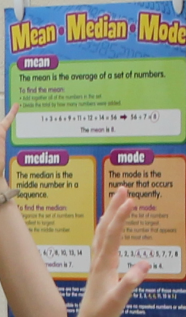
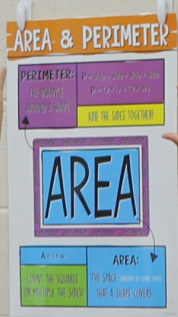
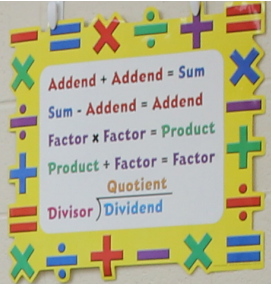
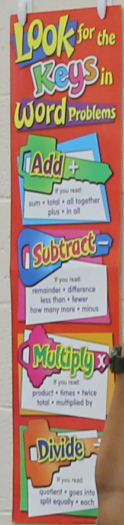




ST. PATRICK'S CATHOLIC SCHOOL  
**STRATEGIC PLAN**

2021-2026







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*Dear Brothers and Sisters in the Lord Jesus Christ,*

*We are very blessed to have a Catholic school as an integral part of our parish community. The Catholic school has as its essential task the active participation in the formation of the whole person: intellectual, psychological, emotional, moral and spiritual. The school not only develops and prepares individuals to find success and satisfaction in this life as they grow and mature, but assists and supports parents in leading and guiding children by a Catholic life at home to someday enjoy the fruits of eternal life in the Kingdom of Heaven – the ultimate goal of life. This is accomplished in the school within a fully Catholic environment that includes a standard curriculum of subjects as well as religious instruction, prayer and worship, and ample opportunities for Christian service especially within the local community.*

*The success of Catholic education is realized in young people formed to be not just successful leaders in our society and community, but even more so to be well rounded extraordinary Catholic leaders imbued with Catholic moral principles. This is essential in forming communities respectful of the God given dignity of human life from the moment of conception to natural death. It is fully realized in the life of an active practicing Catholic regularly nourished with the Most Holy Eucharist at Sunday Mass and cleansed from sin by frequent confession in the Sacrament of Penance.*

*The five-year plan contained in these pages is a reflection of how these goals can be attained at Saint Patrick Catholic School. It is with a sacred confidence that by the grace of Almighty God our parish school will continue to have an immediate and a long-term beneficial influence on our current students and on our alumni.*

*I am grateful to all who have worked diligently to bring this project to completion. I have solicited the support of the Parish Council and the Finance Council whose signatures accompany my own.*

*With every grace and blessing, I remain*

*Sincerely in Our Lord,*

**The Reverend Monsignor  
Charles J. Parry**  
Pastor

**Mr. John Seleski**  
Parish Council Chair

**Mr. James Fangmeyer**  
Finance Council Chair





*In the fall of 2020, as a response to the COVID-19 pandemic, a committee was formed to launch the Call to Arms fundraising initiative. The newly formed committee began work in conjunction with the School Advisory Board and Monsignor Parry to reconsider the 2016-2021 Strategic Plan, plan for the current and forecasted needs of our School and begin to develop the next five-year strategic plan. Completed at the end of the 2020-2021 academic year, our 2021-2026 Five Year Strategic Plan presents a forward-looking vision for our School while affirming the fundamental principles, assumptions, and values that have served as the foundation of our community. On behalf of the St. Patrick's School Advisory Board (SAB) and the Strategic Planning Committee, we are pleased to present this Plan to our Parish and School community.*

*In developing our Plan, we engaged in a self-study and 100% of families, teachers, and faculty provided input through standardized and comprehensive surveys. The Strategic Planning Committee analyzed survey feedback which informed the thorough, thoughtful, and realistic recommendations for our School. We also carefully considered the Archdiocese of Washington Catholic Schools Office five-year strategic plan, the findings of past Internal Quality Assurance Review (IQAR) visits from the Catholic Schools Office, the results of a 2015 comprehensive parent survey, and our own self-study as we developed the detailed Goals, Objectives, and Measurable Outcomes of this Five-Year Strategic Plan.*

*I want to offer my most sincere thanks and appreciation to all those who participated in the development of this Plan. Current parents, parents of alumni students, alumni, faculty, and staff dedicated hours to discussing the strengths of our School, as well as areas of needed improvement. They proposed informed recommendations to the Strategic Planning Committee and therefore significantly contributed to this Plan, which will lead to greater success and achievement for our community. St. Patrick's School continues to be so blessed by the many members of our community who give so generously of their time and talent.*

*This document is a summary of the Strategic Plan that highlights the strategic goals, focus areas, and our general plan of action. The entire plan will be placed on our School's website and we will communicate our progress periodically through updates from the School Advisory Board. It is our hope that, in reviewing the Plan, you may identify areas where you can offer your time and talent. While it is the responsibility of the School Advisory Board and the principal to implement this plan, we all share an obligation to work collaboratively to assure a superior education to the children in our Parish and community, one that is rooted in faith and dedicated to Christian ideals.*

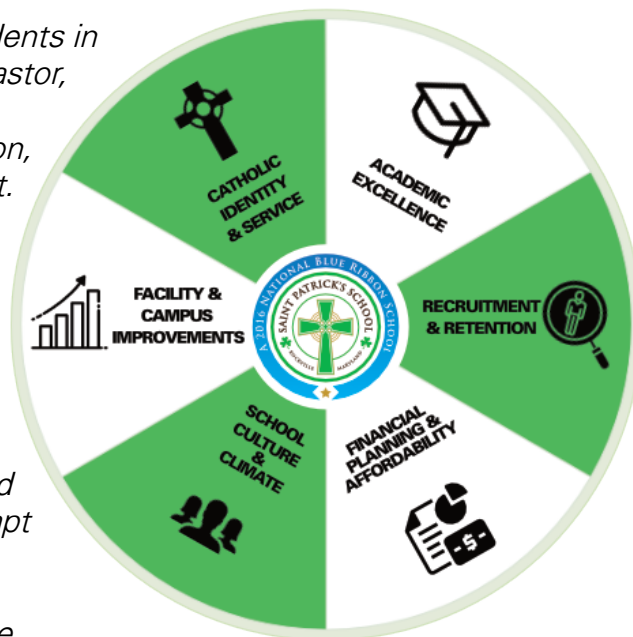
*With gratitude,*

**Christie Anne Short**

*Principal*

# INTRODUCTION & HISTORY

*St. Patrick's School opened in 2004 with 42 students in Kindergarten through 3<sup>d</sup> Grade. Our Founding Pastor, Monsignor Kane, a skilled carpenter who appreciated the importance of a strong foundation, envisioned a thriving school within the greater St. Patrick's parish community. Eighteen years after the Schools inception, the School is at capacity in each class from Pre-K through 8<sup>th</sup> grade with a wait list in multiple grades. This Spring, the Strategic Planning Committee engaged in the challenging task of honoring and preserving the strong foundations built since the school's inception, while also looking forward and identifying areas where the school must adapt or improve.*



COMMITTEES OF THE SCHOOL ADVISORY BOARD

*The six Strategic Planning Committees mirror the six core committees of the School Advisory Board. Members of the School Advisory Board will continue to chair the six committees and are responsible for tracking the metrics outlined in the comprehensive plan available on our website. Working with our Monsignor, Principal, Faculty, and parent volunteers, the School Advisory Board is looking forward to implementing this plan in the next five years and adjusting it as needed.*

*The School's motto is "Faith, Service, and Academics". This motto underscores our mission to provide a superior education within a strong and faith-based community. The School is dedicated to creating and maintaining a diverse and nurturing environment where graduates feel empowered to bring their various gifts into the modern world through their leadership and service.*

**Barbara Gutierrez**  
Co-Chair, St. Patrick's School  
Advisory Board

**Gina Swanda**  
Co-Chair, St. Patrick's School  
Advisory Board



# MISSION STATEMENT

The mission of St. Patrick's School is to provide a quality traditional, Catholic education in a secure, caring and nurturing community. In cooperation with the families of our School and Parish, we help students experience self-worth and respect and guide them to develop their fullest potential while pursuing academic excellence.

Our role is to teach the Gospel message of Jesus to our students so they may develop a strong relationship with God and with each other and in doing so empower them in the world.

Finally, we stress the acquisition of academic, interpersonal and leadership skills that enable students to live and transmit Christian values, and respect and appreciate diversity in a changing world.



# BELIEF STATEMENTS

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- 1.** Children are our community's most valuable asset, and every child has special gifts.
- 2.** All children have the right to a safe and nurturing learning environment, free of physical and emotional intimidation.
- 3.** The Catholic school is an integral part of the community of faith and a ministry of the church.
- 4.** Education develops the whole person-spiritually, ethically, emotionally and socially.
- 5.** Education is a shared responsibility of the school, student, family, parish community and God.
- 6.** Every child's unique learning styles are respected by teachers and students.
- 7.** Understanding and appreciation of race, religion and culture are critical in a diverse world.
- 8.** Self-esteem is directly related to success.
- 9.** Risk-taking and an openness to change are necessary for continuous development.
- 10.** Every child will grow and learn together through work, prayer and play.





# ACADEMIC EXCELLENCE

*The St. Patrick's School community is committed to academic excellence rooted in our Catholic tradition. Teachers, staff, parents, and students all play a role in creating an environment that encourages academic risk-taking, supports individual learning, and challenges students to pursue the knowledge and skills they need to be successful. The School offers a strong academic program aligned with Archdiocese of Washington (ADW) standards with rigorous instruction in the core academic subjects. Emphasis is placed on reduced teacher-student ratio for reading, writing, and math instruction; specialized academic support for individual learners; ongoing use of formal and informal assessments; focused reading and writing and math instruction; and regular use of technology in the classroom.*

*The School is committed to maintaining our current focus on the core academic areas, while simultaneously increasing our attention on the knowledge and skills our students will need as global citizens in the 21<sup>st</sup> century. Growth areas include: enhancing mathematics instruction, including the implementation of a new mathematics curriculum and ongoing math discourse in the classroom; increasing opportunities for STEM exploration through after school academic enrichment; and integrating problem solving and critical thinking skills as elements of our standard curriculum.*

*The Academic Excellence Committee of the SAB will partner with the other SAB committees to continuously monitor and assess St. Patrick's progress towards our stated goals and maintain our status as a Blue Ribbon School. Our graduates are the measure of our success. It is our objective that each and every St. Patrick's graduate will look back on his/her time at St. Patrick's School and think, "St. Patrick's taught me to live faithfully, think critically, solve everyday problems creatively, value collaboration with others and work for positive change in the world. Today I stand ready to make a difference because of the foundation St. Patrick's gave me."*



## Engage Achieve Create Advocate

*"Our graduates are the measure of our success."*

**— Brigid McKelvey, Chair of the Academic Excellence Committee and Mother of Ray '25 and Ellie '26**



# CATHOLIC IDENTITY & SERVICE

*St. Patrick's Catholic School is dedicated to faith and service to others, which is at the heart of our School's mission. A recent survey of parents and teachers revealed a consensus that the Catholic identity of St. Patrick's School is strong and highly valued among our community. The Strategic Plan is focused on identifying areas to grow and enhance our Catholicity. The School will maintain its vibrant Catholic identity by providing ample opportunities to know, love, and serve God and enhancing collaboration between the Parish and School as a unified community of faith.*

*The School will continue to teach students the tenets and traditions of the Catholic faith accurately and enthusiastically through our Religion classes. Students will learn to communicate with God and grow in their personal journey in strengthening their faith through various forms of prayer, reflection, meditation, retreats, Mass and other devotions. The School community will provide opportunities for increased student involvement in a variety of service opportunities in response to God's call to show love through service to others. Finally, increased collaboration between the Parish and the School as a unified St. Patrick's community will be fostered and encouraged.*

*Our plan contains measurable outcomes to ensure these objectives are accomplished. Various members of the Parish and School community will monitor and track progress for the outcomes presented in this Plan to ensure that the children continue to grow and thrive in a faith-based learning environment.*

## Know Love Serve Collaborate

*"Religion class helps me to know more about God. Going to Mass every Wednesday inspires me to pray and know God even more."*

— **Felicitas Salvado, '24**

*"I love morning assembly each day. The priests teach me a lot about the daily Bible readings and the saint for the day."*

— **Kelly Landers, '24**

*"We serve God by giving toiletries to Haiti, bringing items for the food drive, and making sandwiches for the shelter."*

— **Eliana Zelaya '24**





# CULTURE & SCHOOL CLIMATE

*One of St. Patrick's School's greatest strengths is our sense of community. The strategic plan contains measurable outcomes to ensure the unique culture and climate embedded within the community endures and adapts. In the 2021 parent survey, 93% of responses identified culture and climate as a factor in deciding to enroll their children at St. Patrick's School. Our culture – the norms, values, beliefs, and traditions - have helped to shape our climate, the heart and soul of St. Patrick's, and foster a sense of belonging in a faith-based community.*

*The School thrives through the engagement of students, families, and faculty to foster the home-school partnership. By welcoming and encouraging community involvement in School activities and service programs, the School will continue to build upon the traditions that have been established in the 20 years since its inception.*

*In the coming years, we will continue to encourage parent volunteerism, celebrate diversity, and grow alumni engagement. We will enhance our communication strategies to ensure our parent population understands how each family can contribute to the many accomplishments of our School community throughout the year. Over the next five years, we will continue to grow this great community where education, faith, and belonging is at the forefront of our mission.*



## Volunteer Encourage Thrive Welcome

*"Our children are excited to go to school every day! They feel safe and loved. St. Patrick's feels like a second home to them."*

**— Megan Wahl, Mother to John '26 and Luke '29**





# RECRUITMENT & RETENTION

*The School will work to attract and maintain a diverse and dynamic group of School families as well as highly qualified staff and faculty. Our engaged School community will reflect an ongoing commitment to academic excellence, faith formation, and community service.*

*We will work together to meet the increasing cost to educate students and to assist families who are making sacrifices to provide a Catholic school education for their children.*

*The School will develop and communicate a shared message, highlighting the value of a St. Patrick's Catholic education and what makes our School unique and special. We will work to foster meaningful relationships with our Parish and extended network. Together, we will strive to improve and maintain School viability with the common goal of providing our children every opportunity to develop spiritually and academically in a strong community.*

*Our hope is to make a St. Patrick's Catholic School education sustainable and viable for the next generation of families.*

## Advance Strengthen Network Commit

*"St. Patrick's School is a loving and supportive community that works as a whole to enrich the spiritual, emotional, and academic growth of our children."*

**— Trish Leonette, Mother of Charlie '28 and Kevin '29**



# FACILITY & CAMPUS IMPROVEMENTS

*As St. Patrick's School approaches its 20<sup>th</sup> anniversary, the School facility and campus facilities continue to provide a safe and welcoming environment for our children, faculty, and staff. Over the course of the past five years, we have invested in ongoing maintenance for our facility, replaced aging equipment, expanded outdoor play space, improved the computer network throughout the building, enhanced campus security, and invested in new technology for our students and teachers. Looking ahead, our campus will require ongoing investment to ensure that we can support the evolving needs of our School for the next 20 years. We are committed to a long-term investment strategy that ensures our facility and surrounding campus are well maintained; our classrooms are welcoming and support learning; our technology keeps pace with the needs of a modern student; and our campus is safe and secure so that St. Patrick's can continue to provide a home away from home for our children.*

*The Facilities and Campus Improvement Committee of the St. Patrick's School Advisory Board will partner with the School administration, the parent community, and our Parish to ensure the longevity, safety, security, technology, sustainability, and aesthetics of the School building and surrounding campus grounds in support of the educational, spiritual, and cultural goals of the current and future School community.*

## Secure Maintain Build Enhance

*"St. Patrick's is an incredible community; you can feel it as soon as you walk through the door. The teachers and staff do an incredible job of creating an environment for the kids that enables them to achieve their best both academically and spiritually."*

**— Tim Veith, Father of Greta '25, Lois '27, and Timmy '28**





# FINANCIAL PLANNING & AFFORDABILITY

*Recognizing the School is but one ministry within the Parish, and that the Parish has ultimate responsibility and authority over financial matters, the objectives of the Financial Planning and Affordability Committee of the School Advisory Board are to: 1) enhance School governance in the administration of its financial matters; 2) clarify the roles and responsibilities of all the School's stakeholders throughout the School's budget cycle; and 3) monitor and make adjustments relative to staffing, salaries and benefits, so as to stay competitive with peer schools.*

*The plan strives to maintain affordable tuition while continuing to build reserve funds for future capital investments and financial assistance. To support the School's growing budget needs, the School will start an Annual Fund in the 2021-2022 academic year and encourage direct giving to the School as a primary component of our annual fundraising initiatives. The hope is that by increasing our emphasis on direct giving, tuition will remain more stable and predictable. To enhance transparency, the School will publish an Annual Report addressing progress on each pillar of this strategic plan, including the School's financial performance against the current budget and projected future financial needs.*

**Invest  
Support  
Contribute  
Steward**

*"Financial stewardship is the foundation upon which St. Patrick's has built, and will sustain, academic excellence, provided within our Catholic tradition."*

**— Jay Gutierrez, Co-Founder of the Grandparent's Club and 2021 Chair of the Financial Planning & Affordability Committee**





**SERVICE**

## ***Strategic Planning Committee***

*Monsignor Parry*

*Christie Anne Short, Principal*

*Barbara Gutierrez, Chair of the Strategic Planning Committee*

### **ACADEMIC EXCELLENCE**

*Brigid McKelvey, Chair*

*Jill Fecko, Whitney Greaney, Tracy Guarini, Megan Wahl,  
Lara Woodruff*

### **CATHOLIC IDENTITY & SERVICE**

*Andrew Rackiewicz, Co-Chair*

*Nicole Rackiewicz, Co-Chair*

*Trish Leonette, Patty MacTigue, Su Miller, Gina Swanda*

### **SCHOOL CULTURE & CLIMATE**

*Crystal Schmidlein, Chair*

*Kyla Butts, Sue Howard, Lauren Spranklin, George Wahl*

### **RECRUITMENT & RETENTION**

*Erin Murphy, Chair*

*Nate Beecher, Danielle DeWitt, Becky Landers, Christine Major,  
Randy Stone*

### **FACILITY & CAMPUS IMPROVEMENTS**

*Jim Schmidlein, Chair*

*William Burgess, Michael Dyer, Kyros Freeman, Martin L'Etoile*

### **FINANCIAL PLANNING & AFFORDABILITY**

*Jay M. Gutierrez, Chair*

*Douglas Grantham, Barbara Gutierrez, Pamela Little, Jim  
Schmidlein, Troy Swanda,*





# SAINT PATRICK'S CATHOLIC SCHOOL

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