

# Notre Dame High School

## Intentional Growth Plan 2020-2024



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Clarksburg, WV 26301

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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*

## NOTRE DAME HIGH SCHOOL

127 East Pike St.  
Clarksburg, WV 26301  
(304) 623-1026  
www.notredamewv.org



Dear Families of Notre Dame High School,

As the current stewards of the school community, Fr. Joseph Konikattil and I have the determination and responsibility to plan for the continued success and growth of Notre Dame High School. With this responsibility in mind and, under the direction of leadership from the Diocese of Wheeling-Charleston, we have created a strategic plan for the next three years to advance our school's mission of Education in Faith, Knowledge and Service.

A Strategic Planning Team, including members of school administration, teachers, parents/alumni, and advisory board members, came together to evaluate the strengths and weaknesses of our institution. From this analysis combined with parent and staff survey data, student achievement data, and internal financial audits, we have developed nine goals for our Intentional Growth Plan.

Even though 2020 has brought incredible uncertainties and change leaving no facet of society untouched, one truth remains constant: the faith-based education rooted in Catholic identity, family-like atmosphere, and academic rigor are the invaluable strengths of Notre Dame High School.

Looking to the future, there are challenges that must be faced to achieve growth. Our Intentional Growth Plan provides transparency for you, our stakeholders, to see what specific goals we have for the school. The goals in the plan will be evaluated and revised annually. The overarching goal of the Intentional Growth Plan is to provide the highest quality education for our students to allow them to pursue a life filled with purpose and success, guided in faith. For in the words of St. Catherine of Sienna, *"If you are what you should be, you will set the whole world ablaze!"*

We would like to extend a special thank you to all members of our Strategic Planning Team, as well as all who have provided feedback and support. We would also like to thank you, our families, for entrusting us with the education and continued faith formation of your children.

It is our hope and prayer that this Intentional Growth Plan, along with your help and guidance, will allow our school to flourish, no matter what challenges we face in the future. We believe that, as our school theme for the year states, As a Family in Faith, We Can.

God Bless and Go Irish,

Mrs. Kelly Light, MA Ed  
Principal

Rev. Fr. Joseph Konikattil, MA, M. Ed, Ph. D  
Designated Pastor



# Strategic Planning Team

Thank you to the members of our Strategic Planning Team for providing your insights and expertise, and for giving of your time. We appreciate your support and commitment to Notre Dame High School.

## Team Members:

- Mr. Tony Abruzzino, Advisory Board President
- Mrs. Patricia DuPont, Director of Religious Education and Alumnus
- Rev. Fr. Joseph Konikattil, Designated Pastor
- Mrs. Kelly Light, Principal and Alumnus
- Mr. Michael Malfregeot, Advisory Board member and Head XC Coach
- Mrs. Melissa Mazza, Parent
- Mr. Ian McAra, Advancement Director
- Mrs. Claudine Rogers, Assistant Athletic Director, Administrative Assistant and Alumnus
- Mr. Mark Urso, Parent

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## *Thank You*

*“No duty is more urgent than that of returning thanks.” - St. Ambrose*

Dear Notre Dame High School Community,

Thank you for your continued support and dedication to Notre Dame. We know that you sacrifice much to provide your children with the opportunity to receive a Catholic education. We are honored that you entrust us with students’ spiritual and academic education, and do not take this responsibility lightly.

To those who give in support of Catholic schools, we thank you. Without you, many students would not be able to attend Notre Dame. Your generosity is a true example of Christ’s benevolence in the world. With your continued assistance, it is our hope that Notre Dame will be here for generations to come.

Sincerely,

Mrs. Kelly Light, MA Ed  
Notre Dame High School  
Principal

# Executive Summary

## Profile

Notre Dame High School is an academic, secondary school dedicated to the education of the total person. The school not only addresses the academic but also the spiritual, moral, and emotional needs of its students. The school, unique to North Central West Virginia, carries out its ministry in the context of gospel values. Students in grades 7-12 attend a school where critical thinking skills are paired with basic knowledge in the fine arts.

## History

Notre Dame is part of the tradition of Catholic education in Harrison County, with a solid foundation in academic excellence. The long and rich history began in 1866 as St. Joseph's Academy for girls. St. Mary's opened in 1914 as a boys' preparatory school. The two schools consolidated in 1928. Notre Dame High School opened in 1955 with St. Mary's becoming a grade school. Today, St. Mary's Grade School and Notre Dame High School are the only Catholic Schools in Harrison County.

## Demographic Data

Below is the current demographic data for Notre Dame High School

- Total enrollment: 132
- Catholic Students: 91
- Non-Catholic Students: 41
- Male Students: 76
- Female Students: 56
- White Students: 99
- Black/African American Students: 3
- Two or More Races: 10

# School's Purpose

Notre Dame's mission for its students in their performance in "Education in Faith, Knowledge and Service." With a 100% graduation rate, 95% or higher college attendance rate, and 49% of students in grades 9-12 enrolled in advanced placement (AP) classes, an overarching goal is to ensure students maximize their capabilities and work to their individual potentials.

Accountability systems to measure student success in meeting or exceeding achievement benchmarks include NWEA testing (grades 7-10), SAT and PSAT testing (grades 10-12), student grades, individual teacher assessments, as well as ongoing, frequent guidance counselor and administrator contacts.

Education through the practice of faith is an integral part of Notre Dame. A large percentage of ND students are actively involved in their church. The student body attends mass weekly as a cohesive group to worship as a school community. Notre Dame enjoys a great cooperation with the Designated Pastor, Immaculate Conception Parish and St. Mary's Grade School. Each school year is highlighted by important liturgical activities, such as All School Opening Mass, Mass of Thanksgiving, Penance Services in Lent and Advent, and Lessons in Carols. Also, Notre Dame students are involved in a number of service project initiatives organized by our religion department, as well as through student clubs and organizations, including Student Council, National Honor Society, and Key Club. Notre Dame's Key Club is internationally recognized for outstanding service on local, national, and international levels.

Additionally, Notre Dame strives to provide a well-rounded education through innovative programs activities such as The Performing Arts Conservatory (PAC), the Irish Online Network (ION), and Robotics.

## Notable Achievements and Areas of Improvement

Notre Dame maintains a 100% graduation rate with 98% going on to attend college or other post-secondary education program. Each graduating class has earned scholarship monies in excess of \$1 million and students are accepted to top tier private and public colleges/universities.

Other Notable Achievements in the last three years include:

- 11 AP Scholars
- 6 WVSSAC state academic achievement and community service award winners
- 1 Bucklew Scholarship Award Winner
- 1 Foundation Scholarship Award Winner
- 2019-2020 Jennings Randolph Award Winner, Gold Level for getting 100% of ND senior students registered to vote
- Creation of Student Ambassador Program to recruit and mentor new students

- Expansion of Virtual School Program
- Creation of student Shamrock Shoppe
- Building of school Robotics Lab and Robotics Team

In addition to the achievements listed above, the school continues to expand and improve its curriculum and instruction. Notre Dame's one to one iPad initiative, started in 2013, has been accomplished. Now, Notre Dame strives to remain on the cutting edge of the technology curve. The school's remote learning program, instituted in response to the global COVID-19 pandemic, has pushed ND faculty to provide a high-quality education virtually. Teachers and students have adapted to a remote learning schedule that utilizes a combination of live streamed classes and independent instruction daily.

Notre Dame has added several AP classes to its curriculum. The school now offers 12 AP courses. Our virtual school program also offers an additional 15 AP courses students can take online. The expansion of our virtual school program, which allows students to take more electives and AP courses, has provided another avenue to further individualize instruction and prepare students for post-secondary education.

The service component of the curriculum is in the process of changing. Notre Dame was awarded a grant to implement Corporal Works of Mercy into the curriculum to teach students to be servants of Christ in the local community. Students will be able to cook and wash clothes and complete other acts of service through equipment purchased through the grant, such as an electric cooktop and a washer and dryer.

In the next three years, Notre Dame has four main areas of improvement, including: (1) student enrollment, (2) curriculum and instruction, (3) school safety, and (4) financial management.

Student enrollment has substantially declined in the last three years. The school seeks to increase enrollment through effective, targeted advertising, community and parish outreach, and increased involvement with our feeder school, St. Mary's Grade School.

Notre Dame has high standards for academic achievement. To continue this tradition and enhance it, Curriculum Teams will be created. The teams will evaluate testing data and align school and subject-area standards to improve academic achievement across all curriculums.

The school's safety plan was completely revamped in 2018. In March of 2020, law enforcement completed an audit of school safety practices and procedures. A Safety Team was established in the fall of 2020 to continuously evaluate safety protocols. A new security camera is being purchased for the gymnasium, so that all main entrances and exits will have video monitoring. One goal to increase safety is to create a Facilities Management Plan for the school. The plan will encompass safety and physical improvements and maintenance of the building and grounds.

Lastly, Notre Dame is currently conducting an internal audit to improve the financial management of the school. A school finance team was created in the fall of 2020 under the direction of the designated pastor. Goals of the finance team include cutting costs, creating and maintaining school budgets, and communicating financial decisions to stakeholders.

## Additional Information

In addition to all other accomplishments, a caring family atmosphere permeates all aspects of Notre Dame. The faculty and staff are extremely dedicated to the students and the school. Teachers come in early and stay late weekly for no compensation to provide free tutoring for students. Clubs and classes receive tremendous support from teachers and staff as advisors to provide quality extracurricular opportunities for all students.

Faculty and staff not only work to provide opportunities for students, but also work hard to better themselves and improve best practices. Moreover, the professional camaraderie reflects the mutual respect and support among all staff members. In order to ensure success for students and themselves, faculty and staff routinely go above and beyond in giving of their time and financial resources. For example, teachers often seek out professional development opportunities to learn new information and skills that will improve the education of their students, often at their own expense.

# Intentional Growth Planning

In the Fall of 2020, the Notre Dame Intentional Growth Planning Team met to evaluate Notre Dame's areas of improvement. Based on this analysis, the team created 9 goals that can be categorized under the following Four Pillars of Catholic Education:

- Pillar I: Mission and Catholic Identity
- Pillar II: Governance and Leadership
- Pillar III: Academic Excellence
- Pillar IV: Operational Vitality

Each of the goals described below aim to improve upon Notre Dame's mission of Education in Faith, Knowledge, and Service.

## Our Mission

**Education in Faith, Knowledge and Service.** Notre Dame High School is dedicated to the education and development of the total person. The school is committed to prepare students to be successful global citizens in a 21<sup>st</sup> century society as disciples of Christ through academic rigor and active service to the community.

## Our Vision

Notre Dame strives to carry out its ministry in the context of gospel values. In its desire to contribute to the educational mission of the Roman Catholic Church, Notre Dame High School seeks to foster the understanding of the dignity of the human person within the vision of Jesus, to build Christian community through service to others and to relate all knowledge to the News of Salvation and the Light of Faith.

# Belief Statements

To fulfill Notre Dame's mission of Education in Faith, Knowledge and Service, we believe that the total curriculum should achieve the following:

- Development of character
- Maturing of critical thinking skills
- Imparting of better basic skills and knowledge in the arts and sciences
- Promotion of better understanding of respect for the human body through Religion classes and athletics
- Deepening the aesthetic sense and appreciation
- Preparing for responsible American citizenship and active participation in democracy
- Development of technology literacy
- Expectation of active, responsible learning of all students

## Pillar I: Mission and Catholic Identity

- **Standard 1:** An excellent Catholic school is guided and driven by a clearly communicated mission that embraces a Catholic Identity rooted in Gospel values, centered on the Eucharist, and committed to faith formation, academic excellence, and service.
- **Standard 2:** An excellent Catholic school adhering to mission provides 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.
- **Standard 3:** An excellent Catholic school adhering to mission provides opportunities outside the classroom for student faith formation, participation in liturgical and communal prayer, and action in service of social justice.
- **Standard 4:** An excellent Catholic school adhering to mission provides opportunities for adult faith formation and action in service of social justice.

<p>Pillar: Pillar I – Mission &amp; Catholic Identity</p> <p>Standard: Standards 3 &amp; 4</p> <p>Standard 3: An excellent Catholic school adhering to mission provides opportunities outside the classroom for student faith formation, participation in liturgical and communal prayer, and action in service of social justice.</p> <p>Standard 4: An excellent Catholic school adhering to mission provides opportunities for adult faith formation and action in service of social justice.</p>		<p>Measures of Success:</p> <ul style="list-style-type: none"> <li>• Implementation and 100% participation in Corporal Works of Mercy by all departments by May 2022</li> <li>• 100% student participation by Spring 2022</li> <li>• Parent involvement of 20% of student enrollment by Spring 2023 (see <b>Figure 1</b> on p. 28)</li> </ul>		
Goals:	Responsible Party	Collaboration Needed	Target Date	Status
<ul style="list-style-type: none"> <li>• Action Steps</li> </ul>				
<p>Goal #1: Expansion of in-class and school-wide service projects across curriculums to implement Corporal Works of Mercy campaign. Students will be examples of Christ in the community by completing acts of mercy, such as washing clothes and cooking meals for families in need.</p> <p>Parent involvement/inclusion in Corporal Works of Mercy Campaign</p>	Principal, Director of Religious Education	Collaboration amongst Religion and other academic departments to coordinate service projects and align them with learning outcomes in other curriculums	<p>Purchase of washer/dryer, oven/cooktop Summer 2021</p> <p>Implementation of student Corporal Works of Mercy Campaign Fall of 2021</p> <p>Inclusion of parent volunteers in campaign Fall 2022</p> <p>Continuation of Corporal Works of Mercy Campaign annually</p>	Grant money for clothes washer/dryer, oven/cooktop received Spring 2020

\*NOTE: See **Figure 1** on p. 28 data from School Effectiveness Survey Fall 2020.

Pillar: Pillar I – Mission & Catholic Identity  Standard 2: An excellent Catholic school adhering to mission provides 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.		Measures of Success: <ul style="list-style-type: none"> <li>• Implementation of course into curriculum Fall 2021</li> <li>• Students enrolled in the course by June 2021</li> </ul>		
Goals: <ul style="list-style-type: none"> <li>• Action Steps</li> </ul>	Responsible Party	Collaboration Needed	Target Date	Status
Goal #2: Creation and implementation of Advanced Theology honors course	Principal, Director of Religious Education, Guidance Counselors	Collaboration amongst Principal, Religion Department, and Guidance Counselors to create and market new program and enroll students	Creation of class curriculum March 2021  Add to schedule 2021-2022 academic schedule April 2021  Class implemented by Fall 2021	N/A

## Pillar II: Governance and Leadership

- **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.
- **Standard 6:** An excellent Catholic school has a qualified leadership/leadership team empowered by the governing body to realize and implement the school's mission and vision.

Pillar: Pillar II – Governance & Leadership  Standard 6: An excellent Catholic school has a qualified leadership team empowered by the governing body to realize and implement school’s mission and vision.		Measures of Success: <ul style="list-style-type: none"> <li>100% implementation and achievement of IGP Goals by Spring 2024</li> </ul>		
Goals: <ul style="list-style-type: none"> <li>Action Steps</li> </ul>	Responsible Party	Collaboration Needed	Target Date	Status
Goal #1: Creation and implementation of leadership team of faculty and staff to ensure completion of IGP goals and act as a liaison with school Advisory Board to advance and achieve the goals of school’s governing bodies.	Designated Pastor, Principal	Collaboration amongst Designated Pastor, Principal, and Faculty/Staff team members needed to evaluate progress of IGP goals and other goals/directives from School Advisory Board	Creation of team by Fall 2021  Begin bi-monthly meetings by Fall 2021  Completion of IGP Goals by Spring 2024  Work with School Advisory Board ongoing	N/A

Pillar: Pillar II – Governance & Leadership  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: <ul style="list-style-type: none"> <li>• Improvement of parent survey scores regarding transparency in financial administration to 4.0 or higher by Spring 2022</li> <li>• Improvement of faculty and staff survey scores regarding transparency in financial administration to 4.0 or higher by Spring 2022</li> <li>• Creating and maintaining a balanced school budget (see <b>Figure 1 on p. 28</b>)</li> </ul>		
Goals: • Action Steps	Responsible Party	Collaboration Needed	Target Date	Status
Goal #2: Maintain a balanced school budget and make financial administration transparent to school stakeholders, as appropriate.	Designated Pastor, Principal	Collaboration amongst Designated Pastor, Principal, and Finance Team	Completion of audit by March 2021  Completion of annual budget by April 15, 2021  Completion of annual budget by April 15, 2022  Completion of annual budget by April 15, 2023  Communication of financial plan to stakeholders by Fall 2021	Finance Team currently completing audit of school finances and financial/budgeting procedures

\*NOTE: See **Figure 1** on p. 28 data from School Effectiveness Survey Fall 2020.

Pillar: Pillar II – Governance & Leadership  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: <ul style="list-style-type: none"> <li>• 5% increase in school enrollment by Fall 2022</li> <li>• 10% increase in school enrollment by Fall 2023 (see Figure 2 on p. 29)</li> </ul>		
Goals: <ul style="list-style-type: none"> <li>• Action Steps</li> </ul>	Responsible Party	Collaboration Needed	Target Date	Status
Goal #3: Increase enrollment through work with Catholic churches in our area.	Designated Pastor, Principal	Collaboration amongst Designated Pastor, Principal, Parish Priests, Enrollment Director, and Student Ambassadors and Student Council	Create plan with Enrollment Director, student ambassadors, and student council to coordinate outreach with area churches Spring 2021  5% increase in student enrollment by Fall 2022  10% increase in student enrollment by Fall 2023	N/A

\*NOTE: See **Figure 2** on p. 29 for graph on enrollment data.

## Pillar III: Academic Excellence

- **Standard 7:** An excellent Catholic school has a clearly articulated, rigorous curriculum aligned with relevant standards, 21<sup>st</sup> century skills, and Gospel values, implemented through effective instruction.
- **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.
- **Standard 9:** An excellent Catholic school provides programs and services aligned with the mission to enrich the academic program and support the development of student and family life.

Pillar: Pillar III – Academic Excellence  Standard: Standards 7 & 8 Standard 7: An excellent Catholic school has a clearly articulated, rigorous curriculum aligned with relevant standards, 21 <sup>st</sup> century skills, and Gospel values, implementing through effective instruction.  Standard 8: An excellent Catholic school uses school-wide assessment methods and practices to document student learning program effectiveness, to make student performance transparent, and to inform the continuous review of curriculum and the improvement of instructional practices.		Measures of Success: <ul style="list-style-type: none"> <li>• 5% increase in achieving growth targets on NWEA test scores in Math, Reading, and Language Usage by Spring 2022, with another 5% increase in growth by Spring 2023 (<b>see Figure 3 on p. 30</b>)</li> <li>• 5% increase in number of students scoring in the High Average to High (the marker for college readiness) on NWEA test scores by Spring 2022, with another 5% increase in growth by Spring 2023 (<b>see Figure 4 on p. 31</b>)</li> <li>• 5% increase in AP Test pass rate from 55% to 60% by Spring 2022, with another 5% increase in pass rates to 65% in Spring 2023</li> </ul>		
Goals: <ul style="list-style-type: none"> <li>• Action Steps</li> </ul>	Responsible Party	Collaboration Needed	Target Date	Status
Goal #1: Create and implement effective PLC Curriculum Teams to evaluate testing data and align school and subject-area standards. Alignment will improve academic achievement across all curriculums, especially in the core curriculums of Math, English, Science and History.	Principal	Collaboration amongst principal and teachers, guidance counselors, and testing coordinator needed to set and achieve annual goals and objectives	Teams formation June 2020  Teams implementation August 2020  Team meetings ongoing annually (1 meeting per quarter)	PD plan for team creation scheduled for June 2020 and money for PLC book study allocated for purchase

\*NOTE: See **Figures 3 and 4** on p. 30-31 for NWEA Achievement data.

Pillar: Pillar III – Academic Excellence  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: <ul style="list-style-type: none"> <li>• Average teacher rating on Technology Self-Assessment Form of 4.0 or higher out of 5.0</li> <li>• 5% increase in students achieving growth targets on NWEA test scores</li> </ul>		
Goals: <ul style="list-style-type: none"> <li>• Action Steps</li> </ul>	Responsible Party	Collaboration Needed	Target Date	Status
Goal #2: Creation and implementation of Technology Mentorship program. Mentors would work with teachers to successfully utilize technology into their curriculums to improve learning outcomes.  Action Step: Mentors will also work with administration to complete a technology needs assessment with faculty to provide appropriate professional development opportunities for technology integration.	Principal, Technology Mentors	Collaboration amongst Principal, teachers, and mentors needed to plan and complete mentorship sessions	3 Mentors established by Fall 2021  Mentorship Program ongoing	N/A

\*NOTE: Technology is an ever-increasing instructional tool for teachers. Improvement of technology efficacy by teachers should enhance student learning and help them achieve learning goals. NWEA test scores are appropriate measures of student growth and achievement.

## Pillar IV: Operational Vitality

- **Standard 10:** An excellent Catholic school provides a feasible three to five year financial plan that includes both current and projected budgets and is the result of a collaborative process, emphasizing faithful stewardship.
- **Standard 11:** An excellent Catholic school operates in accord with published human resource/personnel policies, developed in compliance with diocesan policies and/or religious congregation sponsorship policies, which affect all staff (clergy, religious women and men, laity and volunteers) and provide for clarity for responsibilities, expectations and accountability.
- **Standard 12:** An excellent Catholic school develops and maintains a facilities, equipment, and technology management plan designed to continuously support the implementation of the educational mission of the school.

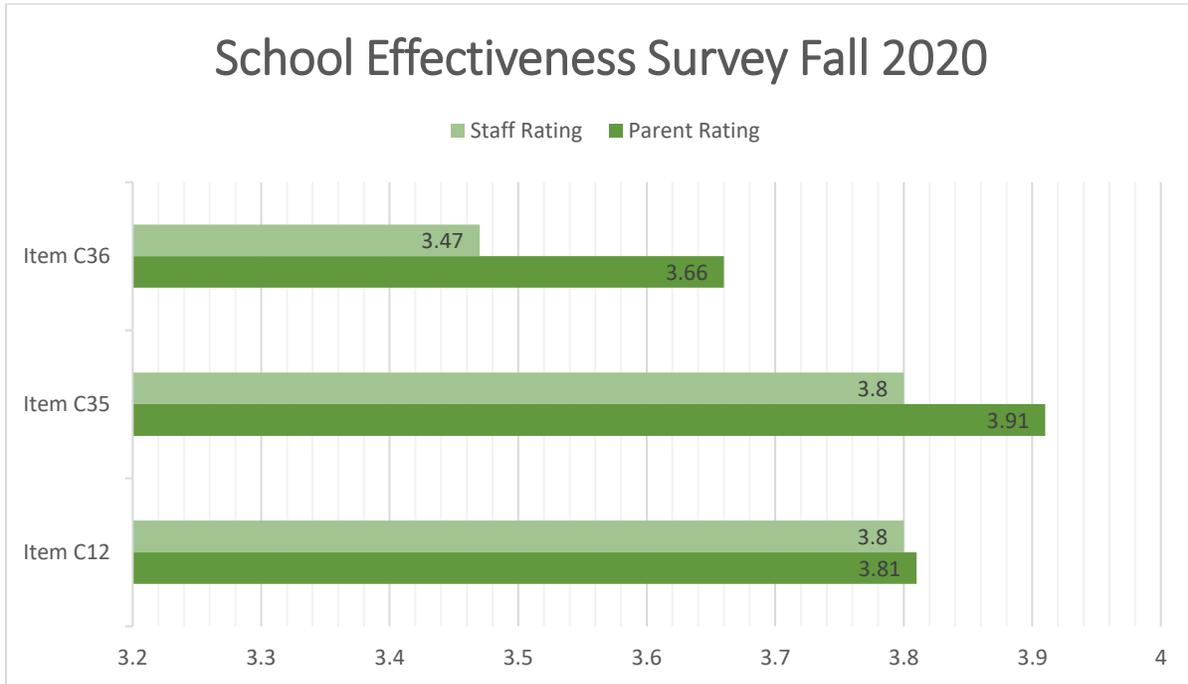
Pillar: Pillar IV – Operational Vitality  Standard 10: An excellent Catholic school provides a feasible three to five-year financial plan that includes both current and projected budgets and is the result of a collaborative process, emphasizing faithful stewardship.		Measures of Success: <ul style="list-style-type: none"> <li>• Creating and maintaining a balanced school budget (<b>see Figure 1 on p. 28</b>)</li> <li>• Alignment of faculty salaries to 70% of Harrison County, WV pay scale by Fall 2022</li> </ul>		
Goals: <ul style="list-style-type: none"> <li>• Action Steps</li> </ul>	Responsible Party	Collaboration Needed	Target Date	Status
Goal #1: Creation of a three-year Financial Plan by the Finance Team.  Action Step: Write plan for how to evaluate salaries annually to eventually get to 80-85% of Harrison County scale	Designated Pastor, Principal, Finance Team Members (Finance Director, President of School Advisory Board)	Collaboration amongst Designated Pastor, Principal, and other Finance Team Members needed	Completion of audit by Spring 2021  Completion of Financial Plan by Summer 2021  Evaluation of Finance Plan quarterly by Finance Team	Finance Team currently completing audit of school finances and financial/budgeting procedures

\*NOTE: See **Figure 1** on p. 28 data from School Effectiveness Survey Fall 2020

Pillar: Pillar IV – Operational Vitality  Standard 12: An excellent Catholic school develops and maintains equipment, and technology management plan designed to continuously support the implementation of the educational mission of the school.		Measures of Success: <ul style="list-style-type: none"> <li>• Compliance with all Diocesan and State safety rules and regulations</li> <li>• Maintaining a balanced budget through continuous evaluation of facilities to reduce costs by repairing/replacing equipment systematically</li> </ul>		
Goals: <ul style="list-style-type: none"> <li>• Action Steps</li> </ul>	Responsible Party	Collaboration Needed	Target Date	Status
Goal #2: Creation of Facilities Management Plan	Principal, Head of Maintenance	Collaboration amongst Principal, maintenance staff, and Finance Director	Maintenance budget analysis by Spring 2022  Evaluation and compilation of maintenance procedures and duties by Spring 2022  Completion of written plan by Fall 2022	N/A

Pillar: Pillar IV – Operational Vitality  Standard 12: An excellent Catholic school develops and maintains equipment, and technology management plan designed to continuously support the implementation of the educational mission of the school.		Measures of Success: <ul style="list-style-type: none"> <li>• Compliance with all Diocesan and State safety rules and regulations</li> <li>• Increase efficiency in completing fire and other safety drills/codes</li> <li>• Completion of all safety drills/codes with 100% accuracy</li> </ul>		
Goals: <ul style="list-style-type: none"> <li>• Action Steps</li> </ul>	Responsible Party	Collaboration Needed	Target Date	Status
Goal #3: Continue initiatives to improve safety of facilities.	Principal, Safety Team	Collaboration amongst Principal, Safety Team members, and Finance Director	Improvements made annually	Ongoing – Safety Team created in Fall of 2020

# Data & Survey Results



**Figure 1**

**Figure 1** displays parent and staff scores from the School Effectiveness Survey conducted in the Fall of 2020. The above items, C36, C35, and C12, were three of the lowest scoring components on both the parent and staff surveys. Survey results directly correspond to the following goals listed above:

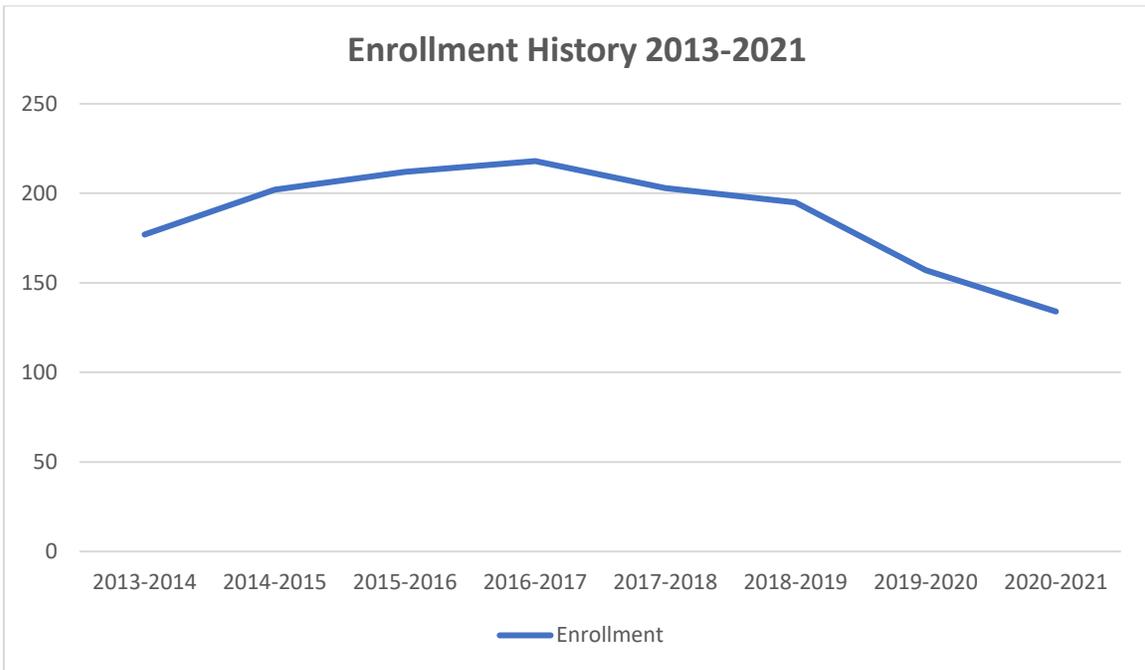
- Pillar I, Goal 1 – Parent involvement/inclusion in Corporal Works of Mercy Campaign.
- Pillar II, Goal 2 – Maintain a balanced school budget and make financial administration to school stakeholders, as appropriate.
- Pillar IV, Goal IV – Creation of three-year financial plan by the Finance Team.

## Survey Items:

C36 – Our school consistently shares its financial plan with school community.

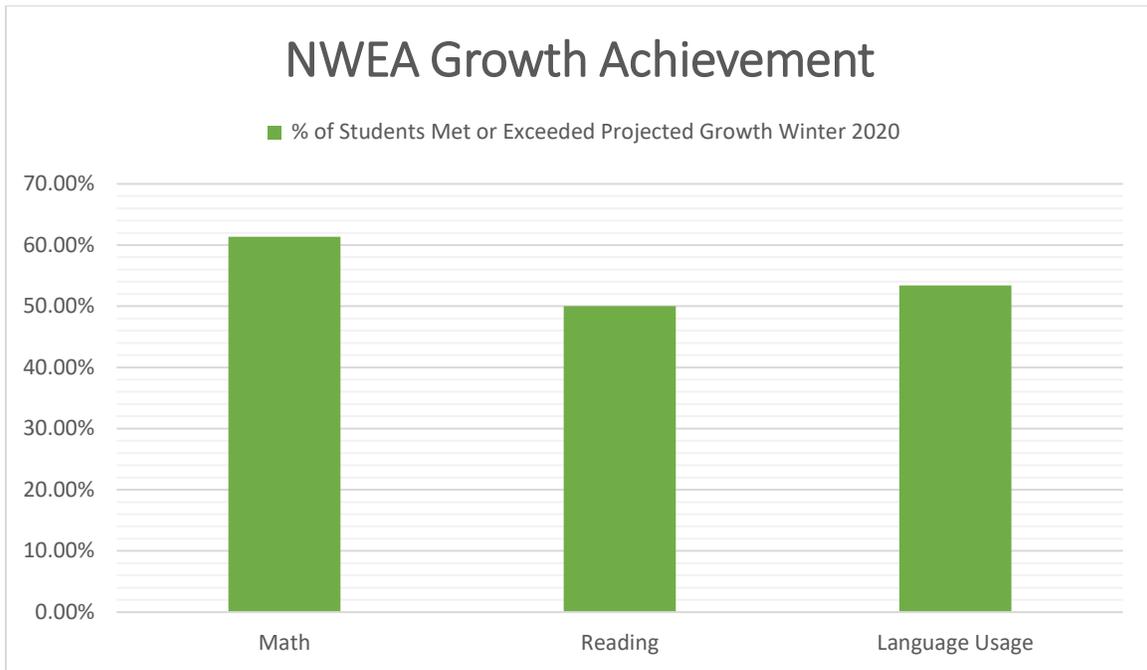
C35 – Our school’s financial plan is the result of a collaborative process including expert advisors.

C12 – Our school provides opportunities for adult members of the school community to Participate in service activities for social justice.



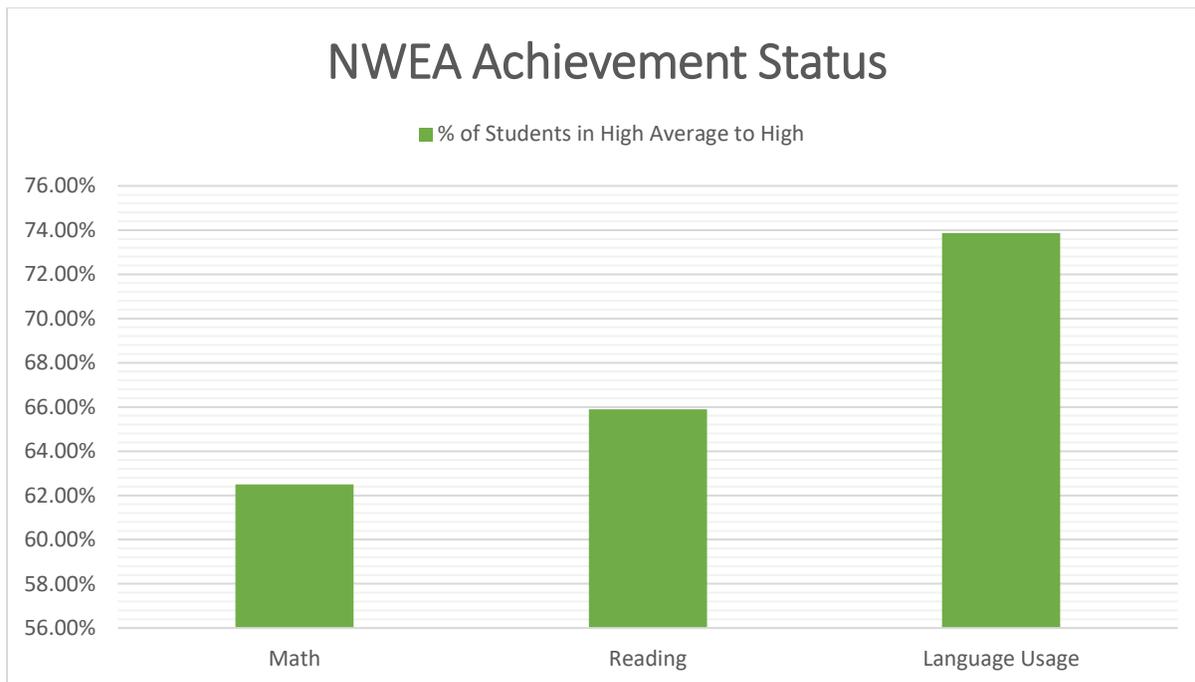
**Figure 2**

**Figure 2** illustrates the steady increase in enrollment from 2013-2017, with a sharp decline in enrollment from 2017 to the present.



**Figure 3**

**Figure 3** displays the percentage of students in grades 7-10 who met or exceeded their projected growth in Math, Reading, and Language Usage from Fall 2019 to Winter 2020 on the NWEA standardized test. Students have a projected growth, on average, of 1-4 points on the learning continuum based on their scores from Fall 2019.



**Figure 4**

**Figure 4** displays the percentage of students in grades 7-12 who scored in the High Average to High range in Math, Reading, and Language Usage in Winter 2020 on the NWEA standardized test.

In the High Average category, student scores range from 61-80<sup>th</sup> percentile based on the national average. In the High Category, student scores are at or above the 81<sup>st</sup> percentile based on the national average.