

LAKE MICHIGAN CATHOLIC SCHOOLS STRATEGIC PLAN 2017-2022

STRATEGIC PLANNING COMMITTEE REPORT

May 23, 2017

Thank you to our committee!

Mr. Jay Hardman	CCEC President/Parent
Mr. Michael Bauman	CCEC
Mrs. Angie Seger	CCEC/Parent
Trisha Salvano	CCEC/Alumnae/Parent
Mr. & Mrs. Pete Siglow	Alumni/Parent
Mrs. Elaine Theisen	TCACSF/Former Parent
Mr. Joe Schmidt	Faculty - LMCHS
Mrs. Nicole Mills	Faculty/Parent
Mrs. Amy Dienes	CCEC/Parent
Ms. Sarah Monte	Alumnae
Mrs. Beth Mcloughlin	CCEC/Parent
Judge Charles LaSata, esq.	CCEC/Parent
Mr. & Mrs. Christine Shull	Parent
Mr. Joe Giannola	TCACSF/Former Parent
Mrs. Nicole Tubman	Parent
Mr. Phil Sirk	CCEC/Parent
Mr. John Berlin	President-LMC Schools/Former Parent
Mr. Gerald Heath	Principal LMC MSHS/Parent
Mrs. Jody Maher	Principal LMC ES/Former Parent
Mr. Larry Glendening	Director of Business Services/Former Parent
Mrs. Janet Sullivan	Admissions/Parent
Fr. Robert Creagan, VF	Pastor, St. Joseph Parish
Fr. Brian Stanley, VF	Former Pastor, SS. John & Bernard Parish
Fr. Thomas McNally	Parochial Vicar, St. Joseph Parish



LAKE MICHIGAN
CATHOLIC SCHOOLS



MISSION

Why

Nourishing the Human Spirit – Mind, Body, and Soul – through Jesus Christ

What

How

Definition: A mission statement defines the present state or purpose of the school.

VISION

Content (WHAT)
delivery (HOW:
teaching methods,
technology)

Lake Michigan Catholic Schools will be recognized as the region's best Preschool through High School learning institution rooted in superior academics, Christ-centered values, and a commitment to spiritual growth that unites our LMC family and community in living our Catholic faith.

Reputation in
Community

Standardized test scores,
College acceptance rates,
Capacity, Most personalized,
Parent Survey

Brings us together
as one community

Our core values

Another reason for
why we exist for
our families!

Vision Definition: An aspirational description of what the school (not the students) would like to achieve or pursue in the mid-term or long-term future. To be successful, a vision must be well-grounded in the values held in the culture and/or leadership team.

VALUES

Living Faith • Accepting Responsibility • Achieving Excellence
• Inspiring Leadership • Building Character

Our core Catholic values unite us, from the office to the farthest corners of the playground. In the labs, on the playing field, in the lunch line and in the classroom... this is who we are and why we are here.



LAKE MICHIGAN
CATHOLIC SCHOOLS

WHAT LMC STANDS FOR...



MISSION

Nourishing the Human Spirit – mind, body, and soul – through Jesus Christ

VISION

Lake Michigan Catholic Schools will be recognized as the region's best Preschool through High School learning institution rooted in superior academics, Christ-centered values, and a commitment to spiritual growth that unites our LMC family and community in living our Catholic faith.

VALUES

Living Faith • Accepting Responsibility • Achieving Excellence
• Inspiring Leadership • Building Character

STATE OF THE SCHOOL

- Catholic Identity
 - Annual Middle & High School Retreats
 - Regular devotionals (Mass, Adoration, Sacraments)
 - Educational mission of faith as LMC for half a century
- Academic Excellence
 - Highest SAT Score in Region of 1144
 - Student-Teacher Ratios 17:1 ES 13:1 MSHS
 - K-12 Spanish 5yrs direct instruction
 - Numerous AP & College Courses
- Opportunities for Kids
 - Athletics - Tradition – Excellence – 21 varsity teams
 - Numerous clubs at many levels - 19 in MSHS alone
 - Instructional Technology – HS 1:1, Smartboards, iPads
- Communication
 - Web Page, Branding, Weekly Newsletter, Facebook, Instagram, Twitter



STATE OF THE SCHOOL

- Administrative Changes
 - President/Principal Model
 - Freed resources for Strategic Planning
 - Improved Focus on Key Strategies
 - Overall Parent Survey Score
-
- Enrollment Management
 - Strategic enrollment practices
 - Partners in Mission Best Practices
 - Focus on Parishes
-
- Advancement
 - Foundational work to pave the way for a productive future
 - Using best practice model from Partners in Mission



LMC STRATEGIC PLANNING APPROACH

1

Organizational & Guiding Principles



- Mission: LMC Purpose
- Values: LMC Ideals (What are the core value elements?)
- Vision: Future Aspirations (What are the core vision elements?)

2

Strategic Considerations/Big Ideas



- Driving forces/trends (environmental analysis, relevant emerging trends)
- Challenges that will most impact LMC? (SWOT analysis)
- Current state summary

3

Strategic Directions



- Intended LMC directions consistent with mission, vision, and core value statements
- Best practice benchmarking
- Ideal state/gap analysis (distinctiveness, comparative advantage, etc.)

4

Strategic Initiatives



- Initiatives to support a strategic direction
- Realistic ideal state Goals to pursue

5

Strategic Undertakings (Objectives) & Implementation

- Future actions to implement plan
- Accountability (who, what, when)
- Success measurements and reporting
- Change management/Communication



LAKE MICHIGAN
CATHOLIC SCHOOLS

Strengths

- Christian/Catholic atmosphere
- Values taught & demonstrated
- Quality education & rigorous curriculum
- Involved families
- Participation opportunities
- Dedicated Staff

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Weaknesses

- Perceptions - lack of understanding
- Teacher compensation
- Too small
- Poor parish family enrollment
- Similar academics to competition
- Financial viability
- Academics too similar to publics

Opportunities

- Pastoral leadership & Chaplain
- Enrollment management strategy
- Advancement strategy
- Communication methods
- Financial viability
- Marketing & Communication
- Increase % of parishioners enrolled
- Diocesan Initiatives

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Threats

- Well financed local public schools
- Attitudes toward organized religion
- Transition grade retention
- School of choice
- Ownership of mission by parishes
- Finances to attract the best employees
- Common Core

LMC STRATEGIC PLAN SUMMARY

STRATEGIC DIRECTIONS

Foster Catholic Identity

- Encourage family centered catechetical culture
- Increase faith component in all subject areas
- Recognize and reward students, faculty and staff who emulate LMC values
- Increase Pastoral involvement in the school

Unite LMC Family & Community Living Catholic Faith

- Bridge the gap between elementary and middle school-high school facilities and faculty
- Strengthen the relationship between the school and Western Deanery assigned Parishes and TCACSF
- Demonstrate our Catholic values through community service

Deliver Superior & Differentiated Academics

- Position LMC as the region's best academic program Pre-Kindergarten through High School
- Provide technology rich environment throughout students' academic careers
- Provide appropriate athletic and extracurricular programs that prepare our students for the future
- Infuse life skills into existing curriculum

Ensure Long Term Financial Health

- Execute the Partners in Mission enrollment plan
- Execute the Partners in Mission advancement/stewardship plan
- Maintain existing school facilities and plan for future needs

Faculty/Staff Growth & Excellence

- Attract and retain best-in-class faculty and staff
- Coaches to model our mission and values
- Parents and Volunteers to model our mission and values

STRATEGIC OBJECTIVES

Objectives and Strategic Outcomes/Measures

FOSTER CATHOLIC IDENTITY

STRATEGIC OBJECTIVES

1. Encourage family centered catechetical culture
2. Increase faith component in all subject areas
3. Recognize and reward students, faculty & staff who emulate LMC values
4. Increase Pastoral involvement in the School

STRATEGIC OUTCOMES

1. Launch family Catechetical program
 - a. Measure **number of** families participating
 - b. Program survey feedback
2. Enhance curriculum, following diocesan plan, to result in the following
 - a. 5 additional subject areas implemented by 2022
 - b. Student spiritual portfolios implemented
 - c. Increase/improve retreat opportunities for grades K-12
3. Recognize and reward students, faculty & staff who emulate LMC values
 - a. Define and launch values recognition program
 - b. Stress importance of positive interpersonal relationships between the entire LMC community
4. Increased Pastoral leadership and participation
 - a. Increase % Catholic families enrolled in LMC
 - b. Chaplain engagement with students and families
 - c. Provide administrative support for school chaplain

This is a 5 year plan, timelines will be established in committee

UNITE LMC FAMILY & COMMUNITY LIVING CATHOLIC FAITH

STRATEGIC OBJECTIVES

1. Bridge the gap between elementary and middle school-high school facilities and faculty
2. Strengthen the relationship between the school and Western Deanery assigned Parishes and TCACSF
3. Demonstrate our Catholic values throughout community service

STRATEGIC OUTCOMES

1. Identify and execute opportunities to prepare students/families to transition
 - a. 6th grade transition onboarding program
 - b. Provide 2 half days of interschool meetings and exchanges annually.
2. Deanery & TCACSF Catholic School support is defined, aligned, and rolled out
 - a. Increase % of Catholic families enrolled in Catholic Schools
 - b. Implement tithing by all deanery parishes
 - c. Increase student % volunteer work within the parishes
3. Identify and execute Community service opportunity
 - a. Coordinate parent/family engagement in service opportunities
 - b. Increase student % and hours volunteer work within the community. Create one annual school wide Community Service outreach project
 - c. Coordinate parent service opportunities and measure by number of hours volunteered

This is a 5 year plan, timelines will be established in committee

DELIVER SUPERIOR & DIFFERENTIATED ACADEMICS

STRATEGIC OBJECTIVES

1. Position LMC as the region's best academic program PK through High School
2. Provide technology rich environment throughout students' academic careers

STRATEGIC OUTCOMES

1. Enhance curriculum to result in the following:
 - a. Individual student growth from Fall to Spring (K-8th, 90% students will achieve their MAP RIT Goal)
 - b. 80% of our K-8 students exceed the (college readiness) 75th percentile nationally on their Spring NWEA Assessment.
 - c. Juniors will reach an average composite SAT score of 1260
 - d. Differentiated curriculum in core academic subjects versus our competition
2. Digital excellence enrichment through existing curriculum
 - a. Equipped students with relevant current technology (provide or bring your own)
 - b. Equip and train faculty in instructional technology use

This is a 5 year plan, timelines will be established in committee

DELIVER SUPERIOR & DIFFERENTIATED ACADEMICS

STRATEGIC OBJECTIVES

3. Provide appropriate athletic and extracurricular programs that prepare our students for the future
4. Infuse life skills into existing curriculum

STRATEGIC OUTCOMES

3. Determine and establish future core athletic and extracurricular programs system wide
 - a. Identify potential participants each program
 - b. Identify gaps in resources
4. Intentionally infuse life skills into existing curriculum with measured outcomes age appropriate
 - a. Elementary school focus areas: manners, meal etiquette, kindness, internet awareness, problem solving
 - b. Middle school focus areas: manners, kindness, internet awareness, problem solving, financial acumen, social responsibility, Interpersonal relationships
 - c. High school focus areas: Kindness, resumes, job fairs, mock interviews, financial peace, SAT prep, career prep, College applications, scholarships, ethics, and social responsibility.

This is a 5 year plan, timelines will be established in committee

ENSURE LONG TERM FINANCIAL HEALTH

STRATEGIC OBJECTIVES

1. Execute the Partners in Mission enrollment plan
2. Execute the Partners in Mission advancement/stewardship plan

STRATEGIC OUTCOMES

1. Increase Enrollment - Financial Viability
 - a. Increase enrollment +75 students
 - b. Yr/Yr Retention Emphasis
 - c. Transitional grade metric of +10%
2. Advancement - Financial Stability for the Future
 - a. Alumni database current and accurate
 - b. Advancement department in place and operating
 - c. TCACSF and LMC aligned on goals and roles
 - d. Advancement Goals:
 - i. Annual Fund amount \$100k Annually
 - ii. Streamline financial asks of all constituencies
 - iii. Alumni Strategy
 - iv. Capital Campaign to maintain and enhance schools and programs
 - v. Capture data to measure outcomes and to seek affinities

This is a 5 year plan, timelines will be established in committee

ENSURE LONG TERM FINANCIAL HEALTH

STRATEGIC OBJECTIVES

3. Maintain existing school facilities and plan for future needs

STRATEGIC OUTCOMES

3. Complete the facility assessment
 - a. Defined capital maintenance plan
 - b. Plan and execute capital campaign(s)

This is a 5 year plan, timelines will be established in committee

FACULTY / STAFF GROWTH AND EXCELLENCE

STRATEGIC OBJECTIVES

1. Attract and retain best-in-class faculty and staff
2. Coaches to model our mission and values
3. Parents and Volunteers to model our mission and values

STRATEGIC OUTCOMES

1. Intentional and structured professional development
 - a. 30 hours professional development per faculty member
 - b. 5+ catechetical hours of development
 - c. 10 hours professional development per staff member
 - d. Additional instructional leadership training for administration
 - e. Mentoring program for all new employees
 - f. Employee recognition program

Adjust employee compensation plan as appropriate

Succession plans and in place for administrative positions

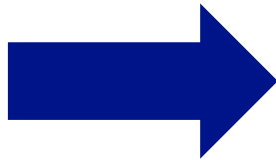
2. Coaches adherence to established playbook
 - a. Development & training
 - b. Code of ethic sign off and adherence
3. Parents and Volunteers are trained in the LMC mission, values, and customer service

This is a 5 year plan, timelines will be established in committee

Future Sub-Committee Structure

STRATEGIC PLANNING–SUBCOMMITTEE NEXT STEPS

***Getting it
Done!***



1. Identify the actions/tasks needed to deliver your committee's assigned strategic outcomes/measures
2. Prioritize identified actions/tasks and assign resources (accountability- who, what, when).
3. Identify success measurements for each action/task.
4. Obtain initial sign off with CCEC.
5. Execute identified actions/tasks.
6. Report out on the status of each/task (written monthly report, input to the LMC Strategic Status Scorecard, and face to face update when scheduled with the CCEC Board).

STRATEGIC PLANNING SUBCOMMITTEE GUIDELINES

Focus on - the tasks/actions that support the already identified strategic objectives identified by the Strategic Planning Committee

Mission focused - including our values and towards our newly established strategic vision

Realistic - rooted in the context of what needs to be done to enhance the quality for the future and what can be accomplished within our resources

Integrated - in that it recognizes that planning builds upon and impacts other areas of school life (e.g. staffing depends on enrollment)

SUBCOMMITTEE STANDARD TASK/ACTION TRACKING (SAMPLE)

Initiative/Undertaking:

Results/Accomplishments:

Evidence Of Success (*How will you know that you are making progress? What are your benchmarks?*)

Evaluation Process (*How will you determine that your goal has been reached? What are your measures?*)

Action Steps <i>What Will Be Done?</i>	Responsibilities <i>Who Will Do It?</i>	Timeline <i>By When? (Day/Month)</i>	Resources <i>A. Resources Available</i> <i>B. Resources Needed (financial, human, political & other)</i>	Potential Barriers <i>A. What individuals or organizations might resist?</i> <i>B. How?</i>	Communications Plan <i>Who is involved?</i> <i>What methods?</i> <i>How often?</i>
Step 1:			A. B.	A. B.	
Step 2:			A. B.	A. B.	

STRATEGIC OUTCOME STATUS / SCORECARD

	Strategic Objectives	Outcomes / Measures	C*	Progress	Owners (CCEC + Admin)
Foster Catholic Identity					<i>President/Building Principals/CCEC Member</i>
	Encourage family centered catechetical culture	Launch family Catechetical program	1		<i>initiative leads</i>
	Increase faith component in all subject areas	Follow DOK UbD plan for by subject	2		<i>initiative leads</i>
	Recognize and reward students, faculty & staff who emulate LMC values	Launch a values Recognition program	3		<i>initiative leads</i>
	Increase Pastoral involvement in the School	Increase Pastoral leadership & Participation	2		<i>initiative leads</i>
Unite LMC Family & Community Living Catholic Faith					<i>President/Chaplain/CCEC Member</i>
	Bridge the gap between our two facilities and faculty	Transition program/onboarding/PD time	1		<i>initiative leads</i>
	Strengthen the relationship between the school and Western Deanery assigned Parishes & TCACSF	Inc. parish families enrolled/deanery tithing/inc. student volunteer w/parishes	3		<i>initiative leads</i>
	Demonstrate our Catholic values throughout the extended community	Family engagement/service/inc. hours/one schoolwide project annually/measure hours parents & students	2		<i>initiative leads</i>
Deliver Superior & Differentiated Academics					<i>Building Principals/CCEC Member</i>
	Position LMC as the region's best academic program Pre-Kindergarten through High School	Academic metrics & goals	1		<i>initiative leads</i>
	Provide technology rich environment throughout students' academic careers	Keep technology current/PD for faculty	2		<i>initiative leads</i>
	Rightsize athletic and extracurricular programs that prepare our students for the future	Establish core sports/gaps and resources	3		
		Teach skills based on student level (ES/MS/HS) Manners, internet safety, problem solving, kindness, SAT prep, financial acumen/social responsibility, etc.	2		
	Infuse life skills into existing curriculum				
Ensure Long Term Financial Health					<i>President/Director Business/CCEC Officer</i>
	Execute the Partners in Mission enrollment plan	Increase by 75 students over five years	1		<i>Admissions Coordinator</i>
	Execute the Partners in Mission advancement/stewardship plan	Align TCACSF goals/move dept forward by 7/30/2017/financial goals	2		<i>initiative leads</i>
	Properly maintain school facilities and plan proactively for future needs	Facility assessment/plan/capital campaign	3		<i>initiative leads</i>
Faculty/Staff Growth & Excellence					<i>President/Director Business/CCEC Officer</i>
	Attract and retain best-in-class faculty/staff	Intentional & structured PD/Employee Compensation/Succession plans	1		<i>initiative leads</i>
	Equip coaches and volunteers to model our mission and values	Training and onboarding/mission, vision, values/customer service	2		<i>initiative leads</i>



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SUB COMMITTEES AND LEADS

Committee	Administrator/Faculty Lead	CCEC Committee Lead
Foster Catholic Identity	President, Building Principals	Pastor, Chaplain, CCEC
Unite LMC Family & Community Living Catholic Faith	President	Chaplain, CCEC Member
Deliver Superior & Differentiated Academics	Building Principals	CCEC
Ensure Long Term Financial Health	Dir. Business Serv., President, EM Coordinator	CCEC President, et.al
Faculty/Staff Growth & Excellence	President, Dir. Business Serv.	CCEC Vice President, et.al.
LMC Values	President, Building Principals	CCEC President, et.al.

Where Would You Like to Help?

Roll Out Communication Plan

ROLL OUT – COMMUNICATION PLAN

Audience	What	When	How	Who	Comments
Strategic Committee	Initial presentation	April 25th	PPT	JB, JH, JM,	Final plan, roll out, subcommittee with ongoing reviews
Pastors	Personal presentation and Q&A	May 2nd	Personal Mtg.	John	
CCEC	Plan Presentation	May 17 th CCEC Meeting	PPT Presentation	JB, JH	Secure committee leads, structure
School Employees	Faculty Meetings	May 16th & 17th	Faculty Meetings	JB, JM, GH, JH (if available)	Consider values committee of faculty/staff/student Invitation sent on 4/28
Parents/Parish	Bulletin Pitch	May 23 6:30pm	FB Stream/St. B's	CCEC, Adm, Pastors	Committee Tables set up/consider wine/refreshments
TCACSF Board	Plan Presentation	TCACSF Board	PPT Presentation	JB, JM, GH, JH, FC, FT	Requested meeting date from them on 4/24
Major Benefactors	Personal Presentation	Individual/Small Groups	TBD	JB, et.al.	Send personal invitations/offer to meet individually