

St. Edward the Confessor School

Strategic Plan

September 2015 – June 2020

**Executive Summary**

The School Strategic Planning Committee developed this Plan to provide a common roadmap for direction and to guide the future success of our school and our students. The Plan includes the school's Mission, Vision, Critical Issues, Goals, and Action Plans. These main elements will provide direction to the school community for the next five years. The Strategic Plan identifies priorities in each of the following areas that will guide the school community's activities and resource decisions:

1. Catholic Identity
2. Enrollment
3. Marketing, Public Relations, and Development
4. Educational Programs
5. Staffing
6. Finances
7. Facilities
8. Community Relations
9. Technology

For each of these areas, a statement of strategic direction has been developed. These statements express a vision for the future of the school. Goals and strategies for each area have been identified to guide more specific action planning. The annual action plans, developed by administrators and faculty, with input from the School Advisory Council and its Committees, will provide a framework for ongoing accountability and ensure that the school manages its financial and human resources toward the realization of its vision over the next five years.

The Strategic Plan is defined clearly by five critical areas. To navigate the road ahead successfully, implementation of the Strategic Plan must focus on the following five critical issues:

1. Catholic Identity
2. Educational Excellence
3. Effective Organization and Governance
4. Collaborative Leadership
5. Responsible Stewardship
6. Vibrant and Effective Communications

Strategic planning is a fluid process, and as such, this Plan will continue to be evaluated and Updated

### **Mission Statement**

The Community of St. Edward the Confessor School lives and proclaims the gospel of Jesus Christ. We strive to create a safe and nurturing Catholic environment, which recognizes all learners as unique individuals to be treated with dignity and respect. As an educational community we encourage our students to achieve their personal and academic potential while we prepare them to be responsible lifelong learners.

### **Philosophy**

St. Edward the Confessor School combines the proven curriculum and methods of a successful tradition with modern educational advances to provide its students with a rich, qualitative educational experience. The educational program of St. Edward the Confessor School is offered in an atmosphere of positive Christian commitment and requires a thorough study of basic intellectual disciplines.

### **Vision**

The vision of St. Edward the Confessor Catholic School is to guide the mind, body, and spirit of the next generation of Catholic leaders to live the Gospel of Jesus Christ and to meet their full potential as people created in the image of God. St. Edward, the Confessor Catholic School, is committed to meeting the needs of the whole child. By fostering growth in the Catholic faith, St. Edward's offers students the opportunity to make good life choices that will have a positive influence on the future. Our curriculum encourages cooperation among the school, parents and children as well as the outside community. We are devoted to helping our students pursue ways of giving back to the community. The education that students receive will motivate them to develop self-discipline. We want all students to reach their full potential and aspire to be lifelong learners.

### **Core Values**

**Academic Excellence:** *We believe all students will strive for academic excellence.*

Therefore, we expect our students to:

- develop a love of learning;
- give their best effort to master all aspects of the curriculum;
- use strategies to solve problems;
- have high expectations and continually challenge themselves to learn;
- learn to set short and long term goals;

**Confidence:** *We believe all students will be confident in their capabilities, their value to society, and their ability to succeed.* Therefore, we expect our students to:

- assume they can succeed;
- value all attempts at learning and understand that making mistakes is part of learning;
- be proud of their best efforts and the work they produce;
- think and act independently in the face of peer pressure;
- take risks to achieve their goals;
- learn and use different approaches to problem solving;

**Cooperation:** *We believe all students will be valuable, contributing group members.*  
Therefore, we expect our students to:

- help others to learn;
- listen attentively to others;
- be willing to work with everyone;
- accept tasks assigned and follow through;

**Respect:** *We believe all students will show respect for themselves, others and their community.*  
Therefore, we expect our students to:

- value individual differences;
- treat others with consideration;
- value different points of view;
- be sensitive to the feelings of others;
- take care of their property and the property of others;

**Responsibility:** *We believe all students will take responsibility for their words and actions.*  
Therefore, we expect our students to:

- be accountable for their behavior, actions and decisions;
- follow through on commitments;
- take initiative to ask questions, seek help, and actively participate in the learning process;
- be trustworthy and dependable;
- demonstrate good sportsmanship and fairness in dealing with others.

**Faith:** *We believe all students will live their lives following the teachings of Jesus Christ.* Therefore, we expect our students to:

- Live the Gospel message, participate in prayer and liturgical celebrations and be live up to high standards of morality.
- practice forgiveness and Mercy
- Show respect for self, others, God, church, authority figures, nature and property
- Develop a moral responsibility towards social justice, human rights and are capable of resolving conflicts peacefully
- Make moral decisions based on the teachings of Jesus

## **Profile of a Graduate from St. Edward the Confessor School**

### **Person of Faith**

The graduate confidently and actively articulates and practices the teachings of the Catholic faith.

### **Moral Decision Maker/Problem Solver**

The graduate considers the moral and ethical implications of decisions and chooses to do what is right according to the teaching of the Church.

### **Appreciative Human**

The graduate will develop an appreciation for the beauty in the world and the wonder of his/her body through fine arts and physical activity.

### **Culturally Sensitive**

The graduate exhibits global awareness and cultural sensitivity.

### **Academically/Technologically Proficient**

The graduate is academically and technologically prepared for higher education or a professional occupation.

### **Effective Communicator**

The graduate dialogs objectively and persuasively articulating ideas through various modes of expression and seeks to clarify diverse points of view through active listening.

### **Creative Learner**

The graduate applies creative talents to solve problems and serve others.

### **Critical Thinker**

The graduate uses reason in pursuit of truth recognizing that all Truth is rooted in the person of Christ.

### **Lifelong Learner**

The graduate engages in the pursuit of knowledge as a lifelong activity.

## **Focus Area 1: Catholic Identity**

The school-church relationship was identified as a major focus area. We remain committed to ensuring that the Catholic identity of the school reflects our vision and our call to discipleship. We will continue to provide opportunities for liturgy and prayer, and to further develop the quality of our religious education program. We will foster positive and collaborative school-church partnerships, and challenge our community to “make a difference.”

**Goal 1:** A collaborative effort will continue to strengthen the relationship between the school and church.

#### **Objectives:**

1. Promote increased communication, coordination, and collaboration between the school and church.
2. Increase parishioner ownership of and participation in school programs such as fundraising, volunteering and educational enrichment programs.
3. Encourage members of the school community to participate in parish ministries, programs and activities.

**Goal 2:** There will be a commitment to increase understanding and appreciation of our Catholic heritage, faith traditions, and Gospel values throughout the school community.

**Objectives:**

1. Heighten student awareness of vocations.
2. Increase presence and active participation of priests and religious in student activities.
3. Promote Christ-like attitudes and behavior among students, coaches, staff, and parents in extracurricular programs.
4. Teach, encourage, and expect full participation in the Liturgy.

Strategies: We are going to have representative between church and school on various councils and committees.

We will bridge various service and other organizations.

Scholarship opportunities, bulletins, newsletters

Students having more visibility with the parish.

**Focus Area 2: Enrollment**

Enrollment is one of the five main focus areas facing the school over the next five years. While there is potential to increase enrollment in the school, tuition rates, limited financial assistance resources, and community demographics continue to present challenges.

**Goal 1:** St. Edward the Confessor School will develop and implement a recruitment and retention program aimed at maintaining maximum enrollment levels while positioning the school for potential future growth.

**Objectives:**

1. Take steps in substantially to enhance financial assistance in order to assist families to enroll in the school who are otherwise unable to afford the tuition. Examples: Growing the Brian Murphy fund and pushing Tomorrows hope.
2. Take steps to stabilize and then reverse increases in tuition and fees.
3. Develop financing plans so families can be retained in the school during times of economic struggle.
4. Further develop collaboration with area parishes and the wider community to attract students from parishes without schools and the local geographic area.

**Focus Area 3: Financial Sustainability**

Financial Sustainability is one of the five main focus areas facing the school over the next five years.

Currently, St. Edward the Confessor School derives approximately 80 percent of its income from tuition and fees, and 17 percent of its income from the parish subsidy. If the school is to sustain its educational vision and program, attract and retain an excellent faculty, and guarantee the integrity of the facilities today and into the future, the school must become less dependent on tuition and subsidy revenue and

more dependent upon non-tuition revenue sources. The school will continue to build financial strength to provide the basis for permanence and program excellence, and will expand the school's capacity to attract and retain qualified students regardless of families' financial ability.

**Goal 1:** St. Edward the Confessor School will pursue alternate funding options that will provide financial support for the school's short and long term operations and reserves.

**Objectives:**

1. Allocate resources in support of the school's mission, philosophy, and strategic plan.
2. Explore, identify, and implement means to provide additional revenue growth.
3. Emphasize endowment fund growth with a view toward a long-term target that ensures the school's permanence and affordability.
4. Expand financial assistance to enhance the school's capacity to attract and retain a diverse base of qualified students regardless of family economic means.
5. Work with both parishes toward capital debt reduction through investigation of options and alternatives.

**Focus Area 4: Facilities**

Facilities are one of the five focus areas facing our school over the next five years. While it is generally agreed that the quality of the school facilities is outstanding, space limitations are one of the major issues confronting the school right now. Steps need to be taken to ensure that the space is maximized, particularly space shared with the church.

**Goal 1:** St. Edward the Confessor School will work with the parish in seeking innovative ways to make the best use of the existing space available in the school facilities.

**Objectives:**

1. Partner with the parish facilities staff to attain a more coordinated sharing of space with other parish ministries.
2. Work with the parish to explore alternatives to alleviate the current space limitations.

**Goal 2:** St. Edward the Confessor School will enhance school security to make our campus safe as possible for all in the school community.

**Objectives:**

1. Work with parish staff located in the school building to prevent breaches in security.
2. Educate the entire school community on the security protocol.
3. Add additional security cameras to areas of vulnerability.

**Goal 3:** St. Edward the Confessor School will work with the facilities staff to improve the maintenance of the school's physical plant.

**Objectives:**

1. Increase indoor and outdoor signage.
2. Annually review and update the Facility Maintenance/Capital Improvement Plan.
3. Beautify and regularly maintain the school grounds.

**Area Focus 5: Marketing, Public Relations, and Development**

Development was an area identified as one of the five focus areas. This must foster meaningful relationships within our core parishes and extended community, including parents, alumni, prospective families, employees, and local high schools. We must also expand our brand and reputation to a wider community, and need to more regularly involve our alumni and other parish community members in supporting this initiative. The school must be effectively marketed so that parents see the added value of a Catholic education and want to enroll their children.

**Goal 1:** St. Edward the Confessor School will establish a Marketing & Development Subcommittee to address the school's marketing, public relations, and development needs.

**Objectives:**

1. Develop a new, focused Marketing & Development Plan for the school.
2. Write a positioning statement that distinguishes St. Edward the Confessor School from local public and other private schools, emphasizing the marriage of the value of Catholic identity with academic excellence.

**Goal 2:** St. Edward the Confessor School will enhance the school's reputation and standing with more aggressive public relations efforts.

**Objectives:**

1. Educate every member of the school community to recognize and fulfill their role in building a positive image for the school.
2. Increase coverage of school outreach and unique events in local publications.
3. Regularly publicize school accomplishments within the parish community.

**Area Focus Six: Academic Excellence**

Academic excellence has always been a priority for our school, and our graduates are well prepared academically. In the current competitive environment, we should take additional steps to achieve even higher levels of excellence.

**Goal 1:** St. Edward the Confessor School will further develop its strong learner-centered instructional program, which challenges students and supports the school's mission.

**Objectives:**

1. Strengthen the continuum of progress between grade levels through practices such as backward design lesson planning and vertical alignment of curriculum.
2. Use data from multiple assessment methods to evaluate group and individual achievement adjusting the instructional program as indicated.
3. Continue to develop the school's Reading and Math Centers, Title, and Special Education services to assist diverse learners.
4. Continue to develop the middle school program producing graduates prepared for the challenges of high school.
5. Continue to develop extracurricular academic and fine arts competition as enrichment outside the classroom and as preparation for similar programs offered in high schools.
6. Explore additional options for providing summer enrichment programs.

Goal 2: St. Edward the Confessor School will address the personal and social development of students through its guidance and counseling programs.

**Objectives:**

1. Enhance efforts to promote a bully free environment through additional bullying awareness activities.
2. Enhance efforts to increase awareness of safety issues in relation to technology and telecommunications.

**Area Focus Seven: Technology**

**Goal 1:** St. Edward the Confessor School will provide appropriate opportunities for enriching and enhancing the curriculum through the integration of innovative technology.

**Objectives:**

1. Utilize technology to enhance productivity and communication skills of staff and students.
2. Promote seamless integration of technology into instruction and learning as part of the classroom core curriculum.
3. Provide a safe environment for the utilization of technology.
4. Provide infrastructure and resources to support our technology program.
5. Provide funding for technology beyond tuition.
6. Expand 1:1 Chromebook project down to fourth grade.