

Faith in Our Future Strategic Plan



Saint Malachy School
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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 2018-19 school year. There are 55 males and 53 females, which come from 80 families.

Listed below are the enrollments in each grade:

Kindergarten	24 students
1 st Grade	20 students
2 nd Grade	12 students
3 rd Grade	17 students
4 th Grade	15 students
5 th Grade	14 students
6 th Grade	6 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 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 In 1972, the Dominican Sisters were withdrawn and seven lay teachers were employed.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 Kernitz
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.
- * 21st Century technology is utilized in the school. K-6 and the Spanish classrooms have Clevertouch interactive display panels.
- * 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, and Clevertouch interactive display panels were installed in the summer of 2018 in grades K-6 classrooms, as well as a mobile unit in the Spanish 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 multi-level age groups 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.
- **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 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. 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 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. St. Malachy School is fully accredited by AdvancED, meeting standards established for quality schools.

Enrollment:

Currently, our enrollment is approximately 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. We have also experienced a few families move out of Illinois, which has also affected enrollment. We need to focus our efforts on retaining 6th grade students.

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. We incorporated a Facebook page in 2017.

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. One of our goals is to increase the Paraclete and Endowment Funds.

Facilities:

In June of 2018, St. Malachy Church replaced the air conditioning system and St. Malachy School replaced Smartboards with Clevertouch interactive display panels in grades K-6, as well as the Spanish classroom. We are in the process of replacing 4 windows in the school, and paint touchups are also being completed in July 2018 throughout the entire school. Numerous pine trees have been removed, because many of them are perishing with age. We also completed brick restoration in 2018. The Buildings and Grounds Committee meets monthly to identify and prioritize facility needs.

Catholic Identity

Goal #1: During the 2018-19 school year, students and staff will focus on God's Gift of Creation as our All School Project theme, as well as Bible verses and prayers associated with this theme.					
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 display in the hallway designed to serve as an all school curriculum map dedicated to the God's gift of creation theme.	August 2018-May 2019	Classroom Teachers and the Building Principal	Spring 2019	\$50	School Supply Budget
Students will study saints and Bible stories and incorporate this on our visual representation.	August 2018-May 2019	Classroom Teachers and the Building Principal	Spring 2019	\$50	School supply budget
Incorporate activities in our All School Project that encourage students to demonstrate a mastery of Catholic religious prayers.	August 2018-May 2019	Classroom Teachers	Spring 2019	\$100	School Supply Budget
Students and staff will learn about God's creations, and protecting the environment and all of its natural resources throughout the year and on our designated All School Project days.	August 2018-May 2019	Classroom Teachers and Building Principal	Spring 2019	\$50	All School Project Budget

Goal #2: During the 2018-19 school year, students and staff will continue to focus on vocations and service projects.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Continue to promote vocational awareness through utilizing the online lessons at www.vocationlessons.com , through Vianney Vocations and the Diocese of Peoria.	August 2018-May 2019	Catholic Identity/Academic Excellence Subcommittee	Spring 2019	\$0	Diocese
At the opening teachers' meeting, discuss with faculty/staff the community service options. Students can also do community service hours for neighbors, family and friends.	August 2018-May 2019	Classroom Teachers and Building Principal	Fall 2018	\$0	N/A
At monthly faculty/staff meetings, discuss/share community service completed by each grade within the past month.	August 2018-May 2019	Classroom Teachers and Building Principal	Spring 2019	\$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 2018-May 2019	Classroom Teachers and Building Principal	Spring 2019	\$0	N/A
Continue to support the Adopt a Seminarian program by asking students and staff to write letters and send care packages to our school's "adopted" seminarian.	August 2018-May 2019	Classroom Teachers and Building Principal	Spring 2019	\$50	School Supply Budget and Donations

Academic Excellence

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 2018-May 2019	Technology Committee	Spring 2019	\$0	N/A
Make a recommendation to the Parents Club and Father Pakula on the needs of our school regarding technology.	January 2019	Technology Committee	Spring 2019	Undetermined	Parents Club
Apply for grants with our local Geneseo Education Foundation (GEF) and Geneseo Communications Foundation (GCC) to provide innovative technological advances within our school.	September 2018 and April 2019	Technology Committee	Fall 2018 and Spring 2019	\$0	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, 2018-May 2019	Technology Committee	Spring 2018	\$0	N/A
Conduct a technology audit to determine future technology needs.	October 2018	Technology Committee	October 2018	\$0	N/A

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 th and 6 th grade classes.	January 2019	Mr. Jon McAvoy and Mr. Barry Hager; 5 th and 6 th grade classroom teachers	January 31, 2019	\$50	Parents Club
5 th and 6 th grade students will learn concepts associated with flight. They will build and launch rockets.	May 2019	5 th and 6 th grade classroom teaches	May 25, 2019	\$350	Parents Club
Host a STEAM Fair for all students grades K-6.	March 2019	Classroom teachers	March 2019	\$250	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 2018-May 2019	Classroom Teachers	May 2019	\$100	Parents Club
Focus on math curriculum alignment and implement standards for each grade level that are horizontally and vertically aligned to avoid gaps in instruction and promote best practices.	August 2018-May 2019	Principal and Teachers	TBD	TBD	TBD
Attend and implement professional development related to the Gradual Release of Responsibility evaluation model	In-services October 2018 and March 2019	Principal and Teachers	Ongoing	\$3000	Title Funds and Parents Club

Enrollment Management (Student Recruitment & Retention)

Goal #1: Increase enrollment by three (3) families per year.					
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.	Ongoing	Priest, Principal, and Marketing Director/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 2018-December 2019	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 2018 and March 2019	Marketing Coordinator and Principal	Ongoing	\$200	Parents Club

Goal #2: To retain more 5 th grade students who are presently choosing to go to Geneseo Middle School for 6 th 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 th grade students at St. Malachy School, and would therefore encourage retention after 5 th grade.	August 2018	5 th and 6 th grade teachers, Principal and Marketing Coordinator	Ongoing	\$0	N/A
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. 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

Marketing

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 2018-19 school year	Marketing Coordinator	Spring 2019	\$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 2018-19 school year	Marketing Coordinator	Spring 2019	\$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 2019	Marketing Coordinator and Principal	Spring 2019	\$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.	2018-19 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.	2018-19 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.	2018-19 school year	Marketing Coordinator, Principal, Parent Ambassadors	November 2018 & March 2019	N/A	N/A
Invite prospective families to our annual STEAM Fair.	February 2019	Marketing Coordinator and Principal	March 2019	\$0	N/A

Development

Goal #1: By 2023, raise \$45,000 per year for the Paraclete Fund.					
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 2018	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 2018	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 2018	Pastor	Will continue annually, so no completion date		Parents Club

Goal #2: By 2023, raise the Endowment Fund principal to \$1,400,000.					
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 2018	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 2018	Pastor	Will continue annually, so no completion date	None	Parents Club

Facilities

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
Replace the wood frame perimeter around the playground.	June 2019	Buildings and Grounds Committee, Principal	July 2019	\$5000	Parents Club and Volunteers
Repairs and improvements to the Rectory such as roofing, window replacement and painting.	August 2018-May 2019	Pastor, Finance Council, Buildings and Grounds Committee	May 2019	\$10,000	Church Capital Improvements
Replace 4 windows in the school in the 6 th grade and kindergarten rooms which have deteriorated (30 years old)	September 2018	Buildings and Grounds Committee and Principal	September 2018	\$4000	Church Capital Improvements

Finances

Goal #1: By 2023, decrease parish support of school expenses from 51% to 46%.					
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 FY2022-2023	None	Parents of students
Raise at least \$45,000 per year for Paraclete Fund and spend more than \$35,000 to \$40,000 per year.	5 years	Pastor/Principal	End of FY2022-2023	None	Paraclete Fund receipts (see Development goals) and tuition receipts.
Raise Endowment Fund principal to \$1,400,000 by the end of fiscal year 2022-2023. This means try to secure Endowment Fund income of about \$54,000 per year.	5 years	Pastor/Principal	End of FY2022-2023	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 FY2022-2023	None	Parents Club fundraisers
Reduce parish support of the school to 46% by the end of fiscal year 2022-2023.	5 years	Pastor/Principal	End of FY2022-2023	None	Parents Club/Parish
Parents Club's goal is to save money generated from fundraisers to provide a "cushion", and spend less.	5 years	Parents Club	End of FY2022-2023	None	Parents Club

St. Malachy School – Geneseo, IL

Strategic Plan Progress Report

Catholic Identity

Goal #1: During the 2018-19 school year, students and staff will focus on teaching students about God’s gift of Creation.

Our All School Project theme will focus on God’s gift of Creation. Students will learn about protecting Earth and all of God’s creatures. Students will participate in multi-level age group stations that will focus on themes in nature such as lakes, forests and wildlife.

Goal #2: By the end of the 2018-19 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.

This will include visits to our local nursing homes, as well as letters for nursing home residents. Students also volunteer at annual events such as the Lasagna Supper and Car Party. Students have also participated in sponsoring the building of two wells in a remote African village. Teachers will continue to incorporate service opportunities that tie into Catholic curriculum.

Academic Excellence

Goal #1: To improve the technology that is used by our students, faculty and staff at St. Malachy School.

Technology integration has been our strong point over the last several years. We have hired an information technology specialist, as well as a technical company who will have the capability of remotely monitoring our infrastructure and provide filtering devices to block inappropriate websites including social media during the school day. We are now a 1:1 school; each classroom has a set of Chromebooks for each student. We also have Clevertouch interactive display panels in K-6 classrooms, as well as a mobile Clevertouch

unit in the Spanish classroom. This goal needs to be continual and sustained...

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

The two planned STEM activities (“World in Motion” and flight concepts) are both scheduled in the 5th and 6th grade curriculum for the second semester of the 2018-19 school year. We have also incorporated a STEAM Fair, and all students in grades K-6 participate. We invite family members and community, and the local news agency. This goal needs to be continual and sustained...

Enrollment Management

Goal #1: Increase enrollment by three (3) families per year for the next 5 years, from 2018-2023.

2014-15	79 families
2015-16	78 families
2016-17	76 families
2017-18	73 families
2018-19	80 families

This goal needs to be continual and sustained. We will continue to explore ways to market our school and increase this number. We will do this by following a marketing calendar and utilizing strategies outlined in the marketing plan St. Malachy School provided to the Diocese. However, we will also continue to pursue other creative avenues to promote our school. We have initiated a St. Malachy School informational meeting; one in the fall and one in the spring. We send a flyer to each of the local preschools, inviting families of all faiths to learn more about our school.

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

Numerous activities are coordinated throughout the school that allows upper grade students to work and share with our younger students. During our "All School Projects," our 6th grade students are group leaders for a mixture of student groups. This allows our students to be role models for the younger students. More activities will be planned/scheduled for the second semester in hopes of keeping our current 5th grade students at St. Malachy School for the 2017-2018 school year. We have a 6th grade Recognition Mass in which we individually honor the "graduating" 6th grade class each year. **This goal needs to be continual and sustained...**

Marketing

Goal #1: A longitudinal study is conducted annually to determine the success of St. Malachy School students in the public school they attend after 6th grade (Geneseo CUSD #228).

The building principal, secretary and marketing coordinator collect data each year from our local newspaper. Our findings indicate that 80% of our students are on the 1st and 2nd honor roll as they progress into the public middle and high school. **We will continue to monitor this data annually...**

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

We have hired a part-time marketing coordinator. The St. Malachy School web page is updated weekly. Monthly articles are posted in the Church's "Sharing" pamphlet. The Parents Club is going to coordinate the following: a "Baptism Bag" for new babies and an "Alumni Newsletter" that will be sent out annually. We will also strive to have more contact with the local newspaper and to use the marquee that is in front of the school for promoting the

school better. We also host 2 informational sessions for prospective kindergarten families, which we implemented during the 2018-19 school year. **We continually strive to improve upon our marketing calendar. This goal is continual and sustained...**

Development

Goal #1: From 2018-2023, raise at least \$45,000 per year for the Paraclete Fund and spend no more than \$35,000 to \$40,000 per year.

Goal #2: From 2018-2023, raise the Endowment Fund principal to \$1,400,000 by the end of fiscal year 2022-2023. This means to try to secure Endowment fund income of about \$54,000 per year.

Facilities

Goal #1: To make significant cosmetic and structural improvements such as:

- Sound system was improved in the fall of 2018
- New air conditioning unit was installed in June of 2018
- Brick restoration was completed in the spring of 2018
- Plans are underway to replace school windows gradually over the next 10 years; 4 school windows are in need of immediate attention in the kindergarten and 6th grade rooms
- Concrete repair needed near the entrance of parking lot
- Rectory needs repairs such as windows, roof, painting
- Need outside lighting improvements
- Church roof needs to be monitored for repairs
- Caulking windows
- Paint light poles

Finances

Goal #1: Reduce parish support of the school to 46% by the end of the fiscal year 2022-2023.

- During the fiscal year 2017-18, approximately 51% of school expenses were paid by parish funds.
- During fiscal year 2017-18, we transferred to General Fund to help pay school expenses \$30,000 from the Paraclete Fund and \$33,000 from the Endowment fund.