

# West Deanery Unified Catholic Schools



Cardinal Ritter High School



St. Michael - St. Gabriel Archangel  
Catholic Elementary School

Strategic Plan  
2019 – 2022

Approved by:

A handwritten signature in blue ink that reads 'E. Jo Hoy'.

, June, 2019

E. Jo Hoy, President

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## **Introduction**

Over a two-year period, a national task force of educators and supporters drafted The National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools.<sup>1</sup> Within these National Standards and Benchmarks, there lie four domains: Mission and Catholic Identity, Governance and Leadership, Academic Excellence, and Operational Vitality. The Mission and Catholic Identity domain ensures that the school is committed to faith, formation, and service, rooted in Gospel values. The Governance and Leadership domain ensures direction and leadership and protects the rights of the school. The Academic Excellence domain ensures an academically rigorous curriculum along with co-curricular programs. Lastly, the Operational Vitality domain ensures focus on finances, human resources, personnel, facilities, and institutional advancement. Among these four domains exist 13 standards and benchmarks measuring the efficacy of Catholic school education.

In the fall of 2014, the administration of Cardinal Ritter High School and St. Michael - St. Gabriel Archangel Catholic Elementary School conferred with the board committee to use the National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools for strategic planning. Since the Archdiocese of Indianapolis, as well as all dioceses in the state of Indiana, was using these Standards and Benchmarks for school accreditation, several presidents and principals of Indianapolis Catholic schools strongly recommended that we use these standards and their assessment tools as a guide for the development of our Strategic Plan.

In the spring of 2018, the AdvancED “Catholic Identity” survey was completed by students and parents of both Cardinal Ritter High School and St. Michael-St. Gabriel School. In the fall of 2018, students, parents, faculty and staff, Board of Directors, West Deanery Pastors and parishioners, and community stakeholders were given the opportunity to complete a survey from the new school accreditation AdvancED ASSIST platform. The Policy and Planning Committee from the Board as well as the Board of Directors scored the benchmarks from the Governance and Leadership Domain and the Operational Vitality Domain. The Mission Effectiveness committee from the Board joined with the Catholic Identity Task Force to score the Catholic Identity Domain. The principals from CRHS and SMSG along with Department Chairs scored the Academic Domain. These committees were charged to review the National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools and agree upon a rating<sup>2</sup> for each Benchmark under each domain and develop goals and strategies.

All benchmark scores received a rating of a 3 or 4.<sup>2</sup> The primary stakeholder survey identified 3 areas of opportunities: communication of financial status, Board membership, and support services for St. Michael – St. Gabriel. Goals were developed. Sub committees created additional goals from other benchmarks. The Board requested to review the two (2) current mission statements and develop one (1) mission statement for West Deanery Unified Catholic Schools.

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<sup>1</sup>The National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools standards were developed in 2012 by the Center for Catholic School Effectiveness, School of Education, Loyola University Chicago, in partnership with Roche Center for Catholic Education, School of Education, Boston College. A complete list may be found at [www.catholicstandards.org](http://www.catholicstandards.org).

<sup>2</sup> Level ratings: 1- Does Not Meet Benchmark, 2- Partially Meets Benchmark, 3- Fully Meets Benchmark, 4- Exceeds Benchmark, based on the norm rubric provided by the National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools.

## **Foundation Statements - West Deanery Unified Catholic Schools**

### **Philosophy Statement**

At Cardinal Ritter High School and St. Michael-St. Gabriel Archangel Catholic Elementary School, we believe in the education and development of the whole child intellectually, spiritually, morally, emotionally, and physically. Our comprehensive academic approach, in partnership with parents and community, assimilates an understanding of the Gospel values through service and worship.

### **Vision Statement**

Cardinal Ritter High School and St. Michael - St. Gabriel Archangel School will achieve our mission by delivering the highest quality Catholic education, rooted in the Franciscan values, to our diverse student population.

### **Mission Statement for West Deanery Unified Catholic Schools:**

The West Deanery Unified Catholic Schools are Roman Catholic schools that provide and academically rigorous education for our diverse student population. Students are challenged to grow in Mind, Body, & Soul and to engage in charitable stewardship of their unique talents and abilities.

## **Profile of a Graduate — St. Michael-St. Gabriel Archangel Catholic Elementary School**

St. Michael-St. Gabriel Archangel Catholic Elementary School prepares its students for the rigor and expectations of high school by creating a strong academic foundation, rooted in the teachings of the Catholic Church, whereby students learn to respect and care for themselves and others. The profile of a St. Michael-St. Gabriel graduate represents the qualities we believe every St. Michael-St. Gabriel student should strive to achieve.

### **Spiritually**

St. Michael-St. Gabriel graduates are individuals who illustrate their love for God because they:

- 1) Are active members of their church or parish community.
- 2) Understand the teachings of the Catholic Church, as well as the sacraments.
- 3) Understand the importance of giving back to their community.

### **Academically**

St. Michael-St. Gabriel graduates are individuals who are prepared to succeed in a high school environment because they:

- 1) Understand the importance of teamwork by using their critical thinking skills to solve problems.
- 2) Are able to communicate ideas clearly and completely both in verbal and written form.
- 3) Have met the academic standards as prescribed by the Archdiocese of Indianapolis, as well as the state of Indiana, for grade eight.

### **Socially**

St. Michael-St. Gabriel graduates are individuals who have respect for themselves and others because they:

- 1) Accept and celebrate the diversity around them.
- 2) Are polite and willing to help others in need.

### **Physically**

St. Michael-St. Gabriel graduates are individuals who actively make appropriate wellness choices because they:

- 1) Understand the importance of being physically active.
- 2) Make nutritious snack and meal selections.
- 3) Avoid those things that would have negative effects on the body.

## **Profile of a Graduate – Cardinal Ritter High School**

Cardinal Ritter High School educates our students with a strong foundation for life and has high expectations for their success. The profile of a Cardinal Ritter graduate represents the qualities we believe every Cardinal Ritter student should strive to achieve.

### **Spiritually**

Cardinal Ritter graduates are persons who practice their faith openly, enthusiastically, and proudly because they:

- 1) Have developed an understanding of the teachings of the Catholic Church.
- 2) Have developed a prayerful life and participate in their parish or church.
- 3) Are inspired to live a life of service modeled on the life of Christ.

### **Academically**

Cardinal Ritter graduates are persons who are prepared to succeed in a global environment because they:

- 1) Utilize critical thinking and can work in teams to solve problems.
- 2) Are proficient in using technology as a tool to communicate, process, and report information.
- 3) Are engaged as life-long learners, and through their study of social sciences, world languages, and fine arts, have gained an appreciation and understanding of cultural diversity found in art, theatre, and music.

### **Socially**

Cardinal Ritter graduates are persons who have respect for themselves and others because they:

- 1) Demonstrate an acceptance of others in their variances of culture and beliefs.
- 2) Are self-confident, polite, and appropriate in social settings.
- 3) Are eager to contribute to society.

### **Physically**

Cardinal Ritter graduates are persons who actively make appropriate wellness choices because they:

- 1) Understand their emotional and physical fitness as well as the financial benefits of a healthy lifestyle.
- 2) Are appropriately groomed to reflect their dignity as human beings.

## **Domain: Catholic Identity**

### **Standard 2:**

**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.**

Goal #1: Standard 2 - Benchmark 2.4 + 2.5

West Deanery Unified Catholic Schools will empower the faculty to integrate Sacred Scripture in all curricula areas, enabling students to evaluate the world around them in light of Catholic morality & ethics.

### **Standard 3:**

**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.**

Goal #1: Standard 3 - Benchmark 3.3

West Deanery Unified Catholic Schools will continue to incorporate universal participation in service to the Church, community, and world, and help students to think critically about the role of service in lives of Christian Discipleship.

### **Standard 4:**

**An excellent school adhering to mission provides opportunities for adult faith formation and action in service to social justice.**

Goal #1: Standard 4 - Benchmark 4.2

West Deanery Unified Catholic Schools will further empower parents as the primary educators of their children by partnering with West Deanery parishes to help them deepen / develop their own faith as well as collaborating with local charities, and non-profit organizations to create a culture of Christian service.

Goal #2: Standard 4 – Benchmark 4.2

West Deanery Unified Catholic Schools will integrate throughout all curricula the religious, spiritual, moral, and ethical dimensions of learning.

## **Domain: Governance and Leadership**

**Standard 5: 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**

Goal #1: Standard 5 - Benchmark 5.1

Enhance the Governing Body by recruiting additional professionals from the West Deanery parishes and leaders from the surrounding community, representing the diversity of our stakeholders.

**Standard 6: 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.**

Goal #1: Standard 6 - Benchmark 6.1

Showcase our Leader/Leadership team as well as faculty and staff.



## **Domain: Academic Excellence**

**Standard 7: An excellent Catholic school has a clearly articulated, rigorous curriculum aligned with relevant standards, 21<sup>st</sup> century skills, and Gospel values, implemented through effective instruction.**

Goal #1: Standard 7 - Benchmark 7.4

West Deanery Unified Catholic Schools will ensure students' ability to use technology to accomplish 21<sup>st</sup> Century skills.

Goal #2: Standard 7 – Benchmark 7.1 + 7.7

West Deanery Unified Catholic Schools will collaborate professionally to ensure academic excellence within the West Deanery.

**Standard 9: 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.**

Goal #1: Standard 7 + 9 – Benchmark 7.5 + 9.2

Cardinal Ritter and St. Michael-St. Gabriel will enhance and grow the wellness program to cater to the needs of all students and staff.

## **Domain: Operational Vitality**

**Standard 10: An excellent school provides a feasible three to five-year plan that includes both current and projected budgets and is the result of a collaborative process, emphasizing faithful stewardship.**

Goal #1: Standard 10 – Benchmark 10.1 + 10.4 + 10.6  
Optimize financial communication to the Board.

**Standard 11: An excellent Catholic school operates in accord with published human resource/personnel policies, developed in compliance with (arch)diocesan policies 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.**

Goal #1: Standard 11 – Benchmark 11.1  
Professional staff will meet the social and emotional needs of the St. Michael-St. Gabriel students.

**Standard 12: An excellent Catholic school develops and maintain facilities, equipment, and technology management plan designed to continuously support the implementation of the educational mission of the school.**

Goal #1: Standard 12.1 – 12.2  
Invest in strengthening the schools' overall safety; and increase classroom space.

**Standard 13: An excellent Catholic school enacts a comprehensive plan for institutional advancement based on a compelling mission through communications, marketing, and development.**

Goal #1: Standard 13 – Benchmark 13.3  
The office of Institutional Advancement will continue to build a Comprehensive Advancement Program designed to create an understanding in the community of the schools' unique mission, services, and accomplishments. The result being goodwill, involvement and financial support to sustain and advance immediate and long-term objectives and needs.

Approved by Board June 4<sup>th</sup>, 2019