

## A PLAN TAKES SHAPE

Mother Seton School began a research-based strategic planning process in the fall of 2022.

The MSS Board of Directors and school administration chose Mount St. Mary's University's Center for Catholic School Excellence to lead the process. The center has worked with a wide range of K-12 Catholic schools.

Over the course of a year, the Mount team gathered information from MSS administrators, faculty, staff, board members and parents to identify the school's strengths and needs. It worked with a Strategic Planning Task Force from MSS to develop goals and action steps.

The MSS board prioritized these goals to produce a five-year strategic plan that was approved by our sponsoring Daughters of Charity at the end of 2023. Work on many of the goals is well underway.



"Thank you to all who participated in the planning process and who continue to help our students become young men and women of great achievement and integrity. Together we will carry the educational tradition of St. Elizabeth Ann Seton well into the future."

**PRINCIPAL KATHLEEN KILTY, PH.D.**

"For more than 200 years, Mother Seton School has continued a strong legacy of Catholic education, continually evolving to meet the needs of today while upholding our founding mission of academic excellence and Christian service. We are pleased to present a plan for the next several years that reasserts our commitment to this mission."

**BOARD CHAIR ALLEN SHATZER**



 **MOTHER SETON SCHOOL**

# Cultivating a Bright Future

**STRATEGIC PLAN SUMMARY**

**JUNE 2024**



 **MOTHER SETON SCHOOL**

**A Pre-K – Grade 8 Catholic School for All**

100 Creamery Road  
Emmitsburg, MD 21727

**301-447-3161**

**MotherSetonSchool.org**

### MSS Board of Directors

**Dan Hallinan, 2023 Chair**  
**Allen Shatzer, 2024 Chair**  
**Beatrice Reaver, Vice Chair**  
**Sister Jane Graves, D.C.,**  
**Sponsored Works Coordinator**  
**Barb Ruppert, Secretary**  
**Patrick Joy, Treasurer**  
**Wes Hamrick**  
**Jane McKenzie**  
**Kathleen Kilty, Ph.D., Principal**



# OUR PLAN

All work on the strategic plan has been guided by Mother Seton School's mission, vision and values. The plan rests on three pillars that spring from our mission.

## Our Mission

The mission of Mother Seton Catholic School, a vibrant, Christ-centered community, is to inspire students to strive for academic excellence and dedicate their lives to love and serve Christ in the tradition of St. Elizabeth Ann Seton and St. Vincent de Paul.

## Our Vision

Mother Seton School aims to continue the tradition of St. Elizabeth Ann Seton by providing a Christ-centered, academically excellent, affordable Pre-K 3 through grade 8 Catholic education to all who seek it.

## Our Values

We cultivate a community of:

**Excellence**  
by fostering an environment of academic excellence through quality teaching and high expectations for learning

**Respect**  
by treating every person as a child of God, through love, kindness and compassion

**Service**  
by putting our Catholic faith into action



As of 2023, our newest additions are the Singapore Math curriculum and Wit and Wisdom/Geodes language arts curriculum.

Our media center coordinator hosted and attended the Mount's Computational Thinking course at MSS in 2023.



Based on our mission and input from faculty and staff, in 2024 we created vision and values statements that could be more easily shared.



Our new Enrollment Advisory Committee began work in May 2024.



The average MSS K-8 student's tuition after financial aid in 2023 was \$6,020, with 40% of our students receiving assistance.

## 1 PILLAR

### Inspire students to strive for academic excellence

Students must gain the academic skills they need for further learning and future careers. We will continue our excellent work in this area with strategic goals in curriculum and technology.

#### CURRICULUM GOALS

- Engage in data analysis to make purposeful instructional and academic decisions.
- Implement a five-year review cycle for textbooks and instructional materials.
- Evaluate the current use of Project Based Learning (PBL) and determine areas for improvement.

#### TECHNOLOGY GOALS

- Incorporate instructional technology as a component of the curriculum.
- Explore the use of Computational Thinking in the classroom.

## 2 PILLAR

### Inspire students to dedicate their lives to love and serve Christ and their neighbor

Through strong faith and values, students will live as God calls them. Strategic goals in the area of mission and Catholic identity will ensure we continue to support this pillar of our plan.

#### MISSION AND CATHOLIC IDENTITY GOALS

- Create a new vision statement and core values based on the current mission statement.
- Foster a community where faculty, staff and the board can effectively model and articulate the mission, vision and core values.
- Communicate and clearly articulate the mission, vision and core values to stakeholders.
- Remain in compliance with AoB procedural processes for Catechesis certification.

## 3 PILLAR

### Ensure MSS can continue its mission into the future

To live out our mission, our school must remain financially and physically sound. We will ensure this through strategic goals in finance, governance and marketing.

#### FINANCE GOALS

- Continue working to diversify revenue.
- Accelerate the rigor and accessibility of the preschool program.
- Remain committed to equitable compensation for faculty and staff.
- Remain committed to making a Catholic education accessible to all, including families of lower income.

#### GOVERNANCE GOALS

- Reestablish and codify the policies and procedures of the Board of Directors.
- Update the policy handbook, including corresponding procedures.

#### MARKETING GOALS

- Review key messaging to ensure it is in keeping with the new vision statement and core values as well as the current mission statement of MSS.
- Create a consistent visual approach to communicate the vision and values of MSS.
- Establish an Enrollment Advisory Committee to provide strategic input for admissions marketing.
- Develop an updated admissions marketing plan.
- Optimize fundraising by developing an updated plan.