



2023-2028

Strategic Plan

ST MARY PARISH SCHOOL

Challenging Minds • Developing Character • Living Jesus



OVERVIEW

St. Mary Catholic Parish School has a long history of serving families from St. Mary Parish as well as the broader community since the school first opened in 1916. We are proud of our **Exemplary Recognition** status in the area of Catholic Identity and high-school readiness of our graduates.

Always striving to evolve and advance in the interest of serving our students, we decided to look strategically at the next level of excellence for St. Mary School by means of a long-term plan with the assistance of faith-based consulting firm Meitler.

The goals we've identified were created from the quantitative and qualitative data collected throughout the process. Key to the development of the strategic plan was the Strategic Planning Committee. This committee included representatives from various constituencies and actively provided leadership, insight, and expertise that ensured the success of the planning process.

The following slides will highlight our vision for the next five years and will address the aspirations we have for **St. Mary Parish School in the areas of:**

- Mission and Catholic Identity
- Academics
- Enrollment
- Facilities
- Advancement
- Finance
- Leadership and Governance

STRATEGIC PLANNING COMMITTEE

Heather Barenz, Faculty, Current Parent

Travis Dodge, Finance Council, Current Parent

Brian Gold, School Committee, Current Parent

Tom Henke, Parish Leader, Current Grandparent

Deanna Jaeger, School Committee, Current Parent

Linda Joyner, Principal

Sarah Mrozinski Faculty

Joan Phillips, Parish Trustee, Current Grandparent

Jerod Spaeth, School Committee, Current Parent

Justin Spaeth, Current Parent

Heather Wiesner, Current Parent





THE CONSULTING FIRM

- Meitler was founded in 1971 by Neal Meitler who saw the need in the Church for professional planning.
- Today Meitler is at the forefront of assisting faith-based institutions of various denominations to prepare for the future and strengthen their current situation
- Recommendations are research-based and use planning tools including demographic research, financial analysis, enrollment projections, market research studies, professional writing, and expert facilitation.

A GOOD STRATEGIC PLAN IS...

Mission-Driven 	Comprehensive 	Visionary 
Data-based 	Realistic/Achievable 	Long-range 
Credible 	Owned 	Integrated 

INFORMATION GATHERING

SURVEYS

Surveys were sent to school families, faculty and religious education families as part of the information gathering process.

- 90 of the 126 school families responded to the family survey.
- 16 of 18 faculty completed the faculty survey.
- 15 Religious education families completed the survey

FOCUS GROUPS & OTHER MEETINGS

- Focus groups were held with current parents, parents of children 0-3 not yet enrolled in the school from the parish, 7th and 8th grade students and Home and School Committee representatives.
- Meitler met with the Pastoral Council to report findings and answer questions.
- The Director of Administrative Services, Director of Communications, Director of Facilities, Monsignor and the Principal were interviewed.
- Meitler and the Strategic Planning Team met a total of 10 hours.

70%

of families responded

89%

of faculty responded

WHERE WE WORSHIP

Of the 90 families who participated in the survey...

92%

Said they belong to
St. Mary Parish

58%

Attend Mass regularly
at St. Mary Parish

27%

Attend Mass at a
different parish

4%

Attend Mass at
St. Anthony



MISSION & CATHOLIC IDENTITY

The Strategic Plan highlights Catholic Identity as an integral component of student life. St. Mary Parish School fosters and enriches the faith life of its students through sacramental preparation, Mass attendance, daily prayer, and religious instruction. Students in PK-5 attend Mass weekly and students in grades 6-8 attend Mass twice weekly.

Our Catholic Identity and mission to Live Like Jesus will continue to be pillars of our education.

GOALS

- St. Mary Parish School's leadership will find ways to participate with the parish in all areas of Catholic life recognizing and instructing students, faculty, and staff on the integral relationship between the parish and school, strengthening the school's Catholic Identity and embracing opportunities to educate the students and families on traditional expressions of Catholicism characterized in the liturgical experiences at the parish.
- Beginning with the school year 2023-24, St. Mary Parish School will eliminate the parishioner/non-parishioner tuition rate to encourage families to select a parish community aligned to their liturgical preference.
- St. Mary Parish and School will explore the option of changing the name of the school to better serve and include all families in the parishes in the region seeking Catholic education,

ACADEMIC EXCELLENCE

In addition to an existing academic curriculum that enables St. Mary Parish School students to consistently score well above national averages on standardized testing, St. Mary School looks forward to opportunities to grow our academic offerings and set us apart from other schools.

GOALS

- St. Mary Parish School's leadership will pursue a curricular niche, STREAM or school practice that clearly differentiates St. Mary Parish School from other Catholic and public elementary schools in the area.
- Expand the academic offerings at St. Mary Parish School to include after-school programs, clubs, activities, classes, etc., and consider extending them to families who homeschool their children.
- St. Mary Parish School will look at new opportunities to measure and improve student outcomes and teacher effectiveness.



OPERATIONAL VITALITY

Enrollment Trends

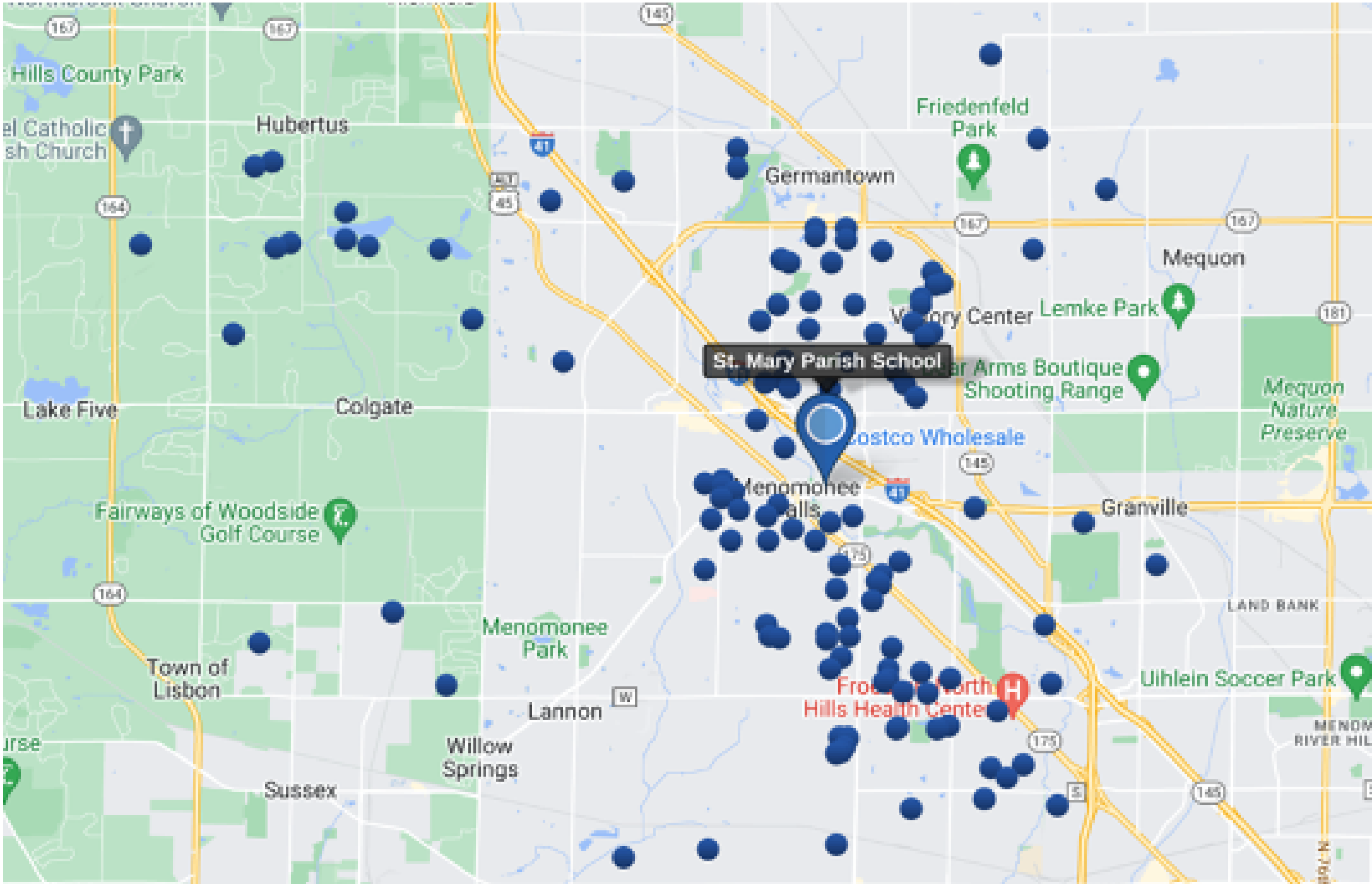
Many schools have been affected by enrollment challenges and St. Mary is no different. The student population has decreased significantly since 2018-19. In 2022-23, with a staffing capacity of 316 students we are operating at 64% of capacity.

The good news is population in the area is growing and projected to continue to do so. We have an opportunity to amplify our efforts at increasing enrollment.

By Grade	Actuals					Capacity by Grade	% of Cap. 22-23
	2018-19	2019-20	2020-21	2021-22	2022-23		
K3	14	12	1	9	10	15	67%
K4	27	15	19	14	14	20	70%
K5	22	24	17	16	13	20	65%
1	34	21	19	16	13	20	65%
2	32	33	17	19	16	20	80%
3	47	32	30	18	17	23	74%
4	33	44	25	28	15	23	65%
5	43	32	41	22	26	50	52%
6	29	39	25	39	18	25	72%
7	36	26	38	25	38	50	76%
8	33	36	23	36	21	50	42%
Total K5-8	309	287	235	219	177	281	63%
Total K3-8	350	314	255	242	201	316	64%

ST. MARY PARISH SCHOOL FAMILIES

This map shows where our current families live, with most in the 53022 zip code.



Zip Code	Families 2021-22		
53051	66		
53022	38	104	83%
53017	7		
53033	5		
53224	3		
53089	2		
53076	2		
53097	1		
53225	1		
53012	1		

Total 126

Source: St. Mary Parish School

ST. MARY PARISH SCHOOL FAMILIES

Projections of our population by age from the zip codes where 83 percent of current student base resides.

Ages 0 to 4						
Zip Code	Families 2022-23	Census 2010	Estimate 2023	Projection 2028	Change 2023 to 2028	
					Number	Percent
53051	66	2,038	2,075	2,095	20	1%
53022	38	1,102	946	959	13	1%
Total	104	3,140	3,021	3,054	33	1%

Ages 5 to 9						
Zip Code	Families 2022-23	Census 2010	Estimate 2023	Projection 2028	Change 2023 to 2028	
					Number	Percent
53051	66	2,257	2,149	2,101	-48	-2%
53022	38	1,299	1,066	966	-100	-9%
Total	104	3,556	3,215	3,067	-148	-5%

OPERATIONAL VITALITY

ENROLLMENT GOALS

- A comprehensive enrollment management program with a measurable and targeted enrollment plan, encompassing marketing, recruitment, admissions, and retention, will be developed.
- Enroll in Wisconsin School Choice to make Catholic Education available to more students

FACILITY GOALS

- St. Mary Parish School will research the feasibility of expanding the function of the library/or computer lab to a media center.
- St. Mary Parish will consider using a portion of the excess funds raised through the Love One Another Campaign to purchase and erect recreational/playground equipment on the St. Mary Parish School grounds.

ADVANCEMENT GOALS

- A comprehensive annual fund program will be developed to eliminate the need for multiple fundraisers.
- Grow the Endowment Fund to provide a means for constituents to provide long term support for St. Mary Parish School to ensure ongoing funding for major programs, tuition assistance, teacher salary support, facility upgrades etc.



FINANCIALS

Tuition at St. Mary Parish School has increased by 2% every year with the exception of 2021-22 to 2022-23 school year where it increased by 15.8%. This increase was due to rolling up all the fees into the tuition amount. We have historically offered a parishioner and non-parishioner tuition rate for K3-8th grade students, which, on average gives families a \$1000 discount for being a member of St. Mary Parish.

The average cost to educate a student attending St. Mary Parish School in the 2023-24 is \$8,250. This figure is more than the tuition rate for parish members, which means the difference of more than \$3,000 per student must come from the parish, the school's annual giving appeal, fundraising, or other 3rd source revenues.

GOALS

- The tuition rates will be reduced to one category for all families applying to enroll in K4 -8th grade.
- The process for awarding tuition assistance will be restructured to be more strategic in growing enrollment.
- Continue to exercise financial best practices while Improving communication about school finances, in particular how fundraising dollars are spent.





GOVERNANCE & LEADERSHIP GOALS

- The School Advisory Committee will provide visionary and appropriate leadership to ensure the future vitality and sustainability of the school.
- The Pastor of St. Mary Parish School and the school committee will oversee the implementation of the strategic plan with the support of parents, teachers, and other stakeholders
- In consultation with the pastor and principal, St. Mary Parish School will consider adding an additional layer of leadership to the administrative team to oversee and advance the academic component of the school.

**EXCITING
NEWS!**

GREAT NEWS! GREAT GIFT!

St. Mary Parish School has been bequeathed
**\$565,000 GIFT FROM THE
BILL DONDLINGER ESTATE**



THANK YOU

NEXT STEPS



ST. MARY PARISH SCHOOL
Challenging Minds • Developing Character • Living Jesus

Please join our volunteer team!

Please complete the back of this card and return it to a school/parish employee or the school office

- YES, I/We would like to learn about opportunities to assist in **Marketing & Recruitment**.
- I/We would like to learn about opportunities to assist in **Planned Giving & Alumni Engagement**.
- I/We would like to learn about opportunities to assist in **Academic Program Development**.
- I/We would like to assist in another way, listed here: _____

Name(s) _____

Telephone _____

Email _____

THANK YOU