



2017-2022

Strategic Plan

St. Francis Catholic School: At-A-Glance

Enrollment Trends

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
PK	50	54	46	46	44	46	47
K	29	23	33	22	27	26	18
1	30	26	25	30	24	29	25
2	31	27	29	23	32	21	27
3	25	25	26	27	23	32	19
4	18	23	27	24	22	24	31
5	23	17	23	22	23	24	18
6	14	21	19	22	18	22	22
Total K-6	170	162	182	170	169	178	160

2016-2017 Student Demographics

Gender

Male	118
Female	89

Cultural Diversity

Asian	5
Hispanic	54
African American	0
White	141
Multi-Racial	7

Student Faith Background

Catholic	156
Non-Catholic	51

Employees

Administrators	1
Teachers	17
Admin. Assistants	4
Instructional Aides	1
Food Service	3
Maintenance	3
Early Childhood	6
Total	35

Academic Services

IEP	1
504	12
ELL	30
Title I	8

Financial Assistance

Free/Reduced Lunch Program	55
Received STO Assistance	75
Received Local Tuition Assistance	27
Total STO Assistance	\$87,710
Total Local Tuition Assistance	\$17,746



Guiding Principles of the Strategic Plan

Mission Statement – What We Do

St. Francis Catholic School provides a quality education with Christ as the focus.

Vision Statement –

Where We Want to Be

We strive to prepare our children for success in a competitive world while building their faith and character.

Core Values – What We Believe In

- Academic Excellence
- Faith/Character
- Fiscal Responsibility



Goals – What We Want to Accomplish

1. Increase student achievement by engaging them in rigorous learning experiences
2. Develop the skills and attitudes necessary for all students to contribute to society in a positive and professional way
3. Establish Catholic values and character in each of our students
4. Focus on recruiting, developing, and retaining exemplary educators and leveraging their expertise
5. Establish new long-term funding streams and positive enrollment trends to support continued fiscal stability



Strategies – How We Will Get There

1. STUDENT ACHEIVEMENT

1-1 Maintain a rigorous curriculum

Preparing our students for the future requires a rigorous curriculum today

Key Initiatives

- 1-1a Continue aligning curriculum changes to the Iowa Core
- 1-1b Continual evaluation to ensure the enacted curriculum matches the intended curriculum

1-2 Maintain quality and efficient instructional delivery

Teaching skills and knowledge in a manner that maximizes student understanding and promotes greater growth.

Key Initiatives

- 1-2a Actively participate in professional development activities regarding new research-based instructional strategies and methods
- 1-2b Maintain a system of formal and informal formative assessments to guide instruction

1-3 Ensure Data-based Instructional Decisions

Identify, evaluate, and set annual improvement goals on valid academic measures in addition to state/federal mandates (i.e. qualitative data sources).

Key Initiatives

- 1-3a Continue to review state/federal academic measures to guide curriculum selection to improve student academic growth
- 1-3b Analyze classroom academic performance to determine curriculum selection and focus
- 1-3c Analyze cohort data to drive action plans for each class of students

1-4 Involve Parents in their Child's Education

Parents are the primary teachers in their child's life and should be supported with tools to maximize their child's learning.

Key Initiatives

- 1-4a Inform parents in ways they can support and help facilitate their child's learning

2. SOCIETAL READINESS

2-1 Promote social/economic assets

Research shows students who have the highest achievement have skill sets, experiences, relationships, and behaviors that enable them to develop into successful and contributing adults

Key Initiatives

- 2-1a Work with community partners to minimize personal/family issues that can get in the way of learning
- 2-1b Grow parental involvement in the school and community in order to model service and support for education
- 2-1c Inform parents in ways they can support and help facilitate their child's social development

3. CATHOLIC VALUES

3-1 Instill a value of service

Serving God through serving others is a key value of the Catholic Church and a mission stressed by Pope Francis.

Key Initiatives

- 3-1a Align service projects with the mission of the church
- 3-1b Insure service projects require students' participation and not simply deliver parents money & goods
- 3-1c Encourage parent participation alongside their students
- 3-1d Provide opportunities for staff to do community service and serve as models for our students
- 3-1e Increased opportunities and involvement for younger students
- 3-1f Promote and assist in recruiting St. Mary servers and investigate providing server training at the school

3-2 Promote sacramental involvement

The Sacraments are crucial elements of the Catholic faith

Key Initiatives

- 3-2a Continue student involvement in school masses
- 3-2b Help the faith formation office recruit and develop students for first communion
- 3-2c Work with clergy and seminarians to promote religious vocations
- 3-2d Offer regular confessions

3-3 Teach Church doctrine

A deep understanding of what it means to be Catholic is critical for the continuance and expansion of our faith.

Key Initiatives

- 3-3a Maintain a religious education curriculum aligned with Archdiocesan standards

- 3-3b Assist the faith formation office in recruiting students for their various faith building activities and events
- 3-3c Provide information about church symbols, procedures, and doctrines to non-Catholic families so they can better understand what their child is being exposed to.

3-4 Spirituality

Catholic school education is rooted in the conviction that human beings have a transcendent destiny, and that education for the whole person must form the spiritual, intellectual, physical, psychological, social, moral, aesthetic and religious capacities of each child.

Key Initiatives

- 3-4a Catholic schools should develop and implement academic, co-curricular, faith-formation, and service/ministry programs to educate the whole child in all these dimensions.

4. QUALITY EDUCATORS

4-1 Recruit quality educators

Quality teachers are key to the success of our students. This includes recruitment of quality candidates.

Key Initiatives

- 4-1a Accept as many student teachers and clinical students as possible in order to introduce them to the benefits of working in a Catholic School
- 4-1b Utilize career fairs to market our school to potential candidates
- 4-1c Include teachers and 21st century methods in our marketing photos

4-2 Invest in our educators

Continued support and growth of our current staff is essential to retaining quality staff and keeping them energized and enthusiastic about their jobs.

Key Initiatives

- 4-2a Work to lower insurance premium shares
- 4-2b Increase retirement funding
- 4-2c Provide leadership opportunities that directly impact the school and students
- 4-2d Value teacher ideas, opinions, and accomplishments

4-3 Developing new educators

Continued support and growth of our new teachers builds educators to meet our goals.

Key Initiatives

- 4-3a Annually review the Faculty Handbook for new and existing staff
- 4-3b Develop stronger professional partnerships between new and existing staff

5. FISCAL RESPONSIBILITY

5-1 Build endowments

An investment reserve that creates consistent, long term funding is essential to a long, stable future

Key Initiatives

- 5-1a Market the booster club program
- 5-1b Begin implementing the Guardian Pride program (centralized giving management including incentives)

5-2 Lobby for government support

The state is responsible for educating every child and we help them achieve that requirement. Therefore, the state needs to support us if they want a stronger, more competitive educational system.

Key Initiatives

- 5-2a Continue to educate the community and legislatures the role of Catholic education

- 5-2b Continue to support STO and ESAs
- 5-2c Stress to legislators mandates must either be funded or should not include private schools

5-3 Maintain Facilities

Failure to invest in facility upkeep almost destroyed the school. Facilities must be maintained to avoid massive expenses in the future and to create a positive learning environment for our students.

Key Initiatives

- 5-3a Work with the Building Committee to identify and address needs before they become critical
- 5-3b Provide financial support to proactively address building maintenance needs

5-4 Increase and Retain Enrollment

Enrollment is the lifeblood of our school

Key Initiatives

- 5-4a Evaluate the preschool program changes for its ability to meet needs and remain fiscally viable
- 5-4b Investigate and implement new marketing strategies
- 5-4c Look for additional funding streams that could ease the tuition burden on middle class families

5-5 Investment strategy

Work with an investment professional to develop investment strategies for 5, 10, and 25 year goals.

Key Initiatives

- 5-5a Review investment options and develop a plan

Appendix

State of the School

The following has been determined from the parent climate survey, standardized test score data, state reporting data, and informal interviews/discussions

Strengths

- Small K-6 class sizes
- High teacher morale
- 139 year history
- Significant community support
- Students become leaders after leaving (attribute to public speaking prep)
- Family Atmosphere
- Centrally located
- Significant financial aid for low income families
- Most physically secure school in county
- Advanced Emergency Prepared Plans
- Successful and highly recognized Extended Learning Program (TAG)
- Student participation in mass
- Student participation in service projects
- Communication
- Dedicated staff that are invested in the school
- High expectations for student behavior
- Family participation
- Fiscal Responsibility
- Recycle Program
- SCRIP

Weaknesses

- Free/Reduced count has gone from 7% to 34% in ten years
- Falling Iowa Assessment test scores
- Religion becoming less of a priority for parents
- Volunteerism is shrinking
- Assisted Learning (Special Ed) is still ingrained in a pull-out model
- ELL population is growing faster than we can prepare our teachers to handle them
- No financial aid for middle class families while tuition increases burden them more and more
- Preschool enrollment in steady decline
- Almost every aspect is underfunded causing quality/equity issues
- Technology Integration
- Technology Implementation

Opportunities

- Half the staff is expected to retire/leave between 2014 and 2019
- Funding available for growing low income population
- Name change and new building contributing to a positive growth impression across the community
- Increase in priest involvement

Threats

- Funding streams are stressed to the max
- Difficult to compete with free, particularly at the preschool level
- limited workforce pool in our community
- Increasing state mandates
- Increasing Archdiocesan mandates
- Staff taking on additional roles has them stretched pretty thin
- Social Economic changes in our clients
- Needs/Expectations for financial assistance
- Tuitioning out middle class families and replacing them with low income, aid supported families
- Parish participation is decreasing
- Skill & content knowledge capacity