



ST. JOSEPH ACADEMY
SPONSORED BY THE FELICIAN SISTERS

2023 - 2027 Strategic Plan

St. Joseph Academy Strategic Plan 2023-2027

Mission

St. Joseph Academy is a Catholic educational organization sponsored by the Felician Sisters. Our mission is to educate children to be successful lifelong learners and problem solvers. We are guided by the Felician Sisters' Core Values for Ministry: Respect for Human Dignity, Compassion, Justice and Peace, Transformation and Solidarity with People in Need. We partner with families and community to fulfill this mission.

Vision

St. Joseph Academy is recognized as a Catholic innovative, high-quality, values-driven leader in education. St. Joseph Academy educates the whole child in a safe and inclusive environment from birth through 8th grade. In partnership with community stakeholders, St. Joseph Academy promotes faith, diversity, service, and advocacy.

Values

Respect for Human Dignity

I will treat all people with respect, no matter their age, gender race, economic status or religious tradition.

Compassion

I will show concern for the vulnerable and respond to their needs of mind, body and spirit with patience and kindness.

Justice and Peace

I will think of our school's mission and values in my decision making and behaviors and perform my tasks to the best of my ability.

Transformation

I will take responsibility for my schoolwork and for creating a positive school environment.

Solidarity with People in Need

I will use my time well, avoiding wasting resources, and be mindful of my part in contributing to our class and community.

FOCUS AREA: Achievement Proficiency

KEY PERFORMANCE OBJECTIVE (KPO):

School Proficiencies

- Beginning in spring 2024 and continuing thereafter, SJA will differentiate intervention. Students receiving Tier 3 intervention will achieve 130% annual growth in ELA and Math as demonstrated by their individual MAP/iReady/ECEC Assessment tool scores. Students who are proficient will achieve at least one year of growth.
- By January 2027, 75% of SJA students will meet their growth goal in ELA and Math as demonstrated by their MAP/iReady/ECEC Assessment tool scores.
- By 2027 and thereafter, all SJA students will meet their growth target in ELA and Math as demonstrated by their MAP/iReady/ECEC Assessment tool scores.
- By 2028 and thereafter, SJA students will “Significantly Exceed Expectations” on the state report card and K4 ready as measured by the ECEC Assessment tool.
- By 2028 and thereafter, all SJA students will be deemed proficient on the Forward Exam.

ECEC Proficiencies

- Beginning in spring of 2023-2024, 85% of SJA ECEC students in all age groups (Ages 1-2, Ages 2-3, and Head Start 3 Yr. olds) will meet or exceed the school readiness standards in Reading and Math, based upon the TSG Assessment data.
- Beginning in spring of 2025, 50% of SJA ECEC K3 students will score at, or above, on the school readiness benchmarks (composite score and subsets) and on SJA formative assessments. By January 2027, 75% of SJA K3 students will meet this benchmark.

2023-24 Initiative (Task)	Owner	Due Date
1. Gather all MAP, Forward Scores, iReady Math. Give teachers before students start so that strategies for students and groupings are made.	Lisa	8/15/2023
2. Create & host a Great Start Conference before school starts to offer a fresh academic baseline. Create consistent expectations for teachers on how to run the conference & collect & share the data.	Marlene	8/15/2023
3. Define Science-based reading for our use utilizing current resources. Provide Professional Development for staff.	Lisa	8/15/2023
4. Consistent instruction from K4-8th grade. Ensure fidelity in teaching the curriculum. Create systems for communication.	Lisa	8/15/2023

5. Evaluate Reading Program & Curriculum. Develop Recommendations, pilot resources if needed. Observe other District implementations with similar needs, populations.	Lisa	1/31/2024
6. If new curriculum is purchased, ensure training & fidelity in the curriculum is understood and that resources are provided to instructional staff and follow-up training continues.	Lisa	TBD
7. Articulate Scope & Sequence (what students will know and be able to do in Math & ELA) for each grade level and communicate with staff, students and parents.	Lisa	1/31/2024
8. Study alignment of standards to report cards and make recommendations.	Lisa Marlene Tabia	1/31/2024
9. Provide professional development for ECEC staff around types of data, collection of data, analysis of data, and application of data to inform instruction.	Lisa Karrie	1/31/2024
School		
10. Define time expectations for Literacy Instruction by grade level for ELA including reading (5 Pillars), writing, grammar, phonics, vocabulary. Consider universal teaching research on turnaround schools (3 hours).	Lisa	8/18/2023
11. Develop a walk-through template and give feedback. Schedule and share the walk through calendar with teachers.	Marlene Karrie	8/18/2023
12. Create Intervention Blocks throughout the Day (30 Minutes)	Marlene	8/18/2023
13. Communicate with staff and families regarding “why” of schedule changes and “what” we are striving to achieve.	Marlene	8/18/2023
14. Monitor teacher’s intentional plan for intervention by providing weekly feedback on intervention plans.	Marlene Lisa	8/11/2023 10/20/2023 1/12/2024 4/19/2024
15. Utilize language acquisition strategies and plan for differentiation using Multilingual Learner data from ACCESS, professional development, and teacher observations.	Marlene	8/11/2023 10/20/2023 1/12/2024 4/19/2024
16. All students will create three artifacts of high quality work	Marlene Teachers	5/10/2023

ECEC		
17. Gather all student data on the Next Door Foundation's School Readiness Assessment and share with teachers.	Lisa Karrie	9/1/2023
18. Create individualized plans for age 1-2, 3-4 & Head start 3 year olds.	Lisa Karrie	9/15/2024

FOCUS AREA: Culture

KEY PERFORMANCE OBJECTIVE (KPO):

- 90% of SJA grades 3-8 will indicate via Student & Staff Survey at least 2 times per year, they feel a strong sense of belonging and efficacy (positive, growth mindset) by 2027.

2023-24 Initiative (Task)	Owner	Due Date
1. Create an evaluation for the monthly Professional Development days to identify how staff plan to implement and to determine if it was an effective use of time.	Lisa Karrie Marlene	Ongoing
2. Create a survey to be implemented at the beginning and at the end of the school year for students to complete in regard to belonging and efficacy. Students will indicate by survey responses that they feel a strong sense of purpose, agency, and belonging.	John	8/7/2023
3. Develop environmental awareness, education, and practices focusing on Integrity of Creation Initiatives through lessons about fundamental human rights to clean water and the necessity of it for all of God's created universe.	Sr. Carlotta	8/11/23 10/20/23
4. Provide ongoing Mission Core Values education/in-services at all levels within the ministry (Board, Leadership, Onboarding New Employees, All Employees, etc.) at their regularly scheduled meetings throughout the school year.	Sr. Carlotta	8/11/2023 10/20/2023 1/12/2024 4/19/2024
5. Annual Mission and Heritage Event	Sr. Carlotta	10/4-10/23
6. Foster an environment that promotes Catholic identity, applies Principles of Catholic Social Teaching, and encourages spiritual development through offering monthly liturgies and participation in the Archdiocese of Milwaukee's Safe Guarding All God's Children Program.	Sr. Carlotta	8/11/2023 10/20/2023 1/12/2024 4/19/2024
7. Take action against racial injustice in all forms by promoting diversity awareness, education, and practices through the integration of the Benzinger textbook which promotes justice, peace and integrity.	Sr. Carlotta et all	8/11/2023 10/20/2023 1/12/2024 4/19/2024

8. Assess the impact of the ministry on the communities served through visits & projects with Villa St. Francis and service projects related to the religion curriculum as well as in manners that are appropriate to our ministry.	Sr. Carlotta	10/21/2023
9. Teachers will use the structure of a daily Crew meeting to engage students in increasingly reflective and authentic discussions about academic progress and goal setting, social emotional wellbeing practices, and social justice.	Marlene John	8/11/2023 10/20/2023 1/12/2024 4/19/2024

FOCUS AREA: Educational Quality and Excellence in Achievement

Maximize growth and achievement outcomes for each student through high expectations, explicit instruction, and targeted intervention cycles (at 6-week intervals)

KEY PERFORMANCE OBJECTIVE (KPO):

- By January 2027, SJA daily attendance rates will consistently meet or exceed 95%
- SJA student tardiness rates will decrease by 5% quarterly beginning in 2023/2024.

2023-24 Initiative (Task)	Owner	Due Date
1. Communicate Quarterly with parents the importance of attendance & promptness and implications of tardiness. Offer at least one parent event. Define Tardiness and consequences.	Magda & John	Weekly - Meeting with the principal
2. Investigate the why of chronic tardiness 100% of all occurrences.	Magda & John	Weekly - Meeting with the principal
3. Implement parent/student contracts for severe/chronic tardiness 100% of all occurrences.	John	12/22/2023
4. Develop school & classroom celebrations/competitions for attendance. Consider a parent reward.	John	8/14/2023
5. Calls home for absences to be made by 11:00 am 100% of all occurrences.	Magda	Weekly - Meeting with the principal
6. Create a form for parents to submit for absences. Hold parent/teacher pre-conference prior to planned trip.	Magda	7/15/2023
7. Attendance adjustments made by Attendance Secretary and Principal Only 100% of all occurrences.	Magda & Marlene	Weekly - Meeting with the principal

FOCUS AREA: Personnel Talent Development

KEY PERFORMANCE OBJECTIVE (KPO):

- Beginning in January of the 2023-2024 and continuing thereafter, 90% of SJA Instructional staff will indicate via Staff Survey, that professional development provided to them by the Academy assisted in delivering effective reading instruction.
- Beginning in January of the 2023-2024 SY and continuing thereafter, 90% of SJA ECEC staff will indicate via Staff Survey that professional development in reading and math readiness provided to them by the Academy assisted in delivering effective instruction.
- Beginning in January of the 2023-24 SY and continuing thereafter 90% of SJA instructional staff will indicate via Staff Survey that SJA academic interventions conducted by classroom teachers, as well as, interventionists, make a difference in the growth and achievement of their students.
- Beginning September 2023 and thereafter, SJA staff will post daily learning targets as evidenced by classroom walk-throughs.
- Beginning in January of the 2023-2024 and continuing thereafter, 75% of SJA Instructional staff will indicate via walkthrough and observation data will demonstrate the use of effective reading instruction.

2023-24 Initiative (Task)	Owner	Due Date
1. Create an evaluation for the monthly Professional Development days to identify how staff plan to implement and to determine if it was an effective use of time.	Lisa Karrie Marlene	Monthly
2. Finalize & communicate Professional Development topics and dates at beginning of academic year aligned with work plan.	Lisa Karrie Marlene	8/9/2023
3. Instructional Leadership Team identify high leverage instructional practice priorities based off of current research and rigor and science-based reading. Identify professional development activities that align.	Lisa Marlene	8/9/2023
4. Intentionally plan and communicate with teachers the focus of coaching cycles. Implement Coaching Cycles to promote teacher personal professional growth goals.	Marlene John Lisa Karrie Diana	8/15/2023
5. Create a survey for staff to self-assess and communicate their professional development, growth and career advancement opportunities.	Marlene Karrie	9/15/2023
6. Monitor attendance of professional development to ensure teachers receive consistent opportunities for growth.	Marlene John Lisa	8/11/2023 10/20/2023 1/12/2024 4/19/2024
7. Create opportunities for staff to learn about how to differentiate instruction for multilingual learners.	Marlene	8/11/2023 10/20/2023 1/12/2024 4/19/2024

FOCUS AREA: Family Engagement

KEY PERFORMANCE OBJECTIVE (KPO):

- By December of the 2027 SY, 75% of SJA (school and ECEC) parents responding to a Parent Survey will indicate that *they are aware of opportunities* for parents to be involved in activities such as conferences, volunteering in classrooms, attending parent meetings, and participating in school family events.
- By December of the 2027 SY, 75% of SJA (school and ECEC) parents responding to a Parent Survey will indicate that *they participated in opportunities* for parents to be involved such as conferences, volunteering in classrooms, attending parent meetings, and participating in school family events.
- By December of the 2027 SY, 75% of SJA (school and ECEC) parents responding to a Parent Survey will indicate they would recommend SJA to other parents.

2023-24 Initiative (Task)	Owner	Due Date
1. Create a survey to be implemented at the beginning and at the end of the school year for families to complete in regard to participation, informing families of opportunities and the recommendation of families to SJA.	Karrie Marlene	8/15/23
2. Create a tool for the monthly monitoring of participation and informing families of opportunities.	Karrie Marlene	8/1/23
3. Implement the monthly monitoring tool to gauge participation.	Karrie Marlene	8/1/23

FOCUS AREA: Academy Safety

KEY PERFORMANCE OBJECTIVE (KPO):

- By January of the 2023-24 school year SJA board and administration will have reviewed the Wisconsin Comprehensive School Security Framework, analyzed school exposures, and implemented strategies and training to prevent, mitigate, prepare for, and respond to threats and violence.
- Beginning in January of the 2023-24 SY and continuing thereafter, 90% of SJA staff will indicate via Staff Survey that SJA has addressed school safety both internal and external.

2023-24 Initiative (Task)	Owner	Due Date
1. Conduct monthly and annual safety drills.	Tommy	Monthly
2. Survey staff annually to ensure clarity regarding safety protocols.	Tabia	9/29/23

3. Present to the board and administration the context and contents of the Wisconsin Comprehensive School Security Framework.	Tabia	10/20/23
4. Contact a third party to conduct a safety assessment of the building.	Tabia	9/1/23
5. Contact the Police & Fire Departments to observe our safety drills.	Tabia	9/1/23

FOCUS AREA: Finance

KEY PERFORMANCE OBJECTIVE (KPO):

- By January of the 2027 school year academy enrollment will be at or above 90% capacity (450+ for School, 99+ for ECEC).
- By January of the 2024-25 school year there will be increased awareness and understanding of SJA's fiscal standing.
- Beginning in the fall 2023 and continuing thereafter, the SJA Marketing team will meet monthly to create recruitment and enrollment strategies.
- Beginning in spring 2024 and continuing thereafter, SJA will practice proactive enrollment and recording strategies to ensure zero errors following audits.
- By January of the 2028 school year, the academy will have a balanced budget to no longer need a subsidy from Felician Services.
- Beginning in the fall 2023 and continuing thereafter, SJA will maintain Grant Writing Success, receiving 20+ grants annually, 20+ Financial Grants and 10+ In-Kind Donation Request Grants.
- Beginning in spring 2024 and continuing thereafter, SJA will offer 2-3 Larger Fundraisers or Campaigns and 2-3 smaller Fundraisers or Campaigns annually.
- Evaluation & purchase of software and technology needed to remain current with donor development needs. Evaluation & purchase of software and technology needed to remain current with donor development needs.
- Beginning in spring 2024 and continuing thereafter, SJA will increase individual donor giving by 10% annually.
- By the 2024-2025 school year, a planned giving strategy will be developed.
- Beginning in the fall 2023 and continuing thereafter 100% of Board Members and 20% of Staff will make a financial donation.
- Beginning in the fall 2023 and continuing thereafter donor relationships will be cultivated and improved as well as establishing new relationships and increased giving.
- By the 2024-25 school year, a plan will be developed to add a part-time or shared full-time assistant.

2023-24 Initiative (Task)	Owner	Due Date
1. Monthly provide enrollment reports so that staff and Board of Directors can make timely decisions throughout the year.	Scott	Monthly
2. Provide at least one useful tool or suggestion each month to help leadership team create, fully understand, and work well within their budgets.	Scott	Monthly
3. Hold Wednesday meetings with the Enrollment Coordinator to ensure accuracy and progress.	Scott Gema	Weekly
4. Hold monthly budget meetings.	Scott	Monthly
5. Onboard new principal to financial responsibilities of role.	Scott	7/1/2023
6. Send a visual example of expected invoice submissions to staff.	Scott	8/7/2023
7. Create an Enrollment Task Force and established frequent meetings to ensure accuracy and recruitment efforts.	Scott	9/1/2023 Weekly
8. Exercise continuous efforts to maximize revenue and minimize unnecessary expense	Scott	Weekly
9. Offer 2 – 3 Larger Fundraisers or Campaigns and 2-3 smaller Fundraisers or Campaigns annually.	Kim	8/11/2023 10/20/2023 1/12/2024 4/19/2024
10. Develop relationships and connect with local colleges & universities regarding possible Internships or Volunteers.	Kim	8/11/2023 10/20/2023 1/12/2024 4/19/2024
11. Utilize United Way Volunteer platforms to request Volunteers.	Kim	8/11/2023 10/20/2023 1/12/2024 4/19/2024
12. Evaluate program needs, review resources available (internal & external) & work towards implementing the right technology for our program.	Kim	8/11/2023 10/20/2023 1/12/2024 4/19/2024
13. Send prompt thank-you, data input done right away, handwritten postcards and notes from parents and students, thank-a-thon (board, student, parents, volunteers call donors to thank them).	Kim	Weekly
14. Improve Landing pages and ways donors are able to give.	Kim	8/11/2023 10/20/2023 1/12/2024 4/19/2024
15. Search and develop avenues for grant writing, develop relationships with local foundations and write 5-10 grants monthly.	Kim	8/11/2023 10/20/2023 1/12/2024 4/19/2024

16. Maintain a Donor Retention Rate of 70% or more.	Kim	8/11/2023 10/20/2023 1/12/2024 4/19/2024
17. Create Prospect Donor Profiles from current files, ambassadors, Board and staff, volunteers. Host 2-3 Donor Cultivation Events during the Academy year, giving tours and asking students or parents to share how St. Joseph Academy has helped them.	Kim	8/11/2023 10/20/2023 1/12/2024 4/19/2024

FOCUS AREA: Operations

KEY PERFORMANCE OBJECTIVE (KPO):

- Beginning in September of the 2023-2024 school year and continuing thereafter provide direction and support on key building initiatives, maintenance, emergency management & support and ensure the integrity of information while keeping stakeholders informed and engaged.
- By the 2024-25 school year, there will be an increase in student participation in the food program (breakfast & lunch)
- Beginning in September of the 2023-2024 school year and continuing thereafter provide technology (up to date hardware and software) for classrooms to enhance the educational experience so that teachers are preparing students for future jobs and careers.

2023-24 Initiative (Task)	Owner	Due Date
1. Proactively maintain the property condition.	Tommy	Weekly
2. Maintain the capital improvements list will be maintained and address concerns when the budget allows.	Tommy	Weekly
3. Maintain/address repairs or replacements in a timely manner.	Tommy	Daily
4. Provide quick pick up breakfast for grades K4-8th.	JoEllen	Daily
5. Provide new items for menu items for students.	JoEllen	Monthly
6. Apply for 100% of grants available to the Food Service Department.	JoEllen	Weekly
7. Market the Food Service Department throughout SJA	JoEllen	Monthly
8. Hold monthly TUG meetings.	Scott Alex	Monthly
9. Research and employ best technological practices and tool for students.	Scott Alex	Monthly