



St. Anthony School

STRATEGIC PLAN

2019 - 2023



MISSION STATEMENT

Saint Anthony School
is a diverse community
grounded in faith and tradition.
We learn and live by
Catholic Principles
and strive for academic excellence.

BACKGROUND

St. Anthony School was founded in 1958 to meet the needs of the Italian immigrants living in Everett. Over the years, immigration trends changed, and now the school continues to meet the needs of immigrants from Central and South America, especially Brazilians who represent over 30% of our student population. As a diverse school, St. Anthony, the only Catholic School left in the city, (Our Lady of Grace, Immaculate Conception and Pope John XXIII have all closed), serves the needs of students in Everett, as well as other 15 cities and towns.

VISION

As a member of the RCAB, we share in the vision to develop in students the knowledge and skills to realize their full potential spiritually, intellectually, emotionally, socially, and physically. We aim to promote Catholic values and to create responsible citizens and life-long learners who respect others' differences and are stewards over their environment. Our community is made up of teachers, staff, priests, parents, parishioners; all play an active and important role in the school.

- Our teachers are Christian role models committed to ongoing professional and personal development. They provide our children with positive and challenging learning opportunities to develop the whole child.
- Our parents are advocates of Catholic education and share the responsibility of developing the whole child, working cooperatively with administration and staff to foster student opportunity and achievement.
- We will implement the policies of RCAB and promote the highest standard of Catholic education within the bounds of available resources.

2013-2018 Goals Status

Over the past years St. Anthony School has worked really hard to meet the goals outlined in the 2013-2019 Multi Year Plan. At the time of the accreditation visit, the other two catholic schools in Everett closed to financial difficulties and low enrollment. Consequently, many of those students enrolled at SAS increasing our Enrollment to 315. Prior to the visit, the average enrollment, for the school, for over 10 years, had been around 280. However, our enrollment was adversely impacted by the opening of lower grades by the local charter school. The most significant change happened in kindergarten, with over 50% of our preschool families withdrew and most of them registered their children in the local charter school. To mitigate the decrease in Enrollment we reached out to our parish Brazilian and Hispanic Communities. By establishing an Ambassador Program, current parents have worked at promoting the school at Masses, religious events, cultural festivals and other city-wide events. .

In regards to ensuring that the curriculum and programs offered at SAS benefit and maximize students' abilities and skills, substantial changes were made to upgrade the computer Lab by adding Chromesbooks/carts and iPads so that technology can be better integrated. Middle School teachers, along with using Google Classroom are utilizing programs, such REN WEB and REMIND to keep parents informed. Virtual Labs, made available through the acquisition of new Science books, in grades 4-8, have made it possible to further enhance students' learning experience. A New Lexia Program, purchased using Title I funding, is being used, in grades K-6, to meet the needs of struggling readers and to challenge those whose Lexile level is above the norms. In preschool a new curriculum "Happily Ever After" has been implemented. Yearly subscriptions to *Scholastic Magazine* and *Superteacher Pages* make it possible to integrate social issues and current events.

St. Anthony School continues to foster and enhance the needs of students with exceptionally high academic abilities. As such, we have collaborated with Malden Catholic High School to provide special courses in Algebra I and STEM to our seventh and eighth grade students. Courses will be taught by MC teachers Along with the academic partnership, SAS middle school students will be also be able to participate in extracurricular activities.

To better meet the needs of our diverse school population a full time Portuguese speaking Teacher Assistant was hired for preschool and for the After School Clubs. Furthermore, as part of the PTO, 10 hours service initiatives, we now have volunteers, during school office hour, to support Portuguese-speaking families with completing registration forms, submitting financial aid applications, and translating school related notices.

Since the school was adversely impacted by the rapture of a ¾ inch pipe, in the Teachers' Lounge, in December 2017, it has taken a good part of the past two years to repair damages and renovate areas impacted by the flood. Several projects, which been scheduled to take place over the course of a few years, had to be implemented sooner than anticipated. Thus, as outlined in the Facilities section, funding had to be allocated to meet the school's immediate needs. The school hall was renovated with new walls, windows, floor; new lunch tables were purchased. All of tiles in classrooms, on the second floor, were replaced. Front and rear staircases were renovated with the installation of new rubber flooring. List of completed projects and details about future ones can be found in *Facilities* section.

The Strategic Plan 2019-2023

To fulfill our mission and vision, and to adhere to our core values, St. Anthony School is committed to achieving the strategic goals outlined in this plan. These goals are at the core of our Strategic Plan and represent our long-term strategic commitments. They suggest targets to aim for in areas concerning school development. However, no single goal takes priority over any other; they are interconnected, with the success of one dependent on the success in the other. In this way, the Strategic Plan cannot be pursued as a progression of ordered steps, but rather implemented in an all-inclusive manner, moving forward in all areas at once.

Part I. Mission and Evangelization

Part II. Leadership and Governance

Part III. Excellence in Teaching and Learning

Part IV. Operational Vitality: Technology

Part V. Operational Vitality: Marketing and Enrollment Management

Part VI. Operational Vitality: Facilities

Part I. Mission Formation and Evangelization

Goal 1: For students, faculty, and the St. Anthony School community to understand and promote the mission statement of the school

Goal 2: To provide faith formation opportunities for the leadership and faculty of St. Anthony School

Goal 3: To regularly foster the Catholic faith within our students

Goal 4: For students to have first-hand experiences in the cause of social justice

Part II. Leadership and Governance

Effective school leadership is critical to providing direction to our school community and ensuring that the operation and growth of the school is in harmony with our mission and vision. Building on this is a series of initiatives that provide a seamless transition to lead the school's Strategic Plan and beyond.

Goal 1: To maintain a constructive, open and beneficial relationship with the school leaders, represent the diversity of stakeholders and function according to its approved constitution and bylaws.

Goal 2: For the school board to engage in self-evaluation to ensure faithful execution of responsibilities.

Goal 3: To articulate a clear mission and vision for the school and communicate initiatives and changes to school programs to all constituents.

Part III. Excellence in Teaching and Learning

St. Anthony School will deliver a comprehensive educational program that provides an enhanced academic and spiritual learning experience for our students. We recognize that our students need to be challenged to become life-long learners, contributing to their community, and preparing them to live and lead in a global society. Building on this, our teachers need to be provided with opportunities for growth to support the delivery of differentiated instruction and assessment of learning. Our inspired educators can then engage our students to realize their full potential.

Goal 1: To develop our students into 21st century learners and problem solvers and to support their growth intellectually, spiritually, and socially.

Goal 2: To assess, evaluate, and adjust curriculum to ensure its rigor as well as its alignment with Massachusetts' Curriculum Standards.

Goal 3: To improve the effectiveness of instruction by expanding and supporting professional learning communities and high quality professional development, including religious formation, for all staff.

Goal 4: To utilize curriculum-based assessments to generate student and school-wide data as the basis for evaluation of curriculum and instructional practice.

Part IV. Operational Vitality: Technology

The use of technology in the 21st century is integral to preparing students for college and career success. St. Anthony Schools strives to integrate technology into the curriculum and promote a student-learning environment that enhances learning and assists and encourages technological skills.

Goal 1: To maintain and improve St. Anthony School's technological resources to support the mission, educational program, security, and goals of the school and its accessibility for all students.

Goal 2: To provide the training and support for teachers to become competent and confident in using the full range of technology resources to deliver effective curriculum, instruction, and assessment.

Goal 3: To develop critical thinking, communication, problem solving, collaboration, community, and creativity through the integration of technology.

Part V. Operational Vitality: Marketing and Enrollment Management

SAS offers an exceptional blend of academic excellence and Catholic values within a caring and supportive learning environment. We recognize declining enrollment in local catholic schools, therefore, we must continue to actively retain and attract new families from diverse backgrounds. To do this, we must celebrate our distinct program more widely within the school and community that appreciate and benefit from our unique educational program through a comprehensive marketing and admissions plan.

Goal 1: Student Recruitment and Retention: To continue to attract new students, and to maintain and grow student retention.

Goal 2: Public Relations: To further establish the St. Anthony School brand.

Goal 3: Alumni Relations: To build alumni relationships which translate into increased alumni involvement and garners their support.

Part VI. Operational Vitality: Facilities

At the beginning of this decade it was recognized that the St. Anthony School building was over fifty years old and had been in need of many costly repairs - all systems have lasted longer than their expected lifetime. To date, many repairs and upgrades have been completed – some were done, ahead of schedule, in 2018 as part of the flood recovery. Other upgrades remain to be done, as funding permits. What follows is a brief summary:

- **Projects Status Update (2011 to 2019):**
 - Structural integrity of the building
 - Repaired many crack in the brick veneer,
 - Reconstructed many sections and secured all cinder blocks and brick veneers to the structural frame.
 - Windows and Entry Doors – Phase 1
 - All three entry doors and associated glass panels in the front and two staircases have been replaced.
 - Replaced windows in one class room and the CCD.
 - The access ramp has been built between the school and the church.
 - Life Safety and Communication
 - Replaced the fire alarm system
 - Added intercom system
 - Upgraded the internet system, including a voice over IP for in house telephone system.
 - Heating Ventilation and Air Conditioning (HVAC) - Phase 1, 2, 3:
 - Replaced the original boiler system
 - Replaced all Unit Ventilators (UV) in 16 class rooms
 - Converted the UVs to Air-Conditioning and heating units – including associated compressors.
 - Added air conditioning to the front offices and teachers' lounge.
 - Added an energy management system
 - Electrical Upgrade – Phase 1
 - Installed a new primary distribution panel and subpanels to support the new air-conditioning system and future upgrade of electrical power coming into the building.
 - Replacement of Tiles – Phase 1:
 - Replaced asbestos containing tiles in the third floors Vinyl Composition Tiles (VCT).
 - Roof and Drainage
 - Added drainage for the roof and around the building.
 - Repaired all seams of the rubber roof to extend its life.
 - HVAC – Phase 4 and Windows Phase- 2A:
 - Installed AC in Gymnasium AC, including gym windows on the church side and the windows on the rear - summer 2017.

- *Windows– Phase 2B and Phase 3:
 - Installed windows in gymnasium – parking lot side (spring 2018)
- * Replacement of Tiles – Phase 2:
 - The tiles in the second floor, stairways, front entrance, Classroom 101, CCD office, and Gymnasium (Summer 2018)

*** Part of Flood recovery, in 2018**

- Boilers replacement
- Emergency repairs
- Gymnasium upgrade
- Basement Doors:
- Gymnasium

Part VI. Operational Vitality: Facilities

Goal 1: To maintain and improve St. Anthony School's physical plant, facilities and equipment to support the mission, educational program and goals of school and its accessibility for all students.

Future Projects (2019 to ~ 2025 Funding Dependent)

- Replacement of Tiles – Phase 3 (last):
 - Replace tiles in the administration office, Principal office, room 102
(*Postponed from December 2018 to summer 2020 –Funding Permitting*).
- Windows – Phase 4
 - Replace Front Offices and Classroom 102, and front two classrooms, 203 and 310 (*Summer 2020 –Funding Permitting*)
- Windows – Phase 5 :
 - Install Windows on second floor &, third floor –East Side
(*Summer 2021 –Funding Permitting*)
- Kitchen – interim upgrade (Fall 2019-Winter 2020)
 - Hand wash sink, with shields
 - Replace wooden cabinets on left and right of sink with stainless steel counters
 - Add Stainless Steel tables & cabinets.
 - Remove Paneling on the ceiling
 - Paint or cover with plastic material; details TBD
 - Replace Formica covered “cabinet” with SS tables
 - Convert/create a serving line
- Complete Kitchen renovation and a new exhaust system – Winter - Summer 2022)
- Staircase Railings and fire doors: (Summer 2023 or 2024)
- Courtyard Landscaping, Church side (Summer 2021)
- Parking Lot and Landscaping:
 - To be redesigned to allow discharge and pick up of students ... This will require some coordination with the city of Everett and purchase of a property (>2024).
- Roof and Solar Panels ... TBD
- Bathrooms ...Handicap Access ... TBD
- Elevator ...TBD

Design Work: Some of the designs for the future projects have been done or are underway. The remaining work will extend to 2025 or beyond depending on funds availability.

Keeping the Strategic Plan alive and current

- Review the goals that have been completed
- Check them as completed
- Indicate remaining goals as ongoing or changed in plan
- Together with board replace completed goal with new goal and advance the year span of strategic plan document
- Inform board chair of all additions



SAS

Strategic Plan

2019-2023