



Strategic Plan 2009-2014

June 16, 2009



St. Anne Catholic School

Strategic Plan 2009-2014

Introduction

St. Anne Catholic School calls young people to holiness and prepares them to proclaim and live the Gospel message of Jesus Christ by educating and forming the whole person; emphasizing spiritual, moral, intellectual, social, cultural and physical development of every student.

The Core Philosophies embraced by the School, in fulfilling the Mission, are: that learning is a life-long process; that the holistic development of each student is vital; and, that every student has the ability to achieve academic excellence within their individual potential.

The St. Anne Catholic School Strategic Plan (“Strategic Plan”) flows from, and is deeply rooted in, our Mission and Core Philosophies and reflects the collective wisdom of our St. Anne Catholic School Family which is comprised of clergy, school board members, parents, guardians, faculty, staff, students, parishioners, and alumni.

The Strategic Plan establishes Goals, Action Plans, and Measurements in the following six key areas: Spiritual Identity, Curriculum, Finance, Physical Plant, Governance, and Resource Development.

A sharp continual focus on our Goals, and the attainment of such, are critical to the fulfillment of our Mission.



St. Anne Catholic School

The following is a summary of the Strategic Plan's Goals:

- **Spiritual Identity:** Foster an environment rich in Catholic teachings and traditions and encourage students, parents, faculty, and staff to more fully understand, embrace, and share their Catholic identities at school, home, and in the community.
- **Curriculum:** Provide a challenging, enriched curriculum based upon Catholic principles and ideals. Recruit and retain quality teachers and staff. Enhance educational opportunities by fostering a positive school culture which builds strong relationships between administrators, teachers, parents, and students.
- **Finance:** Achieve and maintain a clear, complete, and accurate financial plan.
- **Physical Plant:** Maintain, renovate, expand, and utilize all facilities that support the academic, spiritual, artistic, athletic, and social programs of the School in concert with the physical plant needs of the Parish Community.
- **Governance:** Ensure an engaged School Board which is charged with the oversight and monitoring of short and long range goals. Create an environment in which the School Board, administration, faculty, and staff work to achieve a spirit of cooperation with the Parish and local communities.
- **Resource Development:** Actively build and maintain the relationship with all constituencies in an effort to recruit new students and support the School in meeting its financial obligations as well as to increase the public's awareness of the School and generate ongoing support.



St. Anne Catholic School

Spiritual Identity

Goal Statement:

To foster an environment rich in Catholic teachings and traditions; to encourage students, parents, faculty, and staff to more fully understand, embrace, and share their Catholic identity at school, at home, and in the community.

Strategy	Tactical Steps	Activities	Due Date	Measurement
1. Spiritual identity of faculty and staff	A. Knowledge of the faith	1. Formation Toward Christian Ministry (FCTM) training based on Archdiocesan guidelines for anyone giving religious instruction. 2. Supplemental training for other faculty and staff.	1.Ongoing 2.Ongoing	1. Certificate 2. Administrative report
	B. Faith in action	1. Faculty retreats. 2. National Catholic Education Association participation.	1.Annual 2.Annual	1. Agenda 2. Certificate
	C. Prayer	1. Routine prayer gatherings for faculty to promote unity and fellowship.	1.Ongoing	1. Agenda



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Spiritual Identity (cont.)

Strategy	Tactical Steps	Activities	Due Date	Measurement
2. Spiritual identity of the students	A. Knowledge of the faith	<ol style="list-style-type: none"> 1. Maintain instruction materials that are true to the faith and based upon the General Directory for Catechesis. 2. Immerse the students in the topics with speakers, handouts, hands-on activities, etc. 3. Utilize the full extent of Archdiocesan resources. 4. Promote faith based field trips and/or activities. 	<ol style="list-style-type: none"> 1.Ongoing 2.Ongoing 3.Ongoing 4.Ongoing 	<ol style="list-style-type: none"> 1.Textbook inventory 2. Review of Lesson Plans 3. Notes 4. Notes –
	B. Liturgical education	<ol style="list-style-type: none"> 1. Engage students in customs and practices; i.e. May Crowning, Stations of the Cross, Rosary. 2. Ensure full comprehension of the Mass to promote conscious, active participation. 	<ol style="list-style-type: none"> 1.Annual 2.Ongoing 	<ol style="list-style-type: none"> 1. Calendar/Notes on various liturgies 2. Review of Lesson Plans



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Spiritual Identity (cont.)

Strategy	Tactical Steps	Activities	Due Date	Measurement
2. Spiritual identity of the students (cont.)	C. Faith in action	1. Provide students opportunities for service.	1.Ongoing	1. Notes
		2. Offer social justice education through speakers, field trips, and projects.	2.Ongoing	2. Notes
		3. Moral formation through addressing such topics as tolerance, diversity, respect, and acts of kindness.	3.Ongoing	3. Lesson Plans using guidance curriculum
		4. Encourage active participation in youth ministry.	4.Ongoing	4. Notes:
		5. Extend invitation to Bishops to celebrate School Mass at least annually.	5.Annual	5. Notes:
		6. Develop a school wide program that provides service to the Archdiocese such as "Adopt a Seminarian".	6.Ongoing	6. Notes: 3 rd & 6 th grade
	D. Prayer	1. Ensure mastery of repetitive prayer.	1.Ongoing	1. Lesson Plans:



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Spiritual Identity (cont.)

Strategy	Tactical Steps	Activities	Due Date	Measurement
2. Spiritual identity of the students (cont.)	D. Prayer (cont.)	2. Offer training in and appreciation of spontaneous prayer and meditation. 3. Group prayer at all extra-curricular events.	2.Ongoing 3.Ongoing	2. Lesson Plans
3. Spiritual identity of the family	A. Faith in action	1. Promote family participation in faith based events/activities.	1.Ongoing	1. Notes:
	B. Knowledge of faith	1. Offer adult education through weekly VIP folder. 2. Continue Bible study for parish and Dads' Club and invite participation.	1.Ongoing 2.Weekly	1. Notes 2. Participation –
4. School connection to parish and Archdiocese	A. Faith in action	1. Maintain quality sacrament preparation link with parish. 2. Maintain Lent and Advent service project links with parish. 3. Maintain a Catholic environment in the school building and campus.	1.Ongoing 2.Ongoing 3.Ongoing	1. Survey 2. Notes: 3. Survey



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Curriculum

Goal Statement: To provide all students full access to a challenging, enriched curriculum following Catholic principles and ideals. In addition, to foster positive school culture and relationships between the administration, teachers, parents, and students to further enhance the educational experience.

Strategy	Tactical Steps	Activities	Due Date	Measurement
1. Curriculum	A. Ensure compliance with Archdiocesan curriculum requirements	1. Provide each teacher with the appropriate grade level Archdiocesan guide. 2. Teachers will review appropriate grade level Archdiocesan guide and formulate lesson plans accordingly. 3. Administration will monitor the alignment of lesson plans with Archdiocesan requirements.	1. August of each year 2. Ongoing 3. Ongoing	1. Report generated by faculty survey 1. Lesson Plans 2. Lesson Plans
	B. Ensure adequacy of learning materials	1. Administration to designate a committee to review learning materials (including textbooks and technology).	1. Annual	1. Committee report



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Curriculum (cont.)

Strategy	Tactical Steps	Activities	Due Date	Measurement
1. Curriculum (cont.)	C. Enhance the curriculum of specials (i.e. computers, art, Spanish, music)	<ol style="list-style-type: none"> 1. Provide teachers with the appropriate curriculum resources. 2. Provide teachers with appropriate curriculum training. 	<ol style="list-style-type: none"> 1. Ongoing 2. Ongoing 	<ol style="list-style-type: none"> 1. Faculty Survey 2. Certificates of completion – Technology & PK summer institute
	D. Ensure instructional alignment	<ol style="list-style-type: none"> 1. Organize teacher focus group meeting to ensure curriculum alignment between grades. 2. Organize faculty groups to evaluate the program using a variety of measurements including the SAT results, status of 8th grade high school acceptances, etc. 3. Develop an alumni survey which would aid in the creation of a process to track, record, and report the performance of graduates. 	<ol style="list-style-type: none"> 1. Annual, August 2. Annual, August 3. Annual, May 	<ol style="list-style-type: none"> 1. Agenda/minutes of meetings: 2. Document evaluation of the curriculum programs with specific notes 3. Survey – need someone to coordinate



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Curriculum (cont.)

Strategy	Tactical Steps	Activities	Due Date	Measurement
2. Faculty	A. Recruit and retain quality staff	<ol style="list-style-type: none"> 1. Monitor salary scale to ensure competitiveness in the Archdiocese, region, and area public schools. 2. Implement faculty mentoring program. 3. Provide and facilitate continuing education opportunities that equip staff with skills needed to achieve curriculum goals. 4. Establish on-campus resource center. 5. Create a faculty survey. 6. Continue to provide a faculty handbook. 7. Provide incentive to improve faculty attendance (award). 8. Maintain a list of substitute teachers. 	<ol style="list-style-type: none"> 1.Ongoing 2.Ongoing 3.Ongoing 4.Ongoing 5.Annual 6.Annual 7.Quarterly 8.Ongoing 	<ol style="list-style-type: none"> 1. Survey of area schools – 2. Faculty survey 3. Certificates of completion 4. Catalog of items 5. Survey results: Jan. with Parent survey - Board 6. Signed receipt form 7. Employee attendance data 8. List: ongoing



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Curriculum (cont.)

Strategy	Tactical Steps	Activities	Due Date	Measurement
3. Extracurricular activities	A. Enhance extended care program	1. Designate a committee to annually review the extended care program.	1.Ongoing	1. Outsourced – ongoing evaluation
	B. Enhance athletic programs	1. Ensure coach participation in the GHCAA. 2. Provide information to coaches on area coach’s clinics. 3. Evaluate the participation in additional GHCAA sports.	1.Ongoing 2.Ongoing 3.Ongoing	1. Notes: ongoing 2. Notes 3. Survey
4. School culture	A. Develop and refine strategies for maintaining a safe environment	1. Train a crisis management team. 2. Monitor the compliance of all volunteers with the Virtus training policy. 3. Review and clarify volunteer driver policy.	1.Ongoing 2.Ongoing 3.Ongoing	1. CMT Membership 2. Virtus completion list 3. List of approved drivers



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Curriculum (cont.)

Strategy	Tactical Steps	Activities	Due Date	Measurement
4. School culture (cont.)	B. Encourage and foster parental involvement and participation	1. Continue to improve communication with parents regarding the learning process of their child. 2. Continue to recruit and encourage parents to serve as resources and/or volunteers.	1.Ongoing 2.Ongoing	1. Parent survey 2. Report on how many actually work hours
	C. Foster community involvement and participation	1. Continue to involve parish ministries in school activities.	1.Ongoing	1. Appointee: Pat Wudi
	D. Create and foster traditions that reinforce school values and build community spirit	1. Maintain and enhance the activities of the Welcoming Committee. 2. Maintain and enhance the “buddy system” for new families. 3. Foster student buddy system.	1.Ongoing 2.Ongoing 3.Ongoing	1. Committee report – needs work 2. Parent survey 3. Administrative report



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Curriculum (cont.)

Strategy	Tactical Steps	Activities	Due Date	Measurement
4. School culture (cont.)	D. Create and foster traditions that reinforce school values and build community spirit (cont.)	4. Create a School Spirit Committee to develop school spirit traditions (such as school song, cheer, colors, and pep assemblies).	1. May 2007	1. Report: passing of the candle from 8-7 th , graduation, other



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Finance

Goal Statement: To achieve and maintain a clear and accurate financial plan.

Strategy	Tactical Steps	Activities	Due Date	Measurement
1. Planning	A. Enhance budget process	1. Effectively utilize resources/software in budgeting process. 2. Create a Capital Expenditure Plan. 3. Create a 5 year budget. 4. Maintain a database of historical budget line items.	1.Ongoing 2.Nov.2006 3.Nov.2008 4.Ongoing	1. Budget 2. Written plan: Plant committee? 3. Budget 4. Variance Report
2. Oversight	A. Performance review by Finance Committee	1. Monthly meeting to review financial statements for variances or exceptions.	1.Monthly	1. Report
3. Communication	A. Enhance communication with School Board, the Pastoral Council, and parents	1. Prepare report to the School Board and Pastoral Council. 2. Prepare report to the Parish Finance Council. 3. Prepare report to parents. 4. Continue to educate all on the cash flow of the school.	1.Monthly 2.Quarterly 3.Annual 4.Ongoing	1. Report – Town Hall meeting 2. Report 3. Report: Town Hall 4. Notes



St. Anne Catholic School

Physical Plant

Goal Statement: To maintain, renovate, expand, and utilize facilities that support the academic, spiritual, artistic, athletic, and social programs of the School in concert with the physical plant needs of the Parish Community.

Strategy	Tactical Steps	Activities	Due Date	Measurement
1. Develop plan of effective utilization of available resources (both financial and physical) to accommodate the dynamic facility requirements of the School and Parish Community	A. Study and research existing facility use and develop plan for future needs	1. Create File that includes drawings, maintenance schedule, historical work, and warranties/service contracts. 2. Regular walk-through of property/facility. 3. Needs assessment. 4. Regular reporting to School Board and Parish Council.	1.Aug. 2009 2.Annual 3.Annual 4.Monthly	1.Document – Master Plan 2.Report 3.Report 4.Report
	B. Ensure maintenance and repair requirements are met in a timely and cost effective manner	1. Communicate needs to School/Parish Community. 2. Create database of Community members with skills and talents. 3. Create database of vendors. 4. Obtain competitive bids.	1.Ongoing 2.May 2010 3.May 2010 4.Ongoing	1. Report 2. Report 3. Report 4. Copy of bids



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Physical Plant (cont.)

Strategy	Tactical Steps	Activities	Due Date	Measurement
1. Develop plan of effective utilization of available resources (both financial and physical) to accommodate the dynamic facility requirements of the School and Parish Community (cont.)	C. Ensure a safe environment	<ol style="list-style-type: none"> 1. Perform needs assessment for securing property, considering access, surveillance, fire code, etc. 2. Perform needs assessment to ensure the safety of the facility (i.e. playground, athletic fields, etc.). 	<p>1. Annual</p> <p>2. Annual</p>	<ol style="list-style-type: none"> 1. Document – report soon from John Brindle: know we need a gate to separate SVdP. 2. Document



St. Anne Catholic School

Governance

Goal Statement: To create an environment in which the School Board, administration, faculty, and staff work to achieve a spirit of cooperation with the Parish and local community.

Strategy	Tactical Steps	Activities	Due Date	Measurement
1. Ensure a quality, supportive, and effective School Board	A. Provide development opportunities for Board members	1. Attend Archdiocesan workshops. 2. Conduct Board self-evaluation. 3. Plan and conduct a Board retreat in order to review/update 5 Year Plan, Parent Surveys, and to set calendar of events/meetings.	1. Annual 2. Annual 3. Annual	1. Attendance – at least 1 per year 2. Report to Pastor and Principal - June 3. Report/Meeting minutes – June meeting
	B. Ensure School Board participation and attendance at School sponsored organization/club meetings and events	1. Participate in faculty/staff/Board social to build relationships. 2. Maintain an event calendar and review monthly.	1. Annual 2. Monthly	1. Attendance – 2. Report



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Governance (cont.)

Strategy	Tactical Steps	Activities	Due Date	Measurement
2. Enhance Parish and School relations	A. Continue to improve the School's communication with the Parish	<ol style="list-style-type: none"> 1. Report School and student achievements. 2. Provide alumni news. 3. Communicate faculty successes. 	<ol style="list-style-type: none"> 1.Ongoing 2.Ongoing 3.Ongoing 	<ol style="list-style-type: none"> 1.Articles – bulletin page for school and News Flash 2.Report/Articles “ 3.Report/Articles “
	B. Continue to improve School participation in and support of Parish activities	<ol style="list-style-type: none"> 1. Continue Lent and Advent service projects. 2. Participate in Parish Bazaar. 3. Assist SVDP and other Parish ministries. 4. Participate in liturgy (altar servers, ushers, lectors, etc.). 	<ol style="list-style-type: none"> 1.Annual 2.Annual 3.Ongoing 4.Quarterly 	<ol style="list-style-type: none"> 1. Attendance 2. Attendance 3. Attendance 4. Attendance: school Mass only



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Resource Development

Goal Statement: To actively build and maintain the relationship with individuals, organizations, and the greater community in an effort to recruit new students and support the School in meeting its financial obligations and expanding its programs.

Strategy	Tactical Steps	Activities	Due Date	Measurement
1. Utilize a Development Committee to support the Development Director in marketing, research, fundraising, and grant writing	A. Establish and maintain a Development Committee	1. Hold regular meetings. 2. Establish sub-committees as needed. 3. Ensure representation by a School Board member.	1. Monthly 2. Ongoing 3. Ongoing	1. Minutes once established 2. Minutes 3. Minutes
2. Increase awareness of School throughout the community	A. Increase name recognition of St. Anne Catholic School and Parish	1. Utilize local media outlets. 2. Update School promotional material as needed. 3. Publish major events on Web page. 4. Recruit liaisons to ensure regular communication and community building within neighboring parishes and communities.	1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing	1. Report 2. Inventory of material 3. Monitor Website 4. Survey: need help



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Resource Development (cont.)

Strategy	Tactical Steps	Activities	Due Date	Measurement
2. Increase awareness of School throughout the community (cont.)	A. Increase name recognition of St. Anne Catholic School and Parish (cont.)	5. Place School promotional material in welcome baskets, in subdivision offices and real estate offices.	5. Ongoing	5. Minutes
		6. Attend local Chamber of Commerce meetings.	6. Ongoing	6. Minutes
3. Raise funds to support the School's financial obligations	A. Conduct major and minor fundraisers	1. Investigate, plan, and implement viable fundraising activities.	1. Ongoing	1. Report event results to Board
	B. Grant writing	1. Research available grants. 2. Write grants throughout year for school needs. 3. Maintain a database of grant applications and results of requests.	1. Ongoing 2. Ongoing 3. Ongoing	1. Report 2. Status Report 3. Report – need help!



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Resource Development (cont.)

Strategy	Tactical Steps	Activities	Due Date	Measurement
3. Raise funds to support the School's financial obligations (cont.)	C. Solicit donations	1.Solicit donations (in-kind and monetary gifts) as needed. 2.Continue Annual Appeal campaign. 3.Continue to expand the Matching Contributions program.	1.Ongoing 2.Annual 3.Ongoing	1.Report results 2.Report results 1.Report results
	D. Solicit alumni	1. Establish Alumni Outreach Program. 2. Hold alumni events. 3. Maintain alumni database.	1.May 2007 2.Annual 3.Ongoing	1.Report – Help needed! 2.Attendance 3.Report
4. Recognize all donors for gifts received	A. Ensure timely, appropriate, and accurate recognition of gifts	1. Create a Recognition Plan. 2. Maintain a database of donors and gifts.	1.May 2007 2.Ongoing	1.Report 2.Report