

2018-2021 St. Luke Strategic Plan

As of May, 2018

Vision and Mission

Vision Statement

St. Luke Catholic School (SLS) will graduate students that are prepared to attain their greatest spiritual, academic, social, physical, emotional, and creative potentials to make a positive difference in God's World.

Mission Statement

St. Luke Catholic School, with the love of Jesus Christ as our model and guide, is dedicated to education students in Catholic Doctrine and practice.

- **Goal #1:** SLS will increase parental participation in the Sacramental life at St. Luke Catholic Church, recognizing this important part of each child's education.

Action Item(s)	Responsible	Timing
Develop strategic communication roadmap, in partnership with Parish highlighting engagement opportunities for School families within Church	B. Borland, J. Rotz, Parish Communications	Aug. 2018 for roadmap with ongoing updates
Establish committee of parents to brainstorm potential opportunities that drive increased parental engagement	E. Kissel, School Commission Execs	Sep. 2018
Evaluate potential Service hours requirement to earn Parishioner status and associated tuition discount	E. Kissel, Monsignor Schaedel	Oct. 2018 for 2019/2020 School Year

- **Goal #2:** SLS will provide a Christ-centered learning environment with Catholic identity focus and strong academics.

Action Item(s)	Responsible	Timing
Review schedule of activities (e.g., field trips, events, afterschool enrichment) to ensure Catholic Identity is well represented in how students spend their time	E. Kissel, B. Borland	Aug. 2018
Maintain current mass schedule to ensure students attend	E. Kissel, Monsignor	Ongoing

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multiple times each week and have exposure to church teachings	Schaedel	
Evaluate Catholic Knowledge progress test results (can't remember name) to ensure students are learning at or above standard and make necessary curriculum and/or time spent adjustments	E. Kissel, B. Borland	Is test annual?

- **Goal #3:** SLS will maintain grade sizes <70 to limit overcrowding and deliver a more tailored learning environment with existing staff levels to ensure students get the attention needed to realize their full potential.

Action Item(s)	Responsible	Timing
Review existing policies and incorporate grade size limit criteria into handbook and associated documents	E. Kissel, J. Schaefer	Jul. 2018
Develop waitlist model to handle situations where a grade is oversubscribed with interest	E. Kissel, J. Schaefer	Jul. 2018
Partner with Pre-school and Parish to develop pipeline model to forecast potential interest and support development efforts	J. Schaefer, P. Jendraszak	Oct. 2018 and ongoing

- **Goal #4:** SLS will maintain 95% aggregate attendance rate to ensure students have adequate classroom time to meet academic potential and limit disruption of teachers catching students up due to unexcused absences.

Action Item(s)	Responsible	Timing
Evaluate school calendar to ensure most efficient and productive use of classroom time balanced with events and extracurricular activities	E. Kissel, B. Borland	Jul. 2018 for upcoming year baseline and ongoing monitoring
Develop/update attendance policy to define excused (e.g., illness, death in family) vs. unexcused (e.g., vacation) absences	E. Kissel, J. Schaefer	Jul. 2018

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Establish guidelines on number of absences and actions to take (e.g., sit down with parents, fine for unexcused to compensate teacher for time, homework requirements)	E. Kissel, J. Schaefer	Jul. 2018
Establish monthly report-out cadence to drive shared knowledge of program and accountability	J. Schaefer	Sep. 2018 and ongoing monthly progress

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Operational Vitality

Operational Vitality focuses on ensuring a sustainable operating environment is maintained through financial planning, facilities management, policy development and marketing/advancement programs.

- **Goal #5:** SLS will develop financial plans with detailed upcoming year forecasts and potential impacts 2-3 years in future to maintain consistent tuition levels; aim for average increases <6% annually over strategic plan timeline.

Action Item(s)	Responsible	Timing
Annual budget process launched earlier in school year to start evaluating current enrollment and expenses and pipeline estimate to draft early forecasts for next year <u>Note:</u> key change would be to provide parents a “Not to Exceed” tuition number for the next year before asking them to submit intent to return feedback	E. Kissel, School Commission Finance, P. Jendraszak	Sep. 2018 launch with monthly reviews Done annually
Textbook adoption, Professional Development, and Technology integration roadmaps created looking at 2-3 year view of needs	E. Kissel, B. Borland	Sep. 2018
Potential student pipeline tool developed looking at current School family mix, requests for school tours, Parish records	J. Schaefer	Oct. 2018
Develop “Total Cost” of attendance model for St. Luke and evaluate using a flat fee approach that covers all needs without further funding requests during year	E. Kissel, School Commission Finance, P. Jendraszak	Oct. 2018

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- **Goal #6:** SLS will minimize security risks threats on behalf of parents, students, faculty, and visitors through active planning and adherence to established procedures.

Action Item(s)	Responsible	Timing
School safety procedures are developed, maintained and continuously evaluated for improvement opportunities	E. Kissel, School Safety Committee	Jul. 2018 Quarterly Review
Evaluate parking lot traffic procedures before and after school to identify areas of improvement to limit potential accidents	E. Kissel, School Safety Committee	Jul. 2018 Quarterly Review
Meet with school safety expert and work with other area schools to share best practices and implement those that would improve St. Luke's environment	E. Kissel	Oct. 2018 Ongoing dialogue
Consider expanding School Safety Committee to include selected parents to provide perspective	E. Kissel, School Safety Committee	Jul. 2018 Quarterly Review

- **Goal #7:** SLS will have an active Development and Marketing program focused on attracting new applicants and communication channels to retain existing school families.

Action Item(s)	Responsible	Timing
Marketing communication plan developed for both existing school families and new student recruitment	E. Kissel, J. Rotz, J. Schaefer	Jul. 2018
Build Principal communication plan focused on approach (e.g., email, website, coffee chats) and schedule key dates for upcoming year	E. Kissel	Jul. 2018
Establish Development database with current family demographics, parish records, and alumni information to support early reach outs for upcoming school year	J. Schaefer	Oct. 2018

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- **Goal #8:** SLS will ensure facilities are properly maintained to deliver a clean and functional learning environment for all constituents.

Action Item(s)	Responsible	Timing
Establish and monitor cleanliness key performance indicators and hold cleaning vendor to results; if they don't perform, evaluate new vendor options	E. Kissel, B. Borland	Sep. 2018
Develop ground rules and potential fine system for extracurricular activities that use school space to reinforce expectation of leaving facility where they found it	E. Kissel, B. Borland	Sep. 2018
Maintain a running list of prioritized school facility repairs to ensure optimal day to day operations and future investments to inform Capital planning when budgets are running favorable to plan	E. Kissel, B. Borland, J. Schaefer	Oct. 2018

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Academic Excellence

Academic Excellence focuses on ensuring the SLS curriculum meets established Indiana State standards, student progress is regularly assessed, differentiated learning is routinely demonstrated, and teachers are expected to continuously improve their professional skills.

- **Goal #9:** SLS will have clearly articulated, rigorous curriculum aligned with relevant standards, 21st century skills and Gospel values implemented through effective instruction.

Action Item(s)	Responsible	Timing
Develop curriculum maps for K-8, which are vertically aligned to ensure every student successfully completes a coherent sequence of academic courses rooted in Catholic values.	Math – E Kissell ELA – Bridgette Joseph and Sue O’Brien	Math/ELA July, 1 2018
Review the curriculum maps for completeness and current expectations annually conducted by SC.	President of SLS Commission	Inaugural review by Aug 2019. Subsequent reviews by last SC meeting of year.
Implement curricula through proper planning and communication. Conduct an annual assessment of curriculum maps to ensure they remain current.	E. Kissell	No later than July 1 st 2019, 2020, 2021
Establish a “Differentiated Learning” strategy for K-8 and communicate this strategy with parents.	E. Kissell	Aug 2019
Itemize resources, books or training required to systematically implement the curriculum for the Finance Committee and be available for budget discussions with the SC.	E. Kissell	November in preparation of subsequent school year
Focus on the writing program (K-8) to ensure students are high school ready and will be capable of robust, written communication.	E. Kissell	End of 2019. Report to SC.

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Establish a Library Program designed to enhance the vertical/horizontal alignment of the curriculum maps. Evaluate the use of the Central Library Shared Services opportunities.	E. Kissell	End of 2019. Report to SC.
Evaluate STEM, Arts and Music instruction, as well as enrichment opportunities (e.g., reading program, spelling bee, GeoBee, Math) to complement classroom instruction	E. Kissell	End of 2019. Report to SC
Incorporate Foreign Language expectations into the curriculum.	E. Kissell	End of 2020. Report to SC
Focus on incorporating age appropriate technology instruction, and literature rich in vocabulary which confirms Catholic values into the SLS curriculum	E. Kissell	Part of the inaugural curriculum map

- **Goal #10:** SLS will use school wide assessment methods and practices to document student learning and program effectiveness to make student performances transparent, and to inform the continuous review of curriculum and improvement of instruction practices.

Action Item(s)	Responsible	Timing
Assess student growth and progress and curriculum effectiveness promptly using school wide standardized tests and other relevant means.	B. Borland	NWEA K-8 Quarterly I-STEP 3-8 I-Read 3
Utilize student assessment data to adjust differentiated learning instruction, update curriculum, and/or provide professional development opportunities. Implement action plans identified for each performance quartile.	E. Kissell	Within 30 days of standardized testing
Develop a robust and sustainable professional development strategy for teachers (including resource/enrichment personnel) and staff in order to attract and retain top talent.	J. Schaefer	Design due Aug. 2018 Implementation

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		through '21
Evaluate license, education and training for teachers (including resource/enrichment personnel) and staff at each contract period. Address any deficits in a timely manner.	E. Kissell	During annual contract negotiations

- **Goal #11:** SLS will provide programs and services aligned with the mission to enrich the academic program and support the development of student and family life.

Action Item(s)	Responsible	Timing
Ensure Resource and Enrichment personnel are appropriately trained and licensed. Provide professional development to teachers/assistants supporting both high and low ability students.	J. Schaefer	Aug. 2018 and annually thereafter
Develop strategy to identify students, for whom resource/enrichment resources will benefit most by using objective data (e.g., Individual Service Plan, teacher/parent input, or formal testing). The strategy must include communication with parents.	J. Schaefer	Aug. 2018 and annually thereafter
Evaluate opportunities to ensure cafeteria menus meet nutritional value for healthy lunches and are commensurate with financial needs of the student body.	E. Kissell	Aug. 2018 and annually thereafter
Ensure field trips and PTO after school enrichment programs are designed in advance of the academic school year in a manner, which will enhance the established curriculum for each grade, and remain within budget.	J. Schaefer	Aug. 2018 and annually thereafter
Ensure PTO Grant Program continues to enrich student's experiences by funding teacher directed programs. Funds not spent on the specified program will be returned promptly to the PTO funds for reallocation	J. Schaefer	Aug. 2018 and annually thereafter

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Technology Integration

Technology Integration focuses on ensuring how IT investments meet operating standards and effectively support the learning environment in a strategic and cost effective manner.

- **Goal #12:** SLS will incorporate technology into the learning environment to enhance instruction and prepare students for high school.

Action Item(s)	Responsible	Timing
Meet with destination High School Principals and/or Technology teachers to understand skills needs for incoming Freshmen	E. Kissel, School Technology Committee	Aug. 2018
Collaborate with North Deanery CIO on trends and opportunities to effectively use technology	E. Kissel, School Technology Committee	Aug. 2018
Survey teachers regarding desired technology needs	E. Kissel, School Technology Committee	Aug. 2018
Develop 3-year technology roadmap describing how technology will be integrated into instruction; should be part of curriculum mapping	E. Kissel, School Technology Committee	Sep. 2018
Expand School Technology Committee to subset of tech skilled parents and/or parishioners that could bring immense skill	E. Kissel, School Technology Committee	Sep. 2018

- **Goal #13:** SLS will reliably and seamlessly integrate desired technology into classrooms with minimal education environment disruption.

Action Item(s)	Responsible	Timing
Establish adequate support for technology environment, which may include hiring a part-time IT support person	E. Kissel	Aug. 2018
Provide professional development opportunities and training for teachers on how to integrate technology in classroom	E. Kissel, B. Borland	Aug. 2018 (Plan), Ongoing training

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Plan for and schedule technology updates (e.g., hardware, network) outside of school hours, unless emergency changes are needed	E. Kissel	As Needed
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- **Goal #14:** SLS will continually update technology to ensure lifecycle management procedures are in place and investments planned

Action Item(s)	Responsible	Timing
As part of 3-year technology roadmap, define lifecycle management process to ensure equipment needs are planned and investments incorporated into budget process	E. Kissel, School Technology Committee	Sep. 2018