

## F. STAFFING ACTION PLAN

**GOAL STATEMENT:** Saint Mary Star of the Sea School will recruit and retain highly qualified, dedicated, and caring faculty and staff to carry out a comprehensive and diversified program of instructional delivery and individualized attention through enhanced programs of professional development and just compensation.

### 2013-2014 Objectives

1. To recruit and hire quality teachers.
2. To provide a structured and effective professional development program emphasizing technology, math, science, engineering and language arts.
3. To offer a competitive and just wage for faculty and staff.

## G. FACILITIES ACTION PLAN

**GOAL STATEMENT:** Saint Mary Star of the Sea School will maintain and repair all facilities in a timely manner and focus on the infrastructure necessary to support the marine science program.

### 2013-2014 Objectives

1. To retain a quality maintenance person.
2. To build a structure for marine science program.
3. To repair current facility as needed.

## H. FINANCE ACTION PLAN

**GOAL STATEMENT:** St. Mary Star of the Sea School will create and implement a long-range (five year) financial plan that supports the strategic goals while maintaining balanced annual operating budgets with affordable tuition pricing, enhanced financial assistance for parents, and an increasing revenue stream from development activities.

### 2013-2014 Objectives

1. To form a Finance Management Committee to provide feedback on the effective use of the school's budget and recommend ways of financing prioritized projects.
2. To develop a comprehensive Finance Plan to include a cost benefit analysis on ways to fund the necessary structure for the marine science program.

## I. GOVERNANCE ACTION PLAN

**GOAL STATEMENT:** Saint Mary Star of the Sea School will continue to recruit, retain, and support dedicated individuals willing to advise the Principal.

### 2013-2014 Objectives

1. To recruit and support volunteers from the community.
2. To develop a plan to train volunteers and find creative ways to incentivize active participation.

SAINT MARY  
STAR OF THE SEA SCHOOL



14 North Willard Avenue  
Hampton, VA 23663  
757-723-6358  
[www.saintmarystarofthesea.com](http://www.saintmarystarofthesea.com)

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STRATEGIC PLANNING  
GOALS AND OBJECTIVES  
2013-2014



In 2011, Saint Mary Star of the Sea School convened a group of faculty and staff members, parents of students, and friends from the school community to be part of the Strategic Planning Committee to plan appropriately for the future of the school.

The Committee developed foundational documents that were approved by the Principal in 2013. After recommending a revised mission and vision statement, the planners drafted goals and objectives for the next 1-3 years in the following areas: Enrollment, Development, Catholic Identity, Curriculum, Support Programs, Staffing, Facilities, Finance and Governance. The following are goals for the 2013-2014 academic year:

## A. ENROLLMENT

**GOAL STATEMENT:** *Saint Mary Star of the Sea Catholic School will design and implement a comprehensive Enrollment Management Plan that will optimize enrollment by focusing on student recruitment and student retention activities while continuing to ensure high quality Catholic education and individualized attention.*

### 2013-2014 Objectives

1. To form a perpetual Enrollment Management Committee to get feedback on the effective use of the school's marketing dollars and discuss alternative ways of reaching out to prospective families and retaining current students.
2. To develop a comprehensive Communications Plan to include public relations, website, social media, electronic communications, community outreach, newsletter, parish communication, customer service training plan and targeted advertising to reach our prospective families. (Communication and Enrollment Committee overlap responsibilities)
3. Position the school as a premier STEM school – which focuses on offering a strong science and mathematics program, including our marine science program.
4. To provide information to supporting parishes to keep parishioners informed of the school's events and opportunities.

5. To actively outreach to our diverse community in Hampton Roads, sponsor or support cultural events to promote awareness.
6. To codify and enforce a rigorous admission process based on academic standards and student behavior.
7. To work in conjunction with Development Officer to enhance communication to potential school supporters to increase funding for scholarships and financial assistance.

## B. DEVELOPMENT ACTION PLAN

**GOAL STATEMENT:** *St. Mary Star of the Sea Catholic School will develop and implement a comprehensive and multi-faceted development plan that will enhance the annual appeal, cultivate more major donors, expand grant opportunities, enhance alumni relations, and hold limited fundraising events that are proven successful.*

### 2013-2014 School Year Objectives

1. To enhance the annual appeal to increase returns.
2. To cultivate more major donors to increase giving.
3. To research and pursue more grant opportunities to increase funds.
4. To enhance alumni relations.
5. To hold limited fundraising events that are proven successful.

## C. CATHOLIC IDENTITY ACTION PLAN

**GOAL STATEMENT:** *Saint Mary Star of the Sea School will strive to foster a love for Jesus and His Church in every person who has a stake in the school.*

### 2013-2014 Objectives

1. To provide religious formation opportunities for adults, including parents, faculty, staff, and the local parish community members.
2. To enhance students' authentic participation in the faith life of the Church, e.g., through beautification of worship spaces, music used at Mass, and depth of instruction about the liturgy.

## D. CURRICULUM ACTION PLAN

**GOAL STATEMENT:** *Saint Mary Star of Sea School will provide students with a well-balanced, comprehensive, and challenging curriculum that is based in Catholic tradition.*

## 2013-2014 Objectives

1. To provide a well-rounded and rigorous curriculum that includes accelerated programs for math and reading advancement.
2. To conduct professional development of the SMSSS faculty and staff related to the development of diverse and rigorous course offerings, to include the continued improvement of the marine science curriculum.
3. To conduct and improve marine science instruction, while utilizing the living shoreline to enhance the learning experience in all academic areas.
4. To provide support services to meet the academic needs of students with identified learning differences.
5. To provide summer camps for students to help improve and maintain academic and interpersonal skills learned throughout the year.

## E. SUPPORT PROGRAMS ACTION PLAN

**GOAL STATEMENT:** *St. Mary Star of the Sea School will provide students with a well-balanced, comprehensive athletics program along with offerings in the arts, drama, music, and science that will facilitate personal growth in the interest of the individual student.*

### 2013-2014 Objectives

1. To develop athletic and leadership skills, sportsmanship, and learn how to work as a member of a team.
2. To recruit qualified trained coaches.
3. To provide ample opportunities for students to maintain and improve athletic skills.
4. To provide adequate budgets to meet the goals of the respective sport.
5. To provide adequate and safe facilities for students to practice and compete in sports.



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