

Seton Catholic School

Strategic Plan



FAITH IN OUR FUTURE

1320 16th Avenue
Moline, IL 61265
(309) 757-5500

office@setonschool.com
www.setonschool.com

(Revised SUMMER 2017)

This page intentionally left blank.

Table of Contents

Introduction	2
Mission	2
Vision	3
SWOT Analysis	3
Catholic Identity.....	5
Academic Excellence	6
Enrollment Management	8
Marketing	10
Development.....	11
Facilities	12
Finances.....	13

Introduction

Seton Catholic School was established in 1978 with the merging of St. Mary's and Sacred Heart Schools in Moline. As the largest Catholic school in the area, Seton proudly provides academic excellence to its students from preschool through 8th grade. Our teachers at Seton Catholic School not only provide the highest level of commitment to a child's educational growth, our staff strongly believes that every facet of life is important: spiritual, physical, intellectual and emotional. Our students are encouraged to learn and grow in a safe and caring environment in which an emphasis on Christian values is developed right along side a solid foundation in the core academics.

Located on the grounds of Sacred Heart Parish in Moline, Illinois, our facilities are among the most up-to-date, including the latest technology to prepare your child for the challenges of life beyond the classroom...including a media center, library and computer and science labs in each of the buildings, all found on one campus.

Seton Catholic School is fully accredited by AdvancEd North Central Commission on Accreditation and School Improvement as well as the State of Illinois. Seton's experienced faculty keep themselves updated on the latest teaching methods, trends and best practices.

In an effort to further refine and improve our school, this strategic plan has been developed. The following stakeholders have guided the strategic planning process at Seton as members of the steering committee:

Jane Barrett

Rev. Mark DeSutter

Rev. Don Levitt

Mary Cornelis

Karla Larsen

Ruth Benfield

Geri Tracey

Julie Vogel

This was truly a collaborative effort that involved a large, diverse group of parents, board members and parishioners who generously contributed their time and expertise to complete this plan. It is with gratitude and hope that we move forward with *Faith in Our Future*.

Mission

The mission of Seton Catholic School is the religious and academic formation of students in preparation for their lives as productive Catholic adults.

To accomplish this mission we are a community dedicated to a total educational program. We believe that every facet of life is important: spiritual, physical, intellectual and emotional. We strive to instill Christian values so that each student becomes a force of good in God's world. Concurrently, our educational program leads, encourages, and aids each student to develop his/her intellect to its full potential. We respect the unique attributes of each individual. Thus, by providing the atmosphere of living and learning in the light of faith, we encourage each individual to become a whole person – his/her own person.

Vision

Seton Catholic School will continue to be a school of excellence with a strong focus on its Catholic identity and academic distinction.

Our school will provide superior academic preparation through a challenging curriculum, while promoting the ongoing formation and spiritual growth of the next generation of Catholic leaders to live the Gospel and to meet their full potential in preparation for a life of service in society.

Seton School will actively work to build a solid relationship with the four supporting parishes by encouraging ongoing communication between parishioners and school.

A dedicated and caring faculty will be the hallmark of Seton's academic excellence.

We will be recognized as a vital, indispensable part of education in the Illinois Quad Cities.

SWOT Analysis

Catholic Identity – Seton offers a comprehensive religion curriculum for its students in preschool through grade 8. Seton has also developed and integrated a service-learning program that involves students taking part in community service projects beginning as early as preschool. Over the past few years the students have consistently scored above 80% on the Assessment of Catechesis Religious Education (ACRE.) All teachers have fulfilled the diocesan mandated Catechetical Certification thereby enhancing their abilities to share the faith with our students.

Academics – Seton is fully accredited by AdvancED, meeting the standards they have established for quality schools. Our curriculum is fully aligned to the Common Core Standards in math and language arts. As recommended by AdvancED, we are completing a comprehensive review of our math program and as part of that review have been working with a math consultant for nearly two years. Dr. Trish Guinee has provided professional development, observed in all our math classrooms, given feedback to our staff and met individually with grade level teachers. In recent years we have added programs to support our curriculum including *Accelerated Reader Program*, *Mathletics*, and the 6+1 *Traits Writing* framework. Most recently we have added a foreign language (French and Spanish) enrichment program for our 7th and 8th graders. We have also maintained our music and general arts program and added more support services, including a reading specialist, an interventionist for both reading and math, speech therapy, resource room special education teacher, and an ELL (English Language Learner) program. In recent years our Iowa Assessment scores are steadily improving.

Finances – Seton operates on a \$2.5 million dollar budget. Balancing an affordable tuition for our families with the increasing costs of operating our school continues to be very challenging. We are striving to lessen our financial dependence on the four parishes that support us while increasing our reliance on fundraising and development, as key components of our long-term financial health.

Enrollment – Our total enrollment in 3-year-old preschool through grade 8 is 528 students. Our student enrollment in kindergarten increased this year, resulting in the addition of a third section. A recent trend has also been that we have gained many new Hispanic students/families.

Marketing – Seton recently hired a marketing firm. The firm has developed a new school logo, generated new marketing materials such as flyers and brochures, updated our website, and published this year's Annual Report. We continue to market Seton through Catholic Schools Week, bulletin announcements/inserts and through local media. Julie Vogel, a member of our staff, has assumed responsibility for coordinating and producing these in-house public relations/marketing projects. Julie is also trying to increase the number of media hits for Seton by contacting local media about special events and accomplishments as often as possible.

Development – Our main development effort continues to be our Annual Appeal, made in conjunction with Catholic Schools Week each year. Seton is currently working to establish contact with our alumni, class by class, in an effort to develop an alumni-mailing database. We are now on Facebook in order to establish contact with potential families and as another way to connect with alumni.

Facilities – Seton is continually updating the elementary building, which is the older of our two main buildings. Our biggest concern/expense for the elementary building in the near future will be replacement of all windows and doors and updating/replacing the boiler and heating system. Regular maintenance and cleaning keep our facilities looking clean and well kept. This past summer a renovation of the middle school main school office and administrative offices was completed and much needed tuck pointing to the elementary school building.

Other Technology – Seton uses a student information management system with parent interface called RenWeb. This continues to be a very successful means of communication with parents regarding student progress and general home to school information. We are continuing to add new components of this system each year, most recently the Emergency Broadcast System and the Library System. At this point, all classrooms are outfitted with Smart Boards. The elementary program has a mobile iPad and Chromebook cart, each containing 30 devices, and the middle school has two Chromebook carts each containing 30 devices.

Catholic Identity

Goal #1: Continue to enhance Seton's Service Learning Community Outreach Program for the 2017-2018 school year.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Grades K-8: Encourage teachers to continue to seek out age appropriate service opportunities for Seton students.	2017-2018	Principal & faculty	Ongoing	To be determined	
Teachers will design/create follow-up lessons and activities that will help students connect their completed service project(s) to the teachings of Jesus Christ.	2017-2018	Principal & faculty	Ongoing	To be determined	

Goal #2: Seton School ensures that a strong Catholic identity and Gospel values permeate all levels of the school.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Through daily religion classes and weekly class meetings, teachers will work with students to develop a sense of responsibility and ownership of their school and empathy towards each other.	Begin Fall 2016	Principal & faculty	Spring 2018		
Survey results will indicate that 95% of students in grades 6-8 agree that their opinions are considered when planning ways to improve their school.	Begin Fall 2016	Principal & faculty	Spring 2018		
Survey results will indicate that 95% of students in grades 6-8 agree that students help each other even if they are not friends.	Begin Fall 2016	Principal & faculty	Spring 2018		
Survey results will indicate that 95% of students in grades 6-8 agree that students at Seton School respect the property of others.	Begin Fall 2016	Principal & faculty	Spring 2018		

Academic Excellence

Goal #1: Annually, Seton School will increase Iowa Assessment Reading Comprehension scores in each grade level.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Using STAR 360 resources, teachers will increase the use of non-fiction selections across the curriculum. Middle School content area teachers will be included in this goal	Fall 2017	Faculty	Ongoing	\$9000	General Operating Budget
Continue to develop more opportunities to incorporate and assess vocabulary in all subject areas	Fall 2017	Faculty	In process	None	
Teachers will continue to use DataManager results as well as STAR Reading and other progress monitoring tools to identify students' strengths and needs.	Fall 2017	Principal & faculty	Ongoing	Part of STAR 360	
Through the Accelerated Reader Program all students will read at their individual instructional level or higher with at least 85% accuracy in comprehension.	Fall 2017	ELA Faculty	Ongoing	\$10.00 per student	

Goal #2: Seton School ensures that all students have access to a high quality-learning program.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Coordinate/organize a professional development program to educate the entire teaching staff in best practices of curriculum development and instruction.	Begin 2017	Principal/Assistant Principal	Ongoing		Title 2 Funding
With the assistance of local agencies and individuals, Seton School will provide high quality support services (i.e. counseling, referrals, educational and career planning) to students.	Fall 2017	Principal/Assistant Principal	Ongoing		
Seton teachers will continue the practice of ongoing curriculum revision in the areas of language arts, mathematics, social studies, and science	Fall 2017	Principal/ Faculty	Ongoing		

Goal #3: 100% of Seton School's actual math achievement scores at the 3rd, 5th and 7th grade levels, as measured by the Iowa Assessments, will surpass predicted math achievement scores.

Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Continue to expand the use of supplemental/enrichment math programs (<i>Mathletics, Splash Math, Prodigy, Kahn Academy</i>)	Fall 2017	Math Teachers	Ongoing	\$3,000 +	Seton Operating Budget
Continue to provide professional assistance to math faculty via math consultant	Fall 2017	Principal	Ongoing	\$3,000 +	Title II Funding
Seton will expand it's math intervention program.	Fall 2017	Principal	Ongoing	\$10,000	Seton Operating Budget

Enrollment Management (Student Recruitment & Retention)

Goal #1: To operate the Preschool (32 students), Pre Kindergarten (40 students), and Kindergarten (50 students) Programs at full capacity

Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Formalize a Preschool/ Pre-Kindergarten Recruitment Plan.	Develop and launch Spring 2018	Administration & Early Childhood Staff	Ongoing	\$500 – Cost to develop marketing materials	Seton Operating Budget
Reinvigorate Kindergarten Round-Up and Preschool, Pre Kindergarten Spring Open Houses	2017-2018	Administration, Early Childhood Staff and Kindergarten Teachers	Launch for 2018	\$750	Seton Operating Budget

Goal #2: Enroll 25+ new students in Grades 1 – 8 (Annually)

Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Implement Seton Family Referral Program	Develop during 2017-2018 school year	Administration and Enrollment Management Committee	Ongoing/program rollout by January 2018	?	Seton Operating Budget
Target religious education students	Develop and launch during 2017-2018 school year	Administration / DRE's	Ongoing	\$500 annually	Seton Operating Budget

Goal #3: Retain all students through 8th grade, with the exception of those leaving the area or if individual needs cannot be met.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Develop and implement an annual communication plan for teachers.	Fall 2017	Principal/Faculty	Ongoing		
Highlight / publish in school and parish newsletters, website accomplishments of Seton graduates	Fall 2017	Marketing Coordinator	Ongoing		

Marketing

Goal #1: Develop INTERNAL marketing strategies to promote the Seton Catholic School benefits within the Seton community for the purpose of referrals and retention.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Continue to build upon the existing Parent Ambassador Program. (Engage bilingual families to participate)	Fall 2017	Principal/Assistant Principal	Ongoing	\$200	Donation
Create a plan to educate Seton families about the outstanding educational program Seton School offers its students.	Summer 2017	Principal/Marketing Coordinator	Ongoing		

Goal #2: Develop EXTERNAL marketing strategies for the purpose of increasing Seton Catholic School awareness and enrollment outside of the Seton families, student body and parishes.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Engage the services of a local marketing agency to help the school devise a plan.	Summer 2016	Principal/Marketing Coordinator	Ongoing		
Use materials provided by the diocesan "Choose Everything" site	Summer 2017	Marketing Coordinator	Ongoing		
Engage in direct mail marketing to target audiences.	Fall 2018	Marketing Committee	Ongoing		

Development

Goal #1: Over the next five years, increase the school's development revenue by 1% each year.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Implement Seton Legacy Program	2017-2018	Administration	?	\$1000	Seton Operating Budget
Implementing new and efficient low maintenance fundraising project	Fall 2016	Administration & Staff	Ongoing	NA	NA
Promote Seton apparel for sports teams	Winter 2016- 2017	Athletic Director & Sportswear Chairperson	Ongoing	\$0	NA
Investigate ways to expand the current Birdies for Charity program (i.e. alumni, parishes, timing in connection with the Annual Appeal.)	Spring 2017	Business Manager	May 2017	\$0-\$500	Costs to be netted against revenue

Facilities

Goal #1: Replacement of heating system in elementary building within five years.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Replace boiler in elementary building with steam boiler.	2015-2019	Principal and head custodian	2019	\$40,000	Seton operating budget/endowment
Replace univent fan in elementary building.	2015-2019	Principal and head custodian	2019	\$15,000	Seton operating budget/endowment

Goal #2: Complete extensive work on exterior and interior of elementary building and seal parking lot of middle school.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Continue to repair masonry on exterior of elementary building.	2016-2018	Principal and head custodian	2016	\$90,000	Seton operating budget/endowment
Replace windows in elementary building	?	Principal/Head custodian	?	\$300,000	?

Encapsulate asbestos tile with vinyl flooring in elementary building.	2017-?	Principal and head custodian		\$48,000	Seton operating budget/endowment
Seal and stripe middle school parking lot.	2017-?	Principal/Head Custodian		\$3,900	Seton operating budget
Renovate elementary office, adding a secure entrance.	2017-?	Principal		\$35,000	Seton operating budget/fund raising/designated gifts

Finances

Goal #1: Increase net tuition and fees to 60% of total revenue by 2018-2019 school year.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Annually increase the level of tuition rates while keeping parish investment the same.	2014-2019	Principal and Business Manager	August 2018		

Goal #2: Increase teacher salaries to within 80% of our local school district by 2018-2019 school year.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
Annually increase starting salary by \$1000 per year.	2014-2019	Principal and Business Manager	August 2019		

Goal #3: Seton School will engage in long term strategic planning to support ongoing operational vitality.					
Action Steps	Timeframe	Person(s) or Group Responsible	Projected Completion Date	Estimated Cost	Funding Source
A five-year budget projection will be included in the strategic plan.	Fall 2017	Principal and Business Manager	Ongoing		