



2023-2028 Strategic Plan

ST. MARTIN OF TOURS CATHOLIC SCHOOL



A MESSAGE FROM THE PRINCIPAL

A Catholic education is one of the most valuable gifts that we can offer our children. Students grow to love learning and recognize their role in society, while experiencing God's active presence in their lives.

Our mission at St. Martin of Tours School is to offer a superb education to students while helping them to experience the Living God through prayer, faith formation, and participation in the sacraments. Fulfilling our mission to ensure our students continued spiritual, intellectual, and social enrichment is vital. Our strategic plan, built around the Roman Catholic Archdiocese of Washington's (ADW) four pillars of Catholic education [Catholic Identity, Academic Excellence, Viability, and Governance] is essential to our school's sustainability and growth.

In January of 2019, Fr. Dave and I began to create a strategic plan for St. Martin's School. We formed four subcommittees, one for each of the pillars. These subcommittees were comprised of alumni, parents of both current and alumni students, faculty, administration, and members of the School Advisory Board (SAB) and the Home and School Association (HSA). Subcommittee members dedicated their time and talent to the enormous undertaking of creating this plan through collaboration within their groups and with feedback from the entire community. They worked tirelessly and I would like to express my sincere gratitude for their amazing hard work and perseverance to see this project through to its completion.

This Strategic Plan provides a roadmap for the next five years and includes goals and objectives that were thoughtfully designed to nurture every student's God-given talents and meet each child's needs. Each initiative demonstrates our continued determination to provide an affordable educational experience that is centered in Christ and fosters an environment for school-aged children to achieve academic success. My prayer is that this plan will guide our school's growth and development to ensure that we continue to serve the Montgomery County, MD community for many years to come.

God Bless,



Stephen C. Lamont
Principal

INTRODUCTION

HISTORY

On September 14, 1925, The Sisters of Notre Dame de Namur welcomed the first classes of St. Martin of Tours School (St. Martin's School) and continued in ministry until 1970. Following their departure, Pastor Monsignor Paul Meyer and the St. Martin of Tours Catholic Church (St. Martin's Church) Parish Council continued the Sisters' commitment to Catholic education and established both a School Advisory Board (SAB) and Home and School Association (HSA). St. Martin's School eventually transitioned to an all-lay faculty and in 1988, under the efforts and dedication of Rev. Americo Di Norcia, a new school and parish center opened which allowed the parish to expand in areas including a licensed aftercare program. Since then, St. Martin's School has served as one of the cornerstones for Catholic school education in Montgomery County, MD.

VISION

St. Martin of Tours Catholic School aspires to be the premier school of choice and a leader in the community by promoting student-centered learning and the development of Catholic values for every child.

MISSION

St. Martin of Tours Catholic School fosters each student's academic, physical, social-emotional, and spiritual development. We cultivate academic excellence and the joy of learning through collaboration with our school families and the parish to develop graduates who recognize Christ in themselves and others.

PHILOSOPHY

As the oldest Catholic school in Montgomery County, we continue to strengthen our century-long commitment to Catholic education.

- We believe each student is a child of God with unique talents.
- We believe that families are the primary educators of their children.
- We believe in educating students to their fullest potential by creating partnerships among the staff, our students, our families, the parish, and the community.
- We believe a secure, nurturing environment promotes learning and maximizes success.
- We believe in the integration of faith, values, and tradition with life and learning.
- We believe diversity brings strength to our school and enriches our teaching and learning experiences.
- We believe in the continued development and lifelong learning of our staff to prepare for all future challenges.
- We believe learning should enable each child to develop the skills for a strong academic foundation and social responsibility in our community.

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CATHOLIC IDENTITY

St. Martin's School promotes Catholic Identity by enabling students to find joy in living the Catholic faith.

OBJECTIVE 1:

Provide resources that support parents' spiritual growth to aide in cultivating their children's faith development

Initiatives:

- Identify resources to make available for parents to learn and teach about the faith (e.g. Formed.org, St. Martin's Church YouTube channel, United States Conference of Catholic Bishops (USCCB) Resources, recommended books, websites and apps)
- Share resources in other languages spoken by school families when possible
- Collaborate with the St. Martin's Church Faith Formation Office to encourage school parents to consistently access available materials
- Assist parents with reinforcing teachings at home, and provide opportunities for parents to worship and receive sacraments with students
- Use existing school communications channels (e.g., weekly newsletter, social media) to share resources with parents, and strategically identify new opportunities to share resources



OBJECTIVE 2:

Incorporate examples of living the Catholic faith, including the Works of Mercy, in all subjects across all school grades

Initiatives:

- Continue to build awareness and encourage participation in the ministry of the St. Martin's Church Pantry
- Incorporate Jesus Christ's teachings on love, kindness, and peace in each class' instruction whenever possible
- Highlight the Catholic church's teachings in each subject to show students that being Catholic can translate across all academic fields, to include STEM and literature

OBJECTIVE 3:

Provide extra-curricular service project opportunities to allow families to collaborate with the parish and broader community

Initiatives:

- Provide opportunities for family-oriented service projects
- Identify new and existing opportunities for families to collaborate with the parish and broader community

- Continue to encourage student involvement with parish, school, and community initiatives to include:
 - food drives for the St. Martin’s Church Pantry
 - collecting items for the Gabriel Project
 - local service activities that are both grade-specific and school wide

OBJECTIVE 4:

Incorporate religious imagery into the school’s décor

Initiatives:

- Display religious imagery in the school building and on the grounds throughout the year and during the Catholic church’s celebration seasons, (i.e. Christmas, Easter, etc.)
- Take inventory of all religious artifacts and décor items already in the school (e.g., Mary statutes, living rosary light strings, Christmas decorations, etc.) so they can be fully utilized
- Highlight important Church events on St. Martin’s School calendar to share throughout the school year (e.g., saints' feast days, specific months, liturgical seasons)
- Maintain existing religious imagery when school facilities are updated, modified, or repaired, and consider whether religious imagery can be added in an integral way



ACADEMIC EXCELLENCE

St. Martin's School will prepare students for high school achievement through a diverse and advanced educational approach.

OBJECTIVE 1:

Promote academic rigor to prepare students for success in high school by fostering confidence, thoughtfulness, and the ability to connect concepts to create new ideas.

Initiatives:



- Provide multi-level math instruction based on students' demonstrated ability
- Develop a robust middle-school science program that includes hands-on laboratory experiences and a Science Fair
- Support classroom accommodations for students with differentiated learning needs
- Teachers will continue to use standardized testing data to inform learning objectives and curriculum
- Provide a technology curriculum that is consistent with the International Society for Technology in Education (ISTE) standards for Students

OBJECTIVE 2:

Develop strategies for creating a robust Spanish language program for all middle school students to accommodate competency level

Initiatives:

- Identify goals for the middle school Spanish language curriculum
- Identify options to enhance the Spanish class schedule
- Collaborate with the middle school Spanish teacher to deliver recommended approaches

OBJECTIVE 3:

Make certain all students have the academic and support resources they need, and provide appropriate accommodations as needed

Initiatives:

- Employ and train staff dedicated to support and direct instruction to English Language Learners (ELL)
- Employ and train staff dedicated to support and direct instruction to students with diagnosed and undiagnosed learning needs
- Consistently engage with families of students receiving support services to inform them of available resources they can leverage for their child's success
- Train staff to understand the needs of neurodivergent students and how to engage all types of learners

- Maintain up-to-date, one-to-one technology that is appropriate for both staff and students

OBJECTIVE 4:

Nurture the social and emotional well-being of all students

Initiatives:

- Provide broad opportunities for academic enrichment and extracurricular activities including field trips, clubs, sports, music, guest speakers, etc.
- Provide parents with resources and access to workshops to best support their children’s development
- Deliver resources for parents to effectively engage with the school, and that successfully assist their child(ren) academically
 - Offer school specific orientations and training for parents on:
 - Using Google classrooms and PlusPortals
 - Teaching efficient study skills
 - Supporting language development



OBJECTIVE 5:

Ensure teachers are fully equipped to educate and support all learners

Initiatives:

- Provide faculty and staff with formal and informal teambuilding opportunities to exchange ideas
- Support opportunities for faculty and staff to participate in professional development training
- Support opportunities for faculty and staff to obtain and maintain teaching certifications



VIABILITY

St. Martin’s School will attract, enroll, and retain students and sustain operational viability.

OBJECTIVE 1:

Attract and recruit new students through targeted marketing

Initiatives:

- Create and publish a slogan that represents St. Martin’s School
- Build awareness with stakeholders from the parish, prospective families, and our targeted audiences using all parish and school communication platforms to:
 - Highlight all academic programs and extracurricular activities (advanced courses, academic resources, clubs, sports, tutoring workshops, Aftercare, etc.)
 - Spotlight high-achieving students/alumni, school events, and volunteerism
 - Demonstrate how non-Catholic families are fully integrated members of the school community
- Implement the Roman Catholic Archdiocese of Washington’s (ADW) “Hispanic Enrollment Advisory Committee” recommendations to improve St. Martin’s efforts for recruiting Hispanic students
- Broaden marketing strategies in Spanish
- Continue to offer the “Family Referral Program”
- Encourage current parents, students, and teachers to promote a positive school image while participating in parish and community related activities



OBJECTIVE 2:

Engage and support all prospective families throughout the admissions and enrollment processes

Initiatives:

- Provide an efficient, communicative admissions experience
 - Offer guided tours and in-person informational events, and actively follow-up through email and phone communication to encourage families to apply
 - Consistently communicate with prospective families to support document submission and shadow visits to ensure timely admission decisions
- Maintain contact with newly accepted and enrolled families to onboard them into the community, including a New Family Orientation session and partnership with a mentor family
- Offer opportunities for accepted families to give feedback

OBJECTIVE 3:

Meet or exceed an annual retention rate of 90%



Initiatives:

- Maintain competitive tuition rates
- Offer academic and community support initiatives for students and families to increase engagement
- Encourage staff and teachers to participate in cultural competency training programs to promote culturally responsive teaching practices
- Motivate students, their families, and teachers to participate in school and parish events
- Publicize the availability of financial aid and scholarships
- Maintain and explore opportunities to increase parent volunteerism and build community
- Conduct exit interviews for valuable feedback from departing families

OBJECTIVE 4:

Ensure the school continues to leverage revenue sources that supplement tuition costs

Initiatives:

- Develop a multi-year financial plan that includes both current and projected budgets
- Provide information about third party scholarship opportunities and financial aid programs
- Seek funding programs that target specific school needs
- Expand fundraising efforts with the HSA
- Continue to develop a comprehensive alumni and alumni family program to increase potential donors
- Maintain the annual Endowment Fund Campaign



GOVERNANCE

St. Martin's School will partner with both parish and parent leadership to provide spiritual, educational, and managerial guidance to the school community.

OBJECTIVE 1:

Promote our "Vision, Mission, and Philosophy" statements to emphasize spiritual enrichment and good stewardship

Initiatives:

- Evaluate the existing "Vision, Mission, and Philosophy" statements and conduct research on other Catholic schools' statements
- Draft new "Vision, Mission, and Philosophy" statements with clarity and brevity
- Present the "Vision, Mission, and Philosophy" statements to the Pastor, Faculty, and SAB for approval to circulate throughout the school community using various communication platforms



OBJECTIVE 2:

Foster transparency and consistent communication between the Pastor, Principal, SAB, HSA and school community

Initiatives:

- Disseminate information regarding HSA hosted events in a timely manner to maximize family participation
- Encourage school parents to attend HSA meetings, socials, and "Coffee with the Principal" functions
- Solicit feedback through follow-up meetings and surveys when needed
- Inventory and document collaboration platforms

OBJECTIVE 3:

Encourage Pastor, Principal, and Parent leadership collaboration

Initiatives:

- Ensure full implementation of and adherence to SAB and HSA by-laws
- Keep the school community abreast of the strategic planning process including regular updates on initiative implementation
- Consistently circulate information regarding spiritual, academic, and budget goals

OBJECTIVE 4:

Ensure all members of St. Martin's School's diverse community feel included through improved cultural competency and continuous outreach

Initiatives:

- Create a committee of stakeholders from the school and parish community to identify platforms that promote inclusion

- Consider committee recommendations for changes that may improve St. Martin’s School’s diversity and inclusion
- Provide opportunities for all members of the St. Martin’s School community to increase their cultural competency

OBJECTIVE 5:

Explore partnership opportunities to increase community support, and positively impact our students, school families, and the broader Catholic community

Initiatives:

- Identify and create a committee of stakeholders from the school and parish community to research opportunities for parish and business partnerships
- Conduct a longitudinal study of St. Martin’s School enrollment and parish registration to identify possible parish partners
- Perform a review of other schools in the area to determine the best practices used in their expansion activity, and their relationship between school and parish
- Identify other resources (business, wider community, etc.) that could be leveraged for school support



CONCLUSION

St. Martin's School has successfully operated under a Pastor/Principal leadership model in a parish school structure for over 95 years. As the oldest ADW Catholic school in Montgomery County, Maryland, we are blessed with rich diversity in the racial, ethnic, and cultural backgrounds of our families. Our faculty and administration work together to empower our students to develop their unique gifts and full potential in a Christ like environment that is rooted in the Gospel values, mutual respect, and Catholic traditions. With almost a century of providing quality education, our goal is to honor The Sisters of Notre Dame de Namur's vision by continuing to provide an excellent education program with many more years of scholarship, faith, and service.



ACKNOWLEDGEMENTS

We would like to thank our committee members and volunteers who worked tirelessly to develop the St. Martin's School's 2023-2028 Strategic Plan. Committee members include current and alumni parents, alumni students, faculty, and staff.



STRATEGIC PLANNING EXECUTIVE COMMITTEE

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Marc Antonetti
Tanya Milton
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STRATEGIC PLANNING COMMITTEE

(Members include current and alumni parents, alumni, faculty, and staff)

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2022-2023 SCHOOL ADVISORY BOARD MEMBERS

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Marc Antonetti
Catherine Cooksey
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Rev. David Wells, Pastor (*Ex officio Member*)
Sue Yeates, HSA President (*Ex officio Member*)

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