



*We Are the Light of the World*

## **St. John the Baptist Catholic School 2022-2027 Strategic Plan**

### ***St. John the Baptist Catholic Church Mission***

*Be the heart of Jesus by sharing His mercy and love.*

*Be the hands of Jesus by serving one another.*

*Be the feet of Jesus by walking in others' shoes.*

*St. John School is a part of the teaching mission of  
St. John the Baptist Catholic Parish of Newburgh, Indiana.*

### ***St. John the Baptist Catholic School Mission***

*St. John the Baptist Catholic School is a Christ-centered community forming disciples through  
faith, knowledge and service.*

*Our school addresses the religious, academic and social development of the student in a  
manner consistent with the teachings of our Lord Jesus Christ.*



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## School Goals Summary

**Goal 1: Faith Formation and Academics** – Grow and maintain student academic performance and faith formation by focusing on data-driven instruction, catechesis, and character programs

**Goal 2: Parish Connection** – Enhance the connection between parish and school to build community, strengthen faith, and increase engagement

**Goal 3: Enrollment** – Increase enrollment to 360 students by focusing on kindergarten, affordability, accessibility, and preschool by 2024-2025 school year

**Goal 4: Preschool** – Advance the early childhood education program through the unification of the preschool with the K-8 school, quality facilities, increased enrollment, and educational accreditation

**Goal 5: Staffing** – Develop a staffing structure that improves recruitment and retention of qualified teachers and leads to a high standard of Catholic identity and academic excellence

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The SJB Parish and School have collaborated on the original SJB 2023 strategic planning efforts. The School Council President and Principal continue to be part of the Pastoral Leadership team, ensuring that school strategic planning and parish-wide strategic planning efforts are unified and aligned.

Portions of the final plans requiring funding will be conditional on the availability of funds and approval by the Parish Pastoral and Finance Councils.

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## 2019 – 2027 SCHOOL STRATEGIC PLAN DEVELOPMENT AND ALIGNMENT WITH PARISH STRATEGIC PLAN

This original strategic plan was developed from November 2018 through April 2019 by the School Council and included representatives from the Pastoral Council, Finance Council, faculty, and parish staff. The process began with a survey distributed to Staff, Students, Parents, Kinder Kountry Parents, and Faith Formation Parents.

The goals from these stakeholders informed the planning process and development of goals. The strategic plan was updated November 2021.

### 5 Focal Areas and Alignment with the Parish Strategic Plan

The School Council recommends the following areas of focus for the 2022-2027 Strategic Plan in alignment with the original 2019-2023 Parish Strategic Plan:

#### **School Goal 1: Faith Formation and Academics**

Parish Pastoral Goal 2: Be a leader in outreach by empowering our community to be Christ's disciples.

Parish Pastoral Goal 3: Create educational opportunities that support building and renewing a deep faith.

Parish Pastoral Goal 4: Foster open communications and dialogue.

Parish Pastoral Goal 5: Provide inspirational worship and participation in the sacraments.

Parish Focal Area 1: Education and Faith Formation

Parish Focal Area 2: Worship

Parish Focal Area 5: Social Outreach

#### **School Goal 2: Parish Connection**

Parish Pastoral Goal 1: Promote a strong sense of community through a welcoming atmosphere.

Parish Pastoral Goal 4: Foster open communications and dialogue.

Parish Pastoral Goal 5: Provide inspirational worship and participation in the sacraments.

Parish Focal Area 2: Worship

Parish Focal Area 3: Community Building

#### **School Goal 3: Enrollment**

Parish Pastoral Goal 1: Promote a strong sense of community through a welcoming atmosphere.

#### **School Goal 4: Preschool**

Parish Pastoral Goal 1: Promote a strong sense of community through a welcoming atmosphere.

Parish Pastoral Goal 3: Create educational opportunities that support building and renewing a deep faith.

Parish Pastoral Goal 4: Foster open communications and dialogue.

Parish Focal Area 4: Facility Planning

#### **School Goal 5: Staffing**

Parish Focal Area 1: Education and Faith Formation

Parish Focal Area 5: Social Outreach



## School Goals Descriptions

**Goal 1: Faith Formation and Academics** – Grow and maintain student academic performance and faith formation by focusing on data-driven instruction, catechesis, and character programs

**METRICS:** Four Star School rating from the Indiana Department of Education  
“A” Rating Indiana Department of Education  
iREADY Formative Assessment Data  
Application submitted for Blue Ribbon school

**TIMEFRAME:** 2022-2027

**OVERSIGHT TEAM:** Faith Formation and Academic Committee

**OTHER INPUTS:** Elizabeth Flatt (principal)  
Teachers  
School Improvement Team  
SJB Leadership Team

**STRATEGIES:**

1. Enrich the service program by expanding grade-level service opportunities for students by 2027
2. ~~Grow the school-wide Leader in Me program. Consider moving to a custom leadership program building on our learnings from Leader in Me.~~
3. Focus on the middle school house system and create more leadership opportunities for the students and connections with school, parish and community by 2027
4. Develop grade level retreats for the school by 2025
5. Implement the iREADY formative assessment by 2022. Educate parents on interpreting iREADY. Explore adaptive learning opportunities created by iREADY.

**OBJECTIVE SUMMARY:** Enhance academic and faith formation programs that develop students to reach their full potential academically, socially, and spiritually.

## Goal 2: Parish Connection – Enhance the connection between parish and school to build community, strengthen faith, and increase engagement

**METRICS:** Repeat survey by 2024  
 Increase % of families tithing to the same as parish wide tithing  
 Increase direct debit tithing % of families  
 Parishioners without a child at school attend a school function  
 Increase mass attendance  
 35% or less of school income from parish support

**TIMEFRAME:** 2022 - 2027

**OVERSIGHT TEAM:** Parish Connection Committee

**OTHER INPUTS:** Fr. Dusty Burns (Pastor)  
 Elizabeth Flatt (Principal)  
 School Council  
 Pastoral Council  
 Finance Council  
 Business Manager

### STRATEGIES:

1. Define active parishioner status (tithing and volunteering) and communicate this to school families by the end of 2023
2. Develop understanding among school families of the level of parish support for the school (talent acquisition, facilities, etc.) by the end of 2023
3. Educate families that tuition does not cover the full cost of education by the end of 2023
4. Increase priest visibility at school through specific invitations and opportunities in 2022 - 2027
5. Invite former parents of school children to school events by 2024
6. Outreach to alumni by inviting them to school events by 2025
7. Invite and engage parish staff to school events by 2024
8. Market the mutual benefit of the parish/school connection regularly
9. Repeat the survey of staff, students, SJB parents, SJB Preschool parents, and Faith Formation parents by end of 2024
10. Clarify SJB donation avenues and educate school families and parishioners on these opportunities by 2024.
11. Proactively welcome to the parish families that join SJB & were not previously parishioners.

**OBJECTIVE SUMMARY:** Engage school families more fully in the life of the parish and help them understand the amount of support provided for the school by the parish.



### Goal 3: Enrollment – Increase enrollment to 360 students by focusing on kindergarten, affordability, accessibility, and preschool by 2024-2025 school year

**METRICS:** K-8 capacity is 444. 2018 enrollment is 312. 2021 enrollment is 348. Original goal was 335; maintain enrollment of 360.  
40 students enrolled in kindergarten every year  
Focus on middle school retention rate  
Increased diversity by mirroring the Newburgh community demographics  
Financial assistance awareness (ex: Choice expansion, 1st year scholarships)

**TIMEFRAME:** 2022 - 2027

**OVERSIGHT TEAM:** Marketing and Enrollment Committee

**OTHER INPUTS:** Elizabeth Flatt (Principal)  
Parish Marketing and Communications Committee  
School Council

#### STRATEGIES:

1. Conduct a social media/website audit in 2024-2025
2. Focus on kindergarten enrollment and marketing efforts
3. Explore bus transportation run options
4. Develop a marketing strategy that includes communication with realtors and physician recruiters
5. Outreach outside of parish to increase diversity
6. Develop a financial assistance communication strategy
7. Maintain affordability
8. Differentiate school from other schools (high ability, class sizes, Catholic identity, etc.)
9. Create an updated promotional video by 2023
10. Coordinate efforts with parish marketing committee efforts
11. Explore the non-Catholic tuition pricing
12. Expand marketing committee members and skill sets to include parish, school community, and students
13. Develop an individualized enrollment effort identifying prospects and approach
14. Introduce deeper diversity, equity, and inclusion education as part of our character development curriculum
15. Evaluate how to best leverage and grow our facilities to support expanded enrollment.
16. Continue new family outreach and support, with particular focus on driving involvement.

**OBJECTIVE SUMMARY:** Develop a clear marketing strategy that leads to increased enrollment.

**Goal 4: Preschool** – Advance the early childhood education program through the unification of the preschool with the K-8 school, quality facilities, increased enrollment, and educational accreditation

**METRICS:**

- Early childhood accreditation
- Increase % of preschool students who proceed to kindergarten
- Early learning assessments that demonstrate growth
- Unify P-8 school
- “Warm” culture evidenced in surveys
- Increase preschool enrollment
- Increase extended care enrollment

**TIMEFRAME:** 2022 - 2027

**OVERSIGHT TEAM:** Preschool Committee

**OTHER INPUTS:**

- Elizabeth Flatt (Principal)
- Assistant Principal
- School Council

**STRATEGIES:**

1. Increase communication from the K-8 school to preschool staff and parents
2. Establish the necessary leadership structure for the preschool, including the role of director
3. Pursue early childhood accreditation
4. Evaluate staffing needs to support increased enrollment over the long-term
5. Build deeper connections between preschool and K-8 (ex: library, PE, music, art)
6. Consider moving after school care to YMCA to align with K-8
7. Move to an online enrollment system

**OBJECTIVE SUMMARY:** Enhance the early childhood program by focusing on staffing, accreditation, facilities, and unifying the preschool and K-8 school.







**Goal 5: Staffing** – Develop a staffing structure that improves recruitment and retention of qualified teachers and leads to a high standard of Catholic identity and academic excellence

**METRICS:** Staff retention rates  
Market benefits/perks to prospective employees  
Staffing compensation increases comparable to inflation  
P-8 staffing structure

**TIMEFRAME:** 2022 - 2027

**OVERSIGHT TEAM:** Staffing Committee

**OTHER INPUTS:** Elizabeth Flatt (Principal)  
Finance Council  
School Council

**STRATEGIES:**

1. Develop a job description including roles and responsibilities for the assistant principal position in 2022
2. Define and evaluate feasibility of a role focused on business aspects of school administration.
3. Conduct an exit survey for staff who leave, and (as feasible) when families leave (for example: graduation).
4. Support staff through regular professional development
5. Support staff through an RTI program to aid in collaboratively building student interventions
6. Develop an overall staff structure and plan that includes assistant positions
7. Develop a sustainable funding model for the assistant principal position
8. In partnership with SJB teachers, evaluate staffing needs to support changing needs (ex: increased resource needs, exceptional learning)
9. Focus on staff retention by focusing on ideas to help teachers feel personally supported; incorporate survey to understand staff perspective on what's needed (ex: favorite things list, notes of support, staff spotlights, thank you events, classroom wishlists)

**Commented [1]:** @efflatt@evdio.org you'd noted that we should update this one, but since the timeframe is 2022-2027 I think we should leave it in (as something we completed)

**Commented [2R1]:** @sflamion@gmail.com With having three different people (with varying levels of expertise in different areas) in this position over the last 4 years, it has not been formally done so could we maybe move it to be completed by 2024 and then we can tie that into the principal job description and determine how to better balance the business aspects of the school??

**OBJECTIVE SUMMARY:** Create a staffing plan that will ensure efficiency. Recruit and retain high quality staff.