

St. William Catholic School
Strategic Plan
2018-2019 through 2020-2021

St. William Catholic School Administrative Oversight Board

This note is to inform the reviewers of this Strategic Plan that St. William Catholic School is operating under a special governance model. The school had some viability issues and the Archdiocese of Detroit under the direction of the Superintendent of Catholic Schools with approval of the Archbishop and pastor transferred, canonically, the governance authority to a lay Administrative Oversight Board. Before the formation of the Administrative Oversight Board donors were secured to help cover the subsidy costs for 3 years while the Board works to guide the school to increase enrollment and self-sustainability.

The Administrative Oversight Board is responsible for formulating and reviewing the school's Strategic Plan, Financial Plan and Oversight, and Development and Fundraising. Governance and Leadership falls under the Strategic Plan, so part of the plan was to develop and articulate the structure of the new Administrative Oversight Board which is reflected in the following document.

Additional data points were added to the resources used to help formulate the Strategic Plan. As the Administrative Oversight Board, we surveyed the school teaching staff and then the school parents to see what their Hopes, Fears and ideas for Needed Changes were in regards to the school moving forward.

The Administrative Oversight Board recognizes that this Strategic Plan is a living document and as the plans such as the Marketing Plan, Financial Plan, Technology Plan, etc. which are part of the goals are developed the Strategic Plan must be revised. The revisions would include the who, what, when, and costs of the changes.

St. William Catholic School Mission and Vision

Mission Statement:

“We exist to provide a school environment in which Christ is encountered and Discipleship is fostered through the teaching and practice of Catholic Tradition, values, and doctrine, while challenging each student to academic excellence.”

Vision:

Our school community is driven by Christ, led by the Holy Spirit, and relentless in our devotion to nurturing and forming Catholic disciples for Christ.

St. William Catholic School commits to:

- Being a school where students, teachers and parents visibly live out Catholic tradition, values and doctrine while embracing Catholic social teaching as witnessed in how all members of the school community interact with one another and those outside the community.
- Being a school that welcomes children with diverse learning styles and who are excited to learn with teachers who are encouraging and do all they can to meet their students’ needs.
- Creating an environment where students are actively engaged in their learning, willing to share it and setting personal learning goals while utilizing many strategies and resources including technology.
- Being a school that develops students who are critical thinkers and problem solvers capable of self-reflection and self-improvement as seen through the lens of their Catholic faith.
- Supporting our Catholic families in providing a model of home life that includes praying, attending Sunday Mass together, as well as participating in the sacramental life of the Church.

Mission and Catholic Identity

Focus Area One:

Make certain that all school stakeholders* understand the mission.

Goal:

1. By the end of the 2018-2019 school year, St. William Catholic School principal and staff will help the school community to understand the mission statement and its importance as evidenced in the appearance of the mission statement in **all** school communications and documentation and reflected in Student Discipleship Portfolios (and then reviewed yearly). There is no expected cost with this goal.
2. The mission statement will be at the center of all decision making at every level in the school as seen in the agendas, minutes and communications of these decision making meetings (By the end of the 2019-2020 school year review evidence and make recommendations on effectiveness. Reviewed yearly thereafter). There is no expected cost with this goal.

Objectives:

1. To educate the school community on the meaning of the Mission Statement.
2. To identify the four pillars of the mission statement- encountering Christ, Discipleship, Catholic doctrine and Traditions, and academic excellence.
3. To clearly and consistently convey the mission of the school to students, teachers, parents and the parish.

Action Steps:

1. Create strategies to teach the meaning of the mission statement to students and parents, especially, the younger students that may need it taught on their level (Principal and faculty by the end of the 2018-2019 school year).
2. Ensure that all communications from school Administrative Oversight Board (AOB), principal, teachers and parent organizations includes the mission statement (AOB, principal, faculty and parent organizations by the end of 2018-2019 school year).
3. Make certain that all documentation (agendas, minutes and communications) from AOB, principal, teachers or parent organizations reflect the mission of the school being at the center of all decision making (AOB, principal, faculty and parent organizations by the end of 2019-2020 school year).

* *Definition of Stakeholders: A person or persons with an interest or concern in the well-being of the school that could include: (AOB, pastor, principal, teachers, parents, students, donors, visitors etc.).*

Mission and Catholic Identity

Focus Area Two:

Ensure that a strong Catholic Identity is embedded in all aspects of school life.

Goal:

By the end of the 2020-2021 school year St. William Catholic School principal and staff will help all stakeholders to encounter, grow in and give witness to Jesus Christ through Christ-centered interactions, curriculum and service opportunities. This goal will be measured by an annual survey of interactions, the integration of Catholic tradition, values and doctrine across all subject areas and grade-levels of the curriculum (evidence in the curriculum maps) as well as documentation of participation at all grades of Christ-centered service projects that include teachers, students and parents. There is no expected cost with this goal.

Objectives:

1. To create Christ-centered interactions between all stakeholders in the school community.
2. To ensure that the curriculum is Christ-centered in all aspects and content areas.
3. To provide Christ-centered service projects at each grade that includes participation by teacher, students and parents.
4. To identify areas of faith lived out by the students, staff and in the life of each school family.

Action Steps:

1. Create a committee (Interaction Committee) of principal, teachers, and parents to investigate virtue-based programs that will help encourage Christ-centered interactions and make a recommendation to leadership (Principal and faculty by the end of the 2019-2020 school year). Implement agreed upon program (during the 2020-2021 school year). Interaction Committee will select or create a tool to measure the quality of interactions on the part of students, staff and parents during the 2020-2021 school year (Interaction Committee implements measurement tool yearly by the end of the 2020-2021 school year).
2. Create curriculum maps that will include Catholic tradition, values and doctrine for all grade levels in all subject areas. The curriculum maps should include practical resources that foster Catholic Identity integration as well as teacher training and faith formation opportunities that would be helpful (Principal and faculty by the end of 2019-2020 school year then yearly review and updates).
3. Create grade-specific Christ-centered service projects with well-developed lesson plans for Catholic social teaching that includes a student reflection component to foster an understanding of how their participation connects with discipleship. These opportunities should include participation of teacher, students and parents in both the service activity and its planning. (Principal, faculty and parents by the end of 2019-2020 school year).
4. Analyze the AoD Catholic Identity Survey (part of the Catholic School Effectiveness Survey Report) results annually to determine areas of growth and/or challenges. Report this evaluation to staff and parents in June each year (AOB, Strategic Planning Committee and the principal yearly).

Academic Excellence

Focus Area One:

Academic Excellence for Students

Goal:

By the start of the 2019-2020 school year, St. William Catholic School administration and staff will adopt a comprehensive cohesive curriculum from the Archdiocese of Detroit (AoD) to ensure student mastery of grade-level standards as evidenced by data from formative and summative student grade-level assessments. There is no expected cost for this goal.

Objectives:

1. To select and adopt a comprehensive cohesive curriculum.
2. To develop and implement curriculum mapping.
3. To select and/or develop formative and summative assessments.

Action Steps:

1. Curriculum
 - a. Adopt comprehensive curriculum (AoD) to be completed by (Principal by February of 2019).
 - b. Create Professional Learning Communities (PLC) and establish roster and schedule for meetings (Principal and faculty by February 2019).
 - c. Review new curriculum in PLCs as it relates to the alignment of standards to current textbooks so as to make recommendations for future textbooks and resources that will help in the mastery of grade-level standards. Any new textbooks would need to be included in the following year's budget. (Faculty, by the end of 2018-2019 school year).
2. Curriculum Mapping
 - a. Select a format for mapping the curriculum (Principal and faculty by end of 2018-2019 school year) so as to document the what, when and how of teaching the curriculum standards as well as how to assess mastery. If a digital lesson planning and curriculum mapping program is selected, a sample cost of \$12 per teacher per year (approx. \$144) could be applied. This would need to be included as part of the technology budget for next year.
 - b. Map the curriculum for each grade and content area utilizing an agreed upon mapping template (hard copy or digital) during regular PLC meetings and individual time as necessary with meeting minutes and quarterly maps provided to Principal (Faculty by end of 2019-2020 and then yearly monitoring and updates).
3. Assessment
 - a. Create common assessments for measuring student mastery of grade-level standards while mapping the curriculum and including them with the curriculum map (Faculty to complete by end of 2020-2021 school year).
 - b. Conduct an item analysis for common and standardized assessments to determine areas for improvement and establish strategies to address these areas (Principal and faculty yearly practice after receiving results).
 - c. Develop appropriate strategies and schedule for regular sharing of assessment data with parents (Principal, faculty and parents by the end of 2019-2020 and then yearly review and updates).

Academic Excellence

Focus Area Two:

Professional Development

Goal:

By the end of the 2019-2020 school year, principal and staff will develop a sustainable model for job embedded professional development, create consistency among instructional methods and strategies, and increase teacher leadership opportunities in order to advance academic achievement as evidenced by professional development logs, teacher surveys and Professional Learning Communities agendas and minutes. A number of the AOB members have the skills and knowledge to guide and provide the professional learning for the staff which means there should not be any additional cost. However, if it becomes necessary, the present budget does have a line item for professional staff development.

Objectives:

1. To provide structured professional learning throughout the year.
2. To develop ongoing reflection and performance evaluation for continuous growth.

Action Steps:

1. Structured professional learning
 - a. Review the K-8 curriculum map (Principal and faculty by June 2019).
 - b. Identify gaps in instructional materials and needed resources (Principal and faculty by August 2019).
 - c. Collect data around current instructional practices to explore commonalities (Principal and faculty by end of 2019-20 school year).
 - d. Determine the latest best practices that could support the curriculum (Principal and faculty by the end of 2019-20 school year).
 - e. Develop a professional development plan with a timeline (AOB and principal by June 2020).
2. Ongoing reflection and performance evaluation for continuous growth
 - a. Create a pre- and post- survey around teacher preparedness (AOB and principal by March 2019).
 - b. Pinpoint areas of strength within the staff to share expertise (Principal and faculty by June 2019).
 - c. Explore possibilities for leadership development (AOB, Principal, and faculty by August 2019).
 - d. Utilize weekly staff meetings for reflection, professional learning and sharing of implementation strategies for the classroom (Principal and faculty by end of 2019-20 school year).
 - e. Brainstorm ways to implement weekly cross collaboration planning time (Principal and faculty by end of 2019-20 school year).

Governance and Leadership

Focus Area One:

Organizational Structure

Goal:

By October of the 2018-2019 school year, St. William Catholic School Administrative Oversight Board (AOB) will establish as directed by the statutes of the AOB, the organizational structure to include: the Strategic Planning, Financial Planning and Oversight, Development and Fundraising and Facilities (responsibility of finance committee) Committees as evidenced in a Strategic Plan that will guide the school for the next three to five years as well as minutes from committee meetings. This goal should not incur any additional cost.

Objectives:

1. Develop a 3-5 year Strategic Plan that guides the Mission and Catholic Identity, Academic Excellence, Governance and Leadership and Operational Vitality of St. William Catholic School.
2. Create a leadership team to support and advise the principal of the school.
3. Provide advisory opportunities from the AOB to the principal when desired.

Action Steps:

1. Strategic Plan
 - a. Create by October of the 2018-2019 school year the following committees: 1.) Strategic Planning Committee, 2.) Financial Planning and Oversight Committee and 3.) Development and Fundraising Committee with the expressed purpose of writing a comprehensive Strategic Plan that will guide the school for the next 3-5 years (Completed by the AOB by January of 2019).
 - b. Implement the Strategic Plan starting in January of 2019 (Board, Principal and faculty for the next 3-5 years).
 - c. Monitor, review and update the Strategic Plan regularly by utilizing a Strategic Plan implementation timeline spreadsheet (AOB, principal and faculty for the next 3-5 years).
2. Leadership Team
 - a. Select a format and guidelines for creating a Principal Leadership Team (AoD presently developing) (AOB and Principal beginning of the 2019-2020 school year).
 - b. Select a Principal Leadership Team and set up regular meetings as evidenced in the membership list and minutes from meetings (Principal and AOB by end of 2019-2020 and then monitor yearly).
3. Advisory Opportunities
 - a. Provide opportunities at each AOB meeting for the principal to ask for advice from the AOB on any topic that would help support that leadership role (AOB by January of 2018-2019 school year).
 - b. Provide the principal at AOB meetings with information on the school's financial state as well as updates on the development and fundraising functions of the AOB (AOB and principal regularly at AOB meetings beginning by January of 2018-2019 school year).
 - c. Adopt the AoD guidelines and procedures for Principal Evaluation to aid in the decision making as it relates to principal employment (AOB by the end of 2018-2019).

Governance and Leadership

Focus Area Two:

Communication

Goal:

By the end of the 2018-2019 school year, St. William Catholic School Administrative Oversight Board (AOB) will establish communication strategies to share the activity and progress of the AOB and the state of the school to all stakeholders in a transparent and regular fashion as evidenced in a calendar of events and agendas of communication opportunities. There is no expected cost with this goal.

Objectives:

1. Develop monthly communications to school parents, parishioners and donors to share the work of the St. William Catholic School Administrative Oversight Board on behalf of St. William Catholic School and coordinate with the principal's communications.
2. Establish AOB and school parent meetings to build a cooperative culture, gather input from parents and share the work and goals of the AOB.
3. Create means to communicate the work of the AOB to relevant groups outside the school and parish.

Action Steps:

1. AOB Communications
 - a. Develop a monthly communication to parents to inform them of the work and progress of the AOB (AOB by November of 2018).
 - b. Coordinate communications with the principal to ensure messaging is consistent to parents, parishioners and community at large. (AOB, principal and faculty for the next 3-5 years).
2. AOB/Parent Meetings
 - a. Create a schedule for regular AOB/Parent Meeting throughout the year to share the progress on the Strategic Plan and the state of the school (AOB and principal beginning of the 2018-2019 school year and continue for the next 3-5 years).
 - b. Use the AOB/Parent meetings to help build a strong, supportive culture (AOB and principal by end of 2018 and then monitor and continue yearly).
3. Outside Communications
 - a. Create a format for communications to outside stakeholders such as donors and possible advancement participants (AOB and Development and Fundraising Committee begin by January of 2018-2019 school year and continue expanding yearly).
 - b. Develop a database of recipients for the communications from the AOB (AOB and Development and Fundraising Committee begin by 2018-2019 school year and continue expanding yearly).

Operational Vitality

Focus Area One:

Finances

Goals:

1. By October 2018, the St. William Catholic School Administrative Oversight Board (AOB) will create a structure (hierarchy, people, process) for a committee that will assume responsibility for financial planning, as evidenced by a completed organizational chart showing the design of the hierarchical structure populated with names of those in listed positions and by a completed process flow charts.
2. By the end of the 2018-2019 school year, the finance committee will create financial transparency, as evidenced by the production of a 3-5 year financial plan, an annual school budget, and a financial report for the stakeholders updated and provided annually.
3. By the end of the 2018-2019 school year, the Finance Committee will develop a technology planning campaign for the school, as evidenced by the production of a 3-5 year technology needs and spending plan with a timeline, costs and responsibilities specified. (There is no expected cost with these goals until the plan is complete and then the cost will need to be included in the budget.)

Objectives:

1. To create a Finance Committee.
2. To develop and implement a 3-5 year comprehensive & transparent financial plan.
3. To develop and implement a 3-5 year comprehensive & transparent technology plan.

Action Step:

1. Create a Finance Committee (create by October of 2018).
2. The Finance Committee with AOB support will be responsible to develop financial planning which will include the following:
 - a. Revise current school budget.
 - b. Create school budget for 2019-2020 and present to the AOB as a whole for approval by March 2019 (AOB and Finance Committee and yearly thereafter).
 - c. Create 3-5 year financial plan by May 2019 (AOB and Finance Committee and yearly thereafter).
 - d. Prepare and present an annual financial report (Finance Committee by June 2019 and yearly thereafter).
 - e. Evaluate tuition annually (AOB and Finance Committee by December of 2018 and yearly thereafter).
3. Technology Plan
 - a. Create and implement a 3-5 year technology plan that includes the capital needs and spending plan by the end of the 2018-2019 school year (AOB and Finance Committee to yearly review and revise if necessary, and include the costs in the budget). The AOB will look into adding a technology fee to tuition, exploring technology grants, and look into developing a technology specific fundraiser to prepare for the costs associated with the Technology Plan.

Operational Vitality

Focus Area Two:

Development and Fundraising (Marketing and Advancement as used in Accreditation Standards)

Goals:

1. By the end of the 2020-2021 school year, the St. William Catholic School leadership team (AOB and principal) will position the school as a destination school for authentic Catholic education, as evidenced by the completion of a 3 year marketing plan that will specify timelines, costs and responsibilities. All marketing and development activities for the 2018-2019 school year have a budgeted amount of \$5,000. This figure was arrived at by looking at previous year needs and projected new efforts.
2. By September 2020, the St. William Catholic School leadership team and staff will increase student enrollment 10% each year beginning in the 2019-2020 school year by 12 students to 123, 135 students in 2020-2021, and 149 students in 2021-2022 as evidenced by enrollment data.
3. By June 2021, the St. William Catholic School AOB and principal will improve the financial position of the school by fundraising outside of the current school community, as evidenced by the completion of a 3 year marketing and advancement plan and by revenue from donations outside of school parents. In addition to the 3-year pledge commitments, Development and Fundraising Committee will set a goal of \$75,000 (net of costs) to raise from a gala, golf outing, and Annual Fund Campaign/Appeal starting school year 2020-2021 and increasing 10% each year along with enrollment. Lastly, the Development and Fundraising Committee will develop a Capital Campaign initiative by the fall of 2020, which will start upon completion of the pledge support program.

Objectives:

1. To fulfill enrollment needs through a focused marketing plan emphasizing the school's academic excellence and Catholic Identity.
2. To increase enrollment.
3. To set/achieve yearly fundraising goals, increase revenue sources beyond current school community, and create Capital Campaign initiative to begin fall 2021.

Action steps:

1. Position St. William Catholic School as a destination school.
 - a. Begin discussions on the consideration of adding a marketing & advancement director (annually, by January 2020).
 - b. Create marketing subcommittee responsible for creating and implementing the actions below (created Dec. 2018, start meeting Jan. 2019).
 - i. Collect data regarding where enrollment comes from – “How did you hear about us” data sheets in order to effectively market school.
 - ii. Improve the school website to be more interactive with information updated weekly using in-house help (There should be no additional costs).
 - iii. Set a monthly marketing calendar of events/open houses/advertisements as evidenced in marketing and school calendar.

- iv. Use as marketing leverage:
 - 1. Catholic Identity
 - 2. Strong community
 - 3. Student academic achievements and extracurricular opportunities
 - v. Identify and market to specific potential interest groups, e.g.:
 - 1. Family/friends/ neighbors of current families/alumni
 - 2. Parish families not enrolled
 - 3. Local day-cares
 - vi. Catholic parishes without schools in our vicariate and nearby vicariates
 - vii. Real Estate offices in area
 - viii. Local businesses in area
- 2. Increase enrollment
 - a. Create enrollment management plan (AOB and Principal, June 2019).
 - 3. Fundraise outside school community
 - a. Create 3 year plan for marketing & development/advancement (marketing subcommittee, Jan. 2019 a timeline, costs and responsibilities to be defined in plan).
 - i. Evaluate existing marketing strategy.
 - ii. Create list of feasible fundraising activities to achieve goal.
 - 1. Create sub-committees for the activities.
 - iii. Create Annual Fund Campaign/Appeal to start fall 2019.
 - iv. Start work on a Capital Campaign initiative to start fall of 2021.
 - b. Build stakeholder database (Beginning September of 2019 by marketing subcommittee).
 - i. Alumni
 - ii. Current pledge donors
 - iii. Local businesses
 - iv. Charitable philanthropists/organizations/foundations
 - v. Catholic philanthropists/organizations
 - vi. Parishioners
 - c. Create new messaging center for effective communication.
 - i. Evaluate annually (beginning January of 2019-2020 school year).

St. William Catholic School Strategic Plan is respectfully submitted by:

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