

St. Andrew S CATHOLIC S = S · c · h · o · l =

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This document is the result of many months of dedicated work by many people, not the least of whom has been the Core Team. These hard-working souls have given countless hours of meetings to the process of gathering data and ideas from scores of parents and parishioners. You see in this document a summary of the results of their work. They have my heartfelt thanks and gratitude!

As difficult as this process has been, it is far from over. In fact, in many ways it has only begun. Still to come is the process of prioritizing first what can be accomplished quickly, then what will need more work and research, but can be done within the next year or so, and finally, what will require long-term planning. All of these will mean a commitment to more work and more meetings by many people.

The amount of information we have right now is monumental. The next phase of establishing priorities this, and developing proposals and recommendations in order to develop a 3 to 5 year Strategic Plan will be guided by Mary Raley. Mrs. Raley was formerly Director of Parish Planning and Stewardship for the Diocese of Fort Worth, currently a Consultant for Parish Councils for the Archdiocese of San Antonio as well as for the Archdiocese of Galveston-Houston. In the Action phase, we will need the help and expertise of our community of parents, parishioners, and staff. I look forward to working with everyone to ensure that our school remains the best in the diocese – indeed, one of the best in the nation!

Clarice Peninger
Principal

Summary from Catholic Development Associates of St. Andrew's School Planning Process

“Saint Andrew’s: Our Faith/Our Future” is the name given to the planning process begun in October 2005. The process, thus far, was facilitated by Catholic Development Associates and included involvement of school administration, faculty, staff, parents, children and other interested parishioners.

The process included the following stages:

- ∞ October, 2005 - Core Team formed to guide the process (names listed below)
- ∞ November, 2005 - Listening Sessions were conducted to gather initial data from the Saint Andrew School community
- ∞ The 7 Planning Areas to be focused upon were created from the data collected at the Listening Sessions
- ∞ Beginning February, 2006 - School Planning Teams were formed and met on five different occasions
- ∞ During the process, strengths, weaknesses and threats were identified, challenges and solutions to meet those challenges were proposed
- ∞ At the Convocation on August 28, all parishioners present examined the challenges, created additional solutions and prioritized the top 7 Challenges facing Saint Andrew School

Core Team Members

Jeff Coffey	Lori Collins	Bryan Pennebaker	Susan Rich	Alan Alpar
Nick Ibarra	Ross Griffith	Greg Kimmel	Jennifer Birbeck	Dana Milliken
Sandra Nowak	Mike Cox	Oscar Oaxaca	Joseph Fowler	Mary Robinson
Mike Linstrom	Rose Hall	Jennifer Batson	Michelle Meekins	Tracy Gonzalez

SCHOOL PLANNING AREAS AND THEIR CHALLENGES

(All Challenges are listed according to Planning Area and in the priority they were given at the Convocation. The 7 listings that are in a bold type are the top 7 from the voting at the Convocation. To access a complete report that includes all of the solutions offered so far for each of the challenges listed, refer to www.standrewsch.org or stop by the School Office)

Planning Area A: Buildings and Grounds

1) How do we address any other short term needs to include improving; library, athletic fields, art center, bathrooms, security, science lab and computer lab and cafeteria prior to development of a Master Plan?

- ∞ **61 votes at Convocation**
- ∞ **51 solutions offered so far**

- 2) How do we effectively create a master plan consisting of “bricks and mortar” for the school community integrated with the parish plan?
 - ∞ 34 votes at Convocation
 - ∞ 12 solutions offered so far
- 3) How do we make a new school a reality?
 - ∞ 11 votes at Convocation
 - ∞ 1 solutions offered so far
- 4) How do we create a more effective early childhood facility and address space and academic and code requirements?
 - ∞ 9 votes at Convocation
 - ∞ 3 solutions offered so far
- 5) How do we bring our school facility up to code for our students?
 - ∞ 7 votes at Convocation
 - ∞ 6 solutions offered so far
- 6) How do we effectively convince church and school administration that our master plan can be funded and must be implemented as well as monitored?
 - ∞ 5 votes at Convocation
 - ∞ 2 solutions offered so far

Planning Area B: Church and School Relationship

- 1) **How do we establish a schedule or system which will allow us to get priests available and have a presence in the school?**
 - ∞ **51 votes at Convocation**
 - ∞ **38 solutions offered so far**
- 2) How do we create sacramental preparation that meets expectations and opinions of parents and children of church?
 - ∞ 39 votes at Convocation
 - ∞ 21 solutions offered so far
- 3) How do we set up the organizational chart and structure for the church and school to create a functional relationship where both are mutually beneficial and not functioning in silos?
 - ∞ 37 votes at Convocation
 - ∞ 10 solutions offered so far
- 4) How do we gain and use the resources of the parish to ensure the proper spiritual personal formation of our children?
 - ∞ 14 votes at Convocation
 - ∞ 23 solutions offered so far
- 5) How do we see that the school children and parents are customers and same from school to church?
 - ∞ 8 votes at Convocation
 - ∞ 9 solutions offered so far
- 6) How do we create a standardized system or approach to spirituality and religious education in the school?
 - ∞ 5 votes at Convocation
 - ∞ 5 solutions offered so far
- 7) How do we create a conduit which will allow both sides to reach out to each other when dealing with every issue?

- ∞ 4 votes at Convocation
 - ∞ 0 solutions offered so far
- 8) How do we make the school a priority in the work load of church employees and vice versa?
- ∞ 2 votes at Convocation
 - ∞ 6 solutions offered so far

Planning Area C: Communication

- 1) How do we establish a more effective standardized vehicle for communication between teachers and parents regarding short term and long term assignments, academic progress and classroom expectations?
 - ∞ 27 votes at Convocation
 - ∞ 9 solutions offered so far
- 2) How do we implement an open dialogue between administration and the parent community, so that we can better understand the overall school operation?
 - ∞ 19 votes at Convocation
 - ∞ 2 solutions offered so far
- 3) How do we develop and market the best image of Saint Andrew's to the entire community, which marketing plan will include church and school and past, present, and future families?
 - ∞ 16 votes at Convocation
 - ∞ 7 solutions offered so far
- 4) How do we develop a plan for teachers to communicate between and within grade levels in regards to tests, project assignments and curriculum in order to assure academic continuity?
 - ∞ 14 votes at Convocation
 - ∞ 2 solutions offered so far
- 5) How do we implement a system of communication with compassion which will directly result in an attitude that is positively influenced?
 - ∞ 12 votes at Convocation
 - ∞ 4 solutions offered so far
- 6) How do we develop or create a mutual communication support system between church and school to foster unity?
 - ∞ 8 votes at Convocation
 - ∞ 1 solutions offered so far
- 7) How do we best utilize email and web site communication from school to families?
 - ∞ 6 votes at Convocation
 - ∞ 4 solutions offered so far

Planning Area D: Leadership, Administration and Finance

- 1) **How do we lower the student/teacher ratio to maximize the student experience and allow us to cater to gifted as well as students who struggle?**
 - ∞ **56 votes at Convocation**
 - ∞ **42 solutions offered so far**
- 2) How do we create a budget process that is forward looking for the next 5 to 10 years this is not expense centric? (generate revenues for capital improvements –

- proactively, technology, salaries, wages, insurance and tuition assistance)
- ∞ 44 votes at Convocation
 - ∞ 22 solutions offered so far
- 3) How do we implement and install an administrative policy of open communication and resolution of problems? (teacher/administration, parent/teacher issues, grievances, escalation process)
 - ∞ 32 votes at Convocation
 - ∞ 20 solutions offered so far
 - 4) How do we inspire the church to make a larger financial and non financial investment in the school?
 - ∞ 21 votes at Convocation
 - ∞ 22 solutions offered so far
 - 5) How do we create a system that makes administration, teachers, students and parents accountable?
 - ∞ 18 votes at Convocation
 - ∞ 5 solutions offered so far
 - 6) How do we implement and install a consistent administrative policy for teacher development, recruitment, evaluation and assessment which will include students and change?
 - ∞ 13 votes at Convocation
 - ∞ 3 solutions offered so far
 - 7) How do we embrace continuing improvement and development in leadership, finance and administrative operation of the school?
 - ∞ 5 votes at Convocation
 - ∞ 3 solutions offered so far
 - 8) How do we implement and install a consistent administrative policy for curriculum development, evaluation and assessment?
 - ∞ 4 votes at Convocation
 - ∞ 3 solutions offered so far

Planning Area E: Positive Learning Environment

- 1) **How do we create a positive respectful environment where students are confident, self esteem is high and each person's unique talents and abilities are recognized and nurtured? How do we maintain these traits and establish a philosophy of positive discipline for our children that is consistent, effective, and age/grade appropriate?**
 - ∞ 86 votes at Convocation
 - ∞ 85 solutions offered so far
- 2) **How can we get the administration to recognize that it must work together with families and staff to acknowledge problems, address them openly and honestly (not hide and/or ignore them), take a positive approach to finding creative solutions, and have the strength and commitment to implement productive and necessary change with the willingness to make the "hard" decisions? How do we establish a process to determine teacher effectiveness and accountability on a yearly basis that includes personal, classroom, and student goals and objectives all consistent with a positive approach to learning?**

∞ **65 votes at Convocation**

∞ **57 solutions offered so far**

- 3) How can we get the teachers, administration, staff, students and parents to live by example our Christian faith and practice our Christian values at St. Andrews School? How can we create and implement a zero tolerance policy for negative, degrading, embarrassing, humiliating, and inappropriate comments or actions by teachers, staff, administrators, students, and parents that regardless of the offender, would sustain an immediate and appropriate consequence?
 - ∞ 33 votes at Convocation
 - ∞ 20 solutions offered so far
- 4) How do we bring a full time accredited counselor to handle academic and personal issues, along with spiritual counseling to our students?
 - ∞ 33 votes at Convocation
 - ∞ 17 solutions offered so far
- 5) How do we enrich the curriculum and address different learning styles and abilities so that all students' learning needs are met? How can we offer an adaptable curriculum commensurate with the cultural and technological demands of today and into the future?
 - ∞ 31 votes at Convocation
 - ∞ 18 solutions offered so far
- 6) How do we reduce class size without sacrificing quality and cost of education without reducing number of students?
 - ∞ 28 votes at Convocation
 - ∞ 6 solutions offered so far
- 7) How can we develop grade level and threaded/multi-level curriculum to ensure that key concepts are developed at each level and develop a more robust curriculum in areas currently lacking? How can we maintain academic success with less homework and make the homework be substantive versus needless busy work?
 - ∞ 25 votes at Convocation
 - ∞ 7 solutions offered so far
- 8) How do we establish and develop additional competitive safe sports and P.E. programs where students develop strong bodies, mental skills and toughness, and school spirit? How do we incorporate additional physical activity into the school day?
 - ∞ 23 votes at Convocation
 - ∞ 22 solutions offered so far
- 9) How can we establish grading policies that effectively measure the academic performance of the students? How can we change the grading to be confidential for the students and readily accessible to parents? How can we remove the strict bell curve grading and scale when most students at SAS perform at higher levels than their peers in average schools?
 - ∞ 16 votes at Convocation
 - ∞ 7 solutions offered so far
- 10) How do we improve the physical environment for pre-school and kindergarten?
 - ∞ 15 votes at Convocation
 - ∞ 1 solution offered so far
- 11) How do we create a more nurturing successful 6th grade environment, which

includes improved appropriate discipline without public humiliation and labeling, teacher accountability, and teacher focus on success of a student in partnership with parents to better prepare 5th graders to be 6th graders?

∞ 10 votes at Convocation

∞ 8 solutions offered so far

- 12) How do we create a nurturing environment with assertive discipline and more affirmation to produce children who want to come to school?

∞ 8 votes at Convocation

∞ 1 solution offered so far

- 13) How do we establish or create a conduit which will allow the administration to be more responsive and receptive to all?

∞ 7 votes at Convocation

∞ 3 solutions offered so far

- 14) How do we update policies like the uniform and absence policies to provide more choices and be more family friendly? How do we ensure that all policies are applied equitably to all students?

∞ 5 votes at Convocation

∞ 7 solutions offered so far

- 15) How do we assess students academically and develop an individual education plan for children with learning differences?

∞ 2 votes at Convocation

∞ 1 solution offered so far

Planning Area F: Technology and Learning Resources

- 1) How do we enhance the current curriculum with technology for: gifted, challenged, foreign languages, music and reading? How do we use technology to improve instructional efficiency so that students have access for more PE, foreign language, art, and music in upper grades?**

∞ **49 votes at Convocation**

∞ **49 solutions offered so far**

- 2) How do we keep hardware/software/multi-media/lab and other technologies up to date?

∞ 21 votes at Convocation

∞ 2 solutions offered so far

- 3) How do we develop a continuous and mandatory plan for teacher technology development?

∞ 8 votes at Convocation

∞ 0 solutions offered so far

- 4) How do we enhance our electronic communication in: webpage, emails intra/inter/extra net between teachers student teacher, teacher parent?

∞ 8 votes at Convocation

∞ 0 solutions offered so far

- 5) How do we improve usage of parent/corporate knowledge by teachers? (external) How do we survey parents, corporate/external and direct them where needed in a manner that enhances real learning for the students and teachers?

∞ 7 votes at Convocation

∞ 0 solutions offered so far

Planning Area G: Welcoming, Openness and Acceptance

- 1) **How do we create an environment in which volunteers and families feel welcome, valued, acknowledged and want to take ownership in the school?**
 - ∞ **56 votes at Convocation**
 - ∞ **53 solutions offered so far**
- 2) How do we create or implement a positive program to address student character building, self-esteem, bullying, special learning needs and to value their differences and diversity in themselves, their families and administration?
 - ∞ 22 votes at Convocation
 - ∞ 3 solutions offered so far
- 3) How do we create and maintain an open door policy to enhance the positive learning environment for students, teachers, parents and administration?
 - ∞ 18 votes at Convocation
 - ∞ 2 solutions offered so far
- 4) How do we change the physical environment of the front office to create a welcoming atmosphere for visitors and parents, while maintaining a sense of privacy when needed?
 - ∞ 12 votes at Convocation
 - ∞ 1 solution offered so far
- 5) How to create a systematic program of written materials to maintain a “lifeline” of mentor support programs for, new families, transfer families and existing families in a timely manner?
 - ∞ 8 votes at Convocation
 - ∞ 15 solutions offered so far
- 6) How do make the focus of school events welcoming to all, add a time for fellowship for all not just fundraising?
 - ∞ 6 votes at Convocation
 - ∞ 5 solutions offered so far
- 7) How do we consistently enforce school policies in areas such as: discipline, “paw” and conflict resolution in a respectful, compassionate and understanding manner toward our students and their families?
 - ∞ 3 votes at Convocation
 - ∞ 11 solutions offered so far