



Educating Mind † Heart † Spirit

2021-2025 Long-Range Strategic Plan

Sacred Heart Catholic School
615 McDade Street
Conroe, TX 77301



Table of Contents

Introduction 3

Executive Summary 3

Mission Statement4

Vision Statement4

Philosophy4

School Profile5

School History6

Goals, Objectives & Action Plans

 DOMAIN I: Catholic Identity

 DOMAIN II: Governance, Administration & Management

 DOMAIN III: Curriculum, Instruction & Assessment

 DOMAIN IV: Student Services & Activities

 DOMAIN V: Plant & Facilities



Introduction

The 2015 – 2021 Strategic Plan was reviewed by the Administration and the Advisory School Council, and it was determined that most of the goals and objectives had been achieved. Sacred Heart took the opportunity in 2021 to have a meeting with various stakeholders to begin the process to revise the plan with new goals, objectives, and actions steps.

Executive Summary

On February 12, 2021, the Advisory School Council met with the school's stakeholders, including present and former students' families, parishioners, teachers, and staff, to perform a SOAR Analysis. The five accreditation domains' five-year strategic plan was developed using the SOAR analysis results and the SMART goal-setting framework.

The school's roadmap, the strategic plan, is an ever-evolving document that lists goals, objectives, and activities to take in order to attain those goals in each domain. The domains include Catholic Identity, Governance, Administration and Management, Curriculum, Instruction and Assessment, Student Services and Activities and Plant and Facilities.

The Strategic Plan is a live document that is always being evaluated and revised.

Mission Statement

Revised (Spring 2023)

Sacred Heart Catholic School commits to forming Disciples of Christ by instilling the values and teachings of the Catholic faith. We cultivate an environment that calls to holiness through service, while creating a thirst for knowledge and promoting academic excellence.

Vision Statement

Sacred Heart Catholic School guides children to be the Light of Christ.

Philosophy

Sacred Heart Catholic School strives to be an expression of the teachings of the Church, passing on Christian hope and faith, deriving its philosophy from the Gospel and the teachings of the Catholic Church.

Students, staff, teachers and parents purposefully create a community infused with religious truths and Christian values where self-discipline, respect and responsibility are taught and lived.

Education is directed toward the whole child – spiritual, intellectual, moral, social and physical, in order to bring each child to his/her full potential. Individual talents are developed, and children are encouraged to use their gifts in service to God, neighbor, and community.

Children are a gift from the Lord; they are a reward from him. Psalms 127:3

School Profile and History

Profile

Sacred Heart Catholic School is nestled in the piney woods of Conroe, Texas, which is the county seat of Montgomery County and is located approximately 40 miles north of Houston. With a total population of 103,035, the city of Conroe is home to 32,547 households and 21,369 families. The city is also listed as one of the most rapid growing in the United States.

Students that attend Sacred Heart Catholic School come from a total of four different counties, and the school is located within the Conroe Independent School District. Sacred Heart School has a wide range of family socio-economic and ethnic backgrounds. While 70% of Sacred Heart families are White or Hispanic, the remaining 30% include 2 or more races, African American and Asian families. Sacred Heart Catholic School offers a tuition assistance program which allows the school to help make a Catholic education affordable for families.

Accreditation has been granted to the institution by the Texas Catholic Conference Bishop Education Department (TCCB ED), and the Texas Private Schools Association. The school accepts students beginning at the age of three and continuing through the eighth grade. The National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools (NSBECS) and the Texas Essential Knowledge and Skills (TEKS) are both incorporated into the curriculum that is taught at Sacred Heart School, which follows the guidelines established by the Archdiocese of Galveston-Houston.

The typical number of students who enroll at Sacred Heart each year is approximately 260, which is equivalent to around 190 families. Since the most recent certification in 2016, 70% of the Sacred Heart catholic School graduates have attended Catholic High Schools.

There are a total of thirty-eight professionals and paraprofessionals that make up the faculty and staff at Sacred Heart. Out of these, thirty-two are Catholic while the remaining six are not. Seventy percent of the professional staff has been awarded catechetical certificates, catechetical renewals, or Catholic Knowledge Certificates.

Sacred Heart Catholic School admits students of any race, color, national and ethnic origin to all the rights, privileges, programs and activities generally accorded or made available to students at the school. It does not discriminate on the basis of race, color, national and ethnic origin in administration of its educational policies, admissions policies, scholarship and loan programs and athletic and other school-administered programs.

History

In 1958, Father Timothy T. Cronin, with the help of Mrs. Blanch Bender and her committee, built Sacred Heart School. In September of 1959, the doors of the school opened under Sister William Mary and the three other Sisters of Charity. Since that time, Sacred Heart School has been an integral part of the parish family of Sacred Heart Catholic Church in Conroe, Texas as well as the Archdiocese of Galveston-Houston.

The Sisters of the Incarnate Word of Cleveland, Ohio ministered to Sacred Heart for nineteen years beginning in 1967 and continuing until 1986. At that time, the Incarnate Word Sisters of Houston began to minister to the needs of Sacred Heart School but began to retire and became less of a presence on campus.

Sacred Heart went through a few transitions from 1967 – 1983 when Father Fred O’Conner and Father Lawrence Connelly were pastors. Most importantly, the school received diocesan accreditation. Due to small class sizes and accreditation requirements, 7th and 8th grade were dropped and a kindergarten was established. Fr. O’Conner hired the first paid office staff and established social security payment and upgraded the teacher pay scale.

In 1983, there was a strong parent movement to re-establish 7th and 8th grades. There was a committee to develop a plan and the first School Board was established to coordinate the school’s finances and development. The “Pledge Drive” began in February 1984 to begin a financial program to upgrade teacher salaries. In 1984, teacher salaries were raised to the diocesan minimum.

Mrs. Margaret Looper was the principal from 1991-2000 when the current school building, dedicated as The Kennedy Building, was built and opened in 1997 under the direction of Monsignor David Kennedy.

Mr. Gerard Kubelka was the principal from 2000-2013, and Father Hubert Keeley was appointed the pastor in 2006. During this time, the PK4 class was established.

Father Philip Wilhite was appointed Pastor at Sacred Heart in July of 2010 and quickly created a 5-year Master Plan for the Parish to build a new church and revitalize the entire Sacred Heart campus. The school was included in this vision and many changes have been incorporated in the last 13 years. During 2014, the Moran Auditorium renovation was completed, the fence and locked gates were added to the perimeter of the school, and the land procurement and new parking lot construction were also completed. The new church was completed and dedicated by the Archbishop Cardinal Daniel DiNardo in November 2018, followed by the renovations and new dedication of the “old church” renamed the Archangel Hall in 2021.

In conjunction, Mrs. Deb Brown was hired in 2013 to lead Sacred Heart School. Working very closely with Father Wilhite, Mrs. Brown has been instrumental in the implementation and renovations of the Parish Master Plan that encompasses the school campus. The temporary buildings were

removed, and the Maria Goretti building was divided into two classrooms to begin establishing the school's fine arts program. In addition, the new East Wing was completely renovated to add new classrooms and resource offices for the school. Mrs. Brown has not only created a financially viable school, she has, with her staff, also improved and updated the curriculum, technology capabilities, facilities and spiritual presence of the school within the parish community.

In 2021, the school board was restructured, and the new Advisory School Council was established to help support and initiate positive growth in all TCCB ED domain areas. The council and its subcommittees have been instrumental in guiding projects forward and working as a cohesive unit to support the school's mission.

While Sacred Heart has endured many changes in the last several years, one thing remains constant. The faculty and staff are dedicated to academic excellence and providing a school filled with faith, love and a vision to create disciples of Christ that will endure for generations to come.

DOMAIN I - Catholic Identity

GOALS, OBJECTIVES & ACTION STEPS					
Goal #1 - To clearly identify and articulate the behaviors that match the expectations and values of our Catholic identity.					
Objective - Using the current behaviors as a benchmark, continue to identify, enhance, and model our Catholic identity in the community.					
Step	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	To <i>communicate</i> to all stakeholders of the school and greater parish community the mission, vision, and philosophy of the school.	Admin. Faculty/ Staff, Advancement and Religion Coordinator	May 2021	Ongoing	
2.	To <i>Promote</i> and share the mission, vision and philosophy of the school with the community at large.	Admin., Faculty/Staff, Advancement and SAC	May 2021	Ongoing	
3.	Evaluate programs and activities to determine mission appropriateness.	Admin., Faculty/Staff, Advancement and SAC	May 2022	Ongoing	
4.	Coordinate with Marketing and Communication committee to assure inclusion in all promotional materials	Admin., Advancement Director, ASC	May 2021	Ongoing	\$2,000.00
5.	Mission, vision and philosophy embedded into recruiting and hiring of future employees.	Admin	May 2021	Ongoing	

Goal #2 - Sacred Heart will increase understanding and appreciation of our Catholic history, faith traditions, and Gospel values throughout the school community.

Objective –Increase understanding and demonstration of the school’s mission, vision and philosophy.

Step	Action Steps	Assigned To	Start Date	Due Date	Resources
1.	Increase presence and active participation of priests and clergy in student activities.	Admin., Pastor, Faculty, and Religion Coordinator	August 2021	December 2025	
2.	Teach and expect full participation of the school community in the liturgy.	Admin., Faculty/Staff	August 2021	Ongoing	
3.	Provide means for parents to gain knowledge and skills to increase spiritual formation of their children.	Admin., and Parish	August 2021	Ongoing	Partners in Faith Monthly Family Newsletter included in the school newsletter, flyers inviting parents to attend Catholic education opportunities, and the parish bulletin.
4.	Administration and Faculty will receive and renew catechetical certification.	Admin and Pastor	Ongoing and Upon Hire		Cost of classes.
5.	Encourage the school community to become involved in parish ministries, programs, and activities.	Admin., Religion Coordinator and Parish Ministry Leaders	August 2022	Ongoing	
6.	Students write letters of encouragement seminarians.	Admin. and Faculty and Staff	August 2021	Yearly	\$200.00

Goal #3 - To provide opportunities for all students to participate in service to the community.

Objective – To create constant service projects per grade level that students will participate in yearly.

Step	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	To formalize and implement a program for all grades, PK-8 th to provide service opportunities for the community throughout the school year.	Admin., Faculty/Staff and ASC	August 2022	Ongoing	Some costs associated with service projects.

DOMAIN II - Governance, Administration & Management

Goal # 1 -To secure new volunteers to replace Advisory School Council members that are rotating off the council. Objective – To strengthen the Advisory School Council that is committed to furthering the mission of Sacred Heart Catholic School in the school community, parish, and local community.					
Step	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Evaluate and review the current mission, vision and philosophy statements.	Admin., Pastor and ASC	February 2023	March 2023	
2.	Evaluate and review current Advisory School Council By-laws.	Admin., Pastor and ASC	August 2024	January 2024	
3.	Educate current ASC on Best Practices of ASC recruitment.	Admin., Pastor and ASC	Yearly ASC Summer Meeting with CSO	Yearly ASC Summer meetings	
4.	Recruit new advisory school council members on a cyclical rotation who are dedicated to the mission and philosophy of Sacred Heart School and will bring expertise to their perspective roles on the Advisory School Council.	Admin., Pastor, and ASC	Spring 2025 the addition of two new ASC members.	Ongoing on a rotation.	

Goal #2 -To continue to enhance the marketing and communication plan to promote recruitment and enrollment.

Objective - To recruit a marketing and communication committee that will develop and oversee a robust plan that will increase enrollment.

Step	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Review and update Current Marketing/Communication Plan to include all promotional materials.	Advancement Director, Admin. And ASC Committee Chair	August 2021	Ongoing	\$20,000.00
2.	Establish liaisons to other Domains to integrate all Marketing	Advancement Director, Admin., ASC Committee Chair and Members	October 2023	October 2024	
3.	Ongoing yearly evaluation of Marketing/Communication and make recommendations.	Advancement Director, ASC Chair and Sub-Committee	May 2024	Ongoing	
4.	Create a 2–3-person sub-committee that will proactively visit feeder programs (Kids World, Primrose, and any other Christian early learning centers) to promote enrollment.	Advancement Director, ASC	April 2021	Ongoing	

Goal #3 – Develop and implement a plan to grow the established endowment fund by August 2021.

Objective – To raise the level of awareness of the Endowment Fund in the Sacred Heart community and to increase annual donations.

Step	Action Step	Assigned to	Start Date	Due Date	Resources
1.	Recruit 3-4 people to serve on the Endowment Committee	Admin., Pastor and ASC	May 2021	September 2021	Complete – Chair Mike O’Brien
2.	Market Endowment Plan	Admin., Pastor and Endowment Committee Members	January 2022	Ongoing	Parish committed to funding 5% of special events annually to the Endowment Fund

Goal #4 - Develop a competitive compensation package for professional and paraprofessional staff members that is inclusive of lanes for advanced degrees. (faculty and staff receive a percentage increase in salary every school year, except for the 2021 school year when salaries were frozen due to COVID.)

Objective - To provide a competitive compensation plan to recruit and retain qualified personnel.

Step	Action Step	Assigned to	Start Date	Due Date	Resources
1.	Research and create a compensation plan focusing on higher education degrees.	Admin., Pastor, and Finance Subcommittee	Fall of 2023	December 2024	Research salary packages at local school districts.
2.	Present Plan to Advisory School Council for review	Admin., Pastor and Finance Subcommittee	May 2025		
3.	Implementation of compensation plan.	Admin., Pastor and ASC.	Spring 2026		Dependent upon school’s financial position.

Goal #5 – Maintain a comprehensive five-year projected budget.

Objective – To sustain a balanced budget that will provide financial support for the school’s mission and vision.

Step	Action Step	Assigned to	Start Date	Due Date	Resources
1.	Follow Archdiocese Financial Metrics for Catholic Schools Guidebook.	Admin., and Finance subcommittee	2021	Always	NA
2.	Allocate resources in support of the school’s mission, vision, philosophy and strategic plan.	Admin., Pastor, and Finance Subcommittee	Fall 2021	Ongoing	
3.	Maintain financial assistance programs to attract and retain a diverse population of students regardless of family economic means. Introduction of stewardship pilot program.	Admin., Pastor and Finance Sub-committee	2021	Ongoing	A percentage of fundraisers is used every year in addition to the interest that may be used from the Endowment Fund.
4.	Explore, identify, and implement means to provide additional revenue growth.	Admin., Pastor, Development Director and Finance Sub-committee	Fall 2023	Ongoing	\$10,000.00

DOMAIN III - Curriculum, Instruction & Assessment

Goal #1 – Comply with requirements from the Texas Catholic Conference of Bishops Education Department (TCCBED) along with the Archdiocese of Galveston-Houston to ensure academic excellence.

Objective – To become recognized as a National Blue Ribbon School.

The application for Blue Ribbon will be completed once NWEA scores are eligible.

Step	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Review requirements for becoming a National Blue Ribbon School.	Administration	Ongoing		
2.	Analyze and review current curriculum.	Administration			
3.	Prioritized next steps to be able to apply to become a National Blue Ribbon School.	Administration			
4	Create a plan to implement steps.	Administration, Faculty and Staff			
5.	Implement Plan	Administration, Faculty and Staff			
6.	Apply for National Blue Ribbon	Admin., ASC			

Goal #2 - To provide the most advanced technological opportunities for academic excellence by enhancing the curriculum through the integration of technology.

Objective - To use technology to provide advanced educational opportunities for our students to prepare them for higher education.

Step	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Install a Promethean Panel in every classroom to enhance student learning.	Admin., Technology Coach	May 2021	September 2021	\$60,000
2.	Expand the 1:1 Chromebook program to include a class set in Kindergarten – Second grade classrooms.	Admin., Technology Coach	August 2025	Ongoing	\$30,000
3.	Replace current access points with new ones to increase bandwidth to enhance wireless availability.	Admin., Technology Coach	June 2022	September 2022	\$2,200
4.	New technology purchased as needed to update teacher computers and create a rotation for additional purchases.	Admin., Technology coach	January 2024	Ongoing	Current price of hardware at the time.
5.	Research various options to use technology to enhance instruction. Ex. tutorial program, google classroom, virtual learning, webinars, etc.	Admin., Technology Coach	May 2021	Ongoing	Varies depending on cost of online software purchased.
8.	Create a STREAM lab to further enhance the integration of religion into science, technology, engineering, math, and the arts.	Admin./Faculty	Summer of 2022	August 2023	\$10,0000 (donations)

6.	Purchase two 3-D printers for the STEAM Lab.	Admin., Technology Coach	May 2022	August 2022	\$5,000
7.	Addition of new security cameras and upgrade the current fob system to continue to enhance security around the campus.	Admin., ASC, Technology Coach	Fall of 2023	Spring 2024	\$145,000

Goal #3 – To provide a rigorous academic curriculum for students so that they may be prepared for higher education and compete with the peers.

Objective – To evaluate current educational textbooks and resources using various assessment tools to ensure that resources are aligned with National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools(NSBECS) and Texas TEKs.

Step	Action Step	Assigned to	Start Date	Due Date	Resources, Including Cost
1.	Maintain up to date textbooks and resources for instructional programs. (Inclusive of all curriculum including Spanish)	Admin./Faculty	Fall of 2021	Cyclical	The cost of new textbook adoptions and or resources.
2.	Data from various forms of assessments will be used to evaluate student achievement and modify the instructional program accordingly.	Admin/Faculty	Fall of 2021	Ongoing	\$4,361.00
3.	A speech therapist to screen all incoming PK-1 st grade students.	Admin. And Speech Therapist	September 2023	September 2023	Time donated by speech therapist.

Goal #4 To provide academic intervention services to support student success as well as address the personal and social development of students through a guidance program.

Objective #1 - To identify and create an environment that will meet the learning needs of all students and ensure a successful educational experience.

Step	Action Step	Assigned To	Start Date	Due Date	Resources, Cost
1.	Evaluate current academic intervention services to determine baseline	Admin, Instructional Teacher	September 2022	February 2023	Salary of part-time resource teacher.
3.	Recommend the addition of a resource teacher to the faculty.	Admin., ASC, and Instructional Support	March 2023	Resource teacher hired for August 2023 school year.	\$24,000
3.	Hire a Guidance Counselor to implement CASEL which is the framework to prevent bullying, provide social and emotional learning to students, and offer services to support families.	Admin., ASC, Faculty, and Instructional Support	July 2023		\$40,000.00
4.	Purchase Friendzy, which is a biblically based character development program that is based on emotional intelligence and competencies and skills.	Admin	May 2023	August 2023	\$4,138.00

DOMAIN IV - Student Services & Activities

Goal #1 - Establish an ASC sub-committee to research, evaluate and recommend opportunities to expand current extracurricular activities and programs for K-4 th and 5 – 8 th .					
Objective - To research and explore opportunities for the school community to grow in Catholic Identity.					
Step	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Pilot First Friday Family night programs throughout the school year.	ASC	August 2023	June 2024	In progress
2.	Dr. Collier, Author of the NeuroWhereabouts Guide, presentation to faculty and staff.	Administration	August 2023	August 2023	\$2,450 cost of books and presenter
3.	Implement “The NeuroWhereabouts Guide” book study group for families.	ASC, Faculty, Parents/Families	June 2023	May 2024	In progress
Goal #2 – Evaluate the current academic program to determine what additional resources are needed to meet the needs of all learners.					
Objective - To provide a resource teacher to meet the needs of all special learners.					
Step	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Evaluate current programs	Admin, ASC	School year 2022	May 2023	Complete
2.	Hire a resource teacher to assist students with additional learning needs.	Admin., ASC	August 2023	August 2023	Complete

Goal #3 To determine opportunities in the community to supply students with opportunities to practice social justice and service to all.

Objective - Identify non-profits organizations in the community and whole wide that have opportunities for our students to practice social justice and service to all.

Step	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	The study body chooses an entire organization to support. Box of Joy, Food Drive for St. Vincent de Paul, and Clothing drive.	Admin., Faculty/Staff, ASC and Families.	October 2021	Ongoing	Donated items and family support
2.	Each grade level chooses a consistent service project to support.	Admin., Faculty/Staff	Fall 2023	Ongoing	Donated items from families and school provide some financial support when needed.

DOMAIN V - Plant & Facilities

Goal #1 – To review all current space utilization on the Sacred Heart School campus.

Objective #1 - To evaluate and analyze the study of the current space at Sacred Heart to determine the opportunities for expansion and best space usage.

Objective #2 - Identify and prioritize all projects necessary to continue to maintain the high quality of educational services provided by Sacred Heart School.

Step	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Recruit a task force to complete a space study of all space on the SH campus	ASC Sub-Committee, Facilities Director and Admin.	Spring 2023	Study complete	\$2,000.00
2.	Analyze data & make recommendations of all space usage and availability on the Sacred Heart campus	AASC Sub-Committee Chair, Facilities Director and Admin.	November 2023	Ongoing	In progress
3.	Identify, evaluate, and prioritize all future projects according to needs and resources. Ex. Playground, rosary garden, remodel east wing rooms to incorporate a STREAM Lab and After School Care. Remodel old parish offices that are connected to the Gym to create dressing rooms, PE and Athletic Director offices.	Admin., Pastor, ASC Sub-Committee Chair and Facilities Director	Summer of 2022	Summer of 2022	Installation of new playground \$265,000 Remodel the current Rosary Garden \$25,000
4.	Begin the process of replacing the 4 AC units that run the school.	Admin., ASC Sub-Committee Chair, Facilities	First unit was replaced August 2023	August 2023	Ongoing
5	Update the fob system and install security cameras around the campus.	Admin., Pastor, Facilities Director, and ASC Sub-Committee	Summer of 2023	May 2024	\$177,000.00 GEEER (GAPS) Funds awarded.
6	Hire a School Resource Officer	Admin., Pastor and ASC	August 2023	Ongoing	\$100,000

7.	The addition of two sets of exit doors on the first floor.	Admin., Pastor, Facilities Director, and ASC Sub-Committee	June of 2022	August of 2022	\$25,000.00
8.	Replace the gymnasium floor and turn the kitchen into a conditioning room.	Admin./ASC Facilities Sub-Committee	TBD	TBD	