

LITTLE FLOWER CATHOLIC SCHOOL
STRATEGIC PLAN (2017–2021)

The proposed strategic plan for Little Flower Catholic School was developed by the Little Flower School Commission through a planning process that spanned several months within the 2016–2017 school year. In constructing this plan, efforts were taken to align the school's strategic plan with guidance provided by the Archdiocese of Indianapolis and the *National Standards and Benchmarks for Effective Catholic Schools*. The goals and objectives listed here are intended to remain in effect through the 2020–2021 school year. Action steps will be developed annually, through the process described below, to develop specific activities to advance the plan in a way that remains relevant and responsive to evolving school, parish, and community dynamics.

OVERARCHING PLANNING TIMELINE

Oct. 2016: School Commission attends presentation by Archdiocese Office of Catholic Schools.

Nov. 2016 to March 2017: School Commission identifies issues and develops goals at monthly meetings.

Apr. 2017: School Commission reviews draft strategic plan and provides it to professional staff, Parish Council, and parish members at large.

May 2017 (anticipated): School Commission formally adopts strategic plan.

June 2017 (anticipated): School Commission adopts first action plan (to occur annually in June).

Ongoing: School Commission incorporates additional data, schedules, and reporting timelines into annual planning processes and individual meetings as items become available through advancement of planning activities (see Objectives 3.2 and 6.1).

Oct. 2020: School Commission begins drafting new three- to five-year strategic plan.

Key Plan Definitions:

Goals: Overarching statements of purpose, intended to outline a desired direction for areas of interest and/or concern.

Objectives: Broad-based strategic direction of how to substantively advance the goal statement under which the objective falls; these are meant to provide direction and guidance that shape specific tactics and actions to be developed on an annual basis by relevant parties.

Actions: Specific steps that will be developed, tracked, and enacted within an individual school year to implement the objectives under which the actions fall. These action steps will be associated with an individual or committee responsible for implementing the action and reporting to the School Commission on progress.

Each objective within the plan is delegated to a responsible party, often in coordination or consultation with other parties (*coordination* suggests some joint responsibility with a lead party; *consultation* suggests a relationship where the lead party informs and seeks some feedback from the other parties). These parties will be responsible for developing action steps that may be taken within an individual academic year (July through June) to advance the objective and goal under which the action step falls. Action steps may need to span several school years; in those instances, action steps should articulate which events will occur in the current year and which will be pursued subsequently. In addition to the development of specific steps, a timeline for development and implementation as well as a list of individuals and/or committees responsible for implementation should be created. These individuals (or the individuals representing those bodies) shall be responsible for reporting progress on these identified actions throughout the year.

For objectives assigned to the school principal and professional staff, actions should be developed in May for the subsequent school year. For objectives assigned to the School Commission, actions should be developed at the June meeting or during a retreat for annual action planning to be held after June 1. Annual action plans should be adopted at the June meeting or action-planning retreat. All action statements are subject to the approval of the pastor.

Although measurement, monitoring, and evaluation are not explicitly reflected in the goal statements, it is anticipated that building measurement systems for the purposes of tracking, reporting, and informing future action plans will be a major component of early action steps to be taken under this plan. Thus, the School Commission intends for the plan to become increasingly more data-driven and measurable with the creation and use of tools and measures for those purposes (see Objectives 3.2 and 6.1).

DOMAIN 1: CATHOLIC IDENTITY

Goal 1: Promote an environment for students and their families to develop and deepen their faith through servant leadership and social justice activities.

- 1.1: Develop and provide faith-formation programs and activities for students and their families. *[Responsible Party: School principal in coordination with pastor, professional staff, and School Commission]*
- 1.2: Promote servant leadership through the provision of or connection to effective, ongoing, and personalized opportunities to serve the community. *[School principal in consultation with pastor and professional staff]*
- 1.3: Establish, enhance, and embrace Catholic identity throughout the school culture. *[School principal in consultation with pastor and professional staff]*
- 1.4: Research, develop, and implement measures that facilitate the monitoring of the commitment to promoting the school's Catholic identity. *[School Commission in coordination with school principal and pastor]*

DOMAIN 2: GOVERNANCE AND LEADERSHIP

Goal 2: Operational norms, processes, and procedures—consistent with direction provided by the Archdiocese—that institutionalize the principles of good governance and oversight will be developed and implemented to ensure school leadership is well positioned to perform its role of monitoring, advising, and planning.

- 2.1: Research, develop, and implement mechanisms, norms, and operational procedures that inform school leadership (pastor, school principal, and School Commission) and facilitate ease of monitoring, advising, and planning. *[Joint responsibility of School Commission and school principal]*
- 2.2: Review, evaluate, and revise (if necessary) a committee structure that provides for the efficient and effective advancement of the School Commission's mission and purpose. *[School Commission in consultation with school principal]*
- 2.3: Review and implement practices to develop an ethos of volunteerism within the school community and develop the leadership pipeline for the School Commission and its committees. *[School Commission in consultation with school principal]*

DOMAIN 3: ACADEMIC EXCELLENCE

Goal 3: Little Flower Catholic School will provide opportunities for students to cultivate lifelong learning and demonstrate academic growth.

- 3.1: Review and monitor the core curriculum to ensure that it is appropriate, rigorous, and engaging in preparing our students for secondary education and beyond. *[School principal in consultation with professional staff, with regular reporting to School Commission]*
- 3.2: Identify and track measures of student growth to inform program delivery at the school and individual levels. *[School principal in coordination with professional staff and School Commission]*
- 3.3: Provide students with opportunities to explore and develop their passions. *[School principal in consultation with professional staff and School Commission]*

Goal 4: Little Flower Catholic School will provide diverse academic offerings and social programs that reach beyond standardized testing and the classroom.

- 4.1: Support, evaluate, and expand opportunities with emphasis on areas beyond core curricular areas, such as STEM, the arts, and problem-based learning. *[School principal in coordination with professional staff]*
- 4.2: Ensure appropriate programs and services are identified and made available to students under the Individuals with Disabilities Education Act, Every Student Succeeds Act, and other relevant state and federal laws and regulations. *[School principal in coordination with professional staff]*
- 4.3: Support further development of inclusive cultures of learning that address the religious, ethnic, racial, socioeconomic, and academic diversity within the school. *[School principal in consultation with professional staff and School Commission]*

Goal 5: Provide for the ongoing professional development of professional staff to promote excellence in spiritual, instructional, institutional, and community leadership.

- 5.1: Explore, develop, and implement a professional development plan that allows professional staff to build their knowledge, skills, and abilities to reach their potential. *[School principal in consultation with professional staff]*
- 5.2: Utilize data of student growth (see Objective 3.1) to identify beneficial opportunities for professional development. *[School principal in coordination with professional staff and School Commission]*

DOMAIN 4: OPERATIONAL VITALITY

Goal 6: Ensure Little Flower's ability to continue to provide high-quality Catholic education to the Eastside and beyond through an emphasis on school finances, facilities, advancement, and communication.

- 6.1: Identify, interpret, and communicate trends, data, and other research affecting Little Flower Catholic School to inform, coordinate, and communicate annual planning and program delivery efforts. *[Joint responsibility of school principal and School Commission]*
- 6.2: Develop a financial sustainability plan that includes grants, endowments, enrollment management, fundraising, and other advancement/development efforts. *[Joint responsibility of school principal and School Commission]*
- 6.3: Research and implement approaches to retaining, recruiting, and rewarding effective teachers and leaders. *[School principal]*
- 6.4: Define short- and long-term facilities' utilization plans to accommodate past and potential growth. *[Joint responsibility of school principal and School Commission in consultation with relevant parish and school staff, including but not limited to maintenance supervisor and parish business manager]*
- 6.5: Examine, monitor, and refine (if necessary) admissions criteria to maintain and advance the Catholic identity and academic excellence of Little Flower Catholic School. *[Joint responsibility of school principal and School Commission in consultation with other parties as needed]*