



**Saint Rose School**  
***Saint Rose Parish, Perrysburg, OH***

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# Saint Rose School Strategy

## *Table of Contents*

	<u>Page</u>
I. Saint Rose School Strategy	3
II. Core Values	5
III. Core Focus	6
IV. Strategic Initiatives	7
A. Faith & Service	8
B. Community	8
C. Curriculum	9
D. Enrollment	10
E. Physical Environment	11
F. Solid Financial Foundation	12
G. Roles & Responsibilities	13
V. Marketing Plan	14
VI. Primary Challenges & Solutions	16
VII. 1 Year Plan	<i>Yet to be developed</i>
 <b><u>Exhibits:</u></b>	
Exhibit A: Saint Rose School Operating System Outline	18
Exhibit B: Saint Rose School Technology Positioning	21
Exhibit C: Blue Ribbon Status School	23



# Saint Rose School Strategy

## I. Saint Rose School Strategy

Saint Rose School has a **Vision** of building our parish and community through a continuous process of enabling our *students to constructing a strong foundation of Faith and Learning for Life*.

Saint Rose School's **Mission**: As a Catholic, faith-based community, Saint Rose School provides challenging academics in a safe and supportive environment. Students are nurtured to be confident life-long learners prepared for future academic endeavors and service to society.

The **Strategy** for Saint Rose School has established to accomplish this mission can be summarized as follows:

### Saint Rose School Strategy Statement

Working as an extension of, and supported by, the Saint Rose Parish Community, Saint Rose School will provide a safe, inviting and effective educational environment *for students to construct a strong foundation of Faith and Learning for Life*. Saint Rose will execute this strategy through the continued offering of co-educational classes for pre-school through eighth grade, individually and collectively striving for excellence. We will work to accomplish our strategy with the united effort and passion of the members of the school community with a focus on: 1) Faith & Service; 2) Our Community; 3) Our Curriculum; 4) Our Enrollment; 5) Our Physical Environment; and 6) Solid Financial Foundation, Measurement and Control.

#### Our Geography:

Saint Rose School will focus our efforts within the parish boundaries of Saint Rose Parish (see map below). Saint Rose School will also look to serve parishioners and others outside our traditional geographic boundaries in areas which may be underserved for Catholic Education or for whom Saint Rose School provides an excellent educational choice.



#### Comments on Strategy:

Accomplishing this strategy requires Saint Rose School to communicate and engage support for this Strategy for the future of our School with all of the Saint Rose Parish Community, inviting

all to join our united effort and passion for our school. With substantial financial and prayerful support provided by the parishioners of Saint Rose Parish, we will reward our parish members by continuing the legacy of excellence in our school. To do this, we must offer a safe, inviting and effective educational environment for our students. We will accomplish this through a focus on six primary initiatives of strategic focus in the coming years:

- Faith & Service
- Curriculum
- Community
- Enrollment
- Physical Environment
- Solid Financial Foundation, Measurement & Control

Each of these strategic initiatives is being developed with specific and measurable objectives to track our progress.

Saint Rose School will provide this education in a fashion that helps instill foundational values and form those students and families who are open to and engage in the workings of our school—*always inviting, not forcing*. We will partner with parents (primary education providers to our students) to cultivate academic excellence, moral virtues, and Christian leadership.

We believe the end result of our strategic efforts as outlined in this document will allow us to move Saint Rose School toward our vision: *building our parish and community through a continuous process of enabling our students to construct a strong foundation of Faith and Learning for Life*.

### Outcome of Strategy

Below is a series of affirmative statements regarding expectations for Saint Rose School if this strategy is fully adopted, funded and supported by the Saint Rose School leadership and community:

#### ***By 2022, Saint Rose School will:***

- *Rapidly grow in service opportunities and participation to become more engaged in our Community.*
- *Be a force for evangelization in our community, helping to make Saint Rose a more vibrant, active and virtuous parish.*
- *Be solid promoters of Catholic education from pre-K through high school.*
- *Actively engage our alumni in benefit to students and community.*
- *Continue to enhance our curriculum and standards for student education, looking to move the four primary subjects (math, reading, language arts and science) above the 90<sup>th</sup> percentile in standardized composite tests.*
- *Become highly effective and adept at differentiating our instruction to fit the needs of each student.*

- *Advance our technology capabilities to strengthen our academic excellence.*
- *Gain National “Blue Ribbon Status”.*
- *Move toward optimal enrollment, with added classes for grades where and when appropriate, driven in part by higher enrollment of parish children in our school.*
- *Provide a campus that is functional, attractive and up to date.*
- *Make significant strides in addressing campus limitations, while expanding our capabilities.*
- *Continue operating an excellent school as a result of our strong parish financial support.*
- *Establish a tuition policy that is fair, competitive, sustainable and represents a good investment in students by their families.*
- *Improve our ability to attract and keep talented and capable teachers.*
- *Build our endowment and grow teacher salaries vs. benchmarks with peers in the public schools.*
- *Establish our Annual Fund Drive as a key means of support for funding need-based scholarships with broader parish and alumni participation.*

We will achieve all of the above with united effort and passion within school and parish community, fostering love in our students and families for our school. And doing so in a fashion that **loves, honors and serves our Lord, Jesus Christ.**

## **II. Core Values**

Saint Rose School is a Catholic elementary school that is driven by our values. These values permeate the organization in a fashion that defines our culture and who we are as people. At Saint Rose School, this is what we value most in our engagement with those we serve:

- ***Catholic Faith***
- ***Compassionate Community***
- ***Moral Virtue***
- ***Academic Excellence***
- ***Servant Leadership***

Each of these words has deep meaning to us, and we believe they are more powerful together than they are individually. Below is an example of how these values come to life at Saint Rose School:

***Catholic Faith:*** The word “catholic” means “universal” or “according to the whole.” The Church is catholic because Jesus Christ, who is present in His Church, is the savior of all. As a ministry of Saint Rose Parish, Saint Rose School seeks to live, share, and celebrate the Catholic faith. As a Catholic school, Saint Rose is concerned with, and seeks to nourish, the whole human person—mind, body, spirit, and soul. The Catholic faith also acknowledges that each person is made in the image and likeness of God, and therefore the conscience of each person is to be respected. Students who are not Catholic are welcome and respected at Saint Rose, as the Catholic faith demands.

***Compassionate Community:*** The Christian faith is not private, but communal in nature. Imitating Jesus, we seek to love God and to love our neighbor. Saint Rose School desires to provide encouragement and challenge all who engage with our school to become a Compassionate Community—a community in which we are able to love, support and pray for each other. This includes helping to create a safe place of caring, sharing, support and fellowship. This Compassionate Community is an essential building block in helping each of us to be the person God intends us to be, as we learn about life and share our faith and love with each other.

***Moral Virtue:*** A moral virtue is a habitual and firm disposition to do good. Moral virtue is the main source for a good and happy life, whether for the community, a family, or each individual. The virtues are acquired by education, by deliberate acts and by perseverance and discipline. As the source of all good, God helps us grow in virtue through the power of his Holy Spirit. At Saint Rose, we seek to promote, model and coach growth in virtue in imitation of Jesus Himself—helping each person to grow in character and to set out on the path to a happy life.

***Academic Excellence:*** In all aspects of academics at Saint Rose School, we strive for excellence in an effort to enhance and enrich the lives of our children, as well as the many others who come into contact with our school. We aspire to make excellence a habit that shapes and guides all our decisions, studies and programming.



***Servant Leadership:*** Jesus came to serve and not to be served. By the mystery of his cross, he shows us that it is in giving that we receive, and in dying to self that we find life. True glory, in the eyes of God, is found in making a gift of ourselves and serving others. Jesus is the true Servant Leader, and we seek to imitate him. At Saint Rose, we seek to teach and model servant leadership—thinking of others first, listening and respecting them, overcoming our selfishness, and giving of ourselves to help others grow and live as the children of God deserve.



These core values identify us as a school community. We care that these values are shared by our team and are passed on where possible to those who come into contact with us.

### III. Core Focus

***The core focus of Saint Rose School is to be a Catholic School constructing a strong foundation of Faith and Learning for Life.***

Saint Rose School offers co-educational classes for pre-school through eighth grade, yet the presence of the school positively benefits our broader community through enhancement of skills and increase in the level of service provided to and through our constituents.

Saint Rose School has been formed as an extension of Saint Rose Catholic Parish, with a desire to serve the parish and its broader community. Our school offers education in academics, faith, virtue, and human experience. We provide this education in a fashion that helps instill foundational values and helps form those students and families who engage in the workings of our school—*always inviting, not forcing*.

Our school has a history of service to others, while providing many opportunities for our staff, students and families to become more involved in these outreach efforts.

Saint Rose understands that "parents have the first responsibility for the education of their children." (*Catechism of the Catholic Church--#2223*). We look to partner with parents to cultivate academic excellence and moral virtues, inspiring each child to become a leader who lives by Christ inspired principles. We accomplish this through the following:

- Assisting and supporting parents in fulfilling their role as primary educators
- Offering programs to parents in which they can share ideas and form friendships
- Encouraging parents to be involved with the school at every level
- Providing an environment of academic excellence with students progressing based on their capabilities, good character formation and respect for each person's dignity
- Assisting parents in cultivating virtues and developing strong moral character in children
- Offering the parish and the broader community the result of these efforts through our graduates

Saint Rose is able to provide this faith-based experience with parents and community in a fashion that cannot be offered by our peers in the public schools.

In summary, Saint Rose School is providing an environment for *students to construct a strong foundation of Faith and Learning for Life*. We want to make Christ's light shine through our efforts in this regard, helping to bring the Kingdom of God closer for all people.

### IV. Strategic Initiatives

As stated in the comments on the Saint Rose School Strategy above, accomplishing this strategy requires Saint Rose School to communicate and build support for this Strategy to raise our entire community in united effort and passion for our school.

With substantial financial and prayerful support provided by the parishioners of Saint Rose Parish, the legacy of excellence in our school continues. To do this, we offer a safe, inviting and effective educational environment for our students. We will accomplish this through a focus on six primary initiatives of strategic focus in the coming years:

- Faith & Service
- Curriculum
- Community
- Enrollment
- Physical Environment
- Solid Financial Foundation, Measurement & Control

We have set forth strategic objectives to help make our future vision become a reality. We have set forth these objectives with a defined starting point and goals of the next three years (through 2018) and our seven years (2022).

**A) Faith & Service:** Faith is an internal commitment to our Creator, while Service is an external sign of that faith manifesting itself in our actions, but more importantly, in the actions of our students at Saint Rose School. We are setting for the following objectives for Faith & Service at Saint Rose:

- Growth in service opportunities:* The focus for growth in service opportunities from Saint Rose School is on developing significantly more “hands-on” events for our students, parents and staff to show their faith through their good works in our community. We have set an objective of having every teacher implement a community outreach project with students in the course of each school year. Additional staff and parent projects will also be developed with measureable objectives to track our progress. We want Saint Rose to be more known for *hands-on work*.
- Evangelization of Community:* Saint Rose School looks to be counter-cultural in a world that is falling away from its faith. We will be Catholic evangelists in how we educate our children and create a community around our school. We will measure our success in this area based on input from the group assigned to work on this area.
- Moral Character:* Saint Rose School will be viewed as virtuous as result of those we graduate from our school. To accomplish this requires virtuous leadership and staff. It requires virtue to guide our interactions with students and parents. We will know we have succeeded in building moral character in our graduates by measures determined by the team working on this area.

**B) Curriculum: Academic Excellence** is one of Saint Rose School’s core values. We cherish our history of excellence in this area, with a clear desire to never take this capability for granted. Curriculum is a means for us to continue our past performance, while looking for ways to improve. We will pursue these strategic curriculum initiatives as we look to become a regional leading and recognized school:

- Improve System for Evaluating/Developing Curriculum:* In evaluating our curriculum, we will create vertical alignment from Pre-K through Eighth Grade, establishing rubrics to define learning objectives by grade. Establishing this process will require study over the next 12 months, followed by implementation in Year Two and beyond. Consideration may need to be given to creative designs such as blending the seventh & eighth classes much like is done in a Montessori environment. This design could also have a positive impact on retention in these grades as social issues may be diminished given the larger pool of kids.

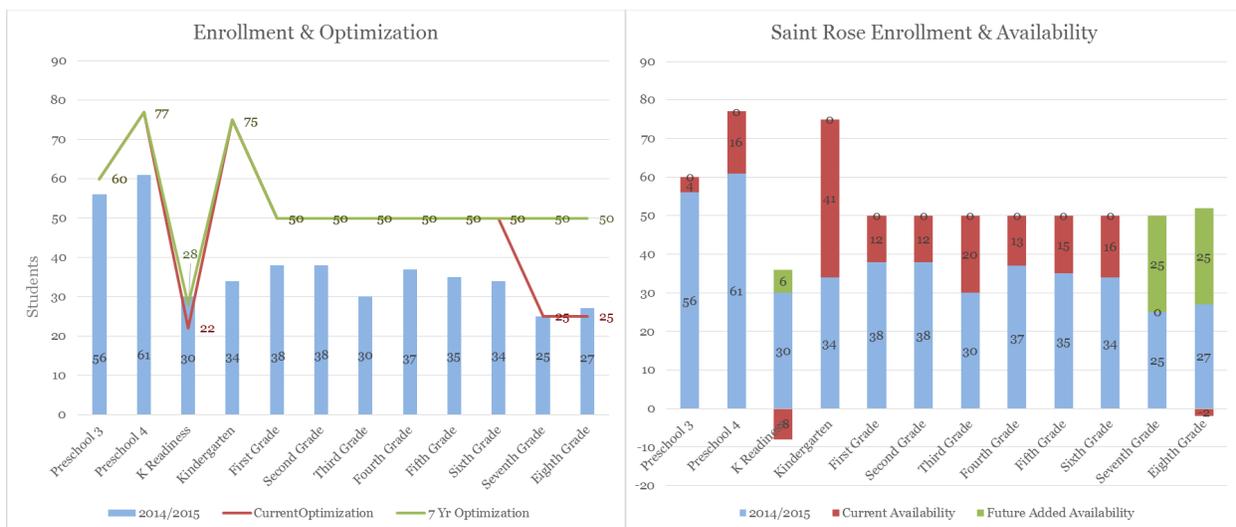
- ii. *Improve Math & Other Programs:* The math program at Saint Rose is solid today, yet a perception exists that it is not at the same level as other disciplines. We will improve our math program in the next three years. We desire to improve our instruction to our students, with the additional positive result of ranking in the 90<sup>th</sup> percentile of composite testing scores for each of the four major subject areas that are tested (science, math, reading and language). Today, math is below the <80<sup>th</sup> percentile. We will improve these scores to rise above the 90% percentile over the next three years. We will also strive to implement programs that differentiate Saint Rose from our peers in elementary and middle school education. Ensuring that kindergarten through eighth grade academic curriculum is aligned is essential, with a goal of being able to close any existing gaps in our alignment within the next three years.
  - iii. *Differentiating Instruction to Students:* Saint Rose will work toward providing ability-specific education in the coming years. This approach will result in an ability to differentiate instruction being provided to individual students based on their learning level. Offering Honors classes in the middle school is one example of what may be recommended to occur. Over the next 12 months, we will evaluate programs being offered at other schools, with an expectation of being able to offer this differentiated program within three years, with demonstrated effectiveness within seven years.
  - iv. *Development of “The Graduate at Graduation”:* Saint Rose School will work to develop a solid description of the Grad at Graduation. This description will encompass the skills and qualities we hope to instill in students who pass through our doors, while allowing ample room for each individual to shine within that description.
  - v. *Technology Upgrade:* Technology within Saint Rose School will improve to become an “early majority” adopter of technology in the school space. This positioning for technology will lower the risk of failure and excessive cost of our technology, while allowing Saint Rose School to execute our curriculum with up to date and competitive technological platforms. (See *Exhibit C*)
  - vi. *Blue Ribbon Status School:* We believe Saint Rose can earn “Blue Ribbon Status”. The National Blue Ribbon Schools Program recognizes public and private elementary, middle, and high schools based on their overall academic excellence. To qualify, Saint Rose School students must place in the top 15% in reading and math as measured by a nationally or state normed test. This status requires a five-year history that Saint Rose is just beginning in 2015, so this goal is being set for 2020. Today, Saint Rose qualifies in Reading, but requires improvement in math. (See *Exhibit D*)
- C) Community:** Saint Rose School has built a solid and identifiable community over the past decades of operation. This sense of community is a significant and positive point of differentiation for Saint Rose, inspiring our commitment to service. We will make this even stronger as a result of the strategic initiatives relating to Community described below:
- i. *Families & Students Love the School:* Families and students who love Saint Rose School are a strong base from which to build community for our school and parish. We will continue to foster this feeling, measuring our success via survey, direct household contact/interviews and involvement of parents and students in school related activities.
  - ii. *Stronger Relationship of Parish and School:* Active involvement of our students’ families in the workings of the parish is essential for growing our community. We want

to promote Mass attendance and participation in the sacraments by all of our families. We also want to grow the involvement of parishioners inside the workings of the school. A group selected by the Pastor and Principal, with a focus on measurable involvement, will form measures for this initiative in the coming months.

- iii. *Strong Partnerships with Catholic peer schools and Catholic High Schools:* Saint Rose desires to have all six of the Catholic high schools in the Toledo area participate in promoting their schools to our eighth grade class. We will also work with each high school which hosts alumni from Saint Rose to gain meaningful updates on progress and involvement of our alums to provide data to our school students and parents of the quality of Catholic education on which these alums are building. Saint Rose will also offer service opportunities to alums in Catholic high schools to help them reach their service goal requirements and beyond.
- iv. *Active Alumni Group:* Saint Rose has not historically maintained a database of alumni. The creation of such a database is a start to this strategic objective. Once the database begins to take shape, organization of a structured alumni group will occur, with the alumni group determining its direction, engagement and activities to support Saint Rose School.
- v. *Feature Leaders in Community from Saint Rose:* Saint Rose and the surrounding area of Greater Toledo have many successful alumni involved in many professions. A strategic objective for our school is to develop a meaningful and frequent engagement of a variety of successful alumni in the curriculum and spiritual development of our current students. Such leaders will be invited to engage at school, present to students/teachers, lead activities and other events throughout the year.
- vi. *Improve Relationship to Community Resources:* Saint Rose School receives substantial support in a variety of ways from local businesses, individuals and other organizations. We will increase this mutual support by setting a goal of having each teacher bring to her/his class at least one community service/cooperation project each year.

**D) Enrollment:** In the face of declining enrollment in Catholic schools across the United States, Saint Rose School is actively pursuing growth, with positive signs emerging from those efforts. We will continue to pursue “optimal enrollment”, with a desire to determine the Parish’s commitment to active growth in the coming years. The strategic initiatives related to enrollment are described below:

- i. *Continue Pre-K to Eighth Grade School:* Saint Rose School will continue to offer classes for three-year-old preschool through grade eight.
- ii. *Achieve Optimal Enrollment:* Saint Rose will move our student population toward an “optimal level” which has been established by the Pastor and school administration as shown in the graphic below. As optimal enrollment is approached within each grade, school and parish leadership will face the determination of the best means to address additional needs for added classes through expanded facility capabilities. Such growth in our student population will be a very encouraging challenge to face. We believe increasing enrollment to an optimal level will help support our approach to tuition and reduce the reliance on the parish subsidy, while not eliminating this support. It is worth noting that enrollment in kindergarten for 2015-2016 is strongly suggesting the likely challenge of adding additional classrooms in the coming years is significant.



- iii. **Increase % of Parishioner Enrollment:** In recent years, Saint Rose School has enrolled just over 30% of the parish’s available students through eighth grade. While an aggressive and counter-cultural goal, we have set a goal of enrolling 65% or more of the parish’s available students through eighth grade. (Current demographics show each grade level of parishioners to be approximately 80 students, so this goal will move enrollment from approx. 30 of these students to approximately 55 for each grade by 2023).
- iv. **Improve Marketing Capability/Effectiveness:** The Saint Rose School Marketing Committee has set forth a marketing plan included within this document. Execution of this marketing plan will be accomplished, with periodic review/refresh of the message occurring as the committee prescribes and resources are available.

**E) Physical Environment:** Saint Rose School has served our parish and community well for many years. Today, our campus is limited on all sides by property boundaries and existing structures. The School is also dated. Nonetheless, we desire to maintain a clear, welcoming, efficient and safe environment for our school.

- i. **Evaluate/Address Physical Space:** The establishment of a process for evaluating the grounds on a regular (minimum of every six months) will be done by summer 2015. This process will work to ensure the campus is attractive and up to date. Establishment and execution of evaluation process and tracking execution of findings/outcomes will be the first priority of this strategic objective, with other measures to follow.
- ii. **Define Corridor Area Best Design/Usage:** A determination of the potential uses, further refined to create conversation to move this topic toward optimal use, for the Corridor area will be pursued to aid the long term campus planning for Saint Rose Parish.
- iii. **Learning Center on Campus:** The establishment of a Learning Center that provides work areas for work teams, special events, and student/teacher work would enhance the learning environment at Saint Rose School. Limited space for this offering and staffing needs must be studied prior to taking action. We expect to have a plan within 12 months, with a plan implemented by 2018.

- iv. *New Bathrooms - Fr. Kiebel School Building*: The time has come for the bathrooms in the older school building to be updated to meet the welcoming and comfortable atmosphere at Saint Rose School. This project is to be reviewed, estimated, and decided for action in the coming 12 months. A rough estimate for this renovation ~\$20,000.
- v. *Parking, Traffic Routing Improvement*: Parking and traffic routing for beginning and end of day drop offs and buses are persistent challenges for Saint Rose School. This strategy has an objective of studying the problem to develop and implement a solution that will reduce this problem while always focusing on safety of our students, staff, parents and guests.

**F) Solid Financial Foundation, Measurement & Control:** Saint Rose School and Saint Rose Parish have been solid stewards of our school and parish finances in the past, and we see that as a key to our future success. Our school is well funded, with substantial support coming from parishioners who view the school as a key ministry for our parish. Our strategic objectives relating to financial items are designed to help the school become more predictable in projecting its needs, while looking to supplement both revenue generation and expense management going forward.

- i. *Parish/School Subsidy Policy*: Over the past eight years, the school subsidy provided by the parish has had a range of \$340,000-\$415,000. This represents 21-26% of the parish offertory each year. Saint Rose School desires to maintain the parish subsidy at levels below 24% in the future, holding the overall subsidy to a flat or declining figure over time, while working to minimize the variability (currently in the 18-20% range) from budget to actual each year.

<b>Parish Revenue vs. School Subsidy</b>		
	<u>2014</u>	<u>2013*</u>
Total Parish Operating Revenue	\$ 1,567,324	\$ 1,674,679
School Subsidy	\$ 368,343	\$ 346,368
% of Parish Income to Support School	24%	21%
<small>* Restated</small>		

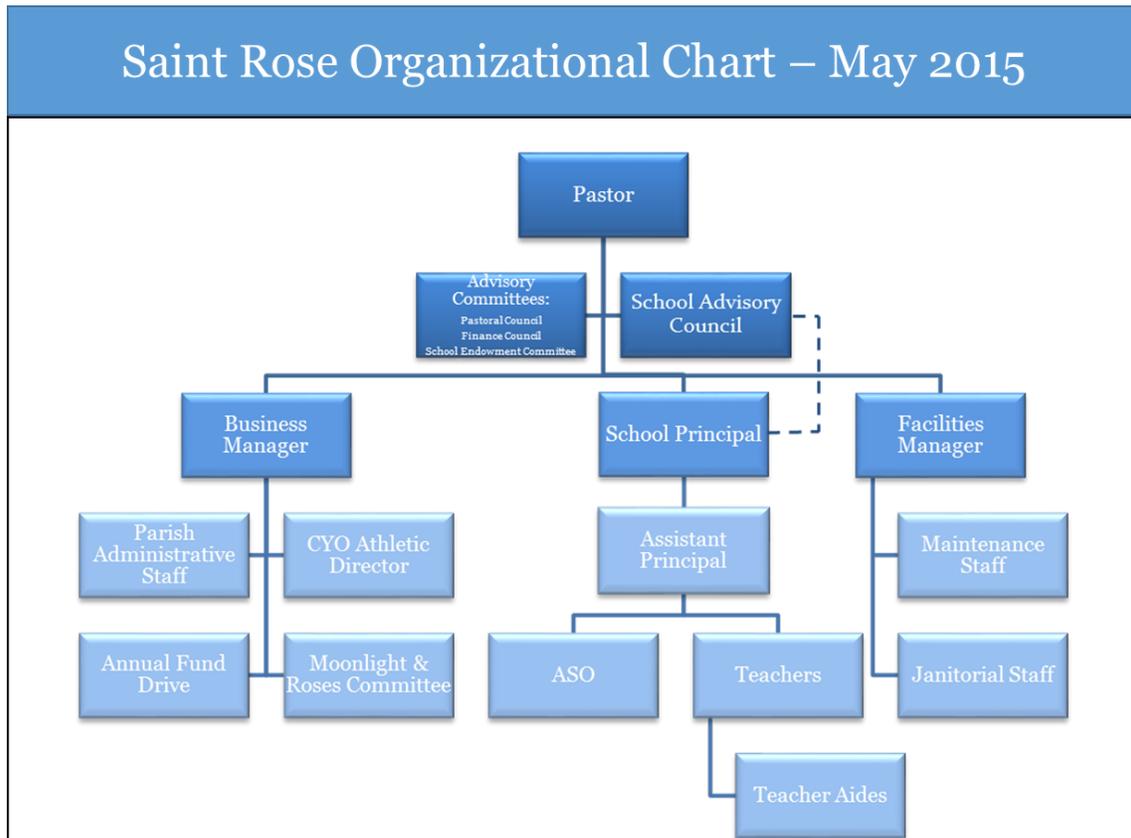
- ii. *Define Tuition Policy*: Saint Rose School will define a tuition policy which is competitive, fair, sustainable, and offers value to the families of students who enroll. This policy will also address the relationship in place with the parish that is providing substantial funding to our school. This tuition policy will include these features:
  - a. Articulate the school’s process for setting tuition rates
  - b. Market analysis vs. other schools in the area and region
  - c. Aim for 50-75% percentile of tuition vs. competitors.
  - d. Make a clear determination of whether parishioner/non-parishioner status will be established
  - e. Strive to maintain annual increases which do not exceed a 2-6% range from the prior year
  - f. Define and encourage support in the form of need-based scholarships

We did increase tuition 5% for the 2015-16 school year. Early indications are that it had little to no impact on enrollment. Most schools tend to range between a 2% and 6% increase every year. Saint Rose School budgets financial aid at 10% of revenue. That has been effective for the school over the past several years.

- iii. ***Attract/Keep Talented Teachers:*** Our teachers are an integral part of our success at Saint Rose School. We want to work toward offering additional support to teachers through training, on-going education, positive environment and other attractive options to help draw talent and increase commitment from our teachers. Of course, we also want to be sure we are compensating these tremendous teachers for their time and effort at Saint Rose. Our ability to compete directly on wages with public school systems is limited, yet we aim to narrow the gap in compensation in the coming years using a formula to make that progress. Wages for our teachers has recently been in the range of 65-70% of those of a public peer, with a desire to improve wages over the next three to five years. Additionally, we want to target funds to allow all teachers to attend a local conference in this coming 12 months, while we identify additional opportunities to support our staff at the same time.
- iv. ***Funding for Competitive Teacher Hiring:*** Closely related to the strategic objective of Attracting Teachers is the ability to fund their hiring and wages while they are with us. The identification and tracking of this funding is being set up as a specific initiative to ensure we have adequate funding to support our strategic efforts. Establishing this approach will be handled over the first 12 months of this strategy.
- v. ***Increase Endowment, Scholarships for Students:*** Saint Rose School currently has an endowment of \$1.7 million which provides financial support for teachers' salaries, special projects and technology. We will target the addition of \$50,000 to this fund each year over the next seven years, looking to bring the total endowment to over \$2.0 million. The focus for this added funding should be scholarships for students at Saint Rose School that will require acceptance of the Endowment Committee to include this tuition assistance in the endowment's support parameters.
- vi. ***Annual Fund Drive:*** The school's fund drive is only three years old, so it lacks an extended track record. We would like to focus additional effort on this fund drive, with a target of substantially increasing the support from school families. Today, 8% of the families of students are giving, and we want to increase participation to all families in some fashion over the next seven years. Alumni remain an untapped resource in generating support for the Annual Fund Drive. Once an alumni database is established, Saint Rose should strive for consistent education of our current status and needs to reach this potential funding source.
- vii. ***Expense Management:*** Saint Rose School will study and refine our current expense management processes, working to establish efficiencies in operation. We will also investigate the benefits of a centralized purchasing program with the parish office, while also working with the Diocesan schools office on a similar approach which may provide broader buying power. Measures for cost efficiency will emerge from our study and development of purchasing practices.

***Roles & Responsibilities:*** Review of the Organizational chart is in order to ensure Saint Rose School has the appropriate roles and responsibilities established to allow for smooth and effective accomplishment of this strategy. The organization that exists today is shown below.

Based on the assignment of accountability for each of the strategic initiatives, there may be modification to this organizational chart in the coming 12+ months.



## V. Marketing Plan

Saint Rose School's primary marketing plan is closely aligned with our Core Focus for the ministry:

### Core Focus

*A Catholic School constructing a strong foundation of Faith and Learning for Life.*

### Marketing Plan

The marketing plan for Saint Rose School:

- Fully develops the characteristics of Saint Rose to be communicated
- Writes compelling information about each
- Develops representative images to combine with text
- Schedules campaigns to communicate these messages

### Core Values:

Development of a marketing strategy was based on the Core Values as identified in the strategic plan:

- Catholic Faith
- Compassionate Community
- Moral Virtue
- Excellence in Education

- Servant Leadership

Positioning:

An important aspect of marketing the school is to identify how Saint Rose should be perceived in relation to other area schools. What image does Saint Rose wish to convey?

A marketing team reviewed the websites and marketing materials of area schools, and five basic models were identified:

- Public
- Academy
- Super Catholic
- Small, but nice
- Traditional Catholic

Based on the core values and the strategic plan, Saint Rose will be positioned as:

- ***A Traditional Catholic School with Academy qualities.***

Design and Message Criteria:

Key aspects of messaging about the school, supported by design include:

- Spiritual and Academic
- Faith-based, but not overpowering
- A clear academic focus, strong Academics – high scores
- Students Matter and Faith matters
- Catholic – Traditional / Academy
- Values: faith, family, community

Key characteristics to be communicated include:

- Curriculum - Excellent, challenging academics (Great test scores)
- Faculty - Strong on Teacher Quality
- Diverse Programs and Activities
- Student success in High School and beyond

Secondary Characteristics also include:

- Programs & Activities
  - Arts
  - Enrichment programs (see Saint Rose profile)
  - Tutoring
  - Counselors
  - Clubs and Activities
  - Foreign Languages
  - Service Programs
  - Sports (see Saint Rose profile)
  - Safe Environment
  - Financial Aid (for 100% of students?) (Bishop scholarship)
  - Strong discipline
  - Nurturing environment

Guiding principals establish the outline for all marketing communications including web site design.

- Quality always
- Professional
- Well organized and easy to find
- Up to date at all times

#### Branding Slogans:

These slogans are a small amount of text which serves to clarify a thought, or which is designed with a form of dramatic effect. The idea is to create a memorable, dramatic phrase that will sum up the position that best represents the organization. Saint Rose branding tag lines:

- Faith in action, Foundations for Life
- Academics, Powered by Faith
- Individual Attention Makes a Difference
- The Right School Makes A Difference
- Learning that prepares for Life

The marketing goal is to differentiate Saint Rose from other school choices so it becomes the school of choice for more parents. This is accomplished through positioning, messaging, branding slogans, and guiding principals.

## **VI. Primary Challenges & Solutions**

Saint Rose School has a proud history and tradition of academic excellence based on Catholic Identity. To continue this success, we must look at our current and recurrent challenges, and develop solutions to resolve these challenges. Focusing on the top four challenges that are within our control will help us to build effectiveness in achieving our school's vision and mission. We know that if we keep a focus on the top four challenges that we can control, we will more readily develop solutions that will free up administrative time and resources along the way. Below is our listing of challenges in the current timeframe that are most meaningful for our school:

1. **Math Program Enhancement** (*In Control of Saint Rose School? Yes*) – Academic programs at Saint Rose School are good, including the math Program (See Section IV.C.ii.). All can be improved, but math must receive significant focus to remove the negative perception about a Saint Rose education lacking in mathematics. Data based differentiation strategies will be considered to improve math instruction with the goal of raising MAP scores to meet Blue Ribbon requirements. We will address this issue directly by immediately establishing a working committee to evaluate the current shortcomings and alternative solutions. This study will instruct direction for positive movement with results expected within 12 months. Bryon Borgelt will take the lead for this initiative.
2. **Differentiating Instruction:** We have identified the lack of differentiated instruction as a challenge that will receive immediate attention. This is addressed in the strategic initiatives under Section IV.B.iii. as well. Keri and Bryon will lead the effort to determine specific ways to differentiate the instruction being provided to individual students based on their learning level. Offering Honors classes in the middle school is one example of what needs to occur. We will also evaluate programs being offered at other schools to jump-start this initiative.

3. **Configuring Classroom Space to Accommodate Kindergarten Enrollment:** Our current high rate of enrollment in kindergarten is a great problem to have, yet our facilities are not optimal for providing the best education we are able to provide.
4. **Growth in Middle School Enrollment:** The middle school enrollment at Saint Rose School is currently well below our capacity. We will focus on ways to retain students as they progress through the lower grades into the middle school grades as well as more actively recruit new students into these grades.

Other Challenges – in no specific priority order:

- **Saint Rose Value Proposition** (*In Control of Saint Rose School? Yes*) – Saint Rose School has not made the case for specifically outlining our value proposition that clearly differentiates the value of our specific approach to quality Catholic Education. We must define this differentiating value proposition, marketing it to our internal audience first, and then to the broader community. This will be the responsibility of the Saint Rose Marketing Committee, and it should be solidly addressed for the future within the next six months.
- **Development of Sustainable Donor Base** (*In Control of Saint Rose? Yes*) – Saint Rose School would like to enhance the donor base for the school, more reliably supporting tuition revenue and the subsidy provided by parishioners to the school. This is addressed, in part, in *Sections IV.F. v. & vi.* We will want to consider a specifically assigned focus to this challenge to ensure it receives adequate attention for a solid plan to emerge for execution.
- **Pre-School Leadership & Curriculum** (*In Control of Saint Rose? Yes*) – Saint Rose will be searching for candidates to fill the leadership position for the pre-school this spring, with the position filled this summer. Updates to curriculum should follow. We have an expectation this area will be significantly improved as the 2015-2016 school year begins.
- **Upgrade of Facilities/Classrooms** (*In Control of Saint Rose? Yes*) – Facilities enhancements are addressed in the primary strategy, yet the specific challenge of ensuring that long term planning is occurring that will ensure proper space for the right sizing of the Saint Rose School population creates significant challenges which require study.
- **Parent Involvement** (*In Control of Saint Rose? Yes*) – We know that involved parents can be a big positive for any school. We desire to create more meaningful opportunities for our parents to be involved at Saint Rose.
- **Flux in Catholic Educational Model** (*In Control of Saint Rose? No*) – A comprehensive plan across Catholic parishes and schools does not appear to be present today. This provides the challenge of how to build a future that will secure a broad offering of Catholic education with a solid local and regional optimization of facilities and resources.

**Exhibit A**  
**Saint Rose School Strategic Initiatives**

<b>Saint Rose School Primary Strategic Initiatives</b>						
Strat. Initiative	Strategic Objectives	What/How Measured?	Today	2016	2018	2022
Faith/Service	Growth in service opportunities ( <i>fewer collections, more hands-on</i> )	1. Every teacher implement community outreach project w/ students each school year. 2. Staff & parent projects developed with measurable objectives by Year 3. We will be Catholic evangelists in how we educate our children and create a community around our school. Measures to be established in next 12 months.	50% Classes with outreach	65%	100%	100%
Faith/Service	Evangelization of Community	We will be Catholic evangelists in how we educate our children and create a community around our school. Measures to be established in next 12 months.	Study	Establish Measures		
Faith/Service	Building Moral Character within a Virtuous Parish - impacted by School from Ground-up.	Virtuous leadership and staff. Measures to be established in next 12 months.	Study	Establish Measures		
Curriculum	Improve System for Evaluating/Developing Curriculum	Create vertical alignment, establish rubric to define learning objectives by grade.	Study	Implement		
Curriculum	Improve Math & Other Programs	Rank in 90th Percentile in composite test scoring for 4 Major Subjects. Our curriculum will reflect differentiations from peers. Curriculum alignment K through 8.	Math <80%ile; Others 85%	Math >80%ile; Others 85%	All >90%ile	All >90%ile
	Differentiate Instruction to Students	This approach will result in an ability to differentiate instruction being provided to individual students based on their learning level.			Implement. Include Honors in Middle School.	Demonstrate effectiveness
Curriculum	Graduate at Graduation Description	Description to encompass skills & qualities to instill in students, allowing room for individual to shine.	None	Complete	Update	Update
Curriculum	Technology ( <i>move from ~5 to 8 in future</i> ) - competitive, successful, etc.	Become "early majority" adopter of technology.	Late Majority Adopter	Improve	Early Majority Adopter	Early Majority Adopter
Curriculum	Blue Ribbon Status School	85% Percentile in 4 major academic areas by 2020. Get certified.	Build History	Build History	Quality in all 4 subjects	Blue Ribbon

# Saint Rose School Strategic Initiatives

Saint Rose School Primary Strategic Initiatives						
Community	Families and Students love the school	Measuring via survey, direct contact & involvement of parents and students in school related activities. Consistency vs. subjective measurement to be established	Solid	Survey, Direct Contact process, involvement tracking.	Survey, Direct Contact process, involvement tracking.	Great
Community	Stronger relationship between parish and school	Mass attendance, participation in the sacraments by all families. Growth in involvement of parishioners inside school. Establish group selected by Pastor & Principle, with a focus on measurable involvement.	Establish Benchmark	Increase 10%	Increase 10%	Increase 10%
Community	Strong partnerships with Catholic peer schools and Catholic High Schools	All 6 area Catholic HS's promoting schools to 8th Grade. Secure meaningful updates on alums from HS's. Develop specific service opportunities to HS's to help alums reach service requirements.	4 School Involved. Es tablish Benchmark	All 6 HS's. Increase 10%	All 6 HS's. Increase 10%	All 6 HS's. Increase 10%
Community	Active alumni group	Create alumni database. Organize alumni group, with determining direction, engagement and activities.	Nothing in place	Alum Database	Organize Alum Group	Group Set Objectives
Community	Feature Leaders in Community from Saint Rose	Develop meaningful & frequent engagement of successful alums in curriculum & spiritual development of students.	5 Speakers, Little coverage in school media	10 Speakers, Good coverage in school media	15 Speakers, Focused coverage in school media	20 Speakers, Focused coverage in school media
Community	Stronger relationship between school and community resources ( <i>businesses, individuals, movements, etc.</i> )	Each teacher to bring into classroom community service/cooperation project each year.	50% Classes with outreach	65%	100%	100%
Enrollment	Continue Pre-K to 8 <sup>th</sup> Grade School	Yes or No	Yes	Yes	Yes	Yes
Enrollment	Achieve Optimal Enrollment	Optimal enrollment defined by Pastor & School Admin. Tracking vs. Optimal.	445	500	584	840
Enrollment	Higher % of parishioner enrollment	Student enrollment vs. parishioners of class age (measured vs. Confirmed by class)	25/80	30/80	37/80	55/80
Enrollment	Marketing capability ( <i>well-functioning</i> )	The Saint Rose School Marketing Committee has set for a marketing plan included within this document. Execution of this marketing plan will be accomplished, with periodic review/refresh of the message occurring as the committee prescribes and resources are available.				

## Saint Rose School Strategic Initiatives

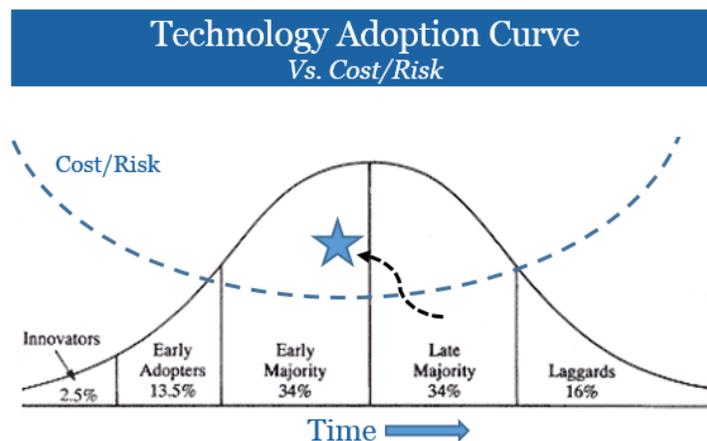
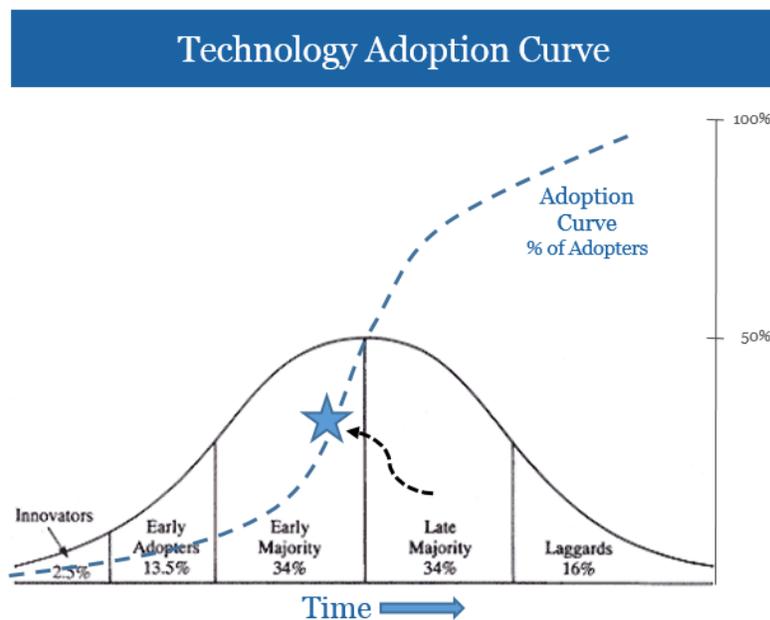
Saint Rose School Primary Strategic Initiatives						
Strat. Initiative	Strategic Objectives	What/How Measured?	Today	2016	2018	2022
Facilities	Evaluate/Address physical limitations , making sure campus is attractive, up to date	Establishment and execution of evaluation process, track execution of findings/outcomes. Objective check list to be formed.	No formal process.	Establish Formal Process, 6 Month reviews	Follow process, Take appropriate action	Follow process, Take appropriate action
Facilities	Define Corridor best usage	Determine potential uses, create conversation to move toward optimal use of Corridor area.				
Facilities	Learning Center exists in campus	Provide work area for teams, events, and student/teacher work. Staffing for space.	Study Before Action	Establish Plan	Implement Action	N/A
Facilities	New bathrooms - Fr. Keibel School Building.	To be reviewed, estimated, and decided for action in the coming 12 months.	Cost Estimate, Decision on Spending	Complete Project	N/A	N/A
Facilities	Parking, Traffic Routing	Studying, develop & implement a solution focusing on effectiveness & safety.	Study Before Action	Pending Study	N/A	N/A
Financial	Establish Predictable, self-supporting and measurable Parish Subsidy policy/practice	Track vs. % of offertory and total \$. Set target %-ages.	~18-20% Variance; <25% Subsidy	> 18% Variance; <25% Subsidy	> 16% Variance; <25% Subsidy	> 15% Variance; <25% Subsidy
Financial	Tuition: fair, competitive, sustainable, value	Set policy for tuition rate: Market analysis; 50-75%ile vs. competitors; Determine parishioner/non status; 2-6% increase annually; Support need-based scholarships.				
Financial	Ability to attract/keep most Talented/Capable teachers	\$. Training, Ongoing Education, positive environment, adequate resources.	65-70% of Public	Study/Edge Up Wage; Fund local professional dev.	Implement Standards	Benchmark vs. Public; Fund local & beyond prof. dev.
Financial	Funding for competitive teacher hiring	Identify & track funding specifically for this initiative.	Study Before Action	Pending Study		
Financial	Increase endowment support, and thus scholarships for students	Look to add \$50k per year. Added contributions earmarked for St. Rose scholarships.	\$1.7M	\$1.75M	\$1.85M	\$2.0M
Financial	Annual Fund Drive	Increase School Family participation to in some fashion to 100%.	8%	20%	50%	100%
Financial	Expense Management	Study & refine expense mgmt. processes to establish efficiency. Establish Centralized Purchasing @ Parish or through Diocese.	Study Before Action	Pending Study		

## Exhibit B

### Saint Rose School Technology Positioning

Saint Rose has traditionally been a Late Majority Adopter of technology for use in and operation of our school. We desire to improve our positioning as a way to enhance our curriculum, educational effectiveness and operational efficiency for our school. We desire to move from our current position to being an Early Majority Adopter. The images below show this movement for Saint Rose School with an arrow and a star.

Definitions of each area under the curve is shown below. We believe by moving to a position of Early Majority Adopter, we will lower the risk of adopting technology which may become obsolete, while gaining the efficiency on the cost curve as early adopters allow the technology to be produced more cost effectively. More importantly, we believe that being an Early Majority Adopter will provide Saint Rose School with a competitive advantage vs. other area schools.



## Technology Adoption Scale:

### Innovators:

- Pursue technology products aggressively
- Seek them out before they are marketed
- Place technology central to their life
- Derive pleasure from exploring new products

### Early Adopters:

- Are not technologists, but buy into technology early
- Can imagine benefits of new technology
- Are visionaries who rely on intuition

### Early Majority:

- Driven by strong sense of practicality
- Require well established references and existing markets against which to benchmark
- Require whole product offering with support

### Late Majority:

- Wait for technology to become established as standard
- Buy so as not to be left behind
- Buy when product is a commodity and of low market value.

### Laggards:

- Not interested in new technology.

Exhibit C

**Blue Ribbon Status School**

The National Blue Ribbon Schools Program recognizes public and private elementary, middle, and high schools based on their overall academic excellence. To qualify, Saint Rose School students must place in the top 15% in reading and math as measured by a nationally or state normed test. This status requires a five-year history that Saint Rose is just beginning in 2015, so this goal is being set for 2020.

Today, Saint Rose qualifies in Reading, but requires improvement in math. The graphs below show test scores for Saint Rose vs. the Blue Ribbon benchmarks for 2014 testing. (Note that no eighth grade testing was done for this comparison.)

