

Sacred Heart School Strategic Plan

2016-2020



Respect, Optimism, Acceptance, Rejoice



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R.O.A.R: Respect, Optimism, Acceptance, Rejoice

I N T R O D U C T I O N

**“Nothing will work
unless we do”**
Maya Angelou

In the school year of 2014-2015, the Sacred Heart School Growth and Enhancement Committee was formed as a sub committee of Sacred Heart School Council. The Growth and Enhancement Committee embarked on a *renewed* initiative to develop a 5-year Strategic Plan in review of the Strategic Plan that was accomplished in 2008-2013. The vision of the committee was to lay the ‘next layer’ of the continued foundation for ongoing growth, success and development of Sacred Heart Catholic School. The Growth and Enhancement Committee began its process in 2014 by conducting and reviewing various analyses, including:

- parent surveys
- parish surveys
- staff surveys

The Growth and Enhancement Committee worked for a year on the task creating the initial body of data and goals for all stakeholders.

Then the draft was taken to stake holders (Staff, Parent Support Group (PSG), Parish Councils, School Council, Catholic Independent Schools (CIS)) in the months of May/June 2016. The plan then was reformatted and drafted after stakeholders’ review and input inserted to what is now its final draft form.

Parents are the KEY stakeholders of any school body. The Strategic Plan is to better the school for the sake of our students: your children. This plan will be posted for the months of July and Aug on our school website for final feedback from parents.

In September 2016 this Strategic Plan will be up for the final approval from the current elected School Council body and adopted as the living document for the next 5 years of the life of Sacred Heart School.

Our hope is that as a living document, it will be brought forward each year for updates and modifications by the school council or another Growth Enhancement Committee to be formed. This Strategic Plan will act as the ‘arrow’ forward to where we hope the future of Sacred Heart School will go.

We trust our collective efforts will bear much fruit.

ACKNOWLEDGEMENTS

This document is the result of the work of many individuals that made up different stages in the Growth and Enhancement Committee. We would like to take this time to acknowledge commitment to this process of data collecting, initial drafting and spear heading this forum to the completion of this document:

Thank you Growth and Enhancement Committee Members 2014-2016

| | |
|-----------------------|---|
| Fr. Melvin Pinto | Rector of Sacred Heart Cathedral |
| Mrs. Lisa Krebs | Parent, Planning Facilitator |
| Mrs. Stephanie Rex | Parent |
| Mrs. Rena Zakorski | Parent |
| Ms. Giselle Gamache | Parent |
| Mr. Brad Gagnon | Parent |
| Ms. Jennifer Keryluik | Parent |
| Mrs. Christine Murpy | Learning Assistance / Computer Teacher, Sacred Heart School |
| Ms. Rebecca Gilbert | Principal, Sacred Heart School |

Father Melvin Pinto, OCD

Thank you for your tremendous support in this process. Your contributions and insights on keeping the plan true to our Catholic roots and focused on ways to live the gospel message is both imparitive and a good support to us all. We appreciate your time, energy and commitment these last two years to this process in bringing this plan to completion.

Mr. Chris Dugdale, Superintendent of Catholic Independent Schools for the Diocese of Prince George

Thank you for continuing to support our school communtly within our diocesan family. Thank you for the ways you are able to help our school grow and your dedication to the final approval stages of our Strategic Plan.

And finally, we would like to thank the Sacred Heart School staff, teachers, parents, grandparents and parishioners for their contribution in filling out our surveys to help us collect data on how they see our vibrant school community and in what areas they would like to see us grow. Thank you for those that gave input and guidance in creating this plan and thank you to the Sacred Heart School Council for seeing this as an important initiative for the future growth of our Sacred Heart School family.

Abstract

Here are *key terms* used in this document. For clarification sake for all invested people, it is important to understand how these terms are used in this document and the meaning in which they are intended.

Strategic Plan: A document that gives the systematic process of envisioning a desired future, and translating this vision, mission and guiding principles into broadly defined goals or objectives as well as a plan to review them during the term of the process.

All Stakeholders: For the purpose of this plan: *All Stakeholders* make up: School Staff, Sacred Heart School Council, Parent Support Group (PSG), Sacred Heart Parish Pastoral Council, Sacred Heart Parish Finance Council, and Parents who work for the betterment of our students and school community.

Sacred Heart School Council: This is the governing board of the school who are Catholic parents and grandparents that are elected for term at the School Annual General Meeting. These members make up a committee of 6 who have taken an oath to follow the Catholic Schools mandate stated for all Diocesan Catholic Schools by the Bishop of the Diocese. Sub. Committees ‘branched from this School Council committee’ are made up of more dedicated parents and committed staff that are in functioning at the time of the completion of this Strategic Plan are:

- ⇒ Parent Support Group
- ⇒ Gala Committee
- ⇒ Tech Committee
- ⇒ Playground Committee
- ⇒ Three Catholic City Schools Committee
- ⇒ Maintenance Committee

TEAM: Together, Everyone, Achieves More



OUR PROUD HISTORY

The history of Sacred Heart School begins in 1946, when Bishop Jordan asked the Sisters of St. Ann to build and serve a boarding school in Prince George. In 1948 the Parish bought the land adjacent to Sacred Heart Rectory and construction began on a four-classroom block complete with activity room and residential quarters. With the help of the Oblate Brothers, volunteers and paid help, the building was completed and officially opened by the Sisters of St. Ann in 1949. There were 42 students enrolled in Grades 1-4. A year later, in September of 1950, Grades 5 and 6 were added, and a total enrollment was 105 students. In the fall of 1951, Grade 7 was added, and in the fall of 1952 Grade 8 students were accepted. In 1957 the Auditorium and classrooms for these grades were built. During the nineteen years from 1949 to 1968, under the administration of the Sisters of St. Ann, the school grew from 47 to 290 students, and a total of 3,389 students passed through the doors of Sacred Heart School.

When the Sisters of St. Ann finished their time at Sacred Heart School, the school was fortunate that the Presentation Brothers from Ireland came to provide ministry in the form of teachers, administration and care of the school. They carried on the great work the Sisters of St. Ann had begun and operated the school from 1968 to 1994. In 1994, the first lay principal was appointed to Sacred Heart School. The Presentation Brothers continued to teach at Sacred Heart School until 1997.

Sacred Heart School's foundation was built on the commitment of these individuals who dedicated their lives to educating students that passed through its doors. There were also many Frontier Apostles who came as missionaries to teach in Sacred Heart School. They came with their youth, enthusiasm and dedication to share the rich history of our school. We must always remember the shoulders of giants on whom we stand and who have dedicated their lives to this school in the past.

Sacred Heart School continues to provide quality, dynamic education to those who seek a place of belonging in our school community. We give thanks to those who have gone before us and continue the tradition of education with pride to those that come and want a place to learn, grow and call home.

Catholic Independent Schools Goals

Our Catholic Schools provide a relevant, dynamic and faith filled Education.

1. Faith Formation of Staff and Students
2. Focus on Learning and Innovation
3. Building Catholic Communities

Sacred Heart School Catholic School

V I S I O N

Form Exceptional Leaders using Christ as our Model within the context of our Catholic Faith and Traditions.

M I S S I O N

Honour the Inherent Goodness of each Student as a Child of God,
and to Cultivate their Physical, Artistic, Academic, Emotional, Moral and Spiritual
Growth using our Catholic teachings as our faith model.

G U I D I N G P R I N C I P L E S

Treasure our Catholic Identity, Principles of Faith and Values

Embrace a Spirit of Respect, Optimism, Acceptance and Respect

Welcome all People of Diverse Beliefs, Cultures and Backgrounds

Provide a Safe and Secure Environment

Nurture the Discovery and Development of Individual Potential

Celebrate the Gifts and Talents of Everyone

Ensure Financial Sustainability

Create and Celebrate our Spirit of Belonging as a School Family

Strategic Results Area #1

RECRUITMENT & RETENTION

GOAL: Student and Family Goal: Increase Enrollment Over The Next Five Years.

| SCHOOL YEAR | INCREASE | FTE'S |
|-------------|----------|-------|
| 2015-2016 | 4% | 148 |
| 2016-2017 | 4% | 150 |
| 2017-2018 | 4% | 154 |
| 2018-2019 | 4% | 157 |
| 2019-2020 | 4% | 160 |
| 2020-2021 | 4% | 164 |

Sacred Heart School's student capacity is estimated at 175 students FTE's (Full Time Equivalent) – 4% is the average researched by British Columbia Independent Schools per year for student increase. Increases in FTE's are determined by meeting the needs of students and funding available.

| OBJECTIVE | START DATE | IMPLEMENTATION GROUP |
|--|----------------|------------------------------------|
| Continue the advertising and marketing and leverage within the wider community | September 2016 | Marketing Committee (to be formed) |
| Continue the relationship with Children's Choice After School Care a resource for families (is an impact on recruitment / retention). Market this is a part of healthy / holistic services from S.H. Parish/School | September 2016 | Parish/School Council |
| SHS Events / initiatives – recruit and retain family support for school events and understanding roles and responsibilities. | September 2016 | Parish/School Council |
| Develop / enhance Website / Create a communications platform for families | Before 2020 | School Council/Staff |
| Create stronger relationship with PSG, School Council, Gala, Parishioners – have a night with the various committees to introduce roles and responsibilities | Ongoing | All Stake Holders |
| Overall SHS communications develop a good communication strategy – Protocol (for example: don't include your work email) | September 2016 | All Stake Holders |
| Maintain relationship with Learning Differences Centre | Ongoing | School Council/Staff |

Strategic Results Area #2

EDUCATION

STAFF GOAL

Support our educators to develop and achieve their goals in teaching excellence.

| OBJECTIVE | START DATE | IMPLEMENTATION GROUP |
|--|-----------------------------------|-------------------------------|
| Access more Pro Development via Public Schools and proposal-driven opportunities ie) Within Catholic Community, city, and province | Ongoing | School Council / Staff |
| Annual Staff appreciation day during Catholic Education Week | Ongoing | All Stakeholders |
| Host an annual staff appreciation LUNCH (timing NOT September) | Catholic Educations Week: Ongoing | All Stakeholders |
| Recruitment strategy (codified) identified competency and value based | Ongoing | School Council, CIS and Staff |
| Develop a strategy to reduce the amount of staff time spent on extracurricular activities (as part of health and wellness goal) | September 2016 | School Council, PSG and Staff |
| Continue to leadership opportunities for staff | Ongoing | School Council, PSG and Staff |
| Encourage and support wellness strategies for all staff members | September 2016 | School Council, PSG and Staff |

EDUCATION:

STUDENTS GOAL

Be recognized for Inspiring Students to Enjoy Learning

| OBJECTIVE | START DATE | IMPLEMENTATION GROUP |
|---|------------|--------------------------|
| Implement new BC provincial curriculum at a variety of levels for all grades | Ongoing | Staff |
| Implement school-wide identity project | Ongoing | Staff |
| Continue the social, emotional program based on the Panthers "ROAR": Respect, Optimism, Acceptance, Rejoice | Ongoing | Staff/School Council/PSG |

| | | |
|---|----------------|------------------------------------|
| ITECH – platform for lab / iPads / Chrome tablets, etc / | Ongoing | School Council/Tech Committee |
| Digitalize the library catalog | Ongoing | School Council/Tech Committee |
| Develop an Annual Science Fair | Ongoing | Parents / Staff |
| Red Cedar Literacy Project | September 2016 | Parents / Staff |
| Continue to showcase artistic talent – create events | Ongoing | Staff/School Council/PSG |
| Promote and create awareness of K-7 French as a second language | Ongoing | Marketing Committee (to be formed) |
| Promote and create awareness of English language learners (ELL) | September 2016 | Parents / Staff |
| Continue our education focus to create better thinkers/ problem solvers/life skills | September 2016 | Parents / Staff |
| Develop a stronger physical education program | Ongoing | Staff/School Council/PSG |
| Continue to develop leadership opportunities for students within the curriculum | Ongoing | Staff/School Council/PSG |
| Continue to celebrate the SPIRIT of SHS within the diversity and uniqueness of each member. | Ongoing | Staff/School Council/PSG |

Strategic Results Area #3

FINANCE

GOAL

Achieve Financial Stability that Sustains Growth and Reinvestment

| OBJECTIVE | START DATE | IMPLEMENTATION GROUP |
|--|------------|-------------------------|
| Support a SHS finance committee structure that: 1) Includes both the School Council and Parish Finance Council, and meets quarterly | 2016-2017 | School Council / Parish |
| Continue to support one major donation project per year | Ongoing | All Stakeholders |
| To develop alumni donation program | 2016-2017 | School Council / Parish |
| Maintain and develop partnerships with CIS schools and SD#57 School for Pro.D and other | Ongoing | All Stakeholders |

| | | |
|---|----------------|-------------------------|
| initiatives | | |
| Develop a SHS committee comprised of parents to explore outside funding opportunities | 2016-2017 | School Council /PSG |
| Develop a student volunteer program | 2016-2017 | Staff/PSG |
| Ways to finance families in financial need that are in our school community | September 2016 | School Council / Parish |
| Continue to support for the GALA: as one way of supporting the school initiatives. | Ongoing | All Stakeholders |

Strategic Results Area #4

FACILITIES

GOAL

Restore the Unique Character of our School

| OBJECTIVE | START DATE | IMPLEMENTATION GROUP |
|---|------------|---------------------------|
| Develop a five-year capital improvement Plan | 2016-2017 | Parish/ School Council |
| Enhance existing playground | Ongoing | School Council/GALA |
| New picnic tables | 2016-2017 | PSG |
| Install proper signage (Ingledeew Side) | 2016-2017 | School Council/Parish/PSG |
| New side basketball hoops | 2016-2017 | School Council/Parish/PSG |
| Improve exterior landscaping 1) Plant Trees Renew Entrance To Gym | 2016-2017 | School Council/Parish/PSG |
| Continued purchase new classroom furniture | Ongoing | School Council/Parish/PSG |
| PE Equipment requires new storage | 2016-2017 | School Council/Parish/PSG |
| Kitchen upgrades new windows | 2016-2017 | School Council/Parish/PSG |

Strategic Results Area #5

EXTERNAL STAKEHOLDERS

GOAL

Utilize the Collective Energy of our Stakeholders

| OBJECTIVE | START DATE | IMPLEMENTATION GROUP |
|--|------------|---|
| ALUMNI: Develop an Alumni database | 2016-2017 | School Council |
| Incorporate Alumni into Website | 2016-2017 | School Council |
| Increase Alumni Participation In The School | Ongoing | Staff/School Council/PSG |
| Look For A Working Group Of Alumni- All Ages Of Alumni | 2016-2017 | School Council (to create this group) |
| Recognize Alumni In The Community | 2016-2017 | All Stakeholders |
| Create An Alumni Endowment Fund | 2016-2017 | All Stakeholders |
| PARISH: Improve recognition of Guardian Angel Fund contributors | Ongoing | Parish |
| Improve visibility of students during Parish / School Mass | Ongoing | Staff / Parents |
| Participate in Parish hospitality events | Ongoing | Parents |
| Use Camp Morice and Domano Renewal Center when possible | Ongoing | Staff/School Council |
| To connect together the Parish Pastoral Council, Parish Finance Council and School Council and PSG once a year for a meeting | 2016-2017 | All Stakeholders |
| PARENTS: Develop a volunteer recognition program | 2016-2017 | Parents |
| Develop a database of parent skills | 2016-2017 | Parents |
| Continue to be actively involved on School Council and sub committees: GALA, PSG, PARISH, etc | Ongoing | Parents |
| COMMUNITY: Establish a Community Appreciation program | 2016-2017 | Marketing Committee (to be established) |
| Create a stronger media presence | 2016-2017 | Marketing Committee (to be established) |

Strategic Results Area #6

SCHOOL SPIRIT

GOAL

Achieve an Atmosphere of Involvement, Belonging and Ownership

| OBJECTIVE | START DATE | IMPLEMENTATION GROUP |
|--|------------|------------------------------------|
| Utilize the Student Leadership ROAR program to assist in school spirit activities | 2016-2017 | Staff |
| Revitalize the annual “Work Bee” program | 2016-2017 | School Council/PSG |
| Continue an annual Family FUN Evening event | Ongoing | Parent Support Group |
| Continue with the Panther Pride for school spirit in various initiatives | Ongoing | School Council/PSG/Staff |
| Continue the show choir performances at various events within Prince George | Ongoing | Staff |
| Continue with LEGO CLUB and building this initiative | Ongoing | Staff |
| Continue the Panther Running Club, and partner outside running programs: YMCA, Girls Run For Fun Program with RCMP | Ongoing | School Council/PSG/Staff |
| Continue the school-wide play biennial | Ongoing | School Council/PSG/Staff |
| Support annual Basketball tournament and solicit parents and alumni to coordinate and volunteer | Ongoing | K of C (SH Parish) Parents / Staff |
| Standardize school colours for jerseys – all sports (Red) and communicate to school groups | 2016-2017 | Staff/School Council |
| Continue ROAR initiatives in the community | Ongoing | Staff/PSG |
| Bike Safety day with RCMP and bike parade | 2016-2017 | PSG |
| Classrooms to celebrate Eucharist on their classroom Saint Days in the school year. | 2016-2017 | Staff |

Strategic Results Area #7

TECHNOLOGY

GOAL

Integrate Technology in all Aspects of Learning and Communication

| OBJECTIVE | START DATE | IMPLEMENTATION GROUP |
|---|------------|--|
| Create a TECH Committee | Ongoing | School Council/Staff |
| Inventory current technology infrastructure; hardware and software | 2016-2017 | Staff/School Council/Tech Committee |
| Assess current technology program and progress | Ongoing | Staff/School Council/Tech Committee |
| Implement a Maintenance and Improvement Program | 2016-2017 | School Council/Tech Committee |
| Develop a comprehensive Technology plan | 2016-2017 | Staff/School Council/Tech Committee |
| Develop training for staff and students | Ongoing | Principal |
| Explore new methods of technology integration for distance learners for beyond grade 7 | 2016-2017 | Staff/School Council/Tech Committee |
| Continue professional development for all staff | 2016-2017 | Principal |
| Having technology as way of paying financially for paying tuition/ other school initiatives | Ongoing | Staff/School Council/Parish/Tech Committee |
| Continued exposure on technology projects: I-Generation | Ongoing | Staff/Parents |

LOOKING AHEAD

This Strategic Plans is meant to be the ‘arrow’ pointing forward to the future of the direction of our Sacred Heart School Community. This plan lays out important and significant objectives that are important for Sacred Heart School and Parish stakeholders. It is the recommendation of the Growth and Enhancement Committee to have this Strategic Plan brought forward to stakeholders every year to allow time for reviewing of its goals and objectives. The reviewing gives time to celebrate accomplishments completed as well to continue to drive forward what are still of interest and value for the betterment of our school community and foremost our Sacred Heart students.

To all our dedicated stakeholders that are invested in our Sacred Heart School family we deeply thank for your time, energy and commitment to making Sacred Heart School a dynamic, vibrant learning community. *We give thanks!*

St. Mother Teresa's Anyway Poem

People are often unreasonable, illogical and self centered; **Forgive** them anyway.

If you are kind, people may accuse you of selfish, ulterior motives; **Be kind** anyway.

If you are successful, you will win some false friends and some true enemies; **Succeed** anyway.

If you are honest and frank, people may cheat you; **Be honest** and frank anyway.

What you spend years building, someone could destroy overnight; **Build** anyway.

If you find serenity and happiness, they may be jealous; **Be happy** anyway.

The good you do today, people will often forget tomorrow; **Do good** anyway.

Give the world the best you have, and it may never be enough;

Give the world the best you've got anyway.

You see, in the final analysis, it is **between you and your God;**

It was never between you and them anyway.