

Strategic Planning Process

Background

During the 2017-18 School Year, the St. Anthony de Padua School Board, along with our parish priest, created a five-year strategic plan. Each member brought their own insights and experience as teachers, administrators, parents and parishioners in an effort to produce a meaningful path for St. Anthony's.

In preparation for development of our strategic plan, board members reviewed results from a community survey about the strengths and areas for improvement at the school. In addition, the Board conducted a separate parent engagement survey to further assess the level of connection families have to their children's education and the school's mission.

The Board used the parish and school mission and vision statements as guideposts. Reference to our mission is evidenced throughout our plan, as we are committed to fostering a faith-based culture of learning. The mission and vision of the school is published in our school handbook, posted throughout the school, and referred to in school emails and communications.

SWOT

One of the tools the Board used to identify what we need to do to capitalize on the positive and manage the negative is called a SWOT analysis. This identifies the Strengths and Weaknesses that are internal to the school and the Opportunities and Threats coming from the external community. Issues identified are below:

Strengths (internal)	Weaknesses (internal)
Teachers & staff	Lack of engagement from families
Demonstrated commitment to students: strong partnerships with students	technology
Priest involvement/approachability	Arts -- theatre and music
Focus on exercise and play	Less-than-engaging math program (focus on worksheets)
Purposeful classroom work -- how classroom time is used for development	Facilities (including sports) are out of date or lacking
	Individualized instruction (remediation & enrichment)
	lack of staff diversity
	lack of school spirit
	Community-building among diverse populations (not reflected in large group activities such as Monte Carlo night, Fish Fry, etc.
Opportunities (external)	Threats (external)
Maximized use of state funding programs and other grant opportunities	Loss of state funding/voucher money
Collaboration with local colleges and universities	Saturated market for Catholic schools
Prospective family recruitment	More active/affluent parishes
Stable neighborhood including ND corridor	Public perception of Catholic schools is negative at times (or misunderstood)
People moving back to the city >> development of DTSB	Declining enrollment
Increasing SGO donations	So many choices
Alumni	Teacher compensation

The Strategic Plan is a 30-page document. We've boiled it down to summaries of our seven areas of focus: Community Involvement and Support; Curriculum and School Improvement Planning; Catholic Identity; Finance and Development; Enrollment, Marketing and Staffing; Facilities and Capital Improvement; and Technology.

Each objective has an action plan devoted to achieving that goal.

Community Involvement and Support

Within the past 5 years, our community has seen a decrease in volunteerism and event attendance by community members. The vision of Deep & Wide Family Involvement committee is to create an atmosphere within the St. Anthony de Padua community where all members (past and current) feel welcome to volunteer their time, talent, or treasure for the enhancements of our school community and to feel welcome and able to attend events.

OBJECTIVES:

- Increase volunteerism
- Promote and plan meaningful and inclusive events
- Develop alumni relationships

Curriculum and School Improvement Planning

Saint Anthony is dedicated to developing lifelong learners who live their faith and are moved to action through stewardship and a commitment to Catholic values and academic excellence.

To this end, we will focus our efforts in increasing student growth and achievement in mathematics, authentic incorporation of authentic STEM (science, technology, engineering, and math) experiences, creating a strong visual arts program, and encouraging positive attitudes and behaviors by living out Catholic virtues.

OBJECTIVES:

- Prepare students with skills necessary for continued success in STEM learning
- Ensure art instruction aligned with the Indiana Academic Standards for visual Arts and diocesan curriculum units
- Increase family awareness of curriculum and instruction
- Engage students in living their faith through stewardship within the local community
- Maintain an updated school improvement plan to include action steps for increased growth and achievement in mathematics.

Catholic Identity

St. Anthony de Padua School is dedicated to developing lifelong learners who live their faith and are moved to action through stewardship and a commitment to Catholic virtues and academic excellence. The vision of the Catholic Identity committee is to reignite a passion for our faith in our students and their families and to foster an environment where that faith is actively practiced in a supported and proud way. In this way we will be recognized as a Catholic School whose children grow in their belief in God who loves them because of what they learned in school.

OBJECTIVES:

- Increase attendance at weekend Masses
- Nurture the expression of Catholicism within the student body
- Model living the Catholic faith by our adult community to our children

Finance and Development

Responsible stewardship is one way we live our Catholic faith. The finance and development committee recognizes the importance of inviting others into our mission through gifts of time, talent, and treasure. This committee is committed to the transparent and effective use of those gifts as the school works to support the mission of the church.

OBJECTIVES:

- Achieve a balanced budget
- Maintain appropriate allocations within the school budget
- Create a development committee and plan - including the SGO program

Enrollment, Marketing, Staffing

Continue sustainable student body enrollment, helping maintain financial stability and long term viability. Without sufficient enrollment the school can't effectively exist.

OBJECTIVES:

- Increase overall enrollment
- Increase School Choice outreach in the community
- Increase outreach to local parishes without schools
- Increase use of purposeful, professional marketing tools - including an updated website, print materials, community events, yard signs, and car decals.

Facilities and Capital Improvement

The school building and facilities are aging. The vision of the Facilities committee is to support the maintenance and development of a school building that is safe, maintains resources to support learning, and aesthetically pleasing to reflect a community of excellence and pride.

OBJECTIVES:

- Improve building safety through regular review of facilities and procedures
- Monitor and report to the board on larger maintenance projects
- Maintain functional learning resources
- Ensure a physical space that is aesthetically pleasing

Technology

To ensure students are prepared to responsibly utilize technology as a tool for learning and communicating with others through the proposed use of technology in the school, we will continue to reflect on our use, maintenance, and acquisition of relevant devices and applications.

OBJECTIVES:

- Increase user capacity (Goal met 2017-2018 school year)
- Increase ratio of devices to students
- Increase use of technology in the general education classroom