



St. Michael Catholic School

Strategic Plan 2017-2020



## **Strategic Plan 2017-2020**

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## STRATEGIC PLAN 2017-2020

### 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 and strengthen existing ones.

<b>Catholic Identity</b>						
	<b>Strategy</b>	<b>Action Plan</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	
<b>A</b>	<b>Catholic Core</b>		Year 1	Year 2	Year 3	On going
I	Integrate the church's Catholic social teachings across all curricular areas	-Done daily by all classroom teachers -Continue to encourage teachers to attend catechism classes (reimburse all expenses related to catechist formation)				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	-Parents are invited to morning prayer assembly -Parents are invited to attend weekly school mass -Information on Faith Formation included weekly in Paw Prints. -Faith Alive offered to MS school students during lunch.				X
III	Expand opportunities to integrate themes of both the universal and local church	-Done daily in morning assembly led by students. -Religion Coordinator, Religion Resource teachers, and Liturgical Coordinator provide resources to classroom teachers on how to integrate the Faith across the curriculum.				X
IV	Promote Catholic service activities for the entire school community	-SMCS participates in school wide service projects as well as Parish service projects (Thanksgiving Food Drive, Project Gabriel baby drive, etc.)				X

	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
<b>B</b>	<b>Sustainability</b>		Year 1	Year 2	Year 3	On going
I	Implement strategies to increase vocation awareness and religious vocations.	-Invite clergy to speak to students about vocations. -MS retreats for each grade level that include vocational awareness.				X
II	Implement the human sexuality curriculum.	-5th Grade students receive Theology of the Body Instruction -7th Grade science integrates Theology of the Body curriculum.				X
III	Explore the use of the Information For Growth (IFG assessment) as a benchmark for teachers.	-Give the IFG assessment to teachers to help inform their catechist training.				X
IV	Encourage participation by all students in sacramental celebrations.	-Provide sacramental preparation in religion class for 2nd grade students for First Reconciliation and First Communion. -Provide information to parents on sacramental celebrations through email and parent meetings.				X
V	Promote and monitor religion certification for teachers as required by the Texas Catholic Conference of Education Department. (TCCED)	-Provide teachers with their Catechist Records twice a year. -Share opportunities for Catechism classes with teachers via email. -Reimburse all expenses related to Catechist formation.				X

**TRYING TO MAKE YEAR 3 on one line (this page & below & ongoing)**

<b>II. Excellence in Education</b>						
	<b>Strategy</b>	<b>Action Plan</b>	<b>2017-2018</b>	<b>2019-2019</b>	<b>2019-2020</b>	
<b>A.</b>	<b>Professional Development, Recruitment and Retention</b>		Year 1	Year 2	Year 3	On going
I	Continue to provide opportunities for teachers to attend workshops and trainings.	-Share information about workshops and professional development opportunities with teachers via email, faculty/level meetings. -Use Title II funds from HISD to provide trainings to teachers after school on Wednesday.				X
II	Continue to implement teaching best practices to support the intellectual, scholastic, behavioral and social needs of diverse learners.	-Provide feedback to teachers on best practices through lesson plan feedback and through classroom observations/walk throughs. -Give teachers time to plan daily with their colleagues.				X
III	Continue to support teachers & staff who want to pursue advanced degrees.	-Share program information from universities through email and on the bulletin board in the staff workroom.				X
IV	Continue to encourage participation in professional organizations.	- Organizational membership to NCEA, ASCD, HAIS (Houston Area Independent Schools) membership for counselors and admission directors; Texas Counselors Association, etc.				X

	<b>Strategy</b>	<b>Action Plan</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	
<b>B.</b>	<b>Student Achievement</b>		Year 1	Year 2	Year 3	On going
I	Continue to use strategies to examine data from diagnostic assessments, inclusive of both formative and summative evaluations, and determine scholastic trends and needs.	-Use Renaissance Learning, STAR 360, to evaluate students in reading and math 3-4 times a year to monitor progress. -Use DRA's to track reading progress and to help determine intervention (reading lab groups) -Give Iowa or other standardized test each spring to all students				X
II	Continue to implement a variety of assessments to track student learning and growth.	-Use Renaissance Learning, STAR 360, to evaluate students in reading and math 3-4 times a year to monitor progress. -Use DRA's to track reading progress and to help determine intervention (reading lab groups) -Give Iowa or other standardized test each spring to all students				X
	<b>Strategy</b>	<b>Action Plan</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	
<b>C.</b>	<b>Curriculum</b>		Year 1	Year 2	Year 3	On-going
I	Continue to develop and implement vertical alignment in Math at all grade levels	-Use information from Renaissance Learning, STAR 360, math assessment to improve vertical alignment in Math across grade levels -Use the Lead4ward field guides for math to improve vertical alignment across grade levels				X
II	Continue to develop and implement vertical alignment in Reading at all grade levels.	-Use information from Renaissance Learning, STAR 360, reading assessment to improve vertical alignment in Reading across grade levels -Use the Lead4ward field guides for reading to improve vertical alignment across grade levels				X
III	Implement standardized grade level assessments of Reading, including DRA, etc. at all grade levels.	-STAR 360 reading assessment will be given 3-4 times a year -DRAs will be given 3-4 times a year				X

	<b>Strategy</b>	<b>Action Plan</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	
<b>C.</b>	<b>Curriculum</b>		Year 1	Year 2	Year 3	On-going
IV	Develop specific writing expectations of students at each grade level.	-Use the lead4ward field guides as well as the archdiocesan curriculum guide to create grade level writing expectations.				X
V	Implement Writing Workshop for all students.	-Send teachers to Columbia Teacher's College Writer's Workshop training in the summer -Writers in the School Program for 3rd-5th Grade students and teachers				X
VI	Make sure that teachers are familiar with curriculum guides for all subject areas	-Curriculum guides provided to all teachers on the Google Drive and in print at the beginning of each school year.				X
VII	Continue to integrate technology in all classrooms	-Chromebooks are 1:1 in 5th-8th grade. -Continue to purchase chromebooks for classrooms working backwards from 4th grade down. -Maintain and improve wireless access as needed to support instructional technology devices.				X
<b>D.</b>	<b>Extracurricular Activities</b>					
I	Continue to strengthen after school Sports Program	-Athletic director in place to monitor and supervise all after school sports -Provide training to parents and coaches from Positive Coaching Alliance -Have clear process maps and job descriptions for school athletics				X
II	Continue to improve communication regarding Sports Programs	-Coaches will communicate all practice and game schedules to parents. -Game schedules will be shared in weekly athletic preview on Mondays -Athletic forms and schedules are available on school website				X



	<b>Strategy</b>	<b>Action Plan</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	
<b>D.</b>	<b>Extracurricular Activities</b>		Year 1	Year 2	Year 3	On-going
III	Encourage increased participation of students in school sports	-Athletic information available on school website -Athletic information included weekly in Paw Prints -Weekly athletic preview sent to parents on Monday				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.	-Art taught to PK3-8th Grade -Music taught PK3-8th Grade -School Choir offered to students in 3rd-8th grade -Speech/Drama taught to 4th-8th grade students -MS Activities/Clubs: Speech Team, Robotics, Prep Bowl, School Play				X

### III. Leadership, Governance & Communication

	Strategy	Action Plan	2017-2018	2018-2019	2019-2020	
A	<b>Leadership</b>		Year 1	Year 2	Year 3	On going
	<b>Long-Term Sustainability</b>					
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.	-Share information from university programs through email and on the bulletin board in the staff workroom				X
II	Identify and promote the development of potential spiritual educational leaders within our school.	-Provide spiritual leadership opportunities for teachers (attend/lead class trips, attend/lead class retreats, attend/lead staff retreats)				X
III	Attract and retain quality personnel for long-term sustainability of the school.	-Competitive teacher pay (90% of local public schools) -Provide ongoing professional development opportunities to all teachers and staff				X
IIII	Continue to offer professional development opportunities for teachers and staff to attend paid for by the school.	-Share professional development opportunities through weekly emails and at faculty/level meetings -Register teachers for workshops as requested -Provide meaningful professional development during back to school				X

	<b>Strategy</b>	<b>Action Plan</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	
<b>B</b>	<b>Governance</b>		Year 1	Year 2	Year 3	On going
	<b>Active Engagement</b>					
I	Expand and enhance training of board members through practical workshops	-Share information about school board training offered through the Catholic Schools office				X
II	Identify and promote the development of potential commission members within our community.	-Administrative team will be visible and available to the community				X
	<b>Guidance</b>					
II	Identify and promote strategies to ensure effective collaboration between the School Commission and Parish Council.	-Principal will meet weekly with the Pastor -Finance chair from the school commission will attend Parish Finance Council meetings				X
<b>C</b>	<b>Communication</b>					
I	Develop and implement a comprehensive conduct code for parents, students, and school faculty and staff based on mutual respect and Catholic values.	-Provide training to teachers annually on classroom management (Dr. Leonard Sax, Positive Coaching Alliance)				X
II	Continue to enhance communication between the school and parents.	-Ensure that information on the school website is up-to-date and correct -Send information to parents weekly through Paw Prints -Teachers will provide a weekly preview posted in Renweb				X
III	Identify and promote strategies to ensure effective collaboration between school community and parish	- Principal attends parish staff meetings and share the information with the school staff.				X

<b>IV. Enrollment and Marketing</b>						
	<b>Strategy</b>	<b>Action Plan</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	
<b>A.</b>	<b>Enrollment</b>		Year 1	Year 2	Year 3	On going
	<b>Growth Strategies</b>					
I	Develop and implement strategies to maintain 100% student enrollment.	-Have a future family open house in October of each year. -Utilize Parish bulletin page to weekly spot light SMCS school activities -Ensure that school website is up-to-date and accurate -Use school facebook page to promote school activities and events				X
II	Promote improved school performance to existing students and families.	-Share high school acceptance rates with current parents and students				X
III	Promote the improved school performance to prospective students and families.	-Share high school acceptance rates with prospective parents and students				X
IV	Retain SMCS students who embrace our vision and mission.	-Have a clear code of conduct in the parent/student handbook				X
V	Fill SMCS openings with students who want a Catholic-oriented education.	-Give priority to Catholic applicants -Interview potential students in grades 2-8				X
VI	Continue to actively promote the parish-school relationship.	-Principal meets with Pastor on a weekly basis -Principal attends monthly Parish Staff Meetings				X
VII	Utilize outstanding communication practices within and among our parish-school community.	-Weekly School Newsletter: Paw Prints -Ensure that school website is up-to-date and accurate -Use school facebook page to promote school activities and events -Utilize Parish bulletin page to weekly spot light SMCS school activities				X

	<b>Strategy</b>	<b>Action Plan</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	
<b>B.</b>	<b>Marketing</b>		Year 1	Year 2	Year 3	On going
I	Enhance strategies to effectively use digital-media to reach current parents and alumni.	-Utilize Parish bulletin page to weekly spot light SMCS school activities -Ensure that school website is up-to-date and accurate -Use school facebook page to promote school activities and events				X
II	Promote our local branding and continue the use of the Archdiocesan and Catholic School logo.	-Have both logos present on the school website				X
III	Continue to promote the school and display school projects/activities and achievements to parish community.	-Utilize Parish bulletin page to weekly spot light SMCS school activities -Ensure that school website is up-to-date and accurate -Use school facebook page to promote school activities and events				X
IV	Continue to market and engage alumni in school development and activities.	-Utilize Parish bulletin page to weekly spot light SMCS school activities -Ensure that school website is up-to-date and accurate -Use school facebook page to promote school activities and events				X
V	Increase promotion via social media and direct mail.	-Weekly School Newsletter: Paw Prints -Ensure that school website is up-to-date and accurate -Use school facebook page to promote school activities and events -Utilize Parish bulletin page to weekly spotlight SMCS school activities				X

<b>V. Facilities</b>						
	<b>Strategy</b>	<b>Action Plan</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	
<b>A</b>	<b>Standards</b>		Year 1	Year 2	Year 3	On going
I	Promote and maintain a welcoming, safe, and healthy environment.	-Full time security guard on duty during all school activities.				X
II	Establish and implement safety procedures and training for maintenance personnel.	-Crisis training provided annually by school nurse -Each classroom and office has a crisis management folder.				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 -Plant Manager maintains school building and grounds and to oversee maintenance staff.				X
IV	Maintain high quality athletic facilities.	-School contracts with an outside company to maintain the facilities and the grounds				X
	<b>Strategy</b>	<b>Action Plan</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	
			Year 1	Year 2	Year 3	On going
<b>B</b>	<b>Inspections</b>					
I	Implement the plan to perform inspection of school building, grounds, and athletic facilities for preventive purposes.	-Principal meets with plant manager on a regular basis to discuss school facilities				X
II	Periodic review of all vendors and contractors to ensure performance standard and competitive pricing.	-Make sure that all contracts and vendors have been approved by the archdiocese.				

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<b>VII. Temporal Vitality</b>						
	<b>Strategy</b>	<b>Action Plan</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	
			Year 1	Year 2	Year 3	On going
<b>A</b>	<b>Funding Model</b>					
I	Continue to research successful alternative fundraising efforts.	-Director of Development for the school attends archdiocesan development trainings.				X
II	Continue to meet or exceed 90% of local ISD salary scales as identified by the Archdiocesan School Office.	-Annual school budget reflects this salary scale				X
IV	Annual review of tuition rates compared to cost to educate each child.	-School board reviews tuition rate annually				X
V	Continue to promote specific fundraising efforts including Annual Fund, Gala/Fundraising events.	-Fundraising events our advertised weekly in Paw Prints, on the school website and facebook page, as well as in the Church Bulletin				X
VI	Continue to develop and implement endowment fundraising efforts for teacher and scholarship endowments.	-Endowment contributions are made annually				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.