

Lourdes Catholic School Strategic Planning Meeting

Saturday June 11, 2016

On Saturday June 11, 2016, constituents of Lourdes Catholic School (LCS) met at the Diocese of Davenport for a strategic planning meeting. This session was planned with the goal to assess our current environment, reflect on our mission and core values, and develop a strategic plan that will guide us over the coming years.

The session was attended by 35 individuals (see appendix for list of attendees) and led by Dan Ebener, DBA. Dr. Ebener is Director of Stewardship and Parish Planning for the Diocese of Davenport and Professor in the College of Business at St. Ambrose University. Dr. Ebener led the group through a SWOT (strength, weakness, opportunity, threat) analysis. At the completion of the SWOT, three strategic initiatives were developed along with strategies for each one. Action steps with time frames were developed to implement the strategies over the next year. Individuals were assigned to each action step. These individuals were asked to hold the leaders at LCS accountable to act on these actions.

In the following pages, the results of the SWOT analysis are listed with the strategic initiatives and related actions. Leaders at LCS, Our Lady of Lourdes (OLL) and St. John Vianney (SJV) will discuss the results of this planning session and begin work to complete the actions. Volunteers and constituents from the community will be sought out to help fulfill the actions. In approximately six months, Dr. Ebener will meet with the group to review our implementation, discuss successes and help us problem solve through barriers.

SWOT Analysis

A SWOT analysis is an activity that helps an organization identify its internal strengths and weaknesses in addition to its external opportunities and threats. A full description of the process can be found at various websites.

Strengths

1. Our school has strong academics with administrators, teachers, and staff who care about our children.
2. Our school provides a faith based education and environment.
3. Our children have the opportunity to participate in various special classes and extracurricular activities that are not offered at other schools.

Weakness

1. Our declining enrollment has strained finances of the school and parish.
2. Our facilities are aging.
3. A culture of negativity and misinformation appears to be permeating in our community.
4. A perceived disconnect between Lourdes Catholic School and the overall parish.

Opportunities

1. Our relationship with St. John Vianney is strengthening
2. Bettendorf is growing and has a strong economic base.
3. Many families are seeking a faith-based education for their children.

Threats

1. Our downtown Bettendorf location with I-74 Bridge construction challenges convenience and attractiveness of our school.
2. A society that that places less emphasis on religion and faith based education.
3. Decreasing revenue and family involvement at our school and Church.
4. The strength of Bettendorf and Pleasant Valley public school district make LCS less appealing for some families.

Strategic Goals and Strategies

The following three strategic goals were created based on our SWOT analysis. They represent three areas that our leaders and community will focus on in the next year. Strategic goals are not meant to summarize everything an organization will complete. Rather, the strategic goals provide focus and direction for the next few years.

1. Finances and Budgeting

- 1.1. Lourdes Catholic School will create a funding plan to sustain and grow our school.
 - 1.1.1. Bring in a fundraising professional to help develop a capital campaign
 - 1.1.1.1. Complete by December 2016
 - 1.1.1.2. Fr. Crossen
 - 1.1.2. Review and consider special events to address fundraising.
 - 1.1.2.1. Complete by December 2016
 - 1.1.2.2. Home and School (Nikki Johnson) and Faith Formation Board (Mike Puthoff)
 - 1.1.3. Increase our efforts to obtain grants for the school
 - 1.1.3.1. Complete by December 2016
 - 1.1.3.2. Faith Formation Board, Kristyn Tjaden

- 1.2. Lourdes Catholic School and Our Lady of Lourdes will create a facilities improvement plan.
 - 1.2.1. See 1.1.1
 - 1.2.2. Identify top capital needs.
 - 1.2.2.1. Complete by October 2016
 - 1.2.2.2. Mike Puthoff, Greg Adamson, Roger Perk, John Leinart.
 - 1.2.3. Prioritize our top five capital needs
 - 1.2.3.1. Complete by October 2016
 - 1.2.3.2. Mike Puthoff, Greg Adamson, Roger Perk, John Leinart.

- 1.3. Create a financial planning system to make the funding of the school clear to constituents
 - 1.3.1. Sharing of quarterly financial statements to parishioners and school families.
 - 1.3.1.1. Complete by December 2016
 - 1.3.1.2. Sheryl Lackey, Mike Puthoff
 - 1.3.2. Revise and clarify the class size policy
 - 1.3.2.1. Complete by December 2016
 - 1.3.2.2. Mike Puthoff, Maren Stoflet
 - 1.3.3. Create an ongoing formal budgeting process for the school
 - 1.3.3.1. Complete by October 2016
 - 1.3.3.2. Karen Moldt, Sheryl Lackey, Greg Adamson.

2. Community and Communications

2.1. Set clear expectations on involvement at school and parish.

2.1.1. Create family service hours plan that will start in 2017-2018 and communicate the plan to families.

2.1.1.1. Complete by December 2016

2.1.1.2. Emily Andes, Anne Camarena

2.1.2. Hold a mandatory family orientation at the start of the academic year.

2.1.2.1. Hold first event in August 2016

2.1.2.2. Mike Puthoff, Donica Mokosak

2.1.3. Define specific expectations for pastor, administrator, teacher and staff involvement and participation in school and parish related events.

2.1.3.1. Complete by December 2016

2.1.3.2. Cayleah Willits, Sarah Snyder

2.2. Improved connection and collaboration with Our Lady of Lourdes and St. John Vianney to promote parish unity for Catholic Education.

2.2.1. Faith Formation Board will adjust membership policy to include a voting member from St. John Vianney leadership

2.2.1.1. Complete by December 2016

2.2.1.2. Dave Reilly

2.2.2. Pastoral Council representative on Faith Formation Board, Faith Formation Board representative to report to pastoral council.

2.2.2.1. Complete by October 2016

2.2.2.2. Sarah Leinart

2.2.3. Increase involvement/communication between parish and school.

2.2.3.1. Complete by October 2016

2.2.3.2. Karen Moldt, Donica Mokosak

2.3. Improve communication regarding discipline and conflict management

2.3.1. Review and consider revision of our current discipline policy.

2.3.1.1. Completed in July 2017

2.3.1.2. Lindsey Veit, Dave Reilly

2.3.2. Communicate discipline policy at family orientation

2.3.2.1. Complete by August 2016

2.3.2.2. Jennifer Alongi, Mike Puthoff.

2.3.3. Establish a parent and staff training session regarding discipline and conflict management. Work in conjunction with the AEA.

2.3.3.1. Complete by February 2017

2.3.3.2. Dave Reilly

3. Marketing and Enrollment

- 3.1. Communicate unique value of Catholic education.
 - 3.1.1. Develop and deploy signage and advertising to promote LCS
 - 3.1.1.1. Complete by October 2016
 - 3.1.1.2. Nikki Gartner, Maren Stoflet
 - 3.1.2. Develop a calendar of events to showcase Catholic education after masses at OLOL and SJV.
 - 3.1.2.1. Complete by October 2016
 - 3.1.2.2. Kris Derscha, Susan Smith
 - 3.1.3. Increase social media campaign and sharing of school updates.
 - 3.1.3.1. Complete by October 2016
 - 3.1.3.2. Andy Burman, Chuck Ripley.

- 3.2. Promote stronger internal communication to retain current students.
 - 3.2.1. Create and promote the top three stories of the week
 - 3.2.1.1. Complete by October 2016
 - 3.2.1.2. Andy Burman, Chuck Ripley, Karen Moldt
 - 3.2.2. Strengthen the current ambassador program.
 - 3.2.2.1. Complete by March 2017.
 - 3.2.2.2. Jenny Grobstich, Nicki Gartner
 - 3.2.3. Create an ambassador program for 4th-5th grade families to showcase our middle school and Assumption High School
 - 3.2.3.1. Complete by March 2017
 - 3.2.3.2. Kris Derscha

- 3.3. Strengthen engagement of OLOL Parish and school.
 - 3.3.1. Grow membership and activity of the Catholic Identity Committee.
 - 3.3.1.1. Complete by March 2017
 - 3.3.1.2. Tony Lemek
 - 3.3.2. Regular (quarterly to monthly) meal and tours of school after mass
 - 3.3.2.1. Complete by October 2016
 - 3.3.2.2. Amanda Little
 - 3.3.3. Increase school/parish wide events such as *Trunk or Treat*
 - 3.3.3.1. Complete by October 2016
 - 3.3.3.2. Nikki Gartner
 - 3.3.4. Strengthen youth group/religious education connection with school.
 - 3.3.4.1. Complete by July 2017
 - 3.3.4.2. Jennifer Lynch, Sara Scogland, Jennifer Alongi

Appendix – Planning Session Attendees

Jennifer Alongi
Emily Andes
Andy Burman
Anne Camarena
Ed Collins
Andy Craig
Fr. Crossen
Kris Derscha
Tyler Edwards
John G. Ruhl
Nikki Gartner
Richard Hanzelka
Jeff Jennings
Sarah Leinart
Tony Lemek
Amanda Little
Carolyn McFate
Debbie Meyer
Donica Mokosak
Karen Moldt
Lee Morrison
Brian Nikulski
Mike Puthoff
David Reilly
Chuck Ripley
Susan Smith
Sarah Snyder
Amy Steil
Maren Stoflet
Lindsey Veit
Fr. Vrba
Karen Weaver
Cayleah Willits
Miriam Wilson