

# St. Agnes School

603 St. Agnes Lane

Catonsville, Maryland 21229

[www.stagnesschool.net](http://www.stagnesschool.net)

## Strategic Planning 2018-2023



ST. AGNES  
SCHOOL

Presented by the St. Agnes School Board  
February 4, 2019



## *Mission*

"Go, therefore, and make disciples of all nations, ... teaching them to observe all that I have commanded you." (Mt: 19-20)

## *Vision*

St. Agnes school is a vibrant and diverse community centered on Jesus Christ in the Catholic tradition. Our program unites the heart, soul, and mind through a formation of faith, a strong academic foundation and a commitment to serving the needs of our human society. Our graduates are sent forth prepared to take their place as leaders in the church and our world.

## *Purpose*

Forming students of virtue in heart, soul and mind.

### *Overview of Strategic Plan*

As an *AdvancED* accredited member of the Archdiocese of Baltimore Catholic school system, we are a community that is dedicated to continuous growth and improvement. Within a reflective and cyclical process, the St. Agnes Strategic Plan exists to articulate the mission and vision of our faith-filled community, as well as define the objectives and goals needed to achieve the vision of our Catholic school. This plan provides the framework and guidance to our School Board as the governing body who are directed to set and prioritize the mission of our work through a standard of excellence, efficacy and educational impact. The objectives of this five-year plan will provide a forward-looking vision for the school while it affirms the fundamental principles, assumptions and values that serve as the foundation of our school.

The St. Agnes School Board is continuously engaged in an active strategic plan that allows the school to experience stability, growth and the ability to adapt to unexpected changes as necessary. In October 2017, the Board established an ad hoc committee to help transition into a new strategic plan that would guide faculty, staff and leadership through the next three to five years. The Committee met regularly and started the process by assessing the current strengths, challenges and growth areas for the school. The committee worked through the following process to arrive at a five-year plan with three strategic priorities that are supported by strategic objectives and annual goals.

1. **SWOT Analysis (November 2017):** The Committee and the Board assessed the current strengths, weaknesses, opportunities and threats (concerns) the school currently faces.
2. **Identify Strategic Priorities (December 2017):** The committee categorized all the information into the prevailing themes or strategic priorities for the school:

#### **Academic Foundation**

St. Agnes School is a vibrant student-centered community committed to inspiring academic excellence. Young people are challenged through a strong and engaging curriculum, with integrated technology, that transforms the learning experience. Our students are led by faculty who are dedicated to their professional growth as Catholic School educators.

#### **Faith Formation**

St. Agnes School forms disciples of Jesus Christ in the Catholic tradition. Our students are guided towards seeing God in all things as they joyfully live out the Gospel message.

#### **Institutional Development**

St. Agnes School has an enduring community dedicated to sustained institutional growth. We are committed to offering an exceptional program within an educational environment that enriches the learning and faith experience for our students.

3. **Survey Stakeholders (February 2018)**

After defining the priorities, the Committee conducted a survey with three key stakeholders: School Board Members, St. Agnes faculty/staff and St. Agnes parents.

The survey focused on the strengths and growth areas for each of the three priorities. The survey results indicated that the parents and faculty/staff were generally in agreement on where the school was excelling and where there are opportunities to improve and give more attention.

#### 4. SMART Goals aligned with Board Committees (August 2018)

The findings from the focus groups prepared the Board to move into goal setting and action planning. The Board identified annual goals spread out over the next few years that will guide the School in the areas of Faith Formation, Academic Foundation and Institutional Development. Different committees within the Board will then be responsible for managing the progress and activity related to achieving each goal. Although the Board began working with the plan in August 2018, the strategic plan and annual goals for 2018-19 were approved in January 2019.

The strategic plan is a living document and is intentionally designed to allow for modifications and changes as deemed appropriate by the Board. The Board will use the strategic plan as a guide and filter for establishing, approving and achieving annual goals that are aligned with the strategic priorities and objectives. When appropriate, committees within the Board will set long term goals beyond one year.

Listed below are the three areas of priority for our developed plan: *Faith Formation, Academic Foundations, and Institutional Development*. With these three priorities in mind, our strategic objectives have an assigned annual goal that has been agreed upon as a means to realize the full potential of our growth in that area. It is the intention of the School Board to begin each school year with a presentation of the progress of our Strategic Plan. Through consistent monitoring, our strategically agreed-upon values and goals will serve as a continued source of reflection, evaluation and revision in order to improve our overall school program.

### ***Faith Formation***

The St. Agnes School family (students, faculty, and staff) are disciples of Jesus Christ seeking knowledge of God through the study of the Catholic faith and service of our brothers and sisters in need. The love of Jesus pervades our thoughts, words, and deeds both within and outside the community.

<b>Strategic Objective</b>	<b>2018-19 Goal</b>
Expand Christian Service Program beyond middle school classes	Integrate service program into 5th grade curriculum
Engage parents in spiritual life of school through service and retreat opportunities	Invite parents to share in the service experience on the student centered project activities
Engage staff in the spiritual life of the school through faculty service opportunities	Organize a faculty and staff service day

## *Academic Foundations*

Students are provided with a strong academic foundation where teachers, staff and parents support the unique nature of each student. Our differentiated learning environment is designed to embrace the 21<sup>st</sup> century skills of collaboration, creativity, critical thinking and communication as a means in which to inspire self-discipline and foster a life-long love of learning, service and leadership.

<b>Strategic Objective</b>	<b>2018-19 Goal</b>
Support professional development for teachers in developing skills and strategies for integrating Project-based Learning into curriculum	Design and facilitate workshops on design thinking using the book “Launch”.
Provide appropriate technology for each student in K-8 classrooms	Establish a campus technology plan which will include an annual budget timeline for the refresh cycle of current technology and future digital learning tools
Develop Innovative Science Lab to support an interactive science program for K-8	Explore student-centered lab models and available campus facility structure. Evaluate best options for St. Agnes
Create a leadership development program for 8th grade students	Plan a fall experiential leadership retreat for 8th grade

## *Institutional Development*

Facilitate the creation and reinforcement of a network within St Agnes School to effectively generate, allocate and use human, material and financial resources to reflect ourselves as an environment of community, culture, fiscal stability and community outreach on a sustainable basis.

<b>Strategic Objective</b>	<b>2018-19 Goal</b>
Establish a financial model to ensure a balanced operating budget	Recruit a skilled professional to lead the Finance Committee. Employ a part-time on campus bookkeeper to manage the week to week financial operations of the school
Achieve 95% retention rate annually	Develop an outreach strategy to target families for the entry point and transitional grade level years
Develop a Capital Improvement Plan for major facility needs and repairs	Address campus safety measures by relocating main office area, increasing security camera monitoring, and implementing a visitor management system
Establish outreach program with local parishes to promote St. Agnes as a school option for Catholic families	Target additional parish communities for potential outreach and recruitment