The Administration, Faculty, Staff, and Families of St. Elizabeth School are committed to the mission of providing our students with a top-notch Catholic education that is both academically strong and spiritually rich. This strategic plan captures the vision for our school over the next four years so that we can ensure our place at the forefront of Catholic education. A special thank you to all who have contributed in providing feedback to make this plan possible.
St. Elizabeth Catholic School
2020-2024 Strategic Plan
Monsignor J. Bill Parent, Pastor
Mrs. Mary Penny, Principal

School Advisory Board Strategic Plan Committee Chairs
Steve Doherty, SAB Chair, Finance Chair, Finance Pillar
Samantha Deoudes, Faculty Representative, Academic Excellence Pillar
Sandra Leffew, Director of Admissions, Admissions & Marketing Pillar
Raquel Licamele, Director of Marketing, Admissions & Marketing Pillar
Amy Kilburg, School Advisor Board Member, Former Chair, Catholic Identity & Governance Pillars
Joseph Zorc, Former Facilities Chair, Facilities Pillar

School Advisory Board Standing Members
Rosemary DiGioia, Brian Della Rocca, Kate Frownfelter, Aimee Griffin, Carmen Murphy, Ned McGowan, Michael Neary, Lisa Reid, Kate Tiffey

Strategic Plan Committee Contributing Members
Tiffany Albina, Jennifer Anschutz, Shannon Chen, Amy Greaser, Tom Hill, Kelly Knarr, Kristie Lofland, Mary McMahon, Laura Mongelli, Ashley Ross, Bill Whalen

The Plan: The St. Elizabeth School strategic plan is intended to provide a holistic vision for our community, curriculum and facilities. In planning for our future as the largest elementary school in the Archdiocese of Washington, our plan is shaped by the following six (6) pillars in which our school identity is rooted:

1. Catholic Identity: St. Elizabeth School will continue to provide opportunities for spiritual growth in our Catholic faith by practicing discipleship in daily school interactions, growing opportunities to serve others, and strengthening parish-school collaboration.

2. Academic Excellence: St. Elizabeth School students will experience learner-centered instruction that engages and prepares them for their future education.

3. Admissions, Marketing, & Institutional Advancement: St. Elizabeth School will prioritize strategies around enrollment, communication, and annual fund campaigns in order to advance our mission and strengthen the St. E’s network.

4. Campus & Facilities: St. Elizabeth School will assure the longevity safety, security, sustainability and the aesthetics of the school building and campus grounds so that our students and teachers inhabit a comfortable, safe, and academically equipped school environment.

5. Financial Planning & Affordability: St. Elizabeth School will safeguard its financial stability through prudent financial management and stewardship of school resources.

6. Governance: St. Elizabeth School will rely on parent leadership and partnership through the Home and School Association and the School Advisory Board to build community, advise administration, and support the school’s educational mission & vision.
I. CATHOLIC IDENTITY


Our Catholic Identity is our core identity. St. Elizabeth Catholic School strives to uphold the teachings of the Church and works to foster a love for Jesus and for one another in its students. It is integral to everything we do as a school community and is exemplified in our service and outreach activities, sacramental preparation, and religious instruction.

**Goal: St. Elizabeth Catholic School will continue to provide opportunities for spiritual growth in our Catholic faith by practicing discipleship in daily school interactions, growing opportunities to serve others, and strengthening parish-school collaboration.**

**Objective 1:** The school community will fully promote a learning environment rooted in our Catholic values.

**Action Plans:**
- Establish a Religion Curriculum Committee;
- Provide additional ways to incorporate authentic prayer and faith activities into daily school routines;
- Exemplify strong commitment to our Catholic teachings throughout daily instruction.

**Objective 2:** St. Elizabeth School will encourage students to engage in opportunities to grow in their social, emotional, and spiritual development as children of God.

**Action Plans:**
- Work with Parish pastor, priests, and staff to raise awareness of Parish activities and events that practice our faith;
- Form a Catholic Identity committee to explore service and outreach opportunities;
- Explore ways to motivate our students to work for the good of mankind as Jesus’ disciples.

“Here at St. Elizabeth, we have built a culture of faith that permeates everything we do. It is an authentic expression of our call to discipleship – loving God and serving our neighbor.”

-Mrs. Mary McMahon, Religion Teacher
II. ACADEMIC EXCELLENCE


Our teachers and administration are fully committed to creating a rigorous academic environment rooted in our Catholic faith that both challenges and nurtures our students as they embark on a lifetime of learning.

Goal: St. Elizabeth School students will experience learner-centered instruction that engages and prepares them for their future education.

Objective 1: Students will meet or exceed annual target gains in both reading and math on Scantron testing.

Action Plans:
- Collect & interpret data from beginning of the year Scantron tests to enhance and inform instruction;
- Deliver quality instruction that promotes individual student readiness and endurance;
- Achieve Blue Ribbon Status.

Objective 2: Faculty will build a rapport with parents, establish a respectful partnership, and ensure a culturally responsive atmosphere that will be maintained throughout the year.

Action Plans:
- Regularly evaluate teacher tools and supplies in order to deliver a rigorous curriculum;
- Continue to conduct routine observations and provide opportunities for peer observers within classrooms;
- Ensure teachers are certified within the 3 year guideline established by the ADW;
- Integration of faith in all subjects.
II. ACADEMIC EXCELLENCE

**Objective 3:** St. Elizabeth Administration will recruit, support, and retain a diverse workforce who implements student-centered, standards-based quality instruction rooted in Catholic identity.

**Action Plans:**
- Involve essential staff in interview processes;
- Provide meaningful professional development training that serves student needs and facilitates best practices for instruction;
- Regularly evaluate teacher tools and supplies in order to deliver a rigorous curriculum;
- Continue to conduct routine observations and provide opportunities for peer observers within classrooms;
- Ensure teachers are certified within the 3 year guideline established by the ADW.

**Objective 4:** St. Elizabeth Faculty will strengthen understanding of individual students’ needs and strengths through systematic and guided articulation meetings between and across grade levels.

**Action Plans:**
- Address how individual student needs are being addressed and met;
- Evaluate gaps in what is taught and assess student readiness.

**Objective 5:** St. Elizabeth Curriculum Committees will work together to identify needs across grade levels that support ADW standards.

**Action Plans:**
- Maintain curriculum committees to evaluate each discipline;
- Determine if text and technology materials meet the needs of a rigorous curriculum.

“At Saint Elizabeth School, our dedicated teachers strive to meet the needs of a diverse student body by providing a rigorous curriculum in all subject areas. We meet students where they are and partner across grade levels to focus on the academic achievement of each learner. Academic excellence is our goal, keeping Catholic identity at the center of who we are and all we do.”

-Ms. Samantha Deoudes, Department Chair (K-3)
Every year, we warmly welcome new students into the community and classrooms here at St. Elizabeth School. The joy in discovering all the opportunities for personal growth coupled with the development of lasting friendships, is what makes our school thrive.

**Goal:** St. Elizabeth School will prioritize strategies around enrollment, communication, and annual fund campaigns in order to advance our mission and strengthen the St. E’s network.

**Objective 1:** Continue to achieve diverse enrollment of at least 520 students for grades JK-8.

**Action Plans:**
- Regularly solicit feedback from parents/students to identify areas we can target to ensure retention;
- Evaluate current Open House model and determine successes/changes;
- Set up plan for parent outreach in community to spread the word about St. Elizabeth School;
- Partner with Parish for marketing opportunities.

**Objective 2:** Communicate with each of our cohorts—prospective families, current families, alumni, and donors—in purposeful, streamlined, and strategic ways so that they are active participants in our school community.

**Action Plans:**
- Form/Maintain a communications timeline for each of the following groups: prospective families, current families, alumni, and donors;
- Continue to maintain website to meet our school community’s communication needs;
- Evaluate intake and orientation of prospective students;
- Inform parents on school philosophy, standards and strategies;
- Create an alumni/donor recognition event to engage them in community.

**Objective 3:** Increase our Annual Fund contributions.

**Action Plans:**
- Create and maintain a Sponsorship Program;
- Build relationships with CBN to increase community partner gifts;
- Evaluate Blackbaud initiative with ADW as alumni database;
- Establish a school ambassador program that expands our network of stakeholders in the community.

“What I love most as the Director of Admissions is showcasing our school to prospective families. Often times, parents tell me that just one walk through our building is enough to convey the love, learning, and excitement filling our classrooms each day.”

-Mrs. Sande Leffew, Dir. of Admissions
IV. CAMPUS & FACILITIES


Students and faculty alike find a home away from home in the school’s halls. The care that our community takes to make St. Elizabeth School beautiful and inviting is a source of pride.

**Goal:** St. Elizabeth Catholic School will assure the longevity, security, sustainability and aesthetics of the school building and campus grounds to ensure a comfortable, safe, and academically equipped school environment.

**Objective 1:** Continue to review and update security measures to maintain a safe environment.

**Action Plans:**
- Review ADW safety policies;
- Review and update emergency preparedness plan;
- Assess weekend and after hour protocols for building entry;
- Conduct security assessments;
- Hire a consultant to assess safety & efficacy of carpool procedures.

**Objective 2:** Ensure outdoor grounds are regularly maintained for aesthetics and maximum use.

**Action Plans:**
- Determine playground equipment needs;
- Improve recess blacktop area;
- Ensure field maintenance.

**Objective 3:** Maintain building infrastructure.

**Action Plans:**
- Apply for available grants (Safety & Security, Aging Building Grant);
- Solicit plans for building expansion and assess feasibility;
- Conduct routine walkthroughs to identify areas in need of improvement;
- Improve front lobby aesthetics;
- Assess APR space and Theater Department Equipment needs.
V. FINANCES

Planning for our Future.

Sound fiscal management is a key to our vibrant success at St. Elizabeth School. A strong, transparent finance plan today invests in the prosperity of our school tomorrow.

Goal: St. Elizabeth School will safeguard its financial stability through prudent financial management and stewardship of school resources.

Objective 1: Maintain and continue to build partnership between Parish Director of Operations and School Advisory Board.
Action Plans:
- Continue to monitor statement of activities and other financial reports;
- Maintain oversight of school surplus/deficit and management thereof.

Objective 2: Develop a 3-5 year financial plan with annual budgets based on historical performance measurement data.
Action Plans:
- Adhere to annual budgeting process with December/January timeline;
- Monitor enrollment for development of annual budgets;
- Discuss total compensation for teachers.

Objective 3: Provide financial analysis in an effort to improve affordability.
Action Plans:
- Determine appropriate level of annual tuition and increases;
- Discuss current auxiliary costs, volunteer participation, & fundraising contributions;
- Oversee financial aid resources.

“The SAB is pleased to report that our school is being managed in a fiscally sound manner and the administration, teacher faculty and staff, and volunteers continue to be good stewards of our funds.”

-Steve Doherty, SAB Finance Chair, 2017-2019 & Current Board Chair, 2020
VI. GOVERNANCE

Community. Collaboration. Leadership

The strength of our school community rests upon the collaboration between our families, administration, faculty and staff. St. E's families quickly adopt a tradition of engagement, serving & leading committees, volunteering in the classroom, and offering their support to our school in a myriad of ways.

**Goal:** St. Elizabeth Catholic School will rely on parent leadership and partnership through the School Advisory Board and Home & School Association to build community, advise administration, and support the school’s vision & mission.

**Objective 1:** Ensure that our parent advisory boards are actively collaborating with each other to cultivate an inclusive community that enhances each family’s school experience.

**Action Plans:**
- Ensure and enhance visibility of SAB and HSA in the school community;
- Align parent communication and collaborate on joint messages to parent community;
- Provide opportunities to come together as parent leaders.

**Objective 2:** Evaluate board structures, positions, and business to ensure that they are operating in a way that fosters parent partnership.

**Action Plans:**
- Determine community events and traditions that foster parent engagement;
- Proactively review mission, meeting structures, and membership for relevance and transparency;
- Maintain website presence to ensure visibility;
- Continue to practice a selection process for board members that ensures diverse and professional representation.

“Parent involvement is at the heart of our St. E's community. Over the years, I've been proud to be part of the collective work of our School Advisory Board and Home and School Association as we continue traditions and set strategy for our school.”

-Mrs. Amy Kilburg, SAB Chair, 2017-2020