



Strategic Plan 2016 – 2021

St. Vincent de Paul Catholic School

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INTRODUCTION

St. Vincent de Paul Catholic School, a vital part of the parish ministry to youth, offers a Catholic education in a fully accredited academic environment. Our growing community serves children in Kindergarten through 8th grade using a challenging curriculum, which reflects our Catholic values. Students benefit from exposure to state-of-the-art technology, fine arts, sports, extracurricular activities, and daily faith-filled interactions. Award winning teachers provide a compassionate and challenging learning environment where students consistently outperform state averages on the ISTEP+ exam.

VISION STATEMENT

Building a Community in Christ for Today and Tomorrow.

MISSION STATEMENT

The mission of the St. Vincent de Paul School community is to enable all students to live their Catholic faith and achieve academic success in a safe and effective environment.

GRADUATE OUTCOMES

A St. Vincent de Paul graduate is:

INTELLECTUALLY COMPETENT

- Possesses an intellectual curiosity
- Searches for Truth
- Approaches situations using critical and creative thinking
- Pursues excellence

FAITH-FILLED

- Possesses a sense of awe of God's creation
- Understands the fundamental teachings of the Catholic faith
- Practices faith in God, progressing in his/her faith journey
- Is inspired to live life according to God's teachings

GLOBALLY RESPONSIBLE

- Demonstrates social, civic and global awareness and responsibility
- Commits to service
- Promotes justice in the world
- Demonstrates respect for self and others

STRATEGIC PLAN 2016-2021

The five-year Strategic Plan is organized into the following sections:

- Catholic Identity*
- Program Excellence
- Facilities
- Institutional Advancement
- Fiscal Responsibility

We recognize that all of these areas are extensively interrelated.

**Special Note: Because of its central importance to our vision and mission as a Catholic school, St. Vincent de Paul believes Catholic Identity must be integrated into all areas of the Strategic Plan, and has made every effort to do so during the strategic planning process.*

STRATEGIC PLANNING GOALS 2016-2021

CATHOLIC IDENTITY: Continue to refine and integrate our Catholic culture with Christ as our inspiration throughout all aspects of the St. Vincent de Paul experience.

PROGRAM EXCELLENCE: Foster a tradition of continuous improvement across all program areas.

FACILITIES: Assure a properly maintained campus and plan proactively for future needs.

INSTITUTIONAL ADVANCEMENT: Effectively communicate, promote, and market the mission, vision, Catholic values, brand and programs of St. Vincent de Paul.

FISCAL RESPONSIBILITY: Promote fiscal responsibility and good stewardship within the school to support the St. Vincent de Paul parish mission.

CATHOLIC IDENTITY GOAL:

Continue to refine and integrate our Catholic culture with Christ as our inspiration throughout all aspects of the St. Vincent de Paul experience.

Objective 1: Foster an environment that encourages a deeper personal relationship with Christ.

Actions:

1. Sustain our school as a faith-filled community rooted in gospel values and traditions.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Twice weekly Mass for all grade levels	ongoing		admin, classroom teachers, parish priests

2. Cultivate an atmosphere within the school that conveys a community in Christ celebrating our Catholic faith.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Adherence to Catholic traditions, feast days and Holy Days	ongoing		admin, parish priests

3. Embrace the Catholic Identity through participation in the Sacraments so all may witness God's presence in their daily lives.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Adoration several times a year and reconciliation at least twice a year	ongoing		admin, parish priests

4. Encourage students to discover the importance of God's presence in their daily lives.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
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Daily prayer and religion classes			classroom teachers
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Objective 2: Develop a life-long path of Christian faith

Actions:

- Promote faith formation at all levels of the St. Vincent de Paul community and parish.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Opportunities to include the parent community in school community faith formation	ongoing		admin and teachers

- Encourage adult faith formation in parent/guardians to empower them to fulfill their responsibility as the primary religious educators of their families.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Communicate church activities via the newsletter	ongoing		

- Cultivate student interest and engagement to deepen their understanding and insight regarding Catholic values, beliefs, teachings, and traditions.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
engage student leadership in activities that promote community wide activities that promote Catholic Social teaching	ongoing		admin, teacher leadership, student leadership

Objective 3: Encourage and develop opportunities for Christian service.

Actions:

1. Promote community service projects throughout the school and community.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Hunger Banquet 8 th grade service project- Spring 2019	Spring 2019		Advancement Office Junior High
Grade level service project	2018/2019 School Year		Individual grade level teachers
Volunteer opportunities posted school wide instead of just in classrooms	Fall 2018	Ongoing	Advancement Office
Panther pals	ongoing	ongoing	Advancement Office

2. Develop service opportunities for the school and religious education community.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Advertise church spiritual opportunities through the school newsletter	Fall 2018	ongoing	Advancement Office School Office Staff
Panther Passport-volunteer incentive	Fall 2018	Ongoing	Advancement Office HASA

3. Evaluate Christian service requirements for all grade levels.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Post on the school website descriptions of the different church groups available as located in the parish directory	Fall 2018		

Grades 6-8 required service hours	implemented 2016	Ongoing	
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PROGRAM EXCELLENCE GOAL:

Foster a tradition of continuous improvement across all program areas.

Objective 1: Educate the whole child by providing an excellent education rooted in gospel values.

Actions:

1. Use available technology to strengthen our Catholic culture and enhance the execution of the school's curriculum.
 - a. Develop and plan for 21st Century Classroom furniture in the classrooms

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
New 7 th and 8 th grade classroom furniture	summer 2018	Summer 2018	21st Century Committee
6th grade Classroom Furniture	TBD		21st Century Committee
4th and 5th grade classroom Furniture	TBD		21st Century Committee

- b. Assure hardware and software budgets are reviewed quarterly.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
2018 Quarter 1	October		tech director/ parish business manager
2018 Quarter 2	January		tech director/ parish business manager
2019 Quarter 3	March		tech director/ parish business manager
2018 Quarter 4	June		tech director/ parish business manager

2. Provide research-based assessments for ongoing measurement of student progress.
 - a. Assure assessments are funded through the school budget.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
school budget review	November	February	principal, school board, parish business

			manager
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b. Assure teachers and staff utilize assessment data to drive instruction.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Collaboration time to assess student progress and evaluate student summative test data	November, January, May	November, January, May	teachers, admin

c. Continue to acquire Formative Assessment Grant to offset assessment costs - ongoing

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Apply for the Formative assessment grant	TBD by the IDOE		Asst principal

3. Provide a continuous learning community for teachers, para-professionals, parents and students.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
compile financial need for PD for the upcoming budget	Fall 2018		principal, school board
Secure funding or work into budget for the 2019-20 school year	January 2019		principal
Continue to access Title II grant money for Professional Development	ongoing	ongoing	Title I teacher

4. Find opportunities to involve parents in the learning process.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Panther Passport Program	Fall 2018	ongoing	Advancement Office

5. Assure the school is fully accredited by the state and AdvancED.

a. Assure stakeholder involvement in the accreditation process.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Meet minimum survey participation percentages	as needed through accreditation		principal
Spring 2018 Survey	Spring 2018		principal

Objective 2: To assure the athletic program supports our Catholic culture through the virtues of sportsmanship, fairness, teamwork, and personal growth.

Actions:

1. Provide students opportunities for participation in athletic programs.
 - a. Implement an efficient communication and registration process.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Investigate a more efficient process for scheduling 5th, 6th, 7th and 8th grade games	2017	2017	athletic director

2. Provide coaches and volunteers training specific to their sport as well as training on teamwork, sportsmanship and safety.
 - a. Require team service project per sport per season.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY

Team service projects required - 2017	Fall 2017	Spring 2018	athletic director
Team Service project requirement - 2018	Fall 2018		athletic director

- b. Provide a 4th grade orientation with 5th grade parents for best practice sharing-

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
4th and 5th grade orientation 2017	2017	ongoing	athletic director

- c. Enlist a yearly motivational speaker focusing on faith, sportsmanship and team building.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Secure and Schedule Motivational Speaker	2017	ongoing	Athletic Director
Implement SportsLeader Program	Fall 2018	ongoing	Athletic Director

3. Assure each athletic program conforms to the policies of the Diocese, the Catholic Youth Organization (CYO), and the school.
- a. Assure athletic program provides yearly training that conforms to CYO requirements.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Concussion Training	ongoing	ongoing	Athletic Director
Heat Exhaustion Training	ongoing	ongoing	Athletic Director

4. Assure that school athletic facilities provide a safe and effective environment for athletic activities.
- a. Add a soccer and softball field to the campus
- b.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
needs assessment	ON HOLD	ON HOLD	
funding assessment	ON HOLD	ON HOLD	

- c. Increase opportunities for additional gym/practice time for our students through scheduling alternative locations.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Identify alternative locations; Scheduling of alternative locations	winter 2018	ongoing	Athletic Director
Survey interest for athletic clubs for younger students.	Fall 2018		Athletic Director

Objective 3: To enable and encourage the growth of students in the area of Fine Arts so that they may glorify God with their gifts and talents while enhancing the mission of Saint Vincent de Paul School.

Actions:

1. Expand curriculum opportunities in the area of Fine Arts.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Drama Club - Fall Musical	ongoing - annual performance	ongoing	Fine Arts Committee
Youth Theatre (2nd-4th)	Winter 2018	ongoing	Fine Arts Committee
Alternative after school enrichment opportunities: BDHS Fine Arts			BDHS, principal
Alternative after school enrichment opportunities: Artist in Residence			HASA
Alternative after school enrichment opportunities: Civic Theater Partnerships			Teachers

2. Plan for facility growth in the areas of the Fine Arts.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY

FACILITIES GOAL:

Assure a properly maintained campus and plan proactively for future needs.

Objective 1: Develop a master plan for school renovation and expansion.

Actions:

1. Create a committee to focus on a master plan project

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
5 year plan for school renovation			facilities, maintenance, principal, business manager

2. Evaluate current facility conditions to satisfy ADA requirements.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Evaluate and update front sidewalk	Fall 2017	Fall 2017	maintenance
Handicap Lift to lower level	2016	2016	maintenance
Additional Handicap Doors	2017	2017	maintenance

3. Draft a plan and make recommendations for refurbishments.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Plan and implement Junior High Classroom Renovations	2016	Summer 2018	
Post JH remodel assessment - next priorities	2018-2019		

4. Explore acquiring additional land for campus expansion.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
HOLD			

5. Construct an early childhood center and move the maintenance buildings.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
HOLD			

6. Create green areas for Stations of the Cross and a labyrinth.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
HOLD			

Objective 2: Validate the need for school facility improvements.

Actions:

1. Meet with stakeholders to make sure we are meeting the accessibility needs of the faculty, volunteers and students.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
ongoing			facilities, maintenance, principal

2. Refurbish and update older parts of the facility such as the school bathrooms, kitchen and parish hall.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
New LED Lighting in the hallways	Summer 2018	Summer 2018	Facilities
Replacement and upgrade of glass and framing in entrance doors	Summer 2018	Fall 2018	Facilities

Objective 3: Ensure a safe school campus

Actions:

1. Develop an implementation plan to identify and correct any safety concerns.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Yearly safety checklist	September	October	Safety Committee

2. Evaluate the communication infrastructure i.e.: phone and paging system.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
HOLD			

3. Ensure all annual maintenance checks are completed. (See Exhibit A)

4. **Threat Assessment- 2018-2019 school year**

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Acquire person/company to complete Threat Assessment	November 2018		
Have Threat Assessment Completed and review findings.	Winter 2019		

Objective 4: Develop a 21st century learning environment

Actions:

1. Assess evaluate classroom furniture.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
evaluate classroom furniture	winter 2019		facilities, 21st century

2. Investigate infrastructure needs and improvements.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
prioritize improvements	September		facilities, business office

3. Collaborate with the teaching staff.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
teaching staff input to improvements	ongoing		

4. Implement an approved plan for conversion of classrooms into 21st century learning environment.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Junior High Classrooms	Summer 2018	Summer 2018	

5. Ongoing assessment for continuous 21st Century improvements

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Next steps in 21st century	November 2018		facilities, 21st century, business office

EXHIBIT A – EXAMPLE FACILITIES PLAN

Example Facilities Plan			
PROJECT DESCRIPTION	START	FINISH	PROJECT TYPE: ANNUAL, ONE-TIME VISIONARY
Inspect playground equipment	August	September	Annual
School Facilities Walkthrough	September	October	Annual
Evaluate desks that are better suited for 21st century learning	September	June	Annual

INSTITUTIONAL ADVANCEMENT GOAL:

Effectively communicate, promote, and market the mission, vision, values, brand and programs of St. Vincent de Paul School.

Objective 1: Market the school to increase enrollment and attract dedicated and qualified professionals.

Actions:

1. In coordination with the school administration, advertise and promote a positive image of the school.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Increase online presence with frequent social media posts	Fall 2016	ongoing	Advancement Director
Use social media advertising to gain more followers	Fall 2016	ongoing	Advancement Director
Strive for Blue Ribbon School Award	2018-2019 School year		Advancement/ School Admin

2. Consult pastoral and school staff to ensure alignment with consistent messaging and brand management for church and school.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Weekly School News in the Bulletin	ongoing	ongoing	Advancement Director/ Principal
Advertise school/student accomplishments and events when possible	ongoing	ongoing	Advancement Director
Have a display in the gathering space	Fall 2016	ongoing	Advancement

3. Develop promotional materials using traditional and advanced digital marketing tools.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Updated Logo	2016	2017	Advancement Director
Update school brochure and assemble a prospective family packet	Spring 2017	ongoing	Advancement
Create School promotional folders to send to prospective families	Spring 2018	ongoing	Advancement Director
Update and maintain School Website	Fall 2017	ongoing	Advancement Director/ technology coordinator
Create a 'virtual Open House' with the creative skills of St. Vincent Students	Spring 2019 (goal Date)		Advancement

Objective 2: Foster goodwill and support with current, past and future St. Vincent De Paul Parish families and friends.

Actions:

1. Create an alumni relations program.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Research possible data management tools for Alumni/Donor Database	Spring 2018		Advancement Director
Build records in chosen database	Fall 2019 (GOAL DATE)		Advancement Director
Create Alumni fellowship event - Alumni Mass/reunion, etc	TBD	TBD	Advancement Director

2. Develop comprehensive outreach programs to engage current, past and future families of the St. Vincent De Paul Parish such as families with students in the Religious Education program, parents of newly baptized children and others to promote the school and its benefits to Catholic children.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Connect with Religious Ed Coordinator and identify areas to connect school and parish families	Fall 2018	ongoing	Advancement Director
Implement a baptism welcome gift to connect with families of newly baptized.	2017	ongoing	Advancement Director

Objective 3: Maintain a fundraising program that includes events, appeals, grant writing and planned giving.

Actions:

1. Manage approved fund raising events, activities and programs.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Golf Outing	Fall - Ongoing	ongoing	Advancement
Celebrate!	Winter - Ongoing	ongoing	Advancement
SGO	Annual	ongoing	Advancement
Catch The Spirit Program	Spring	ongoing	Advancement

2. Support and expand the Parish Rewards marketing program.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Send out renewal letters to current PR participants	July	ongoing - annually	Advancement
Identify potential PR participants and reach out to prospects	July/August	ongoing - annually	Advancement

3. Coordinate with the principal and parish business office to set fundraising targets and plans.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Meet annually with principal/Parish business office to identify upcoming needs and set fundraising goals/targets	ongoing	ongoing	Advancement

4. Develop relationships with an increasingly expanded list of donors.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Annual Thank you letters to all donors	ongoing	ongoing	Advancement
Quarterly newsletter to be distributed to families and stakeholders	Fall 2018		Advancement

5. Create and maintain a database of donors.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Identify and secure database that will track donors.	Spring 2018		Advancement

6. Support the volunteer network of events and large-scale projects.

TASK	BEGIN DATE	COMPLETED DATE	RESPONSIBLE PARTY
Implementation of the Panther Passport Program	Fall 2018	ongoing	Advancement
Revised Stewardship Forms	Fall 2017	ongoing	Advancement
Recognize Volunteers Annually through a Volunteer Appreciation Breakfast	Spring 2017	ongoing	Advancement

FISCAL RESPONSIBILITY:

Promote fiscal responsibility and good stewardship within the school to support the St. Vincent de Paul Parish mission.

Objective 1: Establish a fiscally responsible school budget that appropriately balances education costs among student families and the Parish.

Actions:

1. Work in collaboration with the principal, pastor and parish business office to develop school budgets.
2. Seek approval of budget at the March school board meeting.
3. Present approved school budget to parish finance council at the March meeting.
4. Plan for and achieve a subsidy goal of 40% of the church offerings to support the school.
5. Recommend tuition rates for both active parishioners and non-active parishioners attending the school.

Objective 2: Calculate the impact of our tuition assistance program.

Actions:

1. Prepare a “Voucher Elimination Plan & Reserve Fund” to ensure our school families will not be impacted by the discontinuation of the School Choice program.
2. Ensure families who desire an education at St. Vincent’s have tuition assistance opportunities.

Objective 3: Ensure that the school is able to attain and retain highly skilled staff with a competitive pay structure.

Actions:

1. Compare our teacher pay structure to that of surrounding schools and make recommendations to the diocese.
2. Assure that the school is meeting minimum wage increases and planning for future increases.

EXHIBIT B –FISCAL PLAN

Fiscal Plan			
PROJECT DESCRIPTION	SUPPLEMENTAL PROJECT SHEET PREPARED?	PROJECT TYPE	ESTIMATED PROJECT COMPLETION
Compare annualized actual results to budget to determine variances.	YES - Annualized spreadsheet	Monthly	MARCH
Provide school's financial position to school board for review.	YES - Annualized spreadsheet	Monthly	MARCH
Develop a budget for the school based on prior year costs and future activities.	YES - Annual budget spreadsheet	Annual	MARCH
Recommend tuition rates by analyzing current year financial results.	YES - Annualized spreadsheet	Annual	MARCH
Compare current year annualized figures to budget and recommend Parish subsidy for approval by Parish Finance Council.	YES - Annualized spreadsheet	Annual	MARCH
Submit next year's School budget to School Board for their approval.	YES - Annual budget spreadsheet	Annual	MARCH
Submit next year's School budget to Parish Finance Council for final approval.	YES - Annual budget spreadsheet	Annual	MARCH

COMMUNITY INFORMATION

St. Vincent de Paul Parish is located in the Northwest section of Allen County in Fort Wayne, Indiana. The area is largely suburban with residential housing subdivisions made of single-family dwellings and some apartments and condominiums. Growth is visually apparent by the number of housing subdivisions started in the northwest area and the number of businesses including the health care facilities and retail centers that have been built within the past five years despite current economic conditions.

Although parishioners come from all parts of Allen County, the zip codes mainly serviced by the parish are 46818, 46825, 46835, 46845, 46748 and 46765. The largest population for the school comes from the 46845 zip code area which is also identified in studies showing these areas as the largest projected population growth. Exhibit C provides a breakdown by zip code of families enrolled for the years of 2012 - 2016.

Exhibit C – Number of Parish Families

Number of Parish Families					
ZIP CODE	2015 -2016	2014 -2015	2013 -2014	2012 -2013	2011 -2012
46701	1	1	1	1	0
46706	6	9	6	5	5
46723	1	1	1	1	1
46738	1	1	0	1	0
46741	1	1	0	0	0
46743	1	1	1	2	0
46748	32	27	24	24	28
46750	0	0	0	1	0
46765	7	7	6	7	9
46774	2	0	1	0	0
46788	6	6	5	3	4
46804	1	0	0	0	0
46805	4	3	4	2	1
46808	5	3	3	0	0
46809	0	0	1	0	0
46814	2	2	1	2	2
46815	2	3	1	1	1
46818	39	32	35	34	34
46825	124	125	119	114	122
46835	28	26	26	25	25
46845	170	178	190	202	208
Total Families Per Year	433	426	425	425	440

CURRENT ENROLLMENT AND TRENDS

The addition of a new kindergarten program to St. Vincent de Paul School in 2008-2009 added approximately 80 to 84 students to the total student body. In 2005 the decision was made to admit no more than 90 students per grade in 1st through 8th grades, although occasionally a consideration is made to enroll more than 90 students in one grade based on need. The 2015 - 2016 school year enrollment consisted of 751 students from 433 families of which 92% of those school families were members of the St. Vincent de Paul parish.

Exhibit D – Enrollment Per Grade 2012 - 2016

Enrollment Per Grade 2012 - 2016				
Grade	2012-2013	2013-2014	2014-2015	2015-2016
Kindergarten	73	66	77	75
1 st Grade	84	79	71	79
2 nd Grade	90	88	84	73
3 rd Grade	76	88	86	84
4 th Grade	89	79	89	91
5 th Grade	87	89	80	88
6 th Grade	81	90	90	80
7 th Grade	81	84	88	90
8 th Grade	88	79	78	91
TOTAL	749	742	743	751

Exhibit E – Median Income Per Zip Code for 2013

Median Income Per Zip Code For 2013	
46818	\$44,842
46825	\$42,194
46835	\$52,663
46845	\$77,505
46748	\$67,127
46765	\$69,095
Average	\$58,904.33

ACADEMIC SERVICES:

St. Vincent de Paul Catholic School is fully accredited school offering an outstanding faculty, rigorous academics dedicated to meeting and extending the state standards, numerous fine arts opportunities, an extensive list of extracurricular activities and widespread community service, all of which fulfill the mission statement of the school. The curriculum is developed in conjunction with Alliance for Catholic Education (ACE) Notre Dame in South Bend, Indiana. The curriculum is also an extension of the current Indiana standards for each grade level.

The school's performance on ISTEP, the state of Indiana's yearly achievement test, consistently scores above the Indiana state average in all subjects. Other more intensive, standardized and formative assessments, such as NWEA testing, are used to identify areas for individual growth and to guide teachers in providing differentiated instruction. Students identified with academic weaknesses in certain areas receive direct interventions with progress monitored more closely. Students that perform above average in scholastic studies also receive specialized instruction to better fit their unique needs.

FACULTY AND STAFF:

The faculty and staff consist of highly qualified teachers and administrators as identified by the Indiana Department of Education. Licensed administrators include a principal, assistant principal and student services director. In addition to 28 homeroom teachers in grades kindergarten through 8th grade, St. Vincent de Paul's faculty includes two additional teachers in each the areas of: computer, visual arts, music arts, and physical education. The certified faculty also includes a librarian, talent development teacher and three special education teachers. Non Certified faculty, paraprofessionals, are staffed at one paraprofessional per classroom in grades kindergarten through 3rd grade. 4th grade through 8th grade have one paraprofessional per grade level. Additionally, one paraprofessional works with the librarian and three paraprofessionals work in special education. The faculty also includes one full-time licensed nurse and one social worker.

Other service personnel include the parish facilities manager and custodial staff, kitchen director and kitchen staff, and an after school care director and staff. The school office has an administrative assistant, attendance clerk, accounts payable secretary and a receptionist.

SCHOOL IMPROVEMENT PLAN:

The School Improvement Plan is a living document that guides decision-making in the school regarding academics and curricular implementation. The plan was developed in alignment with AdvancEd processes. All faculty members contribute to the plan and its fulfillment during faculty meetings and through individual committee meetings. School staff professional development is strongly encouraged by the administrative team and is related to skills necessary for fulfilling the plan and the school's mission.

GRADUATION:

Eighty to eighty-five percent of graduates attend Bishop Dwenger High School with the expectation that St. Vincent de Paul students are ready to complete requirements for the Academic Honors diploma or the CORE 40 diploma.

PARENTAL INVOLVEMENT

Families offer strong support in time, talent and treasure so that the St. Vincent de Paul Catholic School vision of "Building a Community in Christ" is consistently realized and recognized.

SCHOOL BOARD

The school board has 12 members composed of parents and parishioners who advise the principal and pastor on issues regarding the school. Additional goals of the school board include monitoring and supporting school committee's activities.

SCHOOL BOARD COMMITTEES:

The school board committees shown below are in alignment with the school's mission statement and goals. Many committee goals, objectives and action items are components of the Strategic Plan.

EXHIBIT F - SCHOOL BOARD COMMITTEES:

COMMITTEE	PURPOSE	MEMBERSHIP	MEETINGS
Advancement	Effectively communicate, promote, and market the mission, vision, values, brand and programs of St. Vincent de Paul School.	Director of Advancement, members of the administration, office staff, school board representative(s), and a cross-section of parish and school community representatives.	Monthly during the school year (August – May).
Athletic	To assure the athletic program supports our Catholic culture through the virtues of sportsmanship, fairness, teamwork, and personal growth in pursuit of the school's mission.	Athletic director, assistant athletic director/school faculty representative, school board representative(s), athletic booster club representative(s), school principal, and 2 at-large representatives.	Monthly during the school year (August – May).
Catholic Identity	Continue to refine and integrate our Catholic culture with Christ as our inspiration throughout all aspects of the St. Vincent de Paul experience.	School principal, pastor and school board representative(s) and other member(s) selected from the school community.	Monthly during the school year (August – May).
Discernment	To discern individuals of the St Vincent de Paul Catholic School and parish community to serve as members of the School Board in pursuit of the school's mission.	The pastor, board vice president (chair), principal, and three lay members of the current board, excluding any member in his/her first year of first term of service.	Discernment takes place in May to the extent the Pastor's schedule permits. Other meetings as needed in preparation for discernment.
Facilities	Assure a properly maintained campus and plan proactively for future needs.	School principal and school board representative(s); head facilities manager, and other member(s) from the school community.	Meetings held once a month during the school year (August –May).
Finance	Promote fiscal responsibility and good stewardship within the school to support the St. Vincent de Paul mission including developing the school budget.	School principal, board vice president (chair), parish business manager, and school board representative(s) and other member(s) selected from the school community.	Monthly during the school year (November - April) Present the budget to parish finance council each March.
Fine Arts	To enable and encourage the growth of students in the areas of Fine Arts so that they may glorify God with their gifts and talents while enhancing the mission of St. Vincent de Paul School.	School board representative(s) and other member(s) selected from the school community.	Monthly during the school year (August – May).

COMMITTEE	PURPOSE	MEMBERSHIP	MEETINGS
Orientation	To welcome new board members and provide them with an overview of the roles and responsibilities of board Members in support of the Saint Vincent de Paul Catholic School Mission.	School Board representatives that include at least one representative from a second-year term and third-year term.	Orientation occurs once between the discernment and the June school board meeting; other planning meetings as needed.
Policy	To assure that current policies adequately reflect the standards of the Diocese, the Parish and the School in support of the Saint Vincent de Paul Catholic School Mission.	School Board representatives; other member(s) selected from the school community.	Monthly during the school year (August – May).
Principal Evaluation	To evaluate the professional and personal growth of the principal and to provide consistent long term direction for the school.	The pastor and school board Representative(s), including the school board president.	As needed needed to complete the annual review.
Strategic Plan	Each year, the School Board will work in conjunction with the Principal to ensure that all action plans are aligned with the goals and objectives of the Plan. Annually, the Plan is reviewed to ensure alignment with the school's mission and vision.	Principal and school board representative(s), including the school board president; other member(s) selected from the school community.	Monthly during the school year (August – May).
Technology	To assure and assist in the integration of technology to optimize fulfillment of the mission of the Saint Vincent de Paul Catholic School Community.	School principal and school board representative(s) co-chair; school technology director (co-chair), and other member(s) from the school community.	Monthly during the school year (August – May).

THE PURPOSE OF THE STRATEGIC PLAN:

The purpose of this document to communicate the goals, objectives and supporting action items of the school. The strategic plan is true, living document that is to be used to support and guide us on our vision and mission of St. Vincent's School.

STRATEGIC PLAN FOLLOW-UP AND EXECUTION

The school board and administration accept the responsibility for implementing the Strategic Plan of St. Vincent de Paul school. The plan will be implemented during the school years from 2016-2021 with subsequent review annually. Each year, the School Board will work in conjunction with the Principal to ensure that all action plans are aligned with our goals and objectives. Annually the progress and commitment of Strategic Plan goals, objectives and action items will be reported yearly to all constituents. Goals, objectives and action items will be modified in the plan as the need arises, but it is not intended that this document be changed on a yearly basis due to its strategic planning purpose.

ACKNOWLEDGEMENTS:

This plan was the result of countless efforts in collaboration with the St. Vincent de Paul school board, parents, teachers, other school committees and school administration from the 2015-2016 school year. The plan is created in accordance with the Fort Wayne South Bend Diocesan Strategic Plan guidelines. We want to thank the entire school community for which this document will serve as its strategic plan for years to come.

We wish to acknowledge and give thanks to those members of the 2015 – 2016 Strategic Plan Committee and all others who contributed to the Plan:

Mara Deshaies
Tim Degroote
Cheryl Klinker
Jamie Lancia
Shelly Van Daele
Chad Wright

OFFICIAL SIGNATURES

President of the School Board

Date

Printed Name

Principal

Date

Printed Name

Pastor

Date

Printed Name