

# Faith in Our Future Strategic Plan



Saint Malachy School  
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*Updated: 8/1/2017*

# **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.

103 students are enrolled for the 2017-18 school year. There are 51 males and 52 females, which come from 73 families.

Listed below are the enrollments in each grade:

Kindergarten	21 students
1 <sup>st</sup> Grade	14 students
2 <sup>nd</sup> Grade	15 students
3 <sup>rd</sup> Grade	13 students
4 <sup>th</sup> Grade	13 students
5 <sup>th</sup> Grade	12 students
6 <sup>th</sup> Grade	15 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. 5<sup>th</sup> grade students are also administered the NCEA Assessment of Catechesis Religious Education (ACRE) Test in January.

## **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:**

The mission of St. Malachy School (Kindergarten - Grade 6) is to teach that Christ is the center of our lives, and it is through Him that we educate and develop the whole child in a safe and nurturing environment.

**Vision:**

Inspired by our Catholic identity, St. Malachy School, along with the parents and parish, seeks to guide students of every faith to become responsible citizens and leaders who choose a life of joyful service and discipleship.

**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.
- \* A certified special education teacher, speech pathologist, counselor and Title I teacher provide support services from the Geneseo School District
- \* Three classroom aides assist the teacher with a wide variety of school support
- \* 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.
- \* 21<sup>st</sup> Century technology is utilized in the school. Each classroom has a set of Chromebooks for student usage.
- \* Busing 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. We are a 1:1 school, with a set of Chromebooks in each classroom.
- **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. This provides an opportunity for modeling, learning and developing leadership skills for all students.
- **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 Iowa Assessment scores are among the highest in the Diocese of Peoria. High scores are also annually achieved by our 5<sup>th</sup> 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. Classroom aides provide support services to students at various academic levels.
- **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 Iowa Assessment and COGAT tests that we administer to our students in grades 3-6. Our scores reflect some of the highest in the Diocese. Our 5<sup>th</sup> 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 103 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. We are also experiencing more transient families, who are electing to move out of Illinois.

## 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 St. Malachy School Information meeting for

prospective new families, as well as an alumni newsletter that has generated a modest 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 School (interior) was painted in June of 2017, and a new fence aligning the playground was replaced in July 2017. The Buildings and Grounds Committee just approved tuck-point work on the church and school brick beginning the fall of 2017. The church is also researching how financially feasible it would be to replace the existing sound system.



## Catholic Identity

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*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.*

<b>Goal #1: During the 2017-18 school year, students and staff will engage in Catholic curriculum mapping. This will include a visual depiction of Jesus entitled, "I am the True Vine" in the school hallway to highlight Catholic content area in each grade level.</b>					
<b>Action Steps</b>	<b>Timeframe</b>	<b>Person(s) or Group Responsible</b>	<b>Projected Completion Date</b>	<b>Estimated Cost</b>	<b>Funding Source</b>
After they have mastered a prayer, students will add to a visual representation of Jesus, 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 21, 2017-May 25, 2018	Classroom Teachers and the Building Principal	May 25, 2018	\$50	School Supply Budget
Students will study saints and Bible stories and incorporate this on our <i>Vine</i> representation.	August 21, 2017-May 2018	Classroom Teachers and the Building Principal	May 25, 2018	\$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 <i>Vine</i> display.	August 21, 2017-May 2018	Classroom Teachers	May 25, 2018	\$100	School Supply Budget



<b>Goal #2: During the 2017—18 school year, students and staff will learn about vocations. There will be an emphasis on vocational awareness and the virtue of sacrifice.</b>					
<b>Action Steps</b>	<b>Timeframe</b>	<b>Person(s) or Group Responsible</b>	<b>Projected Completion Date</b>	<b>Estimated Cost</b>	<b>Funding Source</b>
Promote vocational awareness through utilizing the online lessons at <a href="http://www.vocationlessons.com">www.vocationlessons.com</a> , through Vianney Vocations and the Diocese of Peoria.	May 2017-July 2018	Catholic Identity/Academic Excellence Subcommittee	May 25, 2018	\$0	Diocese
At the opening Meeting on 8/17/17, show the video <a href="https://www.youtube.com/watch?v=ANNfPj23lh8&amp;feature=youtu.be">https://www.youtube.com/watch?v=ANNfPj23lh8&amp;feature=youtu.be</a> from Come and Follow Me, which describes one seminarian's choice to enter the priesthood, and his parents' reflections as well. This will act as a 'kickoff' for our commitment to vocational awareness.	August 2017-May 2018	Catholic Identity/Academic Excellence Subcommittee	August 17, 2017	\$0	N/A
At the Opening Meeting on 8/17/17, discuss with faculty/staff the community service options for the 2017-18 school year. Students can also do community service hours for neighbors, family and friends.	August 2017	Classroom Teachers and Building Principal	August 17, 2017	\$0	N/A
At monthly faculty/staff meetings, discuss/share community service completed by each grade within the past month.	August 2017 to May 2018	Classroom Teachers and Building Principal	May 25, 2018	\$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 priesthood. Teachers will pray for our seminarian and all of those who choose a priestly vocation.	August 2017 to May 2018	Classroom Teachers and Building Principal	May 25, 2018	\$0	N/A
The All School Project theme will center on vocations. Students and staff will have the opportunity to Skype with a seminarian.	August 2017-18 to May 2018	Classroom Teachers and Building Principal			

## 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 21, 2017-May 2018	Technology Committee	May 25, 2018	\$0	N/A
Make a recommendation to the Parents Club and Father Pakula on the needs of our school regarding technology.	January 2018	Technology Committee	May 25, 2018	Undetermined	Parents Club
Apply for grants with our local Geneseo Education Foundation (GEF) to provide innovative technological advances within our school.	September 2017 and April 2018	Technology Committee	May 25, 2018	\$2000	Geneseo Education Foundation
Emphasize digital citizenship, and concentrate on the positive affects of technology, as well as some of the dangers associated with social media.	August 21, 2017-May 2018	Technology Committee	May 25, 2018	\$0	N/A
Conduct a technology audit to determine future technology needs.	October 2017	Technology Committee	October 2017	\$0	N/A
Move to more online formative and summative testing, including the Iowa Assessments	September 2017-May 2018	Principal and Teachers, IT coordinator	Ongoing	\$1000	Parents Club Technology Budget

Goal #2: To explore and incorporate STEAM 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 <sup>th</sup> and 6 <sup>th</sup> grade classes.	January 2018	Mr. Jon McAvoy and Mr. Nathan Mariman; 5 <sup>th</sup> and 6 <sup>th</sup> grade classroom teachers	January 31, 2018	\$50	Parents Club
5 <sup>th</sup> and 6 <sup>th</sup> grade students will learn concepts associated with flight. They will build and launch rockets.	May 2018	5 <sup>th</sup> and 6 <sup>th</sup> grade classroom teaches	May 25, 2018	\$350	Parents Club
Host a STEAM Fair for all students grades K-6.	March 2018	Classroom teachers	March 2018	\$250	Science Budget
Classroom teachers will incorporate a quarterly STEM activity.	August 2017–May 2018	Classroom Teachers grades K-6	May 2018	\$100	Science Budget
Emphasize the Arts in the STEAM initiative. Teachers will collaborate with the art and music teacher to provide a cross-curricular STEAM activity or project.	August 2017-May 2018	Classroom Teachers	May 2018	\$100	Parents Club
Focus on math curriculum alignment.	August 2017-May 2018	Classroom Teachers	TBD	TBD	TBD



## Enrollment Management (Student Recruitment & Retention)

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

<b>Goal #1:</b> Increase enrollment by three (3) families per year beginning in 2014.					
<b>Action Steps</b>	<b>Timeframe</b>	<b>Person(s) or Group Responsible</b>	<b>Projected Completion Date</b>	<b>Estimated Cost</b>	<b>Funding Source</b>
Part-time Marketing Coordinator/Advancement Director will focus on enrollment, marketing and development.	2014-2018	Father Pakula, Heather Francque along with the Marketing/Enrollment Committee	Ongoing	TBD	Donors, Parents Club and other ideas
Invite all prospective kindergarten families to an informational meeting. Send flyers home in local preschool book bag mail.	Twice per year (Nov. and March before Kindergarten Round Up)	Principal and Marketing Coordinator	Ongoing	N/A	N/A
School marketing materials updated; such as pamphlet, letters, Kindergarten Round Up folder, and marketing calendar	August 2017- December 2018	Marketing Coordinator	Ongoing	\$100	Parents Club
Increase public relations efforts with routine news releases to the <i>Republic</i> and <i>Dispatch</i> newspapers.	Ongoing	Marketing Coordinator	Ongoing	\$100	Parents Club
Send alumni newsletter, <i>School Matters</i> , via email and regular mail to school alumni with the opportunity to read about school updates and news, as well as the option to donate to the school.	December 2017 and March 2018	Marketing Coordinator and Principal	Ongoing	\$200	Parents Club

Goal #2: To retain more 5 <sup>th</sup> grade students who are presently choosing to go to Geneseo Middle School for 6 <sup>th</sup> grade.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Develop a list of reasons and/or activities that are unique to 6 <sup>th</sup> grade students at St. Malachy School, and would therefore encourage retention after 5 <sup>th</sup> grade.	August 2017	5 <sup>th</sup> and 6 <sup>th</sup> grade teachers, Principal and Marketing Coordinator	Ongoing	\$0	N/A
Explore ways to honor 6 <sup>th</sup> 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 <sup>th</sup> 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. Students are given a small religious gift as a show of appreciation and "graduation."	Yearly in May	Classroom Teachers, Principal, and Liturgy coordinator	May	\$150	Hospitality Budget
Involve the lower grades in more 5 <sup>th</sup> and 6 <sup>th</sup> grade activities.	Throughout the school year	Entire school	Ongoing	TBD	N/A

## Marketing

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

<b>Goal #1: A longitudinal study will be conducted to determine the success of St. Malachy School students in the public school they attend after 6<sup>th</sup> grade (Geneseo CUSD #228). This information will then be shared with Marketing Subcommittee in hopes of promoting our school to the public.</b>					
<b>Action Steps</b>	<b>Timeframe</b>	<b>Person(s) or Group Responsible</b>	<b>Projected Completion Date</b>	<b>Estimated Cost</b>	<b>Funding Source</b>
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 2017-18 school year	Marketing Coordinator	May 25, 2018	\$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 2017-18 school year	Marketing Coordinator	May 25, 2018	\$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 25, 2018	Marketing Coordinator and Principal	May 25, 2018	\$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.	2017-18 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.	2017-18 school year	Marketing Coordinator	Ongoing	TBD	TBD
Conduct two informational meetings in the fall and spring for prospective school families with children enrolled in our local preschools.	2017-18 school year	Marketing Coordinator, Principal, Parent Ambassadors	November 2017 March 2018	N/A	N/A
Invite prospective families to our annual STEAM Fair.	February-March 2018	Marketing Coordinator and Principal	March 2018	\$0	N/A

## Development

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<b>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).</b>					
<b>Action Steps</b>	<b>Timeframe</b>	<b>Person(s) or Group Responsible</b>	<b>Projected Completion Date</b>	<b>Estimated Cost</b>	<b>Funding Source</b>
Hold a special collection one time per year for the Paraclete Fund	Beginning of Fiscal Year 2017	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 2017	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 2017	Pastor	Will continue annually, so no completion date		Parents Club

<b>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).</b>					
<b>Action Steps</b>	<b>Timeframe</b>	<b>Person(s) or Group Responsible</b>	<b>Projected Completion Date</b>	<b>Estimated Cost</b>	<b>Funding Source</b>
Hold a special collection one time per year for the Endowment Fund	Beginning of Fiscal Year 2017	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 2017	Pastor	Will continue annually, so no completion date	None	Parents Club

## Facilities

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

<b>Goal #1: To make significant structural changes and various cosmetic improvements.</b>					
<b>Action Steps</b>	<b>Timeframe</b>	<b>Person(s) or Group Responsible</b>	<b>Projected Completion Date</b>	<b>Estimated Cost</b>	<b>Funding Source</b>
Replace the wood frame perimeter around the playground.	June 2018	Buildings and Grounds Committee, Principal	June 2018	\$5000	Parents Club and Community
Brick restoration-tuck-pointing the school and church brick.	August-September 2017	Pastor, Finance Council, Buildings and Grounds Committee	September 2017	\$126,000	Church Capital Improvements
Continue to monitor the Pella windows in the school, which will need to be replaced within the next 5 years.	Ongoing	Buildings and Grounds Committee and Principal	Ongoing	TBD	Church Capital Improvements



## Finances

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<b>Goal #1: Decrease parish support of school expenses from 55% to 45% over the next five (5) years.</b>					
<b>Action Steps</b>	<b>Timeframe</b>	<b>Person(s) or Group Responsible</b>	<b>Projected Completion Date</b>	<b>Estimated Cost</b>	<b>Funding Source</b>
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