

(OBJECTIVE 1) Ensure that Holy Redeemer School has a process for future development and regular review of the Mission and Philosophy Statement.

(STRATEGY 1) Create and utilize plan.

	Timeline	Responsibility	Progress Report
(Action Step 1) Maintain practice of publicizing, speaking and reflecting on Mission Statement.	2014	Principal	<i>This practice is embedded into the school culture. 2014</i>
(Action Step 2) Review Mission, Philosophy and Vision Statement when updating marketing materials every two years.	2014, 2016, 2018	Principal, Faculty and Marketing Committee	<i>The mission, philosophy and vision statements were updated. Spring 2014</i> <i>2/24/2016 The mission, philosophy and vision statements were reviewed at the faculty meeting and feedback was sought from EAC Members. No changes at this time.</i> <i>August 8, 2017 The school and parish mission statement have been unified. The parish council developed the Mission Statement in collaboration with stakeholders throughout the parish and school community.</i>
(Action Step 3) Update all marketing materials to reflect changes to the statements.	2016, 2018	Principal and Marketing Committee	<i>May 23, 2016 The Marketing and Recruitment Task Force has been meeting throughout the year. They are following the marketing plan and are working on</i> <i>May 15, 2018 The Marketing and Recruitment Task Force has developed and marketed a simple logo, "Dare To Be A Disciple," it has been placed on window clings, apparel, prayer card to unify and draw attention to our unique call to be Disciples of the Lord.</i>

(OBJECTIVE 2) Maintain a safe, secure, engaging and accessible learning environment for students.

(STRATEGY 1) Conduct a feasibility study to determine future building needs.

	Timeline	Responsibility	Progress Report
(Action Step 1) Conduct feasibility study using an outside consultant.	Fall 2014	Education Center Committee and Hal Johnson	<i>The feasibility study was completed in August 2014, shared with Parish stakeholders through meetings, mailings and individual interviews in September and October of 2014. November 2014</i>
(Action Step 2) Results of stakeholder feedback regarding feasibility study shared	November 20 and Dec. 2 nd 2014	Education Center Committee and Hal Johnson	<i>The results found that the parish preferred a new building but they still needed more information and did not want to begin a new capital campaign until the current one is complete in 2015. 12/2014</i>

(Action Step 3) Determine which building plan to pursue and develop a plan to gain resources.	Winter 2015	Ed. Center Committee	<i>A committee has been formed to address additional questions and how to pursue additional funding. This committee began meeting 2/2015. ^{3/2015}</i>
(Action Step 4) Share results with stakeholders	Spring 2015		<i>12/1/2015 The plan "Generations of Faith" was shared with stakeholders in the fall of 2015. The plan will move forward when enough funds have been received.</i>
(STRATEGY 2) Create a multi-year plan for facilities, grounds and maintenance based on building plan chosen.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Prioritize HVAC, accessibility, health and safety issues.	Fall 2015 Fall 2016	Principal, Maintenance and Building Committee	<i>May 2016 Time line is being adjusted. May 2017 Another bid was sought to just update HVAC system. The bid came in as 1.9 million. Parish Council will determine how to raise funds for this. Sept 2017 It has been decided to do the building updates in phases with the first phase HVAC. A 5 million dollar capital campaign has been started with hope to begin the updates summer of 2018. April 2018 Project started the end of April, 2018 and to continue throughout the summer with goal of being complete by the start of school in September 2018. September 2018 HVAC update completed, new windows installed throughout school building and chapel. Four bathrooms remodeled</i>
(Action Step 2) Research cost of prioritized items	Winter 2015 2016	Principal, Maintenance and Building Committee	
(Action Step 3) Write a multi-year plan for Holy Redeemer Education Center	Spring 2016 2017	Principal, Maintenance and Building Committee	<i>May 2017 A three year plan was developed to maintain our current building while waiting to have enough funds to complete major renovations. May 2018 A first phase of major renovations has begun. A second phase will need to continue to deal with handicapped accessibility (elevator). A third phase will need to continue to look at electrical updates and other basic infrastructure needs. September 2018 First phase of renovations completed including HVAC, windows and 4 bathrooms May 2018 Second phase of renovations has been put on hold for the time being due to funding. The public school also passed their referendum.</i>
(Action Step 4) Implement multi-year plan	Fall 2016 2017	Principal, Maintenance and Building Committee	<i>May 2017 The plan to maintain current structure is being implemented. May 2018 The construction has begun. September 2018 First construction project completed.</i>
(STRATEGY 3) Ensure safety for all stakeholders			

	Timeline	Responsibility	Progress Report
(Action Step 1) Attend Community Crisis Training	Semi-annually 2014-2015	HRS Crisis Committee	<i>The HRS Crisis Committee attended this meeting on 11/20/2014. ^{12/2014} ^{May 2017}The Crisis Committee will need to attend training during the 2017-2018. ^{May 2018} Numerous meetings for crisis management have been attend with the public officials in our community. ^{October 2018}Principal attended an ALICE training with the public school. ^{June 2018}Principal and faculty member attended a 2 day training to be certified trainings of the ALICE model.</i>
(Action Step 2) Share new training with staff.	Fall 2015	HRS Crisis Committee	<i>^{August 2015} - Crisis Protocols were reviewed during workshop week with all staff as well as CPR training provided to all.</i>
(Action Step 3) Re-evaluate building security needs (locks on doors, cameras, etc.) in conjunction with facilities plan.	Winter 2016	Principal and Maintenance.	<i>^{May 2016} – Since building updates are on hold until money is raised this is being postponed until next year. ^{May 2017}- Rekeying the locks on the doors is part of the three year building plan. ^{May 2018}- The Spring Fling, an annual dinner auction for the school, took up the “fund-a-need” this year for new handles (handicapped accessible) and lock. The interior doors will have new hardware installed this coming year. ^{August 2018}Building and classroom doors received new handle/locks.</i>
(Action Step 4) Revise Crisis Handbook	Spring 2018 Fall 2019	HRS Crisis Committee	<i>^{January 22, 2018} A committee from staff and committee members has been formed to review and present a workable plan in conjunction with Marshall Public School so that there is a uniformed plan in our community and school(s).</i>
(Action Step 5) Share revised Crisis Handbook with staff and implement.	Fall 2019 Spring 2020	HRS Crisis Committee	

(Objective 3) Provide opportunities for academic excellence and growth for all students based on their individual needs.

(STRATEGY 1) Provide additional programming for children with special needs with on-site staff.

	Timeline	Responsibility	Progress Report
(Action Step 1) Provide Fast Forward and dyslexia training for students in need.	Fall 2014	Principal, TAT team	<i>Five students were enrolled in Fast Forward. Three students are being tutored by a dyslexia tutor. ^{11/04} ²⁰¹⁷⁻²⁰¹⁸Dyslexia tutor on-site.</i>

			<i>2018-2019 Dyslexia tutor on-site.</i>
(Action Step 2) Seek budget funds for half-time Intervention Teacher.	Spring 2015	Principal, TAT team	<i>This request was not included in the budget. There is a possibility of utilizing current staff to provide some small group instruction. This will be determined by enrollment.</i> ^{5/2015} <i>9/2015 We had an "adopted grandparent" who was a retired SPED teacher in our building daily this year working with students. This is a program provided by Lutheran Social Services.</i> <i>10/2015 We also have a parent trained in providing dyslexia support tutoring students whose parents contract services with her.</i>
(Action Step 3) If funding is approved, hire half-time Intervention Teacher.	Fall 2015	Principal, TAT team	<i>May 24, 2016 Our students do receive SPED services at the public school. Hiring our own SPED teacher at this time is not going to happen.</i>
(Action Step 4) Explore additional challenge opportunities for students of higher ability.	2016	Principal	<i>We did send four teachers to a gifted/talented workshop to learn more about possible resources.</i> ^{April 2015}
(STRATEGY 2) Integrate 21st Century Learning/Technology.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Write technology plan for 2015-2017, focusing on maintaining and upgrading existing infrastructure.	Fall 2014	Principal, Tech Committee	<i>The November Tech Meeting was cancelled due to weather. We will meet in January</i> ^{11/2014} <i>A new tech plan has been written. The inventory needs to be finalized in the plan.</i> ^{3/2014}
(Action Step 2) Share technology plan with stakeholders	Spring 2015	Principal, Tech Committee	<i>The tech plan will be posted on RenWeb when we have made the final edits.</i> ^{May 2015} <i>May 23, 2016 Our technology task force group has done an excellent job of inventorying all technology of the parish, providing insight on possible needs and providing support of future needs for our students.</i>
(Action Step 3) Provide training in conjunction with technology plan goals.	2016	Principal, Tech Committee	
(Action Step 4) Implement plan.	2016	Principal, Tech Committee	<i>May 23, 2016 The plan has been implemented.</i>
(Action Step 5) Tech Plan needs to be written for 2018-2021.	Spring 2018 2018-2019	Tech Committee	<i>January 22, 2018 Teachers and support staff were assigned to be on a newly created technology committee. Plan will be updated in the 2018-2019 school year.</i> <i>2018-2019 The Tech committee meet throughout the year to look at a timeline and develop a plan for the technology replacement in the coming years.</i>
(STRATEGY 3) Develop a Philosophy of Assessment			
	Timeline	Responsibility	Progress Report

(Action Step 1) Teachers reflect and list current assessment practices.	August 2014	Principal and Faculty	<i>Completed</i> ^{8/2014}
(Action Step 2) Using assessment reflections, write draft of Philosophy of Assessment	November 2014	Principal and Specialists	<i>Written by a core group of teachers on November 5th.</i> ^{11/2014}
(Action Step 3) Share proposed Philosophy of Assessment with faculty and Education Advisory Committee	December 2014	Principal	<i>Faculty approved</i> ^{11/13/2014}
(Action Step 4) Submit final draft to MNSAA	December 2014	Principal	<i>Completed.</i> ^{December 2014}
(STRATEGY 4) Write and publish a Spanish Curriculum			
	Timeline	Responsibility	Progress Report
(Action Step 1) Write/develop standards-based curriculum for Spanish for grades K-8.	Fall 2014	Spanish Teacher	<i>The Spanish teacher shared a draft of the curriculum.</i> ^{Fall 2014}
(Action Step 2) Review written/developed curriculum to ensure alignment with standards.	Winter 2015	Principal, Specialists	<i>It was reviewed by other specialists, the principal and compared with our area public school curriculum.</i> ^{11/2014}
(Action Step 3) Publish Spanish curriculum on the website and in HRS Curriculum Handbooks	Spring 2015	Principal, Spanish Teacher	<i>The Spanish curriculum has been published; placed in our school curriculum handbooks and posted on the website.</i> ^{1/2015}

(OBJECTIVE 4) Evaluate and communicate with personnel.			
(STRATEGY 1) Establish evaluation process for the principal.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Meet with Pastor to discuss principal evaluation.	Summer 2014	Principal	<i>Pastor established an oral, collaborative evaluation will be done every summer with goals for the coming year determined.</i> ^{Summer 2014}
(Action Step 2) Daily check in's with the pastor to discuss school concerns.	2014-2015	Pastor and Principal	<i>Pastor stops in the school office daily to discuss school concerns.</i> ^{May 2015} <i>May 2016- The pastor continues his daily check in's. This daily face to face dialogue is the evaluation that he is comfortable with.</i> <i>2018-2019 The pastor and principal established an open communication policy, as this was both of their first years at HRS.</i>

(Action Step 3) Evaluation Process embedded.	2015-2016	Pastor and Principal	
(STRATEGY 2) Establish and embed practice of faculty evaluation.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Develop staff evaluation timeline	August 2014	Principal	<i>The evaluation process developed by the principal has formal observations of all new teachers three times a year (September, January and March). All other teachers will have formal observations in October and November. Daily walk through's will be conducted by the principal.</i> ^{9/2014}
(Action Step 2) Evaluate the effectiveness of evaluation timeline and evaluation tool used.	Spring 2015	Principal	<i>I believe the plan works well. It allowed me time to hear concerns from teachers and address those concerns. It also opens the communication lines between myself and new teachers.</i> ^{May 2015}
(Action Step 3) Faculty evaluation process continues and becomes practice.	2015-2016 school year	Principal	^{May 23, 2016} <i>The evaluation plan listed above was used again this year. It provides the opportunity for me to also witness areas of improvement with materials or equipment in the classroom.</i>
(Action Step 4) A copy of an annual evaluation will be given to each faculty member in the fall of 2016. In the spring of 2017, the faculty member will self-reflect and along with the principal providing ratings. The teacher and principal will discuss the evaluation together.	2016-2017		^{*Added Spring of 2016} ^{May 23, 2017} <i>This has been completed. Teachers reflected on Part I Mission and Part 5 Professional Growth to aid the principal in preparing professional development for coming years.</i>
(STRATEGY 3) Improve communication with staff in regards to compensation policies.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Determine what salary increase will be.	February 2015	Principal, Pastor, Finance Council	<i>Salary increase was 3% for all parish employees.</i> ^{April 2015}
(Action Step 2) Share with staff through written document what changes in compensation will be.	Before contracts are issued	Principal	<i>Teachers were given a document stating past wage, next year wage and how it was calculated when they received their letter of intent.</i> ^{April 2015} ^{April 2016} <i>The finance taskforce redid the salary scale adjusting all teacher salaries to reflect 80% of beginning public school salary as our starting salary and then adjusted for years of experience. It provided a much larger salary increase than in the past.</i> ^{May 23, 2017} <i>Under direction of the Finance Council, the parish bookkeeper provided all staff with a document listing salary increase and the value of all benefits the staff member receives. This document was included with contracts.</i> ^{April, 2018} <i>Parish bookkeeper and principal/superintendent worked on contracts for 2018-2019.</i>

			<i>May 2019</i> Due to changes in the diocese, contracts are no longer given to teachers, but replaced with teacher information letters. These letters inform teachers of their salary and positions for the following school year.
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(OBJECTIVE 5) Create additional spiritual and prayer life experiences.

(STRATEGY 1) Encourage the purchase of faith-story reading books for school library and classroom libraries

	Timeline	Responsibility	Progress Report
(Action Step 1) Research possible book purchases and add to Wish List.	2015	Religion Teachers	<i>12/2015</i> A \$600 donation received in December allowed us to purchase faith based books for the classroom collections.
(Action Step 2) Teachers read faith-based stories to students and encourage students to read them individually in the classroom.	2016	Classroom Teachers	<i>May 23, 2017</i> This has been done previously. I believe the concern was that most of the faith based books were teacher owned.
(Action Step 3) Teachers share the faith-story reading materials they have in the classroom with other teachers at a faculty meeting to encourage sharing of resources.	2017	Principal and Classroom Teachers.	<i>May 23, 2017</i> – On the weekly faculty meeting agenda is a topic called “Faith in Action” which provides teachers an opportunity to share what they are doing.

(STRATEGY 2) Encourage teaching of the meaning of our namesake, “The Holy Redeemer”.

	Timeline	Responsibility	Progress Report
(Action Step 1) Invite Pastor to provide short in-service to teachers on “The Holy Redeemer:	Fall 2015	Principal	<i>2/24/2016</i> – Meaning of Holy Redeemer discussed at faculty meetings. <i>4/2016</i> – Father discussed” the Holy Redeemer” in the classrooms and in school homilies.
(Action Step 2) Encourage teachers to incorporate “The Holy Redeemer” into lesson plans.	2015-2016 school year	Teachers	<i>May 23, 2016</i> – I did not follow up with teachers to see if they had accomplished this. It will be added to fall workshop discussion for 2016-2017. <i>September 2018</i> Resource Teacher presented lesson to all students on meaning of Holy Redeemer.
(Action Step 3) Adjust religion curriculum to include teaching about “The Holy Redeemer”	2016-2017	Principal and Religion Teachers	<i>May 23, 2017</i> – After many discussions with teachers throughout the year, “Redeemer” is stressed most often in our kindergarten curriculum. <i>February 2018</i> – I observed a third grade teacher who developed a lesson on this for her students. She has been encouraged to give the same lesson to staff. <i>September 2018</i> Resource Teacher presented lesson to all students on meaning of Holy Redeemer.
(Action Step 4) Develop a display for main hallway depicting “The Holy Redeemer”.	2017-2018 2018-2019	Principal and Teachers	<i>September 2018</i> Mission statement posted above main doors in the hallway by the office.

(STRATEGY 3) Connect faith-in-action activities to the social justice teachings of the church.

	Timeline	Responsibility	Progress Report
(Action Step 1) Review Social Justice teachings located in the school handbook with teachers and students.	Fall 2015	Principal, Teachers	<i>August 2015</i> The student handbook was shared with all teachers and how social justice relates to our school day is located at the beginning of the handbook.
(Action Step 2) Bi-monthly have time at a teacher meeting to share how we are connecting Faith in action with the church's teachings.	2016-2017	Principal	<i>May 23, 2017</i> – On the weekly faculty meeting agenda is a topic called “Faith in Action” which provides teachers an opportunity to share what they are doing.
(Action Step 3) When reviewing Religion curriculum, be cognizant of including the connection between faith in action with social justice.	2017	Principal and religion teachers	<i>May 23, 2017</i> – Will be continued this fall.

(STRATEGY 4) Review written religion curriculum especially supplemental materials to assure incorporation of the Catholic teachings throughout other written curriculum areas.

	Timeline	Responsibility	Progress Report
(Action Step 1) Topic for a fall faculty meeting will be to list/discuss supplemental materials that provide Catholic teachings throughout other curriculum areas. Track usage.	Fall 2017 2018	Principal and Teachers	<i>February 27, 2018</i> Religion will be reviewed in 18-19. Issues of how religion can be embedded in all areas will be discussed and incorporated. <i>Winter 2019</i> Religion committee meet to share the plans and look at various curriculum to purchase for the 2019-2020 school year and beyond. <i>April 2019</i> Religion curriculum was ordered.
(Action Step 2) Share at a faculty meeting what supplemental materials are being used across the curriculum. Continue documentation through spring.	Winter 2019 2020	Principal and Teachers	<i>May 2019</i> The decision was made to adjust the timeframe of this action step and wait till new curriculum was implemented into the classrooms.
(Action Step 3) Adjust curriculum accordingly incorporating the materials recorded over the past school year.	Spring 2019 2020	Teachers	

(OBJECTIVE 6) Develop Marketing Strategies that will retain and recruit students.

(STRATEGY 1) This objective will be developed in the fall of 2016. We will use our current marketing plan until that time. It is included now as it was a recommendation made by the team.

	Timeline	Responsibility	Progress Report
(Action Step 1) Update and revise Marketing Plan	2017	Principal and Marketing Task Force.	<i>May 23, 2017</i> – Missed this deadline but do plan on completing this during the 2017-2018 school year.

			<i>May 2018</i> Marketing Task Force has been established and is collecting and reviewing elements used by the school for marketing.
(Action Step 2) Parish wide marketing committee meets	2017-2018	Marketing committee	<i>May 2018</i> –Parish Marketing Task Force is established in conjunction with the school marketing Task Force. They meet monthly. <i>October 2018</i> Task Force met to establish subcommittees
(STRATEGY 2) Marketing goals established by the parish wide marketing committee.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Update website using the same company for parish and school and update school brochure.	Summer 2017	Rachel, Quentin, Marketing committee	<i>August 2017</i> Completed.
(Action Step 2) Update baptism and birthday cards to be sent to future students by current students.	Fall 2018	Rachel, Marketing Committee	<i>September 2017</i> Complete.
(Action Step 3) Basic welcome packet developed to be sent to those interested in more information.	Fall 2018	Marketing Committee	<i>September 2017</i> New brochure completed <i>Winter 2019</i> Brochures updated and redesigned. This new brochure shares more about what HRS has to offer.
(Action Step 4) Implement the Ambassador program.	2018-2019	Brad and the Marketing Committee	<i>January 2018</i> The Ambassador program has seen some beginnings with students and alumni giving testimonials and tours throughout the year to new families. <i>January 2019</i> The ambassador program lead tours during CSW for families interested in checking out HRS.