comes from a variety of backgrounds. We are fortunate to have teachers here who have spent their entire teaching careers within our school. We also have staff who have experienced public school as teachers, giving them a different perspective of educating children. Some of our teachers have their children currently enrolled at Our Lady of Fatima, so they experience the school both as teacher and parent. We have an excellent balance of novice and seasoned teachers, with the experienced staff willing to assist newer teachers in their quest to establish themselves in the rich tradition of Our Lady of Fatima leaders. The Principal monitors the instructional practices and student progress to ensure that all students are prepared for and have access to a challenging curriculum. The Principal also conducts frequent classroom visits and walkthrough observations to provide constructive and meaningful feedback to the faculty and staff, improving student learning.

## School's Purpose

**Provide the school's purpose statement and ancillary content such as mission, vision, values, and/or beliefs. Describe how the school embodies its purpose through its program offerings and expectations for students.**

Our Lady of Fatima Parish School is a learning community founded and supported by parishioners and rooted in Catholic tradition and values to educate our children to become humble and faith-filled citizens who generously offer their God-given gifts for the good of all people.

In 1952, steps were taken to provide a grade school for Our Lady of Fatima Parish Church. The groundbreaking took place on September 4, 1953, and the new school's dedication was on Sunday, September 5, 1954. The first school year opened on September 7 with six grades and 90 students. The school was placed under the Pallottine Missionary Sisters' direction, whose motherhouse was located in Huntington.

At Our Lady of Fatima, Faith, Learning, and Service have no limits. We hold our students to high standards in all three of these areas. The students lead a life rooting in serving others and modeling their Catholic Faith throughout the community. In addition to our quality Catholic Education that students are receiving in the classroom, they also give back to the community in various ways. We have many opportunities for students in and outside of the classroom. These opportunities include enrichment classes, Title 1 services, electives, clubs, and various athletic teams. At Our Lady of Fatima, the teachers and staff continue to build a loving community that inspires students to learn through teaching gospel values during these critical developmental years.

Our Lady of Fatima Parish School continues to provide high-quality education to the tri-state community's young people. Our success has been built on a rigorous academic program, active spiritual formation, and a commitment to stewardship virtue. As a result, our alumni have gone on to successful lives in high school, college, and beyond, bearing witness to our distinctive tradition of excellence

## Notable Achievements and Areas of Improvement

**Describe the school's notable achievements and areas of improvement in the last three years. Additionally, describe areas for improvement that the school is striving to achieve in the next three years.**

Our school has always been a leader in student achievement among our fellow Catholic schools and the public schools in our community. No matter which Cabell county high school our students choose to attend, they are consistently successful. While our test scores remain high, we actively work on improving our academic excellence.

Our school has a goal of producing well-rounded students who are high achievers in every phase of life. We know we are achieving this by the results of various competitions we enter every year. During the past school year, we received many awards at the Cabell County Reading Councils' annual writing contest and sent four students to the state finals. We produced a state semi-finalist in the annual GeoBee competition and a regional winner in the Cabell County Spelling Bee. We contributed over 1200 items of canned food to a local food bank last year during our Can Food Drive in terms of service.

Our Lady of Fatima uses a variety of age-appropriate assessments to evaluate our students' work and progress. As with all schools, we thoroughly analyze our annual standardized testing results to identify possible weaknesses in our curriculum. Committees of teachers take this analysis and recommend any changes needed. Daily, teachers use a variety of assessment tools to evaluate student progress. Team meetings are held periodically to evaluate the effectiveness of these classroom tools.

Each year, the staff at OLOFPS engages in meaningful staff development, including a two-day in-service, where an essential topic of discussion is student performance. Teachers break into grade-level groups and decide where improvements and changes are needed, including a new math and science program, herpetology program, and after school enrichment programs, including STEM, Newspaper Club, and Computer Science.

In the 2019-2020 school year, the Diocese of Wheeling-Charleston changed our standardized testing program from the Terra Nova Test to the NWEA Map Growth, which our students take at three different times throughout the school year. This assessment is computer adaptive and measures achievement and growth in our kindergarten through 8<sup>th</sup> grade math, reading, language usage, and science. MAP Growth is designed to measure student growth over time regardless of their grade level.

Student support services at our school are provided in a variety of ways. We have one teacher dedicated to helping students who need extra help in addition to what is given in the classroom. We have an extensive after-school tutoring and enrichment program for those needing help in particular subjects. We are also fortunate to provide Birth to Three Services and speech therapy through Cabell county schools resources.

The parents of our students and our parishioners are vital players in the life of the school. The Parent Volunteer Association (PVA) assists in the school's fundraising activities and provides services back to the school's students, teachers, and overall success. We invite our families to provide stewardship to the school in any way they feel comfortable. Through communication with school, church, and parents, we meet our students' best interests.

We have a solid reputation in the Huntington community. The sky is the limit for Our Lady of Fatima. Strong leadership, a group of passionate, knowledgeable, talented teachers, excellent students, and parents who want the best for their children all come together to bring success to OLOFPS. The future is bright and shining in every way for Our Lady of Fatima Parish School.

## **Additional Information**

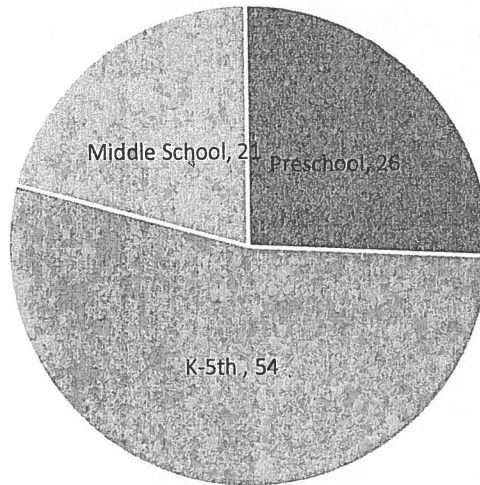
**Provide any additional information you would like to share with the public and community that were not prompted in the previous sections.**

Our school is most proud of the excellent students with whom we are entrusted. These young people represent the best and the brightest of the upcoming generation. They work hard every day to achieve a balance in life that provides them with an opportunity to enrich their relationship with God, provide meaningful service to others, and excel at learning. We are proud of our current and former students' achievements and look forward to providing the best education available for a long time into the future.



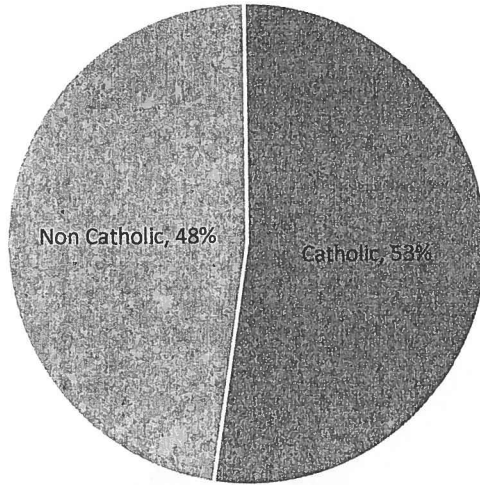
# Student Demographics

## Students Per Grade



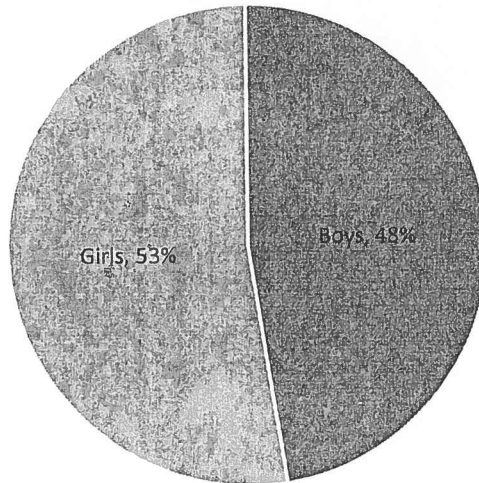
■ Preschool ■ K-5th ■ Middle School

## Religion



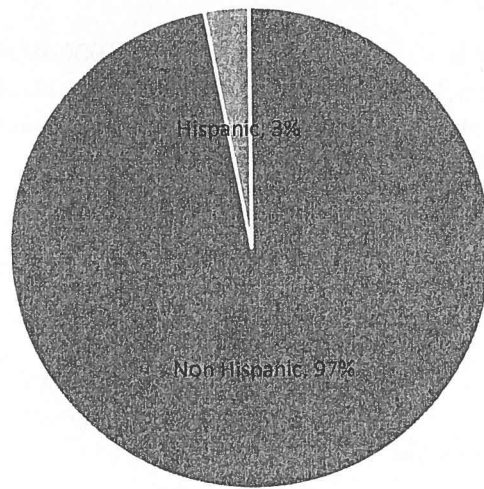
■ Catholic ■ Non Catholic

## Gender



■ Boys ■ Girls ■

# Ethnicity



■ Non Hispanic ■ Hispanic ■ 4th Qtr

<b>Pillar: 1 Mission and Catholic Identity</b>		<b>Measures of Success:</b>		
Standard: An excellent Catholic School is guided and driven by a clearly communicated mission that embraces a Catholic Identity rooted in the Gospel values, centered on the Eucharist, and committed to faith formation, academic excellence, and service.		By the end of 2021, 100% of students in grades k-8 will have participated in the religious life of the school through faith formation opportunities and liturgy.		
<b>Goals:</b>	<b>Responsible Party</b>	<b>Collaboration Needed</b>	<b>Target Date</b>	<b>Status</b>
<ul style="list-style-type: none"> <li>Action Steps</li> </ul>				
<b>Goal #1</b>  Promote the Religious Life of our School by strengthening our school's identity and culture.  <ol style="list-style-type: none"> <li>Ensure that students receive an education that reflects commitment to the Catholic Faith</li> <li>Provide regular opportunities for students to engage in Parish liturgical celebrations and acts of service.</li> </ol>	Pastor Principal Religion Teacher	School and Parish	May 2022 and ongoing	Students participated in monthly penance and adoration. 21-22 school year.  School-wide implementation of the Education in Virtue Curriculum  Student participation in the ECCHO Can Food Drive. New and existing Altar Servers and Cantors during Mass Student participation in Bell Ringing for The Salvation Army

<b>Pillar: 1 Mission and Catholic Identity</b>		<b>Measures of Success:</b>		
Standard: An excellent Catholic School is guided and driven by a clearly communicated mission that embraces a Catholic Identity rooted in the Gospel values, centered on the Eucharist, and committed to faith formation, academic excellence, and service.		The Parish will be informed, included, and invited to a minimum of 80% of the school activities such as our annual fundraisers, educational fairs, and family celebrations.		
<b>Goals:</b> • Action Steps	<b>Responsible Party</b>	<b>Collaboration Needed</b>	<b>Target Date</b>	<b>Status</b>
<b>Goal #2</b> Strengthen the connection between the Parish and the School. <ol style="list-style-type: none"> <li>1. Invite Parish Priest and Parish members to participate in school events.</li> <li>2. Provide opportunities for students, staff, and alumni to speak at Mass.</li> <li>3. Continue to promote school events in the weekly Parish Bulletin and include Parish news in school newsletter.</li> <li>4. Provide the Parish Priest with school-related news and events for sharing with the church congregation after mass.</li> </ol>	Pastor Principal Parish Members	School and Parish	May 2022 and ongoing	1. Fr. George and Parishioners volunteered their time and service to assist with our annual Spaghetti Dinner Fundraiser and Lenten Fish Dinners.  2. Continuation of weekly Church Bulletin updates and school newsletter  3. Fr. George shares school events and news with the congregation of OLOF and St. Stephens Church

<b>Pillar: 2 Governance and Leadership</b>  Standard 5: An excellent Catholic school has a governing body (person or persons) which recognizes and respects the role(s) of the appropriate and legitimate authorities, and exercises responsible decision making (authoritative, consultative, advisory) in collaboration with the leadership team for development and oversight of the schools' fidelity to mission, academic excellence and operational vitality.		<b>Measures of Success:</b>  Conduct yearly surveys to obtain information from families, students, and staff with an incremented growth of 80% satisfaction  Increase in fundraising gifts by 3-4 new donors.  Increase enrollment to 100 students.		
<b>Goals:</b> <ul style="list-style-type: none"> <li>Action Steps</li> </ul>	<b>Responsible Party</b>	<b>Collaboration Needed</b>	<b>Target Date</b>	<b>Status</b>
<b>Goal #1</b>  Improve transparency and communication with all stakeholders and the community to advance the school's mission.  <ol style="list-style-type: none"> <li>Develop a database with Alumni contact information.</li> <li>Develop collaborative partnerships with county agencies.</li> <li>Create a directory of volunteer opportunities and promote</li> </ol>	Principal Parish Priest Advisory Committee	Principal, Parish Priest, and Advisory Committee	May 2022	<ol style="list-style-type: none"> <li>Members of the school advisory board are currently working to update this database</li> <li>The PVA has been established as well as board members and parent volunteers</li> </ol>

<p>parent engagement.</p> <p>4. Increase in fundraising monetary donations by 3-4 donors.</p> <p>5. Maintain and increase enrollment to 100 students.</p>				<p>We ended the 21-22 school year with 91 enrolled students. We currently have 106 enrolled for 22-23.</p>
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<b>Pillar: 2 Governance and Leadership</b>  Standard 5: An excellent Catholic school has a governing body (person or persons) which recognizes and respects the role(s) of the appropriate and legitimate authorities, and exercises responsible decision making (authoritative, consultative, advisory) in collaboration with the leadership team for development and oversight of the schools' fidelity to mission, academic excellence and operational vitality.		Measures of Success:  Retain 95% of teaching staff		
<b>Goals:</b> <ul style="list-style-type: none"> <li>• Action Steps</li> </ul>	<b>Responsible Party</b>	<b>Collaboration Needed</b>	<b>Target Date</b>	<b>Status</b>
<p>Goal #2 Recruit and retain highly qualified employees who are committed to the mission of the school.</p> <ol style="list-style-type: none"> <li>1. Maintain a positive work environment in which staff feels appreciated.</li> <li>2. Continue to provide tuition discounts for the children of all teachers, staff, and administrators.</li> </ol>	Principal Parish Priest Advisory Committee	Principal, Parish Priest, and Advisory Committee Faculty and Staff Religion Teacher	May 2022	<p>At the end of the school year, we have lost 5 employees. 3 moved to another state and two retired.</p> <p>The year ended positively. The faculty and staff are motivated and enthusiastic.</p> <p>Discounts are currently offered for students of staff members at 1/2 off.</p>



<p>3. Support teachers' spiritual growth and establish a respectful work environment that celebrates a faith-filled education by providing faculty and staff retreats.</p>				
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<b>Pillar 3: Academic Excellence</b>  Standard 8: An Excellent Catholic school uses school-wide assessment methods and practices to document student learning and program effectiveness to make student performances transparent, and to inform the continuous review of curriculum and the improvement of instructional practices.		Measures of Success:  Increase of STEM Related Activities over the next three years.		
<b>Goals:</b> <ul style="list-style-type: none"> <li>Action Steps</li> </ul>	<b>Responsible Party</b>	<b>Collaboration Needed</b>	<b>Target Date</b>	<b>Status</b>
<b>Goal #1</b>  Increase STEM/STEAM opportunities that require critical thinking and promote engagement and collaboration  <ol style="list-style-type: none"> <li>Teachers will develop plans implementing STEM/STEAM activities at all grade levels.</li> <li>Increase of participation of after school STEM/STEAM programs for students.</li> <li>Evaluate the success and improvement of the programs.</li> </ol>	Principal, Instructional educators	Principal, Teachers, and students	May 2022	STEAM Afterschool Enrichment Classes are being offered for students in grades k-5.  Our Title 1 teacher provides STEAM activities for our elementary students each Friday.

4. Promote the after-school programs using our social media, website, newsletters, etc.				All after-school programs are promoted through newsletters, flyers, Facebook, and Instagram.
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<b>Pillar 3: Academic Excellence</b>		<b>Measures of Success:</b>		
Standard 8: An Excellent Catholic school uses school-wide assessment methods and practices to document student learning and program effectiveness to make student performances transparent, and to inform the continuous review of curriculum and the improvement of instructional practices.		Use the fall assessment to gather a baseline. Measure the progress in the Winter assessment and the growth in the Spring assessment.  During the 21-22 School year, 75% of students will meet or exceed their MAP goal by Spring.		
<b>Goals:</b> • Action Steps	<b>Responsible Party</b>	<b>Collaboration Needed</b>	<b>Target Date</b>	<b>Status</b>
Goal #2  Provide a personalized approach for math and reading that enhances the growth of each student.  1. Use MAP computer adaptive achievement tests to measure the academic progress of each student over the course of a year and to identify goals for improvement.	Principal Instructional Educators	Principal, Teachers, parents, and students	May 2022	1 <sup>st</sup> round of MAP testing provided a baseline for student growth. 2 <sup>nd</sup> and 3 <sup>rd</sup> round showed significant growth for 75% of our students.

<p>2. Continue implementing the adaptive STAR assessments to track reading and math achievement levels and monitor growth throughout the academic year.</p>				<p>STAR Reader and Math assessments are given every grading period.</p>
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<b>Pillar 4: Operational Vitality</b>		Measures of Success:		
Standard 13: An excellent Catholic school enacts a comprehensive plan for institutional advancement based on a compelling mission through communications, marketing, enrollment, management, and development.		Minimum of 2-3 Marketing Activities per year. Increase student enrollment by at least 10 new students per year.		
<b>Goals:</b>	<b>Responsible Party</b>	<b>Collaboration Needed</b>	<b>Target Date</b>	<b>Status</b>
<ul style="list-style-type: none"> <li>• Action Steps</li> </ul>				
<b>Goal #1</b> Maintain a presence within the community with marketing and advertising. <ol style="list-style-type: none"> <li>1. Maintain a school website and social media pages.</li> <li>2. Conduct tours and provide marketing materials for prospective families.</li> <li>3. Promote our school brand through outdoor, broadcast, and print media.</li> </ol>	Principal, Pastor, Parent Volunteer Association	Principal, Pastor PVA, Stakeholders	21-22 Academic year and continue over the next three years.	Updates are made regularly to social media pages and the school website  Tours continue and Informational folder is given to all prospective families.  Promotions through commercial, billboards, and golf score cards have been used.

<b>Pillar 4: Operational Vitality</b>		<b>Measures of Success:</b>		
Standard 13: An excellent Catholic school enacts a comprehensive plan for institutional advancement based on a compelling mission through communications, marketing, enrollment, management, and development.		Minimum of 2-3 Marketing Activities per year. Increase student enrollment by at least 10 new students per year. Retain at least 95% of students each year. Raise \$70,000 through major fundraising events per year.		
<b>Goals:</b> • Action Steps	<b>Responsible Party</b>	<b>Collaboration Needed</b>	<b>Target Date</b>	<b>Status</b>
<b>Goal #2</b> Develop and implement recruitment and retention strategies to maintain and grow enrollment. <ol style="list-style-type: none"> <li>1. Build community relationships and partner with businesses to connect with newcomers in the area.</li> <li>2. Administer a yearly survey of school satisfaction and feedback to all students and families.</li> <li>3. Maintain and increase fundraising to keep tuition affordable.</li> </ol>	Principal, Pastor, Parent Volunteer Association (PVA)	Principal, Pastor, Teachers, parents, and students, Stakeholders, PVA	Spring 2022 and annually each school year.	Our PVA is working to add new events for upcoming fundraising opportunities. The Lenten Fish Dinners were very successful.

<p>4. Provide high quality enrichment programs during and after school.</p> <p>5. Enhance the perception of our school among current parents, prospective parents, and the community.</p>				<p>STEAM Club  Chess Club  Cooking Club  Science  Enrichment</p> <p>Positive promotions have been made through news media about our students and school activities</p>
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