



SCHOOL STRATEGIC PLAN

(OBJECTIVE 1) St. Francis of the Lakes Catholic School (SFOLCS) will empower students to achieve and succeed academically while living out their Catholic faith.

(STRATEGY 1) Students will perform at or above national grade level norms (NWEA)

	Timeline	Responsibility	Progress Report
(Action Step 1) Teachers will be trained on how to best use NWEA test results.	Jan -June 2018	Administration, Faculty	<i>When and what happened?</i>
(Action Step 2) Identify areas of student academic challenges.	May 2018- Oct 2018	Administration, faculty	
(Action Step 3) Establish and monitor a learning plan for students.	Oct 2018- Dec 2018	Administration, faculty	
(Action Step 4) Plan curriculum to increase student success.	Jan 2019- May 2019	Director of Schools, Administration, faculty	
(Action Step 5) Use PLCs to explore, discuss and address student academic needs, trends in student learning and teacher development recommendations.	May 2019 – Jan 2020	Administration, faculty	
(Action Step 6) Enhance and adapt teacher development based on student outcomes and PLC recommendations.	Sept 2019- May 2020	Administration, faculty	

(STRATEGY 2) Students will meet Duluth Diocesan Standards at grade level.

	Timeline	Responsibility	Progress Report
(Action Step 1) Teachers will have active knowledge of and apply standards as part of their lesson planning practices.	Aug 2017- May 2018	Administration, faculty, parents	<i>When and what happened?</i>
(Action Step 2) Teachers will document use of standards.	Sept 2017- May 2018	Administration, faculty	
(Action Step 3) Students will be evaluated using a variety of performance indicators in academic areas: including but not limited to – teacher	Sept 2017- Sept 2018	Administration, faculty	

observation, standardized test scores, student portfolio, student projects, etc.			
(Action Step 4) Establish and monitor student learning plan for students struggling to meet Diocesan standards.	Sept 2017- June 2019	Administration, faculty	
(STRATEGY 3) SFOLCS will survey parents, staff, clergy and students to monitor Catholic faith engagement.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Develop a survey for each stakeholder group.	Jan 2018- May 2018	Pastor, Advisory Board, HASA, Marketing/Development Committee, faculty, School Board	<i>When and what happened?</i>
(Action Step 2) Implement a survey for each stakeholder group.	Sept 2018- May 2019	Marketing/Development Committee, Pastor	
(Action Step 3) Analyze survey to identify trends, challenges, and progress.	June 2019- Jan 2020	Pastor, Pastoral Associate, Development Director	
(Action Step 4) Report results of survey and school progress to all stakeholders.	Feb - June 2020	Pastor, Pastoral Associate, Development Director	
(Action Step 5) Incorporate results of survey into annual school strategic plan updates.	Fall 2020- Fall 2021	Pastor, Advisory Board, HASA, Marketing/Development Committee, faculty, School Board	

(OBJECTIVE 2) SFOLCS will implement best practices to enhance and improve the core process of teaching and learning.

(STRATEGY 1) SFOLCS will effectively develop and implement PLCs to improve student outcomes.

	Timeline	Responsibility	Progress Report
(Action Step 1) Define the elements of effective PLCs for SFOLCS; such as team dynamics, focus on student outcomes, support and coaching of colleagues in teaching practices.	January 2018- June 2018	Learning Specialist, Administration, Faculty	<i>When and what happened?</i>
(Action Step 2) Develop PLCs.	Aug 2018-June 2019	Learning Specialist, Administration, Faculty	
(Action Step 3) Implement PLCs.	August 2019- June 2020	Learning Specialist, Administration, Faculty	
(Action Step 4) Evaluate PLCs.	Fall and Spring 2020-2021	Learning Specialist, Administration, Faculty	

(STRATEGY 2) Create and implement a professional development plan.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Define best practices to be applied at SFOLCS through PLCs and staff engagement.	Aug 2019-June 2020	Learning Specialist, Administration, Faculty	
(Action Step 2) Create a professional development plan that clearly prioritizes staff training and implementation of best practices.	Summer 2020	Learning Specialist, Administration, Faculty	
(Action Step 3) Identify, reallocate and, if needed, seek additional resources to support professional development.	Winter 2020-2021	Development Director, Administration, Pastor, School Board, Finance Committee	
(Strategy 3) Align curriculum and resources to standards.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Assess current resources and curriculum to determine degree of alignment to standards.	Fall 2017-Spring 2024 Curriculum review schedule	Director of Schools, Faculty, Administration	<i>When and what happened?</i>
(Action Step 2) Adjust curriculum and enhance resources for areas not aligned to standards.	Fall 2017-Spring 2024 Curriculum review schedule	Director of Schools, Faculty, Administration	



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(OBJECTIVE 3) SFOLCS will thrive financially through management of resources and investment of parishioners and donors.

(STRATEGY 1) SFOLCS will monitor and manage enrollment to support financial stability.

	Timeline	Responsibility	Progress Report
(Action Step 1) Conduct an annual review of student enrollment and align resources accordingly.	Spring 2018	Administration, School Board, Pastor	<i>When and what happened?</i>
(Action Step 2) Develop a family engagement plan to enhance and support commitment of families to re-enroll students and recommend enrollment to new families.	Summer 2018-Dec 2018	School Board, Development Director	
(Action Step 3) Implement a family engagement plan to enhance and support commitment of families to re-enroll students and recommend enrollment to new families.	Jan 2019-Aug 2019	School Board, Development Director	
(Action Step 4) Evaluate a family engagement plan to enhance and support commitment of families to re-enroll students and recommend enrollment to new families.	Sept 2019-Dec 2019	School Board, Development Director	
(Action Step 5) Analyze enrollment projections, public birth and public school age population trends in the Brainerd area to determine realistic enrollment targets (such as growth and decline).	Spring 2018, spring of every year	TeamWorks	

(STRATEGY 2) SFOLCS will enhance fund development efforts.

	Timeline	Responsibility	Progress Report
(Action Step 1) Develop a plan to supplement current revenue streams and support the strategic plan.	Spring 2018	Finance committee, Development Director, School Board, Pastor, Business Manager	<i>When and what happened?</i>

(Action Step 2) Implement a plan to supplement current revenue streams and support the strategic plan.	Jan 2019	Finance committee, Development Director, School Board, Pastor, Business Manager	
(Action Step 3) Identify future facility and operational needs and potential funding sources to address those needs.	Summer 2019	Lead Maintenance Engineer, Building and Grounds Committee, Business Manager, Administration	
(Action Step 4) Coordinate donor and sponsorship opportunities with partnering parishes.	Summer 2020	Development Director, Pastor, Finance Committee, Foundation Board, Supporting Parishes	
(STRATEGY 3) SFOLCS will create a shared sense of belonging and welcome among the school and partnering parishes regarding membership, enrollment and religious education.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Actively partner and communicate with area Catholic Churches to support a vibrant Catholic faith community.	Jan 2018	Faculty, Clergy, Parishes, Pastoral Associate, Marketing/Development Committee	<i>When and what happened?</i>
(Action Step 2) Coordinate volunteer recruitment activities with supporting parishes.	Feb 2018-Summer 2020	Marketing/Development Committee, HASA, Supporting Parishes, Administration, Faculty, Clergy, Pastoral Associate, DRE's	