

Ludington Area Catholic Strategic Plan

Ludington, MI

Strategic Intent Map
2019-2020

Direction

- Faith Community**
- Solid faith foundation
 - Family of faith who share
 - Students develop their personal relationship with God
 - Staff lead lives as Christian witnesses
 - Weekly student Mass
 - Weekly Adoration
 - Support from parish community
 - Long/deep parish heritage
 - Activities centered around liturgical year

Environment

- Academics**
- Strong focus on learning environment
 - Increased resources
 - Cooperative learning environment among age groups
 - Hands-on and minds-on learning focus
- Servant Leadership**
- Creating opportunities for community leadership
 - Putting faith into action
 - Active role in weekly Mass
 - Internal mentorship among students (buddies, Safety Patrol, etc.)
 - Helping and supporting those in need (elderly, military, etc.)

Trends

- Economy**
- Weak economy may impact choice of private schools and paying for tuition
 - 45% of Mason County lives below the ALICE Threshold or in Poverty (exceeding Michigan averages)
 - Very limited federal and state funding for private schools
- Social**
- Secularization of society
 - Keeping students safe with regard to social media

- Religious**
- Society's changing views on gender issues
 - Increasing interfaith marriages
 - Growing population of no religious affiliation
- Educational**
- Many different types of education formats growing in popularity.
 - High expectations for educational facilities and academic outcomes

Strategies

- Increase the number of families and students who participate in Catholic Education (VM.1, VM.5)
- Nurture in each student a deeper relationship with Christ and participation in the sacramental life of the Church (CM.2)
- Promote active engagement in parish life and community service (VM.2, VM.10)
- Conduct continuous strategic planning to improve collaboration and transparency (VM.3, VM.8)
- Enhance academic excellence (VM.6, VM.12)
- Continuously improve school technology for 21st century learning (VM.6, VM.12)

Critical Realities

- Location covers a widespread geographic area; rural isolation
- Lack of racial diversity; mainly homogenous population
- Increasing rates of poverty in the area
- Aging facilities increases maintenance costs
- Increasing costs to maintain and upgrade technology
- Strong education options in neighboring schools
- New public elementary school opening on the same road in 2021-2022
- Faith formation desired by only certain people- challenges Catholic school enrollment
- When students leave LAC, they tend to go to the public school due to no continuous K-12 Catholic school system
- Increasing tuition costs and the need for higher tuition assistance for students
- Fewer families prioritizing the Catholic faith
- Limited extra-curricular activities for middle school students
- Lack of transportation for students in outlying areas
- Educator shortage and lower wages than public schools can create challenges attracting teachers as we hire for the mission of our Catholic school

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- Increase affordability through enrollment increases, strategic tuition setting, scholarships, education, and development (VM.1, VM.5, VM.7)
- Include and support students with a broad range of learning needs (VM.12)
- Enhance co-curricular opportunities (VM.4)
- Explore and propose more sustainable revenue models and long-term tuition plans (VM.7)
- Ensure transparency and impact through accountability and measurement (VM.8)
- Create classrooms of optimal size (VM.1)
- Increase teacher compensation benefits and incentives (VM.9)

School Practices

- Home and School Association
- Faith Practices (e.g. Weekly Mass, Adoration, Advent Prayer Services, Reconciliation, Stations of the Cross, Living Rosary, Altar Serving, etc.)
- Funding from Parish and Foundation
- Updated Catholic Curriculum in 2018-2019
- Student Competitions (e.g. MathCounts, Essay Contests, Spelling Bee, etc.)
- Continuous Technology Upgrades
- Continuous STEM Learning Schoolwide
- World Language Prek - 8th Grade
- Virtues Program
- Ongoing Communication with Parents (weekly letters, PTC, parent portal, Home-School Assoc, etc.)
- Family Atmosphere (small class size, family worship, family picnics, etc.)
- Expected Parent Volunteerism
- Christian Service (Senior Pen Pals, Lenten Projects, etc.)
- Cross-grade Buddy System
- Field Trips / Learning Extensions
- Shared-Time Agreement with public schools
- Cooperative Agreement for Middle School Sports
- School Uniforms
- NWEA MAP Scores Typically Exceed National Averages
- Pre-K - 8th Grade On One Campus
- Pre-K - 8th Grade After School Care
- Student Leadership (e.g. Safety Patrol, Public Speaking, etc.)

Mission

Ludington Area Catholic School is dedicated to a Catholic-centered education which allows students to develop their relationship with God, enhance their unique talents, and strive for academic excellence in a safe environment.

Responsibilities

- Educate children for life and eternity
- Support, respect, encourage and foster the unique gifts of each individual
- Partner with parents recognizing their role as the primary educators of their children
- Model the faith and encourage its practice in daily living
- Provide a safe and welcoming environment that allows for optimum growth and development
- Meet each student's individual learning needs
- Excel in academics to prepare students for the next level of education
- Tuition is not a barrier to those seeking to enroll at LAC.

Philosophy of Education

- Catholic faith and identity
- Dignity of each individual
- Positive attitude and outlook
- Excellence in teaching and learning
- Proactive and positive behavior correction
- Personal responsibility and accountability

Competitive Landscape

- Free public school education
- Other educational choices (virtual schools, home school, other Christian schools)
- Economic conditions and personal finances
- Society's values of materialism (i.e., material possessions rather than Catholic education)
- Lack of K-12 Catholic education (transition in middle school to public school to "get ready" for high school)
- New public elementary school opening on the same road in 2021-2022
- Growing population of adults stating that they have no religious affiliation

Vision Metrics

- Annual increase in total school enrollment until 150 students for K-8 is reached (VM.1)
- Develop a program to measure the increase of students/family in Sunday liturgy/parish life (VM.2)
- Have an annual session of the board to review the strategic plan inviting input from the community (VM.3)
- Annually evaluate curricular and extra-curricular opportunities (VM.4)
- Evaluate long-term tuition plan annually (VM.5)
- Students outperform local, state and national norms on standardized assessments (VM.6)
- Develop a plan to create new revenue streams (VM.7)
- Communicate financial and academic outcomes with stakeholders at least twice annually (VM.8)
- Annually work with the finance committee to develop a plan for staff compensation, benefits, and incentives (VM.9)
- Measure and track school contributions to community service (VM.10)
- Annually evaluate staff members and provide reflective conversations regarding accomplishments and growth goals (VM.11)
- Continually evaluate student progress to ensure the needs of all learners are met (VM.12)

Vision

Building foundations for the future and forever (in faith, academics, and servant leadership.)

Strategic Plan Tactics

Ludington Area Catholic School

V5.13.20

Academic Excellence	Faith Foundation & Servant Leadership	Systems Thinking & Continuous Improvement
<p><i>A) Ensure that all grade levels are performing significantly above NWEA state and Diocese averages</i></p> <ol style="list-style-type: none"> 1) NWEA will be given 3 times a year in mathematics and reading to track student success 2) Individualized plans will be established between the teacher and student which address areas of need if a student isn't achieving at grade level or if the student isn't reaching growth goals <p><i>B) Institute multiple measures for Mathematics and Language Arts to track student growth and achievement</i></p> <ol style="list-style-type: none"> 1) Options which are available through WSES and the Diocese will be explored 2) An assessment calendar will be established and growth goals will be created and monitored <p><i>C) Monitor student growth and achievement data regularly</i></p> <ol style="list-style-type: none"> 1) Staff will review academic data each fall and spring 2) Staff will work with ESD, principal and/or Diocese to identify areas of improvement and strategies to reach greater success 3) Other data sets (grades, attendance, etc.) will be used to identify areas of improvement and strategies to reach greater success 4) Enrichment will be provided to students exceeding grade level standards <p><i>D) Support teachers with what they need to reach high levels of performance</i></p> <ol style="list-style-type: none"> 1) Teachers will be given timely professional learning supports to implement best practices 2) Teachers will have the resources they need to implement best practices with fidelity 	<p><i>A) Inspire Students to develop a personal relationship with God</i></p> <ol style="list-style-type: none"> 1) The Virtues Program will be sustained over time 2) Additional extra-curricular options with a religious focus will be added to offerings available to students <p><i>B) Provide students with opportunities to regularly contribute to church and school faith activities</i></p> <ol style="list-style-type: none"> 1) Students will be encouraged to be Altar servers and to contribute to Mass on Wednesdays and Sundays 2) Students will participate in church activities both during the school day and outside of school <p><i>C) Investigate K-12 continuous programming with Manistee Catholic School</i></p> <ol style="list-style-type: none"> 1) Transportation options will be examined and implemented as appropriate 2) Coordinated efforts will be established to support cohorts of students looking to continue their Catholic education <p><i>D) Provide opportunities to students for actively bettering their community and the lives of others</i></p> <ol style="list-style-type: none"> 1) Students will work to support the vulnerable in our local community (i.e. elderly support) 2) Students will work to support the vulnerable in our national community (i.e. hospital support) 3) Students will work to support the vulnerable in our international community (i.e. Haiti school) 4) Students will work to support the good of the physical Earth (i.e. Earth Day projects) 5) Students will work to support communities who serve others (i.e. military, Knights of Columbus, parish organizations) 	<p><i>A) Ensure that evaluation and monitoring are a regular component of the school environment</i></p> <ol style="list-style-type: none"> 1) All school staff members will be evaluated at least once annually with a written performance review 2) All school staff members will have at minimum two reflective conversations with administration regarding growth goals and objectives 3) School administrator will be evaluated at least once annually with a written performance review 4) School administrator will have at least two reflective conversations with Diocese and/or Father regarding growth goals and objectives 5) Diocese and school surveys will be regularly monitored to increase the overall effectiveness of the school <p><i>B) Ensure school enrollment data is monitored and steps are taken to increase enrollment above sustainable thresholds</i></p> <ol style="list-style-type: none"> 1) A well-developed marketing campaign will be established and acted upon 2) Success stories of LAC students will be shared with local media and church 3) Strategies will be identified to support affordability of tuition <p><i>C) Expand co-curricular activities</i></p> <ol style="list-style-type: none"> 1) Athletic participation with neighboring schools will continue to be pursued 2) Additional shared-time agreements will be pursued 3) Summer programming options which can be a revenue generator and a learning experience will be pursued

<p>3) Teachers will be given supports to learn about the latest instructional strategies, such as Kagan and collaborative inquiry</p> <p>4) Teachers will have a depth of knowledge of the standards and will be able to identify exemplary student work</p> <p><i>E) Set high expectations for students in all academic areas, monitor achievement through reflective conversations with building administration and colleagues</i></p> <p>1) Classroom learning labs will be utilized to share best practices across the building</p> <p>2) Instructional coaching will be instituted to support teacher growth and curricular fidelity</p> <p>3) Building administrator will be able to identify exemplary teaching and learning and will leverage supports for teachers in growing their pedagogical and/or instructional practices</p> <p><i>F) Examine classroom/school time on task to maximize learning opportunities for students</i></p> <p>1) Activities during school which are not focused on academics will be tracked and decisions will be made regarding the need for these programs</p> <p>2) Options will be created for the possibility of learning during snow days or during summer months</p> <p>3) Core academic time will be prioritized beyond the current schedule</p> <p><i>G) Leverage technology to increase student learning</i></p> <p>1) Options through the Diocese will be investigated</p> <p>2) Staff support for using technology as an instructional practice will be pursued</p>	<p><i>E) Expect adults to act as role models through their volunteerism at LAC</i></p> <p>1) Expectations will be set for parent involvement with the school, both during the school day and outside of school</p> <p>2) Parents will seek unique ways to volunteer with the school which leverage their individual talents</p> <p>3) LAC supporters (beyond parents) will have a mechanism to volunteer and will know how to offer services to the school</p>	<p><i>D) Leverage additional outside financial resources</i></p> <p>1) Co-planning and strategic partnerships will be established with local public schools which are out of formula</p> <p>2) Grants will be pursued to assist with additional funding</p> <p>3) Current fundraisers will be evaluated for effectiveness. Less effective fund raising efforts will be replaced with efforts that can leverage a bigger return on investment.</p> <p>4) Year-round, day-long childcare program will be provided</p> <p><i>E) Establish programs with primary transfer schools</i></p> <p>1) Opportunities will be explored for expanding transition programs with local schools, including introductory and year-long options</p> <p>2) Transportation options will be explored with Manistee Catholic</p> <p><i>F) Enhance communication channels</i></p> <p>1) Meetings, such as Donuts-and-Discussion or Dessert-and-Discussion, will be instituted between community and school</p> <p>2) Marketing strategies which do not add more commitments from principal and staff will be instituted</p> <p>3) Board minutes will be available in the office and on the school website</p> <p><i>G) Explore avenues to support teacher and administrator longevity</i></p> <p>1) Options will be considered for increased compensation for LAC employees</p> <p>2) Efforts will be made to reduce teacher workload through efficient use of resources</p> <p>3) Community support of the school will be increased to alleviate non-teaching functions from staff workloads</p> <p>4) Surveys will be given to staff and administration to substantiate employees feeling valued and respected for their work</p>
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