



Strategic Plan (updated)

2015-2016

Table of contents

Executive summary.....Page 2

Brief history of the school.....Page 3

Mission statementPage 4

Value statements.....Page 4

Goals.....Page 5

Initiative 1 (Academics).....Page 6

Initiative 2 (Marketing).....Page 9

Initiative 3 (Community).....Page 12

Initiative 4 (Spiritual Life).....Page 15

Executive Summary

Saint Brigid Catholic School has a proven track record of providing a quality Catholic education in the Midland area for over 90 years. Over that time, we have been proactive in serving the needs of our students. At a time when so many schools are closing or consolidating, Saint Brigid underwent an extensive renovation and addition. More recently we have undergone an aggressive marketing push with the goal of retaining current families and growing our enrollment in grades K-8. There is never a time for complacency, especially today when Catholic education faces numerous challenges both internally and externally.

The education we provide for our students meets or exceeds the standards in the Midland area. Our students outperform local schools and exceed the state averages for math and reading proficiency on the Northwest Evaluation Association (NWEA) standardized test. In fall 2014, Saint Brigid scored on average 91 percent proficient/advanced proficient in reading and 66 percent proficient/advanced proficient in math. In addition to those scores, our school will continue to provide education in STEM related subjects by putting more focus on STEM in the classroom and in extra-curricular activities.

To meet the demands of today's learners, our school and its employees, along with the parents and other key stakeholders have to work together in ensure Saint Brigid Catholic School continues to stay competitive in terms of academics, spiritual growth, and infrastructure. The purpose of this strategic plan is to outline what the school plans to do in the next couple of years. We recognize there is always room to grow and develop what we already offer our students. This plan aims to continue building on our strengths while fixing areas where we need to improve. A strategic plan is a living document. It will not be filed away not to be acknowledged again for another few years. This is our roadmap to providing the best Catholic education possible for our students.

Sincerely,

The Strategic Planning Committee

Father Pat O'Connor, Pastor

Lon Medd, Principal

Marty Beard, Teacher

Steven Budd, Parent

Shawn Marks, Teacher

Monica Pardel, Parent

Ann Vican, Parent

Lisa Whyte, Parent

Laura Wilkowski, Parent

Greta Woodiwiss, Parent

Brief history of the school

The history of Saint Brigid Parish goes back to 1866, when it became the first permanent organized Catholic Church in the Midland area. Saint Brigid Parish began when the William B. Keeley family arrived from Ireland. The Irish Catholics, who were living in the area at the time, 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. Construction on the church began at the corner of Indian and Haley streets by 1871, 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 for 60 years. In 1969, it was moved to Emerson Park 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.

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.

Throughout its time, Saint Brigid Church and School has adapted well with the continuing changes happening in the Midland area. Growth has 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.

In 1983, a new school and parish center was established. Those buildings were blessed by the late James Cardinal Hickey, formerly the Cardinal Archbishop of Washington, D.C., who was a graduate of Saint Brigid School.

In 2008 we began the process of refurbishing our church and extending our school and parish center. This resulted in the beautiful worship space you see today and much needed extra space for school and parish use. Currently, the school has an enrollment of 164 students in Kindergarten through Eighth Grade.

Mission Statement

The mission of Saint Brigid Catholic School, in partnership with family, parish, and community is to educate and encourage students to reach their potential – mind, body, and spirit – in an inclusive environment of support, understanding, and Catholic Values.

Value Statements

- providing many and varied opportunities for students to practice their faith on a personal level as well as in the context of service and community.
- being a God-centered school, where Catholic-Christian teaching guides all we do
- instruction that is guided by best practices and an engaging curriculum
- providing an excellent education that respects the unique gifts and challenges of all students
- employing knowledgeable, highly qualified, and Christ-centered staff
- the continuing professional growth and development of staff and administration
- effective and easily accessible communication between administration, faculty, and families that is open, honest, and respectful
- an campus environment that is safe, secure, and well-maintained
- a culture in which love, respect, encouragement, and joy are evident
- a school in which all families are actively engaged in its support

Goals

Academics

- Create more STEM learning opportunities for our students.
- Increase awareness of students with special needs to better serve them.
- Expand the number of extracurricular activities.

Marketing

- Increase the visibility of Saint Brigid Catholic School by promoting the strengths and successes of our school.
- Improve communication within the Saint Brigid Parish and School community so parents, parishioners, and key stakeholders have a vested interest in the success of the school.
- Educate the school and parish community on how the Common Core curriculum applies to Saint Brigid Catholic School.

Community

- Improve the physical environment of Saint Brigid School campus to create a more safe and secure environment for our students.
- Develop more opportunities for the Saint Brigid School community to interact socially.
- Encourage more volunteerism from our parents.

Spiritual development

- Promote service within the Midland Catholic community and throughout the Midland area while connecting that service with Catholic social teaching.
- Create more opportunities to share the faith outside of the weekly school mass with the intent of strengthening our students' relationship with God.

Academics

Academics

Measures of success

1. Teacher observations and lesson plans reflect increased use of technology
2. Saint Brigid community survey indicates greater satisfaction in STEM learning opportunities for students
3. Teacher participation in professional development in STEM and Next Generation Science Standards
4. Securing grants to provide increased opportunities for staff professional development
5. Increase in accelerated/remedial math opportunities for K-5 students

Create more STEM opportunities for students**Target Date Status**

- | | | |
|----------------------------------------------------------------------------------------------------|-----------|-----------------------------------------------------------------------------------------------------------------|
| 1. Replace aging computers throughout the building | Ongoing | A handful of teacher laptops, 8 computers in lab were replaced |
| 2. Invest in math specialist/advanced math instructor | 2017/2018 | Reviewing budget for school year to see if feasible |
| 3. Seek out volunteers from STEM professions to help in classroom (tutoring, guest speakers, etc.) | Ongoing | Volunteers have been used for Science Club, Robotics, math tutoring, etc. |
| 4. Professional Development for teachers in Next Generation Science Standards | Ongoing | Teachers attended the MSTA conference and new hires will participate in Next Gen PD at SVSU beginning next year |
| 5. Create grant writing team to solicit funds for STEM needs | Ongoing | One person stepped up to do grant writing; being reevaluated for 2016-2017 school year |

Academics

Measures of success

- 1. Increase in staff development on inclusion and differentiation in classroom
- 2. Increase in funding through grant opportunities for students with special needs
- 3. Using more effective assessment tools to identify students with special needs

Improve instruction for students with special needs such as learning disabilities or gifted learners

Target Date Status

1. Train teachers about inclusion in the classroom	Ongoing	St. Brigid hosted a PD in October about inclusion in a Catholic school classroom
2. Correctly identify struggling/gifted learners	Ongoing	Educators use NWEA scores, report card grades, etc. to evaluate Administration attended a PD that talked about placing gifted students A group of teachers, with administration will meet in summer to evaluate current and potential students using a "blind" selection process
3. Providing instruction for struggling/gifted learners in the areas of reading and math within the means of school	Ongoing	We continue to use a reading specialist who provides reading recovery along with instruction for gifted learners; administration is looking at the budget to see if there is any way to hire a part-time math instructor; Title I funds provided by Midland Public Schools pay for a part-time instructor who helps students, but only those living in Title I areas of the city

Academics

Measures of success

- 1. Bringing back Science Club and keeping it sustainable
- 2. Track and field team begins
- 3. Increase in number of STEM clubs

Expand the number of extracurricular activities

Target Date Status

1. Bring back Science Club and keeping it sustainable	Ongoing	The Science Club was brought back in the fall and 20 students enrolled; Dr. Gina Malczewski was the teacher for the club; Dr. Malczewski will return for the 2016-2017 year; a second robotics team was added this year, one for the elementary grades and one for the middle school
2. Start a track and field team for middle school	2016-2017	Plans for a track and field team have not gone too far other than calls to Midland Public Schools to ask about availability and cost of using their tracks. More inquiry is needed.
3. Seek out more STEM-related clubs or activities	Ongoing	This year, a second robotics team was created. Now there is a robotics team for both the elementary and middle school students. Replacing our science fair this year was the STEM fair. This allowed for a more interactive experience for the students. They worked on these entirely in school without the help of parents.

Marketing

Marketing

Measures of success

1. Increase the number of school visits and inquiries from Midland Area Catholic Community
2. Increase the number of visits to MACC parishes
3. Increase in correspondence with alumni
4. Increase visibility at Saint Brigid Sunday masses

Improve communication within Saint Brigid Parish and School community so parents, parishioners, and key stakeholders have a vested interest in the success of the school.

Target Date Status

- | | | |
|----------------------------------------------------------|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Promote the school with MACC parishes | Ongoing | The school is working closely with Blessed Sacrament to combine resources in marketing, sharing specials teachers, and possibly technical support. In 2014, the principal visited all the parishes in MACC to talk about Saint Brigid. That visit has not been followed up. |
| 2. Reestablish contact with alums about the school | Ongoing | Recent alums come back to help students in extracurricular activities; alums speak at our middle school open house about their experience; a school Facebook page has opened a window to alums, parents, and parishioners. |
| 3. More students actively participating in Sunday masses | Ongoing | Students from the school speak to parishioners at masses
This year the school choir will perform at the Pentecost mass.
Many students are altarservers during Sunday masses. |

Marketing

Measures of success

1. Increase in appearances in community events
2. More media coverage for Saint Brigid Catholic School
3. Create a more expansive file of testimonials from parents/students

Increase the visibility of Saint Brigid Catholic School by promoting the strengths and successes of our school

Target Date Status

- | | | |
|------------------------------------------------------------------------------------|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Track success of Saint Brigid alums in high school, college, and professionally | Ongoing | A bulletin board was installed for the purpose of recognizing the achievement of our current students and Saint Brigid alums; this includes posting honor rolls from the high schools they attend |
| 2. Setting up a booth at community events | Ongoing | A booth was set up at the Midland County Fair in summer of 2015; students participated in the downtown pumpkin festival in October; had a booth at the Kids Day Expo at Midland Mall in January |
| 3. Use local media outlets to promote school events | Ongoing | The Midland Daily News has covered numerous events and activities throughout the year; Smile FM has interviewed our students at Journey's Coffee Shop; Facebook and Twitter are also used |
| 4. Testimonials from former and current parents and students | Ongoing | Former students help promote the school at our open house; testimonials from parents and students on our marketing materials |

Marketing

Measures of success

1. Information included in handbook and website
2. Presenting the information in a meeting
3. Information in parish bulletin

Educate the school and parish community on how the Common Core standards apply to Saint Brigid Catholic School**Target Date Status**

1. Including information on the Common Core in our parent handbook

2016-2017

Information will be in the handbook for the 2016-2017 school year

2. Create a FAQ about Common Core on our school's website

2016-2017

A FAQ section will be included in the Academic/Spiritual section of our school's website; it will include a statement from NCEA

3. Discuss the Common Core at a meeting at the beginning of the school year

It was determined that a parent meeting would not be the best time to talk about Common Core, but instead direct questions to the principal's office or diocese.

Community

Community

Measures of success

1. Decrease in bullying incidents as indicated in survey results and referrals
2. Installment of new lights, fencing, and signage
3. Fewer incidents of people in the parking lot during the hours of 11 a.m. to 1 p.m.

Improve the physical environment of Saint Brigid campus to create a more safe and secure environment for our students

Target Date Status

- | | | |
|---------------------------------------------------------------------------------------------------------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Create more bullying awareness within the school to prevent bullying from happening | 2016-2017 | During November, which is Bullying Awareness Month, there will be a series of activities for students to promote awareness throughout the month |
| 2. Improve lighting and fencing in the parking lot and playground | Complete | Improved lighting was installed in the parking lot. Security cameras were installed in the church and in the bell tower facing the playground. New fencing was installed in 2015. |
| 3. Provide signage clearly identifying parking lot hours and directs people to specific areas of campus | 2016-2017 | At this time, new signage has not been added to campus; it's being considered for next year, but it depends on the budget. |

Community

Measures of success

1. Mentor families program comes back
2. Increase in number of faith sharing opportunities
3. Having more social activities at Saint Brigid School afterschool hours

Develop more opportunities for the school community to interact socially

Target Date Status

- | | | |
|-------------------------------------------------------------------------------------------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Bring back the mentor families program to assist new families coming to Saint Brigid | 2016-2017 | This program has never gone away. Nobody stepped up to participate. Next year, administration will be coordinating the program. |
| 2. Schedule more faith sharing opportunities with parents among MACC parishes | Ongoing | There were combined masses with Saint Brigid and Blessed Sacrament. There is going to be a combined parish picnic involving all of the Midland area Catholic parishes in fall 2016. |
| 3. Coordinate two times a year having a movie night in the open area and dance in the gym | Ongoing | During the 2015-2016 school year, there were two events scheduled. It's a concept that seems to work and will continue in the future. |

Community

Measures of success

1. More parents volunteer

Encourage more volunteerism from our parents

Target Date	Status
-------------	--------

1. Create incentives for parents to volunteer

Ongoing

This program began in the 2015-2016 year. It's been well-received by the community. It will continue in the future and hopefully will lead to more parents serving the school community.

2. Schedule and information night about volunteer opportunities

Ongoing

At the beginning of the school year, an ice cream social was held that discussed the opportunities available. This will also continue down the road as a way to inform our parents in a social setting.

3. Build an inventory of parent careers, hobbies and interests to best utilize time and talent

Ongoing

This question was added to our registration forms. Unfortunately not many parents answered this question when registering their children. Out of those who did answer we do have a list of parents along with their interests and hobbies.

Spiritual Life

Spiritual life

Measures of success

1. Saint Brigid students participate in spiritual retreats
2. Increased involvement of youth ministry and faith formation in daily religious education and spiritual formation

Create more opportunities to share the faith outside of the weekly school mass with the intent of strengthening our students' relationship with God

Target Date Status

1. Develop retreats for our students to attend during important times on the liturgical calendar

Ongoing

This school year, the director of youth ministry hosted retreats in the Construction Zone with all of the classes during Advent. Next year, the plan is extend this to the Lenten season.

2. Collaboration of faith formation and youth ministry to be more involved in the spiritual life of our students

Ongoing

Faith formation continues to work with our 2nd grade students as they prepare for confirmation. Staff members of the church serve popcorn to our students as a way for the parish and school to work together.

Spiritual life

Measures of success

1. More student participation in community service projects
2. Better understanding of how their service ties into Catholic Social Teaching

Promote service within the Midland Area Catholic of the weekly school mass with the intent of strengthening our students' relationship with God

Target Date Status

1. Seek out more service projects for student organizations to do throughout the community working alongside the MACC.

Ongoing

The middle school drama class performs a play for the SPRED group at Blessed Sacrament. Many students from our school helped with the youth ministry program at Assumption of the Blessed Virgin Mary.

2. Students will have the opportunity to communicate how their service connects with the teachings of the church.

Ongoing

Middle school students will have to complete a short reflection essay along with turning in their service hours at the end of the school year. The essay will be about the service they performed. The school continues to incorporate the Virtue in Education program. Our bulletin board features a virtue of the month. Knights will certificates that reward good deeds also connect to the virtues.