

<b>(Objective 1) Marquette Catholic School will nurture faith in Jesus Christ through the knowledge, teachings, and practice of the Catholic Faith</b>			
<b>(Strategy 1) Provide and support opportunities for faith formation and spiritual development for MCS faculty and staff.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Promote staff participation in adult faith formation events provided within the parish, at least one event per year.	2017	Pastor, Staff	
<b>(Action Step 2)</b> Read, study, and discuss one faith-based book per year. Suggested topics include, the Saints, Church teachings, or prayer, the moral life.	2018	Principal, Faith Formation Director, Staff	
<b>(Action Step 3)</b> Promote individual and group prayer by encouraging staff use of the sanctuary or adoration chapel, retreat and workshop opportunities and personal reflection days with the Pastor	2018	Diocese, Pastor, Staff	
<b>(STRATEGY 2) Provide and support opportunities for faith formation and spiritual development for MCS students.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Attend and assist at the weekly celebrations of the mass, funeral masses, as well as other masses when offered by the pastor or diocese.	2017	Pastor, Staff	<i>When and what happened?</i>
<b>(Action Step 2)</b> Provide an opportunity for students to receive the Sacrament of Reconciliation at least twice per year.	2017	Pastor	
<b>(Action Step 3)</b> Develop and enhance prayer, the devotional life, and scripture	2017	Pastor, Principal,	

knowledge through the <i>Give Him 5</i> Program, Eucharistic adoration, novenas, devotions, rosary, weekly prayer services and daily Bible reading in each classroom.		Faculty	
<b>(Action Step 3)</b> Promote holiness and virtue through the Saint in the Making Program.	2017	Faculty, and Pastor	
<b>(STRATEGY 3) Strengthen and expand classroom strategies for teaching the Catholic Faith</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Integrate the Arts into the Religion Program whenever possible by studying, viewing, and creating sacred art and learning a variety of sacred Christian music with a focus on music of the Catholic Church.	2017	Art and Music Specialists, Faculty,	<i>When and what happened?</i>
<b>(Action Step 2)</b> Promote each <i>Saint of the Month</i> as a holy hero, with a discussion of their life and their virtue, and a display of their poster in both the classrooms and main floor hallway.	2017	School Sec., Faculty	
<b>(Action Step 3)</b> Institute the Purely You growth and development program for grades 6 and possibly 5	2018	Faculty	
<b>(Action Step 4)</b> Complete one age appropriate cross-curricular writing/art project on the life of a saint per year per class with fifth grade focusing on the life of Father Jacques Marquette.	2019	Faculty	

**(Objective 2) Marquette Catholic School will provide a safe functional, and welcoming environment for students and staff.**

**(Strategy 1) Maintain physical plant to provide an environment that is conducive to learning**

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Develop a the yearly building maintenance assessment plan, to address both short and long term facility improvements	2019	School Maintenance, Faculty, Principal	<i>When and what happened?</i>
<b>(Action Step 2)</b> Prioritize identified environmental improvement needs based on available funding.	2020	Pastor, School Maintenance, Business Office, Principal	
<b>(Action Step 3)</b> Implement plan and evaluate it effectiveness	2021	Pastor, School maintenance, Principal	

**(Strategy 2) Seek out ways to provide additional classroom and meeting spaces for the day to day operation of the school**

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Consider relocating or partially relocating the principal's office to the first floor office suite.	2018	Principal, Building Maintenance	
<b>(Action Step 2)</b> Establish a plan to create a multipurpose resource room within the MCS auditorium to accommodate spaces for a library, art, science lab, and technology	2018	Principal, Pastor, School maintenance, Business manager, Architectural planner	<i>When and what happened?</i>
<b>(Action Step 3)</b> Improve, upgrade, enlarge and/or better utilize school	2019	Pastor, Principal,	

gymnasium and adjacent spaces.		School maintenance	
<b>(Action Step 4)</b> Explore ways to reconfigure and/or relocate school-church parking lot spaces to provide additional playground space	2019-2022	Pastor, School maintenance	
<b>(Action Step 5)</b> Investigate ways to better utilize the St. John's Church building with a goal of providing spaces for MCS long term growth; include a dining room, gymnasium, auditorium, and elevator in the discussion for new additional spaces	2019-2022	Pastor, Principal, School maintenance, Business Manager, Architectural planner	
<b>(STRATEGY 2) Provide a safe environment for students and staff</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Expand MCS Standard Operating Procedure Manual until all operating procedures within the school are included	2017	School Sec., Principal	
<b>(Action Step 2)</b> Improve safety procedure readiness through mock drills with faculty members 2X per year.	2018	School Sec., Faculty, School Nurse	<i>When and what happened?</i>
<b>(Action Step 3)</b> Upgrade school security system and procedures to accommodate changes in technology and the school campus	2019	School Maintenance, School Secretary	
<b>(Action Step 4)</b> Enforce Diocesan Safe Environment policies and background checks on all volunteers and staff with a <b>goal of 100% participation.</b>	2018-2022	Faculty, School Secretary, Safe Environment Coordinator	



SCHOOL strategic plan

**(Objective 3) Marquette Catholic School will utilize best practices and established methodologies to optimally meet students' individual learning needs.**

**(Strategy 1) Maintain an on-going, structured curriculum review process based on current diocesan student learning outcomes.**

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Adopt a curriculum review schedule targeting one subject for review per year.	2018	Faculty	<i>When and what happened?</i>
<b>(Action Step 3)</b> Update curriculum maps and identify gaps in learning.	2018	Faculty	
<b>(Action Step 4)</b> Solicit staff participation on committees working on the curriculum review process sponsored by the Diocese of Duluth education office.	2019	Faculty Diocesan Education Office	

**(STRATEGY 2) Support professional development opportunities to learn the most effective instructional practices that are supported by sound educational data.**

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Develop a Professional Development Plan	2017	Principal	<i>When and what happened?</i>
<b>(Action Step 2)</b> Search out new venues that provide professional development opportunities for teachers	2018	Diocesan Superintendent Principal Faculty	
<b>(Action Step 3)</b> Dedicate staff development time to collaboration	2018	Faculty	

through the sharing of individual ideas and strategies for achieving successful student outcomes.			
<b>(Action Step 4)</b> Schedule opportunities for individual staff members to lead in-house and community based workshops in order to share their knowledge and expertise.	2019	Faculty Virginia Public School Diocese of Duluth Other educational venues	
<b>(Action Step 5)</b> Create an MCS professional learning community that reads, studies, and discusses at least one selected text of professional interest per year.	2019	Faculty	
<b>(STRATEGY 3) Employ technology to strengthen student engagement and increase efficiency and productivity.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Search out and hire an IT specialist to repair, upgrade, and provide faculty training in new technology and its uses.	2017	Faculty Technology Specialists, Business Manager HASA/ACCE	
<b>(Action Step 2)</b> Identify and prioritize essential technology upgrades needed for the classrooms and for communication and procure funding for needed upgrades.	2018	Principal	
<b>(Action Step 3)</b> Offer students multiple means of lesson delivery, and effective practice, spotlighting the use of technology and technology-enhanced	2018	Faculty Specialists	

curriculum.			
<b>(Action Step 5)</b> Develop and complete grade level appropriate projects whose goal includes promoting the use of technology for research and information.	2019	Faculty Specialists	



**SCHOOL strategic plan**

**(Strategy 4) Employ effective instructional practices to respond to each student's unique learning needs.**

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Create cross-curricular projects where multiple skills, diverse knowledge, and different ways of thinking form whole projects to demonstrate learning across the disciplines.	2018	Faculty	<i>When and what happened?</i>
<b>(Action Step 2)</b> Explore innovative pedagogical techniques for implementation within the classroom i.e. blended learning, flipped classrooms, project based learning etc.	2019	Faculty, Principal	
<b>(Action Step 3)</b> Designate blocks of time for collaboration between specialists and classroom teachers to develop cross-curricular projects.	2019	Faculty	
<b>(Action Step 4)</b> Insure that MCS students perform at or above grade level in Reading and Math by Grade 3	2020	Principal Faculty	
<b>(Action Step 5)</b> Establish a regularly staffed Resource Room for the purpose of special services, individualized instruction, or tutoring	2020	Specialists Tutors Principal	



## SCHOOL Strategic Plan

**(Objective 4) Marquette Catholic School will pursue long-term stability and growth.**

**(Strategy 1) Secure the financial stability of Marquette Catholic School to provide for a dynamic and high quality educational environment.**

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Support the responsible use of funds by carefully assessing the usefulness of current teaching and classroom materials.	2017-	Faculty	
<b>(Action Step 2)</b> Review all sources of income; include tuition, parish subsidy, and fundraising goals.	2018	Business Manager ACCE board	<i>When and what happened?</i>
<b>(Action Step 3)</b> Create a special <i>MCS School Endowment Fund</i> to insure long term financial viability as well as a Rainy Day fund to supply short term needs.	2018	Business Manager  ACCE board	
<b>(Action Step 4)</b> Compile and maintain an alumni database as a resource in providing additional school funding.	2019	Business Manager ACCE board Pastor	
<b>(Action Step 5)</b> Develop new relationships within the community with the intent to build outside sources of donations.	2020	Business Manager ACCE board Marketing Coordinator	



**(STRATEGY 2) Market the Marquette Catholic School to families in our surrounding area.**

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Seek qualified individual to lead marketing efforts.	2017	Business Manager Principal	
<b>(Action Step 2)</b> Form a marketing committee to develop a long term marketing strategy.	2018	ACCE Board	<i>When and what happened?</i>
<b>(Action Step 3)</b> Establish annual marketing plans consistent with the long-term marketing strategy.	2019	ACCE Board, Marketing Committee	
<b>(Action Step 4)</b> Evaluate implementation and effectiveness of marketing plan.	2019	ACCE Board, Marketing Committee	

**(STRATEGY 3) Create a competitive compensation and benefit program for the teaching staff.**

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Create an MCS compensation package that is innovative, responsible, fair, and sufficiently ample to retain teachers and encourage their professional development.	2019	Pastor Business Manager	<i>When and what happened?</i>
<b>(Action Step 2)</b> Review and incrementally raise salaries to reflect the increases in the cost of living.	2020	Pastor Business Manager	
<b>(Action Step 3)</b> Dedicate a portion of the endowment's yearly earnings to the compensation package for teachers	2020	Business Manager, Pastor	

**(STRATEGY 4) Recruit, hire, and develop personnel who are highly qualified and dedicated to the mission of the school and to the students entrusted to their care.**

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Advertise job openings via local news outlets, church and school bulletins, email, social media, and word of mouth advertising.	2018	Principal School, Parish Secretaries	<i>When and what happened?</i>
<b>(Action Step 2)</b> Hire highly qualified individuals according to the policies and procedures mandated by the Diocese of Duluth.	2018	Pastor Principal	
<b>(Action Step 3)</b> Implement the Federal Loan forgiveness program, if possible, as an incentive for the recruitment of younger teachers	2019- 2022	Business manager, Principal	

**(STRATEGY 5) Consider, strategize, and formulate plans for the continued expansion of Marquette Catholic School**

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Initiate a discussion on the feasibility of expanding enrollment at Marquette Catholic School.	2017	Pastor Business Manager ACCE Principal	<i>When and what happened?</i>
<b>(Action Step 2)</b> Develop a committee to describe and define the scope of the expansion.	2017	ACCE committee	
<b>(Action Step 3)</b> Create a project plan to further detail the scope, placement, and cost of the expansion project.	2018	Pastor Business Manager, ACCE committee	
<b>(Action Step 4)</b> Include in the plan the feasibility of developing a Daycare for MCS	2018	ACCE committee	

and Holy Spirit parent to further attract and recruit new students.			
<b>(Action Step 5)</b> Include in the plan the feasibility and possible time table for a middle school	2020	ACCE committee	
<b>(Action Step 6)</b> Seek qualified individuals to lead the expansion efforts and develop sources of funding	2021	Pastor Business Manager Principal	
<b>(Action Step 7)</b> Implement the completed expansion project.	2022	Pastor Business Manager Principal	