Strategic Plan
Fall of 2018
Through love, build Catholic-centered character and ignite a lifelong pursuit of excellence.
Introduction

The long range planning effort was born out of a shared desire to make St. Petronille School the best it can be...

• In what areas does St. Petronille excel?

• What areas do teachers and parents believe need improvement?

• Where and how does St. Petronille need to evolve to meet the needs of the community, students, parents and faculty?
3-step approach from fact base to deployment

1. Build Fact Base
   - Benchmarking of neighboring schools (to include preschools)
   - Diocese Input
   - Interview Local High Schools
   - Teacher survey
   - Parent Survey
   - Graduate / Alumni Results

2. Evaluate Options
   - The Whole Student (Character / Discipline)
   - Parish / Community
   - Facilities and Infrastructure and Technology
   - Curriculum
   - Teaching Approach
   - Extra-School Activities
   - Governance

3. Deploy / Execute
   - Accountability
     - Change program (milestones and owners)
     - Measures and incentives
     - Review cadence
   - Communicate
     - Parents and students
     - Prospective families
     - Web-page
     - Marketing materials
Research Highlights: A strong foundation to build

- From the parents survey (Fall 2017)
  - “A strong majority of the teachers and staff go above and beyond and are invested in our children and their education”
  - “Teachers treat the students with love, kindness and respect”
  - “I think the school does a good job with connecting our Faith to our world. Emphasis on service and community are important life lessons”
  - “I particularly like the level of parental involvement, the family-type atmosphere, and the higher expectations for student achievement”

- From the teacher survey (Fall of 2017)
  - “Prepare students for the expectations of high school, instill respect for one another, treat one another fairly, collaborate as professionals”
  - “Teach the whole child…not just academics. Spiritual, emotional, social”
  - “Provide a caring learning environment; sense of community and family”
  - “As a staff we work well together - many teachers have sent their children here and/or are alumni. We have a passion for teaching at St. Petronille”
96% of teachers fully understand vision, mission, and strategy vs. 64% of parents

70% of teachers said less than half of parents are fully engaged as partners in their child's education

44% of teachers said parents do not act on their suggestions regarding their children's discipline and education

Only 58% of teachers feel greatly respected by parents, and only 44% by students
Research Highlights: Five Areas to Focus

Teacher Survey – Fall 2017

1. Driving a more synergistic, reinforcing relationship between the Parish and School

2. More hands-on, visible, proactive support from School Administration

3. Greater involvement from parents and support for faith formation and discipline (let's be in this together)

4. More robust, standardized professional development (to include ability to innovate)

5. Increased, more targeted investment in resources (people, technology) to drive differentiation
1. I fully understand the vision, mission, and strategy of St. Petronille

2. I fully understand what is expected of me as a parent and my role in helping St. Petronille deliver against its vision, mission, and strategy

3. Parents & teachers have a mutually trusting relationship and think of each other as partners in the education of their students

4. By attending St. Petronille my child receives a better education than if he/she had attended their local public school

5. St. Petronille’s policy on student behavior and discipline is clear

6. St. Petronille consistently enforces the school’s policy on student behavior and discipline

7. The community of St. Petronille is strong and vibrant

8. The Catholic community and religious education is a primary driver for sending my child to St. Petronille

9. Students at St. Petronille are good stewards of the Catholic faith (i.e., it is easy to distinguish a St. Petronille student in town from those who attend public schools)

10. The facilities and infrastructure of St. Petronille promote a positive learning environment
There is an opportunity to develop a compelling preschool program in Glen Ellyn

- Diocesan research indicates schools with preschools consistently maintain a higher enrollment than schools without preschools
- Existing Glen Ellyn area preschools are at capacity and turning away students

St. Petronille students perform above their relative populations once graduated (in high school and beyond)

- Based on data from Benet Academy, St. Francis, Glenbard West and others
Path Forward: Our Renewed Vision & Mission

Vision

Through love, build Catholic-centered character and ignite a lifelong pursuit of excellence.

Mission

St. Petronille Catholic School, in partnership with parents, parish and diocese, strives to empower future leaders through the education of the whole child: mind, body, and soul.

- We **teach** as Jesus taught through word, deed, and service
- We **foster** a child-centered environment
- We **challenge** all to realize their full potential
- We **commit** to academic excellence and rigor while maintaining opportunities for our diverse learning community
- We **believe** character is the cornerstone of all success and are committed to an environment rooted in discipline & accountability
- We **live** our Catholic faith and virtues compelling our students to serve their school, parish, and community
Path Forward: Our Strategy for Renewal
Strategic Pillars, Change Enablers, and Change Commitment

Through love, build Catholic-centered character and ignite a life-long pursuit of excellence

Character
- Anti-Bullying
- Positive Behavior
- Parent Partnership
- Discipline Policy
- Student Pledge
- St Pet’s Academy

Community
- Parent Referral
- Mass Sponsorship
- School Sacrament Ed.
- Catholic Speaker
- Endowment
- Communication

Academic Excellence
- Research Based Best Practices
- Data Driven Instruction
- Problem Based Learning
- Differentiated Instruction

Infrastructure Excellence
- Surveys
- Alumni Database
- Facilities
- Classroom Tech.
- Social Media
- Learning Center

Clear Plans & Milestones  Data Driven  Robust Tracking & Reporting

Change Enablers

Aspirational  Transparent  Inclusive  Accountable

Our Commitment
## Initiatives: Character

### Success Metrics:
- Reduction in the number of demerits/incidents in incident log
- Improvement in student survey results on bullying
- Successful completion of milestones below

### Major Initiatives

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<tr>
<th>Name</th>
<th>Description</th>
<th>Milestones</th>
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| Anti-bullying/Positive Behavior           | Establish a student/peer review based discipline and anti-bullying program based on the Olweus model. Increase positive behavior recognition to students | Design - Year 1  
Implement - Year 1 |
| Parent Partnership Agreement              | Develop a Parent Partnership Agreement - outlining schools expectations for parents and their role in support in student behavior | Develop - Year 1  
Implement - Year 1 |
| Student Pledge                            | Develop a student pledge which outlines school expectations for student behavior and conduct. Have student and parent sign pledge at beginning of each year | Develop - Year 1  
Implement - Year 2 |
| Update Discipline Policy                  | Review overall student discipline policy - update content and guidelines for administration in conjunction with the Olweus program identified above | Revise - Year 1  
Communicate - Year 1 |
| Differentiated Student Conduct Code K-4 & 5-8 | Older-middle school kids develop a great sense of individuality and as such, should be held to a different standard of behavior | Develop - Year 2  
Implement - Year 3 |
| St. Pet’s Academy                         | Explore opportunity to further differentiate upper grades from lower grades. Accelerated curriculum, code of conduct and unique identity and branding to be explored | Develop/Propos- Year 2-3  
Implement - Year 4+ |
Initiatives: Community

Success Metrics:
- Stem enrollment decline and recover lost ground by year 3
- Source 10% of new students through parental referral
- Improve St. Pet’s parent weekly mass participation to 40%
- Successful completion of milestones below

Major Initiatives

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| Parent Referral Program                   | Develop a referral program for existing parents - provide incentive to refer/recommend new families | Design - Year 1  
Implement - Year 1 - 5 |
| Student - Mass Sponsorship                | Have each class, starting with kindergarten, attend and staff the a Sunday mass, ushers, readers and music. | Design - Year 1  
Implement - Year 1 |
| School Driven Sacrament Preparation       | Have the religious studies teacher integrate sacrament preparation into the classroom program of the school day, especially in relation to confirmation. | Design - Year 1 & 2  
Implement - Year 3 |
| Catholic Speaker Program                 | Research and invite Catholic speakers to address school assembly on current topics relevant to students - 1 per year. | Develop - Year 2  
Implement - Year 2 |
| St. Pets. School Endowment Fund          | Develop a network of parents and alumni, seek contributions to an endowment fund for use on future infrastructure and facilities needs. | Develop - Year 3  
Implement - Year 3-5 |
| Student Council                          | Create a student council to help coordinate the above activities, student mass, service project, etc. | Develop - Year 3  
Implement - Year 3-5 |
| Service Project                          | Develop a student sponsored community service project - students identify, staff and run the project. | Develop - Year 3  
Implement - Year 3-5 |
## Initiatives: Academic Excellence

### Success Metrics:
- Acquire a data driven assessment program that incorporates a progress monitoring component to watch growth of student achievement. These assessments will drive the instruction in the classroom.
- Successful completion of milestones below. Administration/staff will be accessing the areas of highest priority need to implement with timeliness and fidelity!

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<td>Research Based Best Practices</td>
<td>Enhance the use of the inquiry cycle of data-driven instruction—assessment, analysis, &amp; action. (i.e. Guided Reading, Guided Math, Stem Education etc.) Provide on-going professional development for staff.</td>
<td>Ongoing years 1-5</td>
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<tr>
<td>Data Driven Instruction</td>
<td>Approach educational decision making through systematic research and data analysis to improve instruction. (i.e. Map testing, Star Assessments, Aimsweb)</td>
<td>Evaluate - Year 1. Implement- Year 1-5</td>
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<tr>
<td>Problem Based Learning</td>
<td>Research current problem based learning initiatives, expand on-going PD to enhance innovative student learning.</td>
<td>Year 2, as other areas are on-going goals</td>
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<tr>
<td>Differentiated Instruction</td>
<td>Utilize and expand resources that will meet the individual needs of all academic ability levels. (i.e. tech. apps, hands-on materials, gifted education)</td>
<td>On-going</td>
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<tr>
<td>Preschool Program</td>
<td>Based on diocesan guidance and strategic planning committee studies, develop and launch a preschool.</td>
<td>Design Program - Year 1-2. Launch - Year 3</td>
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Initiatives: Infrastructure (I/II)

**Success Metrics:**
- Stem enrollment decline and recover lost ground by year 3
- Development of a dedicated space for preschool by year 3
- Completion of infrastructure milestones below

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<tr>
<td>Teacher, Parent &amp; Student Surveys</td>
<td>Building on this year's research, conduct regular surveys to monitor programs and school development</td>
<td>Design - Year 1</td>
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<td>Implement - Year 1</td>
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<td>Graduate - Alumni Database</td>
<td>Track student progress following graduation. Use as a tool for recruiting, referrals, fund raising and P.R. Invite alumni to significant school events (fundraiser, mass, etc.).</td>
<td>Design Tracking Method - Year 1 &amp; 2</td>
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<td>Implement - Year 3</td>
</tr>
<tr>
<td>Targeted Facilities Improvement</td>
<td>Work with parish business manager and staff to fix specific school facility problems; water fountains, leaks, ceiling tiles etc.</td>
<td>Appoint teacher liaison &amp; execute - Year 1</td>
</tr>
<tr>
<td>Classroom Technology Update</td>
<td>Review existing classroom technology applications along with ISTE standards to recommend and implement and shifts in technology platforms for use in education.</td>
<td>Study/Recommendations - Year 1</td>
</tr>
<tr>
<td>Social Media Outreach</td>
<td>Expanded use of Social Media to communicate student successes, school performance results and as an aid for recruiting.</td>
<td>Dedicated resource - Year 1</td>
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<td>Ongoing updates Year 1 onward</td>
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<tr>
<td>Technology Learning Center Upgrade **</td>
<td>Evaluate and design an updated technology / learning center for use by students/faculty.</td>
<td>Evaluate - Year 2</td>
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<td>Implement - Year 3</td>
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<tr>
<td>Safety Initiatives</td>
<td>Implement all phase 1 recommendations of Safety Study completed in 2017-2018 school year.</td>
<td>Implement - Year 1</td>
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**Timing of Preschool and Learning Center Upgrade Initiatives**
Dependent on the Outcome of Space Study Current Underway
In 2018 - The facilities committee completed an architecture study of the combined parish and school facilities.

While the facilities plan is not yet approved, it includes many needed upgrades to the school in support of the strategic plan.

Highlights of the proposed place upgrade include:
- Updated class rooms with separate breakout rooms for individual student work
- Upgraded in-classroom media technology and infrastructure
- Preschool
- Special-education & foreign language space
- Upgraded library and technology learning lab
- And a host of other improvements
Strong dedicated team to drive change

Strategic Plan Committee

*Expanded Role*

- Mix of parents, faculty and staff
- Works with board, staff and faculty to develop detailed execution plans for prioritized initiatives (actions, milestones, owners, etc.)
- Supports execution and ensures compliance with strategic plan performance
- Tracks progress and provides frequent updates to School Board
- Recommends new plans to board
- Reviews/updates plan annually
- Source for future school board members

St. Petronille Current Structure

- School Board
- Staff
- Parents
- Faculty
- Students
Already moving into implementation and impact

Quick wins for 2018 – 2019 School Year

• Implement anti-bullying measures
  - Olweus program - launched beginning of school year
  - Update/implement revised discipline program
  - Implement parent partnership agreement

• Improve parent communication (regular, timely communication)
  - Enhanced utilization of social media

• Aggressively communicate new strategic vision and plan
  - New marketing material for recruiting
  - Update website with appropriate content
  - School signage

• Immediate pursuit of preschool program (to ”go live” in year 3)
  - Develop curriculum, detail resource needs, staffing plans

• Develop program for implementation of strategic change

• Revised discipline policy:
  - Demerit based program
  - Detentions both before and after school.
  - All incidents will be reported to parents through School Speak
  - Includes positive reward system (Charger Cheer)
Communications Plan

- Rollout starts with mandatory parents meeting on October 9th

<table>
<thead>
<tr>
<th>Current/New?</th>
<th>Communicating Vehicle</th>
<th>What needs updating</th>
<th>Target completion</th>
<th>Owner</th>
</tr>
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<tbody>
<tr>
<td>Current</td>
<td>Website</td>
<td>Mission - vision and Strategic Plan</td>
<td>December</td>
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<tr>
<td>Current</td>
<td>School Speak</td>
<td>Incorporate Mission statement into headers, etc.</td>
<td>October</td>
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<tr>
<td>Current</td>
<td>School Speak Email</td>
<td>Incorporate plan accomplishments into regular parent communications</td>
<td>Ongoing</td>
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<tr>
<td>New</td>
<td>Recruiting brochure</td>
<td>Develop 3-5 brochure - highlighting vision, mission and supporting detail</td>
<td>January of 2019</td>
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<tr>
<td>New</td>
<td>Weekend Mass</td>
<td>Seek forum / date in mass to communicate new vision and mission</td>
<td>TBD</td>
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<tr>
<td>New</td>
<td>Alumni newsletter</td>
<td>Communicate new vision and plans to St. Pets Alumni</td>
<td>March of 2019</td>
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Next Steps

• Share strategic plan with the 2018 - 2019 school board

• Finalize the major initiatives

• Share the plan with the parent group at October 9th meeting

• Recruit parent and teacher volunteers for expanded strategic planning committee
  - Small groups of 2-4 dedicated to each of the major areas, community, academics and infrastructure

• Pursue approval and action plan for the space study/facilities update
Implementation Roadmap (I/II)

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
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<td>Anti-bullying/Positive Behavior</td>
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<td>Update Discipline Policy</td>
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▲ Program Start  ★ Program Completion
## Implementation Roadmap (II/II)

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- **Green Triangle**: Program Start
- **Star**: Program Completion
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