



## Five Year Strategic Plan 2013 – 2018

All Saints is a Catholic school of high moral expectations and academic rigor. We offer a quality pre-kindergarten through eighth grade education in a structured, holistic, disciplined, and safe environment

Since the Third Plenary Council of Baltimore in 1884, when Roman Catholic bishops in the United States officially expressed their wish that “every Catholic child in the land might have the benefit of a Catholic school,” Catholic people throughout this country have made strong and enduring investments in education. In time the Catholic parochial school system in the United States became the strongest, largest non-public school enterprise in America and, indeed, in the world.

National and local assessments of the Catholic population repeatedly demonstrate that Catholic schools tend to produce Faithful who are better educated, better catechized, and more involved in the Church than those who do not attend Catholic schools. The formidable influence of Catholic schools continues to exert a powerful influence toward human maturity, charity, and prayer. Disproportionately large numbers of priests, religious, parish lay leaders, and civically engaged Catholics are products of Catholic schools. This is so overwhelmingly true that we believe we are safe in considering All Saints Catholic School a precious gem to cherish.

All Saints Catholic School provides superior academics and values in a safe and supportive environment. 100% of All Saints students have graduated from high school, including several valedictorians. 95% have gone in to college. This five-year plan is developed to provide a total vision to preserve and enhance the gem of the Northside – All Saints Catholic School.

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## Category A. Educational Excellence

### A1. YEAR 1

- A 1 - Goal a. All Saints Catholic School will review its purpose statement and communicate both the process and the outcome to stakeholders.
- A 1 - Goal b. Provide professional development based on needs assessment and data analysis.
- A 1 - Goal c. Use a variety of communication tools for sending announcements and protocols.
- A 1 - Goal d. Develop a formal technology plan to enhance teaching and learning.

### A2. YEAR 2

- A 2 - Goal a. Use early release time already built into the schedule to provide more opportunities for staff development.
- A 2 - Goal b. Formalize and document a process for assessing student learning.
- A 2 - Goal c. Train staff in analysis of all data collected, not just standardized test scores, and train staff to plan instruction based on analysis of data collected.
- A 2 - Goal d. Enhance Science Lab and update Science text books.
- A 2 - Goal e. Create and teach integrated units in middle grades.
- A 2 - Goal f. Increase STEM activities in math, science and technology classrooms.

### A3. YEAR 3

- A 3 - Goal a. Increase collaboration between math and science teachers.
- A 3 - Goal b. Provide professional development on project-based and inquiry-based learning.
- A 3 - Goal c. Improve writing instruction.
- A 3 - Goal d. Integrate environmental sustainability into middle school curriculum.

## UPDATE

- STEM integration - Increased participation in Lego Robotics. Began a 4H STEM club. Providing one-to-one computing in 4<sup>th</sup> through 8<sup>th</sup> grades. Pilot school for stem integration for VCU's VISTA program (Virginia Initiative for Science Teaching and Achievement). Improved materials and supplies for our science lab. Increased STEM related field trips. Family Math/Science Nights held.
- Environmental sustainability - Began an Environmental Action Club which has led in implementing school-wide recycling. Joined with James River Foundation to provide hands-on experiences on the James River to study river ecology and protection of our watershed. Began a school garden. Sent nine students on an Agricultural Commodities Tour across Virginia and four students to the National 4H Agriculture Summit in Maryland through Virginia Cooperative Extension. Science lessons developed to increase knowledge of environmental sustainability.
- Arts integration - Art classes provided full year for all students. After-school art classes provided by local artists. Increased participation in choir. Spring Drama added. Summer theater camp added. Planning a Spring Arts Exhibition for families.
- Professional training - Hours and topics are tracked each year (Yr1-336.5 hrs; yr2-376 hrs). Highlights of topics covered: technology skill and integration training, whole brain learning, student engagement, positive behavioral intervention and supports, integrating Hispanic culture and using assessment to guide instruction.
- Student assessment - Began computer adaptive standardized testing in September 2014. Acquired kindergarten readiness assessment and two new reading level assessments. Focus on using assessment to guide instruction.
- **Writing instruction** - Delayed to 2016-17
- Collaborative teaching - School-wide emphasis with special emphasis given to middle school. Examples are collected each year. Observed increase in collaborative activities and units of study.
- Technology - Five year technology plan created 8/26/15

#### A4. YEAR 4

- A 4 - Goal a. Formalize collaborative learning communities.
- A 4 - Goal b. Form partnerships with community experts in STEM related careers to enhance classroom learning.
- A 4 - Goal c. Provide technology training for faculty to bring all teachers to at least intermediate certification on the Diocesan technology standards.

#### A5. YEAR 5

- A 5 - Goal a. Evaluate progress in STEM and environmental sustainability to determine next steps.

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### Category B. Catholic Identity

#### B1. YEAR 1

- B 1 - Goal a. Enhance our Catholic Identity by developing a strong relationship with our newly assigned chaplain and by providing weekly Mass.

#### B2. YEAR 2

- B 2 - Goal a. Students will actively participate in Mass on a weekly basis.
- B 2 - Goal b. Maintaining a close relationship with the surrounding parishes/pastors
- B 2 - Goal c. Focus on Gospel message, service and worship opportunities
- B 2 - Goal d. Grow relationships with Knights of Columbus organizations and Notre Dame Alumni

#### B3. YEAR 3

- B 3 - Goal a. Students will take ownership and leadership for community outreach.
- B 3 - Goal b. Capitalize on relationship with alumni of now closed Catholic Schools.

#### UPDATE

- active relationship with Chaplain
- active student participation in Mass with student led scripture reading & prayers, student altar servers & gift bearers; active Choir
- community service opportunities offered monthly, both school-wide and small groups
- active relationship with Knights and ND Alumni
- three "reunion" events with alumni of closed Catholic Schools - database of 550+

#### B4. YEAR 4

- B 4 - Goal a. Collaboration between religion classes and other subjects through daily lessons, literary discussions and projects.

#### B5. YEAR 5

- B 5 - Goal a. Coordinate with Religious Directors of our students' churches to recognize and celebrate participation of our students in sacraments.

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### Category C. Enrollment

#### C1. YEAR 1

- C 1 - Goal a. Create and implement mechanisms to attract and retain students at all grade levels. Include outreach to area parishes and non-Catholic churches.

#### C2. YEAR 2

- C 2 - Goal a. Enrollment will reach at least 130 students.

#### C3. YEAR 3

- C 3 - Goal a. Enrollment will reach at least 150 students.

#### UPDATE

- Student retention and attraction - admissions tracking system created, admissions materials revised; creation of Circle of Saints, Stepping Up Night, retention flyer – Investments in Our Children, admissions page on website; parent surveys; quarterly meetings with the Prin/Pres; social media presence, family nights
- Enrollment of 187

#### C4. YEAR 4

C 4 - Goal a. Enrollment will be sufficient to maintain a balanced budget.

#### C5. YEAR 5

C 5 - Goal a. Enrollment will be sufficient to maintain a balanced budget that includes sufficient money for capital improvement savings.

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### Category D. Finances

#### D1. YEAR 1

D 1 - Goal a. Prepare a five year financial plan to include funding for major capital improvements.

#### D2. YEAR 2

D 2 - Goal a. Re-visit tuition rates in regards to Catholic/non Catholic rates and in regards to multiple children.

#### D3. YEAR 3

D 3 - Goal a. Plan for loss of Bishop's money for Year 4 and beyond.

#### UPDATE -

- Five year financial plan complete
- major capital improvements – funding through grants and matching donations for fence, doors, cameras, exterior lighting, parking lot re-surfacing, bus and roof (in process)
- tuition rates – review of rates for other Richmond area Catholic schools, gradually increasing multiple child discount, rate for Segura families now linked to need as determined by a FACTS Grant and Aide application
- loss of Bishop's money - tax credit, estate gift, increased enrollment

#### D4. YEAR 4

D 4 - Goal a. Evaluate staffing needs in regards to adding counseling services, IT services, nursing services, and positions supporting STEM education.

#### D5. YEAR 5

D 5 - Goal a. TBD

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### Category E. Marketing

#### E1. YEAR 1

E 1 - Goal a. To increase enrollment, keep all stakeholders and potential families abreast of the school by enhancing and promoting the school's image.

#### E2. YEAR 2

E 2 - Goal a. Enhance and improve school image to increase enrollment.

#### E3. YEAR 3

E 3 - Goal a. Enhance and improve school image to increase enrollment.

#### UPDATE -

- marketing for enrollment - printed pieces, ads, updated website, relationship building with parishes, neighborhoods, key partners (i.e. St Paul's Baptist Church)
- marketing for retention - investment pieces, school pride magnets, active FB, updated website, thank you video for Catholic Schools Week

#### E4. YEAR 4 - 5

E 4 - Goal a. TBD

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## Category F. Development

### F1. YEAR 1

- F 1 - Goal a. Build a database of stakeholders
- F 1 - Goal b. Ensure appropriate volunteer resources on Board committees, specifically Enrollment, Marketing, & Development.

### F2. YEAR 2

- F 2 - Goal a. Plan next steps for Breakfast with the Saints
- F 2 - Goal b. Revitalize the annual appeal

### F3. YEAR 3

- F 3 - Goal a. Double the alumni database
- F 3 - Goal b. Secure grants for capital improvements, technology improvements, and educational initiatives

### UPDATE -

- expanded grants effort
- robust alumni database (550+)
- staff is 30 hours/week
- planned giving program begun
- Giftworks database being built
- successful tax credit program fundraising
- cultivated individual major gifts

### F4. YEAR 4

- F 4 - Goal a. Build long-term capacity: Hire full time Marketing/Development person or additional staff and add new events/strategies (consider online component)

### F5. YEAR 5

- F 5 - Goal a. Build long-term sustainability: Planned Gifts Program – Build “Donor Board”

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## Category G. Facilities

### G1. YEAR 1

- G 1 - Goal a. Develop and prioritize a plan for necessary and preferred improvements.

### G2. YEAR 2

- G 2 - Goal a. Replace exit lights.
- G 2 - Goal b. Upgrade phone system.
- G 2 - Goal c. Develop environmental sustainability plan and begin implementation (ie, recycle program, composting, community garden on property)
- G 2 - Goal d. Develop a 4 year painting rotation for entire school.
- G 2 - Goal e. Re-evaluate costs and funding for fence.

### G3. YEAR 3

- G 3 - Goal a. Evaluate costs and funding for security cameras and new entrance doors
- G 3 - Goal b. Formalize a preventative maintenance program for facilities.

### UPDATE -

- Improvement plan – Needs analysis completed by consultant hired by the Diocese
- Improvements completed – fence, exit lights, new phone system, security cameras, new entrance doors, exterior lighting, and parking lot re-surfacing
- Preventative maintenance program and painting rotation plan – pending completion this year
- Environmental sustainability – recycle program in place, community garden partially complete, compost bin built

#### G4. YEAR 4

- G 4 - Goal a. Investigate replacing “green” playground and “blue tube” with new equipment
- G 4 - Goal b. Consider purchase of second 15 passenger bus.

#### G5. YEAR 5

- G 5 - Goal a. TBD

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### Category H. Governance

#### H1. YEAR 1

- H 1 - Goal a. The school will continue to have a very strong, active, and professional Advisory Board consisting of stakeholders, alumni, parents, chaplain, and neighborhood representative.

#### H2. YEAR 2 – 5

- H 2 - Goal a. TBD

#### UPDATE -

- active Board
- new members representing key stakeholder areas