

St. Patrick Catholic School Long Range Plan

[1] I. St. Patrick School Mission Statement

The Mission of St. Patrick Catholic School is to nurture in its students an abiding Catholic faith and academic excellence while modeling honesty, respect and service to our community and world.

[2] II. Long Range Plan Preamble

This Long Range Plan (LRP) was developed as a tool to provide guidance in fulfilling St. Patrick Catholic School's mission with maximum efficiency and impact. The LRP articulates the School's vision with strategic goals and the action steps needed to accomplish them. The LRP integrates the goals and objectives set forth in the 2010-2011 Accreditation Report and with input obtained from school parents, teachers, faculty, staff, alumni, the Parish, and friends of the St. Patrick Catholic School community. This process yielded five paramount strategic goals:

[3] III. Strategic Goals

- A. Preserve and enhance the Catholic identity of the school.
- B. Ensure measurable academic excellence at all grade levels
- C. Hire, professionally develop and retain excellent faculty and staff.
- D. Maintain and improve the physical infrastructure of the school.
- E. Promote the long-term financial growth and stability of the school.

[4] IV. Measurable Objectives for Each Strategic Goal

[5] A. Preserve and Enhance the Catholic Identity of the School

[6] Introductory Statement

It is our vision that St. Patrick Catholic School will continue to provide every student with the opportunity to nurture their relationship with Christ and to learn and model Catholic values as the core of their education. This will be accomplished by teaching religion grounded in the Gospel and the Catholic intellectual tradition.¹

[7] Measurable Objective A-1:

Incorporate Catholic teachings and values into the curriculum.

¹ Accreditation Factor #3 (Language Source: ArchD doc Strategy 1).

[8] **Actions needed to Accomplish Measurable Objective A-1:**

- (a) Provide a rigorous religion curriculum keyed to Western Catholic Educational Association (WCEA) and American Bishops' standards with explicit learning outcomes.²
- (b) Incorporate Catholic teaching and values into the student learning environment and across the entire curriculum
- (c) Post grade level expectations (including religious education and Catholic behavior expectations) on the school website and other prominent locations and in school publications.
- (d) Develop a coordinated school retreat program for grades K through 8 focused on nurturing Catholic faith and values.
- (e) Develop a coordinated community service program in grades K through 8 focused on nurturing Catholic faith and values.
- (f) Respect religious/spiritual beliefs and practices of our non-Catholic families by providing a resource to assist Catholic and non-Catholic parents with faith questions.

[9] **Persons Accountable:**

Spiritual Life Committee, Principal, Parish/ School Administrator, Pastor, Faculty, Parents.

[10] **Measurable Objective A-2:**

Strengthen ties between the school and parish.³

[11] **Actions Needed to Accomplish Measurable Objective A-2:**

- (a) Identify and promote opportunities for parishioners to volunteer at the school and participate in school programs and events.
- (b) Identify and promote opportunities for students and parents to participate in Parish programs, ministries and events.
- (c) Include parish representative on the School's Spiritual Life Committee.
- (d) Promote the St. Patrick Parish Adolescent Ministry (SPAM) within the appropriate grade levels at the school.
- (e) Ensure school families receiving in-parish tuition understand the mutual benefits and responsibilities to participate in weekly Sunday Mass and in sacrificial giving as required by their contract.

² (Language source ArchD doc Strategy 1 Task 1 summarized)

³ Accreditation Factor #.

- (f) Develop and execute a communications plan to inform parishioners about the school, its programs and the parish's role in supporting the school's mission and vision.

[12] **Persons Accountable:**

Pastor, Parish/School Administrator, School Principal, Pastoral Council, Spiritual Life Committee, School Commission, Parish Council.

[13] **B. Promote Academic Excellence at all Grade Levels**

[14] **Introductory Statement**

St. Patrick Catholic School will continue to provide an excellent academic education accessible to students from preschool to 8th grade in an environment focused on high achievement.

[15] **Measurable Objective B-1:**

Attain the highest rankings in all measurable elements of academic excellence.

[16] **Actions Needed to Accomplish Measurable Objective B-1:**

- (a) Develop comprehensive academic standards and expectations across grade levels and subjects based on Common Core Standards.⁴
- (b) Develop an annual review cycle to ensure curriculum and resources align with the Common Core Standards.
- (c) Formalize and expand the Resource Department structure and process for Pre-K through 8th grade.⁵
- (d) Align the middle school curriculum with that of local high schools to promote St. Patrick's graduates' high school success.
- (e) Determine ideal class size that promotes opportunities for academic success for all.
- (f) Post grade level expectations on the school website.
- (g) Continue to administer most appropriate standardized test(s) that will:
 - (1) provide accurate data regarding student progress (individual and grade)

⁴ (Acc. Rpt. Goal #1)

⁵ (Acc. Rpt. Goal #2)

- (2) evaluate strengths and weaknesses of the school's academic programs; and
- (3) provide an accurate basis for comparison between St. Patrick Catholic School and other local and archdiocesan schools.

[17] **Persons Accountable:**

Parish/School Administrator, Principal, Faculty, Academic Excellence and Accreditation Committee.

[18] **Measurable Objective B-2:**

Maintain Highest Level of Accreditation.

[19] **Actions Needed to Accomplish Measurable Objective B-2:**

- (a) Fulfill action plan established in 2010-2011 Accreditation self-study by next Accreditation review.
- (b) Implement 2010-2011 Accreditation Report of Findings Recommendations by the next Accreditation Review.
- (c) Plan for next Accreditation review to insure St Patrick School maintains the highest accreditation ranking.

[20] **Persons Accountable:**

Academic Excellence and Accreditation Committee, Parish/School Administrator, School Principal.

[21] **Measurable Objective B-3:**

Expand and integrate technology learning and the use of technology at all grade levels.

[22] **Action Needed to Accomplish Measurable B-3:**

- (a) Integrate technology programs and assignments into all aspects of the curriculum.
- (b) Conform technology acquisition to the curriculum to ensure classrooms have appropriate IT equipment needed to teach effectively.
- (c) Implement and expand Student Information Management System to improve communication between student - teacher - parents to more effectively monitor student progress and performance.

[23] **Persons Accountable:**

Information Technology and Communications Committee,, Parish/School Administrator, Principal.

[24] **C. Hire, Professionally Develop, and Retain Excellent Faculty and Staff.**

[25] **Introductory Statement**

St. Patrick Catholic School will employ a dynamic, innovative and highly qualified team of faculty and staff to provide the highest level education to all students and model Catholic values.

[26] **Measurable Objective C-1:**

Recruit and hire highly qualified, dynamic and innovative teachers and staff.

[27] **Actions Needed to Accomplish Measurable Objective C-1:**

- (a) Expand candidate pool to ensure consideration of the best qualified applicants.
- (b) Provide a pay scale for faculty and staff that is competitive with surrounding schools/districts and consistent with Archdiocesan guidelines.
- (c) Develop succession plans for teachers and staff approaching retirement.
- (d) Annually review and update hiring policies and procedures.

[28] **Persons Accountable:**

Parish/School Administrator, Principal, School Commission, Finance Council.

[29] **Measurable Objective C-2:**

Promote Professional Development of all Teachers and Staff.

[30] **Actions Needed to Accomplish Measurable Objective C-2:**

- (a) Develop and implement a coordinated, state-of-the-art in-service education and training program.
- (b) Encourage and enable teachers and staff to pursue external advanced education and training.
- (c) Develop internal school spiritual development and faith formation programs for faculty and staff members.

- (d) Develop a plan to provide time and resources for faculty and staff to achieve and maintain Catechetical certification.

[31] Persons Accountable:

Parish/School Administrator, Principal, School Commission.

[32] Measurable Objective C-3:

Retain teachers who consistently demonstrate teaching excellence.

[33] Actions Needed to Accomplish Measurable Objective C-3:

- (a) Develop and implement an effective performance review plan for faculty and staff that will include, among many facets, parental input.
- (b) Set clear performance and conduct standards and hold teachers and staff accountable to them.
- (c) Establish an attractive and fair pay scale and benefits package.
- (d) Create and maintain a positive and constructive work environment.
- (e) Provide teachers the support, resources and mentoring needed to maximize their effectiveness.
- (f) Promote collaboration and teamwork among teachers at all grade levels.

[34] Persons Accountable:

Parish/School Administrator, Principal, School Commission and Finance Council.

[35] D. Maintain and Improve the Physical Infrastructure of the School

[36] Measurable Objective D-1:

Maintain and upgrade the school structure and grounds to provide students, faculty and staff a safe and positive physical environment that fosters academic excellence.

[37] Actions needed to Accomplish Measurable Objective D-1:

- (a) Form a joint parish/school Facilities Committee to oversee the maintenance and upkeep of the school structure and grounds and to prioritize current and near terms needs.

- (b) Conduct a comprehensive inventory and analysis of current facilities and equipment (including classroom furnishings, desks, chairs, tables, IT equipment, etc).
- (c) Develop a Master Facilities Plan that identifies prioritizes necessary capital improvements and determines the projected costs to achieve the plan.

[38] **Persons Accountable:**

Parish/School Administrator, Pastor, Principal, School Commission, Finance Council, Parish School Facilities Committee

[39] **Measurable Objective D-2:**

Develop an Information Technology & Communications plan to ensure the school is prepared to meet the technological needs of the future.

[40] **Actions needed to accomplish Measurable Objective D-2:**

- (a) The School Commission shall appoint an IT Communications Committee to oversee and fulfill the requirements of Measurable Objective D-2.
- (b) The IT Communications Committee shall create an Information Technology Plan.
- (c) The Information and Technology Plan shall include, but not be limited to: specific IT needs of the school (e.g. computers, projectors, servers, copiers, printers, (and a replacement cycle for these items); identify issues and services relating to administrative services; classroom –to-office-to classroom communications; and security systems.

[41] **Persons Accountable:**

IT Communications Committee Parish/School Administrator, Principal, IT Director, Committee members.

[42] **E. Promote the Long Term Financial Growth and Stability of the School**

[43] **Introductory Statement**

St. Patrick Catholic School will develop and implement a financial *pro forma* to enable the school to achieve the long term strategic goals and objectives of this Long Range Plan.

[44] **Measurable Objective E-1:**

Develop a financial pro forma that addresses all funding sources and current and projected expenses in order to achieve the goals of the LRP.

[45] Actions needed to Accomplish Measurable Objective E-1:

- (a) The School Commission will establish a School Finance Committee to develop the financial pro-forma specified in Measurable Objective E-1.
- (b) The Finance Committee shall be appointed in June of each year.
- (c) To fulfill its responsibilities the committee will:
 - (1) Establish the relationship/formula that identifies the percentages of income that should be generated through tuition, development (fundraising) and from the parish.
 - (2) Evaluate the existing tuition structure with respect to class sizes to determine if tuition levels generate sufficient revenue to meet the needs of the school's financial plan.. The committee will propose an ideal enrollment number for the School.
 - (3) Evaluate the existing tuition assistance program to ensure it meets the financial needs and mission of the school.
 - (4) Evaluate the existing salary schedule to determine a projected salary scheme to maintain excellent faculty and staff as well as balance the budget.
 - (5) Explore possibilities of greater collaboration among all Pierce Deanery Catholic Schools to reduce costs.
 - (6) Conduct a budget analysis to determine true costs of various school programs in order to develop decrement list if income fails to exceed expenses.
 - (7) Develop thorough annual budget procedures.
 - (8) Pursue other actions necessary to fulfill the mission of the committee
- (d) The committee will present the *pro-forma* annually at the School Commission's May meeting.

[46] Persons Accountable:

School Commission, School Finance Committee, Pastor, Parish/School Administrator, School Principal, Parish and School Bookkeepers, and Parish Council.

[47] Measurable Objective E-2:

Establish a St. Patrick's Catholic School Comprehensive Development Plan to help achieve the financial goals of the LRP.

[48] **Actions Needed to Accomplish Measurable Objective E-2:**

- (a) Form Establish a Development Committee
- (b) The Development Committee shall:
 - (1) Establish annual performance goals for the Director of Development and Assistant Director of Development.
 - (2) Identify organizations and friends of St. Patrick Parish and School to assist with development efforts (e.g. Alumni and Grandparent Associations, boosters club, etc).
 - (3) Establish a Grant Writing Committee and draft procedures for selection of committee members and set committee objectives.
 - (4) Prepare a Comprehensive Development Plan. The Development plan shall:
 - Establish annual fundraising goals.
 - Define a strategy to implement the development plan to achieve the fundraising goals.
 - Coordinate fundraising activities and events such as the Annual Fund, REACH, Scrip; grant writing, endowment; and capital campaigns.
 - Together with the Finance Council of the Parish, ensure any mix of School and Parish fundraising programs conform to IRS and state sales tax guidelines.

[49] (5) Develop a strategy for the use of the School's endowment:

- determine who owns it;
- how it is invested now and what are the current options for investing it;
- how/do we grow it;
- when it can be spent, how much, and on what.
- Written policies for the investment and disbursement of the earnings of the endowment will be prepared.

[50] **Persons Accountable:**

Development Committee, Parish/School Administrator, Director of Development, Assistant Director of Development, Principal, Development Committee, School Commission, Parish Finance Council.

[51] **Measurable Objective E-3:**

Develop and implement a marketing plan to promote enrollment objectives and a positive public image of St. Patrick's Catholic School.⁶

⁶ Acc Rpt XXX

[52]

Actions Needed to

Accomplish Measurable Objective E-3:

- (a) The School Commission will establish a Marketing Communications Committee to develop a Marketing Plan with measurable objectives to fulfill Measurable Objective E3 .
- (b) The Marketing Communications Committee will ensure someone with marketing expertise is available to assist with developing a Marketing Plan or consider retaining a marketing expert.
- (c) Develop effective communications channels between school and current and prospective families, and the parish.
- (d) Publicize the achievements of our students and school.

[53] **Persons Accountable:**

Marketing Communications Committee, Parish/School Administrator, Principal, School Commission, Assistant Development Director.