Strategic Plan 2019-2023

Introduction

As Saint John School embarks on a new era of spiritual and educational growth, we are encouraged by the vision that is a shared reality among all of our constituents. As we look to the future, we must be able to provide a first class education in order to continue to increase our enrollment, attracting students seeking further and higher level educations.

The next chapter in Saint John’s history calls us to RAISE THE BAR. The bar we aim to raise is a highly personalized element of the teaching and learning partnership. This bar is raised each time a teacher lights a fire of academic ambition and personal responsibility in a learner and shares with that learner a mutual accountability for stoking that fire with high expectations, achievement and continuous growth.

As educational leaders we strive to continually set higher goals for all of students, staff, parents, alumni and community members to achieve.  As goals are reached, higher goals are set in order to reach new highs.  Saint John will not accept being defined as average. We strive for excellence in all facets of the educational experience.

While transitioning from past successes, we recognize that a strong and vital future can only be realized if we have a healthy balance of our six (6) key initiatives: Academics, Advancement, Faith, Facilities, Finance, and Student Life.

The strategy for the next three (3) years will be to become a leader in Academics, enabling us to continue attracting new students to achieve full capacity enrollment, while fostering leadership within the context of a faith rooted in the heritage and legacy of Catholic education.

Strategic initiative: Academics

Saint John School is committed to fully preparing our students academically; to compete globally, while providing evidence-based reasoning, decisive communication skills and technological competencies in accordance with Next Generation Standards established by national and State of Ohio standards. We are committed to providing our students with these skills, assuring they are fully prepared academically to serve as responsible and successful citizens.

Student achievement data indicates opportunities for improvement in the curriculum that will help all students achieve at the highest levels. Successful implementation of these opportunities will lead to higher ACT scores and higher achievement scores at each grade level.

The goal is to raise student academic performance across the curriculum, continuing to focus on reading, writing and mathematics skills to meet the needs of all learning styles, while expanding on the innovative classroom technology currently in place.

Action Items:

1. Strengthen the Guidance Department by adding an additional staff member. This will allow guidance to focus on programs for advanced students and students with learning challenges.
2. Continue the development of a stronger curriculum
   1. Add an additional language arts teacher at the junior high level.
   2. Provide more electives in writing, fine arts, technology, ACT Preparation, Advanced Placement offerings
3. Utilize technology and STEAM approaches across the curriculum
4. Focus on raising standardized test scores as a demonstration of a stronger curriculum focus

Strategic Initiative: Advancement

The purpose of Advancement is to involve others in the mission of Saint John School. It is important to continue to communicate the vision of Saint John in a compelling manner in order to attract families to enroll their children and to invite all stakeholders to sustain and further the mission of the school.

The goal is to increase enrollment while maintaining the family spirit of a small school. It is also important to continue to identify and involve stakeholders to further their philanthropic support of the school.

Action Items

1. Within three years increase enrollment to 475 for the 2022-2023 School year
2. Develop a more vibrant volunteer program across all sectors of the school
3. Increase Total Giving to the school: By 2022-2023
   1. Develop Annual Fund so that it increases 15%
   2. Develop fully established Planned Giving Program
   3. Increase by 300% the school’s endowment
   4. Increase the number of alumni givers by 10%
4. Strengthen the marketing efforts of the school including a Parent Ambassador Program, and the development of materials to communicate the mission and vision of the school over the next three years
5. Develop alumni activities appropriate to graduation years that encourage alumni to maintain their support of the school’s mission
6. Develop better interior and exterior signage
7. Determine the feasibility of a capital campaign or a means of funding needed improvements on a project by project basis

Strategic Initiative: Facilities

The facilities of the school are the infrastructure of the school. In order to provide an environment that is conducive to learning it is important to continue to maintain and develop facilities to meet the needs of the educational program. A growing body of research has found that school facilities can have a profound impact on both teacher and student outcomes. With respect to teachers, school facilities affect teacher recruitment, retention, commitment, and effort. With respect to students, school facilities affect health, behavior, engagement, learning, and growth in achievement.

The goal is to be good stewards of the resources entrusted to the school and to maintain and upgrade the campus in ways that are efficient, economical and ensure the growth of the school.

Action Items:

1. Develop a Facilities Masterplan
2. Retrofit Campus Lighting for LED
3. Complete the installation of heating and air-conditioning units in the original portions of the school
4. Upgrade parking lots including paving, lighting and water access
5. Upgrade Security measures in the school
   1. Camera Systems
   2. CO Detectors
   3. Door entry security
6. Add additional classroom storage options
7. Upgrade elementary school playground
8. Convert Auxiliary Gym to more of a multipurpose unit
9. Increase access to cafeteria delivery area

Strategic Initiative: Faith Development

Faith formation of the students is one of the primary objectives of the Saint John community and distinguishes our school from others.

Within its rich Catholic heritage, Saint John School has contributed to the overall spirituality of students through prayer, religious identity and witness for Jesus Christ and the Gospel in a Catholic Christian environment.

The goal is to embrace and enhance the Christ-centered spirituality of each student and to improve the faith foundation of students that is the long standing heritage of the school.

Action Items

1. Determine the feasibility of the addition of the addition of a priest as a member of the staff on a part-time basis
2. Develop a more robust approach to the role of the Word of God in the faith life of Christians
3. Expand retreat programs across all grade levels
4. Create more defined partnerships with area parishes
5. Embed the Catholic-Christian identity of the school in the artwork and symbolism displayed throughout the school

Strategic Initiative: Finances

The financial health of the school is vital to the continuation of the school’s mission. Although non-profit organizations are not established to generate profit, it is paramount to manage finances in a sound, efficient manner. Sound fiscal management and associated policies to maintain the overall financial health is necessary to support existing operations and expanded programs necessary for future growth.

The goal for Finance is to improve overall financial health and expense control, while becoming less dependent on fundraising through wise fiscal management and fostering breakeven growth in student enrollment.

Action Items

1. Reduce Accounts receivable by 25%
2. Develop a 3 year teacher salary plan and investigate alternate teacher salary models
3. Explore possibilities of debt financing (for capital improvements) and alternate tuition payment financing
4. Establish a 3 year tuition plan balancing increases with enrollment projections to narrow the gap between actual and charged tuition
5. Engage in a feasibility study in order to determine means of financing the strategic plan actions items

Strategic Initiative: Student Life

Saint John School is committed to helping students develop their skills in leadership, teamwork, decision-making, communication, and problem-solving through co-curricular and extracurricular activities that provide a meaningful learning experience

Through a diverse program of activities, volunteer opportunities, situations involving civic engagement, and outreach undertakings students will be able to enjoy co-curricular activities for learning, personal growth and enjoyment.

The goal is to develop involvement in clubs that will allow students to develop skills, learn time management, foster self-confidence, and engage in activities that foster new friendships, inspire leadership within a collaborative and well-rounded setting.

Action Steps

1. Communicate opportunities for student engagement in service and club activities including
   1. More comprehensive website calendar and master calendar for clubs and activities
   2. Pamphlets explaining opportunities for students
   3. Host an annual Club Fair
2. Develop delineated opportunities for student life activities for elementary, junior high and high school students. This would include sporting and club events as well as school rallies, social events and assemblies
3. Add additional co-curricular club, age-appropriate offerings, i.e. Spanish, Debate, Ski, Cooking, Lego, photography
4. Strengthen Fine Arts Program
   1. Add a concert and pep band program
   2. Offer specialized Art Classes
   3. Develop Auxiliary gym into a more appropriate space for the performing arts

The overall cost of the Strategic Plan would be approximately $2 million