

# STRATEGIC PLAN

(REVISED 10-18-10)



TABLE OF CONTENTS

---

Table of Contents .....	2
I. Introduction .....	3
A. Mission Statement .....	4
B. Process .....	5
C. Structure.....	6
D. Strategy Map .....	8
II. Strategic Focus Areas	
<b>A. Outcomes</b>	
A-1 Strong Catholic identity .....	9
A-2 Well-Educated Students .....	12
A-3 Financial Stability .....	15
<b>B. Target Audiences</b>	
B-1 Engaged Students .....	18
B-2 Involved Parents .....	21
B-3 Supportive Parish.....	24
<b>C. Processes</b>	
C-1 Innovative Instruction.....	27
C-2 Comprehensive Curriculum.....	30
C-3 Sound Financial Management .....	32
C-4 Marketing & Communications .....	34
<b>D. Support</b>	
D-1 Effective Leadership .....	37
D-2 Accomplished Staff.....	40
D-3 Optimized Campus .....	43
D-4 Appropriate Technology .....	46

**INTRODUCTION**

## MISSION STATEMENT

---

*The mission statement of St. Ann School provides our community with the foundation for everything that we are and everything that we aspire to be.*

*It is from the mission statement that this strategic plan comes forth to guide and direct the activities of St. Ann's administration, faculty, parents – the entire community – for the foreseeable future.*

### **St. Ann School Mission Statement**

**As an educational ministry of St. Ann Church, St. Ann School exists to assist in the Christian formation of its children in accordance with Catholic tradition.**

**The mandate of this faith community is to provide quality, innovative education within a nurturing environment, to promote an appreciation of its diversity and a respect for individuals, and to foster a sense of self, crucial for future success.**

**This is a place of both refuge and challenge; it is a place where the Gospel message is heard, lived in praise of God, and fulfilled in service to others.**

## PROCESS

---

*This Strategic Plan is the result of considerable effort and dedication by the community of St. Ann School to analyze and understand where St. Ann School has come from, is now, and wants to go in relation to its Mission Statement.*

*This section details the process that the community undertook to develop the Strategic Plan.*

### **History of Strategic Plan Development**

In 2002, a Strategic Planning Committee was formed within the School Advisory Committee. Chaired by Mike LaHaie, this parent volunteer committee developed an initial rudimentary plan that successfully identified the planning elements important to St. Ann School. However the structure of this first plan made quarterly evaluation of implementation difficult and it became clear that a new structure for the plan was needed.

The reformulation of the plan began in 2005, guided by a process developed and implemented by the current Strategic Planning Committee: Ron Graham (chair), Chip Blaufuss, Thom Druffel, Sandra Freeman, Sam Greene, Carlos Hoyos, John Foreman, and Judy Graham. The Balanced Scorecard approach to planning was researched, discussed, and chosen to be the model the school would use for the plan. Focus groups were held to gather input and a group of parents and local educators also met to strategize about school improvement. In 2006, the Strategic Planning Committee chair held forums for stakeholder groups—students, parents, and faculty—to discuss further ideas for school improvement and identify the school’s strengths and weaknesses. A variety of stakeholder groups have offered ongoing input through surveys given each year since the initial accreditation.

### **Core Elements -- Starting Points, Community Participation & Development**

Key elements of the process include:

- *Mission Statement as Foundation.* The Strategic Planning Committee used St. Ann School’s Mission Statement as the guiding foundation for its work.
- *Previous Strategic Plan as Starting Point.* The Strategic Planning Committee used the plan developed in 2002 as a starting point to evaluate progress and future needs.
- *Community Participation.* As part of the development process, the Strategic Planning Committee solicited the input of a number of critical constituencies from the St. Ann Community through “focus group” meetings. These constituencies included parents, faculty, public and parochial school educators, and groups of students, grades 5-8.

At the conclusion of the development process, a draft version of the Strategic Plan was presented to the School Advisory Committee (SAC) for review prior to approval from the St. Ann Parish Council and final approval by the pastor, Fr. Philip Breen.

### **Looking Ahead**

This Strategic Plan will guide St. Ann School in its efforts to fulfill its Mission Statement. To ensure that the Strategic Plan for improvement is carried out, analyzed, and evaluated, the Strategic Plan Committee will continue to meet on a regular basis. The leadership of the school will track the progress of the Strategic Plan and review this information with the committee. This subcommittee of the School Advisory Committee will publish an annual scorecard that will rate the outcomes of all efforts. This will be the vehicle of communication with stakeholders about the improvement process. The nature of the Balanced Scorecard approach leads to measurable targets and strategic initiatives. Each target and initiative will be carefully reviewed to ensure that it is aligned with our mission, and to determine which strategies resulted in improved student performance, and which did not. The Strategic Plan is a living document that is continually evolving as initiatives are completed, new challenges emerge, and our community grows and changes. School leadership will keep a watchful eye to ensure that the Plan fulfills its purpose as a guiding tool for achieving the mission of St. Ann School.

## STRUCTURE

---

*In working to formulate a Strategic Plan, the Strategic Planning Committee developed a structure to guide its discovery and discernment process as well as the actual development of this document as the “document of record” for the Strategic Plan.*

*This section explains the structure used by the Strategic Planning Committee.*

### **Balanced Scorecard Methodology**

This Strategic Plan was developed using elements of the *Balanced Scorecard* framework (developed by Harvard Business School professor Robert Kaplan and David Norton) which enables organizations like St. Ann School to clarify its vision and strategy and translate them into action, not only in financial terms but in more intangible areas such as internal processes and external outcomes. In using the *Balanced Scorecard* framework, St. Ann’s Strategic Planning Committee adapted the methodology to reflect St. Ann’s current state of development.

### **Strategic Focus Areas**

At the core of this plan are fifteen Strategic Focus Areas, each a critical element of St. Ann’s effort to fulfill its mission. Each Strategic Focus Area supports and is supported by the other Strategic Focus Areas in a mutually dependent relationship.

St. Ann’s Strategic Focus Areas are divided into four categories:

- *Outcomes.* Outcomes are the results sought by the school, the fundamental core of what St. Ann School seeks to accomplish.
- *Target Audiences.* Target Audiences are the constituencies seeking the outcomes St. Ann provides.
- *Processes.* Processes are both the instructional and operational functions that enable St. Ann School to attract and meet the needs of its Target Audiences as well as achieve its outcomes.
- *Support.* Support are those core skills and resources necessary to ensure that the Processes function well.

### **Measures & Targets**

A critical element of each Strategic Focus Area is the identification of “Measures and Targets” that help St. Ann School determine if it is fulfilling the intent of the Strategic Focus Area. The measures and targets also drive analysis and action (Sustaining Actions and Strategic Initiatives) ensuring that the intent of the Strategic Focus Area is fulfilled.

- *Measures.* Measures are the program elements that the school uses to evaluate and communicate performance against expected results. Reporting and monitoring measures helps St. Ann gauge progress toward effective implementation of strategy.
- *Targets.* Targets are the actual performance level St. Ann School aims to achieve. For the sake of expectation setting and communication, a target will always be an actual, quantifiable number rather than a percent improvement (i.e., if the current enrollment is 170 and St. Ann School wants to increase it by 10%, the target should be 187 rather than “improve by 10%”)

### **Sustaining Actions & Strategic Initiatives**

In order to achieve the targets identified for each Strategic Focus Area, St. Ann School pursues specific actions and initiatives that constitute the actual “work” that supports the Strategic Plan.

For this Strategic Plan, St. Ann School has defined two kinds of activities:

- *Sustaining Actions.* Sustaining Actions are typically day-to-day, operational activities that are fundamental to the achievement of targets specified in the Strategic Plan.

## ST. ANN SCHOOL STRATEGIC PLAN

- *Strategic Initiatives.* Strategic Initiatives are extraordinary activities outside of day-to-day school operations that have been identified as crucial to achieving the targets in each Strategic Focus Area. They are ordered by priority—short term, near term, and long term.

STRATEGY MAP

*Each Strategic Focus Area supports and is supported by the other Strategic Focus Areas in a mutually dependent relationship. This relationship structure can be represented in what is essentially a “Strategy Map” – a graphic representation of where and how each Strategic Focus Area interacts with and supports other Strategic Focus Areas in forming an overall framework (the strategy) for St. Ann School to achieve its Mission Statement.*

<b>MISSION STATEMENT</b>	<p>As an educational ministry of St. Ann Church, St. Ann School exists to assist in the Christian formation of its children in accordance with Catholic tradition.</p> <p>The mandate of this faith community is to provide quality, innovative education within a nurturing environment, to promote an appreciation of its diversity and a respect for individuals, and to foster a sense of self, crucial for future success.</p> <p>This is a place of both refuge and challenge; it is a place where the Gospel message is heard, lived in praise of God, and fulfilled in service to others.</p>			
<b>OUTCOMES</b>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> <p style="text-align: center; margin: 0;">Student</p> <div style="display: flex; justify-content: space-around; margin: 5px 0;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">Strong Catholic Identity</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">Well-Educated Students</div> </div> </div>		<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> <p style="text-align: center; margin: 0;">Organizational</p> <div style="border: 1px solid black; padding: 5px; text-align: center; margin: 5px 0;">Financial Stability</div> </div>	
<b>TARGET AUDIENCES</b>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Engaged Students</div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Involved Parents</div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Supportive Parish</div>	
<b>PROCESSES</b>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Innovative Instruction</div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Comprehensive Curriculum</div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Sound Financial Management</div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Vibrant Mktg &amp; Communications</div>
<b>SUPPORT</b>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Effective Leadership</div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Accomplished Staff</div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Optimized Campus</div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Appropriate Technology</div>

**STRONG CATHOLIC IDENTITY**

---

**Description**

*What is the scope of this strategic focus area? Why is this strategic focus area critical to St. Ann School?*

Central to the mission of St. Ann School is providing students with a proper, current, and comprehensive educational experience in accordance with Catholic tradition. The Catholic character of St. Ann is inherent in all aspects of the school’s culture and programs, and furnishes the foundation for a thriving, cohesive community dedicated to a faith-based education. Maintaining and strengthening the Catholic identity of the school will always be a priority as St. Ann plans for its future.

**Recent Initiatives & Accomplishments**

*What has been accomplished in this strategic focus area since the last strategic plan?*

- *Student Led Prayer Services.* Each week, grades 3-8 take turns preparing and conducting a prayer service for the entire school.
- *Student Reconciliation Service.* Each week grades 2-8 take turns participating in a Reconciliation Service. Books were purchased for use by students during these services.
- *New Liturgical Coordinator Position.* A part-time position was created to improve the quality of student liturgies and increase opportunities for student involvement. The Liturgical Coordinator, hired by the parish, works in all classrooms to prepare and educate students for their roles as liturgical ministers and their participation in the assembly. One hour per day is allocated in the staff member’s daily schedule for liturgical planning in Fall 2007.
- *Liturgical and Praise Choirs.* Liturgical Coordinator works with student choir to prepare music for school liturgies and select parish liturgies. In fall 2007 a Made4Praise choir was established to give grades 1-4 choir experiences.
- *Catholic Schools Week.* Activities focused on exploration of and pride in Catholic identity.
- *Lenten Activities.* Grade 7 began presenting the Stations of the Cross in Silhouette during Holy Week, and grades 5-8 are using Lenten devotionals.
- *Catholic Identity Assessment* In the Spring of 2008, two outside consultants were hired to evaluate the school’s Catholic Identity and student spiritual development. A summary was sent to parents and the full report posted on the web.
- *St. Ann Faculty Retreat.* Offered a retreat day for St. Ann faculty during winter 2010 which significantly increased staff opportunities for catechetical formation.

**Current State Assessment**

*What is the assessment of this strategic focus area? What are the strengths, weakness, issues, challenges, etc.?*

The Catholic core of St. Ann School undergirds all of its educational programs. Formal religious instruction (4-5 class meetings per week) is current and appealing to all grades. The current religion textbooks used by all grades are up to date and appropriate for student use. Faculty has opportunity for ongoing catechetical formation. Worship and prayer are integrated into daily activities and the weekly schedule, as are opportunities for reception of sacraments. **Ninety-two percent of parents** agree that St. Ann provides an environment that teaches and embraces Catholic/Christian values, and **94%** of St. Ann alumni currently enrolled in high school agree that the school gave them a solid foundation in Catholic/Christian values.

**Measures & Targets**

*How does St. Ann School measure success in this strategic focus area? What are the targets for the coming year?*

<i>Measures</i>	<i>Targets</i>
Sacramental preparation and reception	Students trained for and given Sacraments at

## ST. ANN SCHOOL STRATEGIC PLAN

Students are involved in student liturgies	appropriate ages (Reconciliation and Eucharist in Grade 2, Confirmation in Grade 8) Students trained to effectively participate in all age-appropriate liturgical ministries
Students participate in formal religious instruction	Students will receive 4-5 days of religious instruction during a typical week
Annual Parent Survey results	At least 90% will report satisfaction with Catholic environment at St. Ann
Students will attend Mass on a regular basis	At least once per week during a typical week
Students will have access to Sacrament of Reconciliation	At least once per quarter
Catholic secondary school choice	At least 75% of graduates choose Catholic high schools
Faculty catechetical formation	100% of faculty will meet 8 hour annual requirement

### **Sustaining Actions**

*What are the actions by St. Ann School that help sustain this strategic focus area on a regular basis?*

- *Textbook Review Process.* Each year faculty evaluate effectiveness of current religion textbooks; textbooks are replaced as necessary.
- *Faculty Inservice.* Faculty receive one inservice related to faith development annually.
- *Student Training* – Faculty and parish staff work with students to prepare them for participation in liturgies.
- *Classroom prayer opportunities.* Faculty provide students with daily teacher or student directed prayer opportunities in the classroom.
- *Religious Instruction.* Religion part of core curriculum and taught in Kindergarten-eighth grade 4-5 times per week.
- *Student involvement in events.* Students lead and participate in liturgical events such as All Saints Day, Stations of the Cross during Lent, Advent Rosaries, May Crowning, and others.
- *Catechetical Formation.* Provide opportunities for faculty to obtain their eight hours of catechetical formation required by the Diocese via the St. Ann Faculty Retreat annually.
- 

### **Strategic Initiatives**

*What are the strategic initiatives targeted by St. Ann School to advance this strategic focus area?*

#### Short Term:

- *Catechetical Formation.* Increase opportunities for faculty to obtain their eight hours of catechetical formation required by the Diocese.
- *Service Partners and Projects.* Ensure that service partners and projects engaged in by the school are coordinated with the parish youth ministry program.
- *Staff Spiritual Growth.* The administration will create programs for staff that support their personal spirituality and increase such programming in their classrooms.

#### Near Term:

- *Liturgy Planning.* Create a school liturgy committee to help prepare school liturgical services.

## ST. ANN SCHOOL STRATEGIC PLAN

- *Devotional Activity.* Working with students from St. Ann's Sunday School of Religion, students write, produce, and distribute Advent and Lenten devotionals for children.
- *Diversity Committee.* The administration will create a diversity committee to explore ways of increasing positive focus on diversity at St. Ann in accordance with the school's mission, the universality of the Catholic faith tradition, and as a reflection of the parish community.

### Long Term:

- *Parent Workshops and Classes.* Explore the possibility of workshops and/or for parents providing religious and spiritual education.

## WELL-EDUCATED STUDENTS

---

### Description

*What is the scope of this strategic focus area? Why is this strategic focus area critical to St. Ann School?*

St. Ann School is committed to providing outstanding, innovative education that will prepare students to succeed in future educational endeavors and function as leaders in today's diverse and global world. Academics are part of the triad central to St. Ann's mission: Spirituality, Academics, Service.

### Recent Initiatives & Accomplishments

*What has been accomplished in this strategic focus area since the last strategic plan?*

- *Standardized Test Scores.* Iowa Test of Basic Skills (ITBS) school scores place of St. Ann School in the top 3-5 percentile of students nationwide.\*
- *Technology Offerings.* St. Ann School has an up-to-date voice and data network encompassing wireless and LAN based systems. The purchase of a second laptop cart in 2009 now provides a mobile, wireless computer lab for the Lower School, in addition to the existing cart for the Upper School.
- *Drama Program.* With funds from the Home and School Association, a sound system and stage curtains were purchased for drama productions. Drama instruction is now provided for all students, as well as the opportunity for students in grades 2-8 to participate in a spring play.
- *Spanish.* Introduction in 2003-2004 of Spanish language instruction for all students in grades 1-8. In the Fall of 2007, Spanish instruction was increased to 4 days per week, with plans to eventually increase it to 5 days per week.
- *Automation of Library System.* The automation of the circulation/cataloging system in the library in 2003 was a dramatic enhancement to student learning and greatly improved library efficiency.
- *Theatrical Lighting* In the Fall of 2007 the Home and School purchased theatrical lighting use for in the gym. Equipment was purchased with plans to hang it permanently from the ceiling in the gym.
- *Add to school week* The 2:00 dismissal on Wednesday's for used for student clubs, faculty meetings and professional development was eliminated; dismissal is 3pm every day of the week starting August 2007.
- *ITBS Spreadsheets for Students* In the Fall of 2007, teachers created Excel spreadsheets for students as a means of tracking individual student ITBS scores longitudinally
- *TCAP testing discontinued* After two consecutive years where the results were flagrantly in error for specific students, the decision was made to discontinue use with both 5<sup>th</sup> and 8<sup>th</sup> graders.
- *Yearly Progress Pro* The YPP program was installed, and teachers were trained in its use September 2008. Teachers will use the program to measure response to instructional interventions.
- *National Spanish Exam* The administration implemented the 7-8 National Spanish Language Exam to measure proficiency and determine student growth in target language proficiency.
- *Yearly Progress Pro (YPP) Inservice on use of Test Data.* Inservice was offered fall 2009 on use of YPP test data to improve classroom instruction

### Current State Assessment

*What is the assessment of this strategic focus area? What are the strengths, weakness, issues, challenges, etc.?*

The two standardized tests utilized at St. Ann (ITBS and ACT/Explore), as well as Yearly Progress Pro (YPP) indicate students perform well above average as compared to peers in other Diocese of Nashville parochial schools and schools nationwide. However, language composite scores on ITBS are consistently higher than Math composite scores. There have been interventions over the past few years—adding the Accelerated Math program, new math textbooks, and a permanent Upper School math teacher rather than an A.C.E. teacher in that position, purchasing graphing calculators, and ability grouping the 7<sup>th</sup> and 8<sup>th</sup> grade students as a means of offering 7<sup>th</sup> grade pre-algebra and an 8<sup>th</sup> grade algebra class. The Math scores are an ongoing challenge, and efforts will continue to research ways to improve student learning in this curricular area. St. Ann graduates

## ST. ANN SCHOOL STRATEGIC PLAN

are accepted routinely at high schools of their choice. Once in high school, St Ann graduates accrue outstanding performance records: 1) nearly two-thirds receive academic honors, 2) they are involved in school life more frequently than their peers, 3) they often assume positions of leadership in academic, service, and athletic activities. A recent survey of St. Ann graduates currently enrolled in high school reveals that 78% feel prepared them well for their high school experience.

### Measures & Targets

*How does St. Ann School measure success in this strategic focus area? What are the targets for the coming year?*

<i>Measures</i>	<i>Targets</i>
ITBS scores	School wide scores exceed diocesan average scores in all categories.
ITBS scores	85% of students will achieve Grade Equivalent (GE) growth of at least one year annually
8 <sup>th</sup> grade ACT/Explore test scores	75% of students in top half nationally
Spanish language proficiency assessment	Target TBA based on initial results
Annual parent survey	Parent satisfaction with academic rigor will remain above 90%
Graduates on high school honor rolls	At least 50% of St. Ann graduates will earn high school academic honor status

### Sustaining Actions

*What are the actions by St. Ann School that help sustain this strategic focus area on a regular basis?*

- *Diocesan Curriculum.* Every year teachers teach a curriculum which exceeds diocesan curricular standards.
- *Individual Student Analysis.* Student ITBS and Yearly Progress Pro scores charted and analyzed for each student. Each year teachers review ITBS scores for each student and place them on the student's academic record. Students not achieving a Grade Equivalent (GE) growth of one year are placed on target list for specific action.
- *Reports to Parents.* Interim Progress Reports are sent home at the midpoint of each nine-week grading period and complete Report Cards at the end of each quarter.
- *Enhancements by Home and School Association.* Supplements to the school's operating budget allow for regular drama instruction.
- *New Student Orientation Program.* New student orientation program provided for all grades, with special attention to new Upper School students.
- *Extra-curricular Opportunities.* The school will continue to offer multiple and diverse opportunities in service, social, academic, athletic areas, and the arts.
- *Scholastic Book Fairs.* Two fairs held annually; supports characteristic "reading culture" at St. Ann School.
- Seven hour school day Mon-Fri., thereby adding one hour per week.
- Upper School orientation evening for incoming 5<sup>th</sup> graders and their families.
- *Yearly Progress Pro (YPP).* Use of YPP to provide ongoing Reading, Literacy and Math assessment.

## ST. ANN SCHOOL STRATEGIC PLAN

### Strategic Initiatives

*What are the strategic initiatives targeted by St. Ann School to advance this strategic focus area?*

#### Short Term.

- *Individual Educational Plan for Targeted Students.* Students not achieving yearly GE growth of one year will have an formal individual Educational Plan prepared for them. This plan will be discussed with parents and the principal and implemented by teachers.
- *Yearly Progress Pro (YPP).* Improve use of YPP for enrichment and remediation both at home and at school.

#### Near Term:

- *Standardized Test Data.* Explore methods to improve tracking and use of student assessment data. Consolidating access to various assessment tools and data.

#### Long Term:

- *Strategic Relationship with Education Research.* The school will work to create a strategic relationship with higher education programs thereby making available to St. Ann students and teachers the resources and research from the Higher Education Departments.

\*It should be noted that St. Ann does not base admission on student ability, and its parochial mission is to educate all Catholic children. Therefore, St. Ann students have wide ranging academic ability, a feature of the school considered beneficial to the overall program. However, if severe learning needs exist that St. Ann staff cannot meet, admission will be denied.

## FINANCIAL STABILITY

---

### Description

*What is the scope of this strategic focus area? Why is this strategic focus area critical to St. Ann School?*

Financial stability is achieved not only by sustained enrollment, but also by the optimal functioning of all the support structures, processes, and constituencies that form the framework of St. Ann School. Financial stability ensures the ongoing viability of the school and sustains the potential for St. Ann to carry out its mission well into the 21<sup>st</sup> century.

### Recent Initiatives & Accomplishments

*What has been accomplished in this strategic focus area since the last strategic plan?*

- *Enrollment stabilization.* The student body has increased from opening day enrollment of 166 in 2004-2005, to 177 in 2005-06, to 187 in 2006-07, 192 in 2007-2008, and then 192 in 2008-2009.
- *Collaborative Pre-Kindergarten.* Established the Catholic Collaborative Pre-Kindergarten School with Christ the King School and St. Mary Villa Childcare in 2006-07 to maximize kindergarten enrollment and help stabilize overall enrollment. Trend shows SAS gains 2-4 students who would not have otherwise gone to St. Ann.
- *Enhanced Recruitment.* Materials given to prospective families have been enhanced, and now include an appealing and informative brochure and DVD. The administration has been giving a record number of personal tours and teachers are accommodating frequent classroom visits by prospective students in the spring.
- *Tuition Increases.* In recent years, tuition increases have been significantly moderated (10% in 2003-04, 7% in 2004-05, 6% in 2005-06, 5% in 2006-07, 4% in 2007-08 and 5% in 2008-2009.) Long term planning indicates a 5% increase will be sufficient to maintain strong academic program.
- *Fundraising.* Gifts to the school through fundraising have been quite robust. The two major fundraisers sponsored by the Home and School Association (Cookie Dough Sale and Spring Fling) have garnered over \$50,000 each of the past four years. In recent years, the school's Annual Fund has raised \$20,000-\$25,000 each year, however in 2005-06, giving was well ahead of average with over \$35,000 given in support of the library renovation. The 2007-2008 Annual fund raised \$34,000 with 43% of families contributing. The 08-09 Annual Fund generated \$43,000.
- *Significant Grant.* A \$200,000 grant from the Lindahl Foundation in 2005 provided the funds for an important capital improvement in the academic building (bathrooms) and Turner Universal Construction provided construction of the Learning Center as an in-kind gift worth \$15,000.
- *Timing of Fundraisers.* Rescheduled the kick-off of the Annual Fund to November in 2010.
- *Alternative Payments for Annual Fund.* Presented a proposal to Parish Finance Committee in November 2009 asking permission to use web based giving for the annual fund.

### Current State Assessment

*What is the assessment of this strategic focus area? What are the strengths, weakness, issues, challenges, etc.?*

Although not yet filled to capacity, the positive trend in enrollment at St. Ann School has been most reassuring. It indicates clearly that vigorous marketing and recruitment efforts are bearing fruit and that parents want the exceptional educational program that St. Ann offers. Several situational factors create challenges to sustaining enrollment at St. Ann: 1) The tuition burden is simply more than some families can bear, 2) there are sparse funds available for tuition assistance, 3) there are insufficient numbers of children in the parish to fill the school, 4) there is limited population growth in the school's geographic area, and 5) there are increasing quality independent school options. It is a source of great sorrow when, because of financial constraints, a family is forced to withdraw their child(ren) from the school or never consider enrollment at St.

## ST. ANN SCHOOL STRATEGIC PLAN

Ann although deeply desirous of that choice. School leaders acknowledge the compelling need as Catholics and Christians to explore actions that could lead to alternative tuition structures and/or available tuition assistance. Certainly non-tuition revenues positively affect St. Ann’s financial stability, and opportunities for the school to benefit from such sources of revenue must be exploited. Up to this point in time, there has been limited activity in that area. The school receives substantial support from individual donations. The St. Ann community genuinely enjoys and responds positively to the giving opportunities presented by the annual Cookie Dough Sale and Spring Fling event. Goals for these fundraisers are consistently met or exceeded and the rate of participation is high. Goals for the Annual Fund are also consistently met or exceeded with gratifying rates of participation by parishioners and staff, however the parental rate of participation—usually around 50%—is disappointing.

### Measures & Targets

*How does St. Ann School measure success in this strategic focus area? What are the targets for the coming year?*

<i>Measures</i>	<i>Targets</i>
Enrollment	Enrollment will be maintained above 185 students each year
Retention of students	The school will retain 95% of its students year to year
Kindergarten class	Maximum class size of 20 will be met each year
Tuition	Average increases between 4%-6%
Parish investment	Not less than 8% of school’s operating budget
Fundraisers	Goals will be met or surpassed for each fundraiser
Annual Fund participation	At least 55% will participate in 2009-10, with a 5% increase for each of the next 5 years
Non-tuition revenues	At least 10% of operating budget
Parent Survey results	At least 90% of respondents will agree that St. Ann offers a good value for the tuition dollar
Parent Survey results	At least 90% of respondents will agree that their overall experience at St. Ann has been positive
Parish Survey results	At least 75% of respondents will approve of parish financial support of school

### Sustaining Actions

*What are the actions by St. Ann School that help sustain this strategic focus area on a regular basis?*

- *Recruitment.* Focused cultivation of prospective families with emphasis on congenial personal contact and well-crafted promotional materials and a PreK used to attract and maintain new families.
- *Fundraisers.* High quality, well executed fundraisers, limited to three annually.
- *Tuition Increases.* Annual tuition increases considered relatively reasonable by currently enrolled families.
- *Marketing Plan.* Create and implement a marketing plan each year with special consideration of enrollment and development issues.

**Strategic Initiatives**

*What are the strategic initiatives targeted by St. Ann School to advance this strategic focus area?*

Short Term:

- *Alternative Payments for Annual Fund.* Consider adding alternative payment options for the Annual Fund donors.
- *Capital budget projections.* School Budget Committee and Parish Finance Committee create a template for projecting costs associated with short and long-term initiative for school facility improvements.
- *Enrollment Process* The potential for full enrollment and waiting lists for siblings, parishioners, and Catholic families means the School Advisory Committee will evaluate current policy and determine what modifications are needed to ensure mission is met.
- *Student Retention.* Evaluate reasons for recent student attrition to determine if additional measures are needed.

Near Term:

- *Tuition Structures.* Research and consider alternative tuition funding models.
- *Tuition Assistance.* Explore possibilities for growing funds for tuition assistance.
- *Grant Seeking.* Consider resources needed to increase grant-seeking activities.

Long Term:

- *Planned Giving and Major Gift.* Consider resources to support having a program to create a long term campaign with the intent of creating an endowment.

## ENGAGED STUDENTS

---

### Description

*What is the scope of this strategic focus area? Why is this strategic focus area critical to St. Ann School?*

By virtue of its mission, St. Ann School is committed to providing a learning environment where students are given ample and varied, formal and informal opportunities to develop a healthy body, a strong sense of self, respect for others, their potential as leaders, and an inclination to use their gifts in the service of others. In addition to intellectual and spiritual development, St. Ann recognizes the necessity of appropriate social engagement that fosters in young people a sense of responsibility as citizens of the school community, the local community, and the global community.

### Recent Initiatives & Accomplishments

*What has been accomplished in this strategic focus area since the last strategic plan?*

- *Service Partner Program.* In 2004, the school instituted the Service Partner Program which engages students from all grades in specific community service initiatives.
- *National Junior Honor Society.* Applied for and founded chapter of National Junior Honor Society.
- *Athletic Program.* Three new sports were added to the athletic program: Golf and tennis, spearheaded and coached by St. Ann parents, and volleyball for girls in grades 5/6 and 7/8.
- *Drama.* In addition to one quarter of drama instruction, students in grades 2-8 given opportunity for extracurricular involvement in production and performance of two staged plays.
- *Student Personal Counseling Program.* Counselor available three days per week to students and their families. Counselors also offer classroom workshops throughout the year.
- *Second Step.* A curriculum focused on teaching impulse control, problem solving, and conflict resolution, the Second Step program was purchased and implemented during the 2005-2006 following faculty training.
- *EagleStrong Program.* In 2004, a committee of faculty addressed the need to improve our sense of community within the school. They initiated a program called *EagleStrong* that focuses on different personal skills each year that build community. The current skill set includes: show kindness to others, be prepared, think it through, always include others, greet and welcome others, say “please and thank you”.
- *School Culture.* School began surveying students in grades 3-8 on issues related to school culture.
- *Diversity.* St. Ann conducted a seven-year review of student religious and ethnic diversity.
- *Recycling.* The school now provides a recycle bin for school and local community use.
- *Increase in Club Meetings.* Experimented with clubs meeting two days rather than one day per month, with emphasis on recreational options. In 2007, this was reverted to one day per month due to lack of student usage of additional clubs.
- *After School Programs.* Began offering tuition-based after school programs (e.g., dance, band, science) within the context of the school’s Extra Care Program.
- *Drama Technical improvements.* In 2007, through the use of Cookie Sale money, the Home and School expanded and improved drama offerings by purchasing theatrical lighting and stage curtains.
- *Monday Musical Madness (2008)* Resulting from the 2007-2008 arts assessment, in the fall of 2008, students were offered “ensemble” style sessions for one hour after school on Mondays in order to give students additional arts experiences. The focus changes each arts cycle and include: percussion, recorder, world drumming and guitar.
- *Video Conferencing (2008)* Each student participated in no less than one video conference with experts and/or classes from across the States and in England.
- *Community Garden (2008)* St. Ann students participated in a local community garden as a way to explore the natural world and increase involvement in the local community. Teachers are incorporating

the community garden in curriculum planning. A connection with the parish has occurred through the sale of student grown produce after mass on Sunday.

- *Discipline Plans.* In fall 2009, Lower and Upper School Discipline Plans were reviewed and updated.
- 

**Current State Assessment**

*What is the assessment of this strategic focus area? What are the strengths, weakness, issues, challenges, etc.?*

St. Ann School students are actively involved in a wide range of school extracurricular activities, school sports teams, and local community activities. In grades 6-8, rates of participation are 95%, 95%, and 89% respectively, according to the latest Pride Survey. The relative small size of the St. Ann School community allows students significant opportunities to explore their interests, participate fully in all endeavors, develop new skills, and grow as leaders. Eighty-four percent of parents agree that St. Ann students are offered sufficient athletic and extracurricular opportunities (14% have no opinion). Interest and availability have demonstrated that one club meeting a month is optimal.

**Measures & Targets**

*How does St. Ann School measure success in this strategic focus area? What are the targets for the coming year?*

<i>Measures</i>	<i>Targets</i>
Individual service hours	Each student will contribute a minimum of 6 hours of community service through the Service Partner Program
Student School Culture Survey	All students in grades 3-8 will be surveyed annually
Student School Culture Survey results	90% will report typically feeling safe at school
Student School Culture Survey results	75% will report consistent respectable behaviors at school
Pride Survey	Pride survey will be given every 3 years
Pride Survey results	Student reports of unhealthy behaviors will not exceed diocesan average

**Sustaining Actions**

*What are the actions by St. Ann School that help sustain this strategic focus area on a regular basis?*

- *Service Partner Program.* Teachers will integrate service learning into the curriculum on at least a monthly basis through the Service Partner Program. This partnering with another allows students to engage in service in a meaningful and reflective manner.
- *School-wide Charity Projects.* Periodic opportunities for involvement in school-wide service projects with local, national, or international reach, e.g., Jump Rope for Heart, collections for Second Harvest Food Bank, Penny Race to benefit sister parish in Haiti.
- *Maintain Offerings.* Fund, staff, and schedule extracurricular activities and sports currently available.
- *Leadership Development.* Leadership opportunities made available to students through myriad activities, e.g., Student Council, Service Club, liturgies, library assistants, WSAS, etc.
- *Student School Culture Survey.* Grades 3-8 surveyed annually.
- *Counseling.* Counselors available to students three day per week through Catholic Charities.
- *Conferences.* Mandatory Parent-Student-Teacher conference held in the fall each year.
- *Discipline Plans.* Consistent execution of Discipline Plans.
- *Dress Code.* Consistent enforcement of Dress Code.

## ST. ANN SCHOOL STRATEGIC PLAN

- *Arts Participation* Continue to offer multiple and diverse opportunities for student participation in the arts.

### Strategic Initiatives

*What are the strategic initiatives targeted by St. Ann School to advance this strategic focus area?*

#### Short Term:

- *Data Gathering.* Collect more data on student involvement in activities and students' interest in additional offerings through annual Student Survey.
- *Eagle Essential Eleven.* The school will implement a revised code of behavioral expectations – an improvement and replacement of those contained in the EagleSTRONG program.
- *Video Conferencing* Increase use of video conferencing as a means of expanding the reach of the St. Ann educational program.
- *Community Garden.* Parents and students will identify the community garden as an asset in the education process at St. Ann via the surveys.
- *Family Handbook.* Student Council, Faculty and School Advisory Committee will review and revise the handbook to have an enforceable engagement of the students in that mission.

#### Near Term:

- *After School Music Clubs.* Explore the creation of a music ensemble and an arts club as an after school club as a parent-driven, self supporting endeavor.

#### Long Term:

## INVOLVED PARENTS

---

### Description

*What is the scope of this strategic focus area? Why is this strategic focus area critical to St. Ann School?*

St. Ann School recognizes and respects the role of parents as the first and primary teachers of their children. Providing ample and meaningful opportunities for parents to be involved in the life of the school not only enables the existence and enhancement of many programs that would otherwise not be possible, but also provides essential leadership and creates a strong and cohesive sense of community. Further, research has proven that students whose parents are involved in their school perform better academically. St. Ann actually has the expectation that each school family will contribute 40 volunteer hours each year. Without question, parental involvement at St. Ann School is indispensable to the attainment of mission.

### Recent Initiatives & Accomplishments

*What has been accomplished in this strategic focus area since the last strategic plan?*

- *Volunteer Expectations.* Increased awareness of the expectation of 40 volunteer hours per family per year.
- *Volunteer Opportunity Handbook.* Booklet distributed to families each summer describes the various opportunities for involvement and contains a Volunteer Commitment Form for parents to indicate how they would like to be involved.
- *Promotion of Volunteerism.* Increased focus on promoting volunteerism at events such as Principal/Parent Breakfasts, New Family Night, Back-To-School Picnic, and Academic Open House.
- *School Advisory Committee.* The School Advisory Committee was restructured giving improved opportunity for parents to be part of the school's leadership team.
- *Volunteer Positions.* All major volunteer roles continue to be filled each year (School Advisory Committee members, Home and School Association officers, Fundraiser Chairs, classroom coordinators, and athletic coaches).
- *2007 Distinguished Home and School Association Award.* Presented to St. Ann Home and School Association from the National Catholic Educational Association.
- *Family Movie Nights (2008)* With leadership from the School Advisory Committee's Community Involvement group, the school began offering free movie nights in the gym for parish and school families.
- *PowerSchool (2008)* The school instituted PowerSchool as a means of more effectively communicating academic issues with parents.
- *Volunteer Opportunity Handbook.* Descriptions of opportunities was expanded to provide more detail in the summer 2008 handbook.

### Current State Assessment

*What is the assessment of this strategic focus area? What are the strengths, weakness, issues, challenges, etc.?*

Most St. Ann School families are headed by working parents with limited availability for volunteer commitments. However, approximately 50% of families meet or exceed the 40 hour per year volunteer expectation. Some families do not complete Volunteer Commitment forms, and the school presently does not make sufficient attempts to follow up with those parents. Many parents are exemplary stewards of their time and talent, making extraordinary contributions to the school. Within the School Advisory Committee, parents provide crucial input to the administration and accomplish an exceptional amount of committee work, especially in the areas of marketing, fundraising, alumni relations, finance, and strategic planning. The Home and School Association manages upwards of \$150,000 in income and expenditures each year, oversees two major fundraisers, and organizes a myriad of events and activities. Within the athletic program, approximately 35 volunteers serve as coaches for various sports teams. Additionally, volunteers devote

## ST. ANN SCHOOL STRATEGIC PLAN

themselves to helping in the classrooms, chaperoning field trips, doing office work, and preparing mailings. Ninety-six percent of parents agree that the school offers many opportunities for parent involvement.

### Measures & Targets

*How does St. Ann School measure success in this strategic focus area? What are the targets for the coming year?*

<i>Measures</i>	<i>Targets</i>
Volunteer Commitment Forms	75% rate of return from parents
Parent volunteer fulfillment	50% of families will meet or exceed 40 hour goal; additional 25% of families will contribute some hours
Annual Parent Surveys (academic program and school culture)	Conducted annually; 75% rate of return for each of the two surveys
Annual Fund participation	At least 50% of parents will participate in 2007, with a 5% increase for each of the next 5 years
Positions within SAC and H&S	100% of positions will be filled each year
Athletic program	100% of coaching positions will be filled by volunteers
Classroom coordinators	Every classroom will have at least one actively involved coordinator each year

### Sustaining Actions

*What are the actions by St. Ann School that help sustain this strategic focus area on a regular basis?*

- *Volunteer Expectations.* School and parent-driven organizations broadcast expectation of volunteer service.
- *Parent Surveys.* Two surveys, Academic Program and School Culture, conducted each year.
- *Recruitment.* Active recruitment and promotion of volunteerism at every opportunity.
- *Mentoring Families.* The school will assign mentoring families to each family new to the school.
- *Family Gatherings.* Explore the creation of “Family Nights” to bring St. Ann families together for recreation.

### Strategic Initiatives

*What are the strategic initiatives targeted by St. Ann School to advance this strategic focus area?*

#### Short Term:

- *Volunteer Hours.* The School Advisory Committee in collaboration with the Home and School Association will explore and implement new strategies for increasing parent volunteer hours.
- *Annual Fund Involvement.* The School Advisory committee will implement strategies to improve the percentage of parent involvement in the annual fund by changing time of year to Fall 2009.

#### Near Term:

- *Parenting Workshops.* Explore the need and possibility of parenting workshops by Catholic Charities staff.
- *Volunteer Coordinator.* Consider appointing a volunteer to coordinate all volunteer activity at the school.

Long Term:

-

SUPPORTIVE PARISH

---

**Description**

*What is the scope of this strategic focus area? Why is this strategic focus area critical to St. Ann School?*

Part of the mission of St. Ann Church is to provide Catholic education for its parishioners. The ministry of St. Ann School helps to fulfill that aim: church and school are inextricably linked. The pastoral leadership and spiritual, material, and financial support of the parish are essential to the success of the educational program of the school.

**Recent Initiatives & Accomplishments**

*What has been accomplished in this strategic focus area since the last strategic plan?*

- *Parish Survey.* The school surveyed parishioners for the first time in known history and gathered data highly useful to the school’s operations and planning.
- *Catholic Schools Week.* Parish has increasingly participated in the activities and liturgies that mark this annual celebration.
- *Church Youth Choir.* Participation by St. Ann students in Church Youth Choir.
- *Renovation Projects* Several renovations were completed by the church as a benefit to all constituent groups. Recent projects include; Upper and Lower School bathrooms and additions to the covered walkways.
- *Involvement of Parish Leaders in the School Committees (2009)* Through the efforts of the School Advisory Committee chair, several parish staff and/or leaders accepted committee membership in school leadership committees.

**Current State Assessment**

*What is the assessment of this strategic focus area? What are the strengths, weakness, issues, challenges, etc.?*

St. Ann School is indeed fortunate to have a Pastor exceedingly dedicated to Catholic education, wise in the school’s role and function in a parish community, and particularly supportive of his parish school. Eighty of the 130 currently enrolled school families are St. Ann parishioners; this integration of family life within the St. Ann community is quite personally fulfilling for the families and hugely beneficial to the community as a whole. Parishioners actively participate in and generously support school fundraisers such as the Cookie Dough Sale, Spring Fling, Book Fairs, and most especially the Annual Fund. The survey conducted in the parish in March 2007 gathered highly useful information from those stakeholders. Among other things, it revealed the satisfying facts that 97% of those surveyed think St. Ann School is an important ministry of the parish, and 92% of those surveyed agree that St. Ann offers an excellent educational program. The relative small size of the parish means that a percentage of students in a school filled to capacity will necessarily come from outside the parish. A St. Ann School education is also largely unaffordable for some parish families, especially new immigrants. Six percent of those surveyed with school-age children who do not attend St. Ann School indicated that is because of financial reasons. The survey further indicated that 73% feel well informed about the school and its events, a figure that bears improvement.

**Measures & Targets**

*How does St. Ann School measure success in this strategic focus area? What are the targets for the coming year?*

<i>Measures</i>	<i>Targets</i>
Parish survey	Conduct every 5 years
Parish survey results	At least 90% of parishioners surveyed will agree that St. Ann School is an important ministry of the parish
Parish survey results	At least 80% of parishioners surveyed will report feeling well-informed about the school

## ST. ANN SCHOOL STRATEGIC PLAN

Parish survey results	At least 75% of parishioners surveyed will report being aware of opportunities to volunteer at the school
Parishioners' eligible school-age children	75% will attend St. Ann School
Pastor-Principal consultation	1 meeting per week during typical week
Parish Council-School Advisory Committee consultation	Joint meeting once per year
Parish Finance Committee-School Finance Committee consultation	Joint meeting once per year

### **Sustaining Actions**

*What are the actions by St. Ann School that help sustain this strategic focus area on a regular basis?*

- *Parish Ministries.* Parish groups, such as the Ladies' Guild and Knights of Columbus, provide funds and assistance that aid the school in a variety of ways, e.g., funding for AR Field Trip, building and grounds maintenance, etc.
- *Communication.* School regularly communicates information to parishioners via announcements and inserts in the church bulletin, and occasional messages at the end of Masses, and the school newsletter.
- *Participation in Special Events.* School eagerly participates in parish special events such as International Festivals and Ministry Fairs, etc.
- *Participation in Fundraisers.* Parishioners actively participate in and generously support school fundraisers such as the Cookie Dough Sale, Spring Fling, Book Fairs, and most especially the Annual Fund.
- *Monthly Parish Senior Luncheon.* Principal regularly attends Senior Luncheon to stay in touch with that important segment of the community, often bringing students to provide various forms of entertainment.
- *Senior Friends.* Each year eighth graders are assigned a senior friend from the parish. Once a month they visit their senior friend in their home to share lunch and do small chores. Parents of students drive and provide lunch. A special Mass and reception are held for Senior Friends at the end of the year.
- *School Update.* Students will distribute "St. Ann School Updates" after Masses one weekend a month.

### **Strategic Initiatives**

*What are the strategic initiatives targeted by St. Ann School to advance this strategic focus area?*

#### Short Term:

- *Leadership Bodies.* Strengthen relationship between school and parish leadership bodies.
- *Prospective Families.* Explore additional ways to build loyalty and cultivate interest in the school among parish families with small children.

#### Near Term:

- *Devotional Activity.* Working with students from St. Ann's Sunday School of Religion, students will write, produce, and distribute Advent and Lenten devotionals for children.
- *Outreach to Korean and Hispanic Communities.* Explore ways to interact and build relationships with Korean and Hispanic communities.
- *Involvement at Weekend Masses.* Explore ways students can be more involved at weekend Masses.
- *Prayer Buddies.* Establish prayer buddies between St. Ann School students and St. Ann Sunday School of Religion students.

## ST. ANN SCHOOL STRATEGIC PLAN

### Long Term:

- *Service Projects.* St. Ann School students and Sunday School of Religion students will engage in joint service projects.
- *Volunteers from Parish.* Consider ways in which to involve more parishioners as school volunteers.

## INNOVATIVE INSTRUCTION

---

### Description

*What is the scope of this strategic focus area? Why is this strategic focus area critical to St. Ann School?*

The teaching philosophy at St. Ann School is based on the belief that we believe instruction must evolve as the material, students, and curricular objectives change. Effective instruction is not limited to traditional lecture and whole class learning, but rather is a mosaic of varied techniques, each sparking understanding in different students and in different ways. Common to a St. Ann classroom is cooperative and peer learning, project and problem based learning, and the use of various media. Innovative teaching is the key to a successful learning community, and therefore professional development and individual faculty goals reflect the understanding that it is important to adapt teaching in order to improve learning.

### Recent Initiatives & Accomplishments

*What has been accomplished in this strategic focus area since the last strategic plan?*

- *Differentiated Instruction.* Increased emphasis has been placed on differentiated instruction, diagnosing students' learning styles, and accommodating student variance.
- *Curriculum Innovation.* A thematic, integrated, novel-based curriculum was introduced in grades 3 and 4.
- *Standardized Test Scores.* Iowa Test of Basic Skills (ITBS) scores place St. Ann School in the top 3-5% of schools nationwide.
- *Library Renovation.* The recent renovation of the library and media center (2006) allows for more efficient instruction and more suitable use of the space for educational purposes.
- *Textbook Replacement.* A system for replacing textbooks was put in place mandating that texts for core subjects are less than five years old.
- *Advanced Textbooks.* Recently acquired new textbooks provide online resources which enhance the student learning experience.
- *Daily Schedule.* The daily schedule was revised to augment instructional time.
- *Technology Integration.* Computer software, 4-6 computers in each classroom, teacher workstations, and LCD projectors are installed or scheduled for installation in every classroom. In 2009 a netbook cart was purchased for the Lower School based on teacher requests and using E-Rate monies, additional document cameras were purchased for teachers at their request.
- *Videoconferencing.* An IP-based videoconferencing system was installed in March 2007. Each student participates in at least one conference per year.
- *IB Program* The school explored the International Baccalaureate Program in the fall of 2007 for possible implementation in Lower and Upper School. Because there are no parochial programs for graduates to move into, it was decided the value of this undertaking would be limited as compared to the cost and staffing demands.
- *Cycling of Arts Classes* In order to improve arts education and arts integration, all three arts curriculums are cycled in a 6 week rotation for all grades.
- *Art Textbooks.* (Fall 2007) Provided textbooks for art curriculum.
- *Theatre Arts Textbooks 2008* Books for Theatre Arts were provided in fall 2008
- *Yearly Progress Pro (2008)* This program was purchased in summer 2008 and provides Reading, Literacy and Math assessment.
- *Piloted Saxon Math (Fall 2008)* grades 1 and 2 are involved in two-year pilot of Saxon Math series to determine need for implementation in Lower School.
- *Arts Magazine (2008)* Produced an annual arts magazine created by St. Ann students. This will continue during the 2009-2010 school year.

## ST. ANN SCHOOL STRATEGIC PLAN

- *Science Textbooks (Fall 2009)* New science textbooks were purchased for Lower and Upper School per the schedule of textbook replacement.
- *Blue Ribbon School (Fall 2009)* Blue Ribbon School application was not accepted due to inability to supply test scores for each subgroup (ethnic and family income). The school will re-apply in Sept. 2009.

### Current State Assessment

*What is the assessment of this strategic focus area? What are the strengths, weakness, issues, challenges, etc.?*

St. Ann School is indeed proud of the strength of the innovative instruction given to its students. Test scores attest to its efficacy: 2008-2009 ITBS scores place St. Ann in the top 5% of schools nationwide. Graduates of St. Ann enjoy tremendous success at high school and university levels. Eighty-seven percent of parents report feeling satisfied that the learning environment at St. Ann is conducive to their child's learning needs. It has become apparent that the intermittent scheduling of special classes (Art, Music, Drama, Health & Fitness, Library and Technology) inhibits continuity of student learning as well as cross curricular learning opportunities between academic classes and fine arts. Additionally, four days a week of Spanish language instruction is proving adequate if steady gains in proficiency are to be achieved. Research indicates that frequency of exposure to target language, age of first exposure, and total hours of instruction are the most important elements in developing competency in a target language.

### Measures & Targets

*How does St. Ann School measure success in this strategic focus area? What are the targets for the coming year?*

<i>Measures</i>	<i>Targets</i>
ITBS school-wide average	In top 5% nationally
7 <sup>th</sup> grade ACT/Explore test results (compared to 8 <sup>th</sup> grade norm group)	80% of SAS students in top half nationally
8 <sup>th</sup> grade ACT/Explore test results	Class in top 15% of schools nationwide
Core subject textbooks	Less than 5 years old
Instructional item requests	Submitted by teachers each December
Faculty Opinion results	TBD
Annual parent survey	90% of parents will consider the environment at St. Ann conducive to their child's learning needs
Videoconferencing	2 conferences per year, grades K-8
Formal teacher evaluation	One time per year

### Sustaining Actions

*What are the actions by St. Ann School that help sustain this strategic focus area on a regular basis?*

- *Stakeholder Surveys.* Parent, student, and faculty surveys of conducted annually; parishioner survey every five years.
- *Accelerated Reading Program.* Extensive use of Accelerated Reading Program throughout the school supports the "reading culture" at St. Ann School.
- *Teacher Evaluation.* Teacher evaluation of instruction and goals compared to diocesan standards.
- *Annual Reviews.* Annual faculty reviews of instructional strategies, textbooks, and materials.

## ST. ANN SCHOOL STRATEGIC PLAN

- *Increased Spanish Instruction.* Spanish language instruction 4 days per week for grades K-8..
- *Clustering Specials.* The school will create a schedule that allows specials to be clustered in consecutive days to aid in student learning and promote cross curricular integration.
- *Creative Expression* The school will continue to offer a scheduled event program showcasing the diverse manner in which students engage in the arts. The events will be an opportunity to exhibit and perform both established and original works.

### **Strategic Initiatives**

*What are the strategic initiatives targeted by St. Ann School to advance this strategic focus area?*

#### Short Term:

- *Blue Ribbon School.* The school will apply for Blue Ribbon School status.
- *Big6 Model.* Explore school-wide use of the Big6 Model for teaching information research skills.

#### Near Term:

- *Art Resource Parent* Designate a qualified “arts resource” parent role. These parents will partner with teachers and be responsible for finding arts resource materials and/or information at the teachers’ request in order to support and promote the teacher’s curriculum. Assigned for the entire year, like the room coordinator. Part of their duties may be to take photos of the artwork in the halls and put it on the website or share in some other way for parents who are unable to visit school to see it.

#### Long Term:

- *Tablet PC Program.* The school will evaluate a tablet PC program for Upper School (by 2009).
- *Cultural Diversity.* Increase emphasis on culturally diverse literature, music, art, and history to improve student understanding and appreciation of diversity.
- *Arts Residency* Explore the option of involving an “artist in residence” as a short-term, on-site professional artist
- *Student CD of Work* Explore producing a CD portfolio of student art work and performance.
- *ArtSmart Program.* Consider bringing community-based arts education programs into the school on a regular basis to augment fine arts program and imbue curriculum with an aesthetic education focus. These include: ArtSmart, Global Education Center, American Roots Foundation, etc..

## COMPREHENSIVE CURRICULUM

---

### Description

*What is the scope of this strategic focus area? Why is this strategic focus area critical to St. Ann School?*

The rigorous curriculum at St. Ann is designed to produce well-rounded students prepared to meet the challenges of high school and higher-level education. While maintaining the necessary emphasis on core subjects, the comprehensive curriculum also exposes students to areas of knowledge that promote an appreciation of diversity and the creative process, and provide the tools essential for success in today's increasingly technological world.

### Recent Initiatives & Accomplishments

*What has been accomplished in this strategic focus area since the last strategic plan?*

- *Drama.* Addition of drama for K-8 students (9 classes per year for each grade).
- *Algebra.* Creation of 7th and 8th grade algebra classes.
- *Technology.* Technology classes (once per week) included in class schedule for grades 1-8.
- *Spanish.* Spanish language instruction (two classes per week) was incorporated into the curriculum for all students in grades 1-8. (2007) Spanish becomes 4 days per week for all grades.
- *Curriculum mapping.* St. Ann faculty participation in the Diocesan-wide curriculum mapping project which is still being refined.
- *CyberSmart.* The *CyberSmart* curriculum is presented in library classes to teach Internet knowledge and safety.
- *ArtSmart Study Unit.* In 2006, Grades 3 and 4 participated in a multi-week *ArtSmart* Study Unit led by a teaching artist/St. Ann parent volunteer from the Tennessee Performing Arts Center Education Department. All teachers engaged in a session on aesthetic education, and the Grade 3 and 4 teachers successfully integrated the study unit into their curriculums.
- *Survey of Graduates.* St. Ann graduates currently enrolled in high school were surveyed spring 2007 for feedback on the effectiveness of the St. Ann curriculum.
- *Science Program.* (2007) Instructional resources and facilities for the K-8 science program were improved with funds from the 2007 Annual Fund.
- *Student Web Pages.* (2007) Include student Web pages in 8<sup>th</sup> grade technology curriculum.
- *Theatre Arts Course* (2007) Theatre Arts becomes part of the curriculum for all grades.
- *Fine Arts Assessment* (2007) The school engaged in a comprehensive school-wide assessment of arts offerings and curriculum. Emphasis was on evaluation of the curriculum and the arts integration into other subject areas. Results of the assessment are integrated throughout the strategic plan.
- *Digital Video Editing* (2008) The 7<sup>th</sup> grade technology curriculum includes digital video editing instruction with equipment purchased by the Home and School.
- *Arts Integration Planning* (2008) Formalized curriculum planning between arts teachers and classroom teachers by having each teacher share an outline of their curricular goals at the beginning of each cycle.
- *Arts Resources* (2008) Provided a list of community resources available to teachers as a means of supporting and promoting their curriculum. This list of school, parish, and city-wide resources will be updated regularly.

### Current State Assessment

*What is the assessment of this strategic focus area? What are the strengths, weakness, issues, challenges, etc.?*

The curriculum at St. Ann School is considered traditional, yet highly innovative. It meets, and in most areas exceeds, all standards of the Diocesan curriculum. Despite the relative small size of St. Ann and its operating budget, the school offers an impressive array of core academic subjects (religion, language arts, mathematics,

## ST. ANN SCHOOL STRATEGIC PLAN

science, and global studies), special classes (Spanish, art, music, drama, health & fitness, library skills, and technology), and unique learning opportunities (e.g., Exchange City as an introduction to economics). It would strengthen the program of study to more properly align the writing curriculum, especially in the Upper School, and achieve an alignment of research skills school-wide.

### Measures & Targets

*How does St. Ann School measure success in this strategic focus area? What are the targets for the coming year?*

<i>Measures</i>	<i>Targets</i>
Diocesan curriculum standards	Meet or exceed all instructional standards
SACS and State Accreditation	Accreditation every 5 years
Diocesan Approval	Review and approval done every 5 years
Annual Parent Survey results (Academic Program)	TBD

### Sustaining Actions

*What are the actions by St. Ann School that help sustain this strategic focus area on a regular basis?*

- *Stakeholder Surveys.* Parent, student, faculty, and high school alumni surveys conducted regularly to assess satisfaction with offerings.
- *Spending.* Operating budget and some fundraising covers costs of increased offerings.
- *Evaluation.* Faculty and administration conducts annual review of curriculum.
- *Meeting Standards.* Teachers' classroom curriculums exceed diocesan curriculum standards.

### Strategic Initiatives

*What are the strategic initiatives targeted by St. Ann School to advance this strategic focus area?*

#### Short Term:

- *Science Projects.* Institute a yearly rotation of Science Fair, Invention Convention, and Integrated Discipline Research projects for Upper School students.
- *Curriculum Alignment.* Align the curriculum to more accurately reflect trends in curriculum development nation-wide. This takes the St. Ann curriculum beyond the scope of the diocesan curriculum.
- *Science Olympiad* The school will explore the possibility of a Science Olympiad program utilizing necessary significant parent help.
- *Curriculum/Learning Specialist.* Consider hiring a curriculum specialist/resource teacher.

#### Near Term:

- *Devise a schedule/matrix* to ensure diversity of opportunities for exposure to the performing and visual arts, both on campus and field trips off campus. Exposure should be culturally diverse, as well as diverse art forms.
- *Spanish Instruction* Introduce a fifth day of Spanish Instruction for all grades.

#### Long Term:

- *National History Day, Inc.* Explore resources and participation opportunities available through the educational organization *National History Day, Inc.*
- *Great Books.* Investigate the *Great Books* program for possible inclusion in the curriculum.

SOUND FINANCIAL MANAGEMENT

---

**Description**

*What is the scope of this strategic focus area? Why is this strategic focus area critical to St. Ann School?*

It is imperative that St. Ann School be a good steward of the tuition funds it accrues and the donations of its generous benefactors. Prudent fiscal practices including responsible budgeting and vigilant oversight ensure the financial health of the school, the trust of its stakeholders, and the success of the school’s educational program.

**Recent Initiatives & Accomplishments**

*What has been accomplished in this strategic focus area since the last strategic plan?*

- *Budget.* The school has successfully constructed a budget approved by the Parish Finance Committee and stayed within the set budgets for the past six years.
- *Tuition Payment System.* School hired a professional tuition collection company (Smart Tuition) resulting in significantly fewer delinquent tuition payments and release of time for school staff.
- *Accounting System.* Entire parish/school accounting system converted to *Quickbooks* resulting substantially improved accounting practices and budgetary oversight.
- *Accounting Responsibilities.* All financial and tuition matters consolidated under the purview of St. Ann Parish Administrator relieving school principal and office staff of such responsibilities.

**Current State Assessment**

*What is the assessment of this strategic focus area? What are the strengths, weakness, issues, challenges, etc.?*

As a ministry of St. Ann Church, the school benefits from the solvency and long-standing sound financial practices of the church, as well as guidance from the pastor and the Parish Finance Committee. The School Finance Committee (within the School Advisory Committee) has responsibility for the creation of each new annual school budget. Budgeting is based on prior year actuals and the school’s Strategic Plan. Administration is vigilant about budget oversight throughout the year; the school has stayed within its set budget for the past five years. The school recognizes that there is a need for longer-term financial planning, and focused attention on Development issues such as donor tracking, analysis, and cultivation, and the apparent need for a Development professional.

**Measures & Targets**

*How does St. Ann School measure success in this strategic focus area? What are the targets for the coming year?*

<i>Measures</i>	<i>Targets</i>
School budget	A school budget is prepared and presented by 15 January of each year to the Parish Finance Committee for approval
Review of income and expenditures	Monthly review of reports by administration and cost centers
Tuition collection	Less than \$10,000 in delinquent tuition payments annually

**Sustaining Actions**

*What are the actions by St. Ann School that help sustain this strategic focus area on a regular basis?*

- *Budgeting.* The creation of each new annual budget is guided by the sustaining actions and strategic initiatives outlined in the school’s Strategic Plan. Budgeting priorities always include staff salaries and an adequate annual investment in technology.

## ST. ANN SCHOOL STRATEGIC PLAN

- *Communication of Budget.* Principal conducts “Town Hall Meetings” to communicate details of new budget and tuition levels.
- *Budget Review.* Performed monthly by school administration and cost centers, and quarterly by School Finance Committee.
- *Financial Data Tracking.* Administration has access to real-time financial data for oversight purposes.
- *School Finance Committee.* Fully staffed, skilled working committee including a representative from Parish Finance Committee, school administration, parents, and parishioners.
- *Tuition Collection.* Ongoing outside professional management of tuition collection.

### **Strategic Initiatives**

*What are the strategic initiatives targeted by St. Ann School to advance this strategic focus area?*

#### Near Term:

- *Donor Tracking.* Explore options and put in place a donor tracking system that will maintain essential information and support all Development efforts.
- *Development Efforts.* Diversify strategies for cultivating donors and raising non-tuition revenues.

#### Long Term:

- *Endowment Fund.* Analyze the possibility of establishing a school endowment for purposes of tuition assistance, and/or salaries and/or capital expenditures.
- *Professional Staff.* Consider the hire of a development/marketing professional.

## MARKETING & COMMUNICATIONS

---

### Description

*What is the scope of this strategic focus area? Why is this strategic focus area critical to St. Ann School?*

Though St. Ann has been educating children in West Nashville since 1921, the demographics of the parish and local population were not always able to support a first-class educational program. Therefore, many alumni and community members remember a small, working class, under-funded, and over-crowded school environment. The education now available at St. Ann is exceptional, and it is imperative that the positive messages the school has to convey are communicated broadly and effectively; constituent satisfaction and sustained enrollment depend on it.

### Recent Initiatives & Accomplishments

*What has been accomplished in this strategic focus area since the last strategic plan?*

- *Marketing Committee.* A parent-chaired committee within the larger School Advisory Committee took responsibility for the school's marketing program and dramatically improved its scope and effectiveness. Funds have increased for marketing initiatives, and the committee is guided in its work by a comprehensive plan, which is revised annually.
- *Community Involvement Committee.* This marketing subcommittee was put in place to maintain and strengthen the school's relationship with the parish and the community at large.
- *Marketing Strategies.* Regular use of direct mail initiated, increase in paid advertising, increased contact with realty agencies and preschools, increased participation in community events.
- *Communication with Parish.* Increased information disseminated to parishioners via announcements and talks at Masses, inserts in the bulletin, a regular article in the Knights of Columbus newsletter, and participation in parish special events.
- *School Newsletter.* The Marketing Committee launched a school newsletter, *The Eagle's Eye*, in 2004. Published three times annually (including the Annual Report edition), it is widely distributed to school-related constituencies and within the community at large.
- *Media Relations.* Regular dissemination of media advisories and personal contacts with media representatives have resulted in increased placement of news stories about St. Ann School in the local media.
- *Alumni Relations.* Concerted efforts have been made in recent years to grow the school alumni database, which currently holds 343 individual records. The school has hosted several successful alumni events including a gathering in 2006 that attracted nearly 200 alums.
- *Realtors Email Blasts and Baskets* (2008) Email blasts were purchased for communicating information about St. Ann School to area realtors.

### Current State Assessment

*What is the assessment of this strategic focus area? What are the strengths, weakness, issues, challenges, etc.?*

The SAC Marketing Committee provides an exhaustive and effective marketing program with substantial involvement by the administration and many skilled and dedicated parent volunteers. St. Ann School is known to have one of the best marketing programs in the diocese, and anecdotal evidence strongly suggests that the intensification of marketing efforts in recent years has significantly influenced community awareness of and attitudes about the school. Marketing efforts are certainly having a beneficial effect on enrollment, and influencing as well the positive feelings of the majority of currently enrolled families about their school. Such comprehensive efforts require a considerable amount of money and time to sustain, and more thorough evaluation of the effectiveness of these efforts is needed.

### Measures & Targets

*How does St. Ann School measure success in this strategic focus area? What are the targets for the coming year?*

## ST. ANN SCHOOL STRATEGIC PLAN

<i>Measures</i>	<i>Targets</i>
Marketing Plan	Marketing Committee will prepare and submit a yearly marketing plan at the first meeting each year of the School Advisory Committee
Direct mail	A minimum of 2 marketing pieces will be mail to local families with children from a purchased list
Print advertisements	Placement of at least 5 ads in selected publications
School newsletter	Published and distributed 3 times each year
Media advisories	School will release a minimum of 15 advisories per year
Alumni database	Increase database by at least 50 records per year

### **Sustaining Actions**

*What are the actions by St. Ann School that help sustain this strategic focus area on a regular basis?*

- *Marketing Plan.* The chair of the Marketing Committee ensures the plan is set and implemented throughout the year, revising as necessary, and reports on progress to the full School Advisory Committee.
- *Relationship with Parish.* Regular use of all opportunities to support parish mission, convey school news and information, and seek involvement and support from parishioners.
- *School Newsletter.* Published and distributed three times each year.
- *Alumni Relations.* Sustain efforts to build database; social event held every other year.
- *Media Relations.* Ongoing release of media advisories and personal follow-up with media representatives.
- *Community Involvement.* Regular participation in community events such as Private School Fair, Bellevue Community Picnic, etc., as well as outreach to Catholic churches without schools.
- *Communication with Parishioners.* Augment school news inserted in the bulletin or distributed at one Mass per month.

### **Strategic Initiatives**

*What are the strategic initiatives targeted by St. Ann School to advance this strategic focus area?*

#### Short Term:

- *Realtors.* Build relationships with realtors responsible for relocations and transfers to Nashville area. Develop a relocation brochure and initiate a relationship with the relocation division of the Chamber of Conference.
- *Multilingual Materials.* Create and finds ways to utilize school admission materials in Spanish, Korean, and Vietnamese.
- *Arts Updates* Establish cyclical updates for parents in the form of an Arts Newsletter, every 4 to 6 weeks, from visual art, theater and music teachers, with inclusion of arts integration or arts related explorations from grade level teachers. Post curriculum on web. (National, state, Diocesan)

#### Near Term:

- *Evaluation of Marketing Plan.* Discover and implement ways to evaluate more systematically the effectiveness of marketing initiatives.

## ST. ANN SCHOOL STRATEGIC PLAN

- *Alumni Relations.* Create and load alumni page on school website.
- *Preschool Population.* Intensify efforts to reach families with preschoolers in the parish and the community at large.

### Long Term:

- *Professional Staff.* Consider the hire of a marketing/development professional.

## EFFECTIVE LEADERSHIP

---

### Description

*What is the scope of this strategic focus area? Why is this strategic focus area critical to St. Ann School?*

Leadership at St. Ann School is provided by the pastor, the Parish Council, the school administration (principal and vice principal), the faculty, the School Advisory Committee, and the Home and School Association. Working cooperatively these individuals and groups drive the implementation of the school's strategic plan in order to actualize the school's mission.

### Recent Initiatives & Accomplishments

*What has been accomplished in this strategic focus area since the last strategic plan?*

- *Effective Administration.* St. Ann School hired a principal in 2002 with the vision, knowledge, and skills necessary to make the overall educational program highly successful. Partnered with a Vice Principal who has a highly regarded depth of experience at St. Ann and 14 years of dedicated service to the school, they have propelled a host of achievements in the last five years that have strengthened every strategic focus area.
- *Technology Integration.* Administration supervised the effective integration of up-to-date technologies for operational and instructional programs.
- *Website.* Administration oversaw the development of St. Ann School's presence on the web. A useful and attractive site, its pages provide a wealth of timely information for currently enrolled families and prospective families.
- *Collaborative Pre-Kindergarten.* After exploring several avenues for adding a pre-K program to the school, the administration established the Catholic Collaborative Pre-Kindergarten School with Christ the King School and St. Mary Villa Childcare in 2006-07.
- *Shared Responsibility.* Evaluation of curriculum, innovative teaching strategies, professional development training and reading, analysis of student performance data, surveys, and schedules are all addressed on a regular basis at faculty meetings. Shared with the administration, responsibility for student achievement has been placed squarely on the shoulders of the faculty, instructional leaders at St. Ann School.
- *Faculty Support and Development.* Administration has vigorously encouraged teachers to pursue professional development opportunities. Funds have been budgeted and most teachers have taken advantage of opportunities available to them.
- *School Advisory Committee.* The SAC was restructured in 2006 to allow for more parent involvement, greater continuity of participants from year to year, and more efficient functioning of subcommittees.
- *2007 Distinguished Home and School Association Award.* Presented to St. Ann Home and School Association from the National Catholic Educational Association.
- *Strategic Plan.* Administration and parent volunteer committee (within the SAC) overhauled the School Improvement Plan and produced a strategic plan in its place. Responsibility for implementation of the strategic initiatives has been distributed throughout the administration, faculty and parent groups. Involvement of all stakeholders has been greatly increased.
- *Marketing Program.* Administration and parent volunteer committee (within the SAC) has developed a comprehensive and highly effective marketing program.
- *Family Handbook.* All school leaders and leadership groups participated in the revision and expansion of a comprehensive Family Handbook covering school philosophy, all policies and procedures, and a complete description of the educational program.

### Current State Assessment

*What is the assessment of this strategic focus area? What are the strengths, weakness, issues, challenges, etc.?*

## ST. ANN SCHOOL STRATEGIC PLAN

St. Ann School is truly fortunate to be led by a pastor who is deeply committed to Catholic education, a dynamic administration that is experienced, skilled, and visionary, a willing and dedicated faculty, and parent volunteers who enthusiastically embrace their roles as school leaders. This Strategic Plan is evidence of the effectiveness of all those involved in the actualizing the mission of St. Ann School. Although the school has had a strategic plan in place since 2002, it was not structured in such a way that accomplishments could be documented and strategic foci could be prioritized and addressed. The structure of this plan allows all leaders and stakeholders to be extensively involved in planning, implementing, managing, and evaluating school improvement. This empowerment engenders effective use of varied levels of school leadership. It would be beneficial to stimulate more parental interest in participating in the activities of the Home and School Association and the School Advisory Committee and ultimately assuming leadership positions in these organizations. It would also prove useful to strengthen the relationship between school and parish leadership bodies.

### Measures & Targets

*How does St. Ann School measure success in this strategic focus area? What are the targets for the coming year?*

<i>Measures</i>	<i>Targets</i>
Student Survey, Parent Surveys (2), Teacher Survey and Self-Assessment	All conducted annually
Pride Survey and High School Alumni Survey	Conducted every 3 years
Parishioner Survey	Conducted every 5 years
Faculty Opinion Survey results	90% will approve of school administration
Parent Survey results	At least 90% will agree that administration is responsive to the needs of parents and the school
Parent Survey results	At least 90% will agree that they receive sufficient and timely information from the school
Pastor-Principal consultation	1 meeting per week during typical week
Faculty meetings	4 full faculty meetings, 1 floor level meeting, and 1 professional development meeting in a typical quarter
School Advisory Committee	10 meetings per year open to all constituencies
Home and School Association	6 meetings per year open to all constituencies
Parish Council-SAC consultation	Joint meeting once per year
Parish Finance Committee-School Finance Committee consultation	Joint meeting once per year
Strategic Plan	Review and update quarterly
Surveys collectively reviewed and revised	Completed by May 2008

### Sustaining Actions

*What are the actions by St. Ann School that help sustain this strategic focus area on a regular basis?*

- *Meetings.* Regular open meetings of School Advisory Committee and Home and School Association; regular consultation between pastor and principal; regular floor-level and full faculty meetings; regular consultation between school and parish leadership bodies.
- *Surveys.* All stakeholders surveyed regularly; data analysis completed.

## ST. ANN SCHOOL STRATEGIC PLAN

- *Review of Strategic Plan.* Regular review of survey data and Strategic Plan involving pastor, administration, faculty, School Advisory Committee.
- *Parent Volunteer Leaders.* Members of School Advisory Committee and Home and School Association officers recruited, trained, and installed annually or as needed.
- *Communication.* Leaders and leadership bodies routinely communicate information with target audiences through vehicles such as the Tuesday Tidbits, the Tuesday Folder, the school newsletter, email, the school website, and the parish bulletin.

### **Strategic Initiatives**

*What are the strategic initiatives targeted by St. Ann School to advance this strategic focus area?*

#### Short Term:

- *Leadership bodies.* Strengthen relationship between school and parish leadership bodies by sharing at least one meeting per year with the Parish Council and one with the Parish Finance Committee.

#### Near Term:

- *School Advisory Committee.* Continue to improve self-governing capacity of School Advisory Committee in order to increase independent advice and action.

## ACCOMPLISHED STAFF

---

### Description

*What is the scope of this strategic focus area? Why is this strategic focus area critical to St. Ann School?*

The key to effective learning at St. Ann School is a teaching staff loyal to their school, committed to their students, knowledgeable about the curriculum, skilled in instructional strategies, and eager to develop professionally. The significance of an accomplished faculty who bring to fruition the mission of the school in their classrooms every day cannot be overemphasized.

### Recent Initiatives & Accomplishments

*What has been accomplished in this strategic focus area since the last strategic plan?*

- *Salaries.* One percent improvement in salaries compared to Metro scale. (Teachers earned 80.5% of comparable Metro salaries in 06-07, 81.5% of comparable Metro salaries in 07-08 and will earn 82% in 2008-2009.)
- *Professional Development.* Collaborative professional development undertaken with Christ the King School and Akiva School.
- *Faculty Enrichment.* Faculty collectively read and discussed books on parent involvement and differentiated education. Time at faculty meetings is also devoted to open dialogue about professional articles and training.
- *Technology Training.* Training in technological areas, including equipment and software, has resulted in a natural integration of technological tools within the curriculum.
- *Faculty Collaboration.* The establishment of floor level faculty meetings once per month has increased coordination and collaboration.
- *Professional Affiliations.* St. Ann School and individual teachers have joined a variety of local and national organizations (see Profile) that keep faculty informed of new knowledge in their subject areas, best practices and trends, and changes in the field of education.
- *Evaluation Tools.* Teacher Self-Assessment Tool and Faculty Opinion Survey developed for annual utilization.
- *Professional Development Records.* (2007) Created digital records of teachers' professional development activities.
- *Teacher Mentoring Program.* Developed a program mirroring the ACE program's mentoring program whereby new teachers/staff receive regular assistance acclimating to SAS culture.
- *Professional Development Funding.* In 2007 there was a \$2,000 increase funding for general professional development workshops.

### Current State Assessment

*What is the assessment of this strategic focus area? What are the strengths, weakness, issues, challenges, etc.?*

The St. Ann teaching staff is indeed one of the school's most valued assets. Although only a few of the nine classroom teachers at St. Ann have advanced degrees, they do possess a combined total of 124 years teaching experience. This depth of experience is prized and it creates a beneficial continuity; it also creates a significant teacher salary burden. Currently, the school permanently employs all classroom teachers; St. Ann does not have any teachers from the University of Notre Dame's Alliance for Catholic Education (ACE) program as it did in the past. More traditional instructional methods can at times supersede more innovative strategies, but generally teachers embrace opportunities to grow professionally. Limited time and resources constrict such opportunities. Ninety-five percent of parents agree that the staff cares about their student's individual needs, a factor that contributes to the nurturing, family-like atmosphere at St. Ann.

## ST. ANN SCHOOL STRATEGIC PLAN

### Measures & Targets

*How does St. Ann School measure success in this strategic focus area? What are the targets for the coming year?*

<i>Measures</i>	<i>Targets</i>
Faculty salaries	Will not fall below 80% of Metro scale
Annual Parent Survey (Academic Program)	Surveys performed annually
Annual Parent Survey results (Academic Program)	TBD
Faculty meetings	4 full faculty meetings, 1 floor level meeting, and 1 professional development meeting in a typical quarter
Professional development activities	100% of faculty will meet and document the diocesan requirement of 30 hours per year
Technology training	2 inservices dedicated to technology use and integration
Faculty Opinion Survey and Faculty Self-Assessment Tool	Completion by 100% of faculty
Teacher evaluations	Annual evaluations conducted by principal for each teacher; evaluations deemed acceptable and deficits addressed and amended
ITBS school scores	School exceeds the Diocesan average
ITBS school scores	School ranks in top 5% of the nation

### Sustaining Actions

*What are the actions by St. Ann School that help sustain this strategic focus area on a regular basis?*

- *Professional Development Activities.* Teachers engage in at least 30 hours of professional development activities each year and pursue appropriate professional affiliations.
- *Salaries.* Ongoing increases in salary scale for additional years of experience.
- *Faculty Opinion Survey and Teacher Self-Assessment.* Completed by teachers each year in preparations for evaluation conducted by principal.
- *Faculty evaluation.* Principal conducts annual evaluations of each teacher
- *Parent Surveys.* Teachers create unique surveys in the Lower School and use a common survey in the Upper School to solicit feedback from parents at the end of each academic year. Teachers also utilize data gathered from the Parent and Student School Culture Survey
- *Goal Setting.* Faculty set goals and develop action plans annually based on data collected from all standardized tests, surveys, and personal evaluations.

### Strategic Initiatives

*What are the strategic initiatives targeted by St. Ann School to advance this strategic focus area?*

#### Short Term:

- Provide professional development for staff on arts education/arts integration to increase their knowledge base and comfort level for integrating the arts into the core curriculum. Whole faculty participates in workshops and/or reading/discussing arts integration materials at least once annually.

#### Near Term:

## ST. ANN SCHOOL STRATEGIC PLAN

- *Professional Development Grants.* Create and fund summer professional development grant program for teachers.

### Long Term:

- *Faculty salaries.* Increase salaries to 85% of Metro scale.
- *Staff Perks.* Explore perks that could be offered in addition to salary to attract and retain high quality staff.
- *Advanced Degrees.* Encourage pursuit of advanced degrees by teachers.

## OPTIMIZED CAMPUS

---

### Description

*What is the scope of this strategic focus area? Why is this strategic focus area critical to St. Ann School?*

Maintaining and improving the St. Ann campus is a costly, yet high priority affair as a means of attracting and retaining students and improving the learning conditions. A beautiful, safe, and clean environment promotes positive student feelings about themselves and their school.

### Recent Initiatives & Accomplishments

*What has been accomplished in this strategic focus area since the last strategic plan?*

- *Bathrooms.* Complete renovation of bathrooms in academic building (2005).
- *Playground Expansion.* Parish purchased property adjacent to campus that allowed for the expansion of the grassy playground area. New playground equipment also installed (2004).
- *Lighting and Curtains.* In 200? theatrical lighting and stage curtains were purchased for performance events in Neidert Hall.
- *Front Foyer.* Refurbishment of school foyer creates a more warm and welcoming entrance to school (2006).
- *Library.* Major renovation of school library allows for more efficient instruction and more suitable use of the space for educational purposes (2006).
- *School Safety.* Metro police presentation to faculty during summer 2006 inservice training outlining school safety procedures and risks.
- *Safety Risk Evaluation.* Metro site evaluation for safety risks.
- *Covered Walkways.* Parish initiated construction of covered walkways linking all buildings on campus (2007).
- *Safety Plan.* (2007) Completed Safety Plan revision with review by Metro Police Department.
- *Security Cameras.* (2007) Installed on front door of school
- *Theatrical Lighting.* (2007) Purchased theatrical lighting for Neidert Hall.
- *Science Program.* Money raised from the 2007 Annual Fund was used for improvements to the Upper School Science Lab and science equipment in all classrooms.
- *Playground.* Resulting from an in-kind gift from Precision Sports Fields the playground was re-graded, sodded with Bermuda 'Patriot' turf and had irrigation installed.
- *Augment Classroom Space.* (2007) Faculty and School Advisory Committee explored ways to use existing building more efficiently to increase classroom space. The best solution was to utilize the space in the current ExtraCare in such a way as to benefit all users.
- *Interactive Whiteboards.* (2008) Two types of interactive whiteboards were installed in school classrooms. Promethean Board in 8<sup>th</sup> grade and Mimeos in the library and 6<sup>th</sup> grade.
- *Kindergarten Renovation.* (2008) The Kindergarten classroom was completely renovated with help from a parent volunteer architect and the school's Spring Fling
- *Learning Center.* (2008) The open Learning Center space was closed in to reduce sound and distractions for students utilizing the space.

### Current State Assessment

*What is the assessment of this strategic focus area? What are the strengths, weakness, issues, challenges, etc.?*

The pastor and parishioners take great pride in their parish facility and have ably continued to improve the campus providing an ideally maintained and beautiful space. The school building, erected in 1947, was

## ST. ANN SCHOOL STRATEGIC PLAN

extremely well constructed, however there are limitations to renovations and expansion. The Art and Music classroom is in the lovely Parish Life Center, built in 1998. The school is fortunate to have access to the PLC for various special programs and events. The school gymnasium, Neidert Hall, was built in 1965. Although too small to host athletic matches, it accommodates the school cafeteria, performance events, and the school's Extra Care program.

### Measures & Targets

*How does St. Ann School measure success in this strategic focus area? What are the targets for the coming year?*

<i>Measures</i>	<i>Targets</i>
Insurance evaluation	School will perform self-evaluation of campus for insurance purposes 4 times per year
Governmental inspections	Fire and Health inspections done annually
Annual Parent Survey results	At least 90% will agree that St. Ann provides a safe and healthy environment for its students
Safety Plan	Reviewed annually by administration and faculty
Accidents	Less than two critical incidents per year; less than 5 non-critical incidents per year
Fire and tornado drills	Conducted once each month

### Sustaining Actions

*What are the actions by St. Ann School that help sustain this strategic focus area on a regular basis?*

- *Custodial Services.* Performed by full-time day porter and two part-time custodians.
- *Facility Inspection.* Quarterly inspection of facility; documentation submitted to insurance provider.
- *Safety Standards.* Regular internal review of safety procedures and crisis plan.
- *Classroom Refurbishment.* Performed annually as needed (paint, carpet, lighting, furniture, etc.)

### Strategic Initiatives

*What are the strategic initiatives targeted by St. Ann School to advance this strategic focus area?*

#### Short Term:

- *Interactive White Boards.* Explore installation of interactive white boards in appropriate classrooms.
- Plans will be made to renovate existing Neidert Hall space to improve operational capacity, improve performance space, and to relieve usage pressure on Breen Hall and other parts of the Parish Life Center. To include:
  - Renovated single use bathrooms into one handicapped accessible, unisex bathroom
  - Improve storage in kitchen/Gym for use by varied parish constituencies
  - Hang theatrical lighting and improve microphone and sound system (consider wireless mic system and sound board)
  - Hang curtains for easier use during performances
  - Improve acoustical aspects of the building
  - Create additional classroom in mezzanine
  - Improve ExtraCare and arts related storage
  - Install sinks in ExtraCare mezzanine space
  - Improve service of Gym Floor

## ST. ANN SCHOOL STRATEGIC PLAN

### Near Term:

- *Security Cameras.* Installed throughout campus with emphasis on interior of building.
- *Lower School Computer Needs.* Explore possibility of computer lab or laptop cart in Lower School.
- *Teacher Workroom.* Consider refurbishing of teacher workroom.
- *Classroom Renovations.* Introduce stylized features in classrooms around a particular theme.

### Long Term:

- *Keyless Locks.* Explore options for keyless proximity locks on select doors on campus.
- *Space for Pre-K Program.* Explore creation of new space for Pre-K program.

## APPROPRIATE TECHNOLOGY

---

### Description

*What is the scope of this strategic focus area? Why is this strategic focus area critical to St. Ann School?*

The progressive and rigorous curriculum employed at St. Ann School requires up-to-date technology for its operational and instructional programs. Though the school does not expect to be on the “cutting edge,” appropriate technology allows our teachers and students to engage in 21<sup>st</sup> century education and engage the global community in new and evolving ways.

### Recent Initiatives & Accomplishments

*What has been accomplished in this strategic focus area since the last strategic plan?*

- *Voice and Data System.* Improved by installation of a T-1 data line, fiber between buildings, and Cat 5e throughout buildings. A new phone system with voice mail was installed in every classroom, the school office, and other offices throughout the campus.
- *Technology instruction.* Began for grades 3-8, one time per week.
- *Teacher Workstations.* Installed teacher workstations in each classroom.
- *Computerized Library System.* Implemented automated circulation and cataloging system in the library, including a wireless scanner for use in the K-2 Library and for inventory purposes.
- *Information Communication System.* Began use of the School Buzz “home to school” information system. Discontinued spring 2005 after it failed to meet the need effectively.
- *List Maintenance.* Excel databases put into use to maintain mailing lists of various constituencies and donor records.
- *Student Workstations.* Installed 4-6 networked student workstations in each classroom which are periodically updated.
- *Wireless Network.* Installed a wireless network throughout the classroom building.
- *Mobile Laptop Cart.* Purchased 26 laptop computers and a cart for use with the wireless network. A rotating-replacement system was put in place whereby 4-7 newly purchased laptops replace aging laptops each year. (2008) Wireless netbook cart introduced into Lower School at teacher request.
- *LCD Projectors.* Began installation of LCD projectors in the classrooms at a rate of two per year using E-Rate funds.
- *Write-Pads.* Purchased two interactive write-pads for use in classrooms.
- *Website.* Uploaded a new version of the St. Ann Catholic Community website which included sections for the school and the parish.
- *Videoconferencing.* School joined Project DIANE (Diversified Information and Assistance Network), a non-profit teleconferencing consortium for educational and community service. Put into use donated ISDN-based video conferencing unit (used) in the library, later replacing it with IP-based unit.
- *Printers.* Laser printers installed in every classroom.
- *Educational Videos.* Purchased subscription to United Streaming which provides over 1,000 educational videos.
- *LCD Projectors.* (Fall 2008) Plan to mount projectors in all classrooms (completed fall 2008)
- *Interactive Whiteboards.* (2008) Two types of interactive whiteboards were installed in school classrooms. Promethean Board in 8<sup>th</sup> grade and Mimeos in the library and 6<sup>th</sup> grade.
- *Document Cameras* (2008) Two Elmo document cameras were purchased for use in each the Lower School and the Upper School. Decisions will be made whether to purchase additional cameras in the

## ST. ANN SCHOOL STRATEGIC PLAN

future based on usage and teacher need. Additional cameras will be purchased using Federal E-Rate money if need is determined.

- *United Streaming* (2008) Additional elements of United Streaming were purchased.
- *Video Conferencing Training* (2008) Teachers were trained during inservice week on ways to implement video conferencing in classrooms with special emphasis on peer to peer usage.
- *Digital Video Editing* (2008) The 7<sup>th</sup> grade technology curriculum includes digital video editing instruction with equipment purchased by the Home and School.

### Current State Assessment

*What is the assessment of this strategic focus area? What are the strengths, weakness, issues, challenges, etc.?*

Truly remarkable strides have been made in the last five years in operational and instructional technology programs at St. Ann School. The mobile laptop computer lab has been especially effective and is used extensively. The rotating-replacement system is slightly behind schedule, but funds allocated in the 2007-2008 budget will remedy that. Microsoft Office is installed on all CPUs. All staff use voicemail and email effectively. The recent installation of the new videoconferencing unit was met with great enthusiasm by faculty and students. The age and capabilities of computers vary from classroom to classroom, and attempts are made to give the newest computers to those individuals and classes with the highest levels of use. Currently, approximately 1.5% of the operating budget (outside of E-Rate spending) is used for technology, which is behind the suggested benchmark of 4% for schools in the southeast.

### Measures & Targets

*How does St. Ann School measure success in this strategic focus area? What are the targets for the coming year?*

<i>Measures</i>	<i>Targets</i>
Teacher use of voice mail and email	100%
Age of classroom CPUs	100% less than 7 years old
Age of laptops on mobile cart	100% less than 5 years old
Staff training	Two technology trainings annually
Grade 4 student keyboarding skills	15 words per minute
Grade 8 student keyboarding skills	30 words per minute
Phone downtime	Less than 6 business hours per year
LAN downtime	Less than 12 business hours per year
Email downtime	Less than 2 business days per year
Internet Acceptable Use Policy	100% of students/parents will commit to IAUP each year
E-Rate documentation	Completed and approved each year

### Sustaining Actions

*What are the actions by St. Ann School that help sustain this strategic focus area on a regular basis?*

- *Technology Instruction.* Technology instruction for grades 3-8 one time per week.
- *Spending.* Continue minimum spending on instructional technology (at least 2.5% of operating budget).
- *Computer Replacement.* Follow ongoing replacement plan for aging computers.
- *Staff Training.* Technology training for staff based on needs.

## ST. ANN SCHOOL STRATEGIC PLAN

- *E-Rate*. File for available E-Rate funds annually.
- *Licenses*. Maintain server licenses and replace as necessary.

### **Strategic Initiatives**

*What are the strategic initiatives targeted by St. Ann School to advance this strategic focus area?*

#### Short term:

- *Skills Assessment*. Implement technology skills assessment for students and faculty.
- *Spending*. Increase technology spending to 3.5% of operating budget.
- *Web pages*. Develop site for student web pages.
- *Interactive Whiteboards*. Explore purchase of interactive whiteboards for select classrooms.
- *Student Data Tracking*. Explore electronic means to improve tracking student assessment data.
- *DVD Players*. Complete installation of a DVD player in every classroom.
- *1:1 computing for Upper school*. With the advent of lower priced laptops, consider the financial ramifications and curriculum impact of a 1:1 computing program.

#### Near term:

- *Windows 7 Conversion*. Evaluate need for conversion to Windows 7.
- *Spending*. Increase annual technology spending to 4% of operating budget.
- *Inspiration Software*. Purchase a school license for *Inspiration* software.

#### Long Term:

- *Tablet PCs*. Explore tablet PC program to improve student learning and access to information.
- *Webcasting*. Introduce webcasting events and student created digital video from school's website.