



Oratory Academy

2022-2027 STRATEGIC PLAN

GOVERNANCE BOARD

Very Rev. Leo-Francis Daniels, C.O.	Headmaster, Founder, Counselor, and Latin Teacher
Rev. Juan Ortiz, C.O.	Rector, Librarian and Latin Teacher
Rev. José E. Losoya, C.O.	Member, Asst. Principal of Pharr Campus
Oralia G. Cantú	President, Founder, and grandmother of four students
Sochil Durán	Secretary and mother of an alum
Adan Farías	Member
Ruben Rosales	Member
Larry Hernández	Member
Sebastian Caballero, C.O.	Member and alum
Maricela Izkra Diaz	Ex-officio Member, Pharr Campus Directress, and mother of two alumni
Gloria Ortega	Ex-officio Member and Reynosa Directress

School Motto



EX UMBRIS ET IMAGINIBUS AD LUCEM

From the Shadows and Darkness Into the Light.

De las sombras y la Oscuridad a la Luz.

INTRODUCTION

The Oratory Academy is an educational institution owned and spiritually directed by the Pharr Oratory of St. Philip Neri of Pontifical Right, a Society of Apostolic Life within the Catholic Church. A community of Catholic lay leaders of the Oratory of St. Philip, together with the priests of the Congregation of the Oratory, share responsibility not only for the administration and planning of the Pharr Oratory of St. Philip Neri School System, but also for safeguarding the high academic and spiritual standards for which it is known.

History

The history of the Oratory Schools began in 1983 in a small house near St. Jude Catholic Church. Over time, that modest beginning grew into a three-school system along the southern border of Texas, in the Rio Grande Valley and Reynosa, Mexico.

In 2021, the owners of the school system discerned the need to return to the parish setting at St. Jude Catholic Church. This decision was prompted by declining enrollment in the previous five years due to the rise of charter schools, a diminishing presence of faith in many families, and the socio-economic challenges in both Mexico and the United States.

That same year, the Oratory Schools began activities at the St. Jude Campus with 108 students. By the grace of God, through fervent prayer, the dedication of staff and teachers, the generosity of benefactors, the guidance of the Governance Board, and the spiritual leadership of the Oratory priests, enrollment increased by 23% in the 2022-2023 school year. Today, we are blessed with the opportunity to provide students with daily encounters of Truth, Goodness, and Beauty, shaping them into faithful disciples and lifelong learners.

Vision: Every Oratory student believes the Gospel message and lives it by making a difference in the world, as each student journeys to his/her ultimate end, heaven.

Mission: The mission of the Pharr Oratory of St. Philip Neri School System is to promote the formation of Christian character, Catholic lay leadership, Christian fellowship and community service by integrating the gospel message with a liberal arts educational program in the spirit of joy of St. Philip Neri.

STRATEGIC PLAN AREAS

The Oratory Academy began the strategic planning process in the fall of 2022 as an opportunity to reflect on our Catholic mission and prepare to address both the opportunities and challenges our school will encounter in the coming years.

As part of this process, we conducted a comprehensive needs assessment in which our stakeholders—parents, teachers, students, and community partners—were invited to provide feedback on current priorities as well as anticipated future needs. Once the data was collected and analyzed, our faculty and staff collaborated to establish clear goals and action steps rooted in our identity as a Catholic, classical, bilingual school.

The Texas Catholic Conference of Bishops Education Department identifies five domains that form the framework for Catholic school accreditation. These domains—Catholic Identity, Governance, Academic Excellence, Operational Vitality, and Facilities—serve as the foundation of our Strategic Plan.

Drawing on the needs assessment results, goals were defined within each domain, specifying the individuals responsible, the resources to be utilized, the timeline for implementation, and the evidence that will demonstrate success. Funding requirements were also identified to ensure that proper stewardship and allocation of resources could be achieved.

Following multiple rounds of revision in the fall of 2022, the School Board conducted a final review and approved the plan. Beginning with the 2022-2023 school year, we adopted a continuous improvement cycle for school development. Built-in formative reviews allow administrators and stakeholders to monitor progress throughout the year, ensuring that our plan remains a living document—responsive, accountable, and always faithful to the mission of forming joyful disciples and leaders in the spirit of St. Philip Neri.

DOMAIN I. CATHOLIC IDENTITY

Goal: That all students and personnel live the school's mission.

Timeline	Objective	Person Responsible	Financial Resources Needed	Evaluation/ Outcomes	Status
2022-2027	Demonstrate the role of faith in our student's lives as Catholics: a) Students will practice appropriate worship participation in a variety of religious events (i.e. Living Rosary, Stations of the Cross, Mass) and Devotions). b) Monthly Practice of Virtues "Charity Year Calendar" from Dominican Sisters of St. Cecilia and Seven Themes of Catholic Social Teaching. Practice of Corporal and Spiritual Works of Mercy. c) During classroom religious instruction, students will explore how the lives of Catholic Saints contributed to society based on the monthly virtue.	Administration, Faculty, Religion Teachers	N/A	Send to parents the family projects of Virtues in Practice, Mass participation, Memos, Social Media Posts, Oratory News (Newsletter).	Ongoing
2022-2027	Explore ways that allow students, parents, and community to practice their faith with greater meaning: a) Priests to visit classrooms and middle school to enhance/build faith-filled meaning. b) Father Leo and Juan teaching Latin grade 7th and 8th respectively. c) Continue with the monthly Men's Oratory Group d) Continue with Mom Oratory Group e) Continue with weekly Liturgy presentation given by Brother Sebastian f) Continue with the Choir Group g) Continue with ASMO (Altar Servers) h) Continue offering Confessions on a weekly bases, and e) Continue with the Advent and Lent Retreats. g) Participate in St. Jude Catholic Church events related with school such as Choir, Lector readers, altar servers. h) Provide opportunities for the Governance board to attend retreats.	Very-Rev. Leo Francis Daniels, C.O., Father Juan Ortiz, C.O., Father Jose E. Losoya, C.O., Brother Sebastian, C.O., Mrs. J. Garza, and Mrs. I. Díaz Governance Board	\$1500.00	Memos, Social Media Posts, Oratory News Mass, Liturgy lesson	Ongoing
	2022-2023 Total		\$1,500.00		

DOMAIN II: GOVERNANCE, ADMINISTRATION AND MANAGEMENT

GOAL: School Governance and leadership support an educational program of quality with systematic, legal and fiscal responsibilities that support the school's mission. School governance and leadership effectively plan and monitor school growth and viability in all areas.

Timeline	Objective	Person Responsible	Financial Resources Needed	Evaluation/ Outcomes	Status
2022	Develop a Five Year Plan a) The school will ensure that stakeholders are included in a long range strategic plan b) The GB President Directress will seek review and input of Strategic Plan Draft documents by board members c) The GB President and Directress will work with faculty to review and input of Strategic Plan Draft documents d) The GB President and Directress will incorporate input from board, parents, faculty and staff into final Strategic Plan document	Governance Board, Administration, Staff/Faculty and Parents	N/A	Document Stakeholder informed	Fall 2022
2022	Develop a Five Year Financial Plan a) Create draft budgets for 2022-2027 school years projecting income and expenses.	Directress, Administrative team	N/A	Financial data including projections for income and expense; review of historic information	Fall 2022
Fall, 2020 Spring, 2021	Consider overall needs of the school as tuition is the set for the upcoming year. a) Determine income sources from tuition, grants. b) Determine expenses for salaries and benefits, program needs, and tuition assistance.	Governance Board and Administration	N/A	Salary scales, Tuition assistance and Enrollment history	Fall, 2020 Spring, 2021
2022	Promote a greater understanding about the Classical Liberal Arts education among School personnel, Governance Board, families and community. a) Plan for mailing of various OS publications to parish priests, personnel, and St. Jude parishioners, alumni, and families.	Administration, Governance Board	\$500 postage \$1000 Design & paper	Publication	Fall 2022

DOMAIN II: GOVERNANCE, ADMINISTRATION AND MANAGEMENT

Timeline	Objective	Person Responsible	Financial Resources Needed	Evaluation/ Outcomes	Status
2022	The school will review existing policies and programs for bullying a) Review policies in faculty meeting	Administration Faculty	N/A	Faculty Handbook/ Parent/Student Handbook	Spring 2023
2022	The school will assure that annual surveys for parent, board, students, faculty and staff are conducted. a) Fall surveys will be conducted to obtain information that can be reviewed and considered for implementation during the current school year.	Administration, Governance Board	N/A	Google form survey and results in graphic presentation	Fall 2022
2022-2-23	Consider overall needs of the school as tuition is set for the upcoming year. a) Determine income sources from tuition, grants. b) Determine expenses for salaries and benefits, program needs, and tuition assistance.	Board, Administrative Team	N/A	Tuition 2023-2024	Fall 22 Spring 23
2022-2027	Determine the effectiveness of curriculum and instruction in multiple subject areas a) Review results of prior year data from IOWA Assessments b) Determine areas of curriculum impacted by modified instruction in Spring	Administrative Team/Faculty	\$3000.00	Iowa Assessment data Memoria Press Scope and Sequence	Fall / Spring
2023-2027	Offer Classical Liberal Arts Education Professional Development to teachers and Governance Board. a) Invite Memoria Press professors and representative to hold a series of workshops on August 2023 b) Register all teachers and staff in Memoria Press Online College courses once year.	Administrative Team/ Faculty	\$5000.00	Attendance Agenda Resources Grades	Ongoing
	TOTAL 2022-23		\$9,500.00		

DOMAIN III. CURRICULUM

GOAL: To provide students the opportunity and the tools to develop an interconnectedness of knowledge centered on our faith and God with a Classical Curriculum.

Timeline	Objective	Person Responsible	Financial Resources Needed	Evaluation/ Outcomes	Status
2022	Prepare the Alternative Framework to be presented to Superintendent for Approval a) Create an Alignment chart for Literature books and Classical Studies for grades K-8. b) Determine the Time-on-Task/ Week c) Create Curriculum charts with Resources and Time-on-Task Week for each subject d) Distribute the Resources between the English and Spanish Languages to handle the curriculum effectively	Directress and Asst. Director	N/A	Curriculum Charts Magazine Text and Resources Charts Religion Scope and Sequence Literature and Classical Alignment Time-on Task/ Week, Day Chart	Fall 2022
2022-2023	Translate the Memoria Press Guides for Literature, Classical Studies, and Composition that will be used by the Spanish teachers. a) Define the resources that will be translated based on the Curriculum Charts b) Hire teachers to translate the Memoria Press guides c) Create a bank of Guides for each grade level	Directress	\$4000.00	Guides	Summer 2023
2023-2024	Implement the Classical Curriculum (Alternative Framework) a) Buy all the resources needed for the 2023-2024 school year b) Continue providing teachers with Classical Curriculum Workshops c) Invite Governance Board members to Classical Workshops d) Schedule Parent Meetings to get familiar with the curriculum e) Prepare schedule based on the Classical Curriculum Charts f) Email to parents, faculty/staff, and Governance Board articles with articles who support the benefits of a Classical Curriculum	Administration Team/Faculty/ Staff/ Governance Board	\$3000.00	Textbook Invoice Workshop Agendas Schedules Articles examples	2023- 2024
2022-2024	Look for opportunities to demonstrate students' skills in areas such as recitation, poetry, and liturgical singing at events such as the Christmas Cantata, Christmas Play, and parent meetings.	Administration Team/Faculty/ Staff/ Governance Board	\$4000.00	Programs Costumes Social Media Email	Ongoing
2022-2023	Use Federal Funds to enhance the Classical curriculum a) Implement an Environmental Program that enriches the Science Program with a hands-on approach. b) Offer free English tutoring for ELP students c) Provide teachers with Professional Development from Region One in areas such as Testing strategies and Scope and Sequence alignment.	Directress/ Teachers/PSJA Federal Funds Staff/ PSJA teachers	N/A	Science Projects Social Media IOWA Results PD Agendas	Ongoing

DOMAIN III. CURRICULUM

Timeline	Objective	Person Responsible	Financial Resources Needed	Evaluation/ Outcomes	Status
2022-2023	Continue offering Science Online Synchronous courses for students grades 6-8 a) Give students a narrative account of the development of the sciences—they are given science in a story form, in a way they can best understand it. They are then ready to study the fascinating details of Biology, Anatomy, Chemistry, or Physics. b) In partnership with the Oratory Schools, MPOA seeks to educate students to the highest standards of the classical tradition so that they may growth in knowledge and wisdom.	Directress/ Liaison Teacher	\$12,000.00 (based on the number of students)	Rosters, Resources, Grades, Pictures	Ongoing
2022-2027	Review benchmarking results two times a year in reading and math a) Compare the Fall and Spring IOWA Results utilizing a longitudinal graph. b) Develop an Improvement plan for those students who obtain below 40% of proficiency c) Assign two Resource Teachers to work with students with ELP.	Administration Team/Faculty/ Staff	\$3000.00	IOWA Results	Ongoing
TOTAL 2022-23			\$26,000.00		

DOMAIN IV: STUDENT SERVICES

GOAL: Enhance the curriculum and use resource as an integral part of the learning process.

Timeline	Objective	Person Responsible	Financial Resources Needed	Evaluation/ Outcomes	Status
2022-2027	Evaluate additional instructional services to accommodate student's individual social/emotional needs a) Hire a Counselor one day a week b) Train two staff members to have the credentials to give the PGC workshop.	Directress, Faculty/ Counselor	\$5000,00	Teaching Safety Training Protecting God's Children workshops agenda	Ongoing
2022-2027	Expand options for PENS for incoming students and parents a) Work with PENS (homeroom moms) to determine best options for supporting incoming families	Directress/Staff/ Faculty/Volunteer parents	\$1000.00	PENS Social Media	Ongoing
2022-2023	Select sport to participate in the Catholic Inter-Scholastic Athletic League for grades 4th-8th, as well to other leagues. a) Season Volleyball, Basketball, and soccer b) Participate in San Paul League for Cross Country and Track. c) Promote School spirit by participation of families and staff in the games d) Buy balls and Volleyball nest	Directress, Coach, Curriculum Facilitator Volunteer parents	\$3,000.00	Playground PE Class Game Schedules Social Media	Ongoing
2022-2027	Honor Associations a) NHJA and NEHS will lead the Toy and Food drives of the school b) Schedule Honor Associations Induction Ceremony	NHJA and NEHS advisors	\$200.00	NHJA and NEHS members	Ongoing
2022-2027	Extracurricular Activities a) French, Folkloric, Chess: class average 9 students per class.	Instructors	N/A	Presentations Rosters	Ongoing
2022-2027	Cultural Excursions a) Grades PK-1 Edinburg Scenic Wetlands b) Grade 2-4 Quinta Mazatlan c) Grades 5-8 Camp Río	Directress, Coach, Curriculum Facilitator, Teachers	N/A	Bus Invoice Invoices Memo Social Media	Ongoing
TOTAL 2022-2023			\$9,200.00		

DOMAIN V: PLANT AND FACILITIES

GOAL: Provide a safe attractive facility and campus grounds that meet student body needs based on campus growth which advances the vision and mission of the Oratory Schools.

Timeline	Objective	Person Responsible	Financial Resources Needed	Evaluation/ Outcomes	Status
2022-2023	Reinforce safety protocols a) Procure the necessary supplies for hygiene like hand sanitizer, wipes, tissue paper, gloves, etc. b) Promote the participation of parents to inform school if a their child or relative in their family get sick	Administration Team/Faculty/ Staff	\$2,000.00 Each child bring their own supplies at the beginning of the year	Facility Supplies Health Manager log	Ongoing
2022-2023	Take precautions to keep the school safe a) Create a crisis safety team who goes around the school seeing what needs to be changed or added for the safety of everyone. b) Make teachers/staff responsible the teacher to double check that the door is closed once they enter to school c) Continue with the curbside service to limit the traffic of external people in the school. d) Place cameras on the playground.	Administration Team/Faculty/ Staff/Governance Board	\$4000.00	Crisis Plan Log Lock down letter to parents	Ongoing
2022-2027	Ensure quality of schools facility a) Develop a sense of ownership in students and staff b) Involve al parties to help maintain the facilities c) Teach students to value the beauty in all their surrounding areas. d) Maintain neat and orderly school facilities so that the learning environment will have an impact on the quality of instruction.	Administration, Staff/Faculty/ Parents and Students	\$4,000.00	Facility School Climate Maintenance Reports	Ongoing
2022-2027	Perform a yearly maintenance on campus a) Keep a preventive maintenance plan and perform walk-throughs b) Develop yearly "repair list"	Administration Team	\$4,000.00	Maintenance Plan and walk-throughs Facility	Ongoing
TOTAL 2022-23			\$10,000.00		