



St. Ann Catholic School
Long-Range Strategic Plan

2018

Education...Enlightened by Faith

St. Ann Catholic School
7241 Mission Road
Prairie Village, KS 66208

January, 2018

I am pleased to present our schools long-range strategic plan. This plan presents a forward-looking vision for the school while it affirms our fundamental mission, principles and core values that serve as the foundation of the school. Building on the success of earlier plans, this strategic plan provides the framework for enhancing the excellence that has characterized our school from the beginning.

I want to offer my thanks to all those who helped create this plan, including the current and past School Council Members; the Administration, the Faith and Discipleship Committee, the past and present members of the PTO and many others who participated in this endeavor. Many hours went into assessing and prioritizing the needs of our school, the effort resulting in this document will help shape the course of our school in the coming years.

St. Ann Catholic School continues to be blessed by the many members of our community who give so generously of themselves. I hope each of you will read this plan and identify areas where you are called to participate in this important ministry of our parish. While it is the primary responsibility of the school administration to implement this plan, as a school community we all share an obligation to give of ourselves to help achieve its many goals and objectives.

You will see from this document, St. Ann is focused on achieving great things for the school and the students for the next three years.

With a promise of prayer,

Fr. Craig Maxim
Pastor

Mr. Michael Riley
Principal



St. Ann – Strategic Plan 2017 – 2020

Introduction – Overview of the Strategic Planning Process

In the Fall of 2015, the School Council and the administration began laying the framework for the next iteration of long-range planning. The previous long-range plan was completed in 2011 and was designed to address the mission and vision through 2016. It was determined this next plan would be shorter in duration, covering three school years: 2017-2018, 2018-2019, and 2019-2020. By shortening the duration, the hope is the plan will become a living document with frequent and on-going reviews and updates by the school administration and the School Council.

Initially, the School Council and the administration gathered data from the faculty and staff of St. Ann as well as from parents and parishioners of St. Ann through a general survey. Over the course of twelve months, the School Council, along with the pastor and key administrators gathered input from a broad range of constituents, including the faculty and staff, parents, members of the PTO, members of the Faith and Discipleship Committee, and certain members of the parish staff. Broad input from the parish and school communities was sought to ensure that the final planning document represented the highest and best priorities for the next three years.

During the planning process, a new Mission Statement was unveiled. The Mission Statement captures the timeless objectives of our school. In support of this Mission Statement, the pastor, principal and School Council documented the Core Values of St. Ann Catholic School. These Core Values are designed to be the guiding principles of all we say, do and teach.

From there, the School Council identified four key areas of focus for this three-year plan:

1. Faith and Discipleship
2. Academics
3. Community
4. Sustainability

For each of these areas, a statement of strategic direction has been developed. These statements express a vision for the future of the school. From there, goals and objectives for each area have been identified to guide specific action planning. *Specific action plans*

and tactics will be developed and implemented by the administrators and faculty. This plan solely provides a common roadmap for direction and to guide the future success of our school and our students.

Strategic planning is a fluid process, and as such, this Long-Range Strategic Plan will continue to be evaluated and updated. This plan will become a living document by on-going review by school administration and the School Council.

The planning process concluded in February 2018 when the final plan was approved by the pastor and the principal.



Mission Statement

St. Ann Catholic School passionately provides a Christ-inspired education where Catholic teachings and academic excellence prepare the whole child for a life of joyful discipleship.



Core Values

Living Faith

- We believe in making God known, loved, and served in all our thoughts and actions.
- We believe that each person in our school community, having been created in the image and likeness of God, has dignity and value.
- We believe in approaching each day with love, respect, joy, energy and passion.

Achieving Academic Excellence

- We believe in achieving the highest possible academic standards.
- We believe that each child is unique and deserves to be educated using a variety of instructional practices that help them reach their fullest potential.
- We believe in a multi-dimensional approach to learning, which recognizes differentiation for the various age groups within the school.

Building Community

- We believe a strong sense of community is vital to our school family. Our goal is for every person in our community to be welcome and loved.
- We believe in acting as Jesus Christ among one another by modeling His teachings through active service to those in school, parish and the larger community.
- We believe education is a shared vocation and partnership between home, school and the parish.



St. Ann – Strategic Plan 2017 – 2020

During the information gathering and assessment phase of this strategic plan, four key areas of focus were identified and prioritized as the “pillars” of this three year Strategic Plan. These four “pillars” are:

1. Faith and Discipleship
2. Academics
3. Community
4. Sustainability

For each of these areas, a statement of strategic direction has been developed. These statements express a vision for the future of the school. From there, goals and objectives for each area have been identified to guide specific action planning.

The goals and strategies for each pillar are identified below and are intended to guide more specific action planning over the next three years.

Specific action plans and tactics will be developed and implemented by the administrators and faculty. This plan solely provides a common roadmap for direction and to guide the future success of our school and our students.

FAITH AND DISCIPLESHIP

Statement of Strategic Direction #1

St. Ann will grow experiential learning for our children about our Catholic faith that is developmentally and age appropriate.

We will increase the understanding and elevate the importance of our Catholic heritage, faith traditions and Gospel values throughout the school community by focusing our efforts on age appropriate activities.

- Allocate financial resources to support the Catechesis of the Good Shepherd program and pray for more trained Catechists for the Catechesis of the Good Shepherd program.
- Enable and empower teachers to allocate time necessary to incorporate and prioritize the Catechesis of the Good Shepherd program.
- Formalize and enhance service opportunities for grades 4 through 8. Strive to closely correlate these service opportunities to Catholic teachings.
- Enhance interaction between teachers and the Faith & Discipleship committee to enhance faith education.

Strategic Direction #2

St. Ann will embrace its role as a mission of parish, and is to be more intrinsically connected to all activities of service, worship, ministry and creating a sense of belonging to the community.

We will foster positive and collaborative school-church partnerships, and provide opportunities for liturgy, prayer and service between the school and parish.

- Invite school families to weekly participation in the life of the Church through her liturgies and sacraments.
- Identify specific ministries, programs and activities within the school and within the parish where the school community and parish community can participate together in a consistent and visible manner.
- Teach and encourage full participation of the school community in the Liturgy.
- Have the Priest or faculty, review the readings and gospel for upcoming Sunday's Mass in the classrooms on Fridays, schedule permitting.
- Provide specific tools and resources to increase family faith formation and provide opportunities for parents to enhance the spiritual formation of their children.
- Develop and promote enhanced youth ministry program for grades 5 through 8.

Strategic Direction #3

St. Ann will instruct students in virtue and morality to inspire stronger relationships as Christian brothers and sisters

We will foster an environment of love, acceptance, and inclusiveness among all students.

- Host a Catholic speaker at the beginning of each school year to speak with the student body about what it means to be Jesus' hands and feet to one another.
- Create and enhance programs that support stronger relationships and acceptance such as Education in Virtue, Theology of the Body, Tiger Pride, Friendly Plus, etc.

- Proactively address and educate students, parents and faculty through speakers, written materials or other sources on conduct that can lead to social isolation and marginalization of others, whether intentional or not (such as social media; sports; clubs; etc.).
- Create a continuous dialogue encouraging children to treat all students and staff in the building with mutual respect and love for one another.
- Prioritize the continuation of the Patron Saint of the Classroom project throughout the year with a more formalized age appropriate curriculum for each grade.

Strategic Direction #4

St. Ann will provide opportunities, time, space and instruction for developing a personal prayer life in order to assist our students on their journey of developing and maintaining a personal relationship with the Father, Son and Holy Spirit.

We will teach, model and encourage personal prayer at all age levels.

- Invite families to attend a designated evening family adoration bi-annually.
- Offer book/Bible study for families.
- Teach a variety of age appropriate prayer processes and provide resources to assist with implementing these processes.
- Provide frequent opportunities for participation in the sacraments.

ACADEMICS

Strategic Direction #1

St. Ann will achieve measurable increased student achievement and rigor through consistent grade level Archdioceses curriculum.

We will foster the joy of learning, the confidence to excel and ensure academic excellence.

- Continue aligning current and new resources with curriculum across all subject areas and grade levels. Our current plan is as follows:
2017/2018 – reading/math; 2018/2019 – social studies/science; 2019/2020 – reading/math.
- Create a Spanish assessment to monitor our students’ progress and ensure they are ready for High School.
- Teachers will provide a grade level overview of curriculum, educational goals and significant dates (by grade level) for the year to the parent community at back-to-school night in a standardized format.

Strategic Direction #2

St. Ann will use data to drive our instructional goals and practices through faculty communication during weekly common planning periods.

We will use data from multiple assessment methods and internal observations to evaluate group and individual achievement, adjusting the instructional program as necessary.

- Continue to develop our Professional Learning Communities (PLCs) through professional development training.
- Use the MAP assessment, the Kansas State Assessment, Dibels, HSPT and F&P assessments to drive our instruction.
- Utilize the Excel center to provide push-in model of support and pull-out enrichment to provide individualized, student centered learning for all students.
- Teachers will communicate at conferences growth and concern areas related to assessments.
- Provide student-centered, personalized learning for all St. Ann students.

Strategic Direction #3

St. Ann will employ the flexibility of forward leaning technology to enhance collaborative and active learning.

We will provide opportunities for academic excellence by enriching and enhancing the curriculum through the integration of innovative technology.

- Maintain and develop a one to one ratio of student to laptop for grades 5 through 8. Our plan is as follows: 7th & 8th grade –currently have 1:1 ratio. The goal is to have 5th and 6th grade also have 1:1 technology ratio by the end of the 2019/2020 school year.
- The Technology Coordinator and Computer Teacher, will help to ensure the school implements technological advancements in our classrooms and appropriate teacher certifications in leading edge educational technology tools.
- Continue to incorporate seamless integration of technology into instruction and learning as part of the classroom curriculum and explore options to use technology for innovative ways to enhance instruction (i.e. long-distance learning, flipped classroom, webinars, etc.).
- Continue to apply for grants and maintain funds for continuous technology enhancements.
- Develop communication systems between classroom teachers and parents on a regular basis by the Fall of 2018 by utilizing common technology platform(s).

Strategic Direction #4

St. Ann will continue to provide a variety of opportunities for enrichment throughout each grade-level during and after school.

We will continue to offer a variety of enrichment and extracurricular activities that support our academic program and broaden the learning experience.

- The Computer Teacher will work collaboratively with PTO student enrichment volunteer coordinator, to help align the volunteer coordinator's efforts with teachers' classroom goals.
- Integrate Junior Achievement into grades K through 8.
- Evaluate and develop grade level curriculum driven field trips that are announced in the school year calendar annually for grades K-8.
- Incorporate worldly perspective by partnering with a Catholic school in another country in a joint activity such as writing letters, skyping, etc.
- Develop more interactive, project-based learning experiences that include in-class engagement with parents.
- YOU Cat (grades 6 through 8) – Implement study as religion resource and break up sections for Fall/Spring.
- Utilize the Theology of the Body curriculum for the 7th/8th grade classes
- Continue to develop the community garden. Utilize this garden to integrate learning opportunities and identify appropriate grade level classrooms for these projects.
- Purchase resources to be available for all students with exceptionalities, especially for students in need of more movement.
- Continue to expand elective class opportunities for middle school students.
- Develop a STEAM Special class (develop curriculum) so that all students will have exposure to project-based learning outside of their home classroom.
- Continue the STEAM partnership with Gould Evans so that STEAM enrichment is offered during school and as after-school enrichment.
- Partner with the Embrace Foundation to ensure St. Ann is best serving all learners.
- Summarize student activity fees that occur throughout the year to include fees for field trips, field day, t-shirts, pictures, etc. Collect one fee to cover all of these costs at the beginning of each school year.

COMMUNITY

Strategic Direction #1

St. Ann will enhance and develop greater unity and communication between the Parish, St. Ann School, St. Ann alumni and the YCC.

We will foster opportunities for parents, parishioners, students, alumni and members of the YCC to engage, interact and partner with the school; to include consistent and effective communications amongst this group of constituents.

- Improve and expand school communications at all levels and across appropriate media (i.e., the church bulletin; mobile apps; emails; web pages; etc.); at a minimum, include a weekly “school news” section in the Parish Bulletin and have periodic school communications go direct to the YCC community.
- Create opportunities for parish volunteers in the school (i.e., volunteering in the library or lunch room) and promote these opportunities through the church bulletin and other applicable media.
- Explore the church and school youth choir working and performing together on select occasions.
- Coordinate and align the AOK charitable activities with Parish and Knights of Columbus existing charitable drives.
- Promote Parish Pen Friends program linking St. Ann students in 3rd – 8th grade to older members of the Parish through writing letters to one another.
- Have the school principal address the parish after Mass twice a year to create awareness about our school within the larger Parish community.
- Promote the Parish’s women’s bible study group to the school through the school newsletter.
- Invite Parish members to attend and participate in various school events such as the Veterans Day celebration.
- Continue to broaden the membership of the Men’s Club to include/maintain membership after families have “graduated” from St. Ann’s school. Market the Men’s Club events to the YCC.
- Invite YCC families to more school events (as addressed in the Sustainability Pillar in detail).
- Have the Fall Festival Committee partner further with the Parish to actively promote and market the Fall Festival to the Parish members and St. Ann alumni. Consider appointing an active parishioner, not currently in the school community, to the Fall Festival Committee.
- Actively explore Public Relation tools and resources, using social media or other, to promote and engage the St. Ann constituents and the broader community at-large.
- Create a separate, regular and ongoing outreach to St. Ann alumni.

Strategic Direction #2

St. Ann will increase opportunities for students to provide service to the greater Kansas City community.

We will support our mission of promoting joyful discipleship, while strengthening our bond with our immediate community through service.

- Seek partnering opportunities between AOK and Catholic Charities to address some of their service needs with our students.
- Align some of the charitable drives of the Parish with school drives and or AOK drives in order to work together as a Parish in our service efforts
- Have the PTO representative market service opportunities available through Catholic Charities and other local organizations to students and families, particularly for our 7th and 8th grade students.
- Require our 7th and 8th grade students to serve at least one day with our Parish at the food kitchen.

Strategic Direction #3

St. Ann will promote a positive school climate, otherwise known as school spirit, within our community.

We will emphasize a positive atmosphere and create “Tiger Pride” throughout the community.

- Continue to elevate the successes of our students and school in the Friday Newsletter and other media (to include promoting areas of excellence in academics, athletics, service, and community).
- Incorporate and periodically promote the successes of our St. Ann alumni.
- Promote frequent use of the new pavilion for gatherings and other community and parish interactions.
- Create and promote student clubs where community outreach is available (i.e., the Knights of Tarcisius; the Challenge club; the Choir – all performing at venues beyond St. Ann).
- Conduct school community building activities, such as Lunch on the Lawn, walk to school days, Donuts with Dads and Chat and Chew.

SUSTAINABILITY

Strategic Direction #1

St. Ann will promote and market the school to achieve and maintain enrollment goals in all grades.

We will develop and implement a more formal recruitment and retention program aimed at achieving 90% or greater capacity enrollment levels.

- Create an annual marketing and development plan for the school.
- Use the Parish data to identify incoming kindergarteners and send out birthday cards, baptism anniversary cards, personal invitations to open house, parenting lectures, etc.
- Consider a direct mail campaign to zip codes within the St. Ann parish boundaries to foster “awareness” of the positive attributes of our school.

- Investigate hosting a kindergarten readiness camp for our community.
- Invite YCC parents (families with 4 year olds, maybe extend to 3 year olds) to attend some school/Parish community activities on a complimentary basis to introduce them to the St. Ann school community. Have existing St. Ann families “host” the YCC families at these events. Possible events could include: Fall Festival, Trivia Night, Bingo Night, Chris Cakes, and Mother/Daughter Breakfast (task an existing PTO Committee, such as Programs & Hospitality or New Parent, to manage the invitation and seating process with YCC).
- Suggest YCC include a “Parish Events” and “St. Ann School News” section in the YCC monthly newsletter to highlight upcoming events and or big successes at the school.
- Continue to host a few informal “Meet the Principal” talks at the YCC (possibly at pre-school drop-off time).
- Explore the possibility of having YCC developmental kindergarten students begin their day at St. Ann school about 11 am prior to their pre-school day which begins at 12:15 pm at the YCC. This would occur one or two days a week and St. Ann would have these children for lunch and potentially a Spanish class during that time. St. Ann to host a parent event for these children (potentially combined with our kindergarteners) to show off what they’ve learned in Spanish.
- Create a “Come and See Thursday” by designating a set time/date for tours of St. Ann with the Principal with no appointment or prior planning necessary. Publicize this to the YCC families and potentially advertise with a banner in the front of the school.
- Implement opportunities for St. Ann children to come into the 4 year old YCC classrooms to interact with YCC children at the end of the pre-school day. An example of this would be for the St. Ann children to periodically be Mystery Readers.
- Invite YCC families to use the St. Ann library during the extended hours on Tuesdays, Wednesdays and Thursdays from 3 pm – 4 pm. Market this through the YCC monthly newsletter.
- Include a YCC table at the school Open House during Catholic Schools Week and a YCC table at “Back to School Night.”
- Have the principal attend a MOYSAC Meeting and host a Q&A session.

Strategic Direction #2

St. Ann will attract and retain the very best quality teachers who are passionate about both the Catholic Faith and teaching.

We will constantly recruit, develop, support and retain highly dedicated, qualified, talented and diverse faculty who are committed to the mission, vision and philosophy of our school. Our teachers and staff form the foundation of our Mission from which we deliver Catholic teachings and academic excellence in order to prepare the whole child for a life of joyful discipleship.

- Obtain student teachers as often as possible. The principal will continue to cultivate relationships with surrounding universities and colleges to ensure we continue to have student teachers at St. Ann.
- Continue to highlight and showcase new teachers to our community throughout the school year.
- Invite students and their families to write thank you notes to their teachers during Teacher Appreciation Week.
- Conduct an annual spring survey to identify new retention ideas.
- Continue to promote opportunities to excel and grow through professional development.
- Recruit teachers nationally as well as locally.
- Continue to offer research based professional development for teachers through monthly school meetings and regional conferences.
- Encourage a strong vocation through St. Ann’s commitment to our Catholic faith as well as through monthly School of Faith meetings.
- Cultivate a positive, collaborative environment for the entire staff.
- Maintain a list of, and interactions with, qualified candidates in order to efficiently and pro-actively address attrition and or other staff openings.
- Consider implementing peer review or other feedback and survey mechanisms that monitor staff satisfaction and allow for staff input.
- Create additional non-compensation and benefit “perks” that differentiate St. Ann as an ideal place to work.
- Establish an annual internal retention rate goal for qualified professional faculty (as a way to measure the success of the school’s recruiting and retention initiatives).

Strategic Direction #3

St. Ann will ensure that the school is properly funded to meet its operating budgets and all strategic plan initiatives while keeping a St. Ann Catholic education affordable for all parish families.

We will continue to build financial strength to provide the basis for permanence and program excellence, and will expand the school’s capacity to attract and retain qualified students regardless of a families’ financial ability.

- Achieve archdiocesan school funding targets of 60% tuition, 10% fundraising and 30% parish subsidy.
- Continue timely reporting, transparency and accountability of the school finances, this will help educate and inform families and parishioners of the school financial resources and needs.
- Provide adequate tuition assistance to ensure tuition is affordable for those families who may not otherwise be able to finance a Catholic education.
- Continue to promote “supplemental tuition” as a means to fund educational initiatives and increase tuition assistance.

- Use Fall Festival, Tiger Trot, Men’s Club and other fundraisers to maximum advantage in achieving strategic goals.
- Continue to promote and support the Scrip program and explore more online options for this and other fundraising opportunities.
- Implement targeted fund-raising programs and communications to St. Ann alumni families for specific needs.
- Consider on-site class reunions for classes/families (consider using the Bosco room); take this opportunity to inform and educate alumnus of our school successes and needs.
- Promote estate gifts and the school endowment fund as a means to achieve long-term financial stability of the school.
- Encourage all school families to have pledge cards on file to support the parish and in recognition of the parish’s subsidy of the school of approximately \$800,000 annually.

Strategic Direction #4

St. Ann will invest in facilities to ensure a safe and inviting environment.

We will continue to maintain, enhance and improve the quality of the school facilities, in collaboration with the overall parish master plan, with a focus on certain facility improvements as noted in order of priority:

- Add lighting to the south parking area (funded by 2017 Fall Festival).
- Consider connecting lighting and a water source to the Pavilion.
- Consider centralizing the front office of the school to add assistant principal and counselor’s office near to the front office.
- Explore replacing the gym bleachers with potential Men’s Club funding.
- Continue to replace classroom carpet with carpet tiles (current plan is to have two completed every summer).
- Update the flooring in the hallways, gym lobby (prioritize) and parish hall.
- Modernize the appearance by concealing hallway porcelain wall tile.
- Recommend the Parish undertake a feasibility study on upgrading and improving the YCC facilities.
- Replace intercom/bell system (low priority).

4/6/2018

