

Saint Joseph Hessen Cassel School

STRATEGIC PLAN 2018 - 2023



Table of Contents

Strategic Planning Committee	3
Mission Statement, Vision, and Philosophy	4
School Narrative.....	5
School Demographics	6
Strategic Components.....	7
Curriculum & School Improvement	8-11
Catholic Identify	12-13
Finance & Development	14-16
Enrollment, Staffing & Marketing	17-18
Facilities & Capital Improvements	19-20

Strategic Planning Committee

Steering Committee

Father William Kummer

Pastor

Rachelle Brown

Principal

School Board

Matthew Smith

President

Amy Collins

Budgeting

Michelle Rupright

Patrick Chadwell

Buildings & Grounds, Liaison

Natalie Haynes

HASA

Sarah Sekel

Marketing

Lorie Krauss

Fundraising

Elizabeth Loubier

Health & Wellness

Kathy Braun

Catholic Identity

Courtney Furrow-White

School Year Key

2017-2018 Green

2018-2019 Blue

2019-2020 Red

Mission Statement

We assist the Catholic Church in its mission of teaching the Gospel and support parents in their obligation as teachers of their children. We strive to prepare every child spiritually, academically, and physically by giving them the information, training and knowledge necessary to develop their talents to serve God and their Country.

Vision Statement

Learning for life and living the faith.

School Philosophy

We, the faculty of St. Joseph School, Hessen Cassel, take part in the teaching ministry of the Church. Thus, we are called to form our students into the life-giving presence of Christ in the world. As Catholic school teachers, we are called to develop in ourselves and in our school qualities and values of a special kind.

Through the ministry of education, with the help of God's graces, we seek to accept the call of Christ to love and serve God and on another through:

- appreciation of the respect for the uniqueness of each child, staff member and parent
- love and concern for all, especially the poorest and the most unlovable
- willingness to be of service wherever there is a need
- mercy and forgiveness

St Joseph Hessen Cassel stresses living the Gospel and helping others evaluate their lives in its light. We work to develop:

- awareness of the Lord and living in a spirit of prayer
- singleness of heart, making the Lord the center of our lives
- a Spirit of Poverty by accepting the incompleteness of being human
- trust in God to fill up what is lacking in our lives

St Joseph Hessen Cassel School is a community of faith with the Eucharist as its life-giving center. Through the sacramental life and liturgical year, we work to create an atmosphere in our school characterized by:

- prayer, especially of praise and gratitude
- joy and hopefulness
- spontaneity and freedom
- courtesy, openness, listening and respect
- leadership and service
- discipline as discipleship and growth
- love and concern for all

School Narrative

Saint Joseph Hessen Cassel shares a rich Catholic heritage that goes back more than 140 years. Many of our direct ancestors were among the first settlers of the area over a century and a half ago. According to memories passed on by older parishioners, the first Mass offered at Hessen Cassel was said on a stump of a tree as early as 1835. Twenty-nine families were members of the first log church built around 1841 when the previous mission became a full-fledged parish with the Rev. Joseph de Mutzig as pastor. The present church was built in 1857 and is one of the oldest churches in use in the Fort Wayne area.

In 1863, Blessed Francis Schiervier established a convent of Sisters of the Poor of Saint Francis who served the parish until 1866 when a community of Poor Handmaids of Jesus Christ came. They established the first school and stayed until 1877. The Poor Handmaids were followed in 1877 by the Franciscan Sisters of the Sacred Heart who served the St. Joseph School community up through the 1990-1991 school year.

In 1879, the first two-room school house was built, and with modifications, was used until 1961 when our present school was completed. In addition to grades one through eight, Saint Joseph now has a Kindergarten and a pre-school class. In 1987, an activity center was added. In addition, the parish church was renovated, restored, and rededicated November 18, 2001.

In 1997, Father Robert Van Kempen was made pastor. He replaced Monsignor Robert Contant who had been pastor for 33 years. Father Van Kempen led a community of over four hundred families. They prayed, worked, and grew together serving God and man in a rural community.

At the start of the 2002-2003 school year, Father Edward Erpelding replaced Father Robert Van Kempen as pastor. At the start of the 2006-2007 school year, Father Thomas Lombardi replaced Father Erpelding as Pastor. Mr. Robert Herber replaced Lois Widner as Principal at the start of the 2002-2003 school year. Mr. Robert Herber was the Principal at Saint Joseph's until his death in June of 2008. Mrs. Louise Schultheis was hired as the principal in July 2008 and served until May of 2013 when Mrs. Rose Worman was hired. She served as principal through the summer of 2017 when Ms. Rachelle Brown was hired at the beginning of October 2017 as principal and currently serves today in 2018.

School Demographics

St Joseph Hessen Cassel Catholic School is located in north eastern Indiana near Indiana's second largest city, Fort Wayne. The school is located in East Allen County School District. The school serves children from Preschool thru eighth grade. The majority of our student population reside in the East Allen County School District and we also have families that reside in Fort Wayne Community School District along with North Adams School District. The majority of our parents drive our students to school and approximately 20 students take a school bus provided by East Allen County Schools. Once completing eighth grade a majority of our eighth graders continue their educational journey either at Bishop Luers High School which is a part of the Fort Wayne South Bend Diocese or Heritage High School which is a part of East Allen County Schools. Occasionally, we do have students that choose to go to Bishop Dwenger High School which is also a part of the Fort Wayne South Bend Diocese.

As of 2018, the student population is 93% white, 0.7% African-American, 2.2% Hispanic, 4.3% Multiracial, and 0.7% Asian. 15.3% of the student population qualify for free lunch and 11.3% qualify for reduced lunch. Approximately, 0.4% of the student population receive special education services. Additionally, 0.7 % of the student population are designated as English Language Learners.

All Strategic Components

Goal: **Maintain an up-to-date Strategic Plan**

Intervention: Each April the pastor, principal and school board members will review the Strategic Plan for presentation to the entire school board for revisions and approval at the May meeting. The revised Strategic Plan will be the blueprint for the following school year.

Activities Actions Steps)	Person Responsible	Time Line	Resources Needed	Completed
Throughout the year update completion dates on individual action step throughout the strategic plan	-School Board -Committee Chairs -Principal -Pastor	Ongoing	Strategic Plan	(18-19)
Update timelines as action items are completed	-School Board -Committee Chairs Principal -Pastor	Ongoing	Strategic Plan	(18-19)
Identify additional goals to add to the strategic plan	-School Board -Committee Chairs Principal -Pastor	May of each school year	Strategic Plan	(18-19)

Component: Curriculum & School Improvement

Goal: Schoolwide writing program

Intervention: Effectively use the six traits writing program schoolwide

Activities Actions Steps)	Person Responsible	Time Line	Resources Needed	Completed
Attend professional learning opportunities to learn more about the six traits writing program	-Principal -Teachers	Focus started in 2018	Title money	Summer of 2018-Brown (18-19) SMEKENS Writing Conf. 10/29-30/18-Prince, White (18-19) SMEKENS Literacy Conf. 7/19/19 – Whitman, Nichter, Litchfield (19-20)
Provide professional learning about the six traits writing program	-Principal -Teachers	Ongoing	Professional learning materials Six Trait materials	Six Trait Bookmarks Given to Every Student(18-19) Monthly PL's provided referencing mentor texts to help teach the Six Traits, Writing Skills, and Reading Comp. (18-19) Northeast Literacy Council will provide monthly PL on writing with a focus on the Six Traits (19-20) SMEKENS sending a consultant to do onsite writing "mini lessons" (Jan. 2020)
Provide mentor texts for teachers to use in the classroom to teach the six traits	-Principal	2018-2019	Title money	96 titles were purchased with Title money to be used as Mentor Texts (18-19)

Strategic Plan - Saint Joseph Hessen Cassel

Develop a quarterly writing prompt schoolwide	-Principal -Teachers	Quarterly	ILEARN/ISTEP writing rubrics Other writing rubrics	First three quarters writing prompts were given/Data collected (18-19)
---	-------------------------	-----------	---	--

Component: Curriculum & School Improvement

Goal: Schoolwide focus on problem solving

Intervention: Build student's mathematical stamina so all students can effectively approach rigorous multiple step math problems and solve them successfully

Activities Actions Steps)	Person Responsible	Time Line	Resources Needed	Completed
Create a schoolwide problem solving strategies list	-Principal -Teachers	2019-2020	Math research based materials and/or best practice	Northeast Literacy Council will be providing PL to help guide us in creating a schoolwide problem solving strategies list (19-20)
Coaching and effectively practicing the growth mindset schoolwide	-Principal -Teachers	2019-2020	The Growth Mindset Coach Book Study Growth Mindset quotes in newsletters Growth Mindset trade books bought for classroom use	Growth Mindset Quotes were put in weekly faculty and staff newsletters(18-19) Book Study w/ The Growth Mindset (18-19) (Aug, Sep, Oct) Trade Books purchased for teachers to read in classrooms (18-19) ! Can't Do That Yet! , The Most Magnificent Thing , Your Fantastic Elastic Brain , Stretch It, Shape It
Using small group math to effectively differentiate for all students	-Principal -Teachers	2019-2020	Guided Math Book Study Number Talks Book Study	Northeast Literacy Council will be providing PL to help teachers learn to differentiate and conduct small groups effectively (19-20)
Weekly opportunities for students to practice solving multiple step math problem	-Principal -Teachers	2019-2020	Math research based materials and/or best practice	

Component: Curriculum & School Improvement

Goal: Use data to drive instruction

Intervention: Teachers will use student data to guide their instruction and create a more individualized learning path for all students

Activities Actions Steps)	Person Responsible	Time Line	Resources Needed	Completed
Use standardized and local assessments to determine student skill levels	-Principal -Teachers	Ongoing	NWEA ILEARN Study Island AR Classroom Assessment Indiana Growth Model	Two NWEA Workshops attended-Brown (18-19) PL on NWEA for Teachers (Jan. 2019) Study Island In-service (18-19)
Teachers and students gather data that shows student growth	-Principal -Teachers -Students	2018 -ongoing	NWEA ILEARN Study Island AR Classroom Assessment Indiana Growth Model Student data folders	Writing Quarterlies collected (18-19)
Analyze student data and plan interventions to drive instruction	-Principal -Teachers	Ongoing	NWEA ILEARN Classroom Assessments Writing Prompts RTI Professional Learning Collaboration	
Effectively Progress Monitor	-Principal -Teachers	2019	Formative and Summative Assessments Fountas and Pinnell Benchmark Kits, DRA Kits, DIBELS online	Fountas and Pinnell Benchmark Kits purchased with EACS Title \$ for 19-20 (18-19) Encouraged to use DIBELS online (18-19) DRA kits now available for 19-20 (18-19)

Component: Catholic Identity

Goal: Increase our service to others

Intervention: Live the Gospel message through service to the poor and those in need

Activities (Actions Steps)	Person Responsible	Time Line	Resources Needed	Completed
Increase the number of service projects school wide	-Principal -Teachers -Parish/School Families	Ongoing	List of organizations that help the poor and needy	-Collected money for the next Honor Flight and the Juvenile Diabetes Research Foundation, made blankets for Hospice and Ronald McDonald House, collected supplies for the Ronald McDonald House, made donations to The Mother's Hope House and collected food for our church's food bank (18-19)
Student Council will complete one service project each semester in the community	-Principal -Teachers -Student Council -Parents	2018-ongoing	List of organizations and community sights that help the poor and needy	Provided a meal for the families at the local Ronald McDonald House and went to St Anne's Nursing Home (18-19)
Assist the poor or those families in need locally	-Principal -Teachers -Parish/School Families	Ongoing	List of local organizations in our community that help the poor and needy	Collected money for veterans that were going on the next Honor Flight, collected money for JDRF, collected baby items, and food for our parishes food bank (18-19)
Increase student understanding of/personal growth in Spiritual & Corporal Works of Mercy	-Principal -Teachers -Students	2018-ongoing	Copy of Spiritual & Corporal Works of Mercy Poster made of Spiritual & Corporal Works of Mercy	

Component: Catholic Identity

Goal: Strengthen and live the Catholic faith

Intervention: To strengthen our Faith by learning and living the Gospel

Activities Actions Steps)	Person Responsible	Time Line	Resources Needed	Completed
Monthly character traits will be taught schoolwide	-Principal -Teachers	2018-ongoing	List of Character Traits (selected by teachers spring 2018)	Spring 2018 traits chosen (17-18)
Monthly Character Trait bulletin board displayed in hallway, students selected each month, picture and certificate given to each student selected	-Principal -Teachers	2018-ongoing	Bulletin board Cut-out of character traits Certificates	Character Trait Board created and used all school year/Pictures of students, certificates made, and fliers sent home to parents and put in church bulletin (18-19)
Begin schoolwide Spiritual Adoption Program	-Spiritual Adoption Committee -Father -Principal -Teachers	2018 – ongoing	-Set time for schoolwide Introduction of program -11 sets of Baby Development Posters -Hearts with baby pictures -Letters from baby -Prayer cards	Schoolwide Intro 8/23/18 /Right to Life Presentations 4-30-19/Wrap Up 5-6-19
Paint/print virtue quotes or growth mindset quotes throughout school	-Principal -Teachers & staff -Parents	Summer 2018 – ongoing	-Funding from different resources -Paint and supplies -Quotes	Few posters purchased, quote above the drinking donated, religious wooden sign created (18-19)

Component: Finance & Development

Goal: Educate parishioners and school families about the SGO program

Intervention: Provide opportunities to teach individuals about the benefits of the SGO program and recruit new donors

Activities Actions Steps)	Person Responsible	Time Line	Resources Needed	Completed
Continue to host an annual SGO event for current and/or perspective donors	-Business Manager -Principal	Annually	Event Planner Use of the school gym	1st Event - 7/18/17 2nd Event – 7/31/18
Continue to invite current SGO donors into the school for different events	-Business Manager -Principal -Teachers	Ongoing	Student Created Invitations	Different classrooms invited donors to different school events such as Christmas Program, Family Lunch, Living Stations, etc. (17-18) (18-19)
Advertise information about the SGO program in the church bulletin, principal post, and various venues such as Back to School Night	-Business Manager -Principal	Ongoing/ Monthly	Current and/or updated SGO information sent to the church office SGO Handout available for school events	Presentation in Church (18-19) Principal Posts (17-18), (18-19)
Conduct an SGO information night for all St Joseph families	- Business Manager -Principal	2019 – then annually	Current and/or updated SGO information Plan and Advertise for SGO Night	Talked about at financial aid meeting 1-11-18

Component: Finance & Development

Goal: Increase awareness of the different types of financial aid

Intervention: Provide opportunities for families to learn about the different types of financial aid available

Activities Actions Steps)	Person Responsible	Time Line	Resources Needed	Completed
Continue to conduct a financial aid information night for all St Joseph families	-Business Manager -Principal -Admin. Assistant	Annually	PowerPoint (information about financial aid) Projector Information for parents to take with them	1 st Financial Aid Night- 1/11/18 2 nd Financial Aid Night-1/10/19
Provide information about financial aid in the church bulletin, principal post, and various venues such as Back to School Night	- Business Manager -Principal -Admin. Assistant	Ongoing	Create financial aid handouts	Financial Aid info in church bulletin, principal posts, Facebook (18-19)
Encourage parents to sign up for FACTS even if they think that they will not qualify for financial aid	- Business Manager -Principal -Admin. Assistant	Ongoing	Information about FACTS	More information put out and parents seem more informed this year (18-19)
Provide a night to assist parents filling out the FACTS	-Business Manager -Principal -Admin. Assistant	Annually	Laptops Information about FACTS Parent Tax Information	

Component: Finance & Development

Goal: Collection of unpaid tuition

Intervention: Increase the collecting of unpaid tuition due by families after financial assistance has been given.

Activities Actions Steps)	Person Responsible	Time Line	Resources Needed	Completed
Use an invoicing system to keep track of unpaid tuition and provide proper training in the invoicing system	-Business Manager -Principal -Admin. Assistant	2018-2019	Bookkeeping system	Letters sent home to families that owed tuition January 2019
Follow diocesan policies and policies set forth by St Joseph School when collecting unpaid tuition	-Father -Business Manager -Principal -Admin. Assistant	2019-2020	Diocesan Policies St Joseph Policies	New tuition payment forms created, parents signed (18-19)
Prepare monthly invoice statements to send home to school families	-Business Manager -Principal -Admin. Assistant	2019-2020	Monthly statements	
Keep an updated and current schedule of future Book Adoptions	-Business Manager -Principal -Admin. Assistant -Teachers	2018-2019/Ongoing	Current and ongoing spreadsheet of book adoptions	2019 Adopted McGraw Hill Reading Series (K-5) (19-20) 2019 Adopted Pearson Math (K-8) (19-20)

Component: Enrollment, Staffing & Marketing

Goal: Increase enrollment at St Joseph Hessen Cassel School

Intervention: To improve and update marketing strategies so we increase enrollment at St Joseph Hessen Cassel School

Activities (Actions Steps)	Person Responsible	Time Line	Resources Needed	Completed
Increase awareness of St Joseph School by increasing Facebook posts of activities going on in the school	-Principal -Business Manager -Teachers -Parents -School Board -Marketing/ Development Committee	Ongoing	-Create updated Facebook administrators -Pictures of school activities -List of students that can NOT be on the internet	Facebook 416 likes 423 followers (18-19) New Facebook page created (6-3-19) Google School List created/ 5 Stars (18-19)
Gather names of babies baptized in the church and give them onesies	-Principal -Business Manager -School Board -Marketing/ Development Committee	2018 – ongoing	-Current and ongoing list of babies being baptized -“Future Squire” baby onesies	Onesies were given out w/ scripture cards (18-19)
Create an alumni database to use for future fundraising	-Principal -Business Manager -Teachers -Parish/School Families -School Board -Marketing/ Development Committee	2018 – ongoing	-Create and establish an ongoing list of alumni	
Create an updated brochure or video clip about St Joseph	-Principal -Teachers -Parish/School Families -School Board -Marketing/ Development Committee	2019-2020	-Funds for the brochure/for filming	Video Clips made, We Love SJHC because... 2.7 views, 29 shares (18-19)

Component: Enrollment, Staffing & Marketing

Goal: Preserve enrollment at St Joseph Hessen Cassel School

Intervention: To preserve and strengthen the enrollment and school pride at St Joseph Hessen Cassel

Activities (Actions Steps)	Person Responsible	Time Line	Resources Needed	Completed
Nominate and select parent ambassadors to promote St Joseph School and meet new families	-School Board -Marketing/ Development Committee -Teachers	2018-ongoing	-List of selected parent ambassadors -Create a fund for parent ambassador sponsored activities	Parent Ambassadors formed spring of 2018 (17-18) Parent ambassadors continued/Monthly teacher lunches provided (18-19)
Plan special events to make new families welcome	-Marketing/ Development Committee -Parent Ambassadors -Teachers	2018 - ongoing	-List of selected parent ambassadors -Create a fund for parent ambassador sponsored activities -List of planned events	New Family Picnic 8/18/18
Create new spirit wear options each school year	-Principal -Admin. Assistant -Teachers - Marketing/ Development Committee -HASA	Annually	-Bear's Den (spirit wear) -Order form -Spirit wear options	2018-2019 School Year 2019-2020 Sarah Sekel presenting new ideas for spirit wear
Conduct a schoolwide climate survey to find out the pulse of the school	-Principal -Admin. Assistant -Teachers -Students -Families	Annually starting 2019	-Different versions of climate surveys	

Component: Facilities and Capital Improvement

Goal: Improve upon school safety

Intervention: Make improvements in the school to provide a safe environment for all students, faculty & staff, and visitors.

Activities Actions Steps)	Person Responsible	Time Line	Resources Needed	Completed
Start a fund to purchase new blinds for the school	-Father -Business Manager -Principal -School Board	2018-ongoing	Funding from different sources (Parish, Knights of Columbus, donations, etc.)	Quotes (18-19) Waiting to see if we can get the money from future Safety Grant Waiting for Hanson quote (18-19)
Safety and Security Training for all school employees	-Principal -Safety and Security Group	8/2018 9/2018 10/2018	Funding from Title IV money	Security and Safety Solutions LLC Training (Aug, Sept. Oct. 2018)
Creating a safety folder with emergency protocols and instructions for all classrooms	-Principal -Safety Committee	2018-2019	Folders w/ Updated Emergency Information	Worked on and completed by Safety Committee (18-19) Noon Watch informed and drills practiced while they were here (18-19)
Review emergency protocols and instructions schoolwide	-Principal -Safety Committee -Teachers	2018	Classroom Safety Folders	Emergency Drills each month (18-19)

Component: Facilities and Capital Improvement

Goal: Improve and maintain the school

Intervention: Create a five-year work plan to improve and maintain the interior and exterior of St Joseph School Hessen Cassel

Activities (Actions Steps)	Person Responsible	Time Line	Resources Needed	Completed
Begin getting contractor quotes on remodeling the restrooms	-Father -Business Manager -Principal -Building and Groups -Finance Committee	2019-2024	Gather contractor quotes	Being discussed/ Talk of possible committees to get process moving faster (18-19)
Seek approval from the Diocese to begin the remodeling of the schools restrooms	-Father -Business Manager -Principal -Building and Grounds -Diocesan Review Board	2019-2024	Remodeling plan with estimates of final costs to present to the Diocese for approval	
Start a capital fund to remodel school restrooms	-Father -Business Manager -Principal -School Board	2019-2024	Funding from different sources (Parish, HASA, Knights of Columbus, donations, etc.)	
Apply for grants that would assist in the upkeep and improvements needed for the school building	-Father -Business Manager -Principal -School Board	Ongoing	Grant Sources	
Complete final steps in painting the inside of the school and do paint touch ups in areas around the building	-Principal -HASA Volunteers	Summer 2019	Funding from different sources (Parish, HASA, Knights of Columbus, donations, etc.)	Summer (18-19)