



ST. AUGUSTINE  
CATHEDRAL SCHOOL

# Strategic Plan

2021-2026

May 24, 2021

## Introduction

*St. Augustine Cathedral School, in partnership with parents and the Catholic Church, welcomes and shapes young people as they grow in faith, knowledge and stewardship.* The St. Augustine Cathedral School family takes pride in our Catholic identity, recognizing and celebrating that Christ is the reason for our school.

As the 2020-2021 school year ends, St. Augustine Cathedral School has 293 students grades preschool through 8. We have just finished an extraordinary school year together, in person, during the COVID-19 pandemic. St. Augustine Cathedral School employs sixteen classroom teachers, all highly qualified in their grade level or content area. The school also employs six support staff, a principal, and two administrative assistants. St. Augustine Cathedral School partners with Portage Public Schools to employ shared time teachers in non-core subjects.

The school follows the written curriculum prescribed by the Diocese of Kalamazoo, Office of Schools. In addition, resources are purchased according to the recommendations of diocesan textbook committees. Teachers work in collaborative groups, grades preschool through 2, grades 3 through 5, and grades 6 through 8, led by one of the teachers in the group. Work in divisions is focused on student learning, including curriculum work, common assessments, discussions on best practices, interventions and differentiated instruction.

St. Augustine Cathedral School has Level I, II and III Atria, offering Catechesis of the Good Shepherd to students in grades preschool through grade six. The community has ten catechists giving their time and talent, sharing Christ with our students.

St. Augustine Cathedral School is accredited through the Michigan Non-Public Schools Accrediting Association. Our Accreditation Site Visit was March 22 and 23, 2021. Accreditation is a data-driven process, based on the National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools (NSBECS). St. Augustine Cathedral School provided evidence of best practices in 13 standards and 70 benchmarks, over the last 5 years. The Accreditation Site Team evaluated the evidence provided, rated the school on a 4 point scale, and offered comments to guide school improvement work, as needed.

This Strategic Plan is based on the outcome of the Accreditation Site Visit. It is written to guide the school community as it maintains and strengthens its Catholic Identity, Governance and Leadership, Academic Excellence, and Operational Vitality.

St. Augustine Cathedral School is committed to its mission. We thank our entire school community for your support and ask for your prayers as we continue to grow in **Faith, Knowledge, and Stewardship.**

**DOMAIN SUMMARY**

This is a summary of the Standards worksheets grouped into the four principle domains. The rubric scoring progress is updated in real time as well as the mode and mean scores when each Standard is completed.

Add a brief Summary Reflection for each domain, once all of the Standards in that domain have been scored.



**MISSION & CATHOLIC IDENTITY**

STANDARD DEFINITION	RUBRIC SCORING PROGRESS	MODE	MEAN	STANDARD SUMMARY REFLECTION	STANDARD NEXT STEPS
<p><b>Standard 1</b></p> <p>An excellent Catholic school is guided and driven by a clearly communicated mission that embraces a Catholic Identity rooted in Gospel values, centered on the Eucharist, and committed to faith formation, academic excellence and service.</p>		3.0	3.2	<p>St. Augustine Cathedral School has an established mission statement that defines our identity, is the foundation for all work, and shows commitment to the Defining Characteristics of Catholic Schools. (Holy Sees Teaching on Catholic Schools, 2006) The mission statement is highly visible within the school building, and on documents and communications shared with stakeholders. Students, staff and parents demonstrate their commitment to Faith, Knowledge, and Stewardship in words and actions. The decision making process at all leadership levels is guided by the mission, with operational, strategic and capital planning stemming from our mission. The school community embraces the mission, recognizing that by growing in Faith, Knowledge and Stewardship, we are building His Kingdom.</p>	<p>2021 - 2026</p> <ul style="list-style-type: none"> <li>* Plan a yearly "Mission Review Week" to ensure all constituents know and understand the mission of St. Augustine Cathedral School.</li> <li>* Plan for mission review once during each accreditation cycle, to review, evaluate and renew the school's mission.</li> <li>* Facilitate goal setting process at all leadership levels, to ensure growth in Faith, Knowledge and Stewardship.</li> </ul>
<p><b>Standard 2</b></p> <p>An excellent Catholic school adhering to mission provides a rigorous academic program for religious studies and catechesis in the Catholic faith set within a total academic curriculum that integrates faith culture and life.</p>		3.0	3.1	<p>St. Augustine Cathedral School follows the Diocese of Kalamazoo Theology Curriculum and uses diocesan recommended resources for Theology at all grade levels. Students experience Catechesis of the Good Shepherd from preschool through grade 6 in three levels of atria. Faculty meet and exceed diocesan requirements for academic and catechetical preparation, including participation in The Institute of Missionary Discipleship through Franciscan University. Teaching and learning across all content areas is focused on academic and intellectual growth, using the lens of Scripture and Catholic tradition to form students as they grow in faith and knowledge. Catholic culture is intentionally incorporated throughout the building and in school celebrations. Students are instructed in the principles of Catholic Social teaching to form students as they grow in stewardship.</p>	<p>2021-2026</p> <ul style="list-style-type: none"> <li>* Support all faculty achieving Level I Catechist, through the Institute of Missionary Discipleship.</li> </ul>
<p><b>Standard 3</b></p> <p>An excellent Catholic school adhering to mission provides opportunities outside the classroom for student faith formation, participation in liturgical and communal prayer, and action in service of social justice.</p>		3.0	3.0	<p>St. Augustine Cathedral School is a faith-rich environment, focused on Eucharist. Teachers deliberately plan a variety of opportunities for students to experience and express their faith. All K-8 students are offered a yearly retreat, followed by reflection on their faith experience. Students engage in regular prayer, planned and spontaneous, formal and informal, individually and in community. Students are provided age-appropriate opportunities to harness the natural desire to connect with the wider world through service to the community, with the adults in the community serving alongside our students.</p>	<p>2021-2026</p> <ul style="list-style-type: none"> <li>* Increase opportunities for older students to lead school-wide prayer, with the intent of growing their gifts of student leadership.</li> <li>* Expand student participation in planning retreat experiences, growing the virtue of fortitude in our students.</li> <li>* Begin each school year with a robust service plan at all grade levels, growing the virtue of justice in our students and staff.</li> </ul>
<p><b>Standard 4</b></p> <p>An excellent Catholic school adhering to mission provides opportunities for adult faith formation and action in service of social justice.</p>		3.0	2.6	<p>The faculty and staff of St. Augustine Cathedral School engage in regular prayer, and a yearly retreat. The mission statement points to the importance of the school's partnership with parents, who are the primary educators of the faith. The school makes efforts to identify and offer catechetical opportunities, and invitations to serve, in order to support parents in their faith journey. Faculty and staff recognize the importance of their roles as models of the faith and how each of us supports the school's mission.</p>	<p>2021-2026</p> <ul style="list-style-type: none"> <li>* Build a consistent partnership with a Catholic Institution, in order to provide rich faith formation opportunities for parents.</li> <li>* Strengthen the school's partnership with parents by making the invitation to serve alongside students and staff more intentional, with a goal of engaging parents at a higher level of participation.</li> </ul>




**Domain** Briefly describe your Benchmark scoring assessment for this Domain in the space below.

**MISSION & CATHOLIC IDENTITY**

St. Augustine Cathedral School has an established mission statement that defines our identity, is the foundation for all work, and shows commitment to the Defining Characteristics of Catholic Schools. (Holy Sees Teaching on Catholic Schools, 2006) St. Augustine Cathedral School follows the Diocese of Kalamazoo Theology Curriculum and uses diocesan recommended resources for Theology at all grade levels. Students experience Catechesis of the Good Shepherd from preschool through grade 6 in three levels of atria. Students are provided age-appropriate opportunities to harness the natural desire to connect with the wider world through service to the community, with the adults in the community serving alongside our students. Faculty meet and exceed diocesan requirements for academic and catechetical preparation. The school community embraces the mission, recognizing that by growing in Faith, Knowledge and Stewardship, we are building His Kingdom.

STANDARD DEFINITION	RUBRIC SCORING PROGRESS	MODE	MEAN	SUMMARY REFLECTION	NEXT STEPS
<p><b>Standard 5</b></p> <p>An excellent Catholic school has a governing body (person or persons) which recognizes and respects the role(s) of the appropriate and legitimate authorities, and exercises responsible decision making (authoritative, consultative, advisory) in collaboration with the leadership team for development and oversight of the school's fidelity to mission, academic excellence, and operational vitality.</p>	 1	3.0	3.0	<p>St. Augustine Cathedral School's Local Advisory Council (LAC) and the Catholic Schools of Greater Kalamazoo (CSGK) boards govern according to by-laws and diocesan and CSGK policies. Decisions about operations, academics and capital needs are rooted in mission. St. Augustine Cathedral School has an active PTO that operates according to by-laws, with a focus on building community. The school's leadership groups recognize and respect the authority of the Bishop of the Diocese of Kalamazoo, the Superintendent of Schools and the Rector of St. Augustine Cathedral parish. All leadership groups enjoy a positive relationship with the Bishop and the Rector, as well as the Office of Schools. Leadership and faculty are highly engaged in with the Office of Schools, serving on committees and contributing to diocesan initiatives and programs.</p>	<p>2021-2026</p> <ul style="list-style-type: none"> <li>* Establish yearly goal setting and self-evaluation process for the Local Advisory Council to ensure faithful execution of responsibilities to St. Augustine Cathedral School.</li> <li>* Engage in yearly review of LAC by-laws to ensure fidelity of service to the school community.</li> </ul>
<p><b>Standard 6</b></p> <p>An excellent Catholic school has a qualified leader/leadership team empowered by the governing body to realize and implement the school's mission and vision.</p>	 1	3.0	3.1	<p>St. Augustine Cathedral School's administrator and lead teachers meet and exceed diocesan and state requirements for certification and licensing, and regularly exceed diocesan requirements for professional development and catechesis. The leadership team has a clear understanding of the school's mission and the school community is invited to experience, practice, and live the mission. There is a collaborative environment and a variety of networks work with a focus on continuous improvement of teaching and learning. The leadership team monitors attention to the written curriculum, effective taught curriculum and growth through the assessed curriculum. All faculty follow the diocesan teacher growth program. The leadership team ensures the operational vitality of the school's programs and services, as well as planning for the future, including enrollment, personnel, finances, facilities and advancement. All new initiatives are communicated to stakeholders through written documents and rooted in mission. The school celebrates successes through events, and on social media.</p>	<p>2021-2026</p> <ul style="list-style-type: none"> <li>* Support all faculty achieving Level I Catechist, through The Institute for Missionary Discipleship.</li> </ul>





<b>Domain</b>	<b>Briefly describe your Benchmark scoring assessment for this Domain in the space below.</b>
<b>GOVERNANCE &amp; LEADERSHIP</b>	St. Augustine Cathedral School's mission is supported by a collaborative leadership team. The Cathedral rector, school's Local Advisory Council, and Lead Teachers give the administrator guidance and direction. The governing body ensures effective operations. The school's leadership team focuses on academic excellence and strong Catholic identity.

STANDARD DEFINITION	RUBRIC SCORING PROGRESS	MODE	MEAN	SUMMARY REFLECTION	NEXT STEPS
<p><b>Standard 7</b></p> <p>The curriculum adheres to appropriate, delineated standards and is vertically aligned to ensure that every student successfully completes a rigorous and coherent sequence of academic courses based on the standards and rooted in Catholic values.</p>	 1	3.0	2.8	<p>St. Augustine Cathedral School follows the written curriculum mandated by the Diocese of Kalamazoo Office of Schools. Teachers engage in curriculum work in divisions, including discussions on assessments and data, cross-curricular assignments, cooperative work across grades, integration of faith in all content areas, students and classroom needs. Classroom instruction is focused on outcomes, mastering grade-level skills and encouraging students to be creative, reflective decision-makers and problem solvers. Students use technology across all grades and content areas, providing them with a variety of tools that enhance the learning experience. The social emotional needs of students, moral and ethical development, learner behaviors are addressed through research-based practices and programs, including Education in Virtue, Friendly and Habits of Mind. Classroom instruction also addresses the diverse needs of students, taking advantage of support through our LEA and the local university's ATYP program. The faculty of St. Augustine Cathedral School meet diocesan, state, and national requirements for certification and licensing, and professional development and catechesis. Professional development and faith formation offerings are cohesive, systematic and tied to student learning.</p>	<p>2021-2026</p> <ul style="list-style-type: none"> <li>* Highlight digital work/products by students to show effective use of technology to enhance the education experience of students.</li> <li>* Monitor that all collaborative groups, as well as faculty, engage in setting data driven goals yearly.</li> <li>* Celebrate best practices observed in the school, and share expertise outside the school community.</li> </ul>
<p><b>Standard 8</b></p> <p>An excellent Catholic school uses school-wide assessment methods and practices to document student learning and program effectiveness, to make student performances transparent, and to inform the continuous review of curriculum and the improvement of instructional practices.</p>	 1	2.0	2.4	<p>Faculty of St. Augustine Cathedral School use various tools to generate student data to monitor, review, and evaluate the curriculum. School employs NWEA MAP as our standardized assessment normed to district and national populations. This information is described in MAP data reports distributed to stakeholders via reports three times a year. Teachers also use a variety of curriculum-based assessments aligned with learning outcomes, curriculum-based instructional practices, and individual student needs to assess student learning. St. Augustine Cathedral School teachers use reporting criteria and mechanisms that are fully aligned with the curriculum. Faculty participate in professional learning communities, collaborating to increase student achievement.</p>	<p>2021-2026</p> <ul style="list-style-type: none"> <li>* Use mission and data to plan extra- and co-curriculars ahead of each school year.</li> <li>* Highlight academic achievements of students through use of website.</li> <li>* Increase use of formative assessments across all grades and content areas.</li> </ul>
<p><b>Standard 9</b></p> <p>An excellent Catholic school provides programs and services aligned with the mission to enrich the academic program and support the development of student and family life.</p>	 1	3.0	2.7	<p>St. Augustine Cathedral School partners with parents to enhance the educational experience of students through a variety of programs throughout the school year. Extra- and co-curricular programs are planned to expand the academic program and address gifts and interests of all students. Multiple services are offered to students and families that address wellness, and the physical, social and emotional development of students.</p>	<p>2021-2026</p> <ul style="list-style-type: none"> <li>* Communicate available support services and ancillary programs to students and parents.</li> <li>* Use mission and data to plan extra- and co-curriculars ahead of each school year.</li> </ul>

**Domain** Briefly describe your Benchmark scoring assessment for this Domain in the space below.

ACADEMIC EXCELLENCE

St. Augustine Cathedral School follows a rigorous written curriculum in five core content areas. Classroom instruction is focused on best practices and student growth. Our faith is infused into the educational experience of students in all content areas. Faculty meet and exceed all requirements for certification, as well as professional development and catechesis. Teachers engage in curriculum work in their divisions, including discussions on assessments and data, cross-curricular assignments, cooperative work across grades, integration of faith in all content areas, students and classroom needs. A variety of data points are integral to faculty collaboration for the purpose of increasing student achievement. Extra and co-curriculars are offered to students to enhance the educational experience and highlight the gifts of our students.

	STANDARD DEFINITION	RUBRIC SCORING PROGRESS	MODE	MEAN	SUMMARY REFLECTION	NEXT STEPS
<b>OPERATIONAL VITALITY</b>	<b>Standard 10</b> An excellent Catholic school provides a feasible three to five-year financial plan that includes both current and projected budgets and is the result of a collaborative process, emphasizing faithful stewardship.		3.0	3.0	Financial planning for St. Augustine Cathedral School is a collaborative effort between leadership and financial experts. The CSGK system employs a business manager and the CSGK board includes an active and highly qualified finance committee. Financials are reviewed monthly by committee, and the budget breakdown, including cost per pupil, is shared through Annual Report. St. Augustine Cathedral School shares a strong partnership with the Cathedral parish, with St. Monica Catholic School and Hackett Catholic Prep, as well as the eight supporting parishes. The school has been gifted a number of endowed and non-endowed funds to support the school's families financially, and the school's capital needs. Most recently, the CSGK schools have established a Faculty Endowment to support the work of faculty in our schools. Pastors supporting the Catholic Schools of Greater Kalamazoo have clearly stated that any family desiring a Catholic school education for their child/children, will not be denied.	2021-2026 * Plan for future capital needs, growing fund balance over coming years.
	<b>Standard 11</b> An excellent Catholic school operates in accord with published human resource/personnel policies developed in compliance with (arch)diocesan and/or religious congregation sponsorship policies, which affect all staff (clergy, religious women and men, laity and volunteers) and provide clarity for responsibilities, expectations and accountability.		3.0	2.8	St. Augustine Cathedral School is a member of Catholic Schools of Greater Kalamazoo. The system operates in accord with human resources policies and practices, in compliance with diocesan policies. CSGK business manager support the work of school administrator, to ensure compliance with policies and laws. CSGK finance committee works to ensure yearly salary increases, and is engaged in growing recently established faculty endowment.	2021-2026 * Evaluate and update all job descriptions. * Update employee manuals. * Focus efforts on growing faculty endowment.
	<b>Standard 12</b> An excellent Catholic school develops and maintains a facilities, equipment, and technology management plan designed to continuously support the implementation of the educational mission of the school.		3.0	3.0	St. Augustine Cathedral School has a facilities and capital improvements plan, as well as a technology plan, that guides the continued needs of our educational programs. All plans are reviewed annually, and aligned with mission and school goals.	2021-2026 * Review capital needs for school over next 5 years. Grow fund balance to cover future expenses.
	<b>Standard 13</b> An excellent Catholic school enacts a comprehensive plan, based on a compelling mission, for institutional advancement through communications, marketing, enrollment management, and development.		3.0	3.0	St. Augustine Cathedral School has a robust recruitment/retention and marketing team. The group operates according to a well articulated and tracked plan. The highly engaged marketing committee focuses on bringing new families into our school. The CSGK Advancement Director raises funds yearly to support the school's mission and goals. The school has a 10+ year tradition of a strong annual event that supports the school's projects and programs.	2021-2026 * Focus efforts on growing Faculty Endowment.

**Domain** Briefly describe your Benchmark scoring assessment for this Domain in the space below.

**OPERATIONAL VITALITY**

St. Augustine Cathedral Schools is committed to the Church's mission to evangelize. The school, and the Catholic Schools of Greater Kalamazoo, is engaged in financial planning, personnel policies and management and strategic planning for facilities, capital needs, technology, enrollment management and advancement. Planning is focused on sustaining Catholic School education in downtown Kalamazoo.