

# ALL SAINTS ACADEMY

## 3-YEAR STRATEGIC PLAN

2025-2028



**2024-2025**

**All Saint Academy Board Members**

Adrienne Fournier, Chair

Kenneth Dwyer, Vice Chair

Theodore Bartlett, Board Secretary

Nicholas Marrier, Recording Secretary

Marilyn Berthiaume

Deacon Tom Creamer

Sean Gilrein

David Grenier

Michael Jalbert

Steven James

Diane Patterson

Msg. Thomas Sullivan, Vicar General

Karen Tata

Victor Waskiewicz

*Ex-officio Members*

Rev. Javier Julio, St. Louis Church

Rev. Lucas LaRoche, Sacred Heart of Jesus Church

*Ex-officio non-voting Members*

Dr. David Perda, Superintendent of Schools, Diocese of Worcester

Joan Matys, ASA Head of School

**2024-2025**

**All Saint Academy Corporation Members, Diocese of Worcester**

Most Reverend Robert McManus, Bishop

Msgr. Thomas Sullivan, Vicar General

Rev. Javier Julio, Pastor - St. Louis Church

Rev. Lucas LaRoche, Pastor - Sacred Heart of Jesus Church

Adrienne Fournier, President of Corporation

Kenneth Dwyer, Treasurer of Corporation

Theodore Bartlett, Clerk of Corporation

# **The Strategic Plan 2025-2038**

## **Mission Statement**

All Saints Academy, with the support of our parishes and families, is committed to challenging students in an environment infused with Gospel values, a rigorous curriculum and service in action. As a Catholic school, we inspire and support students to reach every aspect of their full potential and contribute positively to society.

## **Our Vision**

All Saints Academy provides a dynamic learning environment infused with Catholic values and driven by high academic expectations for the 21st century.

## **Catholic Family Core Values**

Provide a rigorous educational curriculum.

Cultivate a life based on the teachings of Jesus Christ to include compassion and forgiveness.

Promote an environment that is rooted in Catholic family values.

Foster personal growth for the changing physical and social needs of our students.

Instill a sense of responsibility and respect for human dignity.

Encourage service and advocacy for the needs of others.

# Executive Summary

All Saints Academy strives for excellence in all its defining characteristics as a Catholic School, namely its mission and Catholic identity coupled with academic rigor. To that end, the school must create and follow a plan that addresses the vital focus areas which contribute to the whole school's success. The All Saints Academy Strategic Plan is a result of conversations and collaborations between the Head of School, the Board of Trustees, faculty, staff, students, and parents. These collaborations have led these stakeholders through a comprehensive planning process aimed to guide All Saints Academy through the next five years. Common to all involved in the process was a desire to protect, cultivate and strengthen the school's Catholic values, academic excellence and commitment to service while simultaneously maintaining its operational vitality and making it accessible to all students.

To build a stronger academic and spiritual future for the area youth, St. Anne Elementary School and St. Louis Elementary School merged in 2016 to become All Saints Academy. All Saints Academy is committed to continuing the legacy of both schools by creating an academy built on rich traditions, robust academics, commitment to service, and faith formation.

With the growth of our preschool and kindergarten programs, it became apparent that many families are seeking a safe, nurturing environment, infused with strong Gospel values and academics and encompassed in a warm, welcoming and supportive setting that will give their children the best start in life. To continue to develop our overall culture and environment, this plan outlines an aggressive strategy to grow the school academically and allow for much needed facility improvements. Embedded in the plan is the continuous improvement of Catholic Identity, Curriculum/Instruction & Assessment, Student Life, Finance, Marketing/Advancement, Building and Grounds, Climate and Culture, Community and Governance.

## Catholic Identity

An excellent Catholic School is guided and driven by a clearly communicated mission that embraces a Catholic Identity rooted in Gospel values, centered on the Eucharist, and committed to faith formation, academic excellence and service.

## Curriculum/Instruction & Assessment

All Saints Academy will use school-wide assessment methods and practices to document student learning and program effectiveness, to make student performances transparent, and to inform the continuous review of curriculum and the improvement of instructional practices. The essential elements of an academically rigorous Catholic program are stringent, relevant, research-based, and infused with Catholic faith and traditions.

*[The National Standards and Benchmarks for Effective Catholic elementary and Secondary Schools, Center for Catholic School Effectiveness, School of Education, Loyola University, Chicago, in partnership with the Barbara and Patrick Roche Center for Catholic Education, Lynch School of Education, Boston College, March 2012.]*

**Student Life** - Rooted in the mission of the Church, All Saints Academy brings faith, culture, and life together in harmony including cross curricular and extracurricular activities.

**Financial** - All Saints Academy will adapt and maintain standards for operational vitality in various areas, including facilities maintenance and advancement and define the norms and expectations for fundamental procedures to support and ensure viability and sustainability.

**Marketing and Advancement** - All Saints Academy must maintain a “value proposition” that will serve as the foundation of a marketing strategy to increase enrollment while improving the retention rate.

**Building and Grounds** - All Saints Academy will develop and maintain our facilities, equipment, and technology management plans to continuously support the implementation of the educational mission of the school.

**Climate and Culture** - School Leadership and Friends of All Saints Academy will create a vibrant atmosphere fostering a culture of inclusion connecting every student and school family in the life of our school.

**Community** - Community plays an important role in the success of All Saints Academy. Students and community work hand-in-hand in creating life-long experiences that will lead to the success of All Saints Academy students and the greater community. All Saints Academy students begin their journey by observing and participating in their neighborhood as the first steps to expanding their new world.

**Governance** - All Saints Academy has a leadership team responsible for the examination and review of standards and processes for the oversight of the school’s fidelity to mission, academic excellence, and operational vitality.

*On behalf of the Strategic Plan Subcommittee, special thanks go to the teachers and parents for their wisdom, insights, and support during the process.*

# **TABLE OF CONTENTS**

Section 1: Mission and Evangelization

Section 2: Governance

Section 3: Curriculum/Instruction/Faculty Development/Assessment

Section 4: Student Life/Climate & Culture/Community

Section 5: Financial

Section 6: Operational Vitality: Facilities and Technology

Section 7: Operational Vitality: Marketing and Enrollment Management

## **Section 1: Mission and Evangelization**

**Goal #1: To understand the mission and Catholic identity of All Saints Academy through all facets of school life.**

**Goal #2: To provide faith formation opportunities for the leadership and faculty of the school.**

## **Section 2: Governance**

**Goal #1: Maintain All Saints Academy Board of Trustees (BOT) bylaws.**

**Goal #2: Identify the organizational chart of the Corporation and Board of Trustees.**

## **Section 3: Curriculum/Instruction/Faculty Development/Assessment**

**Goal 1: Clearly articulate a rigorous curriculum aligned with relevant standards, 21st century skills, and Gospel values, implemented through effective instruction.**

**Goal 2: Ensure that classroom instruction is designed to intentionally meet the needs of all enrolled students.**

**Goal 3: Demonstrate and continuously improve knowledge and skills of staff necessary for effective instruction, cultural sensitivity, and modeling of Gospel values.**

**Goal 4: Use school-wide assessment methods and practices to: document student learning and program effectiveness; make student performances transparent; and inform the continuous review of curriculum and the improvement of instructional practices.**



## **Section 4: Student Life/Climate & Culture/Community**

**Goal 1: Develop a comprehensive and varied activity program to encourage participation from the student body.**

**Goal 2: Foster social responsibility within the school community and expand upon the school's mission.**

**Goal 3: Provide a wholesome, well-balanced, and safe environment for the students.**

**Goal 4: Increase school involvement of parents with Activities Committee.**

**Goal 5: Maintain ease and access of family communication.**

**Goal 6: Build school community through involvement in both internal and external opportunities.**

## **Section 5: Financial**

**Goal #1: Maintain a balanced budget.**

**Goal #2: Create additional revenue streams.**

**Goal #3: Maintain the All Saints Academy tuition assistance program.**

**Goal #4: Create and implement a sustainable financial and fundraising model to support the strategic plan.**

**Goal #5: Foster a pervasive culture of philanthropy.**

## **Section 6: Operational Vitality: Facilities and Technology**

**Goal #1: Maintain and improve the facility.**

**Goal #2: Develop campus safety plan.**

**Goal #3: Review need for new equipment/open space/classroom.**

## **Section 7: Operational Vitality: Marketing and Enrollment Management**

**Goal 1: Establish the All Saints Academy brand in southern Worcester County and Northern Connecticut.**

**Goal 2: Maintain enrollment and retention targets.**

**Goal 3: Build members of the All Saints Academy community to be actively involved in promoting the school's advancement priorities.**