



Strategic Plan 2021-2026

Saint Vincent de Paul Catholic School
1720 E Wallen Rd.
Fort Wayne, IN 46825

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St. Vincent de Paul Catholic School Strategic Plan 2021-2026
Strategic Planning Committee Assignments

Fr. Daniel Scheidt.....Pastor, St. Vincent de Paul Parish
 Cheryl Klinker.....Principal
 Kathleen Mulligan.....Assistant Principal
 Regina Zedaker.....Advancement Director
 Terry Coonan.....Director of Athletic Ministry
 Josh Bratten.....Facilities Director
 Erin Rahrig.....Technology Director
 Tom Schuerman.....Finance Manager

Catholic Identity Committee

Elizabeth Arnold	Danielle Kellams	Amy Johnson	Shannon Linder
Patty Godfrey	Sarah Falbe	Nicola Matty	Dorothy Schuerman

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Enrollment/Marketing/Advancement Committee

Pete Schenkel	Patty Godfrey	Kyle Farmer	John Christensen
Elizabeth Arnold	Christine Koors	Dave Findley	Beth Clemens

Technology Committee

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Introduction

The purpose of this document is to communicate the goals, objectives and supporting action items of the school. The strategic plan is a true, living document used to support and guide us on our vision and mission of St. Vincent's School. This plan has been developed through the time and talent of many of our school constituents. We have done our best to evaluate all areas from different viewpoints and perspectives so that St. Vincent's can continue to grow our Community in Christ in the years to come.

Executive Summary

St. Vincent de Paul Catholic School, a vital part of the Parish ministry to youth, offers a Catholic education in a fully accredited academic environment. Our growing community serves children in Kindergarten through 8th grade using a challenging curriculum, which reflects our Catholic values. Students benefit from exposure to state-of-the-art technology, fine arts, sports, extra-curricular activities, and daily faith-filled interactions. Award winning teachers provide a compassionate and challenging learning environment where students consistently outperform state averages on the former ISTEP+ exam and rank in the top 18% of the country on NWEA tests.

Demographics

St. Vincent de Paul Catholic School is located in the Northwest section of Allen County in Fort Wayne, Indiana. This unique location allows St. Vincent's to draw students from a wide area serviced by Northwest Allen County Schools, Fort Wayne Community Schools, and East Allen County Schools. Not only does St. Vincent's serve Fort Wayne families, but many students come from surrounding areas, such as Hometown, Leo, Auburn, Harlan, Spencerville, Albion, and Garrett. The area is largely suburban with residential housing divisions made of single-family dwellings and some apartments and condominiums. Parkview Hospital, the largest hospital facility in Allen County has a growing medical complex in our section of the county providing more job opportunities for new families moving into the area. Manchester University also built a Pharmaceutical College adjacent to the medical park in the same area. Demographic information for Allen County shows a 6.7% population increase from 2010-2019 in information gathered by the State of Indiana and the US Census Bureau.

School's Purpose

St. Vincent de Paul Catholic School fosters academic excellence in a profoundly Catholic environment under the pastoral leadership of Father Daniel Scheidt. Most important to the curriculum at St. Vincent's is its Catholic Identity. Intertwined in all the programs, is the presence of Christ and the inspiration for every member of the school community to behave Christ-like both in and out of the classroom. One All-Mass attended by the entire school is scheduled each week and a second Mass scheduled in

the week for classes K-2, 3-4, 5-6, and 7-8 students on separate days. Eucharistic Adoration is available once each month for the entire day. Students take religion classes at every level and are given the chance to participate in all-school liturgies and other religious activities. Parish priests visit classrooms regularly to provide lessons on the Catholic faith and to engage socially with students. Individual classrooms engage in community service projects throughout the year, and each year the entire student body chooses a charity to support through special activities scheduled during "We Care" week and other times during the school year.

Academic Services

St. Vincent de Paul Catholic School is fully accredited school offering an outstanding faculty, rigorous academics dedicated to meeting and extending the state standards, numerous fine arts opportunities, an extensive list of extracurricular activities and widespread community service, all of which fulfill the mission statement of the school. The curriculum is developed in conjunction with Alliance for Catholic Education (ACE) Notre Dame in South Bend, Indiana. The curriculum is also an extension of the current Indiana standards for each grade level. The school's performance on ISTEP, the state of Indiana's yearly achievement test, consistently scores above the Indiana state average in all subjects. Other more intensive, standardized, and formative assessments, such as NWEA testing, are used to identify areas for individual growth and to guide teachers in providing differentiated instruction. Students identified with academic weaknesses in certain areas receive direct interventions with progress monitored more closely. Students that perform above average in scholastic studies also receive specialized instruction to better fit their unique needs.

Faculty and Staff

The faculty and staff consist of highly qualified teachers and administrators as identified by the Indiana Department of Education. Licensed administrators include a principal, assistant principal, and student services director. In addition to 28 homeroom teachers in grades kindergarten through 8th grade, St. Vincent de Paul's faculty includes two additional teachers in each of the following areas: computer, visual arts, music arts, and physical education. The certified faculty also includes a librarian, talent development teacher and three and half special education teachers, one and one-half interventionists, a technology coach, and a PBIS/Instructional coach. Non-certified faculty, paraprofessionals, are staffed at one paraprofessional per classroom in grades kindergarten through 4th grade, two in 5th grade and 6th through 8th grade has one paraprofessional per grade level. Additionally, one paraprofessional works with the librarian and four paraprofessionals work in special education/intervention. The faculty also includes one full-time licensed nurse, one social worker and an Advancement Director. Other service personnel include the parish facilities manager and custodial staff, kitchen director and kitchen staff, and an afterschool care director and staff. The

school office has an administrative assistant, attendance clerk, accounts payable secretary and a receptionist.

Student Enrollment

Grade Level	2020-2021	2019-2020	2018-2019	2017-2018	2016-2017
Kindergarten	82	77	56	79	80
1st Grade	79	69	83	86	80
2nd Grade	72	93	85	80	86
3rd Grade	85	83	80	83	78
4th Grade	81	88	83	73	91
5th Grade	91	85	73	90	90
6th Grade	81	82	91	91	83
7th Grade	81	87	92	79	78
8th Grade	78	90	81	74	84
Total K-8th	730	754	724	735	750
<i>Net prior year change</i>	<i>-24</i>	<i>30</i>	<i>-11</i>	<i>-15</i>	<i>6</i>

Analysis of Data: St. Vincent de Paul Catholic School has maintained a steady enrollment over the past 5 years however falling short of our budget goal of 740 students 2020 -2021 due to COVID and the number of families that decided to homeschool. The implementation of the goals and objectives outlined in this strategic plan will help ensure that our enrollment continues to grow and remains strong.

History of the School

Among a strong economy and need for Catholic education, St. Vincent's opened its first 4 classrooms for grades 1-4 on September 4th, 1956 for 160 students and a teaching staff of 3 Adrian Dominican nuns and one lay person. In April of 1957 construction began on four new classrooms to meet a growing need. In November of 1957, the school had grown to 308 students in grades 1-5 and by 1958, the school was 'bursting at the seams' with 100 new first graders and the addition of a 6th grade. Permission was granted in 1959 to add four more classrooms once again. St. Vincent Parish now had 455 families.

The new decade arrived with opportunities for further expansion of the school, a new convent to house the nuns, and a new, larger church for its 2,596 members. By 1962 the generosity of St. Vincent parishioners made it possible to begin construction of 8 new classrooms.

In ten short years, St. Vincent school grew from a four-room school of 180 students to 22 classrooms serving over 900 students. In April of 1967, with parish membership over 4,100, groundbreaking took place to construct a church containing a little more than 1000 seats to accommodate the growing parish. Over the next few years, volunteers helped renovate the school and improve its library. In 1972 the Dominican nuns announced they were leaving to concentrate on other projects and in 1974, Bishop Leo Parsley appointed Fr. John Kuzmich as the parish interim administrator. The parish Board of Education completed a study in 1978 related to the growth of the parish and how it was affecting the school. They showed that the peak enrollment had occurred in 1968 with 919 students and had dropped to 652 students in 1969. However, they also predicted that enrollment would increase by 202 students over the next five years and recommended the addition of four more classrooms.

In the fall of 1990, the parish decided to construct an addition to the school and the work began in 1991. 3 classrooms were added for third graders who were previously located in the basement and one classroom for first grade students which allowed for three first grades, with 30 students maximum in each room. The addition of these rooms allowed for the lower-level rooms to be used for computer, music, and art programs. In 1995, after the addition was completed, enrollment rose to 680 students.

In 2000, when the new church was built to service parish growth, the previous church that was connected to the school was converted into an Activity Center including a full-scale gymnasium. This expansion also added seven classrooms, a second computer lab, a science lab, and a new library. The additional classrooms allowed for expanded enrollment for the next four years. By 2002, grades 1, 3 and 4 had four classrooms rather than the customary three. Expansion began again in fall of 2007 with the addition

of four kindergarten classrooms, adding 84 students, and four more general classrooms to open in the fall of 2008.

The main body of the school currently contains 40 classrooms. There are two art classrooms and a small, neighboring room used for the kiln. Two classrooms are now dedicated to vocal and instrumental music. The junior high wing has a computer lab and a science lab, two rooms dedicated for special education services and small group remediation. There is also now a classroom for a talent development teacher. In recent years, through fundraising efforts, the school has begun updating classrooms to meet 21st century standards. To date, grades 4 through 8 have been updated.

Mission Statement

St. Vincent de Paul Catholic School will empower all students to live and share their Catholic faith while growing in academic success in a safe and nurturing environment.

Vision Statement

Building a Community in Christ for Today and Tomorrow

Graduate Outcomes

A St. Vincent Graduate is:

Intellectually competent

- Possesses an intellectual curiosity.
- Searches for truth.
- Approaches situations using critical and creative thinking.
- Pursues excellence.

Faith-Filled

- Possesses a sense of awe of God's creation.
- Understands the fundamental teachings of the Catholic faith.
- Practices faith in God, progressing in his/her faith journey.
- Is inspired to live life according to God's teaching.

Globally Responsible

- Demonstrates social, civic, and global awareness and responsibility.
- Commits to service.
- Promotes justice in the world.
- Demonstrates respect for self and other.

Catholic Identity

The true presence of Jesus Christ in all that happens at St. Vincent de Paul Catholic School is what sets us apart. Parents, teachers, staff, students, and parishioners encompass a school community that lives its faith as a family. St. Vincent's staff members reinforce the lessons, values and religious foundation laid in the home by creating opportunities for students to grow in their faith and apply values learned. Younger students benefit from the example set by older students in the school, especially through the Spirit Pals program and the weekly celebration of Mass in which each class is responsible for planning a liturgy. Prayer is the key component of daily life at St. Vincent's. Daily gospel readings and reflections, classroom prayers, prayer before athletic events and meals, family rosaries, Catholic Schools Week celebrations and retreats are just a few ways the tone is set for a spiritually enriching environment. Students participate in All School Mass every week, special Advent and Lenten services, Eucharistic Adoration and other church events that include the entire community.

Strengths	Weaknesses
<ul style="list-style-type: none"> *Integrative faith within instruction/curriculum *excitement about the Catholic Faith from students *active priests and seminarians *Catholic community involvement * frequency of Mass attendance * Adoration 	<ul style="list-style-type: none"> *gap in linking the parish, school and religious ed. * more integration of TOB * Faith First Communities attendance * more opportunities to pray in different ways on campus (Prayer garden, labyrinth, etc.) *more involvement from priests and seminarians, sisters, etc. *advanced religious studies *called and gifted for students??

Catholic Identity Goal #1: Continuation of building on opportunities of Catholic Formation & Engaging parents and parishioners.

Action Steps	Responsibility	Timeline	Resources Needed	Status
Continue additional Catholic Formation time that was implemented during the 20/21 school year when All Mass returns.	Catholic Identity Committee (content) Teachers	Ongoing	Padlet Google Drive	

Share Catholic Resources and discussion materials used at school with ALL parish families (school and non-school).	Catholic Identity Committee DRE	ongoing	School Messenger School Website Parish Website Parish Bulletin	
Investigate supplemental Catholic Resources that will enhance and enrich content disciplines with Catholic Teaching.	Fr. Dan Admin Teachers	ongoing	Catholic Resources	

Catholic Identity Goal #2: Increasing the visual presence of our Catholic Identity on the school campus and through school activities.

Action Steps	Responsibility	Timeline	Resources Needed	Status
Create a video highlighting Catholic Identity at St. V.	Advancement Catholic Identity	2021	In/Outsourced Videographers	
Make room for Strategic and deliberate additions of Catholic Identity throughout the building with the purpose of telling a story.	Catholic Identity Committee Volunteers Fr. Dan would like to work with a team of parents to create a plan.	ongoing	Catholic Identity Committee High School Students Parish Volunteers Father Dan	

Increase in-person religious presence in the school and all classrooms	Catholic Identity Teachers	ongoing	Priests Seminarians Sisters	
Provide extra faith exploration and study for those students wanting more faith growth opportunities.	Catholic Identity Committee	2021/2022	Individuals listed above	

Catholic Identity Goal #3: Provide staff and student religious formation through outside resources/programs that supports the wider community and leads to engagement in the mission of the Gospel.

Action Steps	Responsibility	Timeline	Resources Needed	Status
Research outside resources/programs to see if customized training/camps could be provided to our teachers and students.	Catholic Identity	2021-2022 school year		
Increase Theology of the Body Training and utilize training in classrooms throughout the year.	Administration Catholic Identity Committee	2021-2023 school years	TOB Facilitators TOB Training	
TOB parent training using grade level materials	Teacher grade level teams	By 2023 school year		

Curriculum and School Improvement

St. Vincent de Paul Catholic School children receive a traditional curriculum grounded in their Catholic faith. Material presented in math, social studies, science, language arts and foreign language classes is aligned with state standards and expanded upon to include an understanding of the Gospel messages of Jesus Christ. Development of higher-level thinking skills and techniques for problem solving are also emphasized. Dedicated, licensed teachers differentiate instruction in the classroom based on learning styles and academic needs. St. Vincent de Paul Catholic School has dual accreditation by the State of Indiana and Advanced Ed. Its standardized test scores continue to be higher than average state scores in all areas. In spring of 2019, St. Vincent's earned an Indiana 4-star school rating, the highest honor given by the state. The quality of education is consistently monitored through the School Improvement Plan with researched-based programs adopted to assure academic success for every student.

Strengths	Weaknesses
<ul style="list-style-type: none"> *intervention and enrichment-program-research based programs. *technology and skills in the use of technology *PBIS *communication of resources available to families *varied instructional pedagogy. *administration and staff commitment to the school * experience that the teacher have * love the teachers have for the students and teacher dedication * staff desires to build relationships with students. *collaborative learning environments Data driven to inform instruction Professional development opportunities Cross curricular lesson planning Religion integrated into all curriculum Professional learning communities and collaboration time Built in intervention time ELL support Inclusive special education program Planbook- lesson plans are linked to standards and contain specific objectives Posted learning objectives in every 	<ul style="list-style-type: none"> *Discerning the limits of technology in human learning/growth. i.e., communication, reading, handwriting. * difficulty with some apps on iPads-- limited use. * penmanship, typing ability, listening vs. reading, presentation skills, public speaking (too much dependence on technology) *Math scores *STEM activities/ project-based learning. * afterschool programs * arts/music (limited by facility/time) * foreign language * greater depth of knowledge in Math Foundational math skills Performance tasks in math Lack of vertical collaboration in math-rules that expire Progress monitoring- NWEA- assessing essential standards throughout the year Bridging the gap with new transfer students No intervention/enrichment time in JH *Gap in our lower socio-economic students on high stake tests *No set time for math intervention

classroom Paraprofessionals Funds to support learning resources Hands on learning in science Art- ability to do clay projects with kiln Targeted instruction through Distance learning- Instructional coach Adapting to different modes of learning when students are absent Administration assists teachers	*Students will be able to: at each stage of development in the area of executive functioning. *Professional Development for paraprofessionals
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Curriculum and School Improvement Goal #1: Increase Math depth of knowledge to develop critical thinking and problem-solving skills as measured by increased NWEA/ILearn Scores.

Action Steps	Responsibility	Timeline	Resources Needed	Status
Form a Math committee to address the goal.	Admin	Spring 2021	people	
Vertically align math vocabulary and methods	Administration/ math teachers/ committee	Fall 2021		
Evaluate current Math resources to match standards and curriculum.	Math Teachers/ committee	Fall 2021	Math Resources, curriculum standards	
Determine if current curricular materials meet the goals of the program.	Admin and math teachers	Spring 2022	Curricular materials	
Analyze standardized tests to evaluate the effectiveness of the math program.	Math Committee	Ongoing	Test Scores	
Work within our school or in	Diocesan leaders and	Winter 2022,		

conjunction with other diocesan schools to develop common assessments across grade levels four times a year.	teacher leaders	Quarterly		
Investigate math exercises that apply real world problems and develop critical thinking and problem-solving skills.	Math Teachers	Winter 2022		
Implement new math curricular exercises and materials that align with the goals of the Math program.	Math Teachers	Fall 2022		

Curriculum and School Improvement Goal #2: Increase opportunities and efficiency for utilizing resources that enhance student academic, behavioral, and spiritual growth.

Action Steps	Responsibility	Timeline	Resources Needed	Status
Identify a student support team	PBIS coach, interventionists, admin	Fall 2021	people	
Develop a process/flowchart for accessing student supports at school.	Student support team	Fall 2021		
Identify a process for assisting new students to the school in need of immediate services.	Student Support team	Fall 2021		
Collect and track data on the	Admin, interventionists,	ongoing	Formative and summative	

achievement of at-risk populations: special education, ELL and lower SES students. Share school data with stakeholders regarding students moving through academic and behavioral supports.	PBIS coach		common assessments.	
Implement supplemental Catholic resources to enhance and enrich content disciplines with Catholic teaching.				

Curriculum and School Improvement Goal #3 Analyze the opportunities for increased STEM, STEAM and Project-based learning at St. Vincent School.

Action Steps	Responsibility	Timeline	Resources Needed	Status
Create a team to define and understand STEM, STEAM and Project Based Learning (PBL) is.	STEM, STEAM, PBL task Team. Science teachers, Talent Development	Fall 2022-Spring 2023	Visit a STEM school	
Survey parents, teachers, and students about current practices in STEM, STEAM, PBL	STEM, STEAM and PBL team	Spring 2023		
Determine the need to or not to increase STEM, STEAM and PBL practices.	STEM, STEAM, PBL Team	Spring 2023		
If needed, develop	STEM/STEAM	Fall 2024		

instructional models that lead to increased learning opportunities in STEM, STEAM and PBL.	Team			
Implement practices in STEM, STEAM, PBL and/or Engineering	Teachers	Fall 2025		
Discerning use and skill and how to be "human with technology.	Administration Teachers Technology	Fall 2023		

Facilities and Safety

Over the last 5 years, St. Vincent has made many improvements and updates to our current facilities. Through our 21st Century Classroom project we currently have upgraded 19 classrooms to provide a 21st Century Learning environment conducive to collaboration, communication, creativity, and critical thinking. Through the Indiana Homeland Security grant, we have been able to replace all entrance doors with 1” safety glass as well as several ground level windows, relocate lockdown buttons and secure other entry points of the school building to provide another level of safety and security for staff and students. Due to the COVID-19 pandemic, 4 bathrooms in the oldest part of the building were renovated to provide touchless use for students. Water bottle filling stations were also added at this time.

Strengths	Weaknesses
<ul style="list-style-type: none"> * Homeland security grant upgrades * Large classrooms * Updates to 4th-8th grade classrooms (21st Century) * Safety improvements noticeable and effective * Accessibility * Room to grow. * Safety training for staff * COVID response * Agility to deal with crisis. * Mobile communication with the entire staff * Intercom system 	<ul style="list-style-type: none"> * Room to grow. Are we landlocked? * Outdated rooms/areas * Playground * Fine arts facility * Cafeteria/kitchen - ability to serve/staffing. * Storage * Wasted space(courtyard) * Outdoor classrooms/prayer spaces * Outdoor science area * Preschool * Open visitor hallway/more secure entrance for visitors * Mirror windows to reduce outside sight

Facilities and Safety Goal #1: Evaluate existing structure and space of school grounds noting areas for improvement.

Action Steps	Responsibility	Timeline	Resources Needed	Status
<p>Form an exploratory committee to develop a list of needs/priorities and cost impact</p> <p>NEEDS DISCUSSED:</p> <ul style="list-style-type: none"> <i>i. Secure school entrance / new admin area</i> <i>ii. Preschool space</i> <i>iii. Cafeteria – new kitchen and serving design</i> <i>iv. Fine Arts and Music</i> <i>v. Religious Ed Rooms</i> <i>vi. Rehab classrooms and bathrooms</i> 	Steering Committee along with Pastor	2021-2022 school year		

Facilities and Safety Goal #2: Participate in a 5–10-year Master Plan for Campus Facilities and Safety (Coordinated at the parish level)

Action Steps	Responsibility	Timeline	Resources	Status
Identify Members	Steering Committee along with Pastor	2022-2023		
Ensure collaboration across all involved school committees	Facilities, Finance, Advancement, Administration	Ongoing		

Facilities and Safety Goal #3: Continue facility & safety upgrades throughout current school building.

Action Steps	Responsibility	Timeline	Resources Needed	Status
Upgrading windows to reduce viewing from outside into the school	Facilities	Summer of 2021	Funding from Grants and Parish	
Develop a system to remove access to school for visitors to the office.	Facilities/Steering Committee	Summer of 2025	Walls and secure doors needed to the East and West of current entrance.	
Update and upgrade food service line in the cafeteria	Facilities Steering committee	2024-2025		
Continue to provide ongoing safety upgrades	Facilities Committee and School Safety Committee	ongoing		
Put processes in place to deal w/ unforeseen needs that arise.	School Maintenance and School Administration	ongoing		

Finance/Development

St. Vincent de Paul is financially stable, and it is our goal to remain fiscally responsible so as to allow the continued growth and sustainability of our mission and vision. A key factor in doing this is to prepare and follow a budget to ensure the monetary resources are working as effectively and efficiently as possible. The budget for St. Vincent de Paul School not only considers the expenses related to educating and developing our children, but also balances this with making the cost to families as affordable as possible. Our development activities focus on raising funds that are mainly used for capital improvements to the school campus. Over the last 5 years, our main fundraising event - Celebrate, has been used to fund 21st Century classroom improvements and playground upgrades.

Strengths	Weaknesses
<ul style="list-style-type: none"> * Availability of financial aid to families * Strong giving parish * Budget that provides adequately for the school. * Checks and balances to discern funds * Reasonable tuition * Good fundraising support from community * no student driven fundraising 	<ul style="list-style-type: none"> * structure for scholarships/endowments for new donors * parents helping parents opportunities * streamlined tuition billing/better billing software * 529 education credit information * communicating practices to afford a Catholic Education/maximize resources

Finance and Development Goal #1: Establish a fiscally responsible school budget that appropriately balances education cost among student families and the Parish.

Action Steps	Responsibility	Timeline	Resources Needed	Status
Identify new or needed budget items	Finance council	annually		

Finance and Development Goal #2: Ensure that the school continues to attain and retain highly skilled staff with a competitive pay structure.

Action Steps	Responsibility	Timeline	Resources Needed	Status
Annually review and adjust (as needed) the wage scale of all non-certified positions to stay competitive with surrounding schools and meet state minimum pay requirements.	School Board Finance Committee Parish Finance Committee	Annually		

Finance and Development Goal #3: Support the St. Vincent Community with Financial Assistance Programs.

Action Steps	Responsibility	Timeline	Resources Needed	Status
Ensure families who desire an education at St. Vincent's have tuition assistance opportunities.	Finance Committee, Scholarship Committee	Ongoing		
Create a scholarship committee that would manage scholarship funds to be awarded to students for academic, athletic, community involvement, or Christian stewardship achievements.	School and Parish Administration and Advancement	2021		

<p>Create a Pay It Forward or Random Act of Kindness Account (<i>looking for suggestion of a better name</i>)</p> <p>a. <i>A few examples of how this could be used: cover a negative school lunch account, help a family purchase uniforms, pay for the technology fee.</i></p> <p>b. <i>Target parishioners that no longer have kids in the school by adding an envelope in the monthly offerings.</i></p>	<p>Advancement</p>	<p>2022-2023</p>		
<p>Develop a marketing brochure for all school families to educate them on financial aid, SGO, 529 accounts, and U Promise.</p>	<p>Advancement</p>	<p>Reviewed annually</p>		

Enrollment/Marketing/ (Advancement)

Institutional Advancement, including enrollment and marketing, is an important part of our ongoing strategic plan. It is imperative to secure a positive public image of the school and work to keep viable enrollment numbers as well as inform our larger Catholic community of activities, achievements, and current standing of the school. Over the past 5 years, many efforts were made to achieve a unified branding and messaging of the school. This included an update to the logo, mascot and website as well as increasing social media presence and marketing. We will continue to create positive content and outreach to current and prospective families.

Strengths	Weaknesses
<ul style="list-style-type: none"> * high enrollment * Advancement Director/committee * builds community/ pride within the school/students/staff * presence in the community * Catholic Identity * Social Media presence * Targeted fundraising events * marketing plan - consistent branding * spirit wear 	<ul style="list-style-type: none"> * Alumni program * communication of events - targeted and deliberate * outreach to elderly/preschool population * overlapping of religious ed/school events * % volunteer participation * School tours - enrollment process * ministry fair

Advancement Goal #1: Engage new, existing, and former parents/families to increase volunteer participation and parent support.

Action Steps	Responsibility	Timeline	Resources Needed	Status
Create an Ambassador Program	Advancement Committee	Fall 2021	TBD	
Ministry Fair	HASA	annual	Gym or parish hall, volunteers	
Offer workshops for safe environment certification	School Employee	annual	Computer lab	
Alumni newsletter/ database info gathering	Advancement	Fall 2022		

Advancement Goal #2: Maintain a fundraising program that includes events, appeals, grant writing and planned giving.

Action Steps	Responsibility	Timeline	Resources Needed	Status
Continue to Support and expand the PR program	Advancement Director	ongoing		
Manage Current Fundraisers	Advancement Director	ongoing		
Identify potential fundraising needs	Advancement Director & Administration	annually		
Continue to build a reliable and up to date donor database	Advancement Director	ongoing	time	

Advancement Goal #3: Market the school to increase enrollment and attract dedicated and qualified professionals.

Action Steps	Responsibility	Timeline	Resources Needed	Status
Reach out and engage Religious Education students and families	Advancement Office/ HASA	21/22 school year at the earliest	TBD	
Advertise and Promote a positive image of the school	Advancement Director	ongoing	budget	
Create a virtual tour/ Catholic Identity video	Advancement/ Catholic Identity	Before Open house 2020	Video Equipment, coordinator, time	
Continue an annual Job Fair for certified and noncertified staff based on need.	Administration/ Advancement	annually		

Advancement Goal #4: Develop a comprehensive communication plan to increase awareness of school and events and disperse relevant school information in an effective manner.

Action Steps	Responsibility	Timeline	Resources Needed	Status
Update school brochures and marketing literature	Advancement Committee	annually		
Digital Newsletter	Advancement Director/ Administration	Fall 2021	Newsletter platform	
Offer marketing materials in other languages (ie Spanish and Burmese)	Advancement Committee	Winter 2021 for the 22/23 school year	Translators	

Technology

St. Vincent de Paul School implemented a pilot program of iPads in 6th grade for the 2013-14 school year. Every student in 6th grade had an iPad to take home and use in class. In preparation for the pilot, a committee consisting of parents, teachers and technology staff at St. Vincent's visited various schools with a 1-to-1 program. We learned from these visits that training, infrastructure and learning management system were key elements for success. Today, our 1-to-1 program has expanded to include grades K-8. Student devices are planned for usage over a three-year cycle. Each student maintains responsibility for the device throughout the school year. This initiative has proven to be advantageous to the advancement of education at St. Vincent's. The objective was to enhance the curriculum and the technology experience to better prepare our students for college and careers upon graduation. All students received training on iPad basics and Digital Citizenship. Currently the program has been extremely helpful in providing seamless transitions between in-class and distance learning.

Strengths	Weaknesses
<ul style="list-style-type: none"> ● All the iPads ● Smart boards/in class technology ● Streamlined use of Canvas among all grades ● Solid plan for keeping technology updated. ● Sufficient technology for staff ● Streamlined app use across grades for continuity ● People in key positions in Technology. 	<ul style="list-style-type: none"> ● All the iPads ● Staff needs more training time on technology ● Dependence on technology - other skills lacking ● Maximizing technology capabilities ● Improved tracking and/or classification of screen time spent.

Technology Goal #1: Strengthen commitment to technology staffing and professional development.

Action Steps	Responsibility	Timeline	Resources Needed	Status
Develop and implement enhanced protocol for beginning of year teacher training with enhanced focus on new teachers.	Technology Administration	2021-2022	Stipends for teacher	

Complete needs assessment for new technology positions/workspaces followed by budget analysis/requests in order to expand in areas of urgent need. (Focus on new technology position, including mentor role to assist teacher/para training.)	Technology Committee, Technology Coordinator, Finance Committee, Administration	ongoing	funding	
Develop an aligned chart that indicates the technology used at each grade level.	Administration, Technology Coordinator, Grade Level Teachers	2021-2022		
Create teacher led technology team to analyze and approve new technology applications/tools w/ focus on standardized consistency across grades.	Technology Coordinator and Administration	2022-2023		

Technology Goal #2: Ensure technology enhances student education/learning (smart use of technology)

Action Steps	Responsibility	Timeline	Resources Needed	Status
Focus on digital citizenship for the 21st century student.	Computer and grade level teachers	ongoing	Curriculum	
Explore best practices of screen time both inside and outside the classroom.	Technology Committee			
Identify areas of need for parent education of technology. ie. grade level technology nights.	Technology Committee Grade level teachers	Fall 2021		

Optimize technology use in the classroom through proven framework for implementation such as SAMR	Technology committee Administration	Fall 2021		
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Technology Goal #3: Keep pace with technological developments.

Action Steps	Responsibility	Timeline	Resources Needed	Status
Annual assessment of hardware capabilities, including network bandwidth, and upgrade when necessary (explore increased network bandwidth for 2021).	Technology Coordinator, Finance Committee Parish Finance	ongoing		
Assess 5G possibilities on an annual basis as the technology develops to determine potential use at school/home	Technology Coordinator, Technology technical Team	annually		

Technology Goal #4: Identify and utilize communication tools based on user needs and experiences.

Action Steps	Responsibility	Timeline	Resources Needed	Status
Strengthen website capacity and capabilities.	Technology Coordinator Parish Finance Manager	ongoing		
Determine the best school to parent communication delivery methods.	Advancement	annually		

STRATEGIC PLAN FOLLOW-UP AND EXECUTION

The school board and administration accept the responsibility for implementing the Strategic Plan of St. Vincent de Paul school. The plan will be implemented during the school years from 2021-2026 with subsequent review annually. Each year, the School Board will work in conjunction with the Principal to ensure that all action plans are aligned with our goals and objectives. Annually the progress and commitment of Strategic Plan goals, objectives and action items will be reported yearly to all constituents. Goals, objectives and action items will be modified in the plan as the need arises, but it is not intended that this document be changed on a yearly basis due to its strategic planning purpose.

OFFICIAL SIGNATURES

President of the School Board

Date

Printed Name

Principal

Date

Printed Name

Pastor

Date

Printed Name