

## **ALL SAINTS SCHOOL SHORT FORM PLAN 2005 – 2010**

### **A. INTRODUCTION**

All Saints School, an important component of the mission of All Saints Catholic Church, is a co-educational school serving 400 students, grades Pre-K through 8 on two campuses in downtown Puyallup and Fife, WA. The school was founded in 1954 by the Benedictine Sisters and has a proud history of offering holistic development and academic excellence for all students. The school is Washington State Approved, accredited by the Northwest Association of Schools and Colleges, and is a member of the Western Catholic Education Association. As a result of the accreditation process completed in 2004, the School Commission decided to enter into a 5 year strategic planning process.

This plan in short form (mission, value, vision, goal and objective statements) is based on input from 7 planning meetings from October 2004 – May 2005 and the April 2005 Town Hall Meeting. Implementation of the new plan is scheduled to begin in July 2005 and extend through June 2010. What follows is the fruit of this work.

The sections in this report are as follows:

- A. Introduction
- B. Prophetic Planning
- C. Successful Planning
- D. Statements of Mission, Values, Vision and Goals

### **B. PROPHETIC PLANNING**

This approach to planning has 4 key elements as follows:

1. Planning for the future is based on knowledge and appreciation for the story of the organization that has evolved from the past.
2. This approach to planning in faith-based organizations is primarily about faith, conversion and change, and secondarily about organizational development.
3. While appreciating what has been, this approach to planning invites leaders to be bold, and ask questions like, “What would we do if we were 10 times bolder?” and “What would we do if we REALLY considered ourselves a FOR PROPHET organization?”
4. Prophetic planning seeks to discern the movement of the Spirit and the will of God for an organization at this moment in time.

### **C. SUCCESSFUL PLANNING**

There are 6 key elements to a successful strategic planning process. These include:

1. Participation by many different people with varying experiences of and perspectives on the organization.
2. Crafting of clear statements of mission, values and vision.
3. Addressing of important issues facing the organization – e.g. staffing, funding, facilities, relationships, etc.
4. Creative promotion of the plan as a living document.
5. Focus on the transition from a planning process to an action-oriented implementation process.
6. Regular evaluation and updates of the plan and its implementation at 6 or 12 month intervals.

## D. STATEMENTS OF MISSION, VALUES, VISION & GOALS

### MISSION STATEMENT

Why does All Saints School exist? What is its identity and purpose?

This statement was crafted as part of the accreditation process and affirmed through the current planning process:

**All Saints Catholic School**

is a faith based community  
that inspires children to live the gospel,  
promotes academic excellence,  
and encourages families and parishes to nurture children  
to be apostles of Christ.

### VALUE STATEMENTS

These statements reflect the core values or key beliefs of the school. Values are important for a planning process because they are guiding principles of conduct. Will living out these values help the All Saints School live out its mission and live into its vision?

All Saint School values . . .

**Faith**

Believing in an all-loving God who is Father, Son and Holy Spirit and living this faith every day.

**Catholic Tradition & Identity**

Living the Catholic heritage by honoring and teaching the tradition and passing on the richness to the next generation.

**Educational Excellence**

Providing the most effective teachers and curriculum and maintaining the highest standards to promote mental, physical, emotional and spiritual development.

**Family & Community**

Working with each student's family as an essential partner in the educational enterprise within the broader parish and school community.

**Respect & Compassion**

Expressing love and acceptance for the God-given value of others and self through thoughts, words and actions.

**Service**

Responding to God's call to care for one another through concrete acts of justice and love.

**A Strong Work Ethic**

Ensuring that all students succeed in reaching their full potential through positive motivation, hard work and perseverance.

## **VISION STATEMENT**

What will All Saints School look like once its mission is fully realized? This is a longer statement, usually more poetic, and written in the present tense as if the vision has been accomplished. This is also a “seeing” statement and expresses the hoped for results of living out a Mission.

### **ALL SAINTS SCHOOL VISION STATEMENT**

All Saints School offers consistent educational excellence, strong values and foundations of Catholic faith which bring regional and national respect and recognition. All grade levels lead the region in standardized test scores which is achieved through a focus on emerging technology and educational practices.

All Saints students have a clear understanding of Catholic teaching and traditions. They are active members of their faith communities and enjoy a strong relationship with God. Students, school families and faculty foster an effective Christian outreach to the community-at-large in partnership with All Saints parishioners.

A focused marketing plan, driven by All Saints school educational excellence, continues to draw parish families as well as students from surrounding communities, and all grade levels have reached full enrollment. All Saints parishioners understand the work of the School as an important part of the mission of the Parish, enthusiastically support it, and see enrollment of their children in the parish school as a normal part of parish membership. All Saints School families understand the work of the school as an important part of the mission of the parish, and enthusiastically work to integrate the school and its programs into parish life.

All Saints School's capital improvements, including new classroom additions, library / resource center, science and technology center and playfields – have allowed for all grades to be integrated on one campus in an attractive 21<sup>st</sup> century school and church community facility.

Strong financial planning allows All Saints to provide a Catholic education for families of all income levels through a large endowment which sustains reasonably priced tuition and scholarship assistance. Cooperative financing by school and parish has enabled retention and recruitment of top-quality teaching staff by offering salary and benefits comparable to those of public schools, as well as incentive programs for continuing education, and a rewarding work environment.

All Saints School is a respected part of the City of Puyallup and a model school in the Archdiocese of Seattle.

## **GOAL STATEMENTS**

These statements are specific points that the school seeks to attain. A vision usually represents the achievement of multiple goals, while goals are typically stepping stones toward a vision. Goals are long term in nature and do not usually change during a planning period.

## **OBJECTIVES & ACTION STEPS**

These statements answer the question, “What will All Saints School need to do in order to achieve its goals?” To be useful, objectives and action steps need to be **SMART**:

- **Specific;**
- **Measurable;**
- **Achievable;**
- **Responsibilities Identified;**
- **Time-bound.**

The process of identifying specific action steps, measurables, and the people responsible for implementation is helpful as part of an internal management plan.

A long form grid is being developed to facilitate this part of the planning process.

## **GOALS & OBJECTIVES**

### **I. TO DEEPEN AN UNDERSTANDING OF THE CATHOLIC FAITH IN ALL MEMBERS OF THE SCHOOL COMMUNITY**

- To present the teachings and traditions of the Catholic Church.
- To provide workshops for all teachers in religious education.
- To promote opportunities for community service for students and families.
- To teach and model Catholic values to all students.
- To support parents in their role as the first and primary teachers of faith.
- To build upon and nurture the practice of personal and community prayer.
- To recognize those students who receive First Eucharist and celebrate with them as a school community in addition to their parish celebrations.

### **II. TO OFFER AN OUTSTANDING AND COMPREHENSIVE ACADEMIC PROGRAM**

- To develop and support an effective, age-appropriate curriculum for all grade levels.
- To recruit and retain the most effective faculty and staff possible.
- To establish and communicate grade level standards.
- To update and maintain a quality computer system.

### **III. TO BUILD AND MAINTAIN STRONG RELATIONSHIPS WITH ALL STAKEHOLDERS\***

- To maintain strong relationships between parents, students, faculty and staff.
- To increase parent involvement in the life of the school.
- To implement a communication plan for the All Saints School community.
- To establish and strengthen a collaborative working relationship with the pastor and parish staffs at All Saints parish and St. Martin of Tours parish.

- E. To strengthen participation among neighboring parishes and All Saints School.
- F. To support pastors to be more effective public advocates for All Saints School.

(\* STAKEHOLDERS include All Saints School faculty, staff, students, parents, extended family and alumni, All Saints Parish pastor, staff and parishioners, and the staff and parishioners of neighboring parishes.)

#### **IV. TO MAXIMIZE EXISTING FACILITIES THAT SUPPORT LEARNING**

- A. To distribute and discuss the results of the Facilities Needs Advisory Committee Report.
- B. To implement the existing plan to create a safe, appropriate playfield at the Puyallup campus.
- C. To establish a dedicated library at the Puyallup campus.
- D. To enhance the effectiveness of the technology center at the Puyallup campus.
- E. To improve the science lab capacities at the Puyallup campus.
- F. To explore the creation of a dedicated music center at the Puyallup campus.
- G. To consider the creation of a mobile art lab for both campuses.
- H. To effectively use classroom space.

#### **V. TO BUILD NEW FACILITIES FOR ALL SAINTS SCHOOL**

- A. To collaborate in the development of the All Saints Parish Master Plan.
- B. To develop a comprehensive Master Plan for the school that addresses the issues of one campus, technology center, science lab, music center and art room.
- C. To decide on what renovations and/or new buildings will be constructed.
- D. To complete all construction on time and within budget.

#### **VI. TO ENHANCE THE FINANCIAL VIABILITY FOR ALL SAINTS SCHOOL**

- A. To insure the affordability and accessibility of All Saints School.
- B. To compensate faculty and staff equivalent to the local public school system.
- C. To establish and grow a separate reserve fund for the future Master Plan.
- D. To explore funding options for short-term building projects.
- E. To implement a comprehensive, long term funding plan.
- F. To create and implement a school marketing plan.