



STRATEGIC PLAN

SAINT ANN CATHOLIC SCHOOL
DECATUR, ALABAMA



Cultivating Truth, Goodness, and Beauty

St. Ann Catholic School Strategic Plan

MISSION STATEMENT

In collaboration with parents as primary educators, Saint Ann Catholic School cultivates within its students knowledge of the true, the good, and the beautiful through the study of the Great Books and traditional Catholic instruction to provide each student with quality education and faith formation. Educators partner with parents to inspire each student to think critically, communicate effectively, grow in virtue, and achieve excellence.

VISION STATEMENT

Cultivating student knowledge of what is true, good, and beautiful, Saint Ann Catholic School provides high-quality academics and faith formation through traditional Catholic instruction.

OUR PLANNING AREAS

- Mission & Catholic Identity
- Governance & Leadership
- Marketing & Development
- Academic Excellence
- Operational Vitality

OUR PLANNING PROCESS AND TIMELINE

Pre-Planning & Assessment	July-October 2023
Planning Area Meetings	November-December 2023
Strategic Plan Development	January-March 2024
Communication	March-April 2024

St. Ann Catholic School Strategic Plan

MISSION & CATHOLIC IDENTITY

GOAL 1 Demonstrate our Catholic Identity through works of service, student engagement and participation in the Sacraments, and increased presence of sacred art, imagery, and visual displays throughout the school.

Objectives:

- 1.1 Designate a qualified and practicing Catholic as a Director of Religious Education or lead religion teacher to design, coordinate, and implement religious instruction and displays consistently throughout the school.
- 1.2 Set opportunities for teachers in all grade levels to plan religious instruction and implementation of religion curriculum, service projects, religious art displays and projects, and Catholic feasts and celebrations.
 - 1.2.1 Integrate art that is true, good, and beautiful into classroom religious instruction regularly, making sure to include different types and styles of religious art and ensuring that religious visual art created by students is on display neatly in hallways at least once a month.
- 1.3 Emphasize an intentional display of religious icons, images, statues, posters, and prayer tables throughout the school and within each classroom, consisting of both permanent displays and rotating displays of student-created works.
- 1.4 Provide structures for collaborative planning for faith formation, retreats, and sacramental opportunities for teachers.
- 1.5 Offer a rich sacramental life for students within the school day.
 - 1.5.1 Work with the parish staff, pastors, and/or deacons to create a regular schedule for students to go to confession and adoration throughout the school year.
 - 1.5.2 Develop opportunities for students to attend Mass more frequently, such as inviting school families to Masses before or after school or on weekends.
 - 1.5.3 Engage students in creative ways to fully participate in the Sacraments, including participation in the Mass as altar servers, choir members, lectors, gift bearers, and with active oral participation.
 - 1.5.3.1 Create a student group to develop plans and processes for engaging students more deeply and actively with the Sacraments.
 - 1.5.3.2 Emphasize the many ways students can share their God-given gifts through Mass participation and serving the Church.
 - 1.5.4 Ensure that teachers have opportunities to model a rich sacramental life for students.
- 1.6 Establish an organized and consistent program for students to complete service hours with age-appropriate service activities and the numbers of hours or a project required for each grade level.

GOAL 2 Further establish a coordinated culture of continuous faith formation for teachers and for students.

Objectives:

- 2.1 Foster opportunities for clerical and religious persons to engage in the life of the school.
 - 2.1.1 Develop relationships with clerical and religious persons and orders in the area through regular invitations to school activities, Masses, and sacramental opportunities.
 - 2.1.2 Meet regularly with the Annunciation of the Lord priests and deacons to establish a consistent schedule for visiting classes, serving as guest speakers, and periodically teaching religion classes.
 - 2.1.3 Contact other area priests and religious orders to establish plans to visit classrooms, lead retreats, and speak to the students on identified topics.
- 2.2 Utilize religious assessment data from the ARK Assessment, Catholic Identity surveys, and other information sources to identify and plan for instructional, spiritual, and professional development needs for students and for staff.
- 2.3 Design a spiritual mentorship program utilizing the support of the parish priests, deacons, or other religious that provides basic Catechesis, fellowship, support and orientation for the Catholic faith.
- 2.4 Develop an annual faith formation plan that includes professional development and in-service time to provide faith formation, spiritual retreat, and catechesis for all staff.

2.5 Enhance cross-curricular connections to our Catholic faith and Catholic social teaching throughout all subjects and grade levels.

Serving While Learning



Students grow food to serve the Decatur community while learning principles of math, science, and social studies.

Students in all grade levels play a role in maintaining the school garden and growing the fruits and vegetables that benefit others.

GOVERNANCE & LEADERSHIP

GOAL 3 Develop a recruitment, retention, and mentorship plan with creative strategies to attract, teachers, staff, and school administrators who embrace the mission of Catholic education and St. Ann Catholic School.

Objectives:

- 3.1 Assess and redefine the process to advertise and recruit for open positions to ensure a wider pool of mission-minded applicants.
 - 3.1.1 Align recruitment materials for open positions, including advertisements and interview questions, with the school's mission, vision, values, and beliefs.
 - 3.1.2 Articulate, communicate, and publish the benefits, both tangible and intangible, of working at St. Ann Catholic School.
- 3.2 Examine the feasibility of ensuring more competitive salaries for all staff, and work towards implementation of that plan.
- 3.3 Develop and implement a plan to create mutually beneficial partnerships with area businesses and universities.
- 3.4 Evaluate and expand the current processes within the mentorship plan for new teachers to ensure support is provided to all who are new to St. Ann Catholic School.

GOAL 4 Coordinate internal communications to emphasize the mission-based relationship between parish and school and to clarify the governance structures of a parochial school for staff,

parents, the parish community, and other stakeholders.

- 4.1 Articulate a mission of Catholic education shared by the parish and the school that emphasizes the belief that the school's students and families are the future members and leaders of our faith.
- 4.2 Ensure effective communication of parochial school governance, regulations, processes, and procedures to the broader community.
 - 4.2.1 Define and communicate information about the governance structure of St. Ann as a parochial school and its chain of command that articulates the expectations, roles, and responsibilities of each position within the governance structure.
 - 4.2.2 Emphasize the expectations for students and families within the school's policies, regulations, processes and procedures.
- 4.3 Implement a regular review and communication process of policies, processes, and procedures and engage the school's leadership team in the process.

GOAL 5 Develop a collaborative leadership team that engages and empowers the school advisory board, the staff, the principal, and the pastor to ensure fidelity to mission, academic excellence, and operational vitality.

- 5.1 Utilize a collaborative process to define the guidelines, membership, and procedures for the school leadership team.

- 5.1.1 Articulate the roles, responsibilities, and expectations for each position within the leadership team and the overall governance structure.
- 5.1.2 Identify mechanisms to recruit members for the leadership team who possess needed skills, positions, expertise, and experience.
- 5.2 Ensure the school's mission and principles for high-quality academics and operational vitality are articulated, widely communicated, and aligned throughout all aspects of the school.

"I believe St. Ann's has always been a positive influence on our children, our families, our church, and in our Morgan County, Decatur City area. The students leave Saint Ann with a firm grasp of Math, English, and Reading. Many score much higher than their fellow 9th graders on tests, and they head towards the sacraments of Confirmation more ready to accept the call to a life as an active adult Catholic."

- Retired St. Ann Teacher

MARKETING & DEVELOPMENT

GOAL 6 Create a common language of identity and mission that articulates the strengths of St. Ann Catholic School, its diversity, and its future.

Objectives:

- 6.1 Develop and articulate the desired brand identity and mission through review of the diocesan Catholic school's brand identity position statements and through survey assessment of the current perceptions of St. Ann Catholic School.
- 6.2 Engage parents, staff, parish staff and parishioners, and other stakeholders in building awareness and common understanding of the school's brand identity and mission.
- 6.3 Build a marketing plan that defines brand identity and mission and the school's academic strengths, moral development, spiritual formation, service, supportive school environment,

etc. and effectively engages internal and external stakeholders.

- 6.3.1 Review current communication techniques, including brochures, website, announcements, presentations, advertisements, etc., to ensure the information is accurate, up-to-date, clear, comprehensive, and consistent across all techniques.
- 6.3.2 Assess the stakeholder groups currently receiving communications and the types of communications received by each group to identify gaps or opportunities to expand the communication reach to the desired and needed audiences.
- 6.3.3 Engage appropriate expertise and assistance in the development of the marketing plan and needed materials.
- 6.3.4 Develop a set of targets and strategies within the brand identity that take constraints into consideration and address the

timelines for when strategies can be implemented, and the resources required for implementation.

- 6.3.5 Engage all appropriate stakeholders in the implementation of the marketing plan.

GOAL 7 Institute and sustain the involvement of a wide variety of stakeholders to support the mission of St. Ann Catholic School.

Objectives:

- 7.1 Ensure effective engagement with staff, parents, stakeholders, parish community, the Decatur community, alumni, area Catholic high schools, etc.
 - 7.1.1 Develop a plan to work toward adding specific staff positions dedicated to communications, advancement, development, and/or community engagement.
 - 7.1.2 Establish a multicultural committee to ensure that all communications, outreach, and community efforts are inclusive of and effective for the school and community population.
 - 7.1.3 Develop a process for inviting the parish community into the life of the school and engages the school community in the life of the parish.
 - 7.1.4 Establish a calendar of regular, consistent opportunities to engage area Catholic high school leadership in the school and to engage the school with the area Catholic high schools.
 - 7.1.5 Develop an alumni database and develop mechanisms to both highlight alumni from the long-standing success of St. Ann Catholic School and engage them in the life of the school.

- 7.1.6 Consider ways to get people from within the Decatur community and surrounding areas to St. Ann's campus, such as intramural athletics programs, summer camps, and hosting of special events.

- 7.1.7 Outline strategies that allow for regular, consistent opportunities for all stakeholders to engage with the school's mission and expand volunteerism to advance the school's mission.

- 7.1.7.1.1 Identify, characterize, and prioritize stakeholder groups.

- 7.1.7.1.2 Understand the communication, language, and engagement needs of stakeholders and their strengths and abilities.

- 7.1.7.1.3 Incorporate the needs, strengths, and abilities of the stakeholder groups into plans for engagement with the school.

- 7.1.7.1.4 Consider an incentivized volunteer program to utilize community expertise in the accomplishment of key projects and to build support for the school.

GOAL 8 Establish an advancement plan that reflects professional practices, such as cultivating major gifts, annual funds, planned giving, capital campaigns, fundraising plans, patron programs, and other additional sources of revenue.

Objectives:

- 8.1 Establish a team, consisting of a mix of school personnel and volunteers with relevant expertise, to implement each phase of the advancement plan and to

evaluate the effectiveness of the plan at regular intervals.

- 8.2 Designate responsibility to an individual or a team for identifying and applying for grants to seek additional funding and resources for the school.
- 8.3 Cultivate a culture that recognizes and appreciates the giving of time, talent, and treasure.

GOAL 9 Formalize plans to increase enrollment through the recruitment of new families to the school and the retention of current families.

- 9.1 Provide training in professional enrollment management for the school administration, school staff, parish staff, and parent leaders/volunteers.
- 9.2 Utilize a team approach to engage all school and parish personnel and families in the recruitment process and set concrete strategies, roles, and timelines for implementation.
 - 9.2.1 Include enrollment goals for 5 years, broken down a year at a time, that considers the physical and human resources available at each stage.
 - 9.2.2 Utilize previous and new survey information of current and prospective families to identify and develop plans to remove perceived obstacles to enrollment, such as transportation needs, knowledge of financial aid options, etc.
- 9.3 Establish a retention committee that supports, encourages, and builds community with current families to ensure families stay at St. Ann from enrollment through 8th grade.
 - 9.3.1 Design an entrance and exit interview process to understand reasons families leave, stay, and come to St. Ann and develop

retention plans to overcome those reasons as possible.

- 9.3.2 Plan a variety of school events to increase interaction and build community within the families, including grade level masses on weekends, cultural nights, such as Spanish movie nights with English subtitles, celebrations of multicultural religious feasts and devotional practices shared as a community, athletics events, etc.
- 9.3.3 Pair incoming families with existing families to help guide the orientation process, answer questions, and build community.



St. Ann's community is enhanced by its family atmosphere rooted in our Catholic faith.

ACADEMIC EXCELLENCE

GOAL 10 Define, measure, evaluate, enhance, and communicate the academic excellence and effectiveness of St. Ann Catholic School's curricula and programs.

Objectives:

- 10.1 Articulate and disseminate a common definition and vision for Catholic education at St. Ann that is rooted in Catholic instructional tradition and meets the instructional needs of students. Consult diocesan and national resources and involve input from a variety of voices within the school and parish communities.
- 10.2 Examine instructional effectiveness at the individual, classroom, and school levels to identify successes and opportunities for growth.
- 10.3 Utilize data from standardized assessments and formative and summative assessments to inform instruction and professional development.
- 10.4 Provide professional development opportunities and resources to form teachers in traditional Catholic instruction and ensure consistent implementation of the school's curriculum.
- 10.5 Share evidence of students' academic success in marketing materials.
 - 10.5.1 Share successes and data from current students.
 - 10.5.2 Share achievements and successes of alumni who are using their St. Ann education in the world.
- 10.6 Explore creative and cost-effective ways to enhance the specialty classes, levels of instructional support, and extracurricular offerings.

GOAL 11 Build a collaborative culture to widely share effective and innovative practices rooted in instructional best practices, inclusivity, multiculturalism, content knowledge, and traditional Catholic curriculum.

Objectives:

- 11.1 Hold workshops and instructional open houses to develop family and community understanding of the traditional Catholic curriculum and specialized learning environment at St. Ann.
- 11.2 Develop instructional and team-building workshops to develop deeper understanding of the diverse cultures present within the school community.
- 11.3 Strive to provide an inclusive academic learning environment that utilizes differentiated instruction and multi-tiered systems of support to serve all students.
- 11.4 Create opportunities for students to learn more about a global workforce with St. John Paul II Catholic High School, St. Bernard Preparatory School, area colleges, and local businesses.

GOAL 12 Utilize and grow the strengths of our bilingual community to prepare our students for a global workforce.

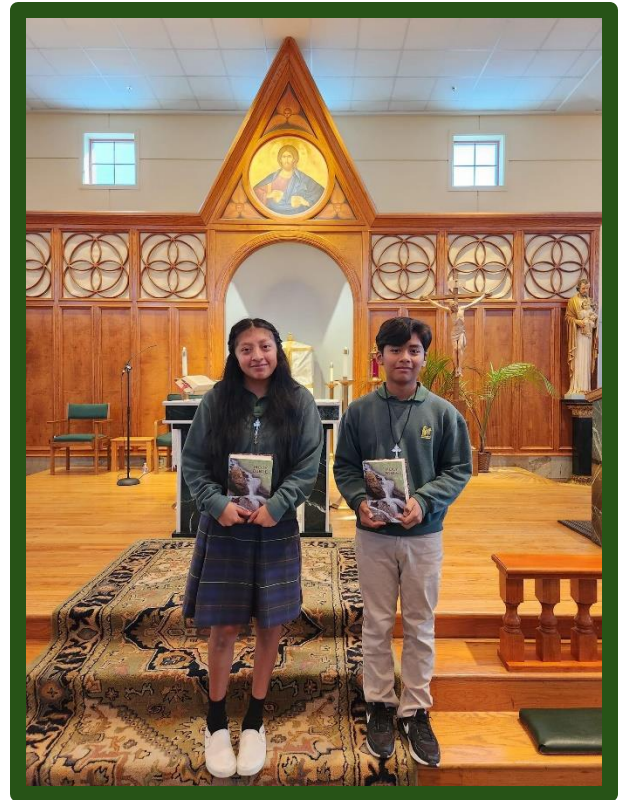
Objectives:

- 12.1 Provide training for faculty in sheltered instruction, dual language, or English language learner strategies to tailor instruction to best meet the needs of learners of all backgrounds.
- 12.2 Encourage teachers to pursue certification in English for Speakers of Other Languages (ESOL) and explore

the feasibility of staffing an ESOL interventionist.

12.3 Designate specific persons within the school community for translation purposes at school events and in meetings, considering existing staff members, students, and volunteers as appropriate.

12.4 Develop a dual-language curriculum as a foundation for instruction in other foreign languages.



"The smaller class sizes allow for more personalized attention for my children and the focus on Catholic, faith-based curriculum helps reinforce our principles. " – St. Ann Parent

Operational Vitality

GOAL 13 Provide a viable operational model that maintains accessibility for all families while balancing fiscal rigor.

Objectives:

- 13.1 Develop a 3-5 year financial plan in consultation with financial experts that monitors school financial performance and stability, addressing items such as:
 - a. Profitability
 - b. Break-even analysis
 - c. Cost per student
 - d. Enrollment targets
 - e. Fundraising levels
 - f. Income by type
 - g. Salary and benefits levels
 - h. Tuition assistance
 - i. Parish and foundation subsidies
- 13.2 Manage current budget according to effective business practices and the Diocesan Best Practices guidelines for items such as:
 - a. Salary guidelines
 - b. Budgeting requirements
 - c. Tuition levels and assistance
 - d. Financial training
 - e. Student recruitment, marketing, and enrollment
 - f. Financial transparency
 - g. Fees to support school programs and activities
- 13.3 Consider tuition incentives or discounts, particularly for staff, corporate partners, or alumni.
- 13.4 Establish a committee to review and create a structured tuition program and schedule.

13.5 Provide clear information about financial assistance and tuition expenses to parents and prospective parents.

13.6 Actively promote Scholarship Granting Organizations, educational savings accounts, and other financial aid opportunities to build awareness of the opportunities available and to generate revenue.

GOAL 14 Develop appropriate facilities and infrastructure needed to provide an excellent Catholic education.

Objectives:

- 14.1 Explore modern, creative, and cost-effective ways to optimize the school facility and campus to maximize student engagement, operations, and instructional and extracurricular offerings.
- 14.2 Utilize diocesan and school facility assessments and checklist data to establish an ongoing improvement plan with anticipated costs.
- 14.3 Prioritize campus and operations improvements, enhancements, and additions and explore fundraising mechanisms, capital campaigns, and/or grants to create a master plan and timeline.
- 14.4 Designate a field and facilities manager to maintain the campus and oversee implementation of plans and improvements.

St. Ann Catholic School Strategic Plan

Steering Committee

Father Charles Merrill, Pastor of Annunciation of the Lord Catholic Parish

Mrs. Brandi Lumley, Principal of St. Ann Catholic School

Mr. Tom Economy

Mrs. Marianne Harvill

Mr. Mark Manush

Mr. James Lamont

Mrs. Cappy O'Halloran

Mr. Tom Gillen

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Deacon Patrick Lappert

Mary Gilmore

Elizabeth Schroer

Sean Murray

Griffin Wacker

Operational Vitality

Tom Gillen

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Margaret Dubose, Superintendent of Schools

