



SCHOOL STRATEGIC PLAN

(OBJECTIVE 1) St. Mary's Mission School will strive to meet the academic needs of each student.

(STRATEGY 1) Implement prioritized learning objectives based on the Minnesota Standards for all content areas.

	Timeline	Responsibility	Progress Report
<p>(Action Step 1) Participate in the Diocese of Crookston curriculum review committee for all core curriculum areas, including Math, Social Studies, Language Arts.</p>	continuous	Teachers	<p><i>When and what happened?</i></p> <p><i>2019-20 was a difficult year for the Diocese of Crookston Curriculum Review Committee. Science started the standards review process. The Math and Technology committee didn't meet as scheduled. The Diocese principals are working to find more time for curriculum teams to meet. The Covid-19 Distance learning also took a lot of time away from long term planning. Social Studies and PE essential learner outcomes are ready to be adopted by the principals, Math and Technology still have work to do. Next year (2020-21) is scheduled as a relatively light year for curriculum review, and the other content areas should be able to catch up and become adopted.</i></p> <p>2020-21 This work did come to fruition as planned according to the suggested timeline; a direct result of the impact of COVID-19</p> <p>2021-22 This work did not come to fruition as planned according to the suggested timeline as a direct result of COVID -19 and Going to Distance Learning November and December of 2021. The Diocese did update its Review cycle for the 2022-23 school year.</p>
<p>(Action Step 2) St. Mary's will curriculum map for Language arts and identify strengths and weaknesses in each grade level.</p>	2019-2020 school year	Teachers	<p><i>2019-20 SMMS Identified Essential Learning Targets for Language arts in May, 2020. St. Mary's also selected a new text book for Language arts. Due to this change, St. Mary's will hold off on curriculum mapping until the Fall of 2020 in order to update the curriculum map with the new text book resources.</i></p> <p>2020-21 SMMS Reviewed and Revised the Essential Learning Targets for LA. We also Identified one Learning Target to teach, assess, track, reteach and reassess in Language Arts.</p>

			2021-22 SMMS Reviewed and updated Language Arts Essential Learning Targets. Progress on Essential Learning Targets were communicated to families on Report cards.
(Action Step 3) St. Mary's will implement the Diocesan outcomes for Social Studies and Physical Education	Sep. 1st 2020	Teachers Admin	<i>This work did come to fruition as planned according to the suggested timeline; a direct result of the impact of COVID-19</i> 2021-22 This work did not come to fruition as planned according to the suggested timeline as a direct result of COVID -19 and Going to Distance Learning November and December of 2021
(Action Step 4) St. Mary's will implement the Diocesan outcomes for Math and Technology	Sep. 1st 2021	Teachers Admin	2021-22 This work did not come to fruition as planned according to the suggested timeline as a direct result of COVID -19 and Going to Distance Learning November and December of 2021
(Action Step 5) St. Mary's will implement the Diocesan outcomes for science and health	Sep. 1st 2022	Teachers Admin	

(STRATEGY 2) Create and Implement a school wide Staff Development Plan

	Timeline	Responsibility	Progress Report
(Action Step 1) Form Staff Development Committee to study and plan future staff development needs.	Sep. 1st 2020 June 1st 2020	Administration	<i>2019-20 SMMS Formed a committee to create a staff development plan and meet in May. This staff development committee helped plan a text book review, and created themes for staff development for next year.</i> <i>- These themes include; teaching strategies, curriculum work, social emotional support.</i>
(Action Step 2) Study Staff Development needs in order to meet all staff development needs in a five-year cycle.	June 1st 2021 May 2022	SD committee	<i>2020-21 This work did come to fruition as planned according to the suggested timeline; a direct result of the impact of COVID-19</i> 2021-22 St. Mary's Teachers and Diocese of Crookston Principals Identified Responsive classrooms as a need for Teacher Training. Responsive classroom training has been scheduled for Next school year.

(Action Step 3) schedule and plan diverse academic workshops and presentations to meet student needs as well as teacher licensure criteria.	Sep. 1st f 2021	SD Committee	2021-22 St. Mary's Mission School teachers participated in What Happend to you Book study, receiving CEU's for this work.
(Action Step 4) Continue to review and revise staff development needs.	2020-2024	SD Committee	2021-22 Identified Responsive Classroom as the main Staff Development Need for 2022-23

(STRATEGY 3) St. Marys will improve the academic supports available to our students.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Identify and prioritize the academic supports needed for our students to be successful.	June 1st, 2020	Teaching Staff and development team	<i>2019-20 SMMS Hired an interventionist for the 2019-20 school year. Unfortunately our 5th grade teacher passed away in the middle of the school year and we needed to move the interventionist into the 5th grade classroom.</i>
(Action Step 2) Search and apply for grants for interventionalists and specialist teachers.	July 1st, 2020 January 15th 2021	Development team	2020-21 St. Mary's was able to receive an arts grant that we used for Music Education 2021-22 EANS funded two Academic Interventionists for the 2021-22 School year.
(Action Step 3) Hire Specialist teachers and or interventionalists that we can receive grants for.	Sep. 1st 2021 Jan. 15th 2021	Admin	2020-21 St. Mary's was able to hire a co-teacher for the 6th grade science class so our 6th grade teacher could teach Music one day a week to each class. We will access the availability of this Grant again in the Fall to determine if we are able to keep offering music class weekly. 2021-22 St. Mary's was able to use a Music and Arts grant to teach music to each classroom once a week.

(Action Step 4) As teachers, do a needs analysis on our how students could benefit from instructional aids.	June 1, 2023	Teachers and Admin	
(Action Step 5) Write job descriptions and hire instructional aids.	Sep. 1st 2023	Admin	



(OBJECTIVE 1) St. Mary's will meet the academic needs of its students.			
(STRATEGY 4) St. Mary's will employ a variety of attendance supports.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Take the time to track past attendance averages for the week for the past 3 years	June 1st, 2022 Aug. 1st. 2020	Administration	2019-20 SMMS end of the year work was disrupted due to COVID-19. Our 8th grade graduation was scheduled for May, 21st. We moved this action step to August 1st. 2020. Planning and setting up for this took office staff away from regularly scheduled end of the year planning. St. Mary's will use the month of July to study attendance for the past 3 years, excluding distance learning data.
(Action Step 2) Create a task force to identify and implement Attendance interventions	September 1st, 2020	Administration And teachers	2020-21 Teachers each determined attendance incentives to offer to students in their classroom. Teachers offered attendance incentives quarterly to their students.

			<p>Attendance patterns are impossible to use because of the challenges of covid 19.</p> <p>2021-22 St. Mary's teachers utilized whole class attendance incentives. Each teacher was given a budget from a County Attendance Grant. Teachers were to create individual classroom incentives that once the whole class met an attendance benchmark, the class could go on a field trip, have a classroom party or some other classroom specific reward. Each teacher created an individual classroom plan. This went well in the month of September, then when covid numbers siked in October, attendance really took a hit. We never really got back to "Normal attendance numbers" until April. We think the incentive will work next year, but distance learning forced us to lose traction.</p>
(Action Step 3) Improve our collaboration between Teacher/Guardian to instill attitudes conducive to school attendance.	ongoing	Teachers	<p>2020-21 During Distance learning, Teachers meet with parents face to face or over the phone weekly to help students with their classes.</p> <p>Students who were distance learning throughout the year still received weekly check ins from our teachers.</p> <p>2021-22 During Distance learning, Teachers meet with parents face to face or over the phone weekly to help students with their classes.</p>
(Action Step 4) Plan and provide opportunities for guardian involvement and educational training.	2021-2025	Admin and community partners	<p>2020-21 This work did not come to fruition as planned according to the suggested timeline; a direct result of the impact of COVID-19</p> <p>During Distance learning, Teachers meet with parents face to face or over the phone weekly to help students with their classes.</p> <p>2021-22 During Distance learning, teachers scheduled weekly phone calls with parents to discuss academic support</p>
(Action Step 5) Review attendance interventions for success. Success will be a measured increase in attendance compared to 3-year attendance averages. If successful continue with the intervention, if unsuccessful try new ideas	June 1st, 2025		



(OBJECTIVE 2) St. Mary's will develop the mind, body, and spirit of its students.

(STRATEGY 1) St. Mary's will strive to ground our students in the culture of their people, the celebration of their ceremonies and the living inspiration of their elders and leaders.

	Timeline	Responsibility	Progress Report
<p>(Action Step 1) Form a cultural education committee of community members and teachers in order to find community resources to assist in identifying cultural needs and facilitate cultural instruction.</p>	Sep. 1st 2022	St. Mary's Teachers, Community Members, Tribal programs, tribal college?	<i>When and what happened?</i>
<p>(Action Step 2) Utilizing information from the cultural education committee to develop a cultural educational plan, and a funding source for the plan.</p>	March 1, 2023	Cultural education committee	
<p>(Action Step 3) Secure necessary staff, schedule necessary speakers, events, and cultural educational activities in order to implement the cultural education plan.</p>	Sep. 1st 2024	Admin Teachers	
<p>(Action Step 4) Review the cultural education implementation.</p>	annually after 2024	CEC members	

(STRATEGY 2) Develop the foundation of a religion curriculum that applies Catholic vision and values. Awaken Prayer within our students. Introduce our students to Christ. To surround our students with the strength of our faith, the power of our prayer and the living witness with our shared beliefs and values.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Continue to secure funding for a religion specialist.	Aug 1, 2020	Administration	<i>2019-20 SMMS hired a teacher to lead first communion preparation. First communion was scheduled for Easter of 2020.</i> <i>This person could be</i>
(Action Step 2) Design and a religion curriculum that meets the unique needs of our students.	Aug 1, 2021	Teachers/ Religion Specialist Pastor	<i>2020-21 This work did not come to fruition as planned according to the suggested timeline; a direct result of the impact of COVID-19</i> <i>2021-22 This work did not come to fruition as planned according to the suggested timeline as a direct result of COVID -19 and Going to Distance Learning November and December of 2021.</i>
(Action Step 3) When our students and families are ready to move from Evangelization to Catechesis. While always awakening prayer and celebrate in prayer and ritual what we believe and teach.	Aug 1, 2022	Religion Specialist Pastor	
(Action Step 4) Review and modify our plan annually.	Annually	Teachers	

(STRATEGY 3) Promote healthy lifestyle by implementing physical and nutritional education.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Secure funding for a health and PE teacher.	Aug 1, 2019	Admin?	<i>2019-20 SMMS received a Grant by the better way foundation in May of 2019 to fund a PE teacher.</i>
(Action Step 2) Hire a physical education teacher to help promote healthy bodies and teach how to continue healthy lifestyle skills.	Sep 1, 2019	Admin	<i>2019-20 SMMS hired a PE teacher from August - December and needed to hire a second PE teacher from January through May</i>

(Action Step 3) Develop a health curriculum to coincide with PE and Health education	June 1, 2020	PE Teacher / Teachers	<p>2019-20 SMMS St. Mary's Mission school has adopted the Draft Diocese of Crookston Learning Outcomes as its school curriculum. As the Diocese develops health outcomes, St. Mary's PE teacher will be on that committee to create the outcomes, and the school will adopt the Diocese of Crookston outcomes.</p> <p>Health was supposed to be reviewed during the 19-20 school year and it wasn't. The Principles of the Diocese of Crookston need to receive our curriculum review timeline in order to collaboratively work on this process.</p> <p>2020-21 This work did not come to fruition as planned according to the suggested timeline; a direct result of the impact of COVID-19</p>
(Action Step 4) Collaborate with tribal agencies to develop and assist in community health initiatives to promote lifelong fitness.	June 1 2021 January 30th 2022 January 30th 2023	PE teacher	<p>2020-21 This work did not come to fruition as planned according to the suggested timeline; a direct result of the impact of COVID-19</p> <p>2021-22 St. Mary's PE teacher resigned due to health issues, St. Mary was not able to Hire a long term sub for this position, and this work couldn't be accomplished. We hope the new PE teacher will be able to accomplish this work in 2023</p>
(Action Step 5) Promote healthy eating through family education nights and life skills curriculum plan.	June 1, 2024	PE teacher, Community Members Admin	
(STRATEGY 4) Promote life skills that will enable students to be productive members of their families and community.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Identify life skills that are currently being taught, and implement them in a sequential manner to supplement our current curriculum.	Sep. 1st 2021 Sep 1st 2022	Teachers and Administration	<p><i>When and what happened?</i></p> <p>2021-22 This work did not come to fruition as planned according to the suggested timeline as a direct result of COVID -19 and Going to Distance Learning November and December of 2021.</p>

(Action Step 2) Identify a time to schedule new life skills and people to teach life skills.	Sep. 1st 2022 Sep 1st 2023	Teachers	2021-22 This work did not come to fruition as planned according to the suggested timeline as a direct result of COVID -19 and Going to Distance Learning November and December of 2021.
(Action Step 3) Secure funding through grants and donations to provide resources to teach new life skills that are culturally responsive.	July 1, 2023		
(Action Step 4) Create a plan with dedicated time, sequential curriculum, and dedicated space to teach life skills with the building of the new school.	Aug 1, 2023		
(Action Step 5) Implement a plan with dedicated time, sequential curriculum, and dedicated space to teach life skills with the building of the new school	Aug 1, 2024		

(STRATEGY 5) Implement an early childhood program using Montessori philosophies.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Train at least one teacher at the Montessori Center of Minnesota Primary Teacher Training Program.	June 1, 2020	Administration	<p><i>2019-20 SMMS offered a Montessori teaching position to a candidate in the spring of 2019. They accepted the position and we started the process of signing them up for a training program.</i></p> <p><i>This candidate then chose to not accept the position, we didn't have another candidate to train. We will continue to search for a candidate.</i></p>

			<i>St. Marys' was awarded a grant through the Better Way Foundation for the 2020-21 School year, They will be a partner in funding, finding, and training a Montessori Teacher for St. Mary's. While we haven't Identified a specific teacher to lead the program yet, we have a few qualified candidates, and are well on our way to start a Montessori Early Childhood program.</i>
(Action Step 2) Develop and Implementation plan for St. Mary's early childhood Montessori program	<p>July 1, 2020</p> <p><i>July 1, 2021</i></p> <p>Sep 1, 2022</p>	Admin grades PK-1 teachers	<p><i>2019-20 - St. Mary's hasn't been able to hire a PK teacher, we are actively pursuing potential candidates. We will implement a Montessori program as soon as we have a person to run the program.</i></p> <p><i>2020-21 This work did not come to fruition as planned according to the suggested timeline; a direct result of the impact of COVID-19</i></p> <p>2021-22 At the end of the school year our PK teacher resigned, we plan on replacing her with a Montessori Teacher and implement a Montessori PK in 2022,</p>
(Action Step 3) Implement at least one Children's House (3,4,5 multi-age classroom), based on Montessori Principals.	<p>Sep. 1st 2020</p> <p><i>Sep. 1st, 2021</i></p> <p>Sep 1st 2023</p>	Trained Montessori teacher	<p><i>2019-20 - We moved this action step to next year due to the inability to hire a teacher.</i></p> <p><i>2020-21 This work did not come to fruition as planned according to the suggested timeline; a direct result of the impact of COVID-19</i></p>
(Action Step 4) Identify one or two tribal college student(s) to attend training at the Montessori Center of Minnesota	<p>Sep. 1st 2021</p> <p><i>Sep. 1st, 2022</i></p>	Administration	2021-22 This work did not come to fruition as planned according to the suggested timeline as a direct result of COVID -19 and Going to Distance Learning November and December of 2021.
(Action Step 5) Implement the two-year-old Montessori Program as soon as classroom space and a teacher are in place.	<p>Sep. 1st 2022</p> <p><i>Sep. 1st 2023</i></p>	Trained Montessori Teacher	

(OBJECTIVE 3) St. Mary's will meet the needs of its students by Improving and maintaining its infrastructure.			
(STRATEGY 1) Improve and maintain technology resources			
	Timeline	Responsibility	Progress Report
(Action Step 1) Secure funding for more new technology and a technology specialist through grants	Sep. 1st . 2020	Development team	<i>When and what happened?</i>
(Action Step 2) Collaborate with the tribal technology department to secure a technology specialist on a part-time basis.	Sep. 1st 2024 Sep. 1st 2020	Administration	2020-21 St. Mary's new 8th Grade teachers is also a technology specialist. This will go with their job title moving forward.
(Action Step 3) Create a technology plan that meets the needs of students, teachers, and administration at St. Mary's	June 1, 2022 June 1, 2023	Technology specialist Admin	2021-22 The Principal resigned at the end of the school year, this work will be left to the next principal to finish.
(Action Step 4) Implement effective technology staff development as a part of our Staff Development Plan.	Sep. 1st 2022	Admin and technology specialist Staff Development Committee	
(Action Step 5) Continue to monitor our technology plan in terms of needs and infrastructure.	June 1, 2023	Admin and teachers	

(STRATEGY 2) St. Mary's will build a new school and church to meet its physical space needs?

	Timeline	Responsibility	Progress Report
(Action Step 1) Secure funding through our ongoing capital campaign to build a space that meets our current and future needs as a Parish and School.	Aug 1, 2019	Strategic Planning Board	<i>2019-20 - St. Mary's felt that we had enough funding to move forward with the ground breaking of the church in July of 2020. We were planning to hold a ceremonial Groundbreaking during our Parish festival in July. We lost a large portion of our funds during the stock market crash in March of 2020. We have postponed groundbreaking until next summer.</i>
(Action Step 2) Hire a construction firm to build the New school and church in phases. Phase 1 will be the church and Early childhood complex.	June 1, 2020	Strategic Planning board	<i>2019-20 - Plans have been created for a new church. The early childhood complex has been moved from phase 1 to phase 2. Dunlar Construction has been consulting us along the way but no construction company has been hired yet.</i>
(Action Step 3) Continue Fundraising to build phase 2 of the new church and school complex. Continue Fundraising to build Phase 1 of the New Church and School Complex	2019-2024	Strategic Planning board	<i>2020-21 More than ½ of our Money has been raised for the church. We partnered with Trinity Direct to do direct Mailings. This has been successful. We are ready to break ground once the Bishop gives his permission and the bank accepts Trinity Directs projections as Pledges for the rest of construction.</i> <i>2021-22 St. Mary's Mission Brook ground on the new church. Phase 1 is only building the church space. The Early Childhood portion of the new school was moved to phase 2 of the building process. Trinity Direct has started direct mailings to secure funding for school operations. It was decided to wait to start the campaign for the new school until after the operating campaign is established.</i>
(Action Step 4) Collaborate with the tribe to obtain solar panels for the school and church.	Phase 2 of the building process	Strategic Planning board	
(Action Step 5) Hire a construction firm to build phase 2 of the school	When half the money is raised	Strategic Planning Board	
(STRATEGY 3) St. Mary's will create a systematic approach to maintaining its current building and equipment.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Review and revise job descriptions and schedules of custodians to ensure all areas of the school are being properly cleaned covered and maintained.	Aug 1 2020	Administration	<i>2019-20 - Job Descriptions were revised, and reviewed with all custodians in January of 2020. Administration prepared a summer maintenance schedule. A meeting is scheduled with the Maintenance staff on June 16th 2020 to go over the plan again. Within this plan there are weekly checkpoints to ensure work is completed in a timely manner.</i>

			<i>Job descriptions will be reviewed and adjusted every August and January moving forward.</i>
(Action Step 2) Develop a maintenance and replacement plan for all equipment on St. Mary's Campus.	Aug 1, 2021 Aug 1, 2022	Administration and Custodial Staff	2021-22 This work did not come to fruition as planned according to the suggested timeline due to the inability of the maintenance staff to come in and work with the school administration.
(Action Step 3) Review and revise the maintenance plan annual replacement plan	Aug 1, 2022-Continuous	Administration	