

Strategic Plan

2020-2021



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Principal: Laura Wilkowski

Pastor: Fr. Andy Booms

Saint Brigid Catholic School

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<https://stbrigid-midland.org/school/>

Table of contents

Executive summary/ history of the school.....Page 2

Mission statementPage 4

Enrollment Data/Funding Data..... Page 5

Survey Data.....Page 9

NWEA Scores.....Page 10

Instructional Changes/Accomplishments.....Page 12

Initiative 1 (Marketing/Enrollment/Retention).....Page 13

Initiative 2 (Funding/Grant Writing)..... Page 14

Initiative 3 (Building Community).....Page 15

Initiative 4 (Instructional Programs) Page 16

Initiative 5 (Spiritual Life)Page 17

Executive Summary

The strategic plan for Saint Brigid Catholic School was developed based upon a parish and school SWOT analysis. Our committee consisted of our pastor, our principal, a teacher, our reading specialist, a retired teacher and parents. During the summer preceding the start of the academic year, a survey was sent to parents to ascertain the strengths and weaknesses of the school and to take suggestion as well as to determine expectations parents had of our new principal. In addition, led by a team of strategic planning experts, our parish conducted a survey of the parish to determine strengths, weaknesses, opportunities and threats of both parish and school. Through this process, a vision and mission for both school and parish was designed. Based upon the results of both analysis, we determined that the following areas were of greatest concern: Marketing (in regards to both increasing enrollment and retention), Funding/grant writing, Community, and Instructional Programs. Smart goals were developed to improve upon each area. We will begin implementation of the plan this year and monitor our progress with it within our school committee meetings.

History of Saint Brigid Catholic School

Saint Brigid Parish has a long history dating back to 1866, when it became the first permanent organized Catholic Church in the Midland area. Saint Brigid Parish began with the arrival of the William B. Keeley family from Ireland. They, along with many other Irish Catholics who were living in the area, would gather and pray together in homes around town.

Saint Brigid Church was originally established as a mission church, served by a priest on horseback from Saginaw. In 1884, it became a parish serving the Catholic population of Midland County, Auburn and Freeland. By 1871, construction on the church began at the corner of Indian and Haley streets thanks to the generosity of John Larkin, who donated \$100 and most of the lumber.

In 1908, Benjamin Bradley offered to sell his current home and two lots at Ashman and Larkin to Saint Brigid Parish. It took three weeks to move the church on log rollers to its new address at Ashman and Larkin. The residence on his property, known today as the historic Bradley House, was built in 1874 and was used as the parish rectory.

By 1922, the parish had determined that a school was needed, so they opened Saint Brigid Catholic School to 150 students who were taught by the Sisters of Mercy. The last of the Sisters of Mercy left in 1981, and since then the school has been staffed entirely by lay teachers. All teachers today are fully state-certified and participate in continuing education programs.

Growth forced the parish to build a larger church, so in 1941, a new brick and stone structure — still in use today — was dedicated by Bishop William Murphy. The three marble altars in the church were

donated by Mrs. Grace Dow, and because of the war in Europe, spent years being preserved in a cave in Italy. They were eventually installed in the church in 1947.

The Bradley House, which served as the parish rectory for 60 years, was moved to Emerson Park in 1969 and is now part of the Midland County Historical Society Museum. The current rectory was designed by Alden Dow Associates, and is a classic example of his Frank Lloyd Wright-inspired architecture.

Saint Brigid Catholic School has a long and proud tradition of offering excellence in Catholic education and has sent nearly 1,500 graduates into the world. Our graduates include the late James Hickey, formerly the Cardinal Archbishop of Washington, D.C., who blessed the new school and parish center that opened in 1983.

Mission

At Saint Brigid of Kildare, nourished by the Word and Sacrament, we find life in Christ by gathering disciples for worship, service, and education.

Vision

A community fully alive in Christ

Belief Statements

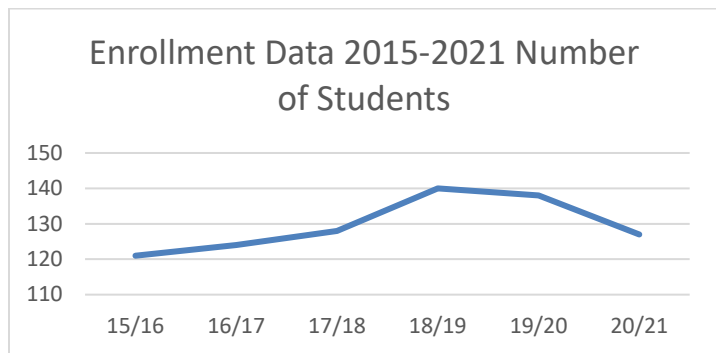
To achieve our vision for excellence at Saint Brigid School, we commit ourselves:

- To make known to each student that Jesus Christ is our Lord and Savior
- To develop a respect for others, young and old, as persons loved and saved by Christ
- To instill a basic understanding of Catholic ideals and attitudes in our students
- To enable each student to develop and improve basic skills necessary for a strong academic foundation
- To help each student develop the power to think constructively and reason independently
- To provide experiences through which each student can develop their creativity and appreciation of aesthetic values
- To promote a positive attitude toward physical development and healthful living
- To develop a sense of one's individual worth
- To help students accept responsibility for their own behavior

School: **St. Brigid**
 Grades Served: **K-8**
 Principal: Laura Wilkowski Pastor: Fr. Andy Booms



Enrollment

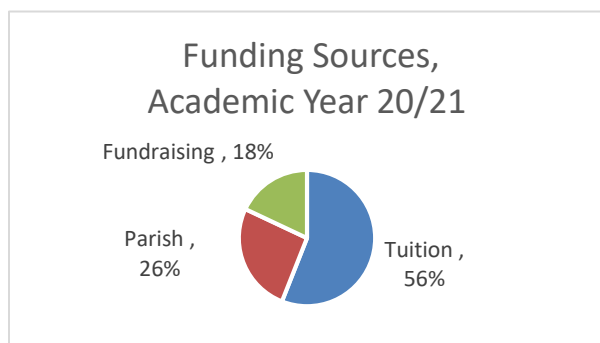


-Average class size:

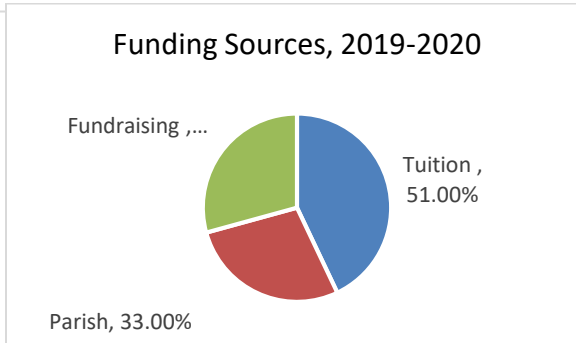
- Academic year 2020/2021: 12.7
- Last year Average: 15

- -Emerald Evening, ~120,000 profit

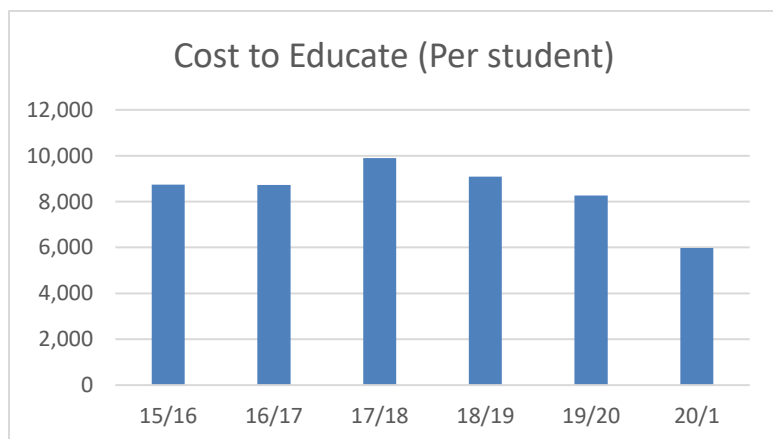
School Operating Budget



(operating cost: \$759,273)



(average operating cost: \$1,141,391)



Survey Results

Strengths:

Category	Percent
Religious Instruction	27.66%
High Expectations for Students	34.04
Teacher Instruction and assessment	14.89
Develops sense of community	17.02
Clean, well-organized environment	4.26
Uniforms	0
Leadership	0
Communication between school and parents	2.13
Communication between teachers and parents	0
Homework load	0

Weaknesses:

Category	Percent
Communication between teacher and parents	20.83%
Quality of instruction	33.33%
Speed of Getting Grades Entered in Skyward	14.58%
Homework load	14.58%
Uniforms	2.08%
Communication between school and parents	14.58%

Critical Issues:

Marketing (in regards to both increasing enrollment and retention)

Funding/grant writing

Community

Instructional Programs

NWEA

<u>Math</u>	<u>Mean Score 2020</u>	<u>Mean Score 2019</u>	<u>Mean Score 2018</u>	<u>Mean Score 2017</u>	<u>Mean Score 2016</u>	<u>Mean Score 2015</u>	<u>Average overall</u>	<u>Diocese Score</u>	<u>State Score</u>
k	*	176.8	176.8	178	175.7	171.3	175.45	168	159
1	*	194	191	193.5	193.7	186.6	191.2	190	181
2	*	200.1	202.5	209.2	205	199.7	204.1	204	192
3	*	185.6	198.1		207.9	208.1	204.7	207	203
4	*	208		217.8	215.4	213.8	215.6667	219	213
5	*	228	222.4	221.9	224.8	229.2	224.575	225	221
6	*	226	230.3	229.4	228.7	235.3	230.925	231	225
7	*	235	238.2	235.5	244.9	242	240.15	236	229
8	*	241.6	246.5		247.1	243.9	245.8333	240	231

	<u>Mean Score 2019</u>	<u>Mean Score 2018</u>	<u>Mean Score 2017</u>	<u>Mean Score 2016</u>	<u>Mean Score 2015</u>	<u>Average overall</u>			
Reading	*								
k	*	174	171.3	172.2	168.4	168.3	170.05	166	158
1	*	187.8	188.8	181.6	178.2	183.4	183	187	178
2	*	195.1	195.2	196.7	195.5	191.2	194.65	197	189
3	*	193.1	196.6		206.6	206.7	203.3	205	199
4	*	206		213.1	210.1	214.5	212.5667	213	206
5	*	218.7	216	219	223.4	220.5	219.725	217	212
6	*	223	224.7	223	223.2	230.8	225.425	222	216
7	*	225	227.3	226.8	236.1	227.4	229.4	226	218
8	*	217.3	232.3		235	236.8	234.7	228	220

	<u>Mean Score 2019</u>	<u>Mean Score 2018</u>	<u>Mean Score 2017</u>	<u>Mean Score 2016</u>	<u>Mean Score 2015</u>	<u>Average overall</u>			
Language	*								
k	*	N/A				#DIV/0!			
1	*	N/A				#DIV/0!			
2	*	N/A				#DIV/0!			
3	*	194.2	199.5		207.3	205.8	204.2	206	200
4	*	207		212.2	212.5	215.3	213.3333	213	207
5	*	216	217.4	216.3	221.4	220.3	218.85	217	211
6	*	219	222	224	223.7	227.8	224.375	222	215
7	*	224.5	228.6	227.7	232.8	226.9	229	226	218
8	*	230.2	230.3		231.2	234.8	232.1	227	219

	<u>Mean Score 2019</u>	<u>Mean Score 2018</u>	<u>Mean Score 2017</u>	<u>Mean Score 2016</u>	<u>Mean Score 2015</u>	<u>Average overall</u>		
Science	*							
k	*	N/A				#DIV/0!		

1	*	N/A			#DIV/0!		
2	*	N/A			#DIV/0!		
3	*	202	202		202		
4	*	206	208.9		208.9	209	201
5	*	214.3	214.8		214.8	213	206
6	*	215	217.4		217.4	218	209
7	*	221.4	224.9		224.9	221	211
8	*	225.6		231.2	231.2	221	214

- **No 2020 data due to COVID**

Instructional Changes/Accomplishments 2019-2020

1. Reverse Halloween parade due to weather
2. Cosen's MMA does after school class for free
3. Bishop visited us
4. Wellness Wednesdays for PTO took place each month Sept-February (except December)
5. We transitioned to a virtual platform quickly and successfully following a stay at home order
6. Due to COVID, end of year testing was cancelled

Marketing (Enrollment and Retention)

- **Give Saint Brigid School and Church a visible presence in the community and in the downtown business sector by June 2020 (Marketing Director- Luke Cusack)**
 - Post quarterly FB and web-based messages, include in bulletin and announcements after Mass about school
 - Create & maintain relationship with local universities & high schools for student teachers/ volunteer hours for teachers & co-ops.
 - Have at least 2 student teachers/volunteers in the school annually
 - Create & maintain relationship with the homeschooling network.
 - Utilize available signs to promote enrollment, faith-based and extracurricular activities
 - Increase enrollment by 5% annually over 5 years to reach an enrollment of 180 students
 - Reverse Parade 2019 and parade 2020
 - Red Threads Participation spring 2019
 - Cancellation of Fish Fry and throw support to local businesses
 - Recognition of business sponsors on FB daily for Emerald Evening

- **By September 2019, develop a 3-5 year comprehensive marketing plan (Marketing Director- Luke Cusack)**
 - Use media (FB, website, Instagram/Twitter, bulletin) to promote the “room to grow” message
 - publish comprehensive value summary in the bulletin annually including number of school grads, number of school grads who are currently active St B parishioners, perhaps success stories from recent/past grads, and include information about the value of Catholic education from other sources (Muskegon Catholic Central information as a guideline); also include transparency around tuition assistance numbers, How teachers are assessed
 - Re-establish contact with alumni on an annual basis with updates and events

-Room to grow message continuation through creation of school garden

-Alumni spotlights in school newsletters and bulletins

- **Increase the visibility of Saint Brigid Catholic School by promoting the strengths and successes of our school. (Principal, Laura Wilkowski)**
 - Publish annually a state of the school newsletter to highlight accomplishments/achievements.
 - Assemble data on enrollment and tuition and provide back to parish annually, perhaps as part of the larger marketing message

-annual state of the school completed for 2018-2019 but not 2019-2020 due to abrupt end to year

Funding/grant writing

- **Grant writing committee to apply for 2-3 funding opportunities per year (Principal, Laura Wilkowski)**

- Teachers take advantage of yearly mini grants to obtain needed texts/supplies for their classrooms

-2020; three teachers have received mini grants so far: K. Gilbert, K. Adam, S. Groth

-M. Schoener received STEM equipment through STEM Star Teacher Award

- **Give the Guardian Angel Walkathon the same emphasis/ focus as the Emerald Evening (Principal, Laura Wilkowski)**

- Adopt the use of a treasurer to keep track of expenses and donations
- Opening up the program to the parish and to alumni and to offer an opportunity for all to donate In Memory of a loved one, staff member or parishioner
- Seek out corporate sponsors

-Despite virtual Walkathon 2019 we raised \$39,000

-Emerald Evening 2020 + Walkathon (Virtual)= \$120,000

- **By September 2019, develop a 3-5 year comprehensive financial plan (Business Manager, Jeannine Hovey)**

Building Community

- **Increase awareness via FB and other media around volunteer activities, Sock Hop, etc., targeting two blasts per month on the positives around community building within school (Marketing Director, Luke Cusack)**

- Quarterly have a school led/participation mass where students serve, sing, read, greet, etc. and are encouraged to where spirit wear or uniforms.
- Community members invited to read to students during March
- Inform alumni of what's happening in school and database

-Not much done here in past year due to COVID

- **Adopt two school volunteer projects per year that is a focus of efforts for the entire school population and pulls in the parish to serve the greater Midland Community. (Pastor, Fr. Andy Booms)**

- Establish a parish/school service committee to identify and plan one project per semester

-April 23 Earth Day :Clean Up Midland

- **Improve the physical safety and security of the school to ensure that students and parents feel secure and safe in the environment. (Principal, Laura Wilkowski)**

- Add Security cameras to the outside of the building and monitor to office manager's desk to increase visibility and allow for anticipation of visitors entering building
- Change access controllers and fobs to the building
- Add bulletproof glass between the office and lobby
- Engage text service to notify parents of emergency
- Install security cameras within the building??

- All completed security upgrades have been made
- Infrared Thermal camera in lobby to measure temperatures of all entering building

Instructional Programs

- **Create a special edition of newsletter (once each year) detailing our school's state of school by June 2019 (Principal and Marketing Director)**

(NWEA scores, what happens with those scores and how we address any deficiencies, metrics for teacher assessment and if possible, generalized accountability report on how the staff average score progresses with those assessments)

-annual state of the school completed for 2018-2019 but not 2019-2020 due to abrupt end to year

- **Evaluate and use fall-spring NWEA for data-driven instruction/ differentiation and to improve instruction for exceptional learners. (Principal)**

- Discover, learn about, and implement research-based best teaching practices across the curriculum grades K - 8. Evaluate and use NWEA for data-driven instruction/ differentiation.
- Employ use of mentors to increase teacher effectiveness especially as it pertains to meeting learner needs
- Use summer reading academy to continue to assist students over the summer month with reading and spelling strategies
- Continue to use the handbook for exceptional learners to develop a plan for students with exceptional needs and WIN program to meet those needs
- Continue to use and expand the use of IXL to grades K-8
- Update student handbook on the amount of and type of homework assigned
- Teachers will update Skyward on a weekly basis
- Provide training for parents on how to access Skyward and Google Classroom

- No data left for last year due to cancellation of tests

- **Continue our STEM education programs to address the goals outlined in the NGSS. (Principal)**

- Employ makerspace carts in K-8 classrooms
- Use Engineering for Kids to help with Junior Science after school program

- No afterschool for spring 2019 and 2020-2021 due to COVID

- MakerSpace carts are being used (Largely by K and MS)

- **Fully implement the new Next Generation Social Studies Standards by end of year 2020. (Principal)**

- Provide teacher training as it becomes available

- Create professional learning communities (PLCs) based on the standards
- New textbooks that follow NGSSS are being considered. New staff is trained on NGSSS at MS

Spiritual Life

- **Create more opportunities to share the faith outside of the weekly school mass with the intent of strengthening our students' relationship with God (Youth Ministers, Katie Lyon and Jennifer Winberg)**
 - Create Fully Alive Tuesdays complete with dinner and faith for all members of the family from school aged to adult.
 - Continue our couples date nights
 - Continue Vacation Bible School
 - Continue to promote diocesan wide activities via Facebook, school newsletters and email
 - Enhance Connection between alumni and youth ministry

- Sister Maria Jose' joined our staff to replace Katie Lyons and to assist school in youth ministry
- Jen Winberg implemented Catechesis of the Good Shepherd
- VBS cancelled due to COVID
- FF switched to a virtual format
- Fully Alive has only recently begun to meet due to COVID
- Sr. has recommended a new religion curriculum

- **Promote service within the Midland Area Catholic Community with the intent of strengthening our students' and parents' relationship with God. (Youth Ministers, Katie Lyon and Jennifer Winberg)**

- See above

Thank you to our committee:

Jerry Cain

Kristin Olbertson

Lori Dehlin

John and Kathe Annelin

Sheri Kuchek, Teacher

Marty Beard, Retired Teacher

Fr. Andy Booms, Pastor

Laura Wilkowski, Principal