



Little Flower Catholic School

2024/2027 Strategic Plan



Respect God. Respect Self & Others. Respect our Environment.

www.lfsrugby.com



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Mission Statement

Little Flower Catholic Elementary School,
a partnership of parents and parish,
nurtures a sacramental life
rooted in Jesus Christ and Catholic teaching,
pursues academic excellence,
and promotes a life of faith, integrity, and service.



A Message from Father Miller



A True Blessing for Students

We are very appreciative of the many blessings that we receive in life from God and the people in our lives. We are especially grateful for the gift of a quality education. The Blessed Lord has blessed St. Therese the Little Flower parish and the surrounding communities with Little Flower Catholic School, with its wonderful staff and students who collaborate every school day to make Little Flower School a great place to be educated as a person of faith and service to others.

Helping our youth to prepare for living and thriving in the world is always a challenge. We know from experience that the gift of faith is an important necessity in dealing with the challenges of living an honorable and virtuous life. Today it is especially challenging with the many changes taking place in our society.

A special thank you to all you assist Little Flower Catholic School to be its best in providing an opportunity for our youth to begin a successful life-long journey of the fulfillment of their lives.

Father Frank Miller - St. Therese the Little Flower Catholic Church Pastor

A Message from Mr. Leier

It's All About the Mission!

It is an exciting time to be a part of the school family here at Little Flower Catholic School. The work that our team has put forth to create a vision that aligns with our school's mission has brought a renewed sense of purpose, excitement and focus on the work we do each and every day. This school is truly a partnership between parents, the parish and the staff that dedicate their professional talents to making this a great place to be and learn. The 3 year strategic plan before you is a combination of efforts put forth by the staff, priests, parents, and parish members that sets the course for what we plan to accomplish in the years ahead. Focusing on the individual abilities and talents of each student will be a strong area of emphasis as we create a learning environment that excels in academic excellence and real life application. Readers will also note that the school will begin working to build an endowment fund to help stabilize and grow the school financial position for years to come. Above all else, we are committed to carrying out the mission of our school by educating our students every day in Mind, Body and Spirit. As always, we welcome your input, encouragement and support as we continue creating a place that serves every student that comes through our doors.



Sincerely, Kevin Leier- Little Flower Catholic School Principal

LFS Plan Narrative

Little Flower Catholic School (LFS) presents its 2024/2027 Strategic Plan, a blueprint designed to guide the institution toward continued growth, excellence, and service within the community of Rugby. Rooted in the rich tradition of Catholic education, LFS remains dedicated to nurturing students in mind, body, and spirit, while fostering academic achievement, faith formation, and a commitment to service.

Aligned with our mission and guided by key common themes identified by stakeholders, this strategic plan outlines focused initiatives across five core areas: Mission and Vision, Catholic Identity, Academic Excellence, Operational Vitality, and Leadership and Governance.

In the pursuit of our mission and vision, we aim to enhance community engagement by broadening our educational offerings to include foreign language, real world project based learning and promoting a Community Service Give Back Program. We reaffirm our commitment to Catholic identity through the expansion of the Catechesis of the Good Shepherd Program, fostering stronger partnerships with parents, and providing meaningful opportunities for student participation in faith formation activities.

Academic excellence remains a cornerstone of our endeavors, with a focus on individualized learning experiences in literacy and math, enrichment opportunities, and the integration of classical approaches to education. Moreover, we are dedicated to reducing technology dependency in lower grades and enhancing science and social studies curriculum to ensure a holistic education is being had by all students who attend our school.

Operational vitality is paramount for sustaining our mission, and as such, we have outlined strategies to optimize communication, maximize student enrollment, achieve financial stability through diversified funding sources, and support staff development and retention.

In matters of leadership and governance, we commit to fostering transparency, collaboration, and talent utilization within the organization while remaining vigilant of external factors, such as state political affairs related to School Choice Funding.

Through the implementation of this strategic plan, LFS endeavors to uphold its tradition of academic excellence, faith formation, and community service, positioning itself as a beacon of educational opportunity and spiritual growth for generations to come.

Guiding Common Themes

Based on discussions from the Strategic Planning Team, Teachers, Board Members and parent survey feedback, the Strategic Planning Team referenced and defined the following common themes that provided guidance to steer goals for the LFS Strategic Planning Process:

1. LFS provides an opportunity for families and their students to belong to a community of people dedicated to providing a quality education in Mind, Body and Spirit in a family like environment.
2. Individualization and teaching to the student's ability should be a primary focus in allowing LFS students to achieve academic excellence in their studies.
3. LFS should continue to work hard to promote, educate and support the faith formation and moral education of all our students in partnership with their parents and the parish.
4. The ability to offer a choice in the community of Rugby for educational opportunities is an asset and our school should continue to work on ways to benefit the whole community.



Mission & Vision

Little Flower School has a strong Mission Statement that has been intentional in its creation to help guide the school. Stakeholders in the school will use this Mission Statement to guide decisions that move the school forward.

- Areas of focus with the Mission and Vision of the School
 - Focus on identifying areas to post and showcase the school mission statement more prominently throughout the school, parish and community.
 - Strengthen student understanding of School, Parish and Community Engagement.
 - Community Give Back Program to be developed and implemented.
 - Service Learning Opportunities to give back to our school, parish and community throughout the school year.

Catholic Identity

Catholic Identity is a foundational element to the mission and success of the school. The following areas are where LFS will focus to build upon the work already taking place to expand the commitment to catholic formation.

- Areas of focus with Catholic Identity
 - Focus on Catholic Identity by building upon the Catechesis of the Good Shepherd Program initiated in 2023-24 with Grades K-1.
 - Continue work to partner with parents to build capacity in learning the catholic faith with their children.
 - Create and schedule opportunities for students to participate in meaningful activities within the church (ie. Adoration, Stations of the Cross, Serving, Music).
 - Identify opportunities to give back to the LFS Parish through service during the school year.

Academic Excellence

Academic Excellence is a primary focus for the work being done at LFS. It is important to reiterate that LFS has the opportunity to differentiate the learning experience for students enrolled here by offering an academically rich and individualized approach to the learning standards.

- Areas of Focus for Academic Excellence
 - Continue to develop and refine the LFS Literacy Block holistic approach to reading, writing and language structure leveled to student abilities.
 - Continue adding elements for enrichment opportunities in reading and writing as part of the process.
 - Begin the process of identifying grade level standards for Math to engage in developing learning pathways for Math to become an individualized subject for students to pursue moving forward.
 - Much like Literacy Block, Math will become a pillar in our work to individualize skills and knowledge development to the student's level of ability.
 - Work together as a staff to rethink, create and implement a feedback system that generates better understanding of student progress and classroom status while pursuing their learning goals.
 - Examples- Standards based reporting, narrative feedback reports, check in hours, snapshot reports for parents.
 - Continue the pursuit of Classical Approaches to educational material in the areas of Reading, Writing and Math.
 - Scale back dependency/use of technology in grade K-2.
 - Work to implement consistent Social Studies and Science Curriculum across grade levels with an emphasis on student engagement and hands on approaches with project based learning opportunities.
 - STEM Kits, Tower Gardening, Outdoor science exploration, etc.
 - Begin discussions on splitting 1st and 2nd grade back into single grade level classrooms.



Operational Vitality

In order for LFS to carry out its mission, it is critically important that the operations of the school provide stability and consistency to ensure future success for students, parents, staff, parish members and the community of Rugby.

- Areas of Focus for Operational Vitality
 - Develop a Communication Plan to effectively communicate to parents, parishioners and the greater community of Rugby what is happening at LFS.
 - Examples to highlight include- Individualized learning pathways, enrichment opportunities, Montessori practices in religion and classroom management, Spanish as a foreign language, community engagement.
 - Work to maximize student enrollment to run as efficiently as possible during this 3 year strategic cycle.
 - Target number of 82 students a year.
 - 12 Preschool and 10 per grade level K-6
 - Create stable funding sources and reduce the dependence on fundraising efforts and parish subsidies.
 - Begin growing the LFS Endowment with a goal of \$100,000 added in the next 3 year cycle.
 - Develop a “Partners in Education” program to identify and cultivate long term donor support for growing the school’s fiscal position.
 - Assess and adjust tuition rates based on school offerings, striving to match or out pace the parish subsidy each year.
 - Create a stable Scholarship Pool in order to support parents interested in the school but are financially hindered.
 - Create a viable budget forecast to help navigate challenges and opportunities for the school.
 - Continue to focus on hiring, retaining and developing high quality staff that are committed to the mission of LFS.
 - Competitive Salaries and Benefits
 - Professional Development Opportunities in both Education and Faith Formation
 - Positive workplace culture with a commitment to healthy work life balance
 - Work with the PTO group to consolidate fundraising efforts and begin new opportunities for parent engagement in the school.

Leadership and Governance

The ability to execute and deliver on strategic goals is highly dependent on the leadership of the organization. LFS is fortunate to have a dedicated group of individuals that fill the leadership positions within our school who are committed to fulfilling the mission set forth.

- Areas of Focus for Leadership and Governance
 - Administrative and Staffing Approach
 - Continue to look at ways to structure administrative positions within the school to create shared decision making pathways and cost saving approaches in this area.
 - Look for creative ways to leverage teaching expertise to maximize talent within our LFS staff.
 - Communicate and encourage the development of interested persons in advisory board vacancies (as they take place) over time.
 - Continue to operate and lead with transparency and commitment to the mission of the school.
 - Stay focused on current political affairs within the state in regards to School Choice Funding and School Law.



Steps in Executing the LFS Strategic Plan

1. Establish Key Performance Indicators (KPIs):

- Align the KPIs with the goals and objectives outlined in the strategic plan. For example, if one of the goals is to enhance community engagement, a relevant KPI could be the number of community service hours completed by students.
- Set measurable targets for each KPI to track progress towards specific goals and objectives.

2. Regular Progress Reporting:

- Implement a reporting system that provides updates on key initiatives mentioned in the strategic plan. This could include progress on community engagement initiatives, academic excellence programs, operational vitality efforts, and leadership/governance activities.
- Report on the achievement of milestones and progress made towards the identified KPIs. This will help track the school's progress in meeting its strategic goals.

3. Data Collection and Analysis:

- Collect relevant data to assess progress in various areas. For example, academic data can be collected to evaluate improvements in student achievement and progress.
- Analyze data to identify trends, strengths, weaknesses, and areas for improvement. This analysis can provide insights into the effectiveness of strategies and initiatives outlined in the strategic plan.

4. Stakeholder Feedback and Input:

- Seek feedback from stakeholders on the implementation of the strategic plan. This can be done through surveys, focus groups, or individual interviews.
- Gather input on specific initiatives related to community engagement, Catholic identity, academic excellence, operational vitality, and leadership/governance.
- Use stakeholder feedback to assess the impact and effectiveness of the strategic plan and make adjustments as needed.

Steps in Executing the LFS Strategic Plan

5. Periodic Review and Adjustments:

- Schedule periodic reviews of the strategic plan to evaluate its effectiveness and relevance.
- Assess whether the goals and strategies outlined in the plan are still aligned with the evolving needs of the school and make necessary adjustments if required.
- Use data and stakeholder feedback to inform the review process and guide decision-making.

6. Engage External Experts:

- Consider involving external experts or consultants during the periodic review process. They can provide an objective assessment of progress and offer recommendations for improvement based on their expertise and experience.
- External experts can provide valuable insights and perspective to ensure the strategic plan remains effective and relevant.

7. Board and Leadership Oversight:

- Ensure that the school's board and leadership team are actively involved in monitoring the progress of the strategic plan.
- Schedule regular meetings to review progress reports, discuss challenges, and make informed decisions to support the successful implementation of the plan.
- The board and leadership team can provide guidance and support to ensure the strategic plan's objectives are achieved.

8. Celebrate Achievements:

- Recognize and celebrate milestones and achievements related to the strategic plan.
- Acknowledge progress made towards goals and objectives outlined in the plan.
- Celebrations can help motivate stakeholders, foster a sense of accomplishment, and maintain momentum in implementing the strategic plan.
- By aligning these steps with the strategic plan, Little Flower Catholic School can establish a systematic approach to monitor and evaluate progress towards its goals and objectives. This will ensure that the school remains focused on the strategic plan's implementation and can make informed adjustments when necessary.