

OUR LADY *of the* LAKE SCHOOL



STRATEGIC DIRECTION PLANNING
School Advisory Council – 2007
May 17, 2007

OUR LADY of the LAKE STRATEGIC DIRECTION

Mission Statement

Our Lady of the Lake School exists to develop our students' God-given potential and to guide them to.....

***ACT JUSTLY,
LOVE TENDERLY,
WALK HUMBLY WITH YOUR GOD.
MICAH 6***

Philosophy Statement

- We, as a parish school, believe that true community is achieved by living out the Good News of the Gospel.
- We believe in the spiritual, intellectual, social-emotional, physical, and creative development of the whole person.
- We foster the development of the students in partnership with parents, the primary educators of their children.
- We respond to the teaching ministry by inspiring students to reach their full potential in a secure and loving environment.
- We, as a Catholic community, emphasize service to God, one another, the Church, and the world, thereby developing a commitment to social justice.

School Goals & Objectives

1. Spiritual Goals:

- To foster a faith in God, an active prayer life, and application of Catholic doctrine in daily life.
- To celebrate the Catholic liturgical and sacramental traditions.
- To develop the qualities of leadership, courage, and personal integrity, that will inspire decisions reflecting Catholic morality.
- To build community based on the Gospel messages of peace, love, patience, respect, and service to others.

Spiritual Objectives:

We implement these goals through the following:

- Praying daily.
- Having students plan, lead, and participate in weekly all-school Masses using Children's Daily Prayer Book K-8 (Liturgy Training Publications.)
- Providing regular, formal religious instruction.
- Preparing students for and participating in the Sacraments.
- Celebrating seasonal liturgies (all-school as well as individual classrooms.)
- Using an Integrity Policy that reflects Catholic morality.
- Implementing multi-age religious activities and related service projects.
- Infusing values throughout the curriculum whenever possible.
- Applying the statement of "Community" as found in the school handbook.

2. Academic Goals:

- To challenge students to achieve high academic standards consistent with their individual abilities.
- To provide an academic program that develops basic skills and promotes higher-level thinking.
- To motivate students to enjoy the life-long pleasure of "learning for the sake of learning."

Academic Objectives:

We implement these goals through the following:

- Using numerous teaching methods to provide a variety of classroom learning experiences.
- Providing a core curriculum that is achievement-orientated for varied abilities.
- Teaching basic study/learning skills that reach to higher-level thinking.

- Encouraging participation in related activities that extend fundamentals and give opportunities to apply knowledge.
- Providing a group of specialists with varied expertise to enhance daily learning.
- Accommodating and teaching to multiple learning styles and making appropriate modifications for the success of the learner.

3. Social - Emotional Goals:

- To promote positive self-esteem and to encourage the recognition that each person is a unique gift of God.
- To nurture student interpersonal relationships emphasizing communication, cooperation, problem solving, and self-discipline.
- To acknowledge and honor the diversity and needs of others.

Social-Emotional Objectives:

We implement these goals through the following:

- Reinforcing a school-wide behavior code that encourages personal responsibility for one's actions.
- Striving to model Christian behavior and values in relationships with others.
- Teaching conflict resolution skills to solve daily problems or disagreements.
- Providing opportunities for leadership in the areas of student government and service projects.
- Reinforcing self-worth by encouraging and recognizing acts of kindness, classroom buddies, cross-grade projects, and acknowledgment of individual successes and personal integrity.
- Promoting acceptance of others, and exposure to diverse cultures and current social issues through fine arts programs, history, literature, assemblies, guest speakers, CYO sports, Outdoor School and service projects.
- Providing a safe environment where students are empowered and actively involved.

4. Physical Goals:

- To build competence through a program that teaches a variety of motor skills and movement.
- To offer experiences that help children develop a positive self-concept and that teach cooperation with others.
- To develop a life-long appreciation for the relationship between physical activity, wellness, and a healthy lifestyle.

Physical Objectives:

We implement these goals through the following:

- Having students participate in regularly scheduled physical education classes.
- Promoting cooperation, good sportsmanship, and healthy competition at recess, in classes where physical activity is part of the experience, and at Extended Care.
- Developing healthy behaviors through a health curriculum; drug/alcohol awareness programs; local firefighters and law enforcement officers; and assemblies.
- Providing opportunities for students to experience a broad range of physical activities, such as field day, music movement, fine and gross motor skills, CYO sports and fitness testing programs.
- Instituting emergency procedures for fire, earthquake, lockdown and the general safety of students and staff members.
- Scheduling routine health screenings for students.
- Providing staff training in CPR, First Aid, Blood Borne Pathogens, Severe Allergic Reaction, and Administration of Medication.

5. Creative Goals:

- To provide a program that teaches fundamental elements of the arts.
- To expose students to the arts in order to cultivate a lifetime appreciation.
- To offer the opportunity for creative-imaginative expressions of students across the curriculum.

Creative Objectives:

We implement these goals through the following:

- Providing regularly scheduled art, music, and drama classes.
- Providing access on and off campus to quality activities and programs that promote appreciation of the arts.
- Encouraging students to use their creative and imaginative talents in all subject areas of the curriculum.
- Scheduling an annual Fine Arts Week highlighting students' artistic talents in the school and greater community.

Strategic Direction

As we continually strive to accomplish the key initiatives of our school, the SAC committees have diligently worked to provide guidance and map future actions toward the stated objectives. Each SAC committee began the strategic planning process by benchmarking their area of focus in relation to other surrounding schools, parents, faculty and other key stakeholders. The process has been driven through the Accreditation report delivered last year, as well as engaging the parent community and identifying resources with experience in specific domains.

Each committee performed an in depth analysis in three parts as they determined the road map of future direction for the school. The analysis consisted of: 1. Current status of each focus area by committee; 2. What has been done / delivered to date and associated impact; 3. Where we need to be over the next five year time horizon. The resulting future action plans have been summarized in the following committee areas as '*The Strategic Direction*' for Our Lady of the Lake School.

CURRICULUM

The importance of a solid foundational education infrastructure is paramount to creating a strong learning environment for our children. The Curriculum committee addressed all aspects of the Accreditation report, listened to input from the parent population and focused on areas of growth to enrich our schools educational value. The actions below reflect these areas of growth moving forward to benefit our school and or children.

Curriculum Reviews by year

2007 - Social Studies & Music

2008 - English

2009 - Art

2010 - Physical Education, Health & Foreign Language

2011 - Mathematics

Response to Accreditation Visiting Team Report - Areas for Growth

I. General Curriculum

- A. Encourage exposure to diversity through field trips, assemblies, curriculum areas, and additional service projects
- B. Develop additional authentic assessment to encourage correct spelling in daily lessons
- C. Increase the utilization of a variety of teaching techniques and manipulative to enhance student understanding and to address all learning styles
- D. Explore the incorporation of a second language curriculum to ensure a smooth transition for the students as they continue to grow in society
- E. Expand the buddy program to all grades to benefit the student's social, emotional and academic growth
- F. Implementation of safe environment programs as mandated by the Archdiocese of Portland (note: this point was added to list as part of the Strategic Plan - this was not in the Visiting Team report)

II. Religion Curriculum & Instruction

- A. Encourage classes to peer with another class to build relationships as evidenced during student interviews
- B. Explore ongoing service component to junior high religious education both within the school community and then expanded to the greater community
- C. Greater participation of school families in the parish "Generations of Faith" project could mean increased interaction between members of the school and parish
- D. Continue faculty participation in the Archdiocesan Faith Formation In-service program

III. English Curriculum & Instruction

- A. Demonstrate continued improvement in the application of spelling skills across all subject areas
- B. Demonstrate vocabulary development and usage across all subject areas
- C. Evaluate reading textbooks for consideration of purchase during the 2004-2005 school year
- D. Increase individualized and small group instruction

FINANCE

There exists a strong fiduciary responsibility to the parish, parents, faculty and children to maintain a solid, proactive financial model for the school. The Finance Committee intersects each of the focus areas represented by the committees and applies prudent judgment, in association with SAC, to deliver recommendations and views that impact the current and future financial health of our school. Balancing the monetary needs of the school with the resources available is paramount in maintaining the stability and longevity of the school.

This approach addresses ongoing financial requirements, initiatives and the future direction by applying a solid financial management practice. The process must be transparent and will be executed with focus on the following objectives:

- Maintain financial stability at Our Lady of the Lake School.
- Plan and manage our financial operations.
- Effective communication of our financial position to the school and parish community on a quarterly basis.
- Control tuition costs, operating expenses and growth rates of each effectively.
- Maintain and preserve consistent financial reporting models.
- Finance existing and new educational programs for the benefit of our students through annual operating budget.
- Maintain and update a long term financial plan that addresses current cash positions, proper reserve levels and shows a sustainable model over a five year period at all times.
- Assist in a capital campaign to carry our facilities master plan.

COMMUNICATION

Effectively managing internal and external communication between the school and its stakeholders will take a continuous effort throughout the school, involving faculty, parents and parishners. The key areas of focus will be providing content rich communications through print and electronic media, developing a communication policy for managing stakeholder concerns, and implementing a ‘phase two’ of website development enhancing overall interactivity.

The strategic direction for Communications incorporates these areas of focus as we continue to build a proactive communication presence:

- Build on inter-committee collaboration between PA and SAC making information exchange transparent
- Roll communication and marketing strategy together
 - Define strategy overlaps
 - Develop consistent outward appearance and message
- Continue to enhance/refine Web presence
 - More interactivity on website to include
 - ✓ Registration for volunteer positions
 - ✓ Reporting of volunteer hours
 - ✓ Advertisement of volunteer “help wanted” needs
 - ✓ Parental Q&A bulletin board (not a gripe page)
- Develop a communication policy
 - Communication response protocol for:
 - ✓ Phone calls
 - ✓ Email
 - ✓ Written communication
 - Define policy for considering stakeholder concerns to include feedback on decisions and resolution. Elements of policy must be:
 - ✓ consistent

- ✓ timely
 - ✓ accurate
 - ✓ confidential (in necessary) between parties
 - ✓ complete
- Develop proactive communication strategy with Administration to stop rumors before they start
- Deploy effective communication in the promotion and execution of a capital campaign in support of the master plan for school facilities.

MARKETING

Creating and delivering the public image of Our Lady of the Lake School is important to the long term viability of the school. Effective marketing creates the demand to keep enrollment at high levels while effectively communicating the benefits of the school to the parish and surrounding community. The strategic objectives of the marketing committee are:

- Raise awareness of school and school activities within our own Parish
- Enhance our sense of community
- Demonstrate the features/ benefits of Catholic Education/ Environment at OLL
- Create media/ materials that communicate our message (via web page, marketing brochure, advertisements, printed materials)
- Strive to create uniformity in the message and marketing materials used.
- Develop marketing strategies to stabilize enrollment/ grow the endowment and maximize fundraising efforts

FACILITIES

The challenge in maintaining a current facility while engaged in planning for the creation and development of a new school weighs heavily on making the appropriate decisions, as well as investment, in the current infrastructure to enable continued operation. Physical Plant Committee is closely in tune with the dynamics required to achieve the goal of a functional, well maintained facility for our children. The following descriptions summarize the goals for the future buildings.

- New school building ready for the start of the 2010 school year
- No debt service on new building(s)
- Potential for 2 classrooms per grade
- New gymnasium (seats 500 people)
- New cafeteria (seats 250 people)
- Expanded play field
- Covered drop off and pick-up
- Less interface between students & vehicles
- Parish center has capacity to service all ministries
- Parish center closer to church
- Additional parking closer to church and parish center

- Parish center entry adjacent to church and courtyard
- Additional offices and meetings rooms in parish center
- New chapel that can be shared with parish center and school
- Parish center has access to specialty classrooms (Computer, Music, Library)

TECHNOLOGY

It is difficult to generalize findings from technology research, but there should be little question that technology has an important role to play in education. Ask any teacher who really uses technology. Technology makes learning more interactive, more enjoyable, and more comprehensive. It improves students' attitudes toward content and the interest in learning

The use of Technology to improve our children's learning begins with a solid infrastructure of computing and communication in order to establish an environment that delivers access to State-of-the-Art technology, diverse technical capabilities, experienced knowledge transfer to the student base, and planned growth to allow students to remain at the forefront of the learning curve.

SAC, in association with the school Technology Committee has outlined the key direction that will allow evolving technology to play a significant role within our school to assist in education, administration and overall operations:

- Incorporate technology plans that deliver a robust network infrastructure for OLL
- Implement Technology Obsolescence Management (TOM) plan for technology planning and refresh.
- Continue to support growth of Web site capabilities and presence
- Maintain continual Program improvement for Computer Science
- Provide plan for technical assistance program throughout school
- Establish program for internal faculty technology education and usage
- Establish metrics for how technology and programs are impacting audiences
- Thorough 'knowledge transfer' and training programs for faculty, as well as clear value and benefits.
- Complete email usage through faculty base
- Administration solutions for overall school operations
- Technology deliverables
 - Laptop availability for all students through 'class-cart' of laptops
 - Full wireless capability throughout school
 - Accelerate PC refresh for faculty members (laptops) and for classrooms
 - New flat panel monitors in each classroom
 - Ceiling mounted projectors in every classroom
 - Administration software to assist in overall cost reduction of school overhead and increase efficiency
 - Application software for increased communication between faculty and parents: Implement 1:1 computing initiative

In conclusion, strategic planning involves a dynamic process that intersects all facets of the school as an entity. The plans and directions summarized in this document should be thought of as a fluid model intended to deliver results, demonstrate progress and promote synergy throughout the overall environment benefiting the entire school community. .

On an annual basis, each committee will be responsible for presenting a review of its specific strategies to achieve the objectives of the Our Lady of the Lake school. The review will determine what objectives have been met, as well as necessary modifications or directional changes may be required. A report will be delivered to the school and parish community each year at our State of the School business meeting. Therefore, is paramount for all members of the school community to be engaged in this process through volunteer positions.

End