



MOST HOLY REDEEMER SCHOOL STRATEGIC PLAN

(OBJECTIVE 1) Most Holy Redeemer School will be committed to the development of curriculum and best practices in instruction, assessment, and professional development to effectively meet the needs of all learners.

(STRATEGY 1) MOST HOLY REDEEMER SCHOOL WILL REVIEW ALL CURRENT CURRICULUM TRAINING AND PRACTICE TO CREATE A MORE RIGOROUS LEARNING EXPERIENCE.

	Timeline	Responsibility	Progress Report
(Action Step 1) Most Holy Redeemer School will develop a curriculum review cycle with all the subjects that are offered at MHRS.	Fall of 2018	Principal and MHRS staff.	<i>When and what happened</i> 2018-2019 In Fall of 2018, Principal devised a six-year process to address curriculum review policy addressing this concern. A committee used the new policy and selected a science curriculum that will be used starting with the 2019-20 school year.
(Action Step 2) Most Holy Redeemer School will review the school's yearly Professional Learning Plan to take better advantage of the current Early Out Staff Development Days.		Principal and MHRS staff.	2018-2019 In Fall of 2018, the principal devised a yearly process to address staff development. A year review policy was set up by staff and principal in order to be more consistent in the use of "early release" days.
(Action Step 3) Most Holy Redeemer School will address on a yearly basis the school's course offerings.		Principal and Advisory Board	2018-2019 At the February 2019 Advisory Board Meeting, there was a discussion about school class offerings, this will become a yearly event to investigate possible offerings and keep the curriculum up to date.
(Action Step 4) Most Holy Redeemer School will embed all Tech/Media Standards into the current school curriculum.	Fall of 2021*	Principal and MHRS Staff	2021-2022 A staff discussion/meeting about the best way to approach this action was held the Spring of 2022. The plan is still in the development stages.
(Action Step 5) Most Holy Redeemer School will build/expand STEM program; (additional info in Strategy 2).		Principal and MHRS Staff	2018-2019 The school is currently in the process of updating its Science curriculum so this item will be addressed in the 2019-2020 school year. 2021-2022 A new science teacher was hired in 2021-2022 who has STEM certification. One of her responsibilities is to expand on the school's current STEM program. The school also participates in the "Big Bang" Science Fair sponsored by CSCOE. The school was fortunate to have the first place winner of the Junior High Division from our school and Science Department.
(Action Step 6) Most Holy Redeemer School will build partnerships between classrooms (peer-peer and teacher-teacher)	Fall of 2021*	Principal and MHRS Staff	2021-2022 This Action Step still needs to be planned, with a new Principal coming on board, this task has been moved to the 2022-2023 School Year.
(Action Step 6) Most Holy Redeemer School will provide professional development opportunities applicable to current school needs (multiage, STREAM, differentiated instruction, technology, etc).will provide		Principal and MHRS Staff	2018-2019 The MHRS staff decide its goals at the end of the year staff meeting. These goals will serve as a guide when administration determines professional development for the school year. This is a yearly function and goals will be announced at the fall Inservice each school year

(STRATEGY 2) MOST HOLY REDEEMER SCHOOL WILL UTILIZE BEST PRACTICES IN INSTRUCTION TO EFFECTIVELY MEET THE ACADEMIC AND SOCIAL-EMOTIONAL NEED OF EACH LEARNER.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Most Holy Redeemer School will give all teachers professional coaching to increase their instructional effectiveness.		Principal	<i>When and what happened?</i> ²⁰¹⁸⁻²⁰¹⁹ In the 2018-19 school year the, the principal set-up Professional Development plans for staff members to take a serious analysis of their own students standardized test results to in order to see what curriculum areas that the staff need to focus on when they start their goals setting process for the upcoming school year .
(Action Step 2) Most Holy Redeemer School will explore and recommend technology resources to increase instructional effectiveness.	Fall of 2019	Principal & MHRS Technology Committee	²⁰²⁰⁻²⁰²¹ The school staff met in the Spring of 2021 and to develop and decide on a plan of action to get all MHRS students connected for the 2020-2021 school year. ²⁰²¹⁻²⁰²² The school invested heavily in school online licenses to help staff address any gaps in student learning. A staff shared file was developed to keep all staff informed as to what the online resources the teachers are using.
(Action Step 3) Most Holy Redeemer School will implement a timetable for updating current technology to aid teachers in meeting the academic needs of students.	Spring of 2020	Principal & MHRS Technology Committee	²⁰²⁰⁻²⁰²¹ The school added devices for all K-8 grade students in the year 2020-21. All students now have an electronic device to work with, or take home if needed. This will greatly enhance the education quality that the students are receiving at MHRS. ²⁰²¹⁻²⁰²² The school purchased interactive panels for all the classrooms in the Fall of 2021. These devices greatly enhanced the teachers abilities to increase their educational effectiveness by acting as an interactive whiteboard and allow for video conferencing, screen sharing, and large group video presentations and Internet.
(STRATEGY 3) MOST HOLY REDEEMER SCHOOL WILL REVIEW AND DEVELOP A FORMAL SYSTEM OF STUDENT SUPPORT AND STUDENT ASSESSMENT.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Most Holy Redeemer School will review and develop the current process to identify emergent academic and/or social-emotional needs of students.	Fall of 2018	Principal and MHRS Staff	<i>When and what happened?</i> ²⁰¹⁸⁻¹⁹ This item was put on hold until 2019-20 due to the fact the Principal and Staff committee in charge of this event felt that this Action Step would fit better with the goals that were picked for the 2019-20 school year. ²⁰²¹⁻²⁰²² During Fall In-Service, the school brought in a licensed Psychologist from Phoenix School Counseling to help identify the social-emotional needs of our students. A follow-up session for certified staff was held in December at a Professional Development Day to start the process of developing a school wide plan to address these concerns.

(Action Step 2) Most Holy Redeemer School will research best practice resources for classroom teachers to access in order to meet individual learner needs.		Principal and MHRs Staff	<i>2018-2019</i> This item was also put on hold until 2019-20 due to the reason stated above. The Principal and Staff committee in charge of this event felt that this Action Step addresses the goals that were picked for the 2019-20 school year.
(Action Step 3) Most Holy Redeemer School will gather and organize resources for classroom teachers to access in order to meet individual learner needs.		Principal and MHRs Staff	<i>2018-19</i> A resource collecting area has been established in the teacher workroom so individual learner resources can be collected.
(Action Step 4) Most Holy Redeemer School will incorporate hands-on centers as part of each classrooms curriculum, as well as project-based learning units to build critical thinking skills.	Fall of 2018	Principal and MHRs Staff	<i>2018-19</i> This item was put on hold due to the fact the Principal and Staff committee in charge of this event ran out of planning time. It is planned to be picked again next year in the Fall of 2019.
(Action Step 5) Most Holy Redeemer School each classroom's review yearly the school's academic report card.		Principal and MHRs Staff	<i>2018-19</i> The staff reviewed the current report card and minor adjustments were made for the 2018-19 school year.

(OBJECTIVE 2) **Most Holy Redeemer School will optimize the operations and safety of our facilities.**

(STRATEGY 1) **MHRs will utilize a long-range facilities plan.**

	Timeline	Responsibility	Progress Report
(Action Step 1) Most Holy Redeemer School will develop a long-term maintenance plan to keep the school/parish from putting off the regularly scheduled repair.	Spring of 2019	Principal and Maintenance Committee of Advisory Board	<i>2018-19</i> The MHRs Maintenance Director, the person who would be instrumental in developing this plan has been put on medical leave this past Spring (2019). Due to this development, this Action Step will be addressed when the Director returns to work. <i>2020-2021</i> This has not been done due to Covid. <i>2021-2022</i> Since MHRs Principal is in the third year of its 3 Year Renovation Plan, all long term maintenance planning has been put on hold. This Action Step is planned to take place in the Fall of 2022 when all current projects are completed.
(Action Step 2) Most Holy Redeemer School will implement a Summer Daycare Program at the school to serve the needs of HRS parents and the HRS Community.	Spring of 2025	Principal	<i>2021-2022</i> The MHRs Principal, along with the Advisory Council implemented a summer daycare for current MHRs students. The program is small, but hopes to grow in the upcoming months.
(Action Step 3) Most Holy Redeemer School will investigate and implement a plan to better deal with the daily traffic around and the school building.	Spring of 2020	Principal	<i>2020-2021</i> The MHRs Advisory Council met during the Spring of 2021 to address this concern. A representative and spokesman from the Roads & Maintenance Department meet with this group to discuss options. After two meetings in which impute was given, the Board decided to wait due to the fact that the neighboring house and Church convent are going to be demolished the summer of 2021. This will open up more options for the daily traffic around the school building.

(Action Step 4) Most Holy Redeemer School will develop a process to identify and prioritize short and long-term facility needs.	Spring of 2019	Principal, Maintenance Dept. & Parish Council	<p><i>2018-19</i> The MHRS Maintenance Director, the person who would be instrumental in developing this plan has been put on medical leave this past Spring (2019). Due to this development, this Action Step will be addressed when the Director returns to work.</p> <p><i>2020-2021</i> This has not been done due to Covid.</p> <p><i>2021-2022</i> Since MHRS Principal is in the third year of its 3 Year Renovation Plan, all long term maintenance planning has been put on hold. This Action Step is planned to start in the Fall of 2022 when all current projects are completed</p>
(STRATEGY 2) MHRS will update school facilities.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Most Holy Redeemer school will update their current security video recording equipment to better serve the needs of the school.	Fall of 2019	Principal	<i>2020-2021</i> The school added 12 new cameras to the current closed circuit system so every floor, entrance, and outside playground is covered with a video security camera
(Action Step 2) Most Holy Redeemer School will upgrade the clocks and bells system for the entire building.	Fall of 2018	Principal	<i>2018-19</i> The school purchased new wireless clocks for all classrooms and offices. The bell and intercom systems were also addressed.
(Action Step 3) Most Holy Redeemer School will clean the outside of the building after investigating the most efficient and economically effective method to complete the task.	Fall of 2018	Principal & MHRS Main. Dept.	<p><i>2018-19</i> The school hired an organization to power-wash the outside of the building and developed a schedule to do this on a regular basis.</p> <p><i>2021-2022</i> With the addition of the new windows (see Action Step 4), this action step (3) needs to be revisited. The maintenance department did receive bids and the Advisory Board will be addressing concern at the June 2022 meeting.</p>
(Action Step 4) Most Holy Redeemer School will replace the current windows and doors to make the building as environmentally efficient as possible.	Fall of 2021	Principal, MHRS Advisory Board & Maintenance Dept.	<p><i>2020-2021</i> The MHRS Maintenance committee obtained 3 sets of bids to replace all windows from the 1949 addition. After reviewing the bids and securing a revenue source, the window replacement project is starting the summer of 2021.</p> <p><i>2021-2022</i> All windows in the 1949 have been replaced, they look great!</p>
(Action Step 5) Most Holy Redeemer School will update the building's inside lighting system after investigating the most economically efficient system to install.	Fall of 2022	Principal, MHRS Advisory Board & Maintenance Dept.	<i>2020-2021</i> The MHRS Maintenance committee felt this need was important to move the date of this strategy up, so all the lights were replaced with new economically effective LCD lighting by the winter of 2019-2020.
(Action Step 6) Most Holy Redeemer School will increase the Broadband Width of the school in order to keep current with HRS Strategic School Plan.	Spring of 2019	Principal & MHRS Tech. Committee	<p><i>2018-19</i> The school researched/investigated the best option to complete this Action Step and will be increasing broadband this summer (2019).</p> <p><i>2020-2021</i> MHRS has increased its broadband width, both in 2020 & 2021.</p>

(Action Step 7) Most Holy Redeemer School will do a feasibility study concerning the installation of a new elevator into the school building.	Spring of 2024	Principal & Maintenance Dept.	
(Action Step 8)* Most Holy Redeemer School in order to increase enrollment, will develop and present a survey to area community members to determine areas of possible growth. and to determine community prevention of the school	Winter of 2020	Principal and MHRS Advisory Board	2020-2021 The MHRS did a Marketing Survey to assess the community's perception of MHRS.
Action Step 9)* Most Holy Redeemer School, after having a marketing survey done, developed a three year plan to renovate several classrooms and office space.	Spring of 2020	Principal, MHRS Advisory Board & Maintenance Dept.	2020-2021 The MHRS currently is in year two of this project. After starting the Summer of 2020, the school is on task to complete the project in 2022. 2021-2022 The 3 Year Plan just completed its third year and all items in the plan should be in place for the beginning of the 2022-2023 School Year.
(STRATEGY 3) MHRS will update all security policies & procedures.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Most Holy Redeemer will update the school's volunteer policy and handbook addressing school volunteers.	Fall of 2018	Principal	<i>2018-19</i> The school updated all volunteer policies and are now kept in the school's permanent files.
(Action Step 2) Most Holy Redeemer will update the school's security policy addressing school intruders and active shooters.	Fall of 2018	Principal	<i>2018-19</i> The school updated all crisis policies including active shooters.
(Action Step 3) Most Holy Redeemer will update the school's "Big Buddy Program" so it better reflects the school's needs.	Spring of 2019	Principal	<i>2018-19</i> This Action Step is still being finalized, a plan is expected to be in place for the 2019-20 school year.
(Action Step 4) Most Holy Redeemer will investigate & implement an electronic emergency warning system for parents/families that are directly connected to personal communication devices.	Spring of 2019	Principal & School Support Staff	<i>2018-19</i> The school made the communication program "Invite" available to all its parents who requested it. Remind is an instant messaging program designed for parents to receive texts from the school in case of an emergency.
(Action Step 5) Most Holy Redeemer will update the school's policy on student communicable diseases.	Fall of 2018	Principal & School Support Staff	<i>2018-19</i> The school updated its communicable disease policies and were sent to all families during registration.

(OBJECTIVE 3) Most Holy Redeemer School will remain vital and viable into the future
(STRATEGY 1) MHRS will enact marketing plan objectives

	Timeline	Responsibility	Progress Report
(Action Step 1) Most Holy Redeemer will ensure regular visits by priests to each classroom.		Principal & parish priest	2018-19 This Action Step still needs to be addressed. 2020-2021 MHRS Administration receives weekly visits from parish priest.
(Action Step 2) Most Holy Redeemer School will build meaningful community partnerships with businesses and individuals.		MHRS Advisory Board	2018-19 The school added two events this year to help with its community partnerships. #1 - Junior High students helped decorate store fronts for the Community Christmas Celebration. #2 - The Advisory Board started a school fundraising event that local businesses played an important role. 2021-2022 Since MHRS added a “Kick-off to Summer” event in 2021. This event is not a fundraiser, just a public relations event for the community of Montgomery and its relationship with MHRS. However, the school does take advantage of the fact this event has generated in attendance to promote the school and also gives a chance for the Principal to present the “State of the School” reporty and the school’s Strategic Planning Plan to its shareholders.
(Action Step 3) Most Holy Redeemer School will engage alumni with updated info and events.		Principal Advisory Board	2018-19 The school upgraded their alumni newsletter to address these issues. The newly formatted newsletter will be sent out this summer.
(Action Step 3) Most Holy Redeemer School will rebuild the database of Alumni contact information.		Principal Advisory Board	2018-19 The school administration organized a committee of alumni to address this issue. The committee is in process of putting all the school’s current data base on a software program called “Salesforce”.
(Action Step 4) Most Holy Redeemer School will increase its presence on social media and in local papers.		Principal	2018-19 The school principal was involved in a social media webinar series in which the school’s online presence was increased. The school also increased its local media budget to promote more school events. 2020-2021 The MHRS has added the job description of Facebook page developer to the job description of school aide.
(Action Step 5) Most Holy Redeemer School will develop partnerships with other Catholic schools/parishes in the area, Le Center especially)		Principal & MHRS Advisory Board	2018-19 The advisory council developed a list of area events that the school can promote itself at. The council also ordered equipment that they would need to use at these events and also developed a budget to purchase promotional supplies for the school.
(STRATEGY 2) MHRS will remain financially stable.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Most Holy Redeemer School will restore the Endowment to at least \$100,000	Spring of 2023	Principal and Advisory Board	2021-2022 A portion of the Endowment has been restored and plans are being made to add more when the end of the year budget is completed.

(Action Step 2) Most Holy Redeemer School will keep staff salaries competitive with comparable Catholic schools.	Spring of 2022	Advisory Board	2021-2022 The MHRS Advisory Council is aware of this concern and planning on addressing starting at the June 2022 (Spring) meeting.
(Action Step 3) Most Holy Redeemer School will increase enrollment by an average of 3% for the next 5 years		Principal and Advisory Board, Parents	2018-19 The school did increase its enrollment by 12% this year and would like to build on that success for next year. The school is making its presence known through appearing at more local celebrations. The Advisory Board composed a list of area events that they feel the school needs to make their presence known.
(Action Step 4) Most Holy Redeemer School will explore new ways of funding for the school.		Principal and Advisory Board	2018-19 The Advisory Board, after research, added and organized a new school fundraiser while dropping two that were not as profitable.

(OBJECTIVE 4) Most Holy Redeemer School will develop a close-knit partnership between parents, teachers & staff.

(STRATEGY 1) MHRS will develop a successful list of “MHRS Family Culture” events.

	Timeline	Responsibility	Progress Report
(Action Step 1) Most Holy Redeemer will do a thorough review of events (with the last 10 years) attempts at getting parents involved in the “MHRS Family Culture” to determine what was successful in the past and what wasn’t. A new plan of “HRS Family Culture” events will be designed.	Spring of 2019	MHRS Advisory Board	<i>When and what happened?</i> 2018-19 The school’s Advisory Board did an investigation as to what events were successful and which ones were not. Due to this investigation, the Board changed its events calendar to reflect this investigation. Two events were eliminated and one was added.
(Action Step 2) Most Holy Redeemer School will provide both family and adults-only social events to build relationships, i.e., game nights, movie nights, and open-gym nights.	Fall of 2018	MHRS Advisory Board	2018-19 The Advisory Board added an adults-only event for the winter season. In addition it changed the format of the ‘Family Fun Night’ and will be addressing the school’s “Open House” in the next school year.
(Action Step 3) Most Holy Redeemer School will provide several volunteer opportunities (fundraisers, but also day to day in school); short-term time commitments for leadership positions to ensure turnover, new ideas, and more involvement		MHRS Advisory Board	2018-19 The Advisory Board promoted the value of volunteering at school to local share holders. From this new policy, the school added two new volunteers to help at school during the day.
(Action Step 4) Most Holy Redeemer School will provide a yearly rotation of staff retreats on various subjects	Fall of 2020	Principal	2020-2021 The school administrator and the Parish representative added a day-long retreat for the staff in the Fall of 2020. This will become a yearly event.

(STRATEGY 2) MHRS will improve school-parent and school-community communications.

	Timeline	Responsibility	Progress Report
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(Action Step 1) Most Holy Redeemer will appraise the current parental communication process and look for new opportunities to better the process.		MHRS Advisory Board, MHRS Staff, Principal	<i>When and what happened?</i> <i>2018-19</i> The Advisory Council addressed the issue at the meeting and felt the current process is adequate for younger grades, however older classes need to develop a more consistent policy. Principal will work with individual teachers in addressing the situation.
(Action Step 2) Most Holy Redeemer School will ensure up-to-date info is readily available to parents via the school website.		Principal	<i>2018-19</i> The school principal addressed the issue with an action plan that the Advisory Board agreed with.
(Action Step 3) Most Holy Redeemer School will ensure up-to-date info is readily available to parents via social media accounts.		Home & School Committee	<i>2018-19</i> The Advisory Council addressed the issue at a meeting and had a discussion on what are the roles of the school's social media accounts. This is still an ongoing discussion with no resolutions at this point.
(Action Step 3) Most Holy Redeemer School will revitalize the current Home & School Committee to take advantage of new opportunities for the group.	Spring of 2019	MHRS Advisory Board, MHRS Staff, Principal	<i>2018-19</i> The Advisory Council and staff are still in the process of developing this Action Step. A completion date has been moved to Spring of 2020.
(Action Step 3) Most Holy Redeemer School will identify and take advantage of other organizations within the church to help cultivate "MHRS Family Culture."	Spring of 2019	MHRS Advisory Board, MHRS Staff, Principal	<i>2018-19</i> This action step is still in the process of figuring out the best way to use the other organizations within the church to help cultivate "MHRS Family Culture". The Board felt some steps were made the past year with the new "Fundraiser Event" and the new "Family Fun Night" format, but there is still room to grow.