



Five Year Strategic Plan 2013 – 2018 (updated September 2017)

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 on 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.

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.

Five Year Progress

- STEM integration - Increased participation in LEGO Robotics. Began a 4H STEM club. Providing one-to-one computing in Grades 3-8. Pilot school for stem integration for VCU's Virginia Initiative for Science Teaching and Achievement program. Improved materials and supplies for science lab. Increased STEM related field trips. Family Math/Science Nights held in 2014 & 2015.
- Environmental sustainability - Began an Environmental Action Club and implemented school-wide recycling, hands-on experiences with James River Foundation to study river ecology and protection of James River watershed. Began a school garden. Nine students went on Virginia Agricultural Commodities Tour; four students attended 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. Growing choir. Spring Drama added. Summer theater camp in 2015 & 2016. Spring Arts & Sciences Showcase held in 2016 & 2017.
- Professional training - Hours and topics are tracked each year (average hours per year: 1,000). 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 began in 2017 with a 2nd grade professional learning community; more to come this year.

- 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 goals met. New plan being developed starting 2018.

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.

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.

Five Year Progress

- 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+
- All Saints Alumni event at Carnival
- Alumni webpage with form to capture contact info

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.

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.

Five Year Progress

- 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 197

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.

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. Plan for long-term sustainability

Five Year Progress

- 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.
- 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 made up with tax credit, estate gift, increased enrollment.
- Received first bequest.
- Creation of Planned Giving committee; creation and growth of Legacy Society for planned gifts.
- Creation of emergency fund.

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.

E4. YEAR 4 - 5

E 4 - Goal a. Marketing efforts to increase enrollment, strengthen retention and solicit improvements

Five Year Progress

- Marketing for enrollment - printed pieces, ads, updated mobile-friendly website, relationship building with parishes, neighborhoods, key partners (i.e. St Paul's Baptist Church), targeted efforts
- Marketing for retention - investment pieces, school pride magnets, active FaceBook/instagram, updated mobile-friendly website, thank you videos for parents, parent surveys

- Marketing for improvement - monthly e-news for stakeholders, lawn sign campaign, radio/print/on-line advertising

Development

E5. YEAR 1

- E 5 - Goal a. Build a database of stakeholders
- E 5 - Goal b. Ensure appropriate volunteer resources on Board committees, specifically Enrollment, Marketing, & Development.

E6. YEAR 2

- E 6 - Goal a. Plan next steps for Breakfast with the Saints
- E 6 - Goal b. Revitalize the annual appeal

E7. YEAR 3

- E 7 - Goal a. Double the alumni database
- E 7 - Goal b. Secure grants for capital improvements, technology improvements, and educational initiatives

E8. YEAR 4

- E 8 - Goal a. Build long-term capacity: Hire full time Marketing/Development person or additional staff and add new events/strategies (consider online component)

E9. YEAR 5

- E 9 - Goal a. Build long-term sustainability: Planned Gifts Program – Build “Donor Board”

Five Year Progress

- Expanded grants efforts.
- Grew robust alumni database (550+).
- Staff is 35 hours/week with database assistance.
- Planned giving program begun; Legacy Society launched.
- Giftworks database being built.
- Successful tax credit program.
- Cultivated major gifts from individuals.

Category F. Facilities

F1. YEAR 1

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

F2. YEAR 2

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

F3. YEAR 3

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

F4. YEAR 4

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

F5. YEAR 5

- F 5 - Goal a. Develop plan and fund for long-term improvements (boiler, chiller, HVAC, etc.)

Five Year Progress

- 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, roof.
- Preventative maintenance program and painting rotation plan – pending completion this year.
- Full fleet of working buses
- New playground equipment
- Environmental sustainability – recycle program in place, community garden partially complete, compost bin built
- Capital improvement fund begun.

Category G. Governance

G1. YEAR 1

- G 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.

G2. YEAR 2 – 4

- G 2 - Goal a. Representative Board remains active in carrying out the strategic plan via committees, etc.

G3. YEAR 5

- G 3 - Goal a. Begin new 5-year strategic plan including succession planning

Five Year Progress

- Active Board
- New members representing key stakeholder areas added.
- Nominations Committee and Strategic Planning Committee added/strengthened;
- Parents representing specific groups of parents within the school placed on Board.
- Beginning new 5-year strategic plan.