



Saint Andrew Academy Roman Catholic  
Elementary School

Five-Year Strategic Plan  
2011-2017

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## Letter from the Chairman of the Board

On behalf of the Saint Andrew Academy School Board, I am pleased to present our Five Year Strategic Plan for academic years 2011-2017.

This strategic plan is built upon a vision implemented according to specific action goals. It is our desire to prepare for the upcoming extensive self-study and accreditation process which will take place next school year. Our preliminary preparation for our self-study is in process. As our initial considerations are outlined in this living document, it serves as an ongoing plan that represents a thorough and honest assessment of our school.

I hope each of you will read this plan, and identify areas where you may share your time, talent, and treasure with our school. While it is the responsibility of the Board and the principal to implement this plan, we all share an obligation to give of ourselves, which in turn allows us to achieve the many goals we set forth.

Sincerely,

*Charles E. Collins*

Chairman, School Board  
Saint Andrew Academy Elementary School

**Mission:** St. Andrew Academy's mission is to assure the education of the whole child in a school where faith and friends grow together.

**Vision:** The community of St. Andrew Academy envisions

- a program of academic excellence in which each child will achieve their highest potential.
- a school which provides a strong foundation in Catholic values and beliefs that permeates all areas of the curriculum.
- a school filled with professional, dedicated staff who foster the growth of each child.
- a school which provides various avenues that will enhance student knowledge and future endeavors.
- a school which motivates students to be lifelong learners and become productive members of society.
- an educational climate that fosters a spirit of acceptance and care for every child.
- a school which reaches out to the community through service and special projects.

**Goals:**

- Develop an understanding of the sacraments and their importance in our lives. Instill an appreciation of the importance and role of prayer in our lives.
- To maximize individual potential and ensure children of all ability levels will be ready to meet the challenges of the future.
- Develop an educational program that promotes lifelong learning through continuous research and application of the latest teaching methods and techniques.
- Student's social and emotional needs are met through consistent communication where all opinions are valued and discussed.
- Behavior expectations are clearly communicated, consistently enforced, and fairly applied.
- Promote a positive image in our community by providing service to those in need.
- Maintain a relationship that fosters mutual understanding and support from both the school and the parish.
- Remain a financially stable and self-sustaining entity in order to provide positive ministry to our community.
- Maintain a staff of qualified personnel who meet the students' spiritual academic and social and emotional needs.
- Maintain a safe and secure environment to maximize student learning and staff proficiency.

**Executive Summary-**

**I. Faith Life:**

*Saint Andrew Academy is a Christ-centered environment where each child is encouraged to follow the example of Jesus in all aspects of life. Students seek knowledge through the teachings of the Catholic Church and apply those teachings to daily life.*

**Goals:**

- *Develop an understanding of the sacraments and their importance in our lives.*
- *Instill an appreciation of the importance and role of prayer in our lives.*

**II. Curriculum:**

*Saint Andrew Academy provides students with a well-rounded education which focuses on the spiritual, developmental, emotional, cognitive, and physical well-being of each child.*

**Goals:**

- *Maximize individual potential and ensure children of all ability levels will be ready to meet the challenges of the future.*
- *Develop an educational program that promotes lifelong learning through continuous research, application of the latest and most effective teaching methods and techniques.*
- *Facilitate consistent communication methods that ensure each student's social and emotional needs are met, where all opinions are valued and discussed.*
- *Communicate clear behavior expectations that are consistently enforced, and fairly applied.*

**III. Governance:**

*Saint Andrew Academy affairs are managed by the Principal and Pastor with oversight by the School Board in accordance with the bylaws and in keeping with the school Mission.*

**Goal:**

- *Maintain a relationship that fosters mutual understanding and support from both the school and the parish.*

**IV. Finance:**

*Saint Andrew Academy manages an economically sound fiscal program which promotes the welfare of the school and students.*

**Goal:**

- *Remain a financially stable and self-sustaining entity in order to provide positive ministry to our community.*

**V. Staffing and Personnel:**

*Saint Andrew Academy employs qualified teachers, staff, and administrators who model Catholic values in the delivery of an integrated primary, intermediate, and middle school academic program.*

**Goal:**

- *Maintain a staff of qualified personnel who meet the students' spiritual, academic, and social and emotional needs.*

**VI. Technology:**

*Saint Andrew Academy facilitates acquisition of technology skills, integration of technology resources, and uses technology to communicate.*

**Goals:**

- *Maximize individual potential and ensure children of all ability levels will be ready to meet the challenges of the future.*
- *Develop an educational program that promotes lifelong learning through continuous research and application of the latest, effective teaching methods and techniques.*

**VII. Facilities:**

*Saint Andrew Academy assures the longevity, safety, security, suitability and aesthetics of the school buildings and grounds in cooperation with the neighboring community.*

**Goal:**

- *Maintain a safe and secure environment to maximize student learning and staff proficiency.*

**VIII. Development/Public Relations:**

*Saint Andrew Academy generates revenue through fundraising, creates liaisons, builds community, and promotes public awareness and recognition.*

**Goal:**

- *Promote a positive image in our community by providing service to those in need.*

**IX. Parents:**

*Saint Andrew Academy encourages parental/guardian involvement in the school's programs and activities. A home and school partnership, incorporating an active volunteer base, strives for creating relationships that benefit each student, family, and the wider community.*

**Goals:**

- *Student's social and emotional needs are met through consistent communication where all opinions are valued and discussed.*
- *Promote a positive image in our community by providing service to those in need.*

**X. Student Life:**

*Saint Andrew Academy School provides services, resources, and opportunities which enrich and expand the educational and social experience of each student.*

**Goals:**

- *Behavior expectations are clearly communicated, consistently enforced, and fairly applied.*
- *Maximize individual potential and ensure children of all ability levels will be ready to meet the challenges of the future.*

**I. Faith Life:**

Saint Andrew Academy is a Christ-centered environment where each child is encouraged to follow the example of Jesus in all aspects of life. Students seek knowledge through the teachings of the Catholic Church and apply those teachings to daily life.

**Goals:**

- Develop an understanding of the sacraments and their importance in our lives.
- Instill an appreciation of the importance and role of prayer in our lives.

**Actions:**

- A. A Spiritual Life Committee will be established to assist the Pastoral Associate for Life Long Formation in enhancing the spiritual life of the school community.
  - Establish a Spiritual Life Committee comprised of parents, teachers, and a member of the clergy or designee who will strive to increase worship and prayer, identify service opportunities, and provide resources to enhance spirituality.
  
- B. The school will offer numerous liturgical/worship opportunities for the school community.
  - Schedule a weekly mass where each class is responsible for planning, to be held in the school chapel area.
  - Schedule an annual devotion to the Blessed Sacrament.
  - Schedule an annual reconciliation service.
  - Increase communal prayer opportunities such as Grace before meals, closing school prayer, and a reflection on Gospel readings.

- C. There will exist diverse occasions for students, families, faculty and staff to enhance their spiritual life.
  - Increase the use of outside speakers on religious subjects during sacramental preparations, faculty professional days and in the classroom.
  - Identify and promote faith-oriented field trips and retreats.
  
- D. The link between school, parish, and community will be strengthened through faith-oriented activities.
  - Promote increased communication and awareness of school and parish activities through the use of the Saint Andrew Academy website, newsletters, parish bulletins and other publications.
  - Schedule Open House Sundays once a month.
  - Schedule Children led Sunday masses once a month.

## II. Curriculum:

Saint Andrew Academy provides students with a well-rounded education which focuses on the spiritual, developmental, emotional, cognitive, and physical well being of each child.

### Goals:

- Maximize individual potential and ensure children of all ability levels will be ready to meet the challenges of the future.
- Develop an educational program that promotes lifelong learning through continuous research and application of the latest teaching methods and techniques.
- Student's social and emotional needs are met through consistent communication where all opinions are valued and discussed.
- Behavior expectations are clearly communicated, consistently enforced, and fairly applied.

**Actions:**

- A. A 21-st century curriculum will be developed that will ensure instruction in media-literacy and research skills.
- Develop curriculum that requires students to use technology.
  - Educate the students to become proficient and competent in accessing and retrieving information that supports the classroom curriculum.
- B. A unique and meaningful Catholic preschool program will be maintained.
- Provide a preschool curriculum that will result in a firm religious and educational foundation for children, while promoting social development in a nurturing environment.
- C. Improve instructional practices to include differentiated learning strategies that promote application of skills learned.
- Teachers will attend professional development devoted to best practice methodology for students with special learning needs.
  - Teachers will define daily learning objectives to reveal what students need to know and be able to accomplish.
  - Teachers will use rubrics when evaluating student learning.
  - Teachers will use multiple formative and summative assessment strategies to make data driven decisions.
- D. Promote a culture of success within the school in order to raise academic expectations.
- Evaluate past Terra Nova test scores.
  - Initiate a testing campaign to increase student motivation.
  - Increase Terra Nova test scores by 2 points at each grade level each year.
  - Communicate learning expectations through individualized learning plans.

- Communicate learning expectations through a series of informational meetings for parents.

**III. Governance:**

Saint Andrew Academy affairs are managed by the Principal and Pastor with oversight by the School Board in accordance with the bylaws and in keeping with the school Mission.

**Goal:**

- Maintain a relationship that fosters mutual understanding and support from both the school and the parish.

**Actions:**

- A. The bylaws of Saint Andrew Academy Roman Catholic School will be effectively implemented.
  - The Principal and Pastor will exercise the authority bestowed upon him or her by the Board and the bylaws.
- B. The School Board will recognize and reflect the diversity of our parish and academic communities.
  - The membership of the School Board will reflect the diversity of the school and parish communities by way of a formal nomination process.
  - The Principal and Pastor will ensure the recommendations of individuals that reflect the diversity of the school and parish community are presented to the School Board as documented by published minutes.
- C. There will be dialogue within the school and with the larger community fostering mutual understanding and mutual support.
  - Promote a dialogue within the school that results in mutual understanding and support.
  - An annual State of the School report will be open to the school and parish communities.

**IV. Finance:**

Saint Andrew Academy manages an economically sound fiscal program which promotes the welfare of the school and students.

**Goal:**

- Remain a financially stable and self-sustaining entity in order to provide positive ministry to our community.

**Actions:**

- A. A balanced budget will be maintained that will provide financial support for the school's operations and reserves.
  - Maintain a comprehensive five-year projected budget.
  - Maintain adequate income levels, through tuition, parish support, grants and fundraising, to sustain school operations while remaining competitive in the Catholic and private school market and meeting student financial needs.
  - Control operating costs to reflect changes in curriculum and school environment and to establish a reserve fund for long-term needs.
  - Establish one finance committee to recognize that the parish and school share mutual goals.
  
- B. Revenue streams will be increased through the use of the school's unused facilities during the day and summer.
  - Investigate a daycare operation to increase revenue and enrollment.
  - Maintain a preschool program and an after school enrichment program.
  - Open and operate a summer school/camp program.
  - Remodel the closed church into a rentable hall for community use.

- The school finance information will be located in a secure area.
  - Provide an area for the Director of ministries and administration that will offer privacy, help to maintain confidentiality and secure financial information.
- C. Adherence to policies and procedures established by the Archdiocese of Louisville and other regulatory agencies that govern the school.
- The Finance committee will work toward an understanding of the current policies and procedures of the Archdiocese of Louisville and other regulatory agencies when making financial decisions.
  - Evaluate and explore new revenue streams to reduce tuition.

**V. Staffing and Personnel:**

Saint Andrew Academy employs qualified teachers, staff, and administrators who model Catholic values in the delivery of an integrated primary, intermediate, and middle school academic program.

**Goal:**

- Maintain a staff of qualified personnel who meet the students' spiritual academic and social and emotional needs.

**Actions:**

- A. Qualified personnel who are committed to the mission of the school will be recruited, developed, and retained.
- Assure that the faculty of Saint Andrew Academy School meets the requirements of the Archdiocese of Louisville.
  - Provide and facilitate on-site and off-site professional development opportunities for faculty and staff.
  - Actively recruit qualified personnel.

- B. Our school will meet student spiritual, academic, social and emotional needs through appropriate staffing.
  - Hire qualified personnel to support school programs.
  - Determine a means of providing and staffing after-school enrichment programs and clubs.
  - Faculty will maintain the minimum requirements for catechists' certification from the Archdiocese of Louisville.
  
- C. Staff, faculty, and administration will establish individual professional goals that are aligned with the school's goals in determining compensation results.

**VI. Technology:**

Saint Andrew Academy facilities attain acquisition of technology skills, integration of technology resources, and communication.

**Goals:**

- Maximize individual potential and ensure children of all ability levels will be ready to meet the challenges of the future.
- Develop an educational program that promotes lifelong learning through continuous research and application of the latest teaching methods and techniques.

**Actions:**

- A. Our faculty, staff, and students will have up-to-date computers, peripheral devices, and software that will enhance learning, productivity and research.
  - Coordinate a one-to-one computer environment for the middle school that is sustainable as students enter 6<sup>th</sup> grade.

- Maintain a functional computer lab that will be funded, operated and maintained on a sustainable, 3-year technology cycle.
  - Maintain support to teachers and staff by providing personal computers for classroom use.
  - Ensure classrooms are equipped with functional computers and appropriate peripheral devices.
  - Create a media center/library to support students and teachers.
- B. Our faculty will work collaboratively to manage, utilize and implement technology and the standards set by the Archdiocese.
- Hire a Technology Coordinator who will organize, coach, and aide faculty to strengthen their use of technology, maintain, and manage technology day-to-day and teach technology skills to students.
  - Establish a Faculty/Parent Technology Committee chaired by the Technology Coordinator that will identify, assess, and acquire appropriate software and hardware for the school.
  - Manage the Saint Andrew Academy School website and increase the use of e-mail to enhance communication among parents, faculty, and administration.
  - Maintain the use of Ed-line to facilitate daily announcements, class assignments, and grades.
  - Require yearly professional development related to the use of technology in the classroom for faculty and administration.
- C. Our students will attain knowledge and skills needed to master the Archdiocesan technology standards and to adapt to the evolving nature of technology.

- Implement the technology standards established by the Archdiocese of Louisville.
  - Assess the mastery of technology standards in grades 3, 5, and 8.
  - Create opportunities for students to develop technology skills in addition to scheduled class time.
- D. Evaluate the Technology Action Plan on a regular basis to meet the changing needs of the school.

**VII. Facilities:**

Saint Andrew Academy assures the longevity, safety, security, suitability and aesthetics of the school buildings and grounds in cooperation with the neighboring community.

**Goal:**

- Maintain a safe and secure environment to maximize student learning and staff proficiency.

**Actions:**

- A. We will maintain facilities and equipment that are designed to meet the evolving needs of the community and maximize the academic, creative, physical and spiritual growth of the faculty, staff and students.
- Establish a capital improvement plan to address needs and necessary funding.
  - Establish a maintenance plan to maximize the life of the facilities and the equipment.
  - Ensure necessary functioning equipment for providing nutritious hot lunches to all students.
  - Provide and maintain safe and adequate areas and equipment for recess and sports.

- B. The utilization of the school facilities and grounds will be maximized.
  - Coordinate with the parish and the Archdiocese of Louisville to maximize the use of the facilities and the surrounding property.
- C. The facilities and grounds will be safe and secure.
  - Work with the parish and the Archdiocese of Louisville to ensure that facilities are safe and properly maintained.

### **VIII. Development/Public Relations:**

Saint Andrew Academy generates revenue through fundraising, creates liaisons, builds community and promotes public awareness and recognition.

#### **Goal:**

- Promote a positive image in our community by providing service to those in need.

#### **Actions:**

- A. The development program will adapt and grow according to the needs of the school.
  - Establish a Development Committee to guide the school office with planning and achieving program goals, which include outlining a development plan.
  - Establish a grant writing function within the Development Committee.
  - Ensure proper resources and processes to achieve vision.
  - Create a strategy to ensure financial goals of the development programs are met annually.
- B. The school community will demonstrate a culture of stewardship.

- Develop means to increase the level of participation of Saint Andrew Academy's students and families in stewardship venues.

C.....The mission, programs, and events of the school will be promoted through the use of internal and external communication methods.

- Develop effective and appropriate communication strategies to various constituencies of the school and parish.
- Foster positive, strong relationships between the school, parish, and community.
- Establish and grow an enduring alumni program to build lasting allegiance to the school.
- Raise the profile of the school in the community through increased recognition of social services and social activities.

D. Build awareness of St. Andrew Academy to the community of Southwest Louisville

- Develop an ongoing marketing campaign to daycares in 40258, 40272 and 40216 to increase enrollment in kindergarten.
- Develop a partnership with the businesses of Riverport, Pleasure Ridge Park and Valley Station to build a stronger community to promote the growth of St. Andrew Academy.
- Develop a partnership with Fort Knox to increase awareness of what St. Andrew Academy offers to their military families. And to promote increase awareness of Fort Knox service to our community.

E. Strengthen relationship with St. Peter the Apostle Parish

- Use multiple points of communication to share school's growth accomplishments.
- Include parishioners in direct mailing campaigns to include the annual fund, preschool and kindergarten marketing and fundraiser awareness.

- Continue principal acknowledgement of newly baptized children into the St. Peter the Apostle Faith community.

## **IX. Parents:**

Saint Andrew Academy encourages parental involvement in the school's programs and activities. A home and school partnership, incorporating an active volunteer base, strives for creating relationships that benefit each student, family, and the wider community.

### **Goals:**

- Student's social and emotional needs are met through consistent communication where all opinions are valued and discussed.
- Promote a positive image in our community by providing service to those in need.

### **Actions:**

- A. All families will actively and meaningfully participate in the school community.
  - Create a Committee on Volunteerism with the intent of increasing family participation and identifying opportunities for service.
  - Promote service as an integral part of Catholic education.
- B. There will be a functioning union of families' talents and school needs in the Saint Andrew Academy and Saint Peter the Apostle community.
  - Establish a database of talents, skills and interests within the Saint Andrew Academy community.
  - Utilize stewardship database of Saint Peter the Apostle parish.
  - Maximize use of the Saint Andrew Academy website to match volunteers with school needs.

- Evaluate the need for mandatory volunteer hours.
- C. All families will belong to and take an active role in the Parent Teacher Organization.
  - Increase participation and dues in the PTO in order to enhance programs.
  - Provide informative and educational quarterly PTO meetings.
- D. The school will offer parent and family social activities that strengthen our community.
  - Continue to develop the parent social program, The Jaguar Club, and identify potential social opportunities to enhance the sense of community among families.
  - Continue to develop an alumni network to provide resources for current students and a communication link for past students.
  - Continue to develop relationships with parishioners of Saint Peter the Apostle.

**XI. Student Life:**

Saint Andrew Academy School provides services, resources, and opportunities which enrich and expand the educational and social experience of each student.

**Goals:**

- Behavior expectations are clearly communicated, consistently enforced, and fairly applied.
- Maximize individual potential and ensure children of all ability levels will be ready to meet the challenges of the future.

**Actions:**

- A. Student life will be enriched through the offering of numerous and diverse in and out of school activities and enrichment programs.
  - Implement formal year round Math, Computer, and Science Clubs.
  - Host summer camps in the school and on the school property at which a variety of activities, such as academics, religious, sports, and crafts are offered.
- B. Increase the functionality of the student government by determining the needs of the student body and defining the roles of the student leaders.
- C. Offer enrichment programs for both average and advanced students and additional support for lower performers, specifically in math and language arts.
- D. Continued analysis of the Student Handbook will be done to adjust to the needs of the students, faculty, and community.

**Acknowledgements**

**Steering Committee**

**Committee Chairs**

**Committee Members**

**Editors**