

Storm Lake



Experience the difference

**Strategic Long Range Plan
2017-2021**

Our Mission

St. Mary's Catholic School seeks to be a Christ-centered family devoted to the development of the spirit, the mind, and the body.

BUILDING FOR THE FUTURE

Superintendent Letter

The Diocese of Sioux City and the Office of Education is honored to present “Building for the Future” our strategic plan for 2016-2021 to our Catholic communities. We are truly building the faith of our students and families, developing God’s gifts to our students through our academic programs and enhancing our school system by creating stronger financial, enrollment and development programs.

Over the past five years our schools have strengthened their Catholic Identity with focused efforts on prayer, the Sacraments, service and knowledge of our faith. As we move forward, our faith focus has widen to include the parents. We realize the importance of teaching the faith at school, however without parents as the primary role models our efforts will be muted. Building the Future looks for way to bring the full force of parents, schools and parishes together to establish a lasting faith life for our students.

Academically our school are flourishing. For the first time in our diocesan history, all of our schools are working together on a single academic focus, Multi-Tier System of Supports. Through enhanced efforts in reading and math our teachers and families are receiving regular measurements about their child’s progress. Teachers use this diagnostic information to help plan instruction and meet the needs of all learners. Our students are screened three times a year. This data drives our curriculum and daily instruction.

Finally our diocesan schools have been extremely blessed to stand in a position of financial strength and sound management. Literally our schools have been building! Numerous building additions and improvements have taken place during the past five years. We know this is just the beginning with exciting projects underway or scheduled to begin in the coming year/s. Our schools have placed new emphasis on enrollment management as a means to fulfilling our mission and utilizing the gifts bestowed upon us by God.

Most of our communities within the Diocese of Sioux City have changed tremendously since our schools started. To ensure a robust future, our Catholic schools and communities must adapt to the new educational and socioeconomic landscape. “Building for the Future” shows the path necessary to maintain our current momentum and innovate to meet the needs of our future students.

Yours in Christ,



Dr. Dan Ryan
Superintendent of Schools
Diocese of Sioux City

I. MISSION AND CATHOLIC IDENTITY

Standard 1: An excellent Catholic school is guided and driven by a clearly communicated mission that embraces a Catholic Identity rooted in Gospel values, centered on the Eucharist, and committed to faith formation, academic excellence and service.

Standard 2: An excellent Catholic school adhering to mission provides a rigorous academic program for religious studies and catechesis in the Catholic faith, set within a total academic curriculum that integrates faith, culture, and life.

Standard 3: An excellent Catholic school adhering to mission provides opportunities outside the classroom for student faith formation, participation in liturgical and communal prayer, and action in service of social justice.

Standard 4: An excellent Catholic school adhering to mission provides opportunities for adult faith formation and action in service of social justice.

Goals and Strategies

1. Catholic schools will value parents as the primary educator of their children.

Strategies

1.1 The Office of Education will continue to expand the Strong Catholic Families Program within our schools.

1.2 All schools will invite parents of students to become part of the school faith community. Invite them to all-school liturgies, as well as specific liturgical celebrations such as parent-child Masses.

1.3 All schools will provide varied opportunities for members of the parent community to deepen their own faith and share their faith life with other community members:

- Speakers
- Local, national and international trips
- Service activities
- Prayer and retreat opportunities
- Adult faith enrichment opportunities

1.4 All schools will keep parents informed of significant issues within the school community and changes to the academic curriculum.

1.5 Parents will be encouraged to serve and volunteer at the school, through participation on various committees, school day activities such as tutoring, clubs, and events.

2. Each Catholic school will not only maintain a culture of Catholic identity, but will also review organizational structures to deepen its Catholic identity.

Strategies

- 2.1 The Office of Education will research possibilities for a religious teaching order to assume teaching responsibilities in some schools.
- 2.2 The guidelines presented in The National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools will be included in each school's diocesan site visit.
- 2.3 Schools will communicate the expectation that parents and their children will be participating members of their parish or faith community. Schools will work with parishes to facilitate this and other opportunities for evangelization.
- 2.4 Schools will establish a program of faith development with the faculty and staff to support their personal and communal spiritual life. Components of the program will include opportunities for faith sharing, celebrating liturgy, prayer in common and retreats. Participation by employees in their parish community will be strongly encouraged.
- 2.5 Each school will provide opportunities for students and their families to consider vocations to the religious life. Programs such as Vianney Vocations will continue to be promoted.
- 2.6 The Diocese of Sioux City will implement a high school Chaplain program which will insert Priests or Deacons, either full time or part time, into every diocesan high school.
- 2.7 All teachers will be expected to infuse Catholic teachings, virtues and values across the curriculum. The Office of Education will provide regular in-service to assist teachers and administrators to do this effectively. This area will be addressed as part of each teacher's performance assessment.
- 2.8 All schools will continue to utilize the Assessment of Catechesis/Religious Education (ACRE) each year at grades 5, 8 and 11 as a tool to help assess and improve the catechetical program.
- 2.9 The Office of Education will create a metric or a rubric to determine the level of success in implementing strategic plan initiatives in the area of Catholic identity.

3. Each Catholic school will support and assist the supporting parish/parish clusters in the pastoral process.

Strategies

- 3.1 School representatives, both employees and parents, will participate in parish committees relative to pastoral planning.
- 3.2 The Diocesan Office of Education will provide appropriate marketing materials and research-based talking points for clergy on the benefits of a Catholic school education for the student, families, the Church and society. All pastors, clergy and parish leaders will be expected to verbally support Catholic schools and actively encourage parishioners to consider either enrolling their children in Catholic school, or for those without school-age children, financially supporting this essential ministry.

II. GOVERNANCE AND LEADERSHIP

Standard 5: An excellent Catholic school has a governing body (person or persons) which recognizes and respects the role(s) of the appropriate and legitimate authorities, and exercises responsible decision making (authoritative, consultative, advisory) in collaboration with the leadership team for development and oversight of the school's fidelity to mission, academic excellence, and operational vitality.

Standard 6: An excellent Catholic school has a qualified leadership/leadership team empowered by the governing body to realize and implement the school's mission and vision.

Goals and Strategies

1. The Office of Education will collaborate with local school systems to enhance board governance through professional development and training.

Strategies

- 1.1 The Office of Education will help develop/find resources for system board professional development on an annual basis, with specific topics to include succession planning, the effective use of committees and the relationship/areas of responsibilities between administrators and boards.
- 1.2 Each school will maintain a multi-year strategic plan with input from the school community. The board will be responsible for monitoring progress in implementing the plan and ensuring that the plan is periodically reviewed and updated.
- 1.3 System boards will collaborate with the Office of Education to develop an Iowa-wide approach to major initiatives such as:
 - University partnerships for board development
 - Catholic identity
 - School improvement visits
 - Marketing
 - Professional development for teachers and administrators
 - The identification and cultivation of potential school administrators

2. The Office of Education will coordinate efforts with system boards for political purposes.

Strategies

- 2.1 The Diocese of Sioux City in collaboration with state-wide partners will set a state-wide goal of \$20 million for the School Tuition Organization (STO) Tax Credit Program.
- 2.2 The Office of Education will encourage each system board to support the creation of Education Savings Accounts through the following actions: creation of speaking points, education efforts for local parents/community advocates, ongoing lobbying with legislators, etc.

2.3 The Office of Education will work with local boards and administrators to organize local activities to engage school parents in the legislative process that affect Catholic schools and connect with legislative representatives.

3. The Office of Education will be recognized as the Bishop's delegate in ensuring the quality of the religious and academic programs of each Catholic school.

Strategies

3.1 The Superintendent of Schools will have the authority and responsibility to ensure that the schools follow appropriate diocesan and state mandates. These areas include but are not limited to curriculum, finance, planning and personnel.

3.2 The Office of Education will provide leadership and service for the schools in the Diocese in all areas of school operations such as staff development, budgeting, board inservice, curriculum, development, etc.

3.3 The Office of Education will work collaboratively with other diocesan departments as appropriate to provide training and service to the schools.

3.4 The Office of Education will pursue collaboration with other Catholic dioceses in Iowa regarding best practices in academic initiatives, enrollment management, governance, Catholic identity, and school finances.

3.5 The Office of Education will work with universities to develop initiatives in the following areas: career pathways for high school students in the areas of education and theology, board of education professional development, enrollment management, teacher certification programs for areas such as ELL, and teacher placement programs (Creighton-Magis).

III. ACADEMIC EXCELLENCE

Standard 7: An excellent Catholic school has a clearly articulated, rigorous curriculum aligned with relevant standards, 21st century skills, and Gospel values, implemented through effective instruction.

Standard 8: An excellent Catholic school uses 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 the improvement of instructional practices.

Standard 9: An excellent Catholic school provides programs and services aligned with the mission to enrich the academic program and support the development of student and family life.

Goals and Strategies

1. Each school will provide academically diverse educational experiences.

Strategies

1.1 The Office of Education will facilitate a process to provide or enhance school-based services for students with moderate special education needs.

1.2 To enhance the academic experience, each school will establish and maintain a variety of co-curricular opportunities as well as specialized academic programs to teach to differences among learners such as ELL, accelerated reading and international languages.

1.3 The Office of Education and schools will establish a comprehensive and developmental professional development program.

- Adequate funds will be available for appropriate workshop and higher education opportunities.
- Annual in-house professional development will center on an annual theme and provide opportunities for teachers to develop new skills.
- Opportunities for teachers from different schools teaching the same subjects to meet, share and learn from each other will be coordinated by the Office of Education.

2. Catholic schools will integrate objective data into curriculum decisions.

Strategies

2.1 The Office of Education will provide training and coordinate resources in Iowa's Multi-Tiered System of Supports (MTSS) (also known as Response to Intervention or RtI) so that each school can access a statistical overview of the quality of the overall curriculum.

2.2 The Office of Education will provide training in the use of STAR and other assessments so each school can monitor students' academic progress and make informed data-driven decisions regarding teacher professional development and academic programs.

3. The appropriate use of technology will be integrated throughout the instructional program of each school to enhance student learning.

Strategies

- 3.1 The Office of Education will assist each school to articulate their vision for technology in the curriculum and the knowledge and skills students should acquire before graduation.
- 3.2 The Office of Education will assist each school to develop and implement a written technology plan which addresses the appropriate use, acquisition, maintenance and upgrading of hardware and software.
- 3.3 Teachers will continue to be trained in the use of current technology and expected to utilize it as an instructional tool in their subject area.
- 3.4 Students will be expected to use technology for classroom assignments and presentations appropriate to age and subject area.
- 3.5 The school budget will contain an allocation for improvements in technology to ensure that upgrades and purchase of software and equipment are provided for on an annual basis.

IV. OPERATIONAL VITALITY

Standard 10: An excellent Catholic school provides a feasible three to five year financial plan that includes both current and projected budgets and is the result of a collaborative process, emphasizing faithful stewardship.

Standard 11: An excellent Catholic school operates in accord with published human resource/personnel policies, developed in compliance with diocesan policies and/or religious congregation sponsorship policies, which affect all staff (clergy, religious women and men, laity and volunteers) and provide for clarity for responsibilities, expectations and accountability.

Standard 12: An excellent Catholic school develops and maintains a facilities, equipment, and technology management plan designed to continuously support the implementation of the educational mission of the school.

Standard 13: An excellent Catholic school enacts a comprehensive plan for institutional advancement based on a compelling mission through communications, marketing, enrollment management, and development.

A. ENROLLMENT MANAGEMENT

- 1. Each school will continue to employ effective marketing strategies and aim to operate at 80% capacity or above, with an overall diocesan enrollment goal of 6,500 students by 2020.**

Strategies

- 1.1 Each school will maintain its enrollment management plan. The plan will include all of the components from the 2011 plan and will insert:
 - Enhanced tuition assistance strategies, especially the Transfer Grant Program.
 - Strategies to effectively utilize social media.
 - Research regarding effective enrollment management strategies from other dioceses.
- 1.2 Each school will set up a data/tracking system that captures information from first contact with a potential student or family through actual enrollment and attendance, and a yearly, grade-to-grade retention/attrition data collection process. Use this data to study long-term recruitment trends and to create a multiple-contact recruiting strategy.
- 1.3 The Diocese will provide schools with an enrollment and prospect management tool and ongoing training in effective marketing and enrollment management strategies for school personnel, boards and local marketing committees. Specific markets for these strategies include:
 - Religious Education families
 - Catholic families in public schools
 - Parishes without school
 - Non-Catholic families wishing for a value-based education

- 1.4 The Office of Education will work with local schools to educate all school personnel on their role in marketing, recruitment and retention and be expected to contribute to these efforts.
- 1.5 The Diocese will develop a diocesan-wide marketing plan based on a value proposition that is compelling, has consistent messaging with clear brand identity, and provides appropriate direction and support for local school marketing initiatives.

2. Latino students will be cultivated and welcomed into diocesan schools located near Latino communities.

Strategies

- 2.1 The Office of Education will collect best practices for Latino enrollment efforts.
- 2.2 Schools with the potential to enroll Latino students will institute appropriate programs to support these students academically and culturally. In particular, these schools will provide ELL (English Language Learner) support to assist these students as they learn English. Culturally, these schools will consider in-school support for its Latino students such as a Madrinas program.
- 2.3 Schools will continue to send representatives to the Latino Enrollment Institute.
- 2.4 Schools with the potential to enroll Latino students will cultivate Latino board members.
- 2.5 Schools will look to employ professional and support staff who are bi-lingual and will prepare marketing materials in Spanish as well as English.

3. The need for new schools in underserved communities, or the expansion of schools in growing communities, will be researched.

Strategies

- 3.1 The Office of Education will conduct market research in communities projected to increase in population to determine the feasibility of the community supporting a Catholic school.
- 3.2 The Office of Education will conduct market research in those communities with an existing Catholic school that could expand into a double-section school.

B. FINANCIAL

Goals and Strategies

1. Each school/system will continue to advance its Development Program.

Strategies

- 1.1 The Office of Education will assist each school to establish and maintain an annual fund.
- 1.2 The Offices of Stewardship and Education will assist each school in the identification, cultivation and solicitation of donors.
- 1.3 The Diocese of Sioux City will consider a diocesan capital campaign for Catholic education to benefit total Catholic education – religious education, Catholic schools, adult education, etc. The need for increased tuition assistance and funding program enhancement should be a focus of the case statement for Catholic schools.

2. Over the next three to five years schools/systems will review their funding model.

Strategies

- 2.1 In light of the current pastoral planning initiatives, the Office of Education will review with each parish and its school an appropriate amount of parish investment in the school. The three areas of tuition, parish investment and development/fundraising will be considered to achieve an optimum revenue mix.

3. As part of its strategic plan, every Catholic school/system will prepare a 3-5 year financial projection.

Strategies

- 3.1 The projection will be based on realistic enrollment projections, actual financial history and realistic assumptions regarding future income and expense.
- 3.2 The Offices of Stewardship and Education will assist each school in the identification, cultivation and solicitation of donors.
- 3.3 A template for updating enrollment and financial history and preparing a financial projection will be provided by the Office of Education.
- 3.4 The Office of Education will develop guidelines for determining a just starting salary and subsequent salary increases. These guidelines should be flexible enough to accommodate local market differences.
- 3.5 Schools should research the possibility and need for programs such as PreK, day care, after school care and summer programs that provide new revenue streams and bring families into the school building as a potential source of enrollment.