



**ST. PHILIP THE APOSTLE  
CATHOLIC SCHOOL  
CAMP SPRINGS, MARYLAND**



*More than an Education....Lessons that Last a Lifetime*

**STRATEGIC PLAN 2015-2020**

*Finding God in all things through prayer, service, and action*

Father Ted Hegnauer, Pastor  
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## ST. PHILIP THE APOSTLE CATHOLIC SCHOOL

### Strategic Plan 2015-2020

“Finding God in All Things through Prayer, Service, and Action”

#### OVERVIEW

The Strategic Plan provides guidance on priority issues for the school over the next five years. This plan includes feedback from school stakeholders to help formulate direction and collective efforts towards targets to improve school outcomes. Every five years the School Advisory Board leads this effort to create the strategic plan, and tracks outcomes from previous efforts. The School Advisory Board also regularly utilizes the Strategic Plan to track progress towards stated outcomes. This strategic planning process began in Fall 2013 and concluded in Spring 2015.

#### VISION AND MISSION

St. Philip the Apostle Catholic School is dedicated to building a faith community where the dignity, worth, and individuality of each child is respected and where parents are assisted in fulfilling their role as primary educators of their children. In partnership with parents, the stimulation to want to learn and grow in a Christ-centered environment is enhanced.

The mission of St. Philip the Apostle Catholic School is to work with parents to promote the development of the whole child in a faith-filled community. The school offers a well-rounded program that provides opportunities for spiritual growth, academic excellence, positive socialization, and encouragement for students to share their talents and blessings through service and a generosity of spirit. Specifically, the goals of the school are as follows:

- (1) To develop attitudes that will enable the child to have a deeper relationship with God and with other people. This ability includes emphasis on Christian virtues and the values of our Christian heritage: honesty, tolerance, courage, fairness, self-discipline, responsibility, and consideration for others;
- (2) To provide a vigorous academic curriculum that will challenge each student, giving consideration to individual interests, God-given talents, and potential. St. Philip the Apostle Catholic School strives to instill in students an appreciation of academic excellence, not merely as a path to success and monetary reward, but as the road to personal development and a commitment to service.
- (3) To involve the parents of the students in school life and to keep them informed of the efforts and objectives of the school. St. Philip the Apostle Catholic School strives to build a faith-filled relationship with parents that is based on mutual respect and a desire to support the development of each child.

## VISION

St. Philip the Apostle Catholic School is dedicated to building a faith community where the dignity, worth and individuality of each child is respected and where parents are assisted in fulfilling their role as primary educators of their children. In partnership with parents, the stimulation to want to learn and grow in a Christ-centered environment is enhanced.

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## **PURPOSE OF THE STRATEGIC PLAN**

The purpose of the five-year strategic plan is to obtain feedback from school stakeholders and use that to create a collective agenda for advancing the school in the future. Stakeholders include students, teachers, parents, staff, and the parish community such as, the Pastor and leaders in the parish community.

This plan is designed to be a practical and action-oriented tool. The goals and objectives are measurable goals such that they can be reviewed periodically as part of a continuous effort to assess and plan for the future of the school.

## **METHODOLOGY**

Many steps were taken to develop this strategic plan to include the voice of diverse stakeholders. The prior strategic plan (2006-2011) was reviewed to benchmark achievements and ascertain progress made since the adoption of the previous strategic plan. Survey questionnaires were modified and administered to parents and teachers to obtain feedback around each of the pillars and to hear general feedback about the school's functioning. Focus groups were conducted with parents in the following groupings: PK -2, 3-5, and 6-8. Parish leadership was consulted on school performance and interaction with the parish. All concerns and recommendations were reviewed during School Advisory Board meetings with the most often identified recommendations and concerns discussed in-depth among board members. Based on the results of these activities, the strategic plan was developed.

## **AREAS OF STRATEGIC FOCUS**

The plan is organized around the four pillars: Catholic Identity, Academic Excellence, Accessibility, and Affordability. By utilizing feedback from parent and teacher surveys and parent focus groups, the strategic plan was created. In addition, use of accreditation feedback and goals, as well as best practices in the field, helped to shape the strategic plan.

### **Strategic Focus One: Catholic Identity**

Since the 2006-2011 Strategic Plan, the school has done the following under Catholic Identity: (1) began to have students attend mass weekly, (2) develop and reinforce the values code as a part of school life and daily expectations, and (3) implement the SOME Program monthly.

The following goals have been developed for 2015-2020.

#### **GOAL 1: CONTINUE MONTHLY SERVICE PROJECT ACTIVITIES AND BUDDY PROGRAM**

Monthly buddy service activities emphasizes different service areas for students to exemplify and understand the role of our Catholic Identity in giving service to others.

#### **GOAL 2: FURTHER INTEGRATE THE ST. JUDE'S PROGRAM INTO THE SERVICE PROFILE FOR THE SCHOOL**

The St. Jude's Mathathon has emerged as an important area for students to be grateful for their blessings while also giving and mobilizing others to give to children in need. The school has also increased teacher participation in this activity, leading to more teachers modeling this important aspect of Catholic Identity. The school has steadily increased funding in support of St. Jude's. The goal is for this program to continue to grow in the school and have the children connect their compassion and giving to Catholic identity.

### **GOAL 3: PROMOTE MONTHLY CHRISTIAN DISCIPLESHIP AWARDS**

The Monthly Christian Discipleship Award for students was introduced Fall 2014 as a way to recognize students that regularly show principles of the values code as reflected in Catholic Identity. By highlighting these awards, we are promoting the virtues of Catholic Identity in action across grade levels.

### **GOAL 4: PROMOTE THE MONTHLY SPIRIT AWARDS**

Monthly SPIRIT awards for faculty and staff was introduced in Fall 2014 as a way to recognize those faculty and staff that exemplify and manifest Catholic Identity in the work they do each day with students. By spotlighting these faculty and staff, others are encouraged to also "find God in all things".

### **GOAL 5: CONTINUE TO ACTIVELY PROMOTE PRAYER LIFE**

The focus on expanding prayer life has also been identified as an area of focus as of Fall 2014. The entire school prays the Angelus each day. This mid-day activity reinforces prayer life for all within the school. Also instituted in Fall 2014, faculty and staff attend mass together each Wednesday morning to pray together.

### **OUTCOMES FOR CATHOLIC IDENTITY**

The following outcomes expected from executing the above five goals are as follows:

- (1) Increased participation in service projects and awards programs
- (2) Ability to discuss the connection between service and Catholic Identity among students
- (3) Increased evidence of use of prayer during school functions

## **Strategic Focus Two: Academic Excellence**

There have been several achievements in this area. These achievements will be integrated into the goal statements.

### **GOAL 1: CONTINUE TO USE ENGRADE AND EXAMINE OTHER WAYS TO KEEP PARENTS INFORMED OF STUDENT PROGRESS**

Engrade was introduced in the 2013-2014 AY as a way to ensure that parents are kept up to date with student grades. This type of tool was requested by parents for some time and finally implemented. The school will continue to examine ways of keeping parents abreast of student progress (i.e., parent notification of student progress outside of Engrade).

### **GOAL 2: HAVE ALL TEACHERS USE THE WEBSITE TO POST ASSIGNMENTS**

Teachers have all adopted use of an online system to post homework assignments. This change has been helpful and was requested by parents. Now we would like teachers to post assignments for all grades so that they can be accessed on the school website.

### **GOAL 3: INCREASE MATH SCORES AND EXCEED READING SCORES TO ATTAIN BLUE RIBBON STATUS**

The Accelerated Reader (AR) program was introduced and has been integrated into the school reading program with 2015 upgrades. Mathletics and IXL were introduced to support excellence in mathematics. Reading skills have gone up. We want to maintain this upward trajectory. Math scores have been constant. We want to improve math scores over the next five years and will utilize a concentrated effort to support student learning in this area.

### **GOAL 4: EXPAND ON ART EDUCATION TO PROMOTE WELL-ROUNDED STUDENTS AND STUDENT EXPRESSION**

Art education has been strengthened to include an art show and art-related field trips. The art teacher is not only an artist but has an educational background in art which has strengthened this area.

### **GOAL 5: TO MEET ARCHDIOCESAN REQUIREMENTS FOR SPANISH BY THE 2017-2018 SCHOOL YEAR**

Spanish education has been strengthened with having a teacher providing instruction and new books purchased to support

student learning. However, this continues to be an area that warrants growth. A new program has been purchased to support student learning in this area along with maintaining an experienced Spanish teacher to help meet this goal.

### **GOAL 6: DEVELOP A COORDINATED STEM PROGRAM**

A major goal for the school is to strengthen and grow STEM education. A STEM workgroup was established in Fall 2014 to support this task. A STEM Career Day has been implemented twice and will continue as part of the regular school calendar. A STEM Parent Resource Guide was created and will be updated and distributed annually. There have been STEM field trips convened both within and outside of the school grounds. Teachers have received professional development in this area. Technology tools have been placed in all classrooms and are being utilized. We want to hire a dedicated STEM Resource Teacher that can organize this effort, integrate STEM across the curriculum, and facilitate the STEM activities for the school. We also want to increase hands-on activities in the classroom. An additional goal is to increase STEM extracurricular offerings, such as a STEM afterschool program and First Lego League.

### **GOAL 7: ENGAGE BOYS MORE EFFECTIVELY**

The issue of working with and engaging boys has been identified by parents as an issue area. Professional development has been and will continue to be provided for teachers in this area. Use of updated disciplinary strategies and more hands-on activities have been identified to help strengthen this area.

### **GOAL 8: OBTAIN A FULL-TIME COUNSELOR TO SUPPORT IMPROVED SOCIALIZATION**

The school has a counselor who comes in three times a week to provide support to students. We would like to have a full time counselor that is able to support activities that help improve socialization, engage in proactive bullying prevention education, support comprehensive development of the children, and assist teachers in this area.

### **GOAL 9: MAINTAIN THE FULL-TIME RESOURCE POSITION**

The school has a full time resource teacher as of Fall 2014. This role was expanded from a part time position to provide more targeted student learning support. This teacher has worked across grade levels to support each student's academic achievement. We want to continue to support this position as it has proven to be helpful and necessary in furthering student outcomes.

### **OUTCOMES FOR ACADEMIC EXCELLENCE**

The following outcomes expected from executing the above nine goals are as follows:

- (1) Increase math and reading scores
- (2) Obtain Blue Ribbon status
- (3) Integrate STEM education across grade levels
- (4) Secure STEM Resource Teacher and maintain Resource and Art teachers
- (5) Increase STEM offerings for students through a structured STEM Education Plan with support from the STEM Work Group
- (6) Increase proficiency in Spanish education
- (7) Increase utilization of website to obtain assignments
- (8) Improve student socialization
- (9) Increase student participation in academic activities (i.e.; science fair)
- (10) Increase utilization of more diverse, hands-on approaches to learning in the classroom
- (11) Increase utilization of different disciplinary approaches that promote student outcomes, particularly for boys

### **Strategic Focus Three: Accessibility**

There have been several achievements in this area. These achievements will be integrated into the goal statements.

### **GOAL 1: OBTAIN MORE VOLUNTEERS TO SUPPORT THE PROGRAM**

The prior plan included the need to develop guidelines and structure for the CYO Sports program. These guidelines have been developed. The program is now structured, and has robust student participation. The program could benefit from more volunteer support moving forward.

### **GOAL 2: OBTAIN FUNDING TO ENHANCE AND AUGMENT THE SCHOOL FACILITIES**

The facilities have been updated including a new heating system, smart boards in all classrooms, updated security plan with security cameras, iPads for teachers, updated technology server enhancement and review, and computer lab and library expansion. We now need a science lab to expand hands-on opportunities that support student learning. Our goal is to launch a Capital Improvement plan that will include the creation of a designated Science Lab, Gymnasium (including basketball courts), a Counseling Office and a Band area.

### **GOAL 3: CONTINUE TO SUPPORT AND DIVERSIFY AFTERCARE OFFERINGS**

The aftercare program has been revamped and strengthened. There has been a focus on supporting the overall nutrition of the children, structured games and activities, and time for homework to be completed. We would like to continue to support this program and offer additional aftercare offerings, such as a STEM afterschool program.

### **GOAL 4: CONTINUE TO SUPPORT THE SCHOOL – PARISH RELATIONSHIP**

The relationship between the school and the parish has grown since the last strategic plan. The annual fall picnic continues to grow with more participation from the school and parish. There are a number of collaborative activities that take place throughout the year: Living Nativity, Communion and Confirmation classes, altar servers, HASA involved Community Sundays, athletics, graduation and other celebrations, children's choir monthly participation at mass and TIHI monthly participation at mass.

### **GOAL 5: DEVELOP AND IMPLEMENT A COMPREHENSIVE MARKETING PLAN**

There was an active committee that developed a brochure for the school. The brochure has recently been edited. New car magnets and a logo have also been developed. There has also been a goal to get a sign on Auth Road. The website was updated in Fall 2014 which is a major achievement. We are pleased with this progress however, we know that we must better market who we are and what we do. Therefore, the Marketing Committee must reconvene and meet regularly to develop a comprehensive marketing plan. We would also like to better use social media to meet our marketing goals. We would also like to diversify the student body.

### **GOAL 6: EXPAND STUDENT EXTRACURRICULAR ACTIVITIES**

Extracurricular activities at one time were limited to athletics, school choir, beginning and advanced band and safety patrol. These activities have been expanded to include Junior Honor Society, It's Academic, Kappa League leadership program for middle school boys, Aspiring Leaders Leadership development program for the middle school girls, music lessons (piano, guitar, and violin), and a structured tutoring program. There is no longer a Student Council or Yearbook Committee. We would like to continue to support our current extracurricular activities and explore reinstating the Student Council and Yearbook Committee. We would also like to explore more opportunities for diverse extracurricular activities, such as sponsoring a National History Day Team.

### **GOAL 7: PROVIDE EFFECTIVE AND EFFICIENT COMMUNICATION TO ALL STAKEHOLDERS**

An area that was highlighted by parents and teachers was the importance of enhancing positive communication between parents and teachers, and the school and parents. To this end, School Reach has been adopted, a weekly online newsletter is disseminated to parents, the website has been updated to include announcements, calendar updates and some teacher assignments. The school has a Facebook account. The middle school distributes a weekly newsletter to parents and offers a separate orientation program for new middle school students and parents. We want to continue to track our progress in this area.

## **GOAL 8: PROVIDE AN OPTION FOR ONLINE PAYMENT FOR TUITION, AFTERCARE AND PIZZA DAY**

As of Summer 2015, parents have the option to pay tuition online. Parents are also able to order lunch online; however, other school functions are not computerized, such as pizza day. We will continue to monitor and examine ways to expand the online payment function.

## **GOAL 9: CONTINUE TO PROMOTE SCHOOL ADVISORY BOARD GOVERNANCE**

Governance continues to be integral to school functioning. The School Advisory Board meets monthly and has created an online listserv to foster communication. In addition, all documents have now been centralized to one site for easy access to materials. The School Advisory Board bylaws were updated Spring 2015. The School Advisory Board continues to play an active role in school functioning.

## **OUTCOMES FOR ACCESSIBILITY**

The following outcomes expected from executing the above nine goals are as follows:

- (1) Begin Capital Improvement Campaign
- (2) Develop a comprehensive marketing plan
- (3) Conduct regular meetings of the Marketing Committee
- (4) Increase volunteer participation in Athletics
- (5) Enhance parent – teacher and parent – school communication
- (6) Provide more computerized options
- (7) Continue to promote school – parish collaboration and engagement
- (8) Continue to support School Advisory Board participation in governance
- (9) Provide expanded options for aftercare activities and opportunities for student life activities

## **Strategic Focus: Affordability**

There have been several achievements in this area. These achievements will be integrated into the goal statements.

### **GOAL 1: CREATE A COMPREHENSIVE DEVELOPMENT PLAN**

We would like to grow and better utilize the alumni database as part of the school's 50th anniversary celebration. The school once had a grants and proposal committee to identify funding opportunities. The alumni database needs to be utilized to increase funding and support from the target group. In addition, we must explore ways to better engage the business community to support our development outcomes.

### **GOAL 2: INCREASE MONEY RAISED THROUGH FUNDRAISING EFFORTS**

Fundraising activities continue to take place via the Home and School Association (HASA). New activities have been added such as Chick Fil A night. Some suggestions have been to include new fundraisers such as family dances, and bringing back the silent auction. We should examine the development of new fundraisers that will help us increase the amount of money raised by HASA to support fundraising goals.

### **GOAL 3: INCREASE PARENT PARTICIPATION**

Parent support is key to maintaining affordability. As such, parent involvement in events, and volunteer hours are critical to advancing the school. Communicating needs and volunteer opportunities with parents is necessary for their involvement.

### **GOAL 4: CREATE A DEVELOPMENT INFRASTRUCTURE**

There was an active Grantsmanship Committee. There needs to be an active Development Committee that meets regularly, and develops a comprehensive development plan for the school. This committee should also explore ways to diversify funding streams for the school. In addition, the school needs a Development Director that can focus specifically on this area.

## **OUTCOMES FOR AFFORDABILITY**

The following outcomes expected from executing the above four goals are as follows:

- (1) Create a Development Plan and Infrastructure
- (2) Obtain a Development Director
- (3) Better utilize the alumni database
- (4) Increase interaction with the business community
- (5) Increase the number of grant and proposal submissions
- (6) Increase parent participation
- (7) Increase the amount of money raised by HASA
- (8) Diversify fundraising activities

## **SUMMARY**

The Strategic Plan presents goal statements and measures for 2015-2020. It provides a way for the school community to come together and work collectively to promote learning and growth of our children. This plan is meant to be an active and “living” document. Consequently, the School Advisory Board will regularly use the strategic plan to track progress and re-evaluate if additions are warranted. Again, we are thankful to our school and parish community for their continued support, participation and investment in our children and our school. In this way, we are encouraged to “find God in all things” and promote the very best in every student at St. Philip the Apostle Catholic School.....“more than an education.....lessons that last a lifetime”.

## **LIST OF SCHOOL ADVISORY BOARD MEMBERS**

Father Ted Hegnauer, Pastor

Ms. Karen Robinson, Principal

Dr. Tricia B. Goodley, Chair

Mrs. Lorrain Ada

Mr. Ed Antonio

Mr. Kenneth Arnold

Mrs. Shirley Balfour, HASA Representative

Mr. Amando Bowman

Mrs. J'net Dawson, Secretary

Ms. Mary Hay, Teacher Representative

Mr. Christopher Norman

Mrs. Tina Jones, Vice Chair

Mrs. Illeana Roebuck, STEM Representative

Ms. Jeanette Zak, Business Representative