



# St. Joan of Arc Catholic School 2018-2023 Strategic Plan

**BASED UPON THE NATIONAL STANDARDS AND  
BENCHMARKS  
FOR EFFECTIVE CATHOLIC ELEMENTARY AND  
SECONDARY SCHOOLS**

\_\_\_\_\_ Fina

| 8/1/18 \_\_\_\_\_

School of Education, Loyola University Chicago,  
In partnership with Roche Center for Catholic Education,  
School of Education, Boston College (2012)

## **NATIONAL STANDARDS AND BENCHMARKS FOR EFFECTIVE ELEMENTARY AND SECONDARY SCHOOLS**

The purpose of **St. Joan of Arc School** is articulated in a document known as National Standard and Benchmarks for Effective Catholic Elementary and Secondary Schools. It indicates that Catholic schools, in collaboration with parents and guardians as the primary educators, seek to educate the whole child while providing an excellent education rooted in Catholic values.

The document also states that Catholic schools are a vital part of the teaching mission of the Church and it is imperative that Catholic schools provide an excellent academic program within a faith-filled environment.

The document includes three types of statements grounded in Church teachings and best practices and proven success. These statements include defining characteristics, standards, and benchmarks.

The **Defining Characteristics** explored in the document include the following:

- Centered in the person of Jesus Christ.
- Contributing to the evangelizing mission of the Church.
- Distinguished by excellence.
- Committed to educate the whole child.
- Steeped in a Catholic worldview.
- Sustained by Gospel witness.
- Shaped by communion and community.
- Accessible to all students.
- Established by the express authority of the Bishop.

The **Standards and Benchmarks** fall into four **Domains**:

### **Mission and Catholic Identity**

*Standard 1.* An excellent Catholic school is guided and driven by a clearly communicated mission that embraces a Catholic identity rooted in Gospel values, centered on the Eucharist, and committed to faith formation, academic excellence, and service.

*Standard 2.* An excellent Catholic school adhering to mission provides a rigorous academic program for religious studies and catechesis in the Catholic faith, set within a total academic curriculum that integrates faith, culture, and life.

*Standard 3.* An excellent Catholic school adhering to mission provides opportunities outside the classroom for student faith formation, participation in liturgical and communal prayer, and action in service to social justice.

*Standard 4.* An excellent Catholic school adhering to mission provides opportunities for adult faith formation and action in service of social justice.

### **Governance and Leadership**

*Standard 5.* An excellent Catholic school has a governing body (person or persons) which recognizes and respects the role(s) of the appropriate and legitimate authorities, and exercises responsible decision making (authoritative, consultative, advisory) in collaboration with the leadership team for development and oversight of the school's fidelity to mission, academic excellence, and operational vitality.

*Standard 6.* An excellent Catholic school has a qualified leader/leadership team empowered by the governing body to realize and implement the school's mission and vision.

### **Academic Excellence**

*Standard 7.* An excellent Catholic school has a clearly articulated, rigorous curriculum aligned with relevant standards, 21st Century skills, and Gospel values, implemented through effective instruction.

*Standard 8.* An excellent Catholic school uses school-wide assessment methods and practices to document student learning and program effectiveness, to make student performances as transparent, and to inform the continuous review of the curriculum and the improvement of instructional practices.

*Standard 9.* An excellent Catholic school provides programs and services aligned with the mission to enrich the academic program and support the development of student and family life.

### **Operational Vitality**

*Standard 10.* An excellent Catholic school provides a feasible three to five year financial plan that includes both current and projected budgets and is the result of a collaborative process, emphasizing faithful stewardship.

*Standard 11.* An excellent Catholic school operates in accord with published human resource/personnel policies, developed in compliance with (arch) diocesan policies and/or religious congregation sponsorship policies, which affect all staff (clergy, religious women and men, laity and volunteers) and provide clarity for responsibilities, expectations, and accountability.

*Standard 12.* An excellent Catholic school develops and maintains a facilities, equipment, and technology management plan designed to continuously support the implementation of the educational mission of the school.

*Standard 13.* An excellent Catholic school enacts a comprehensive plan for institutional advancement based on a compelling mission through communications, marketing, enrollment management, and development.

(Ozar, L. A., & Weitzel-O'Neill, P. (Eds.). (2012). National standards and benchmarks for effective Catholic elementary and secondary schools. Chicago, IL: Loyola University Chicago, Center for Catholic School Effectiveness.)

### **STRATEGIC GOALS 2018-2023**

**GOAL 1:** St. Joan of Arc School will maintain a strong Catholic identity, guided by its mission and vision, focusing on leadership, integrity, and service, which will continue to differentiate it from similar schools.

**Goal 2:** St. Joan of Arc School will provide a rigorous academic program for religious studies and catechesis in the Catholic faith, set within a total academic curriculum that integrates faith, culture, and life.

**Goal 3:** St. Joan of Arc School will cultivate visibility of achievements and activities of the school community which demonstrates our leadership, integrity, and service and demonstrates our Christian presence in the community.

**Goal 4:** St. Joan of Arc School will regularly analyze and redefine its governance structure and roles within it to insure that it is responsive to needs of the school.

**Goal 5:** St. Joan of Arc School will identify actions that will help recruit and retain the highest quality staff who will embrace the mission of the school.

**Goal 6:** St. Joan of Arc School will continue to offer a rich Christ-centered tradition of faith-filled education that inspires students to achieve academic excellence and a commitment to respect life from conception to natural death.

**Goal 7:** St. Joan of Arc School will develop and implement a comprehensive enrollment management plan which addresses all aspects of recruitment, retention and admissions.

**Goal 8:** St. Joan of Arc School will update the school's comprehensive facilities master plan with attention to space utilization and ongoing maintenance issues.

**Goal 9:** St. Joan of Arc School will develop and implement a long-range financial plan that identifies new sources of revenue for operations and scholarships.

**Goal 10:** St. Joan of Arc School will provide a school environment where the spiritual, mental and physical safety of all is prioritized at all times.

The School Commission wishes to thank the parishioners, parents and staff who collaborated on this document.  
Thank you to Pastor, Fr. Guy Roberts and Principal, Mrs. Janet Andriole for their guidance.

School Commission Members 2017-2018

Nicole Schuster

Nick Koon

Jamie Pachciarz

Lizabeth Bradshaw

Katie Matsoukas

Matt Dilly

Natasha Johnson

Mary Pat Sharpe

## MISSION AND CATHOLIC IDENTITY

**Goal Statement: Goal 1** St. Joan of Arc School will maintain a strong Catholic identity, guided by its mission and vision, focusing on leadership, integrity, and service, which will continue to differentiate it from similar schools.

### Objective 1.1

- To purposefully integrate Catholic teaching and tradition across all content areas.
  - **Action 1.1.1:** Provide time to brainstorm with staff on ways to incorporate Catholic traditions and teachings into other subject areas.
  - **Action 1.1.2:** Create a document/guide for staff to use as they begin purposefully incorporating religion across the curriculum.
  - Action 1.2.3:** List of prayers learned in each grade documented in Leadership binders.

### Objective 1.2

- All administrators, faculty and staff members as well as adult volunteers visibly support the faith life of the school community.
  - **Action 1.2.1:** Provide/review the an introduction/explanation of the ministry of Catholic teachers at the start of each school year
  - **Action 1.2.2:** Develop expectations for those ministering in the school/staff/volunteers that goes beyond the Safe and Sacred program

### Objective 1.3

- To recognize staff and students who model our Catholic identity throughout the year.

- **Action 1.3.1:** Christian attitude award /leaders of Catholic faith/ or something similar given to faculty and students
- **Action 1.3.2:** Highlight those awarded in the Transformations/web site etc

#### **Objective 1.4**

- Create additional opportunities for faculty/staff faith formation.
  - **Action 1.4.1:** Provide Professional Development for all staff in areas of faith
  - **Action 1.4.2:** Invite/ or make school staff aware of parish programs/ parish website/youtube

**Goal Statement: Goal 2** St. Joan of Arc School will provide a rigorous academic program for religious studies and catechesis in the Catholic faith, set within a total academic curriculum that integrates faith, culture, and life.

#### **Objective 2.1**

- In all subjects, teachers will help students think critically and ethically about the world through the lens of Gospel values and Catholic doctrine.
  - **Action 2.1.1:** Improving ACRE scores by providing all teachers with more knowledge of this test throughout the grade levels
  - **Action 2.1.2:** Incorporate a study of Christian virtues along with the 7 Habits as was done with the Beatitudes
  - **Action 2.1.3:** Celebrate /acknowledge feast days

#### **Objective 2.2**

- To improve and add programming for the students that provide 21st century learning skills
  - **Action 2.2.1:** Theology of the Body included in 7<sup>th</sup> grade religion course
  - **Action 2.2.2:** Continue Leader in Me and strive for Lighthouse status

**Goal Statement: Goal 3** St. Joan of Arc will cultivate visibility of achievements and activities of the school community which demonstrates our leadership, integrity, and service and demonstrates our Christian presence in the community.

#### **Objective 3.1**

- Provide opportunities outside the classroom for students faith formation and celebration.
  - **Action 3.1.1:** Arrange field trips to religious sites in and around Indiana
  - **Action 3.1.2:** Integrate the new service experiences for students “My backyard and community” to awareness of global community and world as students age chronologically.

### **Objective 3.2**

- To create a seamless, cohesive relationship between the parish church and school
  - **Action 3.2.1:** Encourage coaches and others involved in extracurricular to attend Mass/retreats with the team.
  - **Action 3.2.2:** Parish and school administrators collaborate and support activities between school and parish by updating the communications calendar.
  - **Action 3.2.3:** Provide more interaction opportunities with school... learning about the meaning of the New Evangelization, for example
  - **Action 3.2.4:** Build a stronger relationship of parish, school and alumni.
  - **Action 3.2.5:** Contact/engage those parishioners who have designated the school as their area for service or talent.

## **GOVERNANCE AND LEADERSHIP**

**Goal Statement: Goal 4 St. Joan of Arc School will regularly analyze and redefine its governance structure and roles within it to insure that it is responsive to needs of the school.**

### **Objective 4.1**

- To review commission by-laws to gain a clear understanding of current governance structure.

### **Objective 4.2**

- To gather feedback from its own members, the School administration and Parish Council on ways to be more effective and work in harmony with the parish community.
  - **Action 4.2.1:** Provide surveys, dates and times to gather confidential feedback.
  - **Action 4.2.2:** Encourage input from employees and parents concerning systems of school governance, and strengths and weaknesses of the current system.
  - **Action 4.2.3:** Annual attendance at the School Commission training for new members.
  - **Action 4.2.4:** Provide a copy of governance structure and pertinent documents to new commission members.



**Goal Statement: Goal 5 St. Joan of Arc will identify actions that will help recruit and retain the highest quality staff who will embrace the mission of the school.**

**Objective 5.1**

- To maintain a positive work environment in which staff feels appreciated.
  - **Action 5.1.1:** School Commission and FSF efforts

**Objective 5.2**

- To compensate staff in addition to salary.
  - **Action 5.2.1:** Gift cards
  - **Action 5.2.2:** Tuition discount continued
  - **Action 5.2.3:** Preschool/daycare/Mini Monarchs for children of staff members available as needed in Early Learning Center.

**Objective 5.3**

- Seek ways to raise the profile/public awareness of the schools strengths and unique offerings.
  - **Action 5.3.1:** Identify key strengths such as academic, diversity, service, faith
  - **Action 5.3.2:** Launch a consistent social media campaign relating to these strengths
  - **Action 5.3.3:** Traditional press releases of similar content
  - **Action 5.3.4:** Compete on county/regional/state for awards or recognition
  - **Action 5.3.5:** Implement a yard sign campaign to promote ( Home of a proud SJOA Family or An SJOA student lives here. )
  - **Action 5.3.6:** Get a campaign ready to kick off the new Early Learning Center.

**Objective 5.4**

- Seek ways to strengthen school pride among students and staff.
  - **Action 5.4.1:** Pep rallies, School pride art/talent/music
  - **Action 5.4.2:** Celebrate teacher/staff accomplishments
  - **Action 5.4.3:** Look for improvements, updates needed for current signage around the building

## ACADEMIC EXCELLENCE

**Goal Statement: Goal 6: St Joan of Arc School will continue to offer a rich, Christ-centered tradition of faith-filled education that inspires students to achieve academic excellence and respect life from conception to natural death.**

### Objective 6.1

- To create a solid curricular TK-8 framework – in writing and in practice -- which ensures there are no gaps in a St. Joan of Arc education.
  - **Action 6.1.1:** Identify an expert in Curriculum mapping to oversee this process and ensure he or she has the necessary time, authority, and compensation to do this work.
  - **Action 6.1.2:** Curriculum map (or scope and sequence) every grade and subject, including “specials,” so that instruction is vertically aligned to deliver state standards and promote critical thinking skills.
  - **Action 6.1.3:** Undertake a textbook review to ensure instruction is supported with the appropriate resources to deliver the curriculum.
  - **Action 6.1.4:** Identify the cost for new textbooks and raise funds to cover this need.

### Objective 6.2

- To provide an SJA experience for all students is grade-level strong, with differentiation that allows for acceleration in math, reading, and writing within the classroom.
  - **Action 6.2.1:** Provide professional development for classroom teachers with regard to content, skills based assessments, and differentiation, with the aim of improving ISTEP scores, especially in math.
  - **Action 6.2.2:** Track the data for 8<sup>th</sup> grade students taking the High School Placement Test (HSPT) to determine where students are succeeding and failing with regard to content and skills and create an action plan to address challenges this data reveals.
  - **Action 6.2.3:** Evaluate the daily schedule to allow for more time devoted to math, especially in 8<sup>th</sup> grade, a year with many interruptions to instructional time.

### Objective 6.3

- To improve parent involvement in and support of curriculum and student progress.
  - **Action 6.3.1:** Communicate each grade level curriculum map with school parents.

- **Action 6.3.2:** Create a monthly forum for interested parents to meet with administrators in order to bring up concerns, highlight successes, and work in partnership to enhance the delivery of curriculum goals.
- **Action 6.3.3:** Devise guidelines for teachers so that grades reflect both ability and effort so as to provide a clear picture for parents of student progress and growth.
- **Action 6.3.4:** Revise and enforce the attendance policy, creating compassionate yet firm standards for continued enrollment at St. Joan of Arc so that teachers and students can thrive and progress.

**Objective 6.4:**

- Identify best practices with regard to the role of technology in the classroom which promote exciting learning opportunities, an expanding skill set, and oversight to protect students from inappropriate content.
  - **Action 6.4.1:** Create a Technology Team of teachers and parents, headed by the Technology teacher and supported by the North Deanery Technology Consortium and Tom Groot, to evaluate and bolster the 1:1 program, with regard to hardware, software, infrastructure, and professional development.
  - **Action 6.4.2:** Raise funds to update and purchase equipment.
  - **Action 6.4.3:** Craft guidelines for intentional classroom use of technology based on specific educational goals.
  - **Action 6.4.4:** Evaluate the effectiveness of the current firewall and ways to prevent kids accessing browsers outside of it, seeking to curtail internet usage that does not support the students' intellectual and moral development.

## OPERATIONAL VITALITY

**Goal Statement: Goal 7: St. Joan of Arc School will develop and implement a comprehensive enrollment management plan which addresses all aspects of recruitment, retention and admissions**

**Objective 7.1**

- To continue efforts in recruitment and communications with new parents
  - **Action 7.1.1:** Produce and formulate distribution plan for information about the Early Childhood Center within the parish and beyond.

- **Action 7.1.2:** Formulate a plan for publicizing open houses and other school outreach to new families and encourage current family involvement in same.

### **Objective 7.2**

- To improve communications and retention with existing parents, especially from preschool to grade school.
  - **Action 7.2.1:** Formulate plan for introducing Early Learning Center families to the elementary school and providing transitional information at appropriate times.

### **Objective 7.3**

- To enhance fundraising efforts and communicate with parents regarding same.
  - **Action 7.2.2:** Schedule informational nights and transitional activities for families entering the elementary school.
  - **Action 7.2.3:** Consider a special open house or orientation session for parents who are already in the school.
  - **Action 7.2.4:** Improve the website to serve as a “one-stop shop” and implement plan for frequent updates.

**Goal Statement: Goal 8: St. Joan of Arc will update the school’s comprehensive facilities master plan with attention to space utilization and ongoing maintenance issues.**

### **Objective 8.1**

- To provide the parish with a list of needs based on structural integrity, and safety
  - **Action 8.1.1:** Meet with school commission and property and facility to review the current plan and determine which items are still in need of repair.
  - **Action 8.1.2:** Review last architectural plans prepared by Fanning/Howey for classroom masterplan to see if the plan still aligns with the proposed growth at SJoA.
  - **Action 8.1.3:** Spring and fall walk through with members of the parish and school to focus on improvements and repairs as well as cleanliness and include in plan.
  - **Action 8.1.4:** Draft and present updated facility plan to parish council and finance committees for review and plan next step.

### **Objective 8.2**

- To enhance the look and feel of the campus
  - **Action 8.2.1:** Implement spring and fall “deep clean” volunteer days to assist with maintenance on a volunteer basis.

- **Action 8.2.2:** Offer volunteer opportunities for things like landscaping to the parents and parish and older children and ensure that those opportunities are well-publicized, shared with the kids, and incentivized through community service hours and other ways.
- **Action 8.2.3:** Design and implement plan to offer opportunities for parishioners and parents to donate funds or time/talent for specific initiatives (bathroom remodel, key fob entry, etc.) based on needs of the school.
- **Action 8.2.4:** Design and implement plan for cosmetic improvements to school consistent with “Leader in Me” and “Lighthouse” status.

**Goal Statement: Goal 9: St. Joan of Arc School will develop and implement a long-range financial plan that identifies new sources of revenue for operations and scholarships.**

**Objective 9.1**

- Maintain a balanced budget plan
  - **Action 9.1.1:** Design a balanced budget plan for 2018-2019.
  - **Action 9.1.2:** Revisit budget throughout the school year on a monthly basis to determine any issues or overruns.

**Objective 9.2**

- Identify current and potential sources of revenue
  - **Action 9.2.1:** Coordinate efforts with Development and PR regarding endowment, Annual Fund, Alumni Giving to identify current sources of revenue and room for improvement.
  - **Action 9.2.2:** Clarify which fundraising initiatives benefit which components of the parish/school, and market across all platforms.
  - **Action 9.2.3:** Implement plan for improving the percentage of parents who participate in giving or planned activities.
  - **Action 9.2.4:** Evaluate potential new sources of revenue, including new fundraisers or initiatives as appropriate.
  - **Action 9.2.5:** Develop and implement planned giving strategy.

**Goal Statement: Goal 10: St. Joan of Arc School will provide a school environment where the spiritual, mental and physical safety of all is prioritized at all times.**

### **Objective 10.1**

- Secure the physical space of the exterior and interior property of school grounds.
  - **Action 10.1.1:** Install key fob entry at the main entrance and exit doors numbered 1,3,6 and 10.
  - **Action 10.1.2:** Subscribe to and install an effective entry monitoring system.
  - **Action 10.1.3:** Incrementally install more security cameras to capture the movement of exterior and interior spaces of the school.
  - **Action 10.1.4:** Convert current instructional hallway doors by installing crash bars in order for doors to be locked after hours, over breaks and during lockdowns.

### **Objective 10.2**

- Install desk phones that serve as landlines but also access the PA system.
  - **Action 10.2.1:** Request RFPs from three providers to gain quotes for costs.
  - **Action 10.2.2:** Enhance current system to allow for more phones that does not interfere with wireless access points.

### **Objective 10.3**

- Draft, review and revise Crisis and Safety plans annually.
  - **Action 10.3.1:** Confer with safety and crisis teams.
  - **Action 10.3.2:** Update information based on updates and new legislation provided by Safety Specialists and school administration.
  - **Action 10.3.3:** Ensure and document that all safety drills are conducted as required.

### **Objective 10.4**

- Ensure safety education and professional development includes and prioritizes both mental and emotional health.
  - **Action 10.4.1:** Conduct surveys of students-Measurable Results to grades 4-8 from LIM survey.
  - **Action 10.4.2:** Develop safe school surveys for grades TK-3.
  - **Action 10.4.3:** Ensure religion classes address and emphasize tenants of our faith such as, “All children/people are created in Christ’s image” and “Respect for human life from conception to natural death.”
  - **Action 10.4.4:** Ensure every child can identify one trusted adult (through survey and staff PLC).
  - **Action 10.4.5:** Utilize the LIM program as a means to unleash the potential in every student.

### **Objective 10.5**

- Provide professional development on required legislative safety actions and on topics related to educating the whole child.

- **Action 10.5.1:** Ensure professional staff is trained in CPR and Suicide Prevention and Restraint and Seclusion.
- **Action 10.5.2:** Ensure all who have contact with students have completed Safe and Sacred training s provided by the Archdiocese of Indianapolis.
- **Action 10.5.3:** Enroll new teachers in History and Mission of Catholic Schools provided by the Office of Catholic Schools.
- **Action 10.5.4:** Ensure a minimum of two staff members are trained as School Safety Specialist through the ISSA provided by the Indiana Dept. of education and that two more attend annually as long as the certification process exists.
- **Action 10.5.5:** Educate staff on current topics impacting children including but not limited to technology safety, drugs, gang violence etc.