



Diocese of Saginaw  
Catholic Schools  
Strategic Plan  
2017-2020

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# **Mission Statement**

The Mission of Catholic Schools in the Catholic Diocese of Saginaw is to form disciples of Jesus Christ in partnership with the family and the whole Church.

Catholic Schools immerse each student in a unique Christ centered environment for the purpose of developing the whole person to live the Gospel.

## **Belief Statements**

- Catholic schools belong to the entire Church.
- Catholic schools facilitate a knowledge of and commitment to the scriptural, sacramental, doctrinal, moral and social teachings of the Church.
- Catholic schools promote excellence in academic achievement and positive, productive behaviors.
- Catholic schools offer a curriculum in which the Catholic faith is woven into every class.
- Catholic schools collaborate with other Catholic schools.
- Catholic schools create a partnership between families and personnel.
- Catholic schools strive to serve families of academic, economic, and ethnic diversity.
- Catholic schools help families make Sunday Eucharist a priority.
- Catholic schools form students to be people of prayer and service.
- Catholic schools teach stewardship as a way of life.
- Catholic schools recruit and form principals and teachers willing to commit to Catholic school ministry.

# 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. The faith communities of the Diocese of Saginaw Catholic Schools will share in the responsibility of promoting the schools' Christ-centered mission and Catholic identity.**

#### ***Strategies***

- 1.1** Offices of Education, Formation, and Christian Service will plan days of prayer and/or retreat programs for school personnel.
- 1.2** Pastors and principals in Catholic schools will involve parents in the faith formation of their child, provide them opportunities to serve in action of social justice, and encourage them to take an active role in ministries of their parish.
- 1.3** Students of different faiths will continue to be welcomed as part of the Catholic Church's mission of evangelization.
- 1.4** Pastors and principals in Catholic schools throughout the Diocese of Saginaw will support and encourage participation in faith formation programs for all adults (i.e. parents, teachers, staff).

**2. Instruction in the Catholic faith will be required as an essential core subject, integrated throughout the curriculum, and engaged as the lens through which students learn to think critically and ethically about the world around them.**

***Strategies***

- 2.1** Pastors and principals in Catholic schools will ensure teachers take Diocesan required coursework.
- 2.2** The Offices of Education, Formation, and Christian Service will provide opportunities for professional development to ensure that Catholic tradition, practice, and social teaching will be integrated into the core curriculum of all subject areas.
- 2.3** Students will continue to be taught the structure and importance of the mass, and will continue to be given frequent opportunities to attend and participate in liturgies.
- 2.4** Offices of Education, Formation, and Christian Service will work with school administration and teachers to provide opportunities for students to engage in meaningful service to the parish and local community.

**3. With an understanding that Catholic Identity must extend beyond the walls of the school, students, families and school personnel will be visible signs of the school's commitment to Catholic Identity.**

***Strategies***

- 3.1** The Offices of Education, Formation, and Christian Service will provide access to and/or resources for participation in Christian service programs promoting the lived reality of action in service of Social Justice for students, families and school personnel.
- 3.2** The Offices of Education, Formation, and Christian Service will provide resources and/or instruction that ensure opportunities to reflect on their life experiences and faith through retreats and other spiritual experiences for students, families and school personnel.
- 3.3** The Offices of Education, Formation, and Christian Service will provide resources and/or support to parishes and schools that create opportunities for students, families and school personnel to participate actively in the life of their parish.

# 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 schools' 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 Catholic Schools of the Diocese of Saginaw will ensure that all new pastors/ pastoral administrators and principals are offered orientation and/or mentoring activities designed to understand and safeguard the effective operation of the schools.**

### ***Strategies***

- 1.1** The Office of Education will develop an orientation and/or mentoring program for new pastors and pastoral administrators of parishes with schools and offer the opportunity for new School Pastors to participate in professional development opportunities.
- 1.2** The Office of Education will strongly encourage Catholic School Pastors to send new principals, and aspiring Teacher Leaders, to participate in the Michigan Association of Non-public Schools New Principal Cohort workshop.

- 2. Annually, each Catholic school in the Diocese of Saginaw will define the governing body, its roles and responsibilities.**

### ***Strategies***

- 2.1** The governing body will be defined in the annual Michigan Non-public Schools Accreditation Association report under standard 5.
- 2.2** In cooperation with the Office of the Bishop and Office of Education, the leadership team will review the roles, responsibilities and by-laws of the governing body.
- 2.3** The governing body will participate in annual reflection/self-assessment.

**3. Over the next 3 to 5 years, the Office of Education, in the Diocese of Saginaw, will provide opportunities to strengthen the spiritual growth and collaboration of the leadership team.**

***Strategies***

- 3.1** The Office of Education will organize two retreats for the leadership team per academic year.
- 3.2** The Office of Education will include discussions on Diocesan-wide implemented programs/initiatives and curriculum as a standing agenda item at all principal and pastors meetings. (Examples: Symbolon, MNSAA Accreditation, Education in Virtue, NWEA, ...)

# Academic Excellence

- **Standard 7:** An excellent Catholic school has a clearly articulated, rigorous curriculum aligned with relevant standards, 21<sup>st</sup> century skills, and Gospel values, implementing 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**

### **A. Curriculum**

- 1. By June, 2019, all schools will have a curriculum map, that includes, a comprehensive scope and sequence (ex. pacing guides), resources, assessments, and essential standards in English Language Arts and Math, that is horizontally and vertically aligned.**

#### ***Strategies***

- 1.1 The Office of Education will provide support, at both the Diocesan and local school levels, with on-going Professional on Curriculum Mapping (Use experts throughout the diocese, if applicable)
- 1.2 The Office of Education will provide support, at both the Diocesan and local school levels, with on-going participation in Professional Learning Communities
- 1.3 The Office of Education will provide support, at both the Diocesan and local school levels, with on-going curriculum information to parents
- 1.4 The Office of Education will provide support, at both the Diocesan and local school levels, with the development of grade level/subject area common planning time, to the best of the local school's ability
- 1.5 The Office of Education will provide support, at both the Diocesan and local school levels, the annual review of curriculum

**2. By June, 2020, cross-curricular integration will be added to the curriculum maps.**

***Strategies***

- 2.1 The Office of Education will provide support at both the Diocesan and local school levels, with on-going professional development on Curriculum Mapping (Use experts throughout the diocese, if applicable)
- 2.2 The Office of Education will provide support, at both the Diocesan and local school levels, with on-going participation in Professional Learning Communities
- 2.3 The Office of Education will provide support, at both the Diocesan and local school levels, with on-going curriculum information to parents
- 2.4 The Office of Education will provide support, at both the Diocesan and local school levels, with the development of grade level/subject area common planning time, to the best of the local school's ability
- 2.5 The Office of Education will provide support, at both the Diocesan and local school levels, the annual review of Curriculum Maps

**B. Instruction**

**3. By June, 2019, all teachers will demonstrate differentiation of instruction in English Language Arts and Math, as evidenced by a multi-tiered system of supports, including enrichment opportunities and remediation.**

***Strategies***

- 3.1 The Office of Education will provide support, at both the Diocesan and local school levels, with the development of professional development learning opportunities that employ instructional strategies that are supported by research (Example: Before, During, After, & Visible Learning-Hattie)
- 3.2 The Office of Education will provide support, at both the Diocesan and local school levels, with the development of professional development pertaining to the local implementations of Multi-Tiered System of Supports
- 3.3 The Office of Education will provide support, at both the Diocesan and local school levels, with the development of professional development opportunities pertaining to the local implementations of Differentiated Instruction

#### **4. By June, 2020, all teachers will demonstrate differentiation of instruction in all areas.**

##### ***Strategies***

- 4.1 The Office of Education will provide support, at both the Diocesan and local school levels, with the development of professional development learning opportunities that employ instructional strategies that are supported by research (Example: Before, During, After, & Visible Learning-Hattie)
- 4.2 The Office of Education will provide support, at both the Diocesan and local school levels, with the development of professional development pertaining to the local implementations of Multi-Tiered System of Supports
- 4.3 The Office of Education will provide support, at both the Diocesan and local school levels, with the development of professional development opportunities pertaining to the local implementations of Differentiated Instruction

#### **C. Assessment**

#### **5. By June, 2019, all teachers will disaggregate data from multiple assessments, and demonstrate how they use the data to drive instruction.**

##### ***Strategies***

- 5.1 The Office of Education will provide support, at both the Diocesan and local school levels, with the development of professional development learning opportunities related to the on-going implementation and usage of NWEA
- 5.2 The Office of Education will provide support, at both the Diocesan and local school levels, with the development of professional development pertaining to the development of Common Assessments
- 5.3 The Office of Education will provide support, at both the Diocesan and local school levels, with the development of professional development opportunities pertaining to the local implementations of lesson and unit planning
- 5.4 The Office of Education will provide support, at both the Diocesan and local school levels, with on-going participation in Professional Learning Communities

# 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.

## GOALS and STRATEGIES

### A. Enrollment

- 1. Each school will continue to employ effective marketing strategies and aim to increase enrollment by 5% by 2020.**

#### *Strategies*

- 1.1** The Office of Education will work with the local schools to educate all school personnel on their role in marketing, recruitment and retention and be expected to contribute to these efforts.
- 1.2** By 2020, each school will set up a data/tracking system that captures information from first contact with a potential student of family through actual enrollment. Use this data to create a need assessment, study long-term recruitment trends and to create a multiple-contact recruiting strategy.
- 1.3** By 2020, the Diocese will provide schools with an enrollment and prospect management tool and on-going 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 schools
  - Non-Catholic families wishing for a value-based education

## **B. Financial**

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

#### ***Strategies***

- 2.1** In collaboration with the Diocese Office of Advancement & Stewardship and Finance Department, 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 expenses.
- 3.2** The Offices of Development and 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 increase. The 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.