

Father Dueñas Memorial School



Action Plan

Revised on August 07, 2014

Submitted to:
The Western Association of Schools and Colleges
Accrediting Commission for Schools

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Action Plan Committee Selection Process

After having reviewed the school's progress on the 2007 Schoolwide Action Plan and studied the observations made by the WASC/WCEA visiting committees in 2007 and 2010 the FDMS Accreditation Steering Committee met on January 28th to do a progress check on Chapter IV self-study findings. At the end of the meeting the group identified four areas of concern and selected the Action Plan Committee to devise an action plan to address those concerns. The seven-member committee consisted of Fr. Jeffrey C. San Nicolas, Tony Thompson, Anthony Blas, Christina Roth, Joanne Schlub, Ismael Perez, and one alumnus-parent to be identified at a later time by the Action Plan Committee. Due to scheduling conflicts the Action Plan Committee was unable to find an available alumni-parent representative to sit on the Action Plan Committee.

The committee chose to have its work periodically reviewed by the alumni, parents and students. The final document would be conscientiously guided by the feedback received. The following is a synopsis of the review process that took place.

- Between January 28th and February 13th, the Action Plan Committee met several times and created a draft action plan consisting of four major goals (one for each area of concern) with several objectives under each goal.
- This draft action plan was presented to a group of 20+ parents and alumni on February 13, 2014. Prior to that date, the draft was also emailed to all parents to give them an opportunity to share their comments, suggestions and concerns. While all the comments from the meeting and emails were generally supportive, the committee did receive feedback that helped refine and improve the action plan.
- The committee created a second draft that was presented at an open meeting of parents on February 20th. Comments and suggestions were again incorporated into the action plan.
- The third draft of the action plan was presented at a joint StuCo/NHS meeting and a special meeting of the faculty and staff on February 25, 2014. The students, faculty, and staff were overwhelmingly supportive, and the concerns they did have were incorporated in the final action plan.

The FDMS Schoolwide Action Plan below is the result of much discussion, collaboration and prioritization.

FDMS Schoolwide Action Plan

Four Major Areas of Concern

AREA OF CONCERN 1: As a whole, our students are scoring slightly below the national average on the PSAT at each grade level, 9th through 11th, as well as on the SAT in their senior year. This has been the trend for the past several years. We are concerned that a number of our students are not performing at their academic potential.

AREA OF CONCERN 2: The strong sense of “brotherhood” and bond that the vast majority of our students enjoy at FDMS heightens our sensitivity to the boys who are struggling emotionally and socially. We are concerned for the health and well-being of *every* student.

AREA OF CONCERN 3: Mindful of the school’s origin and history, our parents, alumni and local community have high expectations for our students to be role models among their peers and in society. We are concerned for our students to grow to be young men of sound character with the skills and leadership needed for our changing world.

AREA OF CONCERN 4: With a consistent increase in enrollment over the past several years and the school’s aging buildings, we are concerned that the school will not reach its full potential without an upgrade and expansion of facilities to meet the needs of our boys in our changing world.

Goal to Address Area of Concern 1

Improve student learning to meet or exceed the national average on standardized assessments.

RATIONALE FOR GOAL

- As a college preparatory high school, it is crucial that our students possess the necessary knowledge and skills to succeed in college.
- Improved scores on national standardized tests are a significant indication that our students are prepared for college-level academic work.
- Professional development will help teachers to learn new strategies to increase student learning.
- Expanded tutoring services will help at-risk students to perform better in class and on standardized test scores.
- Maintaining longitudinal data will enable us to track and identify important trends regarding student learning.

OBJECTIVES

- a. Systematically evaluate longitudinal data pertinent to student achievement.

- b. Design and implement a program of professional development which will assist teachers in reaching students through differentiated instruction giving each student the opportunity to succeed.
- c. Expand academic support services and resources for struggling students.

ESLRs ADDRESSED

- Intellectual Young Adults
- Accomplished Communicators
- Responsible Individuals

1a. Systematically evaluate longitudinal data pertinent to student achievement.					
Task	Responsible Persons	Resources Needed	Timeline	Means of Assessment	Monitoring / Reporting To
Create and populate a system for data <ul style="list-style-type: none"> • Student Demographics • Graduation Rate • SAT 10 Scores • PSAT/SAT Scores • AP Enrollment/Scores • Senior Exit Survey • FDMS Entrance Exam • ASVAB 	Director of Curriculum & Instruction Dean of Academic Affairs Director of Development	Modular Management Services (MMS) Survey Monkey Reporting System from College Board Alumni Database	August 2014	Existence of a system to evaluate data	Principal
Report on the academic trends found in the data.	Dean of Academic Affairs Director of Curriculum & Instruction Department Chairs	MMS	The first two weeks of August and January	Publication of Biannual Academic Trends Report	Principal
1b. Design and implement a program of professional development which will assist teachers in reaching students through differentiated instruction giving each student the opportunity to succeed.					
Task	Responsible Persons	Resources Needed	Timeline	Means of Assessment	Monitoring / Reporting To
Identify the opportunities for professional development based on the longitudinal data from student performance	Director of Curriculum & Instruction	Longitudinal data of scores and assessments PD 360	Annually in May	Teacher survey	Principal

		Journals from professional organizations			
Conduct classroom observations to improve instruction and assessment	Administration Director of Curriculum & Instruction Dean of Academics Department Chairs Faculty	PD 360 Observation Modules Google Survey	Observations for each faculty member by: Principal or Vice Principal (2/year) Director of Curriculum & Instruction or Dean of Academics (2/year) Department Chairs (2/year) Peer Faculty (2/year)	Observation reports Teachers and departments professional development plan	Principal Director of Curriculum & Instruction Department Chairs
Identify the opportunities to encourage professional development with incentives	Administration	Resources from professional organizations	April 2014	Existence of strategy to increase the involvement of faculty in professional development	Director of Curriculum and Instruction

1c. Expand academic support services and resources for struggling students .

Task	Responsible Persons	Resources Needed	Timeline	Means of Assessment	Monitoring / Reporting To
Identify students who may be in need of help on a regular basis	Dean of Academic Affairs	MMS Longitudinal data Assessments Standardized Test Scores Student Grades Student/Parent Survey	Third and sixth week of each quarter	Publication of Report of Struggling Students	Principal
Identify support services and resources for struggling students	Director of Curriculum & Instruction Dean of Academic Affairs Department Chairs NHS Advisor	Guam Department of Education Special Education Services Freshmen Academy Tutoring services Summer school Referral Services	Ongoing	A list of resources available for struggling students	Dean of Academic Affairs

Connect students in need of academic help with resources to improve student learning	Dean of Academic Affairs Department Chairs Tutoring organizations	MMS Freshman Academy Tutoring Services	Ongoing	Existence of a list of Students In Need	Principal
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Goal to Address Area of Concern 2

Create an environment to support the health and overall well-being of every student.

RATIONALE FOR GOAL

Our Catholic faith teaches us to respect the dignity of every person because each human being is created in the image and likeness of God. This can be understood as every human being existing in this world as a reflection of the mystery of God. Just as there are no limits to the knowledge, grandeur and potential of God, in a similar way, every human being has a yearning to reach out to the horizon of his potential. To foster this yearning is the duty of every parent and Catholic school.

At FDMS this is essential to our mission. We seek to encourage each student to fulfill his potential academically, socially, physically and spiritually. In doing so we believe the student has the best possibility of fulfilling God’s calling for him in his life.

Therefore, as a school, we are obligated not only to provide positive opportunities for growth, we must also do what we can to remove the barriers to growth.

OBJECTIVES

- a. Collect and evaluate data on student co-curricular needs.
- b. Improve Counseling Services.
- c. Expand opportunities for the practice of the Catholic Faith.
- d. Provide continuing professional development pertinent to the safety needs of our school.

ESLRS ADDRESSED

- Faithful Christians
- Servant Leaders

2a. Collect and evaluate data on student co-curricular needs.					
Task	Responsible Persons	Resources Needed	Timeline	Means of Assessment	Monitoring / Reporting To
Distribute annual surveys	Campus Minister Counselor	Google Drive Surveys	May of each academic year	Report of survey results	Campus Minister
2b. Improve counseling services.					
Task	Responsible Persons	Resources Needed	Timeline	Means of Assessment	Monitoring / Reporting To
Identify the counseling needs of students	Campus Minister Counselor	Student Survey Parent Survey	May of each academic year	Survey results	Campus Minister
Compile referral resources	Campus Minister Counselor	Outside professionals	October 2014	Existence of the list of resources	Campus Minister
Create a referral system for students in need of professional care	Campus Minister Counselor	Outside professionals	October 2014	Existence of a referral program for students in need	Campus Minister and Counseling
Compile a list of opportunities for professional development with an emphasis on counseling	Campus Minister Counselor	Outside professionals	October 2014	List opportunities for professional development with psychologists	Campus Minister
2c. Expand opportunities for the practice of the Catholic faith.					
Task	Responsible Persons	Resources Needed	Timeline	Means of Assessment	Monitoring / Reporting To
Design, schedule and implement class retreat experiences relevant to the lives of the students	Campus Ministry Theology Department	Speakers	Quarterly	Student Survey	Campus Minister
Schedule Priests for availability including the Sacrament of Reconciliation	Campus Ministry	Available Priests	Weekly	Student Survey	Campus Minister
Train students in liturgical planning for class Masses and school Masses	Theology Department	Liturgical Planning Guides	Monthly	Student Survey	Campus Minister
Organize and guide community outreach projects available for student service learning	Campus Ministry NHS	Community Organizations Catholic Social Services	Quarterly	Student Survey	Campus Minister

2d. Provide continued professional development pertinent to the safety needs of our school community.					
Task	Responsible Persons	Resources Needed	Timeline	Means of Assessment	Monitoring / Reporting To
Organize and implement safety workshops throughout the year. First Aid/CPR training Disaster preparedness Suicide Awareness Substance Abuse Safety workshop schedule is to be coordinated with other professional development activities	Vice Principal Athletic Director Safety Officer	Department of Homeland Security Outside resources	August 2014 Ongoing	List of desired workshops Existence of a plan of workshops Agenda of workshops Materials from workshops -	Vice Principal
Report the effectiveness of safety workshops from data provided by surveys and feedback	Safety Officer	Outside resources Google Survey	May 2015	Survey pertinent to workshops Results of survey pertinent to workshops Summary Report on Survey Results	Vice Principal

Goal to Address Area of Concern 3

Prepare our students with the skills needed to be servant leaders in our changing world

RATIONALE FOR GOAL

The current generation of students already has the ability to access information about anything, anytime and anywhere. Schools are no longer our students’ primary source of knowledge. Because our students’ needs have changed, schools in the 21st Century must also change to be effective.

The processing and use of information in creative ways are the general needs of students today. Therefore rather than emphasizing a curriculum focused on facts and memorization, we must equip our students with necessary skills to understand, apply, analyze, evaluate and create data.

Additionally, FDMS must remain a place where character and Christian virtues are formed.

As part of our ESLRs we expect our students to become Responsible Citizens, Accomplished Communicators, and Servant Leaders, and in doing so, we aim to prepare them for life after high school in college and as members of our global community.

OBJECTIVES

- a. Emphasize higher levels of reasoning and critical thinking
- b. Help students to live as members of our interconnected world to serve the common good
- c. Develop character to promote servant leadership

ESLRs ADDRESSED

- Faithful Christians
- Responsible Individuals
- Intellectual Young Adults
- Accomplished Communicators
- Responsible Citizens
- Servant Leaders

3a. Emphasize higher levels of reasoning and critical thinking					
Task	Responsible Persons	Resources Needed	Timeline	Means of Assessment	Monitoring / Reporting To
Enhance the critical engagement of students in daily lessons to promote higher levels of thinking	Teacher	Research on teaching methods Creative lesson plans Professional Networking Professional Learning Communities	On Going	Lesson Plans List of best practices for engaging students in higher levels of thinking	Department Chair Director of Curriculum and Instruction

Further explore and incorporate the use of technology to personalize learning (and assessment) in creative ways	Teacher	Research on teaching methods Creative lesson plans Professional Networking Professional Learning Communities	On Going	Lesson Plans	Department Chair Director of Curriculum and Instruction
Implement interdisciplinary lessons and projects to stimulate creativity and model collaboration	Teachers Director of Curriculum & Instruction Dean of Academic Affairs Department Chairs	Research on teaching methods Creative lesson plans Professional Networking Professional Learning Communities	September 2014	Interdisciplinary lesson plans Collaborative student projects Collaboration within and between departments	Department Chairs

3b. Help students to live as members of our interconnected world to serve the common good

Task	Responsible Persons	Resources Needed	Timeline	Means of Assessment	Monitoring / Reporting To
Create a rationale for and formalize the details of the service learning program	Theology teachers Campus Minister	Service programs in the Theology classes Opportunities offered through academic and co-curricular organizations	May 2014	A rationale for the service learning component that is published	Theology Department Chair
Compile a list of service opportunities	Theology Department Campus Organizations	Google Drive	September 2014	Existence of a list of service opportunities	Theology Department Chair
Evaluate the service learning component	Theology Department Students	Google Drive	Quarterly	Theology Department assessment of service opportunities	Theology Department Chair
Evaluate the effectiveness of the service learning component in the promotion of the mission and expected schoolwide learning results	Students	Google Drive Google surveys	Annually	Annual Student survey	Theology Department Chair

3c. Develop character to promote servant leadership.					
Task	Responsible Persons	Resources Needed	Timeline	Means of Assessment	Monitoring / Reporting To
Continue to provide students with opportunities to apply values and use moral decision making skills	Faculty Staff Administration	NJROTC Theology Lesson Plans	Ongoing	Lesson plans that highlight values and moral decision making	Theology Chair
Continue to provide models of moral leadership to inspire students	Faculty Staff Administration	Lives of the Saints Fr. Dueñas NJROTC Historical Figures	October 2014	Create a list of attributes, writings, and examples of historical figures to be used in class assignments	Department Chairs

Goal to Address Area of Concern 4

Improve development efforts with an emphasis on facility expansion and financial stability to support student learning.

RATIONALE FOR GOAL

Currently there are significant elements of a strategic plan for institutional advancement already in place, including the basic architectural drawings and the facilities master plan model.

As the only all-boys school on Guam, FDMS has the unique opportunity to provide a meaningful and rewarding educational experience geared specifically to meet the needs of our island’s adolescent male population.

A large increase in enrollment this past year has placed stress on our available lockers, classrooms and laboratory spaces.

The trend of growing enrollment indicates a need for expanded facilities to accommodate our projected student population.

Expanded facilities are needed to provide for an educational program that will meet the diverse needs of our students.

The school has a need for non-encumbered income that may be used to reduce our debt and/or fund the expansion of facilities and technology improvements.

Nearly half of the FDMS land is undeveloped and therefore underutilized.

OBJECTIVES

- a. Review and refine Renaissance Project master plan.
- b. Organize and empower our development office.
- c. Review and refine Administrative and financial procedures.
- d. Increase student enrollment and retention.

ESLRs ADDRESSED

- Faithful Christians
- Responsible Individuals
- Intellectual Young Adults
- Accomplished Communicators
- Responsible Citizens
- Servant Leaders

4a. Review and refine Renaissance Project Master Plan.					
Task	Responsible Persons	Resources Needed	Timeline	Means of Assessment	Monitoring / Reporting To
Survey school community and stakeholders to determine and understand facility needs	Administration Student Council	Google Drive Surveys	September 2014	Survey results	Principal
Review and update Renaissance Project Master Plan	Project Director Architects Engineers Maintenance	Facilities Planning Committee	May 2015	Revised Master Plan	Principal
4b. Organize and empower our development office.					
Task	Responsible Persons	Resources Needed	Timeline	Means of Assessment	Monitoring / Reporting To
Clarify and document the structure and role of the Parent Advisory Board (PAB)	Administration Parent Advisory Board	Parent Advisory Board	September 2014	PAB By-laws PAB meeting minutes	Vice Principal

Improve alumni relations by enjoining them to support the school activities via a dedicated contact system	Director of Development	Social Media Phoenix Tradition	July 2014	Existence of a system by which alumni are involved in school activities	Director of Development
Hire Development Director	Principal	Salary Pay Scale	July 2014	Hiring of a Development Director	Principal
Improve Development Relations	Principal Director of Development	School Website	Ongoing	Create a database of supporter, donors, and benefactors	Principal

4c. Review and refine administrative and financial procedures.

Task	Responsible Persons	Resources Needed	Timeline	Means of Assessment	Monitoring / Reporting To
Identify the current financial procedures	Principal Business Manager Cashier	2013 Financial Review	July 2014	A report on the financial procedures	Principal
Evaluate and give recommendations to improve the financial procedures and policies of the school	Principal Business Manager	2013 Financial Review	July 2014	A report of the recommendations	Principal
Expand the Administrative and Faculty Handbooks to include written standard operative procedures for finances; alumni, parent and endowment foundation boards; capital development; facilities use and maintenance; and curriculum review	Administration Business Manager Alumni Association President Endowment Chairperson Department Chairs	Faculty and Staff Handbooks	February 2016	A revised Handbooks	Principal

4d. Increase student enrollment and retention.

Task	Responsible Persons	Resources Needed	Timeline	Means of Assessment	Monitoring / Reporting To
Expand advertisement and recruitment efforts to include public schools, churches and billboards.	Director of Development	Access to Public Schools and Churches	November 2014	Advertisements Increased Enrollment	Principal

Continue to offer FDMS Open House	NHS Advisor Department Chair	NHS Teachers Organization Advisors	Annually	Survey Increased Enrollment	Principal
Provide services and resources for struggling students	See above Objective 1a	See above Objective 1a	See above Objective 1a	See above Objective 1a	See above Objective 1a
4e Refine the Administrative structure to encompass and coordinate all aspects of the school					
Task	Responsible Persons	Resources Needed	Timeline	Means of Assessment	Monitoring / Reporting To
Review the strengths and weakness of the current Administrative structure	Archbishop Superintendent Principal	Cooperation of Alumni and Alumni Association, and Endowment Board	July 2015	Surveys	Archbishop Superintendent Principal
Study, Identify and select possible models of governance	Superintendent Principal	Various models of governance	July 2016	Summary Report of the findings	Superintendent Principal
Submit proposal for Archdiocesan approval	Archdiocesan Finance Council	\$\$\$\$	January 2017	Memorandum of Agreement	Principal Superintendent
Implement approved structure	All stakeholders	\$\$\$\$	July 2017	Existence of a new governance structure	Governing Body