

(OBJECTIVE 1) OLV will attract new families and retain current students

(STRATEGY 1) Develop and implement a marketing plan to attract new families and engage alumni

	Timeline	Responsibility	Progress Report
(Action Step 1) Increase Marketing Committee participants	Fall 2017	Principal, Current Marketing Com. Members	<i>When and what happened?</i> Fall 2017: Two additional people were added to the committee. We met multiple times to discuss goals and resources.
(Action Step 2) Establish a marketing plan to attract new families	Winter 2017-2018	Marketing Committee	Winter 2018: Phase one of a marketing plan was created. Phase one will focus on current families and social media. The 6 th grade class created a promotional video that will be posted on the school facebook page and school website.
(Action Step 3) Establish a plan to engage alumni	Spring 2018	Marketing Committee	April 2018: Use of the parish wide newsletter will be used to connect with parish alumni to start. This will not require additional expense at this time. School articles will be included in newsletter.
(Action Step 4) Implement marketing plan	Fall 2018	Marketing Committee	2018-2019: Facebook posts continued on public page to attract new families and on private page to engage existing families.
(Action Step 5) Implement alumni engagement plan	Fall 2018	Marketing Committee	2018-2019: Submitted articles to the parish wide newsletter to promote fundraisers and current work being done by the school.
(Action Step 5) Evaluate plans, make adjustments	Summer 2019	Marketing Committee	
(Action Step 6) Track results of marketing plan	Fall 2018- Fall 2020	Marketing Committee	2018-2019: By June 10, 2019 Preschool enrollment for Fall of 2019 has one half day spot remaining with waiting lists for M/W and T/Th classes. K-6 enrollment for fall 2019 is projected at 114 students. This is accentuating our limited space issues.

(STRATEGY 2) Develop a plan to keep tuition affordable

	Timeline	Responsibility	Progress Report
(Action Step 1) Organize a committee	Jan 2017	Board of Education	<i>When and what happened?</i> Winter 2017: A group from the Board of Education and other parents was formed.

(Action Step 2) Determine where the affordable line is for the majority of families	Spring 2017	Tuition Committee	Sprint 2017: This group started meeting to discuss family financial loads and potential ways to reduce financial stress on families.
(Action Step 3) Research comparable schools tuition rates, fundraising requirements, scholarship opportunities	Fall 2017	Tuition Committee	Fall –Winter 2017: Group compared area tuition rates and found that OLV tuition and fundraising requirements is on the low side in the area, while scholarship opportunities are abundant compared to other area schools.
(Action Step 4) Evaluate Church subsidy compared to other parishes in the Diocese	Spring 2018	Tuition Committee	Spring 2018: The committee felt at this time a tuition increase was acceptable based on the comparative data. Education for families about teacher salaries also made the tuition increase for the following school year a minor issue.
(Action Step 5) Identify other areas of revenue in the absence of tuition increases	Fall 2018	Tuition Committee	<i>Fall 2018: Committee was pleased by the retention of students regardless of the tuition increases. The committee felt tuition is still in an acceptable range for families. No further action by this committee is planned at this time.</i> <i>Spring 2019: Home and School changed the purpose of their Scrip fundraiser from solely a fundraiser to also an opportunity for families to apply earnings to tuition costs. This will start in the 2019-2020 school year.</i>
(Action Step 6) Present findings and proposal to stakeholders Evaluate use of scrip earnings by families as a way of reducing tuition responsibility.	Spring 2019 Spring 2020	Tuition Committee Home and School	
(Action Step 7) Adopt tuition guidelines from Committee for 2020-2021 school year.	Fall 2019	Board of Education	
(STRATEGY 3) Develop scholarship options for Non Catholic students			
	Timeline	Responsibility	Progress Report
(Action Step 1) Review By-laws of Endowment Fund	Feb 2017	Endowment Board	<i>When and what happened?</i> Spring 2017: By-laws were reviewed and referred to Catholic Education but no specifics in the religion of the scholarship recipient.
(Action Step 2) Determine Non Catholic Eligibility with Current Funds	Spring 2017	Endowment Board	Spring 2017: Board approved a 2 year trial of offering Non Catholic families tuition assistance. The Board also asked the Scholarship Committee to work with the Principal to determine new volunteer requirements for families receiving scholarship money. During the first year of the trial, 2017-18, one Non Catholic family apply for scholarship.
(Action Step 3) Conduct an Endowment Drive to Boost Fund Balances	Fall 2018	Endowment Board, Marketing Com	<i>2018-2019: Due to the number of scholarships being low, the Endowment Board did not feel an additional drive was necessary at this time.</i>
(Action Step 4) Award Scholarships to Non Catholic Students	Fall-2020	Scholarship Committee	<i>2017-2018: One Non Catholic Scholarship was applied for and awarded.</i>

	Fall 2017		2018-2019: This was the 2 nd year of the 2 year trial for Non Catholic student scholarships. Three families for a total of 4 students received partial scholarships. The Endowment Board has approved a 3 ^d year of this trial.
(STRATEGY 4) Establish Barton Tutoring service for students with Dyslexia			
	Timeline	Responsibility	Progress Report
(Action Step 1) Receive training on Dyslexia as a staff	August 2016	Principal	<i>When and what happened?</i> August 2016: During workshop week, teachers received training on identifying dyslexia in students.
(Action Step 2) Establish a Dyslexia Committee	Winter 2016-2017	Principal	Winter 2016: A committee of interested parents was formed to discuss dyslexia needs within the school. Education on what it looks like, background on the Barton program and current practices was shared as well.
(Action Step 3) Write policy for screening OLV students	Winter 2016-2017	Principal, Barton Committee	Spring 2017: Policy was developed to screen all k-1 students in the fall of each school year. Students not meeting Dibels benchmarks would be watched and screened further regardless of grade.
(Action Step 4) Train tutors	Fall 2016	Principal	Fall 2016: Three additional tutors were trained bringing the total staff tutoring to 5.
(Action Step 5) Establish Tutoring Schedule	Fall 2016-Spring 2017	Principal, Tutors	Fall 2016: Tutoring for students was scheduled into their school day whenever possible. For some students starting tutoring before or right after school was more beneficial. The program grew from 4 students to 10 during the school year.
(Action Step 6) Establish Summer Tutoring Rates	Spring 2017	Principal, Barton Committee	Spring 2017: Comparing rates of educational tutors in town and looking at Barton tutors in Fargo and Minneapolis, the committee set a per session fee for summer at \$30. Families will need to pay for tutoring in advance. Over the summer 3 of the 5 tutors will work with 7 of the 10 current students.
(Action Step 7) Work with Marketing Committee to promote Barton Program as part of OLV school	Summer 2017	Barton and Marketing Committee	Fall 2017: As marketing committee was being established, conversation about the program took place. However, the Barton committee is not comfortable expanding knowledge of the services yet as serving OLV students' needs is the first priority. For the 2017-18 school year there are only 3 tutors for the 8 returning students. Fall 2018: We enrolled our first student to OLV that choose us in order to receive Barton Tutoring services. We will continue to mention we use Barton tutoring but until space issues are resolved, we will not push tutoring as a marketing tool.
(Action Step 8) Research tutoring services for outside students (rates, space, organization, tutors)	Fall 2017-Fall 2018	Barton Committee	Winter 2018: As discussions about building space are happening, tutoring areas were brought up as a need. Haley's Hope in Fargo contacted OLV to see if we will take on students not enrolled here as they see a need for tutors in the Fergus Falls area. With tutor numbers still low, the committee does not feel ready to expand the program. Discussion about attracting dedicated tutors has continued.

			Fall 2018: We hired our first employee to serve primarily as a Barton tutor. She tutors OLV enrolled students.
(Action Step 9) Establish a paid tutoring service for children and adults that fit the profile of someone with Dyslexia	Spring 2019	Principal, Barton Committee, Board of Education, Finance Committee	<i>Spring 2019: Until our space issues are resolved the possibility of having a tutor service open to all children and adults is on hold.</i>
(Action Step 10) Work to fine tune universal screenings, follow-up reports, and 504 plans for currently enrolled students (added 6/2019)	Fall 2019- Spring 2021	Principal, Barton Tutor team	

(OBJECTIVE 2) Our Lady of Victory will maintain a safe, attractive learning facility that accommodates growth

(STRATEGY 1) Establish a line of communication between outside facilities and main office to ensure student safety

	Timeline	Responsibility	Progress Report
(Action Step 1) Form a committee of involved staff	Fall 2016	Principal	<i>When and what happened?</i> Fall 2016: Principal decided to hold all staff conversation rather than form a separate committee.
(Action Step 2) Identify communication concerns and safety issues	Winter 2016-2017	Safety Committee	Fall 2016: During all staff workshop, staff discussed safety concerns in regard to outside locations.
(Action Step 3) Research options to allow for 2 way communication between staff outside the building and the main office	Spring 2017	Safety Committee	Winter 2016-17: Administrative Assistant researched options for 2 way radios that would cover the desired distance to areas parks and outside facilities.
(Action Step 4) Present findings to the Board of Education	May 2017	Safety Committee	Winter 2017: Options were presented to the Board of Education
(Action Step 5) Seek funding to purchase equipment	Fall 2017	Principal, Safety Committee	Winter 2017: Funding through a set aside account was identified as a source to pay for equipment.
(Action Step 6) Purchase equipment, train staff on use	Spring 2018	Principal, Safety Committee	Spring 2017: Equipment was purchased. Fall 2017: Staff was trained on equipment. Spring 2018: Need was identified to reinforce use of equipment with all staff members. During Fall 2018, training will be repeated on equipment use. Fall 2018: Staff reviewed purpose and use of 2 way radios. Emphasis was placed on using them on a regular basis. Spring 2019: Upon review of the year, staff did a much better job us using the radios and taking them with on walking field trips.

(STRATEGY 2) Expand facility to accommodate school growth and storage needs			
	Timeline	Responsibility	Progress Report
(Action Step 1) Form committee with stakeholders from school and parish	Spring 2017	Principal, Pastor	<i>When and what happened?</i> Summer 2017: Leadership Planning team was formed
(Action Step 2) Determine space needs, growth potential	Fall 2017	Space Committee	Fall 2017: Leadership Planning team met multiple times to identify values of parish, past trends, future goals and needs to meet those goals. Nov 2017: Recommendation was made to Parish Council to continue work with an architect on traffic flow and potential solutions.
(Action Step 3) Request Preliminary drawings and estimates	Spring 2018	Space Committee	Spring 2018: An architect was hired to begin work on preliminary drawings of space solutions. His work will not begin until Summer 2018 due to his personal and work schedule. Fall 2018-Winter 18-19: Preliminary Drawings were reviewed with multiple stakeholder groups. This started discussion on likes and dislikes, needs vs. wants, ways to achieve a win-win situation for parish and school. Spring 2019: Received permission from the Bishop to continue work on potential solutions for our space concerns.
(Action Step 4) Explore funding options	Spring 2018	Space and Finance Committee	Spring 2018: Since no estimates are available yet, funding sources have not been addressed yet.
(Action Step 5) Hold parish and school information meetings with Preliminary information	Summer 2018 Fall 2019	Space Committee OLV Building Enhancement Committee	<i>June 2019: Building Enhancement Committee was formed to continue the work of addressing space issues. The summer will be used to get the committee up to speed. Parish information meetings will be held in the fall after "lake people" return but before "Snow birds" leave.</i>
(Action Step 6) Make revisions to plans as needed	Winter 2018-2019 2019-2020	Space Committee OLV Building Enhancement Committee	
(Action Step 7) Secure Funding sources	Winter 2018-2019 2020-2022	Finance Committee	
(Action Step 8) Final Plans and Estimates	Fall-2019	Space	

	Fall 2020	Committee OLV Building Enhancement Committee	
(Action Step 9) Complete Plans Project	Spring 2021 Spring 2023	Space Committee OLV Building Enhancement Committee	



SCHOOL STRATEGIC PLAN

(OBJECTIVE 3) Consistent communication for student success

(STRATEGY 1) Utilize a Student Information System for centralization of information, record tracking

	Timeline	Responsibility	Progress Report
(Action Step 1) Form Committee of varied stakeholders	Spring 2018 Spring 2019	Principal	<i>When and what happened?</i> Spring 2018: No work has begun on this action step at this time. Spring 2019: Committee is formed
(Action Step 2) Research SIS options (contact information, grades, tuition payments, cumulative file, alumni tracking)	Fall 2018 Fall 2019	SIS Committee	Spring 2019: Preliminary work has been done by staff to get idea of types of companies out there. Work will continue in the fall with the committee.
(Action Step 3) Present top 3 options to stakeholders for input	Spring 2019 2020	SIS Committee	
(Action Step 4) Budget for expense	Fall 2019 Winter 2019-2020	Principal	
(Action Step 5) Make final selection of SIS	Spring 2020	Principal, SIS Committee	
(Action Step 6) Implement SIS	Summer 2020	Principal, SIS Committee	
(Action Step 7) Train staff and families on features	Fall 2020	Principal, SIS support	

(STRATEGY 2) Uniform report cards with meaningful information

	Timeline	Responsibility	Progress Report
(Action Step 1) Dedicate 2 workshop days during the school year to collaborate on this	Fall 2016	Principal	<i>When and what happened?</i> Fall 2016: Workshop days were set up.
(Action Step 2) Review other Elementary report	Feb 2017	Principal,	Winter 2017: Teachers compared other report cards during workshop days.

cards, discuss pros and cons		Teachers	
(Action Step 3) Collaboratively develop report cards for Primary and Intermediate grades	March 2017	Principal, Teachers	<p>Spring 2017: Teachers determined there was more time needed to work on report card areas. Work will continue during 2017-18 school year.</p> <p>Fall 2017: Teachers collaborated on common areas, markings and expectations for report cards. Board of Education discussed what information they value as parents on report cards.</p> <p>Spring 2018: Common grading areas, wording and grading marks were established by teachers. Format and layout is still being worked on.</p>
(Action Step 4) Present updated report cards to the Board of Education for approval	May 2017 August 2018	Principal, Representative Primary and Int. Teacher	
(Action Step 5) Implement new report cards during 2017-2018 2018-19 school year	Sept 2017 Sept 2018	Teachers	<i>2018-2019: New report card format was used for the entire 2018-2019 school year.</i>
(Action Step 6) Evaluate report card effectiveness and teacher and parent comments	Spring 2018 2019	Principal, Teachers	<i>Spring 2019: Teachers gave feedback on usability, layout, and content of report card. Adjustments will be made this summer and we plan to continue to use the new format in the future.</i>
(Action Step 7) Make adjustments as needed to layout and wording of report cards	Summer 2018 2019	Administrative Assistant	
(STRATEGY 3) Consistently use learning targets in classrooms to guide learner outcomes			
	Timeline	Responsibility	Progress Report
(Action Step 1) Provide PD to teachers on Learning Targets	Spring 2017	Principal	<p><i>When and what happened?</i></p> <p>Spring 2017: PD was provided on Learning Targets</p>
(Action Step 2) Practice/Work Session on writing targets	June 2017	Principal, LCSC	Summer 2017: Teachers worked independently and in small groups to write learning targets.
(Action Step 3) Continue using Learning Targets in classrooms	Sept 2017- June 2018	Teachers	<p>2017-18 school year: Teachers worked to use learning targets for lessons. Some started in just one subject areas while others that were more comfortable used them across all areas.</p> <p>2018-2019: At all annual reviews, Learning Targets were discussed. With exposure and practice more teachers are using them and seeing the benefit of them.</p>

(Action Step 4) Provide Teachers 2 opportunities to observe other classrooms for use of learning targets	Jan 2018- June 2018	Principal	Spring 2018: Teachers were very hesitant to observe in other classrooms due to leaving their own classroom to another teacher/Principal. More training and work around learning targets will continue into next school year to grow their confidence in this area.
(Action Step 5) Workshop Day to review use of Learning Targets in classrooms	June 2018	Principal, Teachers	June 2018: More support is needed in the use of learning targets as identified by administration and staff. 2018-2019: As more teachers are getting comfortable with using Learning Targets, we will continue to learn and work with them.

(STRATEGY 4) Develop information database for families about events, programs that occur throughout the year			
	Timeline	Responsibility	Progress Report
(Action Step 1) Create a list of events/programs that OLV school offers	Fall 2016- June 2017	Home and School	<i>When and what happened?</i> Spring 2017: Beginning list of events was created. More will be added as the year progresses and based on input from parents.
(Action Step 2) Write short explanations for each item	Summer 2017	Home and School	Winter 2017-18: Parents wrote short explanations of events
(Action Step 3) Publish explanations on the website	Fall 2017	Administrative Assistant	Summer 2018: Parent volunteer will post explanations on website this summer. Fall 2018: Attention was directed to this new section on the website during fall registration.
(Action Step 4) Survey parents on use of resource and need for additional items	Spring 2018 2019	Home and School	Summer 2019: This will be part of our summer survey to families.
(Action Step 5) Update and add additional information	Fall 2018 Fall 2019	Home and School	
(Action Step 6) Work with Marketing Committee to highlight components of OLV School	Spring 2019 2020	Home and School, Marketing Com	
(STRATEGY 5) Develop and implement Music and Spanish Standards to guide instruction			
	Timeline	Responsibility	Progress Report
(Action Step 1) Review existing standards	Fall 2017	Principal, Staff, Board of Education	<i>When and what happened?</i> Fall 2017: Existing standards were reviewed by Principal and Staff
(Action Step 2) Select and write standards	Winter 2017-18	Principal, Staff, Board of Education	Fall 2017: New Music teacher worked to become familiar with MN Academic Standards in the Arts (Music standards) for k-5 grade and start work on resources and units to meet these standards. Acceptance of current standards was looked at, rather than writing new ones.
(Action Step 3) Rough draft of standards presented to Board of Education for approval	Feb 2018 Aug 2019	Principal	Spring 2017: With new teacher and program structure, standards will be presented to Board of Ed for approval in August 2019.
(Action Step 4) Adjust standards as needed	March 2018	Principal, Staff	

	2020		
(Action Step 5) Final draft of standards to Board of Education	May 2018 2020	Principal	
(Action Step 6) Implement Standards to guide instruction	Fall 2018 2020	Principal, Staff	

MNSAA SCHOOL STRATEGIC PLAN

(OBJECTIVE 4) Attract and retain quality staff			
(STRATEGY 1) Develop a Principal that meets the requirements of MNSAA			
	Timeline	Responsibility	Progress Report
(Action Step 1) Continue taking classes within the Educational Leadership Program through MSUM	Spring 2017	Principal	<i>When and what happened?</i> Summer 2017: Started final practicum with one other class remaining. Spring 2018: Final classes and practicum were completed at MSUM
(Action Step 2) Report progress to MNSAA has directed	June 2017- Sept 2018	Principal	June 2017: Reported progress to MNSAA has directed
(Action Step 3) Graduate with a Masters in Educational Leadership from MSUM	August 2018	Principal	May 2018: Graduated from MSUM with Master's degree in Educational Leadership.
(STRATEGY 2) Review compensation packages to ensure a just wage for all staff			
	Timeline	Responsibility	Progress Report
(Action Step 1) Form a committee to review compensation package	Jan 2018	Principal, Board of Education	<i>When and what happened?</i> Winter 2017-18: As work on tuition sustainability continued, the committee turned its attention to teacher salary as it is the largest expense in the budget while tuition is the largest income source.
(Action Step 2) Compare our compensation to other similar schools in the diocese and area.	Spring 2018	Compensation Committee	Winter 2017-18: The committee gathered comparative data on teacher salaries. The Priest's goal was to have a plan in place before offering new contracts in the spring.
(Action Step 3) Determine level of compensation that is sustainable into the future	Winter 2018-2019	Principal, Pastor, Board of Education	Spring 2018: A goal of 80% of the local public school was set. The plan to get there was developed in a 3 year stepping process. Funding was identified from 4 varied sources to allow for a gradual increase in tuition. It was clear that an increase in enrollment would be the best way to sustain the salary increases.

	2017-18		This reinforced the need for effective marketing in the near future.
(Action Step 4) Implement new compensation package for 2019-2020 2018-19 school year	Spring 2019 2018	Principal, Pastor	Spring 2018: New compensation packages were presented to teaching staff reflecting the first step (70%) in a 3 year plan to bring their salary to 80% of the local public school. All teachers returned their signed contracts.
(STRATEGY 3) Establish a thorough listing of job posting and candidate search avenues			
	Timeline	Responsibility	Progress Report
(Action Step 1) Establish a committee	Fall-2018 Fall 2019	Principal	<i>When and what happened?</i> 2018-2019: This work will begin in the fall of 2019
(Action Step 2) Explore job posting sites, universities, parishes	Winter 2018-2019 2019-2020	Candidate Committee	
(Action Step 3) Work with Marketing Committee to reach out to Alumni about possible candidates	Spring 2019 Fall 2020	Candidate Committee	
(Action Step 4) Compile a list of sites and contacts to utilize when posting job openings	Fall-2019 Winter 2020-2021	Candidate Committee	