

**(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	<p><i>Aug 2019 Teachers attended a full day Diocese NWEA training on analyzing reports and data. They will continue to review class and individual test results.</i></p> <p><i>2018-19 Teachers were given a training online for NWEA, Jan 22, reports and how to use test results. Asst. Principal is following up with teachers on scores for students.</i></p>
(Action Step 2) Identify areas of student academic challenges.	May 2018-Oct 2018	Administration, faculty	<p><i>Feb 2020 Teachers continue to identify areas of challenge for student based on test results from the Fall and Winter.</i></p> <p><i>August 2018 Teachers look at academic areas where students need help. Teachers compare test scores from previous year to be sure areas of need are being addressed with current teacher.</i></p>
(Action Step 3) Establish and monitor a learning plan for students.	Oct 2018-Dec 2018	Administration, faculty	<p><i>2019-2020 Teachers consider learning challenges/strengths for students, evaluate to determine if it is consistent with classroom work then establish learning plan for the student, and consistently monitor.</i></p> <p><i>Oct 2018 - Teachers are looking at fall NWEA scores, addressing areas of need for each student to be sure to differentiate where needed. Title I students are identified for the Title teacher.</i></p>
(Action Step 4) Plan curriculum to increase student success.	Jan 2019-May 2019	Director of Schools, Administration, faculty	<p><i>2019-2020 Current curriculum is evaluated annually at St. Francis. Curriculum Standards and Outcomes are reviewed by Diocese. Currently continuing with Science.</i></p> <p><i>Jan 2019 -Principals are reviewing standards in Art and Science. After NWEA testing in January, teachers will review reading and math scores to help determine areas of change needed to help students meet standards for the curriculum area.</i></p>

(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	<p><i>Oct 20-May 211 Teachers continued to meet in PLCs and discuss and address various student needs and devise recommendations for student learning and what is needed to support teacher development.</i></p> <p><i>2019-2020 Teachers are meeting with PLC's to discuss students and areas of concern. Teachers are recording notes from analyzed NWEA data as well as observations in class on a shared Excel spreadsheet in SharePoint.</i></p> <p><i>2018-19 PLC's have not yet been established. Training will take place fall of 2019 and will be developed throughout the 2019-20 school year.</i></p>
(Action Step 6) Enhance and adapt teacher development based on student outcomes and PLC recommendations.	Sept 2019- May 2020	Administration, faculty	<p><i>June 2021 Teachers continued to meet in PLCs and analyze NWEA and other student data, discuss best practices and teacher development based on student data.</i></p> <p><i>April 2020 – Schedule teacher development needs according to student outcomes and needs. Continuing into Fall 2020, however TBD with COVID-19 Pandemic closing many things.</i></p>
<b>(STRATEGY 2) Students will meet Duluth Diocesan Standards at grade level.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
(Action Step 1) Teachers will have active knowledge of and apply standards as part of their lesson planning practices.	Aug 2018- May 2019	Administration, faculty, parents	<p><i>Feb 2020 - Ongoing – Teachers and admin at St. Francis continuously practice best practices and actively apply current MN standards and Diocese Outcomes to all lessons. K-8 Technology and K-4 Lang Arts are areas that are being focused on currently at St. Francis. Diocese wide, principals are focusing on Science.</i></p> <p><i>Aug- Sept 2018 Math standards were addressed with principals last year. Teachers apply and document standards to daily lesson plans. Science is currently being reviewed. Academic committee is scheduled to start review of technology needs of school as well as review band program.</i></p>
(Action Step 2) Teachers will document use of standards.	Sept 2018- May 2020	Administration, faculty	<p><i>Feb 2019 Teachers are continuing to work on curriculum mapping in each grade and with their PLCs. K-4 teachers are researching different LA curriculum.</i></p> <p><i>Sept 2018 – teachers are instructed to document standards using curriculum maps. Review of standards are expected with teachers on a scheduled time line. New teachers are being mentored by Asst. Principal to assure documentation is happening.</i></p>

<b>(Action Step 3)</b> Students will be evaluated using a variety of performance indicators in academic areas: including but not limited to – teacher observation, standardized test scores, student portfolio, student projects, etc.	Sept 2018- Sept 2019	Administration, faculty	<i>2019-2020 Sept 2018-current Teachers evaluate students through daily observations, projects and test scores (both NWEA and classroom) Each teacher looks at students as an individual to set goals on their progress and monitors this through grades and daily work. Mid-year NWEA is reviewed to assure each student is making progress in reading and math areas.</i>
<b>(Action Step 4)</b> Establish and monitor student learning plan for students struggling to meet Diocesan standards.	Sept 2018- June 2019	Administration, faculty	<i>2019-2020 – Principal established Student Concerns spreadsheet that is shared with all teachers and admin in SharePoint, updated, monitored throughout the school year. It is also reevaluated when a new school year begins.</i>
<b>(STRATEGY 3) SFOLCS will survey parents, staff, clergy and students to monitor Catholic faith engagement.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Develop a survey for each stakeholder group.	Sept 2018- Nov 2018	Pastor, School Board, PTO, Marketing/Development Committee	<i>June 2021 N/A *see below</i> <i>April 2020 – This part of the Strategic Plan needs to be reevaluated. It does not strictly deal with the school' Faith Engagement as written.</i> <i>Dec 2018-Jan 2019 Team of admin, teachers, board members and teachers are developing survey questions for teachers/staff, parents, students, clergy and staff for technology, faith engagement and school contentment.</i>
<b>(Action Step 2)</b> Implement a survey for each stakeholder group.	Dec 2018- May 2019	Marketing/Development Committee, Pastor	<i>June 2021 N/A *Action Step 1 comments</i> <i>2019-2020 N/A</i> <i>April 2019 – Survey is ready to launch in early May. Survey has not been launched and will be done in June 2019.</i>
<b>(Action Step 3)</b> Analyze survey to identify trends, challenges, and progress.	June 2019- Jan 2020	Pastor, Development Director	<i>June 2021 N/A *Action Step 1 comments</i> <i>2019-2020 N/A</i>

<b>(Action Step 4)</b> Report results of survey and school progress to all stakeholders.	Feb - June 2020	Pastor, Development Director	<i>June 2021 N/A *Action Step 1 comments</i> <i>2019-2020 N/A</i>
<b>(Action Step 5)</b> Incorporate results of survey into annual school strategic plan updates.	Fall 2020-Fall 2021	Pastor, School Board, PTO, Marketing/Development Committee, faculty	<i>June 2022 A new Director of Advancement will take on this role starting July 2022. We may incorporate some into PTO and/or the registration process.</i> <i>June 2021 N/A *Action Step 1 comments; Discontinued; surveys send to stake holders dependent upon needs assessment.</i>  <i>2019-2020 N/A</i>

# MNSA SCHOOL STRATEGIC PLAN

<b>(OBJECTIVE 2) SFOLCS will implement best practices to enhance and improve the core process of teaching and learning.</b>			
<b>(STRATEGY 1) SFOLCS will effectively develop and implement PLCs to improve student outcomes.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Define the elements of effective PLCs for SFOLCS; such as team dynamics, focus on student outcomes, support and coaching of colleagues in teaching practices.	August 2018- June 2021	Administration, Faculty	<i>Oct-May 20-21 Teachers and Admin have decided on norms and focus as well as dynamics of PLC Teams.</i>  <i>Oct 2019 Teachers and Admin began to defined elements and what PLCs need for team dynamics, norms, and focus.</i>  <i>Sept 2018 – Admin is researching how to make PLC’s work in our school. Will look to discussing needs of students via faculty meetings and small groups.</i>
<b>(Action Step 2)</b> Develop PLCs.	August 2019- June 2021	Administration, Faculty	<i>Oct -Nov 2020 PLCs were developed and goal was determined.</i>  <i>Oct 2019 Began to develop PLCs, norms, and focus.</i>  <i>2019-2020 *Due to COVID-19 this was put on hold for duration of the school year.</i>

<p><b>(Action Step 3) Implement PLCs.</b></p>	<p>August 2021- June 2022</p>	<p>Administration, Faculty</p>	<p><i>Sept-May 2022 PLCs were implemented and carried through the school year, meeting monthly.</i></p> <p><i>Oct -May 20-21 PLCs were implemented in grade bands and monthly meetings were held. PLCs will continue for 21-22.</i></p> <p><i>Nov 2019 began to implement PLCs, norms, and focus. Feb 2019 PLCs meeting in grade bands depending on needs to discuss.</i></p>
<p><b>(Action Step 4) Evaluate PLCs.</b></p>	<p>Fall and Spring 2022- 2023</p>	<p>Administration, Faculty</p>	<p><i>May 2023 PLC's (Preschool, K-4, 5-8, and specialty teachers) met together to discuss pacing guides and curriculum mapping. Further training will continue into 23-24.</i></p> <p><i>May 2022 PLC's will begin to focus on more streamlined and relevant curriculum mapping and NWEA correlations as well.</i></p>

<b>(STRATEGY 2) Create and implement a professional development plan.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Define best practices to be applied at SFOLCS through PLCs and staff engagement.	Aug 2019- June 2020	Administration, Faculty	<i>Aug 2019 Teachers and staff attended Professional Development training for Microsoft Office and Notebook.</i> <i>Nov 2019- Admin provided subscription to online Prof Dev Courses through Connected PD for teachers to be able to access any needed classes, and to fulfill requirements for license (PDAs and CEUs).</i> <i>Jan 2020 - Teachers participated in SMART Board Training through Sourcewell. Will continue in the Fall as well.</i> <i>Jan 2018-May 2019</i>
<b>(Action Step 2)</b> Create a professional development and teacher mentoring plan that clearly prioritizes staff training and implementation of best practices.	Summer 2020	Administration, Faculty	<i>April 2020 &amp; June 2021 – Admin is continuing to create and develop Professional Development plan, notify teachers of opportunities, and schedule needed trainings as appropriate. Teachers and staff continue to implement Professional Development learned throughout their planning, preparing, and instruction of lessons.</i>
<b>(Action Step 3)</b> Identify, reallocate and, if needed, seek additional resources to support professional development.	Winter 2020-2021	Development Director, Administration, Pastor, School Board, Finance Committee	<i>Aug 20- June 21 Some limitations due to COVID however some teachers were able to attend or participate in professional development. Opportunities are shared by Admin to staff. All staff completed CPR/First Aid training and various SMART Board trainings.</i> <i>Jan 2020 -Continued to identify and seek resources needed to support Professional Development for teachers and staff.</i> <i>May 2020 Will continue with Connected PD in fall. Also identified need for CPR/First Aid renewal and scheduled as well as training for new K-4 LA curriculum. *Due to COVID-19, other PDs are pending.</i>
<b>(Strategy 3) Align curriculum and resources to standards.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Assess current resources and curriculum to determine degree of alignment to standards.	Fall 2018- Spring 2024 Curriculum review schedule	Director of Schools, Faculty, Administration	<i>Aug 22-April 2023 K-4 teachers with guidance of academic committee reviewed current curriculum and resources to determine alignment to MN state standards and identified gaps.</i> <i>Aug 21-May 22 St. Francis successfully implemented a new Religion curriculum for K-6 this year. The teachers and</i>

			<p><i>Academic Committee met throughout the year to focus on math curriculum. Beginning next year, a new K-6 math curriculum will be implemented. Next we will be evaluating the current Language Arts Curriculum.</i></p> <p><i>Aug 20-June 21 New K-4 LA Curriculum implemented. For 21-22 an updated K-4 math curriculum will be implemented as well as a new K-6 Religion curriculum. We are in the process of researching and reviewing grades 5-8 math and K-8 technology.</i></p> <p><i>March 2020 – K-4 Language Arts curriculum was researched and reviewed to be implemented fall 2020. Will assess and align to Diocese Outcomes by Sept. 2020.</i></p> <p><i>Aug- Sept 2018 Math standards were addressed with principals last year. Science is currently being reviewed for 5<sup>th</sup> grade. Academic committee is scheduled to start review of technology needs of school as well as review of band program.</i></p>
<p><b>(Action Step 2)</b> Adjust curriculum and enhance resources for areas not aligned to standards.</p>	<p>Fall 2018- Spring 2024 Curriculum review schedule</p>	<p>Director of Schools, Faculty, Administration</p>	<p><i>Aug 22-April 2023 K-4 teachers, with guidance of academic committee, reviewed various curriculum. They agreed on some resources and additions that would assist current curriculum with alignment to MN state standards, fill gaps, and strengthen overall academics.</i></p> <p><i>June 2022 St Francis teachers, principal, and Academic Committee are planning to complete more extensive curriculum mapping in K-8 for every core subject beginning in the fall 2022.</i></p> <p><i>Aug 20-June 21 We were unsuccessful hiring a needed Technology Teacher, but we have made the position full-time by adding a middles school science component.</i></p> <p><i>May 2020 – Technology teacher will be hired starting fall 2020 to help determine and align technology standards and Diocese Outcomes for K-8.</i></p>

(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
<b>(Action Step 1)</b> Conduct an annual review of student enrollment and align resources accordingly.	Spring 2019	Administration, School Board, Pastor	<p><i>Feb 2019 – Annual process; Intent to Return Forms and Registration ongoing since Feb. Any parent or student “Undecided” are contacted by school. Exit Interview will be completed.</i></p> <p><i>April 2020 Additional preschool added fall 2020 to increasing needs of community.</i></p> <p><i>April 2019 – Intent to Return forms were sent home in February. 85% of our families have returned forms with next year’s enrollment intention. All families not yet registered are being called personally. Any parents not having their child return to school will have a call and exit interview by a non-school personnel in the month of May.</i></p>
<b>(Action Step 2)</b> 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  Aug 2020- Jan 2021	School Board, Development Director	<p><i>Aug 20-June 21 We encountered some limitations due to COVID however a family engagement plan to help retain and promote the school is currently in the process.</i></p>
<b>(Action Step 3)</b> Implement a family engagement plan to enhance and support commitment of families to re-enroll students and recommend enrollment to new families.	<del>Jan 2019- Aug 2019</del>  Jan 2021- Aug 2021	School Board, Development Director	<p><i>June 21 We encountered some limitations due to COVID however implementation of a family engagement plan to help support commitment and recommend families to St Francis has been begun.</i></p>
<b>(Action Step 4)</b> 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	<p><i>Aug 20-June 21 Currently in the process of evaluating.</i></p>



	Sept 2021-Dec 2021		
<b>(Action Step 5)</b> 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 2019, <del>spring of</del> <del>every</del> <del>year every</del> <del>3-5 years</del>	School Board, TeamWorks	June 2022 <i>Administration is in starting process of analyzing relevant data to collect for study.</i> Aug 20-June 21 <i>This is unrealistic to complete every year. This will be analyzed every 3-5 years.</i> 2019-2020 – <i>Informal review completed by administration</i>
<b>(STRATEGY 2) SFOLCS will enhance fund development efforts.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Develop a plan to supplement current revenue streams and support the strategic plan.	Spring 2019	Finance committee, Development Director, School Board, Pastor, Business Manager	2019-2020 – <i>Planned Golf Classic, School Marathon, Give to the Max Day, Catholic United Raffle, School Lenten Fish Fries, Spring Gala</i> March and April 2019 – <i>the budget is being looked at with Finance Committee, Development Director, Board, Pastor, Business Manager and Principals. We are reviewing personnel and benefits along with other expenses that come into play during the school year.</i>
<b>(Action Step 2)</b> Implement a plan to supplement current revenue streams and support the strategic plan.	June 2019	Finance committee, Development Director, School Board, Pastor, Business Manager	2019-2020 – <i>Implemented Golf Classic, School Marathon, Give to the Max Day, Catholic United Raffle, some School Lenten Fish Fries***Due to COVID-19, fundraisers in March-June 2020 were impacted, such as Lenten Fish Fries, Spring Gala, and Aug 2020 Golf Classic</i>
<b>(Action Step 3)</b> Identify funding sources to address future facility, operational, technology needs.	Summer 2019	Lead Maintenance Engineer, Building and Grounds Committee, Business Manager, Administration, Development Director	2019-2020 – <i>Oct. 2019 Security System added; Identified needs of new playground in summer 2021, replacement windows. Funding sources identified with Development Director, along with playground grant completed June 2020.</i>
<b>(Action Step 4)</b> Coordinate donor and sponsorship opportunities with partnering parishes.	Summer 2020	Development Director, Pastor, Finance Committee, Foundation	2019-2020 – <i>Development Director with administration support contacted and coordinates with sponsors and donors to support school. Sourcewell contacted regarding vendors for playground.</i>

		Board, Supporting Parishes	
<b>(STRATEGY 3) SFOLCS will create a shared sense of belonging and welcome among the school and partnering parishes regarding membership, enrollment and religious education.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Actively partner and communicate with area Catholic Churches to support a vibrant Catholic faith community.	Jan 2019	Faculty, Clergy, Parishes, Pastor, Marketing/Development Committee	<p><i>2019-2020 – school sponsored hospitality at the church, fish fries sponsored by students.</i></p> <p><i>May 2019 - This is on hold right now. Team is determining how school and parish can work together. With change in administration, best to wait to discuss with new principal.</i></p>
<b>(Action Step 2)</b> Coordinate volunteer recruitment activities with supporting parishes.	Feb 2019-Summer 2021	Marketing/Development Committee, PTO, Supporting Parishes, Administration, Faculty, Clergy, Pastor, DRE's	<p><i>June 2022 St Francis School is represented and participates in various opportunities for community involvement and service projects, for example at Essential Health Hospital, The Center, area nursing homes, etc. More and continued work with Faith Formation and the area parishes will continue. Director of Advancement will begin at St Francis July 2022.</i></p> <p><i>Aug 20-June 21 Currently in the process – COVID limitations; Increasing partnerships St. Francis Church, K of C, PTO, and area businesses &amp; organizations.</i></p> <p><i>2019-2020 - school sponsored events planned with churches, Knights of Columbus, PTO events.</i></p>