



# 2020-2025 LONG RANGE STRATEGIC PLAN

## **ST. ANNE CATHOLIC SCHOOL - TOMBALL**

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**Basis - National Standards &  
Benchmarks for Effective  
Catholic Elementary & Secondary  
Schools**



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# Letter from the Principal

October 15, 2020

For more than 35 years, St. Anne Catholic School has been serving the Tomball and surrounding areas, through the education and formation of students. During the 2018-2019 school year, the St. Anne Catholic School Administration and School Board embarked on the process of updating and revising the 2014 St. Anne Catholic School Long Range Strategic Plan. The purpose of this plan is to ensure that the legacy, history and commitment to our student formation and success continues for years to come. Through an extensive evaluation of St. Anne Catholic School, goals, objectives, and action steps were developed that address both opportunities for growth and ways to continue providing a Christ-centered, challenging, educational environment which establishes a solid foundation for each and every child's future success.

This Strategic Plan is the result of nearly two years' of contemplation, discussion, and prayer. Because of the dedication of St. Anne Catholic School's Pastor, School Board members, school administrators, faculty, staff, parents, and members of the parish community, this plan was formed. The development of this plan has reinforced our belief and commitment to our mission of the formation of Disciples of Christ.

The Long Range Strategic Plan, approved by the School Board and the Pastor, will be the guiding document which ensures the continued success of St. Anne Catholic School.

Sincerely in Christ,

*Kendall Shamas*

Principal



# Executive Summary

During 2018-2019 school year, the St. Anne Catholic School Administration and School Board began the process of updating and revising the 2014 St Anne Catholic School Long Range Strategic Plan. The plan provides a roadmap to guide the future success of our school and our students. This 2020 plan includes the school's History, Mission, Vision, and Philosophy. The Strategic Plan identifies goals and objectives in each of the following areas: Mission and Catholic Identity, Governance and Leadership, Academic Excellence, Operational Vitality. Goals, objectives, action steps, timelines, and resources and cost for each area have been identified to guide specific planning. Strategic planning is a fluid process, and as such, this Long Range Strategic Plan will continue to be evaluated and updated.

The format for the Strategic Plan 2020-2025 is modeled after the Texas Catholic Conference of Bishops - Education Department (TCCB ED) Self Study document, which focuses on five domain areas reviewed in our accreditation process. Each domain standard statement is given in this document and serves as an overarching goal for the area. Along with each domain standard, TCCBED Benchmark statements indicate areas of qualification that clarify elements of successful implementation of that overarching goal. The accreditation standards and benchmarks serve as a guide when determining both short and long range goals. The Strategic Planning process was developed from key resources: TCCB ED accreditation requirements, school priorities, as well as survey input gathered from stakeholders including faculty, staff, parents, parishioners and parish staff.

The goals and objectives found within the Long Range Strategic Plan are ones full of hope and commitment for the future of St. Anne Catholic School.

## Acknowledgements

The St. Anne Catholic School Long Range Strategic Plan is the culmination of over two years of work. We would like to express our gratitude to all who participated in this process. We are thankful for their thoughtful guidance and perseverance. Through the dedication of so many, we have charted the course for a continued mission of Disciple formation for many years to come. Thank you for those who served on our Strategic Planning Committee.

Pastor – Rev. Thomas Hopper

SWAT ANALYSIS – Deacon Ly Nguyen and Elaina Huempfer

School Board Members – Paul Hellen, Ava Veselis and Zhenda Yaklin



# Faith, Knowledge, Charity

## Mission Statement

St. Anne Catholic School calls young people to holiness, preparing them to proclaim and live the Gospel message of Jesus Christ, through the education and formation of the whole person.

## Vision Statement

As the faculty of St. Anne Catholic School, we are an integral part of the parish and school community:

We come together to proclaim the Gospel of Jesus Christ, and support our students, their families, and each other in preparing for the future.

We believe that trust and respect at all levels in our school is of primary importance.

We believe that what we teach and how we teach not only impacts our students and families, but our community and the world.

We choose to be Christian examples for the entire community.

We teach the whole child and work to create new ways to share excellence in education.

## Philosophy

In a Christ-centered atmosphere, St. Anne Catholic School teachers and staff believe that learning is a life-long process, support the holistic development of each learner, and believe that every student has the ability to achieve academic excellence within their individual potential. In a collaborative effort with parents/guardians, we dedicate ourselves to forming an active, lifetime learner who embraces Christian values and ethics.

## School Profile

St. Anne Catholic School (SA) was inspired by the vision and commitment of St. Anne Catholic Church. Resolved to provide a Catholic school option to families in the Tomball and surrounding areas, the Parish opened the school in August, 1984. In its inaugural year, SA served a modest thirteen First Graders and sixteen half-day Kindergarteners, with the leadership of two teachers and numerous parent volunteers. Today, SA serves over 270 PK3 – Eighth Grade students from the Tomball, Spring, Magnolia, The Woodlands, and Cypress areas. SA families reflect a diverse range of ethnic, cultural, and socio-economic backgrounds. While the school has evolved significantly in size and make-up over the last 36 years, its commitment to a traditional Catholic education has not wavered.



# School History

1862	Nine miles west of what would be the city of Tomball, a Catholic chapel was built on the land of John Helfrich. It was named St. Mary Mission, and for 33 years priests made the journey by horseback and buggy to offer Mass.
1895	A church was built on the land of Peter Helfrich which replaced the previous chapel.
1924	The church was closed as most Catholic families had moved out of the area. In 1928, the church was tom down and moved to Bayport, leaving no Catholic church in the area.
1938	Once a month, a prison chaplain from Huntsville offered Mass at the Community Hall in Tomball. As more families moved to Tomball, Mass was celebrated at the Court House which also housed the city jail.
1950	Humble Oil donated 5.2 acres of land on South Cherry Street to St. Mary Mission. Under the leadership of Fr. Francis Duffy and parishioners, William Slick and Maurice Quilter, the seeds of a permanent Catholic community were sown.
1952	The administration of the Catholic faithful was placed in the hands of the Redemptorist Fathers who came each week from Holy Ghost parish in Bellaire to offer Mass. With a generous donation of \$5,000.00 by Mary Casson and Jennie McCormack through the Catholic Extension Society of the United States, a new church building was constructed. With its dedication in 1953, the name was changed from St. Mary Mission to St. Anne, the mother of Mary.
1964	The status of St. Anne was changed from a "Mission" to a "Parish" when Fr. Marvin Herbert was appointed as the first pastor for St. Anne.
1968	A new church was constructed and the former church building (now the parish hall) was then converted to a religious education center.
1981	The parish's ministry to Spanish-speaking Catholic parishioners began with the feast of Our Lady Guadalupe in December. As part of the parish's ministry to its Spanish-speaking parishioners, some 400 families were processed through the government's amnesty program in the 1980's and English-as-a-Second -Language classes were begun.
1984	The parish school opened with 29 students.
2000	Bishop Joseph Fiorenza dedicated the new 29,000 square foot educational facility. This building has allowed the school to increase its enrollment to approximately 400 students in grades pre-K through 8 <sup>th</sup> grade and to accommodate the growing number of students enrolled in the Faith Formation classes.
2014	St. Anne Catholic School celebrates 30 years of Catholic Education.



# Mission & Catholic Identity

TCCB ED Correlation: Domain I - Catholic Identity  
 TCCB ED Correlation: Assurances & Personnel Requirements

**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.

**BENCHMARKS:**

- 1.1 The governing body and the leader/leadership team ensure that the mission statement includes the commitment to Catholic identity.
- 1.2 The governing body and the leader/leadership team use the mission statement as the foundation and normative reference for all planning.
- 1.3 The school leader/leadership team regularly calls together the school’s various constituencies (including but not limited to faculty and staff, parents, students, alumni(ae) to clarify, review and renew the school’s mission statement.
- 1.4 The mission statement is visible in public places and contained in official documents.
- 1.5 All constituents know and understand the mission.

**GOALS, OBJECTIVES & ACTION STEPS**

**STANDARD 1: MISSION & CATHOLIC IDENTITY**

**Goal #1** - Ensure/increase understanding and demonstration of the school’s mission, vision, and philosophy.

**Objective #1** – Promote mission, vision and philosophy of the school.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Educate members of the school and parish communities on the school’s mission, vision and philosophy.	Pastor, Principal	August 2020	Ongoing	
2.	Ensure Catholic identity and vision/mission/philosophy is evident throughout the facilities and on the school website and social media.	Pastor, Principal, Advancement Personnel	August 2020	Ongoing	\$1,000 Annually
3.	Religion Coordinator and Liturgical Coordinator to provide resources to classroom teachers on how to integrate the Catholic faith across the curriculum and ensure link between vision, mission and philosophy and every subject in the curriculum is clearly articulated to the students.	Pastor, Principal, Religion Coordinator, Liturgical Coordinator	August 2020	Ongoing	\$1,500 Annually
4.	Educate students on full comprehension of the Mass to promote conscious, active participation.	Pastor, Principal, Religion Coordinator, Religion Teachers	August 2020	Ongoing	
5.	Students, faculty and administration attend weekly school Mass.	Pastor, Principal	August 2020	Ongoing	
6.	Parents are the primary educators of their children. To promote the school’s mission, increase parent involvement at key Masses and school-wide religious events, throughout the year.	Pastor, Principal	August 2020	Ongoing	



**STANDARD 1: MISSION & CATHOLIC IDENTITY**

**Goal #2** - Strengthen partnership between the parish and the school.

**Objective #1** - Partner with church to create religious experiences.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Form a religion committee consisting of parish and school representatives, meeting quarterly, to identify and plan joint parish/school activities and events.	Pastor, Principal	August 2020	Ongoing	
2.	Ensure presence and active participation of priests, deacons and religious with students.	Pastor, Principal	August 2020	Ongoing	
3.	Coordinate with the Parish to offer the sacrament of Reconciliation for students and staff twice a year.	Pastor, Principal, Religion Coordinator	August 2020	Ongoing	\$250
4.	Provide sacramental preparation as part of school curriculum in collaboration with the parish faith formation program for First Reconciliation and First Communion in 2nd grade classes.	Pastor, Principal, Parish Religious Education Faculty, 2 <sup>nd</sup> grade teachers	August 2020	Ongoing	
5.	Work to align school and parish mission, vision and strategic plan.	Pastor, Principal	August 2020	Ongoing	
6.	Encourage members of the school community to participate in parish ministries, programs, and activities.	Pastor, Principal	August 2020	Ongoing	

**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.

**BENCHMARKS:**

- 2.1 Religious education curriculum and instruction meets the religious education requirements and standards of the (arch)diocese.
- 2.2 Religion classes are an integral part of the academic program in the assignment of teachers, amount of class time and the selection of texts and other curricular materials.
- 2.3 Faculty who teach religion meet (arch)diocesan requirements for academic and catechetical preparation and certification to provide effective religion curriculum and instruction.
- 2.4 The school’s Catholic identity requires excellence in academic and intellectual formation in all subjects including religious education.
- 2.5 Faculty use the lenses of Scripture and the Catholic intellectual tradition in all subjects to help students think critically and ethically about the world around them.
- 2.6 Catholic culture and faith are expressed in the school through multiple and diverse forms of visual and performing arts, music and architecture.
- 2.7 The theory and practice of the Church’s social teachings are essential elements of the curriculum.



**GOALS, OBJECTIVES & ACTION STEPS**

**STANDARD 2: MISSION & CATHOLIC IDENTITY**

**Goal #1** – Provide a rigorous academic program for religious studies and catechesis in the Catholic Faith.

**Objective #1** - Teachers will earn and maintain catechist certification as required by the archdiocese and TCCBED.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Participate in catechist classes and retreats to earn and maintain certification.	Faculty	August 2020	Ongoing	\$5,000 Annually
2.	Monitor deficiencies to ensure catechist certification requirements are met.	Principal	August 2020	Ongoing	

**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 of social justice.

**BENCHMARKS:**

- 3.1 Every student is offered timely and regular opportunities to learn about and experience the nature and importance of prayer, the Eucharist, and liturgy.
- 3.2 Every student is offered timely, regular, and age appropriate opportunities to reflect on their life experiences and faith through retreats and other spiritual experiences.
- 3.3 Every student participates in Christian service programs to promote the lived reality of action in service of social justice.
- 3.4 Every student experiences role models of faith and service for social justice among the administrators, faculty and staff.

**GOALS, OBJECTIVES & ACTION STEPS**

**STANDARD 3: MISSION & CATHOLIC IDENTITY**

**Goal #1** - Integrate faith, service and theology within a strong Catholic academic curriculum

**Objective #1** - Encourage members of school community to participate in parish ministries, programs, and activities.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Maintain a school religion coordinator to develop and implement a school-wide religion program.	Pastor, Principal	August 2020	Ongoing	
2.	Develop a school-wide service-learning program.	Pastor, Principal, Religion Coordinator	August 2020	Ongoing	
3.	Partner each grade level with a Parish ministry group and outline plans for collaboration and student / ministry group joint activities such as service projects or educational opportunities.	Pastor, Principal, Religion Coordinator, Religion Teachers	August 2020	Ongoing	



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

**BENCHMARKS:**

- 4.1 The leader/leadership team provides retreats and other spiritual experiences for the faculty and staff on a regular and timely basis.
- 4.2 The leader/leadership team and faculty assist parents/ guardians in their role as the primary educators of their children in faith.
- 4.3 The leader/leadership team collaborates with other institutions (for example, Catholic Charities, Catholic higher education, religious congregation-sponsored programs) to provide opportunities for parents/guardians to grow in the knowledge and practice of the faith.
- 4.4 All adults in the school community are invited to participate in Christian service programs to promote the lived reality of action in service of social justice.
- 4.5 Every administrator, faculty, and staff member visibly supports the faith life of the school community

**GOALS, OBJECTIVES & ACTION STEPS**

**STANDARD 4: MISSION & CATHOLIC IDENTITY**

**Goal #1** - Support parents as their children’s primary faith formation educators.

**Objective #1** - Partner with parents to promote school’s mission in areas of growing in faith and service.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Provide opportunities for parents to participate in school-wide religious activities such as vocation cross and family Rosary.	Pastor, Principal, Religion Coordinator	August 2020	Ongoing	
2.	Educate families about service opportunities on the local, national and global level.	Pastor, Principal, Religion Coordinator	August 2020	Ongoing	
3.	Teach, encourage and expect full participation of the school community in the Liturgy.	Pastor, Principal, Religion Coordinator	August 2020	Ongoing	
4.	Provide opportunities for parents to gain knowledge and skills to enhance the spiritual formation of their children.	Pastor, Principal, Religion Coordinators, Religion Teachers	August 2020	Ongoing	



# Governance & Leadership

TCCB ED Correlation: Domain II - Governance, Administration & Management  
 TCCB ED Correlation: Assurances & Personnel Requirements

**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.

**BENCHMARKS:**

- 5.1 The governing body, representing the diversity of stakeholders, functions according to its approved constitution and by-laws.
- 5.2 The governing body systematizes the policies of the school’s operations to ensure fidelity to mission, and continuity and sustainability through leadership successions.
- 5.3 The governing body, in collaboration with or through the actions of the leader/leadership team, maintains a relationship with the Bishop marked by mutual trust, close cooperation, continuing dialogue, and respect for the Bishop’s legitimate authority.
- 5.4 The governing body, in collaboration with or through the actions of the leader/leadership team, maintains a constructive and beneficial relationship with the (arch) diocesan Education Office consistent with (arch)diocesan policy pertaining to the recognition of Catholic schools by the Bishop.
- 5.5 In the case of a parish school, the governing body, in collaboration with the leader/leadership team, maintains a relationship with the canonical administrator (pastor or designee of Bishop) marked by mutual trust, close cooperation, and continuing dialogue.
- 5.6 The governing body engages in formation and on-going training and self-evaluation for itself and the leadership team to ensure the faithful execution of their respective responsibilities.

**GOALS, OBJECTIVES & ACTION STEPS**

**STANDARD 5: GOVERNANCE & LEADERSHIP**

**Goal #1** - Enhance and increase collaboration of leadership between school and parish council, specifically as it relates to school governance structure and process.

**Objective #1** - Identify and promote strategies to ensure effective collaboration between the school board and parish council.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Principal and a member of the school board will attend pastoral council meeting.	Pastor, Principal, School Board	August 2020	Ongoing	
2.	Members of pastoral council will have opportunity to attend school board meetings.	Pastor, Principal	August 2020	Ongoing	
3.	Have finance committee member attend parish finance council meeting.	Pastor, Principal, Finance Committee	August 2020	Ongoing	



**STANDARD 5: GOVERNANCE & LEADERSHIP**

**Goal #1** - Enhance and increase collaboration of leadership between school and parish council, specifically as it relates to school governance structure and process.

**Objective #2** - Define, document and implement required roles and responsibilities of parish and school members related to governance, administration and management of the school.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Using the Archdiocesan guiding documents, define school and parish roles and responsibilities.	Pastor, Principal	August 2020	May 2021	
2.	Communicate roles and responsibilities to stakeholders.	Pastor, Principal	August 2020	May 2021	
3.	Principal will meet with pastor weekly to ensure alignment on school/parish interfaces and implementation of the school's mission and strategic plan.	Pastor, Principal	August 2020	Ongoing	

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

**BENCHMARKS:**

- 6.1 The leader/leadership team meets national, state and/or (arch)diocesan requirements for school leadership preparation and licensing to serve as the faith and instructional leader(s) of the school.
- 6.2 The leader/leadership team articulates a clear mission and vision for the school, and engages the school community to ensure a school culture that embodies the mission and vision.
- 6.3 The leader/leadership team takes responsibility for the development and oversight of personnel, including recruitment, professional growth, faith formation, and formal assessment of faculty and staff in compliance with (arch)diocesan policies and/or religious congregation sponsorship policies.
- 6.4 The leader/leadership team establishes and supports networks of collaboration at all levels within the school community to advance excellence.
- 6.5 The leader/leadership team directs the development and continuous improvement of curriculum and instruction, and utilizes school-wide data to plan for continued and sustained academic excellence and growth.
- 6.6 The leader/leadership team works in collaboration with the governing body to provide an infrastructure of programs and services that ensures the operational vitality of the school.
- 6.7 The leader/leadership team assumes responsibility for communicating new initiatives and/or changes to school programs to all constituents.



**GOALS, OBJECTIVES & ACTION STEPS**

**STANDARD 6: GOVERNANCE & LEADERSHIP**

**Goal #1** – Maintain qualified leadership to implement a quality Catholic education.

**Objective #1** - Recruit, develop, and retain qualified personnel to meet the mission, vision, and philosophy of the school.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Maintain a competitive compensation and benefits package for professional and paraprofessional staff members.	Pastor, Principal, Finance Committee, School Advisory Board	August 2020	Ongoing	
2.	Support and increase the percentage of instructional personnel who have completed the Archdiocesan Catechist Certification Program.	Principal	August 2020	Ongoing	
3.	Retain learning support personnel to support students with learning differences and special needs.	Pastor, Principal	August 2021	Ongoing	\$50,000

**STANDARD 6: GOVERNANCE & LEADERSHIP**

**Goal #2** – The school leadership is committed to the school’s mission, vision and philosophy.

**Objective #1** –I Implement a teacher evaluation program to ensure teaching excellence.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Develop, document and publish a teacher evaluation program.	Principal, Instructional Specialist	August 2020	August 2021	
2.	Communicate teacher evaluation program to the staff, ensuring a clear understanding of the processes and expectations.	Principal	August 2020	August 2021	
3.	Principal will conduct annual formal evaluations, frequent informal evaluations and instructional coaching as needed.	Principal, Instructional Specialist	August 2020	Ongoing	



# Academic Excellence

TCCB ED Correlation: Domain III - Curriculum, Instruction & Assessment  
 TCCB ED Correlation: Domain IV - Student Services & Activities  
 TCCB ED Correlation: Assurances & Personnel Requirements

**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.

**BENCHMARKS:**

- 7.1 The curriculum adheres to appropriate, delineated standards, and is vertically aligned to ensure that every student successfully completes a rigorous and coherent sequence of academic courses based on the standards and rooted in Catholic values.
- 7.2 Standards are adopted across the curriculum, and include integration of the religious, spiritual, moral, and ethical dimensions of learning in all subjects.
- 7.3 Curriculum and instruction for 21st century learning provide students with the knowledge, understanding and skills to become creative, reflective, literate, critical, and moral evaluators, problem solvers, decision makers, and socially responsible global citizens.
- 7.4 Curriculum and instruction for 21st century learning prepares students to become expert users of technology, able to create, publish, and critique digital products that reflect their understanding of the content and their technological skills.
- 7.5 Classroom instruction is designed to intentionally address the affective dimensions of learning, such as intellectual and social dispositions, relationship building, and habits of mind.
- 7.6 Classroom instruction is designed to engage and motivate all students, addressing the diverse needs and capabilities of each student, and accommodating students with special needs as fully as possible.
- 7.7 Faculty collaborate in professional learning communities to develop, implement and continuously improve the effectiveness of the curriculum and instruction to result in high levels of student achievement.
- 7.8 The faculty and professional support staff meet (arch) diocesan, state, and/or national requirements for academic preparation and licensing to ensure their capacity to provide effective curriculum and instruction.
- 7.9 Faculty and professional support staff demonstrate and continuously improve knowledge and skills necessary for effective instruction, cultural sensitivity, and modeling of Gospel values.
- 7.10 Faculty and staff engage in high quality professional development, including religious formation, and are accountable for implementation that supports student learning.

**GOALS, OBJECTIVES & ACTION STEPS**

**STANDARD 7: ACADEMIC EXCELLENCE**

**Goal #1** - Provide a rigorous curriculum aligned with standards, 21<sup>st</sup> century skills, and Gospel values.

**Objective #1** - Provide high quality research-based curriculum resources that align with the school goals.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Research resources aligned with the Texas Essential Knowledge Skills and the Archdiocesan curriculum standards.	Principal, Instructional Specialist, Teachers	August 2020	Ongoing	
2.	Adopt and purchase recommended resources.	Principal	August 2021	Ongoing	\$75,000
3.	Provide training on utilization of resources.	Principal, Instructional Specialist	August 2020	Ongoing	\$5,000



**STANDARD 7: ACADEMIC EXCELLENCE**

**Goal #1** - Provide a rigorous curriculum aligned with standards, 21<sup>st</sup> century skills, and Gospel values.

**Objective #2** - Develop and implement a school-wide counseling program that addresses guidance and wellness.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Maintain a school counselor on staff.	Principal	August 2020	Ongoing	
2.	Inform the parents of the role of the school counselor.	Principal, Counselor	August 2020	Annually	
3.	Provide school counseling to support social and emotional needs of students.	Counselor	August 2020	Ongoing	
4.	Evaluate effectiveness of counseling program to modify and meet the needs of the school.	Principal, Counselor	August 2020	Ongoing	

**STANDARD 7: ACADEMIC EXCELLENCE**

**Goal #1** - Provide a rigorous curriculum aligned with standards, 21<sup>st</sup> century skills, and Gospel values.

**Objective #3** - Maintain academic excellence.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
2.	Implement the archdiocesan content guidebooks for ELA, Reading and Math.	Administration, PLCs	August 2020	Ongoing	
3.	Teachers of all grades will emphasize 21 <sup>st</sup> century learning skills and implement STREAM.	Administration, PLCs	August 2020	Ongoing	
4.	Classroom instruction designed to meet the needs of all learners.	Administration, Instructional Specialist	August 2020	Ongoing	

**STANDARD 7: ACADEMIC EXCELLENCE**

**Goal #1** - Provide a rigorous curriculum aligned with standards, 21<sup>st</sup> century skills, and Gospel values.

**Objective #3** – Prepare students to fully witness through Christ-like actions and evangelization within their larger community to build God’s kingdom.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Integrate Catholic social teaching and respect for life and dignity of the human person into the curriculum.	Principal, Religion Coordinator, Teachers	August 2020	Ongoing	
2.	Teach students responsible use of technology.	Instructional Technologist, Teachers	August 2020	Ongoing	
3.	Educate students on morality through programs such as Theology of the Body.	Religion Coordinator, Teachers of Religion	August 2020	Ongoing	
4.	Implement a school-wide character education program.	Counselor, Teachers	August 2020	Ongoing	



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

**BENCHMARKS:**

- 8.1 School-wide and student data generated by a variety of tools are used to monitor, review, and evaluate the curriculum and co-curricular programs; to plan for continued and sustained student growth; and to monitor and assess faculty performance.
- 8.2 School-wide and aggregated student data are normed to appropriate populations and are shared with all stakeholders.
- 8.3 Faculty use a variety of curriculum-based assessments aligned with learning outcomes and instructional practices to assess student learning, including formative, summative, authentic performance, and student self-assessment.
- 8.4 Criteria used to evaluate student work and the reporting mechanisms are valid, consistent, transparent, and justly administered.
- 8.5 Faculty collaborates in professional learning communities to monitor individual and class-wide student learning through methods such as common assessments and rubrics.

**GOALS, OBJECTIVES & ACTION STEPS**

**STANDARD 8: ACADEMIC EXCELLENCE**

**Goal #1:** Use assessment methods to guide teaching and learning to ensure academic excellence.

**Objective #1:** Accelerate academic student growth in all grades through use of a variety of assessment tools to chart and inform student growth.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Use data from a variety of resources to evaluate the effectiveness of curriculum.	Principal, Instructional Specialist, Teachers	August 2020	Ongoing	
2.	Use assessments aligned with learning outcomes.	Teachers	August 2020	Ongoing	
3.	Publish assessment data to stakeholders.	Principal	May 2021	Ongoing	
4.	Conduct in depth training for teachers on analysis / interpretation of STAR, IOWA, COGAT standardized test results to assist in planning for instruction.	Principal, Counselor, Learning Support Teacher	March 2021	Ongoing	
5.	Form academic Professional Learning Communities (PLCs) focused on improving instruction and use of data to target areas for academic improvement.	Principal, Instructional Specialist, Teachers	August 2020	Ongoing	
6.	Provide parent education on analysis and interpretation of standardized tests.	Principal, Counselor	May 2021	Ongoing	



**STANDARD 8: ACADEMIC EXCELLENCE**

**Goal #1:** Use assessment methods to guide teaching and learning to ensure academic excellence.

**Objective #2:** Evaluate success and continual improvement of the students' 21<sup>st</sup> century learning experience.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
2.	Ensure the curriculum reflects the most current technology TEKS and ISTE Standards.	Principal, Instructional Technologist	August 2020	Ongoing	
3.	Provide training on information systems for students,-parents and staff.	Instructional Technologist	August 2020	Ongoing	

**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.

**BENCHMARKS:**

- 9.1 School-wide programs for parents/guardians provide opportunities for parents/guardians to partner with school leaders, faculty, and other parents/guardians to enhance the educational experiences for the school community.
- 9.2 Guidance services, wellness programs, behavior management programs, and ancillary services provide the necessary support for students to successfully complete the school program.
- 9.3 Co-curricular and extra-curricular activities provide opportunities outside the classroom for students to further identify and develop their gifts and talents and to enhance their creative, aesthetic, social/emotional, physical, and spiritual capabilities.

**GOALS, OBJECTIVES & ACTION STEPS**

**STANDARD 9: ACADEMIC EXCELLENCE**

**Goal #1** - St. Anne is committed to providing a culture which that will enrich students' academic experience and support the development of student and family life through co-curricular and extra-curricular activities.

**Objective #1** - Maintain a safe, welcoming and supportive school climate.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Annually review and update crisis management plan.	Principal, Counselor, Nurse	Ongoing	Ongoing	
2.	All adults who interact with students will be Safe Haven compliant.	Principal, Secretary	Ongoing		
3.	Implement a school-wide social emotional learning program.	Principal, Counselor, Teachers	November 2020	Ongoing	
4.	Review annual ACRE results for student perceptions of school safety.	Principal, Religion Coordinator	May 2020	Annually	
5.	Continue to implement guidance lessons across all grade levels.	Counselor, Teachers	August 2020	Ongoing	
6.	Implement a new family ambassador program.	Counselor	August 2021	Annually	
7.	Student participation in morning announcements, school prayers, birthday wishes and special announcements.	Principal, Teachers	August 2020	Ongoing	



**STANDARD 9: ACADEMIC EXCELLENCE**

**Goal #1** - St. Anne is committed to providing a culture which that will enrich students’ academic experience and support the development of student and family life through co-curricular and extra-curricular activities.

**Objective #2** - Ensure Catholic faith is integrated into co-curricular and extra-curricular activities.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Continue to evaluate programs for Catholic integration.	Principal, Religion Coordinator, Teachers	August 2020	Ongoing	
2.	Strengthen ways to integrate faith into activities and programs in a visible and consistent manner.	Principal, Religion Coordinator, Teachers	August 2020	Ongoing	

**STANDARD 9: ACADEMIC EXCELLENCE**

**Goal #1** - St. Anne is committed to providing a culture which that will enrich students’ academic experience and support the development of student and family life through co-curricular and extra-curricular activities.

**Objective #3** – Provide a variety of co-curricular and extra-curricular activities that allow students to explore their interests.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Survey student interests.	Counselor	April 2021	Annually	
2.	Continue current activities already implemented and explore expanding with additional activities to provide a wide range of opportunities for students.	Principal, Teachers	August 2020	Ongoing	\$3,000 Annually
3.	Implement school-wide STREAM days.	Principal, Faculty	August 2020	Ongoing	\$5,000 Annually
4.	Invite greater community to participate in school-wide programs.	Principal, Faculty	April 2021	Ongoing	



# Operational Vitality

TCCB ED Correlation: Domain V - Plant & Facilities  
TCCB ED Correlation: Assurances & Personnel Requirements

**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.

**BENCHMARKS:**

- 10.1 The governing body and leader/leadership team engage in financial planning in collaboration with experts in nonprofit management and funding.
- 10.2 Financial plans include agreed-upon levels of financial investment determined by the partners involved who may include but are not limited to parishes, dioceses, religious orders, educational foundations, the larger Catholic community, and responsible boards.
- 10.3 Financial plans define revenue sources that include but are not limited to tuition, tuition assistance/scholarships, endowment funds, local and regional partnerships, public funding, regional cost sharing, (arch)diocesan and/or religious communities’ assistance, foundation gifts, entrepreneurial options and other sources not listed.
- 10.4 Financial plans include the delineation of costs for key target areas such as instruction, tuition assistance, administration, professional development, facilities, equipment, technology, program enhancement/expansion, capital projects and other planned projects.
- 10.5 Current and projected budgets include a statement of the actual and projected revenue sources, indicating an appropriate balance among revenue sources, and a statement of actual and projected expenditures including the actual cost per child, benchmarked compensation/salary scales, and other health benefits and retirement costs.
- 10.6 Financial plans include educational materials for distribution to all members of the community explaining the total cost per child and how that cost is met by identifying the percentage of cost that is paid for by tuition and the remaining amount of cost that is supported by other sources of revenue.
- 10.7 The governing body and leader/leadership team provide families access to information about tuition assistance and long-term planning for tuition and Catholic school expenses.
- 10.8 The governing body and leader/leadership team ensure that appropriately developed financial plans and budgets are implemented using current and effective business practices as a means of providing good stewardship of resources.

**GOALS, OBJECTIVES & ACTION STEPS**

**STANDARD 10: OPERATIONAL VITALITY**

**Goal #1** - St Anne will create and maintain a 3-5 year financial plan and annual budget.

**Objective #1** - Allocate resources in support of the school’s mission, vision, philosophy and strategic plan.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Collaborate with finance committee/stakeholders regarding major expenditures.	Pastor, Principal	August 2020	Ongoing	
2.	Budget review process should confirm that expenditures support mission, vision, philosophy, etc.	Pastor, Principal	August 2020	Ongoing	



**STANDARD 10: OPERATIONAL VITALITY**

**Goal #1** - St Anne will create and maintain a 3-5 year financial plan and annual budget.

**Objective #2** - Communicate annually the school's financial health to its stakeholders (parish, parents, school community).

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Principal will work with pastor and finance committee to create a financial report.	Pastor, Principal, School Accountant, Finance Committee	May Annually	October Annually	
2.	The financial report will be posted in the church bulletin and the school's website.	Principal, Advancement Coordinator, Executive Assistant to the Pastor	October Annually	October Annually	

**STANDARD 10: OPERATIONAL VITALITY**

**Goal #1** – St. Anne will create and maintain a 3-5 year financial plan and annual budget.

**Objective #3** - Research, develop and implement financial assistance programs to enhance the school's capacity to attract and retain a diverse base of qualified students regardless of family economic means.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Principal will consult with pastor to develop a plan for ongoing tuition assistance and parish investment.	Pastor, Principal	January Annually	Ongoing	
2.	Seek other means of providing tuition assistance to St. Anne parishioner families, such as partnering with parish ministries and other sources.	Pastor, Principal, School Advisory Committee, Finance Committee	January Annually	Ongoing	

**STANDARD 10: OPERATIONAL VITALITY**

**Goal #1** – St. Anne will create and maintain a 3-5 year financial plan and annual budget.

**Objective #4** - Research, develop, and implement a plan to grow the endowment fund with a view toward a long-term target that ensures the school's permanence and affordability.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1	Consult with archdiocese to determine requirements for an endowment fund.	Pastor, Principal, School Accountant	2021 School Year		
2	Define revenue stream for the fund.	Pastor, Principal, Finance Committee	2021 School Year		
3	Define what endowment proceeds will fund in future.	Principal, Finance Committee	2021 School Year		



**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.

**BENCHMARKS:**

- 11.1 Human resource programs are professionally staffed at the appropriate level (i.e. central office, school office) and ensure full compliance with human resource policies.
- 11.2 Human resource policies delineate standards for position descriptions including staff responsibilities and qualifications, hiring, compensation, and benefits, as well as standards for professional development, accountability, succession planning and retirement.
- 11.3 Human resource policies ensure that competitive and just salaries, benefits, and professional growth opportunities are provided for all staff.
- 11.4 Human resource policies ensure that institutional planning includes investment in personnel growth, health care and retirement.

**GOALS, OBJECTIVES & ACTION STEPS**

**STANDARD 11: OPERATIONAL VITALITY**

**Goal #1** - Recruit, develop and retain qualified Catholic personnel committed to the mission, vision and philosophy of the school.

**Objective #1** - Expand and enhance professional development training and continuing education for principals and teachers.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Create an Annual Staff Development Plan providing on- and off-site professional and spiritual development opportunities for faculty and staff.	Principal	August 2020	Ongoing	\$5,000 Annually
2.	Develop plans to financially support continuing education, including required Catechesis certification.	Principal	August 2020	Ongoing	
3	Ensure Professional development should be aligned with school's yearly goals and mission.	Principal	August 2020	Ongoing	
4	Teachers to develop action plans resulting from attending professional development events and review these with the Principal annually.	Teachers	August 2020	Ongoing	



**STANDARD 11: OPERATIONAL VITALITY**

**Goal #1** – Recruit, develop and retain qualified Catholic personnel committed to the mission, vision and philosophy of the school.

**Objective #2** - Establish and implement a teacher pay scale and benefits package, competitive with the local education agency to attract and maintain qualified teachers.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Equalize salaries over the next 3-5 years.	Pastor, Principal, Finance Council, School Advisory Board	August 2021	August 2025	
2.	Evaluate pay scale yearly to maintain 75-85% of local education agency salaries.	Pastor, Principal, Finance Council, School Advisory Board	August 2020	Ongoing	

**STANDARD 11: OPERATIONAL VITALITY**

**Goal #1** – Recruit, develop and retain qualified Catholic personnel committed to the mission, vision and philosophy of the school.

**Objective #3** - Research, develop and implement financial policy supporting teachers pursuing a higher degree in education.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Identify revenue stream.	Principal, Finance Committee	August 2021	Ongoing	
2.	Work with local education agencies to provide funding for faculty professional development opportunities.	Principal	August 2021	Ongoing	
3.	Partner with educational entities that have advanced degree programs.	Principal	August 2021	Ongoing	
4.	Provide reimbursement for catechesis classes.	Principal, School Accountant	August 2021	Ongoing	

**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.

**BENCHMARKS:**

- 12.1 The school’s facilities, equipment, and technology management plan includes objectives to support the delivery of the educational program of the school and accessibility for all students.
- 12.2 The school’s budget supports facilities, equipment, and technology management with specific funds for capital improvements, depreciation, and replacement.
- 12.3 The school’s purchasing, and physical and technological improvements are, by design, done in alignment with the mission and the school’s planning and curricular goals, and consistent with environmental stewardship.



**GOALS, OBJECTIVES & ACTION STEPS**

**STANDARD 12: OPERATIONAL VITALITY**

**Goal #1** - Maintain a comprehensive technology program and adequate facilities to support the educational mission of the school.

**Objective #1** - School will develop comprehensive technology plan.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	The school technologist will conduct a needs-assessment, working with the Principal and archdiocese to create a comprehensive technology plan.	Instructional Technologist	October 2020	Ongoing	
2.	Take inventory of technology in the school and identify areas to strengthen hardware, software and technology personnel.	Instructional Technologist	October 2020	Ongoing	
3.	Create and maintain a budget for technology.	Instructional Technologist	November Annually	Ongoing	
4.	Ensure the technology plan is strategic and aligns with the school's mission.	Principal, Instructional Technologist	Ongoing	Ongoing	

**STANDARD 12: OPERATIONAL VITALITY**

**Goal #1** - Maintain a comprehensive technology program and adequate facilities to support the educational mission of the school.

**Objective #2** - School and parish will develop comprehensive facilities plan that includes updating and upgrading school exterior, as well as maintaining building and grounds.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Establish a joint school/parish proactive Building and Grounds Committee with defined roles and responsibilities and contracting strategies for maintenance work.	Pastor, Principal, School Advisory Board	August 2020	Ongoing	
2.	School will invest in key card access, AED machines, cleaning and disinfecting protocol in line with prevention of infectious diseases.	Principal	2020-2021 SY	Ongoing	\$50,000
3.	Perform annual facilities safety assessment to identify building maintenance and upgrades and to develop a recommendation and implementation plan.	Pastor, Principal, Building and Grounds Committee	2020-2021 SY	Ongoing	
4.	Perform annual facilities assessment of crisis management plan focused on maintaining a healthy environment and to develop a recommendation and implementation plan.	Pastor, Principal, Buildings and Grounds Committee	2020-2021 SY	Ongoing	



Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
5.	Maintain an environment in compliance with CDC and state recommended guidelines for health and cleanliness to provide the safest environment for our students.	Pastor, Principal, Building and Grounds Committee	August 2020	Ongoing	\$10,000 Initial Investment \$5,000 annually
6.	Explore funding opportunities to maintain and enhance sports and extra-curricular facilities and equipment.	Principal, Athletic Director	August 2021	Ongoing	
7.	Maintain and upgrade outdoor play facilities as needed.	Pastor, Principal, Buildings and Grounds Committee	August 2020	Ongoing	

**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.

**BENCHMARKS:**

- 13.1 The communications/marketing plan requires school leader/leadership team and staff person(s) to insure the implementation of contemporary, multiple information technologies to reach targeted audiences, and to establish reliable and secure databases and accountability to stakeholders.
- 13.2 The enrollment management plan requires the governing body to review and the school leader/leadership team to supervise annual and continuous measurement and analysis of both enrollment and retention patterns for all student groups.
- 13.3 The development plan requires school leader/leadership team, in collaboration with the governing body, to insure that key strategies are in place to identify, grow and maintain significant funding prospects, including alumni (ae), over time and when appropriate.

**GOALS, OBJECTIVES & ACTION STEPS**

**STANDARD 13: OPERATIONAL VITALITY**

**Goal #1** - Maintain a comprehensive development plan that promotes the parish and the school.

**Objective #1** - Develop and maintain an advancement/ marketing sub-committee to promote the mission of the parish and the school.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Hire a part time advancement/marketing director.	Pastor, Principal	August 2020		\$25,000
2.	Work with school board and pastor to form an advancement/ marketing committee.	Principal	August 2020		
3.	Conduct monthly meetings.	Principal, Advancement/Marketing Director	August 2020		
4.	Have representation at the archdiocesan development meetings.	Principal, Advancement/Marketing Director	August 2020		



**STANDARD 13: OPERATIONAL VITALITY**

**Goal #1** - Maintain a comprehensive development plan that promotes the parish and the school.

**Objective #2** - Develop comprehensive 3-5 year advancement plan to grow and maintain the school.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Advancement committee will research and develop an advancement plan.	Advancement/Marketing Director, Marketing Committee	August 2020	August 2021	
2.	Annual review of plan and update plan as necessary.	Advancement/Marketing Director, Marketing Committee	May 2022	Annually	

**STANDARD 13: OPERATIONAL VITALITY**

**Goal #1** - Maintain a comprehensive development plan that promotes the parish and the school.

**Objective #3** - Increase enrollment in early childhood classes: 2 classes PreK-4; class sizes school-wide of at least 21 students per class per grade level.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Update early childhood marketing materials.	Advancement/Marketing Director, Marketing Committee, Early Childhood Team	November 2020	December 2020	\$1,000
2.	Partner with early learning facilities and day cares in the area to market our PreK program.	Advancement/Marketing Director, Marketing Committee	August 2021	Ongoing	
3.	Market Kindergarten Round Up.	Advancement/Marketing Director, Marketing Committee	January 2021	Annually	
4.	Continue with tuition incentive program.	Principal, School Accountant	February 2021	Ongoing	\$2,500
5.	Collaborate with realtors in the area to include our marketing materials.	Advancement/Marketing Director, Marketing Committee	August 2021	Ongoing	
6.	Dedicate website space to early childhood program.	Advancement/Marketing Director, Marketing Committee	August 2020	Ongoing	
7.	Increase programs, such as electives, clubs, competitions and athletics.	Principal, Athletic Director, Teachers	August 2021	Ongoing	\$2,000
8.	Develop programs that support students with learning differences.	Principal, Counselor, Learning Support Staff, Instructional Specialist	August 2020	Ongoing	



**STANDARD 13: OPERATIONAL VITALITY**

**Goal #1** - Maintain a comprehensive development plan that promotes the parish and the school.

**Objective #4** – Enhance strategies to communicate and promote school to parish and greater community.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Use available social media to market school.	Advancement/Marketing Director, Marketing Committee	August 2020	Ongoing	
2.	Review and update website.	Advancement/Marketing Director, Marketing Committee	August 2020	Ongoing	
3.	Use parish bulletin weekly to highlight school.	Advancement/Marketing Director, Marketing Committee	August 2020	Ongoing	
4.	Review and update current marketing materials.	Advancement/Marketing Director, Marketing Committee	August 2020	Ongoing	\$4,000
5.	Rebrand school logo.	Advancement/Marketing Director, Marketing Committee	August 2020	Ongoing	\$5,000
6.	Continue to promote current St. Anne’s distinctions such as STREAM Synergy and other distinctions.	Advancement/Marketing Director, Marketing Committee	August 2020	Ongoing	\$5,000
7.	Partner with the parish on programs to educate parishioners on the benefits of having a parish school.	Principal, Advancement/Marketing Director, Marketing Committee	August 2020	Ongoing	
8.	Pursue partnerships with parishes in the areas that do not have a school.	Advancement/Marketing Director, Marketing Committee	August 2020	Ongoing	
9.	Look for ways to promote community events, such as Golf Tournament, Chili Cook Off and Advent by Candlelight.	Advancement/Marketing Director, Marketing Committee, PTO, Dad’s Club	August 2020	Ongoing	\$2,000
10.	Conduct a yearly communications survey.	Principal, Advancement/Marketing Director, Marketing Committee	May 2021	Annually	



**STANDARD 13: OPERATIONAL VITALITY**

**Goal #1** - Maintain a comprehensive development plan that promotes the parish and the school.

**Objective #5** – Continue to promote and grow specific fundraising efforts including parish bazaar, Annual Fund, Steps 4 Students, and gala to keep tuition affordable.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Create policy and procedural manuals for all school fundraising events.	Principal, Advancement/Marketing Director, Marketing Committee, PTO	August 2020	Ongoing	
2.	Advertise events in school news, in the church bulletins, and at Masses at the St. Anne’s and surrounding parishes.	Principal, Advancement/Marketing Director, Marketing Committee	August 2020	Ongoing	\$2,000
3.	Explore kick off and incentives for major fundraisers and add more.	Principal, Advancement/Marketing Director, Marketing Committee	August 2020	Ongoing	\$2,500

**STANDARD 13: OPERATIONAL VITALITY**

**Goal #1** - Maintain a comprehensive development plan that promotes the parish and the school.

**Objective #6** – Explore options for further distinctions for St. Anne’s such as Advanced Ed, Blue Ribbon, STREAM Synergy certification, Google Certified school, etc.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Research application requirements for the various distinctions, as well as available types of distinctions.	Principal, Advancement/Marketing Director, Marketing Committee	May 2021	Ongoing	
2.	Communicate to staff and school board the various opportunities.	Principal	August 2021	Ongoing	
3.	Form a committee to steward the application process for various distinctions.	Principal, School Advisory Committee	August 2021	Ongoing	