

# **STRATEGIC PLAN**

# **CATHOLIC SCHOOLS OF GREATER KALAMAZOO**

**September 9, 2003**

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## **Catholic Schools of Greater Kalamazoo**

This Strategic Plan was developed

during February and March, 2003

Approved by Bishop James Murray

And the Unification Board September, 2003

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## Catholic Schools of Greater Kalamazoo

### Strategic Profile

#### Values System

#### Mission Statement

*The Mission Statement describes the purpose of the Catholic Schools of Greater Kalamazoo within the strategic timeline.*

In partnership with parents, we provide the Kalamazoo-area community a Catholic faith-based education that focuses on high achievement, a caring environment and the responsible sharing of time, talent and treasure.

#### Vision Statement

*The Vision Statement describes the long-term goal of the Catholic Schools of Greater Kalamazoo.*

Catholic Schools of Kalamazoo will continue to proclaim the vision of Jesus and the mission of the Catholic Church through an unparalleled school system that nurtures an attitude of life-long learning, commitment and service to our church and civic community.

#### Core Values

*Core Values reflect important philosophies of the Catholic Schools and are used in concert with the Mission Statement to guide decision making.*

- We reflect the morals and values of our Catholic faith through the doctrines of the Catechism of the Catholic Church. We teach, model and integrate Gospel values into daily life and service to others. We are rooted in the Christian life to embody the spirit of Christ in the world.
- We will achieve academic excellence by providing research-based competency in the core curriculum, involvement in enrichment activities and a safe and nurturing environment. All of this will give each child the opportunity to reach his or her full potential.
- We believe well-educated, well-rounded students are the result of the active involvement of parents, teachers and the entire parish community. Parish life, school life and home life are integrated in faith to ensure life-long growth.
- We will be accepting in educating, to the best of our abilities and in an environment of respect and care, children from all races, faiths, academic abilities, physical abilities and socioeconomic levels.
- We give witness to our vision through worship, prayer, setting a Christian example, collaboration and unity through diversity.
- Catholic Schools of Greater Kalamazoo is a mission of the parishes.

## Time Perspective

*The Time Perspective answers the basic question: "How far in the future must we look to anticipate changes to gain or maintain advantages of an enduring nature?"*

Decisions on Programs/Services Scope, Constituents Scope and other strategic issues will be made looking ahead to the next 20 to 25 years.

## Program/Service Scope

### Program/Service Criteria

*As a guide to Program/Services offered decisions, this list will serve as an operational screening tool.*

New and existing Programs/Services will be evaluated against the Core Values. Programs/Services which are consistent with the core values will be tested against the following criteria to determine inclusion and priority in our Catholic Schools portfolio:

- Meet the educational and spiritual needs of the school/parish community;
- Clearly defined, consistent and appropriately implemented;
- Proactive in seeking constituent input, feedback and measurement to ensure continuous improvement;
- Economically feasible -- we get the most for our money and continually prove to be good stewards of the gifts entrusted to us;
- Have adequate space, facilities and equipment to ensure success;
- Generate sufficient interest and participation to be sustained;
- Staffed with energetic, motivated, quality personnel;
- Adaptable with built-in flexibility through cooperative effort and support;
- Have a financial plan with adequate funding for the short and long term;
- Are fully described and understood (including goals and the monitoring of goals ) to all concerned;
- Aggressively marketed with broad publicity to the target market;
- Have the support of the diocese, parents and the parish community;
- Provide accessible and conveniently-located schools;
- Have wide appeal based on a tradition of excellence and sound communication;
- Be value-driven and seek affordability within a business model;
- Have a breadth of programs to challenge the academic ability of each child accepted into our schools; and
- Align all curriculum areas with current state standards.

### Categories of Services

*In order to communicate content of our service portfolio internally, we define programs/services offered in five categories. These programs/services constitute our core services to which we will devote significant resources maintaining professional and technical capability.*

### **Curriculum:**

- We will align K-12 curriculum to Diocesan curricula in all core subjects (Math, Social Studies, Science, Language Arts and Religion) to ensure a consistent standard of learning.
- We must strengthen the curriculum areas of Math, Social Studies, Science and Language Arts, using standardized test scores as a measure.
- We will teach and integrate technology/media throughout the system.
- We will offer Spanish language classes in elementary schools.
- We will integrate Catholic teachings into subject areas.
- We will provide professional development opportunities for staff

### **Religion and Spiritual Education:**

Our program emphasizes Catholic moral and social teaching and fosters the growth of each student along his or her spiritual journey.

- We will concentrate on the Mass as the core and summit of worship within the schools.
- We will provide preparation and education in the seven sacraments.
- We will offer religion classes, prayer, retreats and service opportunities.
- We will provide training and workshops on how to teach the Catholic faith for our teachers.

### **Shared System Services:**

In order to avoid duplication and promote cost savings, we will:

- Centralize administrative services, fund raising, marketing and tuition assistance programs.
- Develop or coordinate specialized educational services such as Special Education and Special Needs.
- Align athletic programs across the system.
- Coordinate extras such as band, spelling bees, dances, field trips and Christmas programs.
- Centralize and coordinate educational offerings such as MEAP or SAT testing and tutors.
- Add a student behavioral counselor.
- Centralize transportation services system- wide.
- Coordinate and share technical support services.
- Monitor economic trends and demographics for planning purposes in order to forecast their impact on our schools and system.

### **Support Services:**

We will offer a range of support services to make it easier for families to take advantage of our Catholic Schools:

- Daily hot lunch programs;
- Child care before and after school; and
- Parent ride-share support.

### **Program Delivery:**

We will provide delivery systems to increase the comfort level of students as they move into and through the system:

- Pre-School (ages 3-5) including Young Fives;
- Full day and one-half day Kindergarten will continue to be offered; and
- The Buddy System (student mentoring) will be encouraged and enhanced.

### **Constituent Scope**

*We will focus major energies on families and markets that need the Primary Programs/Services we offer and that we can serve ethically, efficiently, and with fiscal prudence.*

### **Constituent Characteristics:**

As a guide to target marketing and family selection, we prefer our primary constituents to meet these criteria.

- Practicing Catholics;
- Active stewards in their parish;
- Motivated religiously;
- Motivated by and committed to learning;
- Educated in Catholic Schools;
- Belong to a multi-generation Catholic family;
- Proud of their heritage;
- Willing to participate in the educational process;
- Demonstrate community-orientation through service activities;
- Committed to family and are seeking a family environment;
- Caring, compassionate, nurturing, charitable;
- Willing to share time, talent and treasure;
- Enthusiastic, supportive team players;
- Seek a safe learning environment; and
- Have the ability and willingness to fulfill their financial obligations.

### **Constituent Focus:**

For planning, assignment, marketing and selling, service, reporting and resource allocation purposes, we assign the following constituent priority.

1. **Parents and their students.** We purposely list parents first because they have the greatest influence in educational choices. This group will receive the greatest attention; we must never lose sight of this group because their retention will determine our ultimate success.
2. **New Families.** Our long-range plans recognize the need to bring others on board who desire what we offer. Those include current CCD students not enrolled in Catholic Schools, families relocating to our community, children of alumni, families of RCIA, home school students, private/charter elementary students, pre-school age children, newly weds and the newly baptized. We will aggressively attract these groups as needs dictate and capacity allows.

3. **The Catholic Community.** We recognize that the Catholic Community, the diocese and the parishes are critical to success. We will treat these groups as a valued stakeholders through diligence and comprehensive two-way communication.
4. **Grandparents.** This small but growing market will offer possibilities in the near future.

### **Capabilities Required**

*In order to meet strategic objectives, Catholic Schools of Greater Kalamazoo must pay strict attention to the following internal capabilities.*

- **Administration:** Centralize data collection, budget, payroll/benefits, tuition collection, tuition assistance/scholarships, purchasing and accounts payable.
- **Policies/Procedures:** Standardize policy manuals, record keeping, staff evaluation, governance structure.
- **Tuition/Compensation:** Bring standardized salaries/benefits and tuition to just and competitive levels.
- **Professional Development:** Provide regular and individualized staff development in religion as well as academics.
- **Marketing:** Coordinate and focus efforts to invite Catholic families to our schools.
- **Fund Development:** Attract donors to build a Catholic School Endowment to fund scholarships and to provide for sliding scale tuition and capital needs.
- **Transportation:** Centralize transportation across the system to ensure excellence in service combined with efficiencies.
- **Evaluation/Feedback:** Institute a systematic, comprehensive and efficient system (include such items as exit interviews).
- **Accreditation:** Each school within the system will be fully accredited.
- **Location:** Schools will be strategically located where a student population supports effective and efficient educational services.
- **Student Special Needs:** We will provide an opportunity for integration of available public sector programs for students with special talents or special needs.

### **Competitive Advantage**

*The Competitive Advantage of the Catholic Schools of Greater Kalamazoo sets it apart from others who do similar work and provides a focal point for communication to the outside world.*

- The formation of a strong spiritual Catholic identity throughout the system allows for the religious education of students to be a high priority.
- Education delivery includes a progressive curriculum, expectations of academic and standardized test score excellence, students seen as unique individuals, individual attention in the classroom and solid interaction between teachers and parents.
- High expectations of student behavior by adherence to the Code of Conduct.
- Middle school educational concepts integrated within traditional K-8 programs.

### **Size/Growth/Return Targets**

*The following Size/Growth/Return Targets provide planning dimensions for results achievable when strategies are effectively implemented.*

	<b><u>2003</u></b>	<b><u>2011</u></b>	<b><u>2019</u></b>	<b><u>2027</u></b>
Volumes of work	1.0	1.3	1.6	1.8
Number of students	1,400	1,800	2,200	2,500
Number of faculty	80	90	110	125
Total revenue	\$5.6 MM	\$9.0 MM	\$10.6 MM	\$11.9 MM
*Tuition	\$3.3 MM	\$5.6 MM	\$7.1 MM	\$7.9 MM
*Parish Subsidies	\$1.8 MM	\$1.4 MM	\$1.0 MM	\$1.0 MM
*Other	\$.5 MM	\$2.0 MM	\$2.5 MM	\$3.0 MM
Total costs	\$5.6 MM	\$7.3 MM	\$8.9 MM	\$10.2 MM
Capital dollar requirements	\$0	\$1.2 MM	\$1.2 MM	\$1.2 MM

(Average on an annual basis)

*Footnote: Total revenues will cover all costs, generate \$1.2 million annually for capital needs and provide a \$500,000 reserve each year.*

Measures of return:

- Cost per student      \$3,960      \$4,000      \$4,100      \$4,200

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