

# ST. MICHAEL'S ACADEMY

## *Ignite and Achieve Excellence: 2017*

### A Strategic Plan



## **Our Mission**

*It is the mission of Saint Michael's Academy to teach and share the traditions of the Roman Catholic faith and promote academic excellence within a safe and nurturing environment that welcomes and respects individuals of all backgrounds, cultures and faiths. In partnership with parents, we guide students to develop their fullest potential as responsible citizens of the world, instilled with a strong set of moral values, a sense of service, and a love of learning.*

## **Catholic Identity**

- Advance the mission of St. Michael's Academy as an active faith community of students, parents, faculty and staff that promotes and exemplifies the mission and ministries of the Catholic faith.
  - Actively nurture and promote the understanding and awareness of the SMA mission.
  - Provide a continuously improving religious study program integrating faith, culture, and life.
  - Provide effective faith formation opportunities beyond the classroom.
  - Provide and promote opportunities for parents, faculty and staff involvement with student activities relative to faith formation, social justice, and Christian service.
  - Build strong relationships with Greater Springfield, Wilbraham and East Longmeadow Catholic parishes and parishioners to promote support for Catholic education and, in particular, for St. Michael's Academy.

## **Academics**

- Achieve 85th percentile on standardized tests (school normed) to meet the basic requirement for the US Department of Education Blue Ribbon Schools.
  - Improve math, reading and science scores in all grade levels.
- Develop a collaborative learning community composed of students, parents, faculty and parishes to support student learning and high levels of academic achievement.
  - Cultivate partnerships with parents, parishioners and faculty to nurture student learning.
- Expand new and enhanced academic programs to attract and enrich students.
  - Encourage growth of academic offerings.

## **Admissions**

- Achieve optimal enrollment of 100 students per grade level in grades K-8 (four classes of 25 students) and an increasing pre-school population, through a strategic marketing and enrollment management program.
  - Develop and implement a strategic retention program.
  - Develop and implement a strategic recruitment program to attract a growing number of prospective student families.
  - Develop and implement a strategic marketing program.

## **Advancement**

- Establish and maintain a strategic advancement program to promote an understanding and support of St. Michael's Academy's mission among all constituents, and to improve the financial stability of St. Michael's Academy (SMA) through charitable giving and effective coordinated campaigns that meet the current and evolving needs of the school.
  - Identify potential donor constituents and others who support Springfield Catholic elementary education and the mission of SMA.
  - Seek funding to reflect annual school needs and to include growth toward the future in support of the SMA mission.
  - Develop strategies to increase the donor base and to raise donor sights through leadership giving to SMA.
  - Establish a volunteer program to assist with Advancement-related programs and events, and to increase total voluntary support of SMA.
  - Cultivate constituents to become regular supporters of the SMA mission.

## **Facilities**

- Provide a learning facility that promotes enrollment and quality of instruction as well as student experience through a tactical and financially responsible plan.
  - Proactively maintain and update an aging facility through a comprehensive preventative maintenance plan.
  - Improve the functionality of the multi-purpose room (gymnasium).
  - Provide sufficient learning space to meet enrollment and educational needs of the students at 153 Eddywood Street campus.
  - Work with Cathedral High School and the Diocese of Springfield to assess the relocation of the middle level students or the entire academy to the Surrey Road locations.

## **Finance**

- Operate within a comprehensive, balanced budget that addresses current and evolving financial needs of the Academy.
  - Support budget expansion to include replacement of textbooks, instructional materials, technology, and tuition assistance in accordance with the strategic plan.
  - Create a capital budget based on a facility needs assessment that includes replacement costs.
- Offer salaries, benefits, and a teaching environment that are designed to attract, develop, and retain a stable group of enthusiastic and highly qualified faculty and staff to support academic achievement.
  - Research, review and assess faculty and staff compensation structure with the area's public and independent schools.
  - Annually evaluate teacher performance and satisfaction.
- Promote accessibility to a quality Catholic education at SMA.
  - Increase school community knowledge of SMA financial priorities and costs, including cost per pupil to educate.
  - Develop a comprehensive tuition assistance program with additional funds available for awards.
  - Research opportunities that make an SMA education affordable.
- Strengthen revenue streams beyond tuition to achieve a benchmark of 75% tuition, 5% parish tuition subsidy, 10% diocesan support, 8% fundraising, and 2% other miscellaneous revenue.
  - Prioritize opportunities for revenue growth including annual giving, endowment, planned gifts, clinics, facility utilization, etc...

## **Student Life**

- Encourage the formation and individuality of the whole child through extra-curricular experiences.
  - Establish a Student Activities Committee.
- Foster friendships and social skills of students by enabling them to build relationships and connections.
  - Develop diverse, inclusive, and age-appropriate activities, programs and clubs to satisfy the evolving interests and needs of the students.

## **Technology**

- Advance the availability and application of educational technology at SMA.
  - Shape appropriate resource investment for current and evolving technology needs.
  - Create strategic partnerships to assist in achieving technology related goals.
- Utilize educational technology to enhance SMA academics.
  - Effectively use technology in instruction to strengthen the curriculum.
  - Establish technology support for SMA faculty to enhance teaching and learning.

**Respectfully Submitted,**

**The Strategic Plan Steering Committee**

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