

**SPECIFICATION OF ACTION PLANS  
MISSION AND CATHOLIC IDENTITY DOMAIN**

**Goal Statement: Goal 1 St. Joan of Arc will maintain a strong Catholic identity, guided by its mission and vision, focusing on leadership, integrity, and service, which will continue to differentiate it from similar schools.**

**Objective 1.1** To purposefully integrate Catholic teaching and tradition across all content areas.

**Objective 1.2** All administrators, faculty and staff members as well as adult volunteers visibly support the faith life of the school community.

**Objective 1.3** To recognize staff and students who model our Catholic identity throughout the year.

**Objective 1.4** Create additional opportunities for faculty/staff faith formation.

**2018-2019**

**Action Plans/Strategies:**

**OS=On Schedule BS= Behind Schedule CH=Changed D=Dropped C=Completed**

What	Who	Date	Status
<b>Action 1.1.1</b> Provide time to brainstorm with staff on ways to incorporate Catholic traditions and teachings into other subject areas.	Religious Ed Director	Ongoing	OS  -Faculty activities, events, emails, meetings based on liturgical calendar. Led by Joe Sheehan and Erica Heinekamp
<b>Action 1.1.2</b> Create a document/guide for staff to use as they begin purposefully incorporating religion across the curriculum.	Religious Ed Director/pastor	Completed	OS  -Fr. Guy will introduce 10 Catholic Philosophies into teaching.

<b>Action 1.1.3</b>	List of prayers learned in each grade documented in Leadership binders.	K-8 teachers		completed	C -Joe Sheehan created document for K-8 teachers reflecting W.I.G. for religion. Teachers will teach and assess prayers of the month
<b>Action 1.2.1</b>	Provide/review an introduction/explanation of the ministry of Catholic teacher at the start of each school year.	Pastor/Principal		August each year	OS -Occurs at staff PD, teachers receives Minister of the Faith document. Father meets with all new teachers.
<b>Action 1.2.2</b>	Develop expectations for those ministering in the school/staff/volunteers that go beyond the Safe and Sacred program.	Safety committee		ongoing	OS -Encompass Circle of Grace.
<b>Action 1.3.1</b>	Christian attitude award/leaders of Catholic faith or something similar given to faculty and students.	Administration		August 2019	OS -Annually recommend staff member for Mother Theodore Guerin Award.
<b>Action 1.3.2</b>	Highlight those awarded in the Transformations publication/website, etc.	Principal Administrative Assistant, School commission		Ongoing	OS -Publish Christian Attitude & Mother Theodore Guerin Award in all Media Vehicles.
<b>Action 1.4.1</b>	Provide Professional Development for all staff in areas of faith.	Pastor/Principal archdiocese		Ongoing	OS -Father leading PD re: New

				Evangelization in their teachings. Will be ongoing PD with monthly Action Teams.
<b>Action 1.4.2</b>	Invite or make staff aware of parish programs/parish website/youtube.	Administration /Parish staff School commission	Ongoing	OS  -Pastoral Associate can email staff all spiritual growth opportunities.

## MISSION AND CATHOLIC IDENTITY

**Goal Statement: Goal 2 St. Joan of Arc will provide a rigorous academic program for religious studies and catechesis in the Catholic faith, set within a total academic curriculum that integrates faith culture, and life.**

- Objective 2.1** In all subjects, teachers will help students think critically and ethically about the world through the lens of Gospel values and Catholic doctrine.  
**Objective 2.2** To improve and add programming for the students that provide 21st Century learning skills.

**2018-2019**

**Action Plans/Strategies:**

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What	Who	Date	Status
<b>Action 2.1.1</b> Improve ACRE scorers by providing all teachers with more knowledge of this test throughout the grade levels.	Rel Ed Director/Principal	Spring 2019	OS  -principal will discuss ACRE in PLC, 8th Grade Scores improved. 5th Grade scores must be addressed.
<b>Action 2.1.2</b> Incorporate a study of Christian virtues along with the 7 Habits as was done with the Beatitudes.	LIM committee	Fall 2019	CH  -PD & Action Teams will commit to incorporating these virtues into their curriculum.

<b>Action 2.1.3</b>	Celebrate/acknowledge feast days.	Classroom teachers/ Administration		Ongoing	OS -Currently ongoing in classrooms. Administration will email communication about this.
<b>Action 2.2.1</b>	Theology of the Body included in 7/8 grade religion course.	Religion teacher/Pastor		Ongoing	OS -Implemented in grade 5 & 6. Themes & topics addressed in moral section of YouCat
<b>Action 2.2.2</b>	Continue Leader in Me and strive for Lighthouse status  * school improvement goal	LIM administration		Completed	C

### MISSION AND CATHOLIC IDENTITY

**Goal Statement: Goal 3 St. Joan of Arc will cultivate visibility of achievements and activities of the school community which demonstrates our leadership, integrity, and service and demonstrates our Christian presence in the community..**

**Objective 3.1** To provide opportunities outside the classroom for students' faith formation and celebration..

**Objective 3.2** To create a seamless, cohesive relationship between the parish church and school.

2018-2019

Action Plans/Strategies:

OS=On Schedule BS=Behind Schedule CH=Changed D=Dropped C=Completed

What	Who			Date	Status
<p><b>Action 3.1.1</b> Arrange field trips to religious sites in and around Indiana.</p>	Classroom teachers			Ongoing	<p>Joe Sheehan has provided ideas for field trip - all field trips should have service &amp; faith component</p> <ul style="list-style-type: none"> <li>● St Mary of Woods</li> <li>● Cathedral High School</li> <li>● State Parks (prayer walks through the woods)</li> </ul>
<p><b>Action 3.1.2</b> Integrate the new service experiences for students “my backyard and community” to awareness of global community and world as students age chronologically.. *school improvement goal</p>	Classroom teachers			2019-20	<ul style="list-style-type: none"> <li>● St Vincent De Paul volunteer opportunity</li> <li>● Clean up areas in the neighborhood</li> </ul>
<p><b>Action 3.2.1</b> Encourage coaches and others involved in extracurricular to attend Mass/retreats with the team.</p>	pastor/Athletic director			2019-20	<ul style="list-style-type: none"> <li>● Have a mass at the start of the CYO year, encourage athletes, coaches, &amp; parents to attend</li> </ul>
<p><b>Action 3.2.2</b> Parish and school administrators collaborate and support activities between school and parish by updating the communications calendar.</p>	Parish and school administrators				

<p><b>Action 3.2.3</b> Provide more interaction opportunities with the school...learning about the meaning of the New Evangelization, for example.</p>	<p>pastor/classroom teachers</p>			<p>Ongoing</p>	<ul style="list-style-type: none"> <li>● Father Guy has presented his vision - a committee has been formed to execute this plan</li> </ul>
<p><b>Action 3.2.4</b> Build a stronger relationship between parish, school and alumni.</p>	<p>Alum rep School commission</p>			<p>Ongoing</p>	<ul style="list-style-type: none"> <li>● Database has been built for school alumni (possibly schedule a reunion starting with mass followed by a reception)</li> </ul>
<p><b>Action 3.2.5</b> Contact/engage those parishioners who have designated the school as their area for service or talent.</p>	<p>Parish staff? Evangelization committee</p>			<p>Ongoing</p>	<ul style="list-style-type: none"> <li>● There is a committee on place for Evangelization</li> </ul>

## GOVERNANCE AND LEADERSHIP

**Goal Statement: Goal 4 St. Joan of Arc will regularly analyze and redefine its governance structure and roles within it to insure that it is responsive to needs of the school.**

**Objective 4.1** To review commission by-laws to gain a clear understanding of current governance structure.

**Objective 4.2** To gather feedback from its own members, the school administration and Parish Council on ways to be more effective and work in harmony with the parish community.

**2018-2019**

**Action Plans/Strategies:**

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What	Who	Date	Status
<b>Action 4.2.1</b> Provide surveys, dates and times to gather confidential feedback.	school commission chair	February 2019/ annually	C
<b>Action 4.2.2</b> Encourage input from employees and parents concerning systems of school governance, and strengths and weaknesses of the current system.	school commission	on going	OS
<b>Action 4.2.3</b> Annual attendance at the School Commission training for new members.	school commission chair	annually August/September	C 2018-19
<b>Action 4.2.4</b> Provide a copy of governance structure and pertinent documents to new commission members.	school commission chair	annually June/July	C 18-19

## GOVERNANCE AND LEADERSHIP

**Goal Statement: Goal 5 St. Joan of Arc will identify actions that will help recruit and retain the highest quality staff who will embrace the mission of the school.**

**Objective 5.1** To maintain a positive work environment in which staff feels appreciated.

**Objective 5.2** To compensate staff in addition to salary.

**Objective 5.3** Seek ways to raise the profile/public awareness of the school’s strengths and unique offerings.

**Objective 5.4** Seek ways to strengthen school pride among students and staff.

**2018-2019**

**Action Plans/Strategies:**

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What	Who	Date	Status
<b>Action 5.1.1</b> School Commission and FSF efforts.	FSF chair School commission chair	ongoing	OS
<b>Action 5.2.1</b> Gift cards.	Lighthouse Coordinator/Admin team Parent Lighthouse Team	On going	BS
<b>Action 5.2.2</b> Tuition discount continued.	Finance school commission	End of each school year	OS



<b>Action 5.2.3</b>	Preschool/daycare/Mini Monarchs for children of staff members available as needed in Early Learning Center.	ELC Director Finance chair for commissions		ongoing	OS
<b>Action 5.3.1</b>	identify key strengths such as academic, diversity, service, faith	Lighthouse Coordinator/Admin team		Start of school year; ongoing through year	BS
<b>Action 5.3.2</b>	Launch a consistent social media campaign relating to these strengths.	School Admin team		Ongoing by Staff	OS
<b>Action 5.3.3</b>	Traditional press releases of similar content.	Principal School Admin team		Ideally around a special award/event, each Open House, and January for Open Enrollment	BS
<b>Action 5.3.4</b>	Compete on county/regional/state level for awards or recognition.	School Admin Team		Ongoing	OS
<b>Action 5.3.5</b>	Implement a yard sign campaign to promote ( <i>Home of a Proud SJOA Family</i> or <i>An SJOA Student Lives Here</i> ).	School Admin Team School Commission member-marketing		Will begin when budget allows or donation secured	BS
<b>Action 5.3.6</b>	Get a campaign ready to kick off the new Early Learning Center.	ELC Director		August 2018	D
<b>Action 5.4.1</b>	Pep rallies, school pride art/talent/music.	School Admin CYO Coordinator Music & Art Team		ongoing	OS
<b>Action 5.4.2</b>	Celebrate teacher/staff accomplishments.	Lighthouse Coordinator School Admin FSF		ongoing	OS

<b>Action 5.4.3</b>	Look for improvements, updates needed for current signage around the building.	Principal Facilities school commission		Assess at beginning of each semester	OS
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### ACADEMIC EXCELLENCE

**Goal Statement: Goal 6 St. Joan of Arc will continue to offer a rich Christ-centered tradition of faith-filled education that inspires students to achieve academic excellence and respect life from conception to natural death.**

**Objective 6.1** To create a solid curricular TK-8 framework - in writing and in practice - which ensures there are no gaps in a St. Joan of Arc education.

**Objective 6.2** To provide an SJOA experience for all students that is grade level strong, with differentiation that allows for acceleration in math, reading, and writing within the classroom.

**Objective 6.3** To improve parent involvement in and support of curriculum and student progress.

**Objective 6.4** Identify best practices with regard to the role of technology in the classroom which promote exciting learning opportunities, an expanding skill set, and oversight to protect students from inappropriate content.

**2018-2019**

**Action Plans/Strategies:**

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What	Who	Date	Status
<b>Action 6.1.1</b> Identify an expert in curriculum mapping to oversee this process and ensure he or she has the necessary time, authority, and compensation to do this work.	Principal	January 2019	BS Kari Carr and Sarah Funk
<b>Action 6.1.2</b> Curriculum map (or scope and sequence) every grade and subject, including “specials” so that instruction is vertically aligned to deliver state standards and promote critical thinking skills.	Principal	May 2020	BS? -K-8 ELA & Math done, except ELA for 4th -None for TK-1 or 4th grade

				<p>-lots of gaps on 2nd, 3rd, 7th, 8th 5-8 Science &amp; Social Studies to be done Summer 2019; Specials &amp; Spanish 2019-2020;</p> <p>-Haven't discussed implementation of maps</p> <p>-critical to consider how teachers will be kept accountable and supported in implementation before communicating to parents</p> <p>-should we add major assessments?</p>
<b>Action 6.1.3</b>	Undertake a textbook review to ensure instruction is supported with the appropriate resources to deliver the curriculum.	Principal	May 2019	<p>OS</p> <p>-Math adoption k-8</p>
<b>Action 6.1.4</b>	Identify the cost for new textbooks and raise funds to cover this need.	Principal/school bookkeeper	?	<p>CH</p> <p>-want to make this a line item in budget</p>
<b>Action 6.2.1</b>	Provide professional development for classroom teachers with regard to content, skills based assessments, and differentiation, with the aim of improving ISTEP scores, especially in math. *school improvement goal	Principal	February 2019	<p>OS</p> <p>-PLC' MA Rooney coaching</p>

<p><b>Action 6.2.2</b> Track the data for 8th grade students taking the High School Placement Test (HSPT) to determine where students are succeeding and failing with regard to content and skills and create an action plan to address challenges this data reveals.</p>	<p>Eighth grade teachers</p>		<p>August 2020</p>	<p>OS</p> <p>Students just received their placement test scores, which had been administered at SJA</p> <p>? Will anyone go back and look at past scores/placement at Chatard?</p>
<p><b>Action 6.2.3</b> Evaluate the daily schedule to allow for more time devoted to math, especially in 8th grade, a year with many interruptions to instructional time. *school improvement goal</p>	<p>Principal Admin team</p>		<p>May 2019</p>	<p>OS</p> <p>PLC's &amp; Common planning time; teachers make own schedules around specials &amp; Spanish</p> <p>? Any plans for more attention to protecting and growing math and reading time?</p> <p>New Middle School schedule January 2019 OS</p>
<p><b>Action 6.3.1</b> Communicate each grade level curriculum map with school parents.</p>	<p>Principal</p>		<p>May -August 2019</p>	<p>OS -Kari Carr has compiled available information into curriculum maps and we are working on this with the goal of sharing with parents.</p>

<p><b>Action 6.3.2</b> Create a monthly forum for interested parents to meet with administrators in order to bring up concerns, highlight successes and work in partnership to enhance the delivery of curriculum goals.</p>	Principal			January 2019	<p>OS</p> <p>-Dec. 5 unveiling of Strategic Plan; Jan. State of School update meeting; area on website or asking questions; opportunity 1 hour before School Commission to meet with Janet (Coffee with the Principal)</p>
<p><b>Action 6.3.3</b> Devise guidelines for teachers so that grades reflect both ability and effort so as to provide a clear picture for parents of student progress and growth.</p>	Principal			May 2019	<p>OS?</p> <p>-No more Extra-credit; test corrections, instead; Need written policy</p>
<p><b>Action 6.3.4</b> Revise and enforce the attendance policy, creating compassionate yet firm standards for continued enrollment at St. Joan of Arc so that teachers and students can thrive and progress.</p>	Principal			May 2019	<p>OS</p> <p>-new policy; 1st Saturday School had 12 participants; rest served in school</p> <p>? Should we look at a better way to enforce Saturday School?</p>
<p><b>Action 6.4.1</b> Create a Technology Team of teachers and parents, headed by the Technology teacher and supported by the North Deanery Technology Consortium and Tom Groot, to evaluate and bolster the 1:1 program, with regard to hardware, software, infrastructure, and professional development.</p>	School technology teacher			March 2019	<p>BS</p> <p>-Meeting with Ryan in February to form team and identify process</p>

<b>Action 6.4.2</b>	Raise funds to update and purchase equipment.	?		Annual Fund 2018-19	OS
<b>Action 6.4.3</b>	Craft guidelines for intentional classroom use of technology based on specific educational goals.	Technology committee		August 2019	BS ?Send out a survey to faculty to see how they're currently using it?
<b>Action 6.4.4</b>	Evaluate the effectiveness of the current firewall and ways to prevent kids accessing browsers outside of it, seeking to curtail internet usage that does not support the students' intellectual and moral development.	Technology committee		March 2019	C - Wifi Firewall is effective and working well for ChromeBooks; GoGuardian is in place and effective, as well.

### OPERATIONAL VITALITY

**Goal Statement: Goal 7 St. Joan of Arc will develop and implement a comprehensive enrollment management plan which addresses all aspects of recruitment, retention and admissions.**

**Objective 7.1** To continue efforts in recruitment and communications with new parents.

**Objective 7.2** To improve communications and retention with existing parents, especially from preschool to grade school.

**Objective 7.3** To enhance fundraising efforts and communicate with parents regarding same.

**2018-2019**

**Action Plans/Strategies:**

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What	Who			Date	Status
<b>Action 7.1.1</b> Produce and formulate distribution plan for information about the Early Learning Center within the parish and beyond.	School Commission Committee, with Principal, ELC Director and advisory group			Spring 2019	OS
<b>Action 7.1.2</b> Formulate a plan for publicizing open houses and other school outreach to new families and encourage current family involvement in same.	School Commission Committee, with Principal, ELC			Spring 2019	OS
<b>Action 7.2.1</b> Formulate plan for introducing Early Learning Center families to the elementary school providing transitional information at appropriate times.	School Commission Committee, with Principal, ELC			Spring 2019	OS
<b>Action 7.3.1</b> Schedule informational nights and transitional activities for families entering the elementary school.	School Commission Committee, with Principal, ELC			Spring 2019	OS
<b>Action 7.3.2</b> Consider a special open house or orientation session for parents who are already in the school.	School Commission Committee, with Principal, ELC			Spring 2019	OS
<b>Action 7.3.3</b> Improve the website to serve as a “one-stop shop” and implement plan for frequent updates.	School Commission Committee, with Principal, ELC			Spring 2019	OS; first round of revisions made prior to 2018-2019 school year

## OPERATIONAL VITALITY

**Goal Statement: Goal 8 St. Joan of Arc will update the school’s comprehensive facilities master plan with attention to space utilization and ongoing maintenance issues.**

**Objective 8.1** To provide the parish with a list of needs based on structural integrity and safety.

**Objective 8.2** To enhance the look and feel of the campus.

**2018-2019**

**Action Plans/Strategies:**

**OS=On schedule BS=Behind Schedule CH=Changed D=Dropped C=Completed**

What	Who		Date	Status
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<b>Action 8.1.1</b>	Meet with school commission and property and facility to review the current plan and determine which items are still in need of repair.	Maintenance Facilities sc				
<b>Action 8.1.2</b>	Review last architectural plans prepared by Fanning/Howey for classroom masterplan to see if the plan still aligns with the proposed growth at SJOA.	Maintenance Facilities sc				
<b>Action 8.1.3</b>	Spring and fall walk through with members of the parish and school to focus on improvements and repairs as well as cleanliness and include in plan.	Maintenance Facilities sc				
<b>Action 8.1.4</b>	Draft and present updated facility plan to parish council and finance committees for review and plan next step.					
<b>Action 8.2.1</b>	Implement spring and fall “deep clean” volunteer days to assist with maintenance on a volunteer basis.	School commission Maintenance principal				
<b>Action 8.2.2</b>	Offer volunteer opportunities for things like landscaping to the parents and parish and older children and ensure that those opportunities are well publicized, shared with the kids, and incentivized through community service hours and other ways.					
<b>Action 8.2.3</b>	Design and implement plan to offer opportunities for parishioners and parents to donate funds or time/talent for specific initiatives (bathroom					

remodel, key fob entry, etc.) based on needs of the school.					
<b>Action 8.2.4</b> Design and implement plan for cosmetic improvements to school consistent with Leader In Me and Lighthouse status.	LIM committee				

### OPERATIONAL VITALITY

**Goal Statement: Goal 9 St. Joan of Arc will develop and implement a long-range financial plan that identifies new sources of revenue for operations and scholarships.**

**Objective 9.1** To maintain a balanced budget plan.

**Objective 9.2** To identify current and potential sources of revenue.

**2018-2019**

**Action Plans/Strategies:**

**OS=On Schedule BS=Behind Schedule CH=Changed D=Dropped C=Completed**

What	Who			Date	Status
<b>Action 9.1.1</b> Design a balanced budget plan for 2018-2019.	Principal/sc finance			5/16/2018	C
<b>Action 9.1.2</b> Revisit budget throughout the school year on a monthly basis to determine any issues or overruns.	School bookkeeper SC finance			Ongoing	
<b>Action 9.2.1</b> Coordinate efforts with Development and PR regarding endowment, Annual Fund, Alumni Giving to identify current sources of revenue and room for improvement.					
<b>Action 9.2.2</b> Clarify which fundraising initiatives benefit which components of the parish/school, and market across all platforms.	Principal/parish business manager				
<b>Action 9.2.3</b> Implement plan for improving the percentage of parents who participate in giving or planned activities.	Stewardship				
<b>Action 9.2.4</b> Evaluate potential new sources of revenue, including new fundraisers or initiatives as appropriate.					
<b>Action 9.2.5</b> Develop and implement planned giving strategy.	Stewardship				

## **OPERATIONAL VITALITY**

**Goal Statement: Goal 10 St. Joan of Arc will provide a school environment where mental and physical safety is prioritized at all times.**

**Objective 10.1** To secure the physical space of the exterior and interior property of school grounds.

**Objective 10.2** To install desk phones that serve as landlines but also access the PA system.

**Objective 10.3** To draft, review, and revise Crisis and Safety Plans annually.

**Objective 10.4** To ensure that safety education and professional development includes and prioritizes both mental and emotional health.

**Objective 10.5** To provide professional development on required legislative safety actions and on topics related to educating the whole child.

**2018-2019**

**Action Plans/Strategies:**

**OS=On Schedule BS=Behind Schedule CH=Changed C=Dropped C=Complete**

What	Who			Date	Status
<b>Action 10.1.1</b> Install key fob entry at main entrance and exit doors numbered 1, 3, 6, and 10..	Principal Safety committee Maintenance				
<b>Action 10.1.2</b> Subscribe to and install an effective entry monitoring system.	Principal Safety committee Maintenance				
<b>Action 10.1.3</b> Incrementally install more security cameras to capture the movement of exterior and interior spaces of the school.	Safety committee Maintenance				
<b>Action 10.1.4</b> Convert current instructional hallway doors by installing crash bars in order for doors to be locked after hours, over breaks, and during lockdowns.	Maintenance				
<b>Action 10.2.1</b> Request RFPs from three providers to gain quotes for costs.	Principal Safety committee				
<b>Action 10.2.2</b> Enhance current system to allow for more phones that does not interfere with wireless access points.	Administration				
<b>Action 10.3.1</b> Confer with safety and crisis teams.	Administration				
<b>Action 10.3.2</b> Update information based on updates and new legislation provided by Safety Specialists and school administration.	Administration School Safety Specialists				
<b>Action 10.3.3</b> Ensure and document that all required drills are conducted as required.	Administration Safety Team				
<b>Action 10.4.1</b> Conduct surveys of students Measurable Results to grades 4-8 from the LiM survey.	LiM committee				

<b>Action 10.4.2</b>	Develop safe school survey for grades TK-3.	Safety committee		
<b>Action 10.4.3</b>	Ensure religion classes address and emphasize tenants of our faith such as, “All children/people are created in Christ’s image,” and “Respect for human life from conception to natural death.”.	Principal Joe Sheehan		
<b>Action 10.4.4</b>	Ensure every child can identify one trusted adult (through survey and staff PLC).	Principal Faculty		
<b>Action 10.4.5</b>	Utilize the LiM program as a means to unleash the potential in every student.	LIM committee		
<b>Action 10.5.1</b>	Ensure professional staff is trained in CPR, Suicide Prevention, and Seclusion & Restraint.	Principal Safety committee		
<b>Action 10.5.2</b>	Ensure all who have contact with students have completed Safe and Sacred training as provided by the Archdiocese of Indianapolis.	Principal Joe Sheehan		
<b>Action 10.5.3</b>	Enroll new teachers in History and Mission provided by the OCS.	Administration		
<b>Action 10.5.4</b>	Ensure a minimum of two staff members are trained as School Safety Specialists through the ISSSA provided by the IDOE and that two more attend annually as long as the certification process exists.	Administration		
<b>Action 10.5.5</b>	Educate staff on topics impacting children including but not limited to technology safety, drugs, gang violence, etc.	Administration Safety committee		