



ST. MARY'S SPRINGS  
Academy

# Strategic Plan 2017 - 2020



## **Executive Summary:**

It is an exciting time for St. Mary's Springs Academy, as we celebrate our "Strength as One". This new community theme celebrates and marks the most recent step in the evolution of Catholic education in the Fond du Lac region, as the once separate, independent schools throughout the city, have now merged into the consolidated K-12 campus on "The Ledge". Much has been accomplished in the history of the Academy, with this latest chapter celebrating the completion of the Second Century Campaign and the construction of our new state-of-the-art campus. The following Strategic Plan, along with our defining theme "Strength as One", aims to both preserve the historical and spiritual aspects of school community that have long been engrained within our culture, as well as to establish annual goals and objectives that allow for ongoing, continuous improvement of our system.

The Development of the St. Mary's Springs Academy Strategic Plan was a comprehensive and inclusive process welcoming input from a variety of stakeholders, including faculty and staff, families, students, alumni and local parishioners. Through surveys, team S.W.O.T. meetings (strengths - weaknesses - opportunities - threats) and preparation of our system accreditation, SMSA was able to collect the data and impressions necessary to shape the system Strategic Plan. Through this process, five "Areas of Focus" surfaced including:

- 1) Living our Catholic Identity;
- 2) Excellence in Teaching and Learning;
- 3) Employee Development, Support and Engagement;
- 4) Celebration of Community;
- 5) Assurance of System Financial Stability.

The following sections detail the goals developed for each area of focus. These goals aim to strengthen St. Mary's Springs Academy over time and to serve as a road map for systematic, continuous improvement. Under each goal, key strategies will be developed, outlining action steps, ownership, and metrics to allow for the ongoing evaluation of our plan and progress. These steps will be owned by our Continuous Improvement Team which will monitor the system's progress towards its annual goals and action plans, as well as prepare annual reports for the St. Mary's Springs Academy Board of Directors and our community stakeholders.

We are proud to present this plan and hope that you, too, will continue to seek ways for us to

advance our mission and vision. The foundation of our institution remains strong, but we need to build on that foundation to ensure a great future. We pray for your continued support and thank you for all the ways you have supported the growth and vitality of this incredible place we call St. Mary's Springs Academy!

Our Lady of the Ledge, pray for us!

In Christ,

Kelly Norton - President

## **Mission, Vision and Core Values:**

### **The SMSA Mission Statement:**

The Mission of SMSA was established in 2009. The purpose of our mission statement is to describe “why we exist” as an institution, or rather, what our ultimate purpose and commitment is to our school community.

#### ***St. Mary’s Springs Academy Mission:***

St. Mary’s Springs Academy, rooted in Christ’s teaching, academic excellence, and service to Church and community, prepares students to meet global challenges and become leaders of tomorrow.

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### **The SMSA Vision Statement:**

The vision statement of SMSA was refined most recently in 2016, with the input of our school leadership that included the Board of Directors, staff and students. The purpose of our unique vision statement is to provide a preview of our future and what we wish to achieve to fulfill our mission.

#### ***St Mary’s Springs Academy Vision:***

St. Mary’s Springs Academy will inspire all students to live a purpose-filled life through inclusion in Catholic community, development of God-given strengths, and a commitment to individualized academic achievement.

*---Inclusion in Catholic community ensures that all students, regardless of religious affiliation, will be welcomed into our faith community and encouraged to live in Christ through the celebration of Catholic tradition, self-emptying service to community, and the active modeling of our Core Values.*

*--Development of God-given strengths ensures that all students will be supported in the exploration and maturation of their unique gifts, so we may foster their self-awareness, self-confidence, and self-respect.*

*--Commitment to individualized academic achievement ensures that all students will be supported and challenged through a unique, individually rigorous educational plan, allowing each to find academic success and fulfillment at SMSA and fully preparing them for College and beyond.*

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## **The SMSA Core Value Statements:**

In 2017, our SMSA community began developing our core value statements which define the unique qualities, values and principles that our students and community embody. Together, students and staff determined the values that define what it means to be a member of the St. Mary's Springs Academy, to follow "The Ledger Way."

### FAITH

We live our Catholic faith in both word and action. We are disciples of Jesus Christ, called to be living examples of both faith and stewardship.

### LEARNING

We are committed to excellence in education through personal growth and achievement. We strive to be inquisitive critical thinkers, problem solvers, and team players.

### LEADERSHIP

We are devoted to a life of servant leadership, going above and beyond to serve the school, parish, community and world. We are responsible citizens and Christians committed to living life, promoting peace, and fostering social justice.

### RESPECT

We treat God's people with respect and kindness at all times. We acknowledge our differences, offering compassion, empathy and tolerance.

### RESPONSIBILITY

We lead by example and are accountable for our actions, even when it's difficult. We affirm sound judgement and trustworthy behavior.

### COMMUNITY

We foster a welcoming, supportive, engaging and collaborative community that works in unison to overcome challenges and celebrate success. Together we honor our traditions and work in partnership to advance our institution.

### **Focus Area 1: Living Our Catholic Identity**

St. Mary's Springs Academy will continually strengthen the school's distinctly Catholic and Christ-centered mission, its religious instruction, and the faith development of employees, students and families. We remain committed to ensuring that the Catholic identity of the school reflects our vision and our call to discipleship. We will foster positive and collaborative school-church partnerships that encourage support, involvement and engagement in the Catholic Church and parish life.

#### **Goal A: Seek ways to enhance and implement the mission, vision and core values of SMSA.**

- 1A1) Review mission and vision statements annually to ensure Catholic faith alignment and visibility within the school community.
- 1A2) Promote our System core values, "The Ledger Way", that encourages our school community to lead and live as Jesus did.

#### **Goal B: All members of the SMSA community will come to know the freedom, joy, and fulfillment found only in relationship with Jesus Christ and His Catholic Church.**

- 1B1) The SMSA community will be able to articulate the life-giving power of the Paschal Mystery of Jesus Christ in their own lives.
- 1B2) Provide regular opportunities to experience the life-giving power of the Paschal Mystery of Jesus Christ through the sacramental life of the Church.
- 1B3) Continually improve student engagement in and understanding of the Holy Mass.
- 1B4) Foster a deeper devotional life among our students and families to Jesus Christ, Mary and the Saints.
- 1B5) Deepen a sense of belonging and inclusion within the SMSA community, as it relates to faith, by creating a robust relational ministry.

#### **Goal C: Develop the school's sense of outward mission to be a blessing beyond our walls to the Church and broader community.**

- 1C1) Enhance service opportunities for students and families of St. Mary's Springs Academy.
  - 1C2) Draw families into a deeper engagement with their home Parish.
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## **Focus Area 2: Excellence in Teaching & Learning**

St. Mary's Springs Academy is committed to individualized academic achievement, ensuring that all students will be supported and challenged through a unique, personalized, and rigorous educational plan. Every student shall be afforded the opportunity to know academic success and personal fulfillment at SMSA and will gain the skills essential to flourish in college, in career and in life.

### **Goal A: Promote academic excellence by way of individualized student achievement.**

- 2A1) Acquire and mobilize resources that enhance student achievement.
- 2A2) Develop a personalized growth/education plan for every student K-12.
- 2A3) Develop and implement a comprehensive enrichment and intervention program to address the differentiated learning needs of students.

### **Goal B: Develop system assessment protocol that allows for ongoing monitoring of both student and System academic progress.**

- 2B1) Train faculty on the interpretation and use of data to form instruction, and continually monitor progress and promote our academic outcomes.

### **Goal C: Provide challenging, up-to-date curriculum**

- 2C1) Develop, implement and document system curriculum alignment across all grades and in all core content areas.
- 2C2) Continually explore ways to offer greater diversity of learning opportunities within our school.

### **Goal D: Expand community partnerships that enhance the student experience and growth objectives.**

- 2D1) Enhance partnerships with local post-secondary institutions to diversify and strengthen learning opportunities for students and faculty.
  - 2D2) Provide opportunities for students to explore and plan for their future including both college and careers.
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### **Focus Area 3: Commitment to Employee Development, Support, and Engagement**

The employees of St. Mary's Springs Academy are the lifeblood of our institution. We are committed to developing a culture that is supportive, encouraging and collaborative and are focused on the total well-being (mental, emotional, spiritual and physical) and success of each member of the team. Our goal is to foster the continuous personal, professional and spiritual growth of all employees.

#### **Goal A: Commitment to the recruitment and retention of exceptional employees.**

- 3A1) Evaluate and modify employee wage and benefits package to remain competitive in the market.
- 3A2) Develop and implement an Employee Wellness Program.
- 3A3) Develop and implement a New Employee Mentoring program.
- 3A4) Establish and communicate position expectations through the establishment and review of system job descriptions.
- 3A5) Celebrate and promote the accomplishments of our System, teams and individuals more frequently.

#### **Goal B: Provide professional and spiritual development opportunities for staff/faculty.**

- 3B1) Develop and implement a continuous, scaffolded professional development plan for faculty and staff, centered around system initiatives.

#### **Goal C: Encourage continuous growth of faculty and staff focused on the nurturing of their unique strengths.**

- 3C1) Develop and implement systematic faculty and staff evaluation process.
  - 3C2) Develop and implement strengths based coaching model, using results to aid staff and faculty in establishing annual professional and developmental goals.
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#### **Focus Area 4: Celebration of our “Springs” Community**

St. Mary’s Springs Academy is known for being “an extension of family.” Regardless as to whether a family/student is new to SMSA or part of a multi-generation legacy, our desire is that every member of our community feels safe, welcome, engaged and committed to the advancement of our mission and vision.

#### **Goal A: Focus on a culture where students feel welcome, supported, encouraged and highly engaged in their faith, learning and community.**

4A1) Allow students to explore their unique and individual strengths and talents and expand programs/clubs/activities that allow them to further develop and mature.

4A2) Ensure that every student has an adult “advocate” that is committed to their ongoing growth and development.

4A3) Fully infuse Love & Logic and Positive Behavior Intervention System principles PreK-12

4A4) Develop programming that allows us to celebrate the unique traditions and heritage of SMSA.

#### **Goal B: Support an environment where all families feel engaged and are working collaboratively to support our Catholic mission.**

4B1) Develop programs that welcome new families and encourage existing families to feel connected to and engaged with our school community.

4B2) Develop a parent volunteer program that encourages greater parental involvement in areas where support is needed.

4B3) Develop annual communication strategies that allow for greater parent input, as well as the sharing of system information, goals, and the state of the system.

#### **Goal C: Develop engaged and active community stakeholder and alumni groups.**

4C1) Develop annual marketing and communication strategies that share the ongoing success of SMSA within the region and amongst our alumni.

4C2) Grow programs/events/activities that allow us to further engage our alumni.

### **Focus Area 5: Assurance of System Financial Stability**

The financial health of St. Mary's Springs Academy is vital if we wish to continually provide a Catholic education to all those who desire to attend our great school. In order to do so, we will continue to seek ways to expand our fiscal resources and manage our expenses. We must however, continue to expand services and programs that advance our institution and allow us to remain relevant and competitive as a 21st century educational institution.

#### **Goal A: Implement a comprehensive recruitment and retention plan.**

- 5A1) Refine the system's tuition assistance program to ensure all families, regardless of financial capability, are afforded the opportunity to obtain an education at SMSA.
- 5A2) Grow student enrollment to 900 by 2025.

#### **Goal B: Pursue alternate funding options (fundraising) that will provide financial support for short and long term operational needs and healthy fiscal reserves.**

- 5B1) Focus on increased alumni, family and stakeholder engagement with the purpose of growing unrestricted annual fund gifting
- 5B2) Work in partnership with the St. Mary's Springs Academy Foundation to enhance giving options for SMSA donors
- 5B3) Continue to invest in parish outreach through the region and Deanery to encourage ongoing parish support of our regional school.
- 5B4) Launch a formal, planned giving program.
- 5B5) Begin to research and write grants that support the System.

#### **Goal C: Implement a long-term facility management plan**

- 5C1) Develop a preventative maintenance program (including technology) which forecasts anticipated annual expenses.
  - 5C2) Develop a comprehensive facility/campus repair and improvement plan.
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