



*See Christ in Others.
Be Christ for Others.*

St. Catherine of Siena School

Five Year Strategic Plan For School Years 2014 – 2018

April 2013 (rev. 1-31-14)

*It helps, now and then, to step back and take the long view.
The kingdom is not only beyond our efforts, it is beyond our vision.*

*We accomplish in our lifetime only a tiny fraction of
The magnificent enterprise that is God's work.
Nothing we do is complete,
Which is another way of saying
That the kingdom always lies beyond us.*

*No statement says all that could be said.
No prayer fully expresses our faith.
No confession brings perfection.
No pastoral visit brings wholeness.
No program accomplishes the church's mission.
No set of goals and objectives includes everything.*

*This is what we are about:
We plant seeds that one day will grow.
We water seeds already planted, knowing that they hold future promise.*

*We lay foundations that will need further development.
We provide yeast that produces effects beyond our capabilities.*

*We cannot do everything and there is a sense of liberation in realizing that.
This enables us to do something, and to do it very well.*

*It may be incomplete, but it is a beginning, a step along the way,
an opportunity for God's grace to enter and do the rest.*

*We may never see the end results,
but that is the difference between the master builder and the worker.
We are the workers, not master builders, ministers, not messiahs.
We are the prophets of a future not our own.*

Archbishop Oscar Romero, martyred March 24, 1980

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I. St. Catherine of Siena School Mission

OUR MISSION (revised January, 2013)

The mission of St. Catherine of Siena School is to provide an excellent Catholic faith-based education for children in Pre-Kindergarten through Grade 8 in a safe and trusting environment, with an emphasis on mutual respect. The school exists in the context of a parish community, to assist families in guiding their children spiritually, academically, emotionally and physically, with a strong focus on Roman Catholic principles and values.

OUR BELIEFS

- Christ is the reason for this school. He is the unseen but ever present teacher in our classrooms. He is the model for our faculty and the inspiration for our students
- Teachers, parents, clergy and staff strive for excellence within the framework of the mission and work of Catholic education and St. Catherine of Siena Parish.
- Every individual can make a contribution to this community and is encouraged to do so gladly.
- All members of this community treat each other as they would like to be treated.
- All members of this community will work together for the overall spiritual and educational vitality of the school.
- Students are prepared to be engaged, faith-filled members of the larger community in an ever-changing society.
- Catholic education is a gift in the life of each student's faith formation and, thereby, a gift in the life of the Church.

II. Purpose of the SCS Strategic Plan

The SCS Strategic Plan is intended to document our vision for the school in the areas of Mission and Catholic Identity, Academic Excellence, Student Life, Enrollment and Communications, Advancement and Development, Finance, and Facilities. It is a document that guides our school and will be adjusted based on changing conditions and opportunities. It includes the goals and strategies needed to attain our vision for the school. It also includes logical and measurable milestones, with clear timetables, so that its progress can be measured. The school's vision is aligned with the financial realities, problems, and concerns that surfaced through an extensive self-study with finances, problems and concerns. It is consistent with the school's mission and depicts how we envision the school to be structured and operate by the end of the planning period. We invite all stakeholders to buy-in and to participate in its realization. The SCS Strategic Improvement Plan serves as a guide for our school during which all decisions are to be judged by their contribution to the school's attainment of the vision. Activities that do not make a significant contribution are either discarded or delayed in favor of those that bring value.

III. Implementation of the SCS Strategic Plan: The School Advisory Board

Responsibility for implementing the SCS Strategic Plan is vested in the School Advisory Board whose members will work in close collaboration with the Pastor and the Principal in their leadership roles of determining policies for the effective administration of St. Catherine of Siena School.

FOUNDATION: The St. Catherine of Siena School Advisory Board is rooted in the Decree of the Apostolate of Lay People of the Second Vatican Council which states:

“To the apostles and their successors Christ has entrusted the office of teaching, sanctifying and governing in His name and by His power. But the laity are meant to share in the priestly, prophetic and kingly office of Christ; they have therefore, in the Church and in the world, their own assignments in the mission of the people of God.”
(Apostolicam Actuositatem, Chapter 12)

As such, the St. Catherine of Siena School Advisory Board provides a vehicle for the laity of the St. Catherine of Siena Community to participate, in an advisory capacity, in the governance of St. Catherine of Siena School.

PURPOSE: The purpose of the School Advisory Board is to assist the Pastor and the Principal in their leadership roles of determining policies for the effective administration of St. Catherine of Siena School.

OBJECTIVES

1. To assist the Pastor and Principal in formulating an overall school plan that promotes the Catholic mission, academic, faith formation and student life of St. Catherine of Siena School.
2. To assist the Principal in formulating and implementing the long term strategic plan for the school.
3. To continually review, assess and assure the continued implementation and assessment of an excellent academic program at St. Catherine of Siena School.

MEMBERSHIP

1. No less than nine and no more than twelve members reflecting a diverse representation of expertise deemed helpful to the ongoing needs of the strategic plan, relationship to the school and / or the parish. Each member shall serve a 3 year term and be eligible for a second 3 year term.
2. One member shall be appointed from the Parish Finance Council.
3. Ex-Officio members: Pastor, Principal, Parochial Vicar, HASA Representative.

4. Other members are appointed by the Pastor upon the recommendation of the Principal and members of St. Catherine of Siena School Advisory Board.
5. When vacancies occur and/or every 3 years the Principal will assemble a nominating committee from the School Advisory Board to prepare a slate of candidates for appointment to unexpired or new terms.
6. The nominating committee will publicize its responsibility to the parish community through the parish bulletin and by electronic means to all the parents of students enrolled in the school.
7. Prospective members of the School Advisory Board will be provided a detailed Position Description of their role, responsibilities and expectations. The full Board, collectively and individually will engage in an annual assessment of its effectiveness to assure optimum levels of success in all areas impacting the Mission and important work of St. Catherine of Siena School.

ORGANIZATION: The following shall guide the organization and work of the School Advisory Board.

1. Principal serves as the ex-officio chairperson of the School Advisory Board.
2. Members elect vice-chairperson who may moderate meetings from time to time and assist with preparing the agenda.
3. Members elect a secretary who will keep and distribute meeting minutes.
4. Meetings shall be held bi-monthly between September and June of each year.
5. The School Advisory Board shall organize itself into a series of committees designed around the work and agenda set through the Strategic Plan. The committees will meet and work during the months opposite the regularly scheduled bi-monthly School Advisory Board Meetings. The committees to be formed include:
6.
 - a. Mission and Catholic Identity
 - b. Academic Program
 - c. Student Life
 - d. Enrollment and Communications
 - e. Advancement and Development
 - f. Finance and Facilities

CHARACTERISTICS OF THE SCHOOL ADVISORY BOARD MEMBERS

Beyond consideration of experience or expertise deemed helpful to the work of the School Advisory Board, first and foremost, members shall be appointed who possess the following personal characteristics:

1. Prayerful
2. Pastoral

3. Representative
4. Collaborative
5. Philanthropic
6. Confidential

IV. Overview of SCS Strategic Goals

The Strategic Improvement Goals outlined in this document fall into the following seven focus areas:

- 1. Mission and Catholic Identity**
- 2. Academic Excellence**
- 3. Student Life**
- 4. Enrollment and Communications**
- 5. Advancement and Development**
- 6. Finance**
- 7. Facilities**

These focus areas were chosen because, collectively, they fulfill the school's mission. In conjunction with their goals and strategic activities, they portray our vision for St. Catherine of Siena School.

IV. SCS Strategic Focus and Improvement Goals

1. Mission and Catholic Identity

Goal 1: Create an environment that fosters the development of the spiritual, academic, and physical growth of each child.

Goal 2: Integrate, experience, and live out our mission and Catholic identity throughout the teaching and learning experience across each area of the curriculum.

Goal 3: Engage faculty and staff in discussions about how personal witness to mission and Catholic identity at St. Catherine's School takes place among colleagues and students.

Goal 4: Create faith formation opportunities for staff, students, and parents designed to deepen the lived experience of our faith at St. Catherine's School

Goal 5: Recognize and reach out to include Christian faith formation, understanding and respect for diversity of religious backgrounds and beliefs among members of school community.

1. Academic Excellence

A. Professional Development

Goal 1: Establish a Faculty Planning Committee for Professional Development.

Goal 2: Establish faculty study groups for researching best practices in teaching reading.

Goal 3: Provide training for teachers in the school's writing program to include "writing across the curriculum" and the Collins Writing Folder.

Goal 4: Develop a mentoring program for faculty new to the school and/or new to the profession.

Goal 5: Partner with other schools to expand professional development offerings for teachers.

Goal 6: Change structure of faculty meetings to separate operational business from professional development.

Goal 7: Link school-based professional development activities to recertification and PDP needs of teachers.

Goal 8: Provide training and support in curriculum mapping to unify the curriculum from grade level to grade level.

Goal 9: Provide training in standardized assessments, data-driven instruction, and the Massachusetts Common Core Standards for literacy and math.

B. Unified Math Curriculum and Textbook Series for Grades K-6

Goal 1: Implement a consistent, articulated mathematics curriculum that builds from grade level to grade level.

Goal 2: Provide textbooks, workbooks, and other resources to support the mathematics curriculum.

Goal 3: Provide deep, focused professional development in implementing the conceptual framework and teaching strategies of the math program. (See **Goal B.1**)

C. Increased Access to Technology As a Tool for Learning

Goal 1: Furnish every classroom with multiple computer stations for research and teaching purposes.

Goal 2: Furnish every classroom with SmartBoard or similarly effective technology for classroom teaching.

Goal 3: Provide ongoing training for teachers in using technology as a tool for learning

Goal 4: Assess effectiveness of Middle School iPad program to implement across all grades.

D. Readiness for High School and Beyond

Goal 1: Establish programs for teaching organizational skills and advanced study skills

Goal 2: Develop Pre-Advanced Placement Curriculum in English Language Arts and Math in Middle School.

Goal 3: Design and require research projects at each grade level.

Goal 4: Design and implement grade level tests in reading, writing, and mathematics to measure how students perform in relationship to Massachusetts Common Core Standards.

2. Student Life

Goal 1: Offer after school enrichment programs to increase student participation in extracurricular events and activities.

Goal 2: Expand Fine Arts (music/theatre/arts) program to both elementary and middle school students.

Goal 3: Create database of talented parents/alumni/parishioners to lead, instruct and coordinate programs of particular interest to the students.

Goal 4: Expand athletic program offerings at all grade levels based upon student interest.

Goal 5: Increase student/parent partner activities.

Goal 6: Expand program of student retreats to include all middle school students.

Goal 7: Assess and revise process for selecting students for student volunteer programs.

Goal 8: Pro-actively design and develop program for volunteer opportunities within school and community.

Goal 9: Increase cultural awareness and education throughout the school community.

Goal 10: Provide programs designed for student personal social growth and development.

Goal 11: Expand world language program to the elementary grades.

Goal 12: Expand technology offerings and resources, such as the iPad to elementary grades.

Goal 13: Offer digital organizational skills training for students.

Goal 14: Include “Helpful Tips for Parents”, “Helpful Tips for Students”, “Matthew 25” section on the school website.

4. Enrollment and Communications

Goal 1: Formulate an annual enrollment management program that is effective and goal-driven which focuses on student recruitment and retention, and which engages the participation and support of the entire SCS community and beyond.

Goal 2: Formulate an annual enrollment goal that take into consideration the capacity of the school, changing demographics, the demands of the educational market, and data from interviews, surveys, and structured conversations.

Goal 3: Establish and communicate equitable guidelines for the awarding of tuition assistance that complement the overall enrollment goals of the school.

Goal 4: Develop a comprehensive communication plan that addresses public relations, marketing, and the need to present St. Catherine of Siena School as a welcoming, academically challenging school community. Highlights include:

- SCS’s family friendly tuition policy;
- SCS’s academic curriculum;
- SCS’s mission and values toward families of all faiths and ethnicities;
- Monitoring and updating the SCS website to assure accuracy and maximum impact;
- Resources required to support outreach and recruitment efforts and partnerships;
- Training of faculty and support staff for Open Houses, shadow days, and other recruitment efforts;
- Building SCS’s connections to new and current families for dissemination of information and for all school events and activities.

5. Advancement and Development

Goal 1: Create and foster a “culture of giving” that encourages all members of the Saint Catherine School community to give generously of their time, talent and fiscal resources to advance the mission and work of Saint Catherine School.

Optimal support shall be realized through the design, staffing and funding of a professional Advancement Program designed to build the near and longer term viability of SCS focused primarily on:

- Annual Fund – Focused on securing unrestricted funds for use in areas of greatest need in support of students, faculty, staff and programs.
- Major Gift Initiatives – Designed to secure significant gifts for pre-determined and approved restricted purposes and projects.
- Special Event Fund Raising – Events such as the Golf Tournament, Gala, 5K Run and Bingo designed to create community, raise significant money, recognize donors, engage volunteers and advance the mission of SCS.
- Planned and Estate Gifts – Active encouragement and solicitation of longer term gifts that will benefit the future of the school.
- Capital Campaign – to be determined.

Goal 2: Communicate in a creative, consistent and compelling way the goals of the school in ways that will generate generous levels of response to the many needs of Saint Catherine School as articulated in the Strategic Plan.

Goal 3: Recognize, thank and steward each gift and donor in ways that assure continued generous support from each donor and volunteer.

6. Finance

A. Tuition

Goal 1: Determine and propose an on-going tuition strategy, beginning with school year 2013-2014.

B. Teacher Compensation

Goal 1: Compare current teacher compensation, benefits and incentives structure to Norwood Public Schools and area Catholic schools, if possible.

Goal 2: Determine and propose an on-going compensation, benefits and incentives strategy beginning with school year 2013-2014.

C. Tuition Assistance / Financial Aid

Goal 1: Review current tuition assistance/financial aid structure and philosophy.

Goal 2: Determine and propose an on-going tuition assistance/financial aid strategy.

D. Parish Support

Goal 1: Determine and propose the proper level Parish support for eventual school financial self-sufficiency with a timetable for implementation.

E. Capital Campaign

Goal 1: Review the major needs and desired timeframes of the SCS Strategic Plan; determine, and, if required, propose, the necessity of a SCS Capital Campaign.

7. Facilities

Goal 1: Update and reformulate a comprehensive 5-Year Capital Improvement Plan that complements the needs of the academic program and maintains the safety, aesthetics, and technology of the school as a challenging academic environment.

Goal 2: Enhance SCS's 5-Year Capital Improvement Plan by including the goals and strategies, timelines, and cost estimates outlined in SCS's Strategic Plan.