



FORMING DISCIPLES AND SCHOLARS

"Rooted in our Catholic faith and inspired by our mission"

MESSAGE FROM HEAD OF SCHOOL

Dear Parents, Alumni, Parishioners and Friends of All Saints:

I am delighted to share with you – each of you a shareholder in All Saints Catholic School – an exciting new chapter in the journey of Catholic education in the greater Norwalk community. After months of dedicated effort and collaboration, we are proud to introduce our comprehensive Strategic Plan, designed to guide our school's growth and development over the next 3-5 years.

Rooted in our Catholic faith and inspired by our mission to provide a holistic education, this plan focuses on four key areas: Faith Formation, Academic Excellence, Community Engagement, and Operational Sustainability. Each of these pillars is essential in ensuring that we continue to nurture our students spiritually, intellectually, socially, and emotionally.

Faith Formation

We are committed to deepening our students' relationship with God and fostering a vibrant Catholic identity within our school community. Our religion classes are not the difference between us and a government sponsored school as if they were merely a +1 feature. Our faith is not a subject for study but a context for living – at All Saints, it is the lens through which all is focused.

Academic Excellence

Our goal is to provide an outstanding academic experience that prepares students for success in higher education and beyond. We will achieve academic excellence by encouraging each scholar to go as far as they can with the gifts they have been given. We will focus on curriculum development, innovative teaching methods, and the integration of technology to support personalized learning and critical thinking skills.

Faith Formation and Academic Excellence

Faith Formation and Academic excellence are not distinct pillars for us at All Saints. We cannot be authentically Catholic and not be academically excellent. We want our scholars to be intellectually curious, confident and bold in their aspirations. Our focus is on forming disciples who are well formed and informed. Let us be bold in forming leaders, scholars and disciples.

Community Engagement

Building a strong, supportive community is at the heart of our mission. We aim to strengthen partnerships with parents, alumni, local parishes, and the broader community. By doing so, we can create a more inclusive and dynamic environment where everyone feels valued and involved.

Operational Vitality

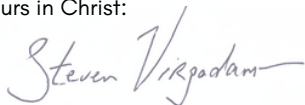
Ensuring the long-term sustainability of our school is crucial. This includes sound financial management, efficient use of resources, and continuous improvement of our facilities. We will also explore new avenues for fundraising and advancement to support our strategic initiatives.

This Strategic Plan is the result of extensive input from our stakeholders, including faculty, staff, parents, students, alumni, clergy and community members. It reflects our shared vision for the future and our unwavering commitment to providing a high-quality Catholic education.

I invite you to join us on this journey as we implement these strategic priorities. Together, we can achieve our vision of becoming a leading Catholic school that inspires and empowers students to make a positive difference in the world.

May God bless our efforts as we embark on this exciting new chapter.

Yours in Christ:



Steven Virgadamo



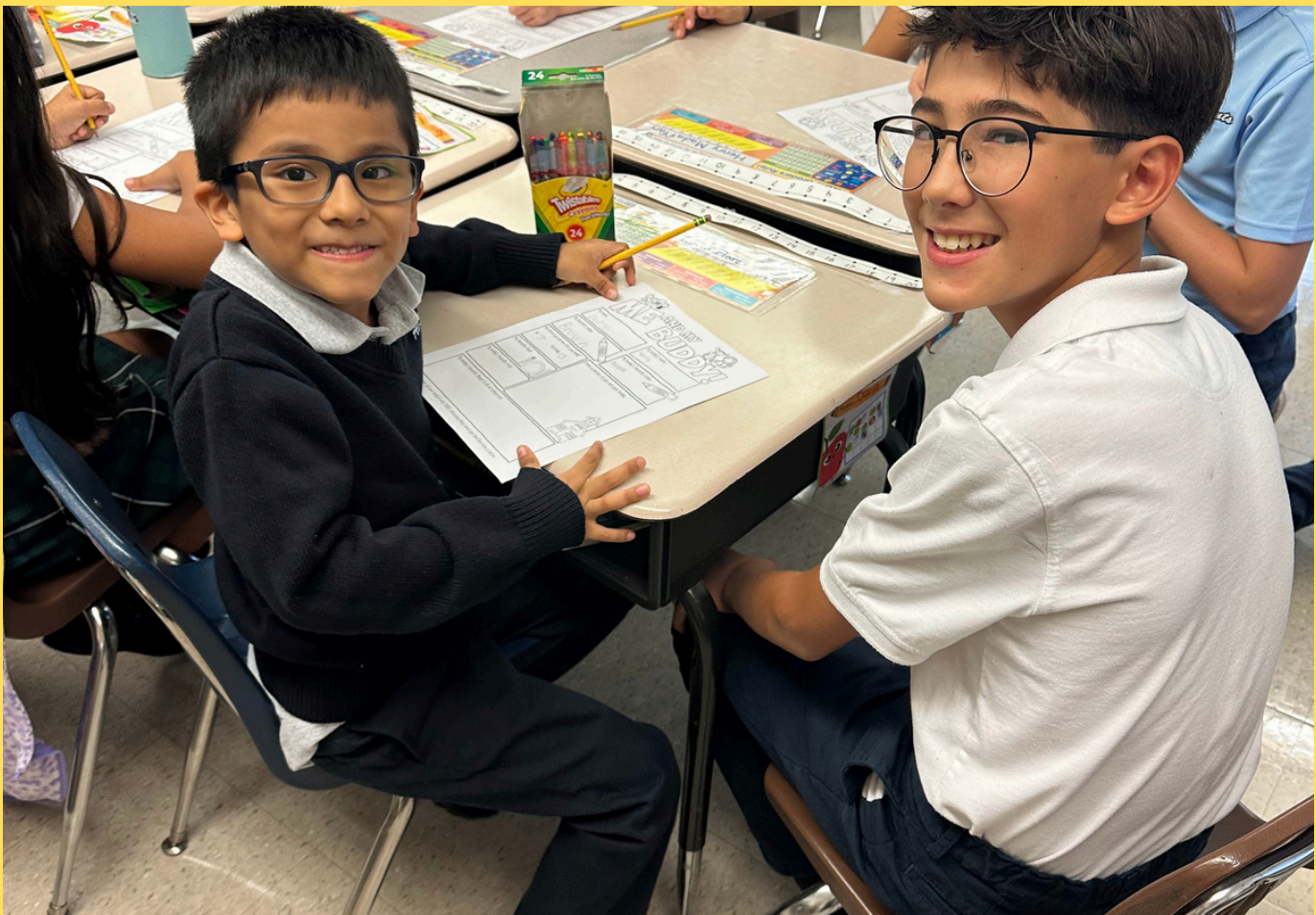
OUR MISSION

**ALL SAINTS CATHOLIC SCHOOL IS COMMITTED
TO PROVIDING AN EDUCATION THAT STRIVES
TO ENABLE STUDENTS TO LOVE GOD AND
SUPPORTS THE DEVELOPMENT OF BODY,
MIND, SPIRIT AND SERVICE TO OTHERS.**

FORMING AND INFORMING SAINTS AND SCHOLARS

OUR CORE VALUES

- We have an incarnate view of the world and there are no secular subjects.
- We believe parents are the primary educators of their child(ren). We collaborate and partner with each parent in not just education, but the formation of each child.
- We believe that children learn differently and that every child can learn.
- We believe in a TRINITARIAN relationship and that scholars learn best when each young scholar, teacher, and parent are actively engaged in the teaching-learning process.
- We believe that the deeper we drink of the beauty, goodness, and joy of the Gospel message, the more capable we are of creating communities and even nations that respect human dignity and our hearts to life-giving transcendent truths.



STRATEGIC PLANNING PROCESS

Planning Retreat Participants

Catherine Asija
Harry Bartlett
Stefania Bartlett
Alyssa Bergamasco
Rev. Miguel Betancur Lenis
Maurya Brown
Nicole Bailey-Culhane
Beth Cuthbertson
Michael DeRosa
Linda Dunn
Sally Edwards
Chioma Enu
Margaret Farrington
Steven Fitzgerald
Chanda Goodwin
Xavier Guzman
Rev. Frank Hoffman
Debra Keating
Patrice Kopas
Santina Kovatch
Michael Krauer
Nathalia LaBranche
Amelia Melchionno
Rosa Milo
Christopher O'Connor
Sarah Pruitt
Maurice Redhead
Liz Reid
Brenda Renzulli
Erin Schultz
Tanya Small
Joey Smith
Patricia Stapleton
Inoki Suarez
Jordan Vladimirov
Mary Vladimirov
Gregory Witezak
Michael Wrinn



Committee Chairpeople:

Catholic Identity: John and Maria Bazzanno
Curriculum: Inoki Suarez
Staffing: Harry Bartlett
School in the Community: Sarah Pruitt, Dawn Geignetter
Advancement: Patti Harris
Enrollment: Debra Keating
Facilities: Michael Krauer
Governance: Chris O'Connor
Finance: Ryan Musco
Guidance: Maureen Ornousky



CATHOLIC IDENTITY



STRATEGIC GOAL

All Saints Catholic School will evangelize to the entire school community of students, parents, staff, alumni, and parishes in order to foster their spiritual development and form them into missionary disciples who can live out the universal Christian vocation to holiness. Graduates will be prepared to face societal problems and issues with compassion, kindness, and love.

OBJECTIVES

- To identify, recruit and retain a Director of Student Formation and Campus Minister.
- To establish 3-4 small Christian Faith and Learning communities of parents, faculty and staff.
- To establish an Upper School House System synchronized with the life and virtues of selected Catholic Saints.

CURRICULUM

STRATEGIC GOAL #1

All Saints Catholic School will restructure and align curriculum across all grade levels and subject areas.

OBJECTIVES

- To review and revise core curriculum maps annually to ensure alignment to the appropriate standards incorporating technology and infusing Gospel values.
- To continue to identify and provide ways to use explicit forms of data to maximize learning.
- To increase differentiated instructional resources to enhance learning outcomes for individuals, small groups, and whole class and to address the growth and development of students with special needs.
- To create an authentic upper school experience.



CURRICULUM



STRATEGIC GOAL #2

All Saints Catholic School will ensure teachers will receive ongoing professional development in effective instructional best practices that will maintain the vertical articulation of the program.

OBJECTIVES

- To develop a professional development plan that allows professional staff to build their knowledge, skills and abilities to reach their potential.

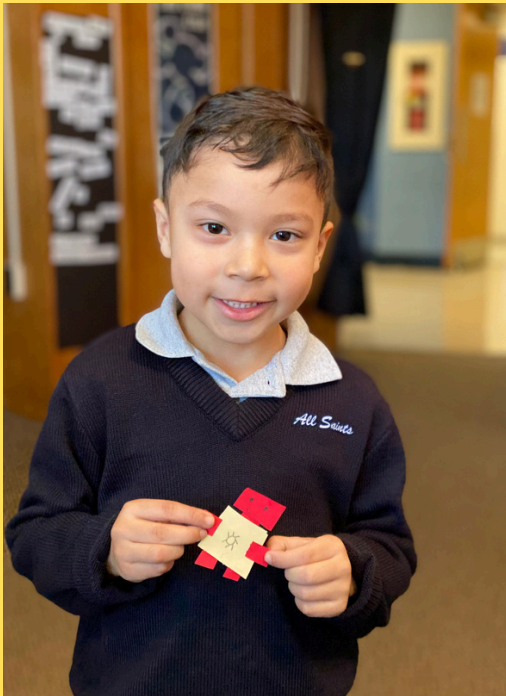
ENROLLMENT

STRATEGIC GOAL

All Saints Catholic School will attract, enroll, and retain a student body minimum capacity of 415 students kindergarten through eighth grade.

OBJECTIVES

- To be proactive and focus on attracting and enrolling a minimum of 80 PreK- 3 and PreK 4 students.
- To enhance our upper school enrollment by a minimum of 12 students.
- To enhance marketing efforts via increased Geo-fencing, parenting blogs, parish ministry presence, increased social and traditional media presence.
- To re-establish Parent Ambassador program
- To improve retention with a focus on Pre-K 4 to Kindergarten
- To complete an Enrollment Management Plan and create reports that reflect progress toward our goals.



ADVANCEMENT

STRATEGIC GOAL

All Saints Catholic School will advance our mission by increasing philanthropic and donor support from 80,000 per year to 250,000 per year (a goal of a minimum of 1.5 million over the next five years).

OBJECTIVES

- To expand Donor Engagement by utilizing alumni networks, parent associations, and community partnerships to identify and connect with potential donors.
- To establish matching gift opportunities and partnerships with local businesses and organizations to amplify the impact of individual donations
- To launch at least two major fundraising campaigns annually, each targeting specific projects or needs of the school, with clear goals and measurable outcomes.
- To increase number of annual donors by 10%.





FACILITIES

STRATEGIC GOAL

All Saints Catholic School will develop, implement, and fund a master plan to create a clean, efficient, updated, and secure facility and campus.

OBJECTIVES

- To upgrade the safety and aesthetics of the K-8 playground.
- To design and construct a Pre-K playground.
- To retrofit the Advancement Office annex.
- To establish a school store.
- To lay new flooring in the 1st grade classrooms.
- To establish an outdoor dining courtyard for 8th grade.
- To upgrade aesthetics in the dining room and athletic center with mission appropriate quotes on walls.
- To secure modern personalized learning furniture for an upper school math class.
- To prepare for the installation of split duct A/C and heating units in classrooms.
- To establish a social and emotional counseling and resource center.



GUIDANCE AND COUNSELING

STRATEGIC GOAL

All Saints Catholic School will develop a comprehensive school counseling plan that cultivates strong social-emotional skills in students, empowering them to self-regulate and advocate for themselves effectively.

OBJECTIVES

- To hire a second guidance counselor to provide support, encouragement, and direction through counseling sessions, meetings, and programs.
- To develop a social-emotional curriculum.
- To establish a social and emotional counseling and resource center.
- To establish a house system with advisors for each house

Saints and Scholars



Pledge



I promise to seek God in the faces of my classmates as we learn, work and pray together.

I will look for the good in others

I will celebrate our differences

I will spread God's love through kindness

SCHOOL IN THE COMMUNITY



STRATEGIC GOAL

All Saints Catholic School's staff, students and families will commit to being visible and connecting to our community. By community, we mean our school, parishes, Norwalk, and Fairfield County.

OBJECTIVES

- To increase the visibility of All Saints Catholic School in the community
- To bring together families, parishioners, educators, and local community members fostering partnerships that go beyond the classroom.

FINANCE

STRATEGIC GOAL

All Saints Catholic School will develop a five-year financial plan to include an equitable and just income mix of tuition, philanthropic and investment income in order to sustain a viable, competitive school that provides a quality Catholic education.

OBJECTIVES

- To examine the existing income, mix and work with the community to establish policies about the percentages of expenses to be funded by tuition, philanthropic and investment income.



GOVERNANCE



STRATEGIC GOAL

All Saints Catholic School will populate and revitalize the School Advisory Board in order to provide leadership, vision and skill sets that will ensure the future success of the school.

OBJECTIVES

- To update the advisory board by-laws
- To recruit, identify and appoint three new board members.
- To establish a Principal advisory council to seek parent council on teaching learning offerings.
- To continue to increase efficiency and effectiveness of Advancement council.

STAFFING

STRATEGIC GOAL

All Saints Catholic School will attract, recruit, and retain Catholic Professionals who are committed to executing the mission.

OBJECTIVES

- To create a mission-driven environment where teachers feel supported, empowered and valued.
- To review teachers' salaries and find ways to improve the wages and benefits offered to new and existing teachers.
- To use customized advertisements along with a strong social media presence and strong referrals to improve the number and quality of applications for open positions.
- To continue to offer daily lunch to staff.
- To establish and offer tuition reimbursement for full time staff with children in a Catholic school.
- To offer a comfortable place for collaboration through an updated staff conference center.



ROOTED IN OUR CATHOLIC FAITH

FORMING DISCIPLES AND SCHOLARS



INSPIRED BY OUR MISSION



ALL SAINTS CATHOLIC SCHOOL

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