



Educating Mind † Heart † Spirit

2021-2025 Long-Range Strategic Plan

Sacred Heart Catholic School
615 McDade Street
Conroe, TX 77301



Mrs. Deb Brown, Principal

Rev. Philip Wilhite, Pastor

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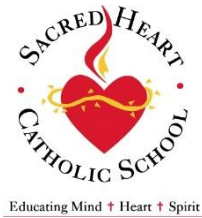
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Dear Sacred Heart Families,

Our vision statement, Sacred Heart Catholic School Guides Children to be the Light of Christ, was instrumental in creating the current Strategic Plan that will be followed to continue to enhance the educational programs that are offered at Sacred Heart Catholic School.

Members of the Sacred Heart Advisory School Board and various stakeholders met in February of 2021 to begin brainstorming goals for the Long-Range Strategic Plan. Our plan evolved into a five-year plan that consist of five different domains. Each domain has goals, objectives, and action plans.

The Five Domains are:

1. Catholic Identity
2. Governance, Administration and Management
3. Curriculum, Instruction and Assessment
4. Student Services and Activities
5. Plant and Facilities

Sacred Heart Catholic School commits to forming Disciples of Christ by instilling the values and teaching of the Catholic faith and fosters a call to holiness through service, while creating a thirst for knowledge and promoting academic excellence. Through teaching, practice, prayer, stewardship, and charity the students of Sacred Heart nurture their faith daily and are being prepared to be the students of the future.

Thank you to the Advisory School Board and stakeholders for their various roles in assisting with the Strategic Plan.

Blessings,

Mrs. Deb Brown, Principal

Rev. Philip Wilhite, Pastor



Executive Summary of Process

The Strategic Planning process began in the Fall of 2020. The Chair of the Strategic Plan began recruiting people from the community to chair each Domain. They in turn recruited additional committee members from the parish and the community to serve on each Domain committee. A workshop was held in February of 2021 to brainstorm the future of each Domain and what it would look like for Sacred Heart. Approximately 40 of the Sacred Heart Community met for the half day workshop regarding the new Strategic Plan. The workshop was facilitated by an outside consultant who volunteered her time. The workshop followed the SOAR process and focused on the aspirations of the Sacred Heart School. The aspirations of each Domain were summarized and parred down to possible strategic goals. The strategic goals were then given to each domain chair and their committee members. The committees worked for the next 4 months crafting their specific goals, objectives, and action steps before submitting final documentation for board approval.

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**Strategic Plan Template
Basis - TCCB ED Accreditation Domains,
Assurances & Personnel Requirements**

DOMAIN I - Catholic Identity

Correlation to National Standards & Benchmarks for Catholic Schools: Catholic Identity

This domain's articulation of the school's mission, philosophy and vision forms the basis from which the remaining domains will flow. Community is the context in which the school finds itself. The school community begins with small groups (e.g., faculty or a particular class) and moves outward to embrace the entire school, parish (arch)diocese, and wider civic and world community. One of the purposes of Catholic education is to provide students the opportunity to live out their faith within the context of community. This domain allows the school to identify its Catholic Identity.

GOALS, OBJECTIVES & ACTION STEPS

Goal #1 - To clearly identify and articulate the **behaviors (what they look like)** that match the expectations and values of our Catholic identity

Objective - To educate all members of the school and the families so that these behaviors can be shared and articulated with the community

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Develop a task force, 3-4 people	Board	September 2021	December 2021	
2.	Evaluate current behaviors, revise and research other Catholic Schools	Task Force	January 2022	June 2022	
3.	Create a model for implementation in SH school	Task Force	June 2022	September 2022	
4.	Pilot model in the school	Task Force/School Staff	September 2022	December 2022	
5.	Implement in the school and community	Task Force/School Staff	January 2023	Ongoing	
6.	Coordinate with Marketing and Communication committee to assure inclusion in all promotional materials	Joint Task Force/Marketing	December 2022	Ongoing	
7.	Evaluate and adjust accordingly	Task Force/School Staff	Ongoing		
8.	Embed into all practices (recruiting, hiring, on-boarding and orientation, etc.)	Board, School, Church	Ongoing		

Goal #2 - To provide opportunities for all students to participate in service to social justice strategies (outside of classroom) in the community

Objective - To create a model program for all grades, K-8th to practice service and social justice for all in the community

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Develop a task force of 3-4 people	Board	January 2022	April 2022	
2.	Evaluate current model/practices	Task Force	April 2022	June 2022	
3.	Research opportunities for partnerships and collaboration in the community	Joint task force with Domain IV	July 2022	October 2022	
4.	Create a progressive model for grades K-8	Joint task force	October 2022	December 2022	
5.	Pilot model and reevaluate	Joint task force	January 2023	August 2023	
6.	Implement model	Board/School/	September 2023	Ongoing	

**DOMAIN II - Governance, Administration & Management
Correlation to National Standards & Benchmarks for Catholic Schools: Governance & Leadership**

This domain focuses on the administrative team, governing body, be they called commission, board, or council. The purpose of these structures is to provide the constituents with the opportunity to give input into the decision-making process. The domain provides an overview of how a school is governed. Each school is unique in how it lives out the local (arch)diocese's directive in this regard. The domain seeks to have the school express how it functions in achieving its direction and vision. This domain also explores the role of the administration and/or administrative team as instructional leaders of the school and includes professional development and evaluations of faculty and staff on the campus.

GOALS, OBJECTIVES & ACTION STEPS

Goal #1 - Recruit at least three volunteers to serve on the Board Development Committee by December 15, 2021; Educate all BDC members on the best practices of board recruitment no later than February 28, 2022

Objective - To recruit and train a board development committee that will be responsible for expanding the SH board with new members who bring functional expertise to their role

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Evaluate current Board terms	Staff/Board Chair	May, 2021	December 2021	
2.	Educate current Board on Best Practices of Board Recruitment	Outside source	January 2022	February 2022	Donated time
3.	Recruit BDC Members to actively expand board	BDC/Chair	February 2022	December 2022	

Goal #2. - Establish a robust and detailed marketing/communication plan to promote recruitment and enrollment by December 15, 2021

Objective - To recruit a marketing and communication committee that will develop and oversee a robust plan that will increase enrollment to include a 2-3-person task force that will proactively visit feeder programs (Kids World, Primrose, and any other Christian early learning centers) to promote enrollment

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Review Current Marketing/Communication Plan	Committee Chair/staff/consultant	May, 2021	October 2021	
2.	Recruit committee members to expand, create & implement a more robust plan	Committee Chair/Marketing Committee	August 2021	December, 2021	
3.	Establish liaisons to other Domains to integrate all Marketing	Board Chair/Marketing Chair	September, 2021	March, 2022	
4.	Review revised Marketing/Communication plan on a yearly basis and make recommendations	Marketing Chair/committee	January 2022	December 2022	

Goal #3 - Recruit 3 members for the endowment sub-committee by August 2021, and educate all best practices by September 2021. Create a plan and implementation schedule by November of 2021

Objective - To recruit a task force that will review the current endowment fund and develop a plan to grow the endowment fund in order to provide more financial assistance to school children and the school

Step #	Action Step	Assigned to	Start Date	Due Date	Resources
1.	Recruit 3-4 people to serve on the endowment committee	Board Chair/Staff	May 2021	September 2021	
2.	Best Practices of Endowment Plans	Volunteers/Board Chair	September 2021	October 2021	
3.	Create & implement an endowment plan	Committee	November 2021	February 2022	
4.	Market Endowment Plan	Committee/Marketing/Parish	January 2022	Ongoing	

Goal #4 - Recruit 3-5 members for a task force by August, 2021, review process of feasibility study, prepare for feasibility study and implement study by March of 2022

Objective - To identify the need and capacity to expand Sacred Heart to include grades 9 - 12.

Step #	Action Step	Assigned to	Start Date	Due Date	Resources
1.	Recruit Task Force	Chair Strategic plan	April 2021	August 2021	
2.	Create feasibility study/recruit stakeholders	Chair/committee	September 2021	December 2021	
3.	Implement	Chair/committee	January 2022	February 2022	

	feasibility study				
4.	Analyze and present data	Chair/committee	February 2022	March 2022	

Goal #5 - Develop a compensation task force (2-3 people) by April 2022 and research other comparable plans, create a plan with recommendations by December of 2022

Objective - To provide a compensation plan for the teaching staff that encourages continuing education and awards those achieving higher degrees

Step #	Action Step	Assigned to	Start Date	Due Date	Resources
1.	Recruit task force members	Finance committee	April 2022	June 2022	
2.	Research and create a compensation plan	Finance committee	July 2022	December 2022	
3.	Present Plan to Board/Administration/revise and recommended	Finance committee	January 2022	August 2022	
4.	Implementation	Finance Committee	September 2022	Ongoing	

Goal #6 - Recruit a subcommittee of the Finance committee that would be responsible for creating a 3 – 5-year financial plan that includes both current and projected budgets (10)

Objective - To ensure and maintain a financial sustainable operating budget for the school

Step #	Action Step	Assigned to	Start Date	Due Date	
1.	Committee recruited	Finance Chair/Staff	June 2021	August 2021	
2.	3-year budget completed	Finance Chair/Staff	June 2021	August 2021	
3.	Monitor and revise as needed	Finance Chair/committee	Ongoing		

DOMAIN III - Curriculum, Instruction & Assessment
Correlation to National Standards & Benchmarks for Catholic Schools: Academic Excellence

This domain addresses the curriculum of the school, planning and implementation, technology integration in instruction, and meeting student needs in the classroom. Assessment is an important part of determining the strength of the academics of a school and meeting individual student needs.

GOALS, OBJECTIVES & ACTION STEPS

Goal #1 - Create a taskforce to review previous Blue-Ribbon applications to determine areas that need improvement include evaluating STREAM and Liberal Arts curriculums, to implement those improvements, and to achieve accreditation in 2022.

Objective - To lift the academic level of Sacred Heart school and achieve Blue Ribbon accreditation in order to prepare our students for competitive high school and college success

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Create task force to determine ranking and educational standards	Board member	September 2021	November 2021	
2.	Analyze and review	Task Force	September	November	

	current curriculums/standards		2021	2021	
3.	Review requirements for Blue Ribbon accreditation	Task Force	September 2021	November 2021	
4.	Prepare a report of recommendations for the board	Task Force	November 2021	December 2021	
5.	Prioritized next steps per board/staff recommendation	Task Force/School	December 2021	January 2022	
6.	Create a plan to implement recommendations	Task Force/School	January 2022	May 2022	
7.	Implement Plan	Task Force /School	September 2022	ongoing	

Goal #2 - To provide the most advanced technological opportunities and equipment for the students of Sacred Heart

Objective - To use technology to provide advanced educational opportunities for our students to prepare them for higher education

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Recruit a task force with subject matter expertise	Board	September 2021	November 2021	
2.	Review current technology at SH	Joint Task Force Domain V	November 2021	January 2021	
3.	Create a plan to continuously enhance and maintain technology at SH	Joint Task Force	January 2022	May 2022	Resources for additional technology
4.	Implement plan	Joint Task Force	September 2022	ongoing	
5.	Review plan on a yearly basis and make recommendations	Joint Task Force	December 2022	ongoing	

Goal #3 To create a best-in-class academic intervention services to support student success

Objective To identify and create an academic environment that will meet the learning needs of all students and ensure a successful educational experience

Step#	Action Step	Assigned To	Start Date	Due Date	Resources, Cost
1.	Evaluate current academic intervention services to determine baseline	Committee chair/staff/task force	April 2022	August 2022	
2.	Research and analyze intervention services to determine best fit for school given ranking and/or curriculum goals	Task Force	September 2022	November 2022	

3.	Review current assessment tools	Task Force	October 2022	December 2022	
3.	Develop new services/assessments/plans for intervention services	Task Force	December 2022	February 2023	
4.	Make recommendations/plans to the board	Task Force	February 2023	March 2023	
5.	Implement plan	Task Force/School	September 2023	ongoing	

DOMAIN IV - Student Services & Activities
Correlation to National Standards & Benchmarks for Catholic Schools: Academic Excellence

This domain includes counseling services that go beyond the regular guidance program and evaluation of students for the purpose of providing special needs programming. Extracurricular activities and additional services offered by the school are also addressed in this domain.

GOALS, OBJECTIVES & ACTION STEPS

Goal #1 - Establish a task force to research, evaluate and recommend opportunities to expand current extracurricular activities and programs for K-4th and 5 - 8th, to include collaboration (to include partnering, sharing space, programs) with other sports/city organizations in the community

Objective - To Research and explore opportunities for the school to partner with neighboring churches, organizations and other entities to promote community wide fellowship

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Recruit a 3/4-person Task Force to research K-4 and 5-8 opportunities of what is available in the community	Board committee member/Task Force	September 2021	December 2021	
2.	Identify and Research options that are a good fit with SH	Task Force	January 2022	October 2022	
3.	Prepare recommendations for the Board	Task Force	November 2022	February 2023	
4.	Create & implement the plan	Task Force	March 2023	May 2023	

Goal #2 – Evaluate the current program for students with special needs, determine what additional resources are needed, and recommend a plan for further enhancements

Objective - To provide special need students with accommodations in order to be inclusive of all

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Recruit a task force of 3-4 people	Board Facility committee/	September 2021	December 2021	
2.	Evaluate current programs	Task force	January 2022	April 30 2022	
3.	Identify and research additional programs	Task Force	May 2022	October 2022	

	available for schools				
4.	Create a list of recommendations for program enhancement and present to the Board	Task Force	November 2022	February 2023	
5.	Create the approved plan for implementation in September 2023	Task Force/School	March 2023	September 2023	

Goal #3 To determine opportunities in the community to provide students with opportunities to practice social justice and service to all

Objective Identify other non-profits in the community that have opportunities for our students to practice social justice and service to all

Step#	Action Step	Assigned To	Start Date	Due Date	Resources, Cost
1.	Create a joint task force with Domain I	Board Committee chair	September 2021	December 2021	
2.	Research and analyze potential community partners	Joint Task Force/Domain I	January 2022	May 2022	
3.	Create a plan to include grades 1-4 and 5-8	Joint Task Force/Domain I	June 2022	September 2022	
4.	Implement Plan	Joint Task Force/Domain I/School	September 2022		

DOMAIN V - Plant & Facilities

Correlation to National Standards & Benchmarks for Catholic Schools: Operational Vitality

This domain addresses the physical plant in terms of health and safety issues, functionality, and image

GOALS, OBJECTIVES & ACTION STEPS

Goal #1 - To establish a task force to review all current space utilization on the Sacred Heart campus

Objective #1 - To evaluate and analyze the study of the current space at Sacred Heart in order to determine the opportunities for expansion and best space usage

Objective #2 - Identify and prioritize all projects necessary to continue to maintain the high quality of educational services provided by Sacred Heart School

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Recruit a task force to complete a space study of all space on the SH campus	Committee Chair/ Task Force chair/ Facility committee	September 2021	December 2021	
2.	Analyze data & make recommendations of all space usage and availability on the	Committee Chair/Facility committee	December 2021	January 2022	

	Sacred Heart campus				
3.	Identify and evaluate all future projects according to needs and resources	Committee Chair/Facility committee/Staff/Joint Task Force Domain III/IV	January 2022	March 2022	
4.	Prioritize all projects, and prepare recommendations according to needs and resources	Facility committee, Task Force members from Domain 3 & 4/Staff	March 2022	June 2022	
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Goal #2- Research and evaluate opportunities for collaborations with community partners such as schools, churches and parks and recs, to determine future shared services

Objective - To position Sacred Heart school as a community partner and to expand opportunities for sports and other school activities

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Recruit a taskforce to evaluate future collaborations in the community	Facilities Chair/Task Force	September 2021	December 2021	
2.	Identify and vet community partners & opportunities for future collaborations	Facilities Chair/Task Force	January 2022	December 2022	
3.	Meet with 2-3 potential partners to determine collaboration opportunities	Facilities Chair/Task Force	January 2022	December 2022	
4.	Create a plan/timeline for implementation of collaboration opportunities	Facilities Chair/Task Force	December 2022	February 2023	