



St. Michael Catholic School

Strategic Plan 2014-2017



Strategic Plan 2014-2017

Table of Contents

- I. Catholic Identity**
- II. Excellence in Education, Athletics and Extracurricular**
- III. Leadership, Governance & Communication**
- IV. Enrollment & Marketing**
- V. Facilities**
- VI. Temporal Vitality**



Strategic Plan 2014-2017

Introduction: Philosophy and Mission

Philosophy

St. Michael Catholic School Community:

- is committed to providing students a balance between spiritual growth and academic excellence.
- believes faith is the manifestation of all virtue and integrity and the guiding principle for our school community.
- believes that students should be held accountable for what is good, right, and just.
- is dedicated to developing students with a strong moral conscience.
- believes in scholarship focused on lifelong learning and high expectations that lead to academic excellence.
- believes that our students should be aware of the needs of others and take responsibility in serving others to build a Christian community.

Mission

The mission of St. Michael Catholic School is to form disciples of Christ through an education focused on faith, conscience, scholarship, and service.

Timeline

This strategic plan addresses a three-year time period, a practical horizon as we initiate new programs, strengthen existing ones, and utilize new facilities.



STRATEGIC PLAN 2014-2017

I. Catholic Identity					
		2014-2015	2015-2016	2016-2017	
A	Catholic Core	Year 1	Year 2	Year 3	Ongoing
I	Integrate the church's Catholic social teachings across all curricular areas <i>Done daily by classroom teachers.</i>				X
II	Increase the active involvement of parents in the faith life of their parish, the broader faith community and the faith formation of their children. <i>Information is shared in Paw Prints each week</i>				X
III	Expand opportunities to integrate themes of both the universal and local church <i>Done daily in morning assembly and by Religion Resource teachers assistance</i>				X
IV	Promote Catholic service activities for the entire school community <i>Participation in parish service projects, i.e. coat drive, food drive, operation backpack, monthly service projects, San Raphael Festival, NJHS Service Projects,</i>				X
B	Sustainability				
I	Implement strategies to increase vocation awareness and religious vocations.				X
II	Implement the human sexuality curriculum.				X
III	Explore the use of the Information For Growth (IFG assessment) as a benchmark for teachers.				X
IV	Encourage participation by all students in sacramental celebrations.				X
V	Promote and monitor religion certification for teachers as required by the Texas Catholic Conference of Education Department. (TCCED)				X



Strategic Plan 2014-2017

II. Excellence in Education					
		2014-15	2015-16	2016-17	
A.	Professional Development, Recruitment and Retention	Year 1	Year 2	Year 3	Ongoing
I	Continue to provide opportunities for teachers to attend workshops and trainings. <i>Title II funds will also be used to achieve this goal.</i> <i>In 14-15 all teachers attended the ASCD conference.</i> <i>In the summer of 2016 all of MS attended Tools for Teaching</i>				X
II	Continue to implement teaching best practices to support the intellectual, scholastic, behavioral and social needs of diverse learners. <i>Implement Learning walks and peer observations during the 16-17 school year.</i>				X
III	Continue to support teachers & staff who want to pursue advanced degrees. <i>Share program opportunities during staff meetings and on the lounge bulletin board</i>				X
IV	Continue to encourage participation in professional organizations. <i>Organizational membership to ASCD, HAIS (Houston Area Independent Schools) membership for counselors and admission directors; Texas Counselors Association</i>				X
B.	Student Achievement				
I	Continue to use strategies to examine data from diagnostic assessments, inclusive of both formative and summative evaluations, and determine scholastic trends and needs.				X
II	Continue to implement a variety of assessments to track student learning and growth. <i>Through standardized testing, continue to use DRAs to track reading skills.</i>				X
C.	Curriculum				
I	Continue to develop and implement vertical alignment in Math at all grade levels				X
II	Continue to develop and implement vertical alignment in Reading at all grade levels.				X
III	Implement standardized grade level assessments of Reading, including DRA, etc. at all grade levels.				X
IV	Develop specific writing expectations of students at each grade level.				X
V	Implement Writing Workshop for all students.				

	<i>Writers in school program grades 3-5</i>				X
VI	Make sure that teachers are familiar with curriculum guides for all subject areas <i>Implement new science program during the 2015-2016 school year</i> <i>Purchase new Math and Social Studies instructional materials for the 2016-2017 school year</i>				X
VII	Continue to integrate technology in all classrooms <i>Implement 1:1 chrome books in grade 6-8 during the 2015-2016 school year</i>				X
D.	Extracurricular Activities				
I	Continue to strengthen after school Sports Program <i>Hired an athletic director for 14-15 school year</i>				X
II	Continue to improve communication regarding Sports Programs <i>Athletic director communicates all athletic news through plus portals to parents</i>				X
III	Encourage increased participation of students in school sports				X
IV	Continue to provide opportunities for students to showcase gifts in performing arts, speech, choir, art, robotics, etc. through ancillary classes in lower and middle school and electives in middle school.				X



Strategic Plan 2014-2017

III. Leadership, Governance & Communication					
		2014-15	2015-16	2016-17	
A	Leadership	Year 1	Year 2	Year 3	Ongoing
	Long-Term Sustainability				
I	Expand and enhance professional development training and advanced degrees for principals and teachers in areas such as curriculum development, supervision, finance, legal issues, etc.				X
II	Identify and promote the development of potential spiritual educational leaders within our school.				X
III	Attract and retain quality personnel for long-term sustainability of the school.				X
III	Continue to offer professional development opportunities for teachers and staff to attend paid for by the school.				X
B	Governance				
	Active Engagement				
I	Expand and enhance training of board members through practical workshops				X
II	Identify and promote the development of potential commission members within our community.				X
	Guidance				
II	Identify and promote strategies to ensure effective collaboration between the School Commission and Parish Council.				X
C	Communication				
I	Develop and implement a comprehensive conduct code for parents, students, and school faculty and staff based on mutual respect and Catholic values.				X
II	Continue to enhance communication between the school and parents.				X
III	Identify and promote strategies to ensure effective collaboration between school community and parish <i>Principal attends parish staff meetings and share the information with the school staff.</i>				X



Strategic Plan 2014-2017

IV. Enrollment and Marketing					
		2014-2015	2015-2016	2016-2017	
A.	Enrollment	Year 1	Year 2	Year 3	Ongoing
	Growth Strategies				
I	Develop and implement strategies to maintain 100% student enrollment.				X
II	Promote improved school performance to existing students and families.				X
III	Promote the improved school performance to prospective students and families.				X
IV	Retain SMCS students who embrace our vision and mission.				X
V	Fill SMCS openings with students who want a Catholic-oriented education.				X
VI	Continue to actively promote the parish-school relationship.				X
VII	Utilize outstanding communication practices within and among our parish-school community.				X
B.	Marketing				
I	Enhance strategies to effectively use digital-media to reach current parents and alumni.				X
II	Promote our local branding and continue the use of the Archdiocesan and Catholic School logo.				X
III	Continue to promote the school and display school projects/activities and achievements to parish community.				X
IV	Continue to market and engage alumni in school development and activities.				X
V	Increase promotion via social media and direct mail.				X



Strategic Plan 2014-2017

V. Facilities					
		2014-15	2015-16	2016-17	
		Year 1	Year 2	Year 3	Ongoing
A	Standards				
I	Promote and maintain a welcoming, safe and healthy environment. <i>Security guard on duty during all school activities.</i>				X
II	Establish and implement safety procedures and training for maintenance personnel. <i>Crisis training provided annually by school nurse.</i>				X
III	Maintain custodial schedules for proper maintenance of school building, grounds, and athletic facilities. School contracts with an outside company to maintain the facilities and the grounds; hired a Plant Manager to maintain school building and grounds and to oversee maintenance staff.				X
IV	Maintain high quality athletic facilities.				X
B	Inspections				
I	Implement the plan to perform inspection of school building, grounds, and athletic facilities for preventive purposes.				X
II	Periodic review of all vendors and contractors to ensure performance standard and competitive pricing. <i>Make sure that all contracts and vendors have been approved by the archdiocese.</i>				X



Strategic Plan 2014-2017

VII. Temporal Vitality					
		2014-15	2015-16	2016-17	
		Year 1	Year 2	Year 3	Ongoing
A	Funding Model				
I	Continue to research successful alternative fundraising efforts. <i>For 15-16 school year, a director of advancement was hired to help with both the school and the parish.</i>				X
II	Continue to meet or exceed 85% of local ISD salary scales as identified by the Archdiocesan School Office.				X
IV	Annual review of tuition rates compared to cost to educate each child.				X
V	Continue to promote specific fundraising efforts including Annual Fund, Booster Club and Gala/Fundraising events.				X
VI	Continue to develop and implement endowment fundraising efforts for teacher and scholarship endowments.				X
VII	Continue to promote growth of endowment as a priority.				X

Father Thomas M. Cemon opened the school on September 7, 1954, with 190 students in 7 classes; two first grade and one class each for second through sixth grades. The Sisters of Loretto who came from Nerinx, Kentucky to staff it that first year were Sr. Catherine Albert Grawer, who was principal and also taught sixth grade, Sr. Sarah Maureen Concannon, Sr. Michael Marie Connolly and Sr. John Ellen Plumb. Two lay teachers completed the faculty.

Two years later a new wing of the school was opened to accommodate 14 classes and 485 students. On May 26, 1956 the first class of eighth graders graduated. The Annals of the school report that “the boys and girls wore maroon caps and gowns and looked very nice. Naturally they are all hesitant about leaving St. Michael for high school.”

In the fall of 1957, Sr. Catherine Albert became “a free principal” (she no longer taught a class herself) with a staff of 13 teachers, 5 of whom were Sisters of Loretto. The Annals of that year include Forty Hours devotions, School Association meetings, a new remedial reading program, intramurals during P.E. classes, a piano recital by Sr. Dorothy Mary’s students and the note that February 19 was a “Holiday for Fat Stock Show,” not a very penitential way to start the Lenten Season, but very pleasant nevertheless.

Sr. Mary Elsie Monsimer became principal of the school in the fall of 1960, the fifth through the eighth grades were separated into classes of boys and girls and the “rainy day dismissal” program began. In March word was received from the State that St. Michael School had been approved for accreditation.

On May 24, 1962, “a simple” graduation ceremony took place after the 8:15 Mass. The younger children did not remain for the ceremony of graduation. After the ceremony the eighth graders were honored at a breakfast...because this was the first class to go through the entire eight years of grammar school at St. Michael. The class presented the school with a dictionary and stand. They gave the sisters a beautiful Dali painting of Christ on the Cross.

Since that time there have been hundreds of students who spent their kindergarten through eighth grade years at St. Michael School. Sr. Jane Wilcox (who originally used her name in religion, Sr. John Joseph) presided over the school from 1966 until 1981. Despite the tremendous changes taking place in the church during those years, the school continued to thrive. It was highly regarded in the city and its graduates continued to distinguish themselves in the high schools. The steady growth resulted in plant additions that include a science lab, library/media center, gymnasium, clinic and faculty lounge. Parents began to initiate and carry out enrichment activities in the school. An art program was begun and the read-a-story and Junior Great Books programs were introduced through the efforts of these parents. The Parents Lending Useful Support (PLUS) group was born and the Parish School Commission of the Pastoral Council began.

Sr. Denise Ann Clifford came in the fall of 1981. Under her leadership, the school operated with an all-lay faculty and staff. Sr. Denise Ann further strengthened the academic program and, under her leadership, the school grew and prospered. When she left in 1995, Mr. Dean Karns assumed the role of principal until 1998. Mr. Stephen Parsons served as principal from 1998 until his retirement in 2009. Mr. Parsons focused on the Catholic Identity component of St. Michael Catholic School and on the adjustment of the salary scale to a just level. Ms. Chris Skowronek served as St. Michael Catholic School principal from 2009 to 2015.

Dr. Kathleen Cox currently serves as the principal of St Michael Catholic School.

St. Michael Catholic School has been and continues to be a vital part of the parish. The students are encouraged to be involved in parish life through liturgical service, scout activities and church-sponsored athletic programs. The parents serve as members on various parish boards and committees, actively participate in the sacramental preparation of their children and coordinate numerous volunteer projects within the school. The entire parish has generously supported the annual school development campaign. The school certainly would not exist without the sustenance of the parish and the parish would be decidedly poorer without the school. They are truly part of the same whole.