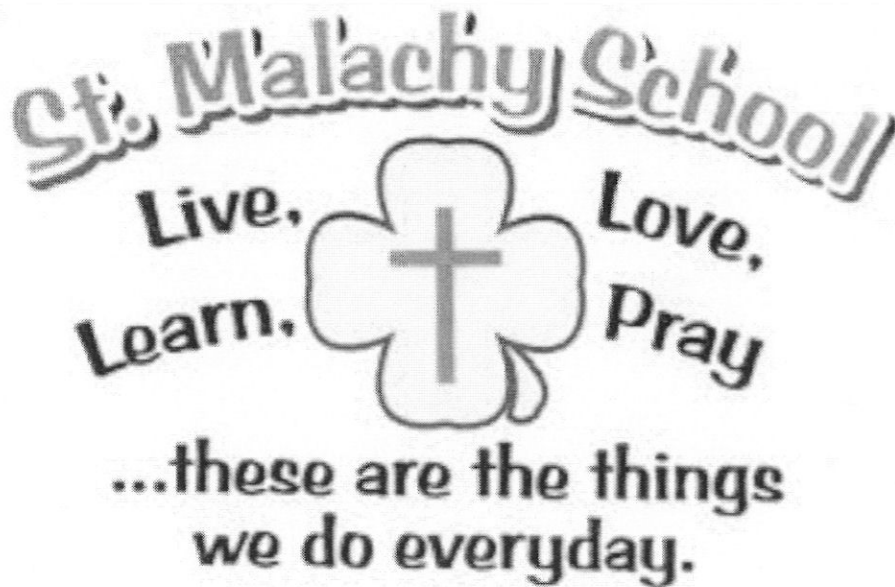
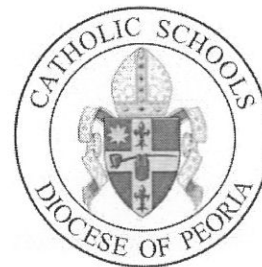


Faith in Our Future Strategic Plan



Saint Malachy School
595 E Ogden Ave
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Updated: 8/15/16

ST. MALACHY SCHOOL

GENESEO, IL

INTRODUCTION

St. Malachy School is located in north central Illinois approximately 20 miles east of the Quad Cities on Interstate 80. We are a small faith based school in a small mid-west community. As with all Catholic schools, the reason for the existence of our school is Christ. All students receive moral and ethical education across the curriculum. All students are given the opportunity to participate in celebrating the school weekly Mass throughout the year. We believe an excellent education, strong family values, and applied Christian teachings provide a solid foundation for students as they grow into young adults.

Our administrators and staff work diligently to provide a safe, caring and positive learning environment for all students. Our goal is to have our students grow academically, socially and spiritually. Our family-like atmosphere is something we value. We work hard to ensure that everyone feels welcome.

Students do not need to be Catholic in order to attend St. Malachy School. We are also able to accommodate students facing a variety of learning challenges.

108 students are enrolled for the 2016-2017 school year. There are 58 males and 50 females, which come from 76 families.

Listed below are the enrollments in each grade:

Kindergarten	13 students
1 st Grade	16 students
2 nd Grade	14 students
3 rd Grade	14 students
4 th Grade	13 students
5 th Grade	21 students
6 th Grade	17 students

In the fall of each school year, the Iowa Test of Basic Skills (ITBS) is administered to students in grades 3, 4, 5 and 6. The COGAT Test is also administered to students in grades 3 and 5. St. Malachy School has consistently scored above National Standards. 5th grade students are also administered the NCAE Assessment of Catechesis Religious Education (ACRE) Test.

History of St. Malachy School

The first parish school was built at 208 E. Park Street in Geneseo in 1923. St. Malachy was initially staffed by Dominican Sisters of Sinsinawa Mound, Wisconsin, who established a high standard of scholarship. By 1966, more classroom space was needed for the expanding enrollment, so four new classrooms were added. The enrollment was 229 students in eight grades (1-8); the school staff included four nuns and four lay teachers. In 1972, the Dominican Sisters were withdrawn and seven lay teachers were employed. The student body was reduced to six grades at this time (1-6). Kindergarten and preschool were added in 1981 and 1987, respectively.

Due to continued growth of the parish, a new education center was built as part of the parish complex on East Ogden Avenue in Geneseo. The students and teachers moved to their new classrooms on April 3, 1989. In August of 2010, an additional two classrooms, a gymnasium and several office spaces were added onto the church/school complex.

Faith in Our Future Committee

The following stakeholders have guided the strategic planning process at St. Malachy School as members of the steering committee:

Father Michael Pakula	Heather Francque
Jack Schlindwein	Jessica Haars
Kristin Wilson	Dean Larry Honzel
Mary-Margaret Herstedt	Janelle Pettit
Patty Greteman	Anita Kemnitz
Alisande Rapps	Joyce Webb

The following pages outline the St. Malachy School Strategic Plan by the steering committee. We believe that a successful strategic plan requires broad input within and even outside the school community. We therefore invite you to share your reactions and suggestions regarding the strategies we have identified in the plan, so that we can further refine and improve our school in the months and years ahead.

St. Malachy School's Mission Statement

St. Malachy Catholic School shares with the parents and parish the responsibility of growth and development of its students spiritually, morally and intellectually. The excellent, co-educational, academic program is permeated with religious and moral values that are emphasized by caring, well-qualified educators in a disciplined environment conducive to learning. Our purpose is to fully accept Christ's love and spread His word throughout our parish, local community and the world at large.

Vision

The people of St. Malachy School believe that Catholic education is centered on life, death and the resurrection of Jesus Christ. Catholic education brings together students, teachers and families as a community of believers in the gospel values.

We believe that children will develop best in a Christian atmosphere of love and respect. Individual differences and needs are recognized and effort is made to help children see themselves as valuable persons who can reach their full potential. We encourage the development of responsible behavior in individuals toward themselves and others.

Strong emphasis is placed on the basic skills of education. We provide opportunities for creativity and growth in academic and spiritual areas. Attention is given to the religious, social, intellectual, emotional and physical development of students.

We are a faith community that recognizes its membership in our larger parish family. We have made a commitment to create an environment that promotes learning, encourages celebration and strives to see all people united by the Father's love.

What Makes St. Malachy School Special?

- Christian values permeate the classroom lessons.
- Unique opportunities exist to build character, self-confidence and leadership.
- Family Atmosphere is enhanced by the support of the Parents Club.
- Students attend Mass or prayer services weekly.
- All students attend Spanish, Music, Art, Computer, Library and Health/Wellness classes.
- Our yearly All School Project expands our students' horizons to consider the cultures of people throughout the country and world.
- Our excellent teachers choose to teach in our school.
- St. Malachy parishioners contribute generously to our endowment and tuition assistance funds.
- St. Malachy Catholic School is accredited by North Central Association, Commission on Accreditation and School Improvement (NCA CASI).

Other Information About St. Malachy School

- * St. Malachy School provides family-based tuition, flexible payment options, and tuition assistance to meet the needs of each family.
- * St. Malachy Parish Center includes a gym, lunch room, art room, and music room.
- * St. Malachy School has a certified Special Education teacher and three aides
- * Approximately 80 percent of our students are on the honor roll in middle school and high school.
- * Our students also succeed in athletics, music, and the arts in middle school and high school.
- * Our 6th grade students are invited to participate with Geneseo Middle School band and choir.
- * Up-to-date technology is utilized in the school.
- * Bussing is available within the Geneseo School District.

St. Malachy's Value Propositions:

- **Christian values permeate the classroom lessons.**
Students, faculty and staff work on a daily basis to develop the Christian values of character, integrity and spirituality. This is evidenced through the service hours that we devote to both our church and community and our weekly attendance at Mass on the weekends.
- **Family Atmosphere is enhanced by the support of the Parents Club.**
Parents actively support and participate in numerous activities at our school. Volunteers are found on a daily basis assisting in the classrooms, the lunchrooms and with after school events. Their fundraising efforts have allowed the school to have a new playground, Smart Boards in the classrooms and numerous field trips. Currently, a Committee is researching the technology needs of the school, with the intent to enhance and improve both our hardware and software needs.
- **Students attend Mass or prayer services weekly.**
Students are active participants in our Masses and services that are conducted every Wednesday. They are lectors, choir members and altar servers. This participation allows our students to develop their public speaking skills, musical talents and leadership qualities.
- **Students collaboratively work together on a daily basis.**
Numerous events/activities throughout the school year allow for "mixtures" of students from different grade levels to work together. Outstanding leadership skills are developed through these events/activities.
- **All students attend Spanish classes two times per week.**
St. Malachy School is the only school in the community that provides foreign language instruction at the elementary level. These classes have been well received by the students.
- **Our yearly "All School Project" expands our students' horizons to consider the cultures of people throughout the country and world.**
Themes relative to society and our religion are presented and discussed.
- **Academic success is a high priority at the school.**
Over 80% of former St. Malachy students are on the honor roll at Geneseo Middle School and Geneseo High School. Our ITBS scores are among the highest in the Diocese of Peoria. High scores are also annually achieved by our 5th grade students on the ACRE Religion Test.
- **Individual attention is given to all of our students.**
Classroom aides are provided to ensure small group instruction is given. Current class sizes are also beneficial to all of the students. This allows the teachers to do classroom projects that enhance the existing curriculum.
- **St. Malachy parishioners contribute generously to our endowment and tuition assistance funds.**
Paying tuition is not an insurmountable burden for any of our parents. Church funds and private donations assist our parents who cannot afford full tuition. NO student is turned away for financial reasons.

SWOT Analysis

Catholic Identity:

St. Malachy School is a faith filled community that strives to be people of Christ. The parish is very supportive of our school, both spiritually and financially. Father Michael Pakula has been the pastor for over 20 years. His dedication to our school and church is evident every day. Our hope is to increase our students' Catholic identity by having them serve people in our community, as well as a global platform.

Academics:

St. Malachy students do extremely well on the ITBS and COGAT tests that we administer to our students in grades 3-6. Our scores reflect some of the highest in the Diocese. Our 5th grade students also score well on the ACRE test. Unlike the local public school system, our students receive Spanish instruction two times per week. This is well received by our community.

Enrollment:

Currently, our enrollment is 108 students. Of course, we would like our enrollment to increase, but we also feel the smaller class sizes are a benefit to our students. In 2012, our school enrollment was 125. We are fortunate to have non-Catholic/non-parish families that attend St. Malachy. We are not drawing enough students from the neighboring community churches, St. Anthony in Atkinson and St. Patrick in Colona. We also work alongside an excellent public school system.

Marketing:

St. Malachy School has great family support, which works positively to promote our school. A good majority of our marketing is spreading information about St. Malachy by word of mouth. We now have a marketing director, and have implemented a marketing calendar, an initiative directed from the Diocese. We seem to have a solid start with this, and it includes a Preschool Information meeting for prospective kindergarten families, as well as an alumni newsletter that has generated a significant amount of donations.

Development:

St Malachy's Parents Club does a tremendous job of fundraising and supporting the school. The strong academic achievement by St. Malachy's is a credit to the teaching staff. It would be desirable to increase overall enrollment so that the normal fluctuations in enrollment would not be erosive to the financial stability of the school budget. It would help greatly if the national economic conditions would improve, so that interest rates would increase and our Paraclete Fund and Endowment Fund investments would be more profitable.

Facilities:

St. Malachy Church and School recently completed mud jacking on the parking lot in spots that posed safety concerns. Also, we are currently in the process of repairing windows throughout the church and school that are 27 years old. We are also trying to determine when the windows need to start being replaced. We are also getting bids for a professional contractor to paint the interior of the school during the summer of 2017.

Catholic Identity

At this point in the process, strategic planning begins to produce lots of ideas and possible action steps. Often the scope of this activity can be managed by delegating different topics to different committees.

Each topic area (Catholic Identity, Academic Excellence, Enrollment Management, etc.) of the strategic plan will have one or more goals. Goals are a clear statement of the mission, specifying the accomplishments to be achieved if the mission of the school is to be realized. Goals should be SMART (Specific, Measurable, Attainable, Realistic, and Time-bound). For example, a goal might state: "By 2016, the enrollment in the school will increase by 10 percent." Action steps are even clearer statements of the specific activities required to achieve the goals, starting from the current status and moving toward the preferred future.

Complete the following table(s). Add more goals if needed.

Goal #1: During the 2016-17 school year, students and staff will engage in Catholic curriculum mapping. This will include a "Faith Tree" represented as a visual display in the school hallway to highlight Catholic content area in each grade level.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
After they have mastered a prayer, students will add to a visual representation of a "Faith Tree", which will be displayed in a shared location for all stakeholders to view. This is designed to serve as an all school curriculum map for religion.	August 18, 2016	Classroom Teachers and the Building Principal	May 22, 2017	\$50	School Supply Budget
Students will study saints and Bible stories and incorporate this on our Faith Tree.	August 18, 2016	Classroom Teachers and the Building Principal	May 22, 2017	Paper and copying costs - \$50	School supply budget
Incorporate activities in our All School Project that encourage students to demonstrate a mastery of a religious prayer or concept and tie it into our Faith Tree.	August 18, 2016	Classroom Teachers	May 22, 2017	\$100	School Supply Budget

Goal #2: During the 2016-17 school year, each teacher will guide every student to engage in stewardship and community service projects to enhance their Catholic Identity and views about mercy, from both a local and global perspective.

Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Contact local non-profit organizations to determine their needs.	May 2016-July 2017	Catholic Identity/Academic Excellence Subcommittee	July 31, 2017	\$0	N/A
Compile a list of local non-profit organizations for faculty/staff reference and use. Present this list to the faculty/staff at the Opening Meeting on 8/11/16.	August 2016	Catholic Identity/Academic Excellence Subcommittee	August 11, 2017	\$0	N/A
At the Opening Meeting on 8/16/16, discuss with faculty/staff the community service options for the 2016-17 school year. Students can also do community service hours for neighbors, family and friends.	August 2016	Classroom Teachers and Building Principal	August 11, 2017	\$0	N/A
At monthly faculty/staff meetings, discuss/share community service completed by each grade within the past month.	August 2016 to May 2017	Classroom Teachers and Building Principal	May 22, 2017	\$0	N/A
Teachers will discuss vocations and create vocational awareness within each classroom. Students will write letters to our school sponsored seminarian and provide encouragement as they continue their journey to become priests. Teachers will pray for our seminarian and all of those who choose a priestly vocation.	August 2016 to May 2017	Classroom Teachers and Building Principal	May 22, 2017	\$0	N/A

Academic Excellence

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Complete the following table(s). Add more goals if needed.

Goal #1: To improve the technology that is used by our students, faculty and staff at St. Malachy School.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Continue to collaborate with all stakeholders to determine technology needs.	August 18, 2016	Technology Committee	May 22, 2017	\$0	N/A
Make a recommendation to the Parents Club and Father Pakula on the needs of our school regarding technology.	August 18, 2016	Technology Committee	May 22, 2017	\$0	N/A
Provide professional development opportunities for Google Apps for Education (GAFE).	April 2015	Technology Committee	August 2016	\$1500	Parents Club
Improve upon technological literacy by introducing students to more web-based resources, applications or subscriptions such as Type to Learn, Super Teacher, Wideo, coding, and Prezi.	August 18, 2016	Technology Committee	May 22, 2017	\$500	Parents Club

Goal #2: To explore and incorporate STEM activities and lessons into the school curriculum.

Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Engineers from John Deere will teach a "World in Motion" unit to the 5 th and 6 th grade classes.	January 2017	Mr. Jon McAvoy and Mr. Nathan Mariman; 5 th and 6 th grade classroom teachers	January 31, 2017	\$50	Parents Club
5 th and 6 th grade students will learn concepts associated with flight. They will build and launch rockets.	May 2017	5 th and 6 th grade classroom teaches	May 31, 2017	\$350	Parents Club
Host a STEAM Fair for all students grades K-6.	March 2017	Classroom teachers	March 2017	\$250	Science Budget
Classroom teachers will incorporate a quarterly STEM activity.	August 2016–May 2017	Classroom Teachers grades K-6	May 2017	\$100	Science Budget

Enrollment Management (Student Recruitment & Retention)

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Complete the following table(s). Add more goals if needed.

Goal #1: Increase enrollment by three (3) families per year beginning in 2014.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Part-time Marketing Coordinator/Advancement Director will focus on enrollment, marketing and development.	2015-16 school year	Father Pakula, Jack Schlindwein, and Heather Francque along with the Marketing/Enrollment Committee	Ongoing	TBD	Donors, Parents Club and other ideas
Parent calls to potential kindergarten families one week prior to Kindergarten Round Up	February 2017-2019	Marketing Coordinator	Yearly one week prior to Kindergarten Round Up	N/A	N/A
Invite all prospective kindergarten families to an informational meeting. Send flyers home in preschool book bag mail to all local preschools.	Twice per year (Nov. and March before Kindergarten Round Up)	Two times per year	Ongoing	N/A	N/A
School marketing materials updated; such as pamphlet, scripted letters, and folder Kindergarten Round Up, marketing calendar	2016-17	Marketing Coordinator	Ongoing	TBD	TBD
Increase public relations efforts with routine news releases to the <u>Republic</u> and <u>Dispatch</u> newspapers	Ongoing	Marketing Coordinator	Ongoing	TBD	TBD

Goal #2: To retain more 5th grade students who are presently choosing to go to Geneseo Middle School for 6th grade.

Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Incorporate additional STEM activities and lessons into the curriculum.	Throughout the school year	5 th and 6 th grade teachers	Ongoing	TBD	Parents Club
Explore ways to honor 6 th grade leadership in the church, classroom, and playground	Throughout the school year	Classroom teachers and Principal	Ongoing	TBD	TBD
Continue the tradition of a 6 th grade Recognition Mass to individually honor students and congratulate students based on their moral character. Classroom teachers collaborate to form a narrative about each student to be read at the conclusion of Mass.	April	Classroom Teachers, Principal, and Liturgy coordinator	May	N/A	N/A
Involve the lower grades in more 5 th and 6 th grade activities.	Throughout the school year	Entire school	Ongoing	N/A	N/A

Marketing

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Complete the following table(s). Add more goals if needed.

Goal #1: A longitudinal study will be conducted to determine the success of St. Malachy School students in the public school they attend after 6th grade (Geneseo CUSD #228). This information will then be shared with Marketing Subcommittee in hopes of promoting our school to the public.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Examine the honor rolls at Geneseo M.S. and Geneseo H.S. Tabulate the number of former St. Malachy students that are on them (determining the number of former St. Malachy students that are currently attending the Geneseo M.S. and H.S. needs to be done prior to this).	Quarterly throughout 2016-17 school year	Secretary and the Principal	May 31, 2017	\$0	N/A
Tabulate the number of former St. Malachy students that are inducted into the National Honor Society; also tabulate those named to be Illinois State Scholars.	Second semester of the 2016-17 school year	Secretary and the Principal	May 31, 2017	\$0	N/A
Share the compiled information with the Marketing Subcommittee, so they can include it in the information that they present to the public about St. Malachy School.	May 31, 2016	Secretary and the Principal	May 31, 2017	\$0	N/A

Goal #2: Refine or create five ways to promote the school.

Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Part-time Marketing Coordinator guides the marketing process in a collaborative manner.	2015-16 school year	Marketing Coordinator, Parent Ambassadors, Principal, Teachers and Staff	Ongoing	TBD	Donors, Parents Club and other ideas
Send an alumni newsletter entitled <i>School Matters</i> that includes school happenings and an opportunity to donate to the school.	Yearly	Marketing Coordinator	Ongoing	\$200	Parents Club
Update website with the addition of media clips.	2016-17 school year	Marketing Coordinator	Ongoing	TBD	TBD
Promote the Parent Ambassador Program	2016-17 school year	Parents Club and Marketing Coordinator	Ongoing	N/A	N/A
Conduct two informational meetings in the fall and spring for prospective school families with children enrolled in our local preschools	2016-17 school year	Marketing Coordinator, Principal, Parent Ambassadors	November 2016 March 2017	N/A	N/A

Development

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Complete the following table(s). Add more goals if needed.

Goal #1: By 2018, increase annual contributions to the Paraclete Fund yearly to reach \$40,000 per year (this would be an annual increase over the next five years of approximately \$3,000 per year).					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Hold a special collection one time per year for the Paraclete Fund	Beginning of Fiscal Year 2016	Finance Council to approve	Will continue annually, so no completion date	None	Parish
Send letters to alumni requesting donations to the Paraclete Fund. Soliciting "major gifts" would be very beneficial to the growth of this Fund.	Beginning of Fiscal Year 2016	School Administrative Staff	Will continue annually, so no completion date	\$100 for paper and postage	Alumni
Request additional funding from the Parents Club	Beginning of Fiscal Year 2016	Pastor	Will continue annually, so no completion date		Parents Club

Goal #2: By 2018, increase annual contributions to the Endowment Fund yearly to reach \$50,000 per year (this would be an annual increase over the next five years of approximately \$4,000 per year).					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Hold a special collection one time per year for the Endowment Fund	Beginning of Fiscal Year 2016	Finance Council to approve	Will continue annually, so no completion date	None	Parish
Request additional funding, as from the scrip sales, to be allocated to the Endowment Fund	Beginning of Fiscal Year 2016	Pastor	Will continue annually, so no completion date	None	Parents Club

Facilities

At this point in the process, strategic planning begins to produce lots of ideas and possible action steps. Often the scope of this activity can be managed by delegating different topics to different committees.

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Complete the following table(s). Add more goals if needed.

Goal #1: To make significant structural changes and various cosmetic improvements.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Would like to paint the inside of the school using a professional contractor/painter through the fundraising efforts of our annual Car Party	June 2017	Buildings and Grounds Committee, Principal	August 2017	\$Unknown at this time; waiting on bid	Parents Club and Community
Replacing 2 exterior school doors for the safety and security of our students	September or October 2016	Pastor, Finance Council, Buildings and Grounds Committee	August 2017	\$13,000	Parents Club and Church Capital Improvements
Parents Club replacing 2 basketball hoops (poles and backboards) on the playground that have significant structural problems and re-setting the concrete foundation around them	August 2016	Parents Club	8/1/17	\$2000	Parents Club
Pella window representatives have been working on fixing classrooms windows; plans are underway to replace them gradually over the next 10 years	August 2016	Buildings and Grounds Committee	Ongoing	\$300 for inspection and basic repairs using shims; total cost to replace windows unknown at this time	Parents Club and Church
Mud jacking done on the parking lot	July 2016	Buildings and Grounds Committee	August 2016	\$11,000	Church Capital Improvements

Finances

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Complete the following table(s). Add more goals if needed.

Goal #1: Decrease parish support of school expenses from 55% to 45% over the next five (5) years.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Increase tuition & fees by approximately \$100/family per year over the next five (5) years.	5 years	Pastor	End of FY2018	None	Parents of students
Increase yearly Paraclete Fund receipts from \$25,000 to \$40,000 within the next five (5) years.	5 years	Pastor/Principal	End of FY2018	None	Paraclete Fund receipts (see Development goals) and tuition receipts.
Increase yearly Endowment Fund receipts from \$30,000 to \$50,000 within the next five (5) years.	5 years	Pastor/Parents Club	End of FY2018	None	Endowment Fund receipts (see Development goals) and additional fundraising opportunities by Parents Club/Parish
Fundraising by Parents Club to increase by 2% per year for the next five (5) years.	5 years	Parents Club	End of FY2018	None	Parents Club fundraisers

Goals/Strategies with Rationale and Timeline

Goal: To increase enrollment by 3 families per year beginning in 2014.

Rationale: Over the next five years, our current enrollment projections show our current enrollment of 109 declining to 86.

Timeline: Begin in the 2014-15 school year and continue until enrollment projections reflect a steady number.

Goal: To increase tuition and fees by approximately \$100 per family per year for the next 5 years.

Rationale: Decrease parish support of school expenses.

Timeline: 2014-2019

Goal: To increase Paraclete and Endowment Funds by 10% over the next 5 years.

Rationale: Decrease parish support of school expenses.

Timeline: 2014-2019

Goal: To decrease parish support of school expenses from 55% to 45% over the next 5 years.

Rationale: Make more funds available for other parish ministries.

Timeline: 2014-2019