



2017

2017-2022 Strategic Plan



Developed by:

ASCA Strategic Planning Committee

Prepared by:

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Draft
2017-2022 Strategic Plan
All Saints Catholic Academy
Naperville, IL
Excellence Grounded in Faith
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Supplemental documents:

Strategic Planning Implementation Tool

Strategic Planning Communications Piece

Disclaimer: This is a working document for committee purposes only and should not be distributed.

History

All Saints Catholic Academy (ASCA) is a regional school serving three founding parishes and several supporting parishes. The school was established in 2005 as the first new school in the Joliet Diocese in 43 years. The school opened on August 24, 2005 with 288 students.

ASCA is currently governed at the local level by an Executive Committee comprised of the pastors of the sponsoring parishes and is advised by the Superintendent of Catholic Schools. One pastor functions as the Pastoral President of the Executive Committee, serving a two-year term and then the role rotates to another sponsoring parish pastor.

The Board of Trustees (BOT) is comprised of the pastors of the sponsoring parishes, and at least two members from each sponsoring parish, appointed by the pastor, and serving three year terms. The School Board President and Principal serve as ex-officio members of the Board of Trustees.

The School Board is comprised of three members from each sponsoring parish and one member from each supporting parish and five ex-officio members: Pastoral President, the Principal, the School Home Parish Partnership (SHPP), the All Saints Athletic Association (ASAA), and the BOT President. (ASCA Board of Trustee Governance Model by-laws, revised and approved 6/14/11)

The Principal is responsible for all administrative matters in the school and oversees the supervision of students, staff, programs, and facilities.

The regional model was designed over a seven-year period prior to opening of the school through the hard work and dedication of the pastors and parishioners of the three founding parishes.

The school is centered around four academies: Early Childhood Academy (preschool), Primary Academy (K-2), Intermediate Academy (3-5), and Junior High Academy (6-8). Each academy has developmentally appropriate expectations for behavior and academic rigor.

The school also implemented a unique design element from its founding. All Saints Catholic Academy has an extended school day (8:00am-3:30pm).



About

At All Saints Catholic Academy (ASCA) we provide a Christ-centered environment rich in academic excellence and Catholic values. We strive to “teach as Jesus did” through a balance of message worship, community and service.

Faith Formation

Our faith beliefs are integrated throughout our curriculum and are practiced in our daily interactions with each other, resulting in strong ties with our parishes, family and community. At ASCA each child experiences:

- Weekly masses
- Daily religion classes
- Sacramental preparation
- Daily prayer and reflection

Academic Excellence

All Saints Catholic Academy is proud to foster, develop and maintain high academic standards for our students. Our certified Educators are committed to teaching excellence, providing each student with the opportunity and environment to reach their fullest potential. Graduates from ASCA are prepared to enter the high school of their choice; 80% of which attend area Catholic High Schools and excel in their community.

At ASCA we offer:

- Focused and individualized instruction
- Nationally accredited program
- Extended school day
- Early Learning Academy
- Technology in our classrooms
- Gifted programming
- Spanish instruction (daily grades 6-8)
- Athletic and extracurricular programming
- Parent engagement

Service & Community

At All Saints Catholic Academy, we create community leaders. Beginning with our preschoolers, giving of oneself becomes part of their life and is shared and ministered throughout the community.

Regional Parish School Model

Founding Parishes

St. Elizabeth Seton, Naperville

St. Margaret Mary, Naperville

St. Thomas the Apostle, Naperville

Supporting Parishes

Holy Spirit Catholic Community, Naperville

Our Lady of Mercy, Aurora

Saint Nicholas, Aurora

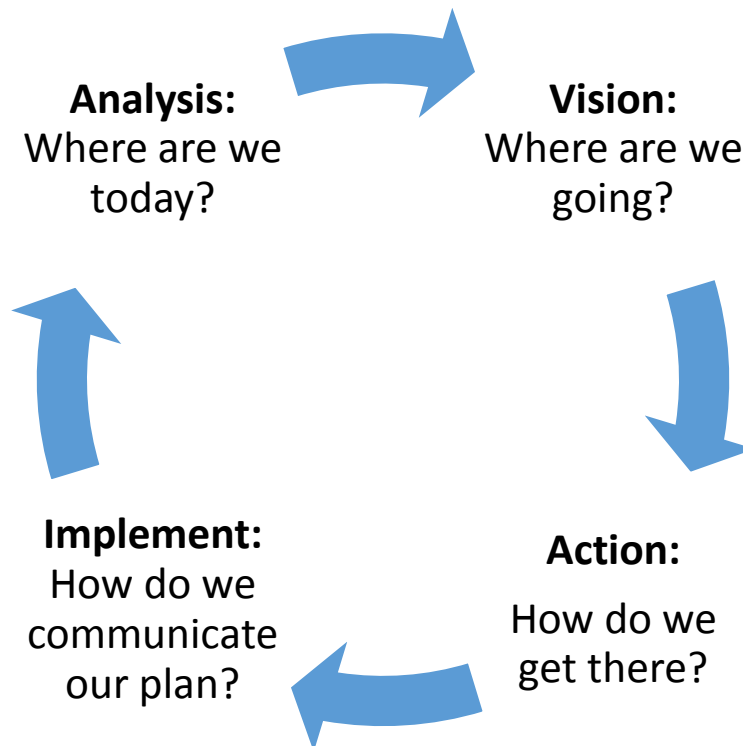


Strategic Planning Background & Process

Following the school's initial start-up, formal strategic plans were completed in 2009 and 2014 under the guidance of the founding Principal. The founding Principal retired in 2016, and a nationwide search was conducted to hire a new Principal.

In 2016, coinciding with the hire of the new Principal, the Board of Trustees commenced a planning process to develop a new strategic plan during the 2016-2017 school year in an effort to create a document and plan for the next five years of the school's life cycle. A cross-functional committee was developed to lead the planning process including the current Pastoral President, Principal, representatives from each of the founding parishes, supporting parishes, teachers, staff, and parents. An external facilitator was chosen to lead the process to ensure a comprehensive, objective, and inclusive plan. The external facilitator is a professor at a local Catholic university with demonstrated experience in leading strategic planning efforts for Catholic schools in the Joliet Diocese.

The planning process was designed and implemented in four phases:



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The 2016-2017 Strategic Planning process included:

- Review of background data internally and externally
- Review of pertinent historical and current documents
- Development of a guiding cross-functional and representative strategic planning committee including members and representatives from:
 - Pastoral Executive Committee (Pastoral President)
 - Board of Trustees
 - School Board
 - Principal
 - Teachers
 - Athletic Director (ASAA)
 - Parents (Current Parents, Founding Parents, Alumni Parents)
 - Parishioners from all three founding parishes
 - Parishioners from a sampling of supporting parishes
 - Student Voices Coordinator
 - Eucharistic Ministers
 - Coaches
 - Parent volunteers (lunchroom, classroom, recess, office, committee members, other)
- Strengths, Weaknesses, Opportunities, Challenges exercise across constituent groups
- Parental input through two historical surveys
- Parent survey (through Diocese)
- A comprehensive series of committee meetings reviewing data and identifying, developing and analyzing planning elements
- Individual and group meetings with staff members and teachers
- Individual appointments with the Principal and founding Pastors

The planning process began with mission. The founding mission was reviewed and affirmed as the foundation on which the school was built. A new strategic mission was written by the committee as a forward-looking mission statement. The strategic mission is written in the hope it can be memorized by staff, teachers, and students and integrated into the future planning and implementation of the strategic plan.

The plan also includes a vision statement describing where we want to be as a school.

The plan is structured with **four** strategic objectives and **sixteen** goals.

This Strategic Plan is developed as a living document with action items and tasks assigned to individuals and committees to implement over the next five years.

Strategic Mission

The mission
of All Saints Catholic Academy
is to develop future leaders
who are formed by academic excellence,
service to others
and respect for all
in a Christ-centered community.

Vision

We are a premier,
regional Catholic school
serving as a model
for the future of Catholic education.

Our Vision Elements

Premier – We strive to serve students with academic rigor in a friendly, supportive environment.

Regional – Our school gathers together our parish families and communities in a collaborative, supportive environment for the benefit of our children and students.

Model – Our school is more than a building. We are a collaborative partner with our parishes, our parents, our faculty and staff, our community, and our students.

Future of Catholic Education – We strive to be innovative and forward-thinking in our governance structure and day-to-day operations to serve as an example for generations to come in educating students within the Catholic tradition.



Marketing Tag Line
Excellence Grounded in Faith

Our Foundation

The strategic planning process involved a review of the founding mission statement. Our foundation as a school is important to our future. The current strategic planning committee is committed and honors the work that has come before us, and puts forth the founding mission statement as the basis upon which this new strategic plan was built.



Founding Mission Statement

All Saints Catholic Academy partners with parents and parish communities to nurture future leaders through the formation and education of each child in spirit, mind, and body.

We strive to “teach as Jesus did” through a balance of message, worship, community, and service.

Our regional school provides a Christ-centered environment, rich in academic excellence and Catholic values, from which we send forth a new communion of saints into their homes, parishes, and communities.

1. God is the beginning and end of all human existence
2. Education is essentially a moral endeavor
3. Parents are the primary educators of their children
4. The subject of education is the student
5. Teaching is an intimate communication between souls
6. Our diversity is the cornerstone of our community

Structure of 2017-2022 Strategic Plan



Definitions

Strategic Objectives: High level categories that have been identified as impacting the long-term strategic direction of ASCA.

Goals: Within each strategic objective category, the goals describe more specific areas of importance for the school. Where possible, the goals are written to have an impact on future measurable outcomes (i.e. increase, improve, implement)

Action Items: Under each goal, specific action items are listed. These action items are designed to delegate to an appropriate committee or staff member or team to accomplish. Action items are identified within a separate, working document (the strategic planning implementation tool).

Tasks: The tasks are determined by the committee, staff member or team assigned to complete the action item.

Strategic Objectives

Mission-Centered	Operational
Catholic Identity & Community	Strategic Financial Plans
Academic Quality	Leadership & Governance

Strategic Objectives & Connection to Mission/Vision

The Strategic Objectives for this plan emerged from the strengths, weaknesses, opportunities, challenges exercise completed by the committee and the various constituent group meetings. These strategic objectives are also linked to the mission statement and vision statement.

Mission

Catholic Identify and Community

All Are Welcome

The mission of All Saints Catholic Academy is to *develop future leaders* who are formed by academic excellence, *service to others and respect for all in a Christ-centered community*.

Academic Quality

Premier Institution

The mission of All Saints Catholic Academy is to develop future leaders who are formed by *academic excellence*, service to others and respect for all in a Christ-centered community.

Vision

Strategic Financial Plans

Increase Enrollment & Development


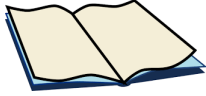


Vision: A premier, *regional Catholic school* serving as a *model* for the future of Catholic education.

Leadership & Governance

Exciting, Positive, Fun Culture

Vision: A premier, *regional Catholic school* serving as a *model for the future of Catholic education*.

Goals

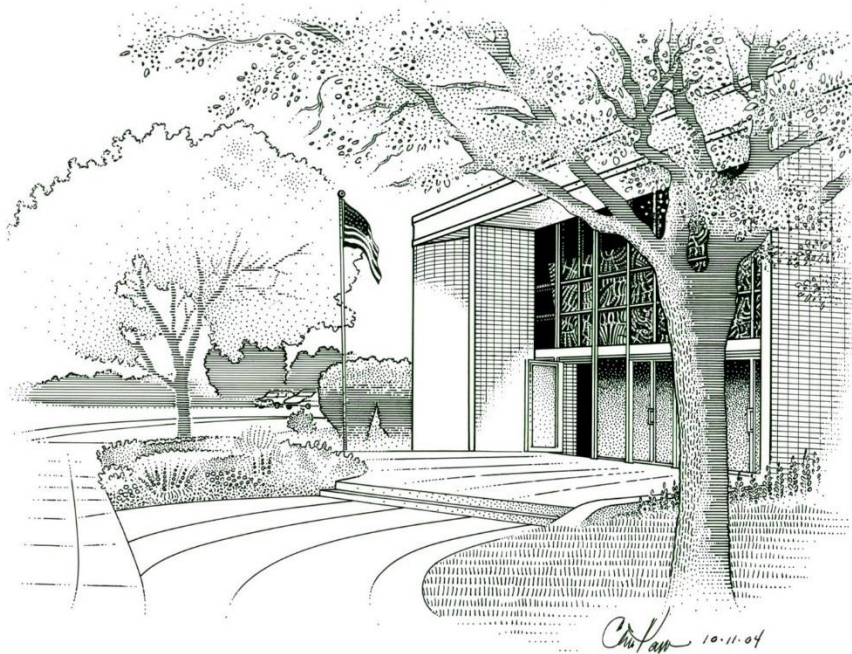
Catholic Identity & Community	Academic Quality	Strategic Financial Plans	Leadership & Governance
			
<p>1. Parish Connection: Increase school/parish involvement at parishes and parish involvement at the school</p> <p>2. Student Service: Strengthen Catholic identity in our community through student service</p> <p>3. Diversity: Maintain commitment to celebrating diversity within the school</p> <p>4. Building Community: Build positive school community by living out our strategic mission</p>	<p>5. Accreditation & Curriculum: Maintain accreditation standards and update key curricula</p> <p>6. Student Support: Evaluate all students and provide services to enhance their individual educational goals</p> <p>7. Technology: Integrate effective and current technology for student and staff needs</p> <p>8. Professional Development: Develop professional development plan for teachers and staff</p>	<p>9. Development: Implement Development program that supports the school's operating and scholarship needs and supports facility improvements</p> <p>10. Enrollment: Increase enrollment and retention of current students</p> <p>11. Marketing: Write and implement marketing plan</p> <p>12. Facilities: Complete facilities assessment</p>	<p>13. Governance: Review governance & administrative structure specific to 2020 contract renewal process</p> <p>14. Operating Procedures: Develop administrative operating procedures/protocols</p> <p>15. Communication: Continue to increase communication channels in school and between administrations, teachers, staff</p> <p>16. Planning: Implement and monitor strategic plan</p>

Action Items & Tasks

A strategic planning implementation tool with specific action items has been developed. Under each goal, these action items are designed to help staff, board of trustee members, school board members, and other stakeholders to implement the strategic plan and accomplish the goals. The strategic planning implementation tool is a separate, working document.

Conclusion

All Saints Catholic Academy is a premier regional Catholic school serving as a model for the future of Catholic education. This strategic plan has been prepared to help guide the school toward purposeful goals and specific action items to achieve those goals. The strategic plan serves as a map and a guide for the next five years of our school's growth and development.



All Saints Catholic Academy