



**Leading The Future of Catholic Education**

**Marquette Catholic High School**

**Strategic Plan**

**2018-2021**

**Leading The Future of Catholic Education**  
**Marquette Catholic's Strategic & Implementation Plan**  
**Fall 2017-Fall 2021**

**Introduction:**

Marquette Catholic's vision statement anchors itself in a Catholic tradition of high academic expectations and faith formation for all students. The statement illustrates and speaks to how the world will view Marquette Catholic High School five years from the present. The vision considers four themes inspiring Marquette's strategic & implementation plan, *Leading the Future of Catholic Education*.

- Catholic Faith & Service
- Teaching & Learning
- Diverse & Inclusive Culture
- Globalization

**Vision Statement:**

Marquette Catholic High School, a Gary Diocesan urban school, is known globally for academic excellence and Catholic faith formation. Our students and teachers have a thirst for knowledge and learning. They live for the Common Good.

**Mission Statement:**

Marquette Catholic High School, open to students of all faiths and cultures, promotes a college preparatory and global curriculum rooted in the gospel values of peace, service, freedom, love and justice. We afford students opportunities to develop a personal relationship with Jesus and a love for His church. We challenge students academically, socially and spiritually.

**Diversity Statement:**

Diversity is an integral and indispensable component of academic excellence and holistic student development. Marquette Catholic High School has the Christian responsibility to create and maintain a climate that affirms diversity of persons as well as diversity of views. A commitment to diversity means a commitment to the inclusion, welcome, and support of individuals from all groups, encompassing the various characteristics of persons in our community. Among these characteristics are race, ethnicity, national origin, gender, age, socioeconomic background, sexual orientation, geographic and linguistic background, religion, and physical ability. As we embrace and harness the power of diversity in our global world, we will provide students, faculty, and staff a high school experience rich in perspectives and opportunities to learn from each other.

**Belief Statement:**

In everything we do, we believe in challenging the traditional way of educating our students. We believe in thinking critically and inspiring them to do the same. We do this by encouraging them to be driven, to be global, to be passionate, to be connected, to find faith, to discover God and to work for the Common Good. We ask our students to embrace high expectations and become exceptional.

**Themes:****Catholic Faith & Service**

- Continue to update Service & Retreat Programs
  - Kairos Retreats
  - Service Retreats
  - Internship Retreats
- Increase evangelization and access to faith formation programs
- Attract practicing clergy and religious on campus
- Participate in community outreach and facilitate programs that work for the Common Good
  - Reins of Life
  - Sharing Meadows
  - Sandcastle shelter
  - Sacred Heart School (sister school New Jersey)
  - Wentworth Elementary School-Chicago
  - Sacred Heart Food Pantry-Michigan City
- Participate in Catholic Relief Services Programs
- Promote Catholic Identity and develop a community of Catholic faith and practice
- Review and revise Theology curriculum to meet the Bishop's expectations and our students' faith formation needs
- Develop the faculty in Catholic Catechism
  - Fall 2017 Notre Dame Coursework-all teachers
- Nurture a relationship between Marquette and St. Mary's Parish
  - Shared facilities
  - Acquire St. Mary's for additional classroom space
  - Angela House-boarding
  - Continue to renovate and update properties

**Teaching & Learning**

- Professional Development Focus:

- Curriculum Alignment and Mapping-working to develop a building-wide articulated curriculum
- Experiential, collaborative, engaging and relevant teaching for today's world
- Current practices in Technology: Explore and implement a one-to-one computer platform for students and staff: Apple Ipad fall 2017
- Afford opportunities for teacher degree advancement
- All teachers hold a MA or better by 2021
- Provide additional professional time during the school day for teacher discussions, book talks, data interpretation, and shared practice
- Understanding the Catholic Faith-Teacher development
- Academic Plans PL221/State of Indiana Accreditation
- Global Advancement Center: Business Lab fall 2016
- NCA Accreditation
- Increase visiting teachers, speakers and practitioners
- Enrich the curriculum by adding additional formal clubs and organizations
- Upgrade and modify learning spaces and facilities-Marquette Studio
- Expand internship/simulation programs and expand dual-credit offerings
- Increase student enrollment numbers and access to a variety of dual-credit, field work, research, career exploration, internship and early college credit opportunities: Marquette University High School
- Use data to drive curriculum and course of study
- Continue to upgrade technology and student resources: one-to-one
- Continue to provide and investigate opportunities for college-readiness
- Increase extracurricular, field-work and global opportunities for students
- Implement several new "Diploma" types that allow student concentration and exploration in a selected content area: Business and Communications, Liberal Arts, Global Studies, Visual & Performing Arts

### **Diversity & Inclusive Culture**

- Attract a diverse teaching staff in experience, ethnicity and culture
- Increase enrollment by expanding demographics
- Promote tolerance and diversity through curriculum and event planning
- Attract a diverse student population
- Building-wide theme: Working for the Common Good

### **Globalization**

- Encourage, afford and promote global engagement in teaching and learning
- Inspire intercultural awareness and tolerance

- Attract international and ethnically diverse students and teachers
- Understand the global Catholic Community
- Afford new courses with a global emphasis

## **Academic Affairs**

### **Introduction:**

Marquette Catholic High School has recorded 100% college acceptance for the last decade. We look to maintain that outstanding academic success for all students enrolled. We, in the academic advising department, continue to pursue ways to achieve college readiness beyond the classroom. It is through the implementation of various programs and resources we keep pace with the ever changing prerequisites for college acceptance.

**Goal:** The Academic Affairs Department will prepare students for College and Career Readiness. The Office of Academic Affairs at Marquette will work to insure all graduates are not only college bound, but college and career ready.

**Strategy I:** The Office of Academic Affairs will conduct various workshops with the intent to introduce, guide and promote college and career readiness.

- Conduct various workshops with the intent to introduce, guide and promote college & career readiness
- Assess student interests and facilitate customized pathways leading to student success with Naviance, a college and career readiness program.
- Advocate graduating seniors and provide encouragement to determine successful post secondary placement

### **Assessment:**

- Numbers of graduates successfully placed in post secondary environment

**Strategy II:** The Office of Academic Affairs will offer college field trips, onsite admissions events and welcome college representatives into Marquette to inspire and prepare our students in college and career readiness.

- Collaborate with local and regional colleges to schedule three to five onsite admissions events yearly, allowing seniors free waivers and instant decisions
- Welcome universities and colleges to our campus as visitors. Continue to strengthen relationship between Marquette and colleges
- Collaborate with local and regional colleges to schedule customized tours for our students

**Assessment:**

- Total number of onsite admissions events, college representatives and tours

**Strategy III:** The expansion of the dual credit system, including the University Program, will potentially allow Marquette students to earn college level credit by the time they graduate. Students in the University Program can earn a Core 40 with Academic Honors diploma while also earning college credits toward an Associate Degree through dual credit courses.

- Collaborate w/ Dual Credit (DC) partners; including credentialing teachers
- Qualifying students, including testing and acquiring waivers
- Expansion of the University Program including adding more majors, building a bridge program, and internships

**Assessment:**

- Graduating students with dual credits successfully transfer to a 4 year institution
- Success of University students graduating with Core 40 Honors diploma and Associate's Degree. Program will expand to include variety of degree programs offered at Marquette

**Strategy IV:** The Office of Academic Affairs will coordinate all IDOE standardized testing, except WIDA, to insure all students have access to and complete testing required for graduation, necessary for college acceptance.

- Coordinate training webinars through IDOE and test vendors for examiners, proctors, and test administrators to insure all test personnel are equipped to provide optimum testing experience
- Coordinate Test Security training for all identified personnel to insure effective monitoring and handling of test materials
- Provide teachers/examiners with testing resource sites to provide students with resources prior to testing, which will improve students' performances

- Monitor Graduation Qualifying Exams (ECA - Class of 2018, ISTEP+ - Class of 2019 & 2020, *New ECA* - Class of 2021 and beyond)

**Assessment:**

- Administration of standardized testing

**Strategy V:** Tutoring as Academic Support is in the spirit of intervention before recovery. We at Marquette strive to support our students academically, in as many areas as possible. To that end, we have set in place the following:

- Collaborating with Marquette teachers and establish a plan for teacher support before, during study/ prep periods and after school
- Overseeing the On-site Full School Day Tutoring Program and establishing student tutoring schedule
- Oversee one-on-one student/peer tutoring sessions

**Assessment:**

- Successful academic intervention of our students

## Academic Initiative

**Introduction:**

Marquette Catholic High School's teachers will implement Robert Marzano's "Building Academic Vocabulary" strategies to achieve a comprehensive approach to teaching academic vocabulary. Teaching specific terms is one of the strongest actions teachers can make to ensure that students have the academic background knowledge they need to understand the content they will encounter in school and in standardized testing. When all teachers in a school focus on academic vocabulary, the school has a powerful comprehensive approach.

**Goal:** Marquette Catholic High School teachers will implement a comprehensive plan for teaching and learning academic terms.

**Strategy I:** Educate teachers on steps to building content vocabulary.

- Teacher Orientation: Professional video Marzano, "Building Academic Vocabulary"
- Teachers develop a list of 50 terms per semester per class
- Teachers practice delivery
- Teachers develop assessments for classroom use

**Assessment:**

- Teacher observation
- Teacher classroom assessments
- Teacher word lists

**Strategy II:** Implement vocabulary teaching strategies in the classroom.

- Teachers are expected to teach vocabulary daily in their classes using strategies afforded through our Marzano development
- Teachers and students use Marzano's six step process in vocabulary delivery
- Teachers assess student knowledge of content terms

**Assessment:**

- Teacher Observations
- Lesson Plans
- Classroom assessments

**Admissions****Introduction:**

For eight years, Marquette Catholic High School's enrollment has a pattern of growth. We project how many students will enroll each school year based on partner school enrollment, enrollment trends and other key factors.

**ENROLLMENT HISTORY**

Grade	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18
9	20	52	58	47	57	64	65	85	65	59
10	49	19	59	52	52	64	64	79	88	78
11	46	54	29	58	52	57	60	76	75	85
12	46	40	49	29	57	50	49	62	62	68
<b>Total</b>	161	165	195	186	218	235	238	302	290	290

We recognize that the learning experiences that students have in our school offers the best way to attract new students and retain the students who are already enrolled.

Every student deserves an exemplary education, and MQTT offers excellent programs to serve all of our students' interests and needs. Our school is a place where many families are proud to send their children. We remain committed to our efforts to accelerate achievement, tell our positive stories and continue to earn and retain the trust and confidence of the families we serve.

**Goal:** The Admission Department will increase Enrollment to 400 students.

Marquette's Office of Admission will promote the Catholic identity, safety, academic strengths and unique offerings of Marquette Catholic High School in a continued effort to increase enrollment to 325 students by fall 2018.

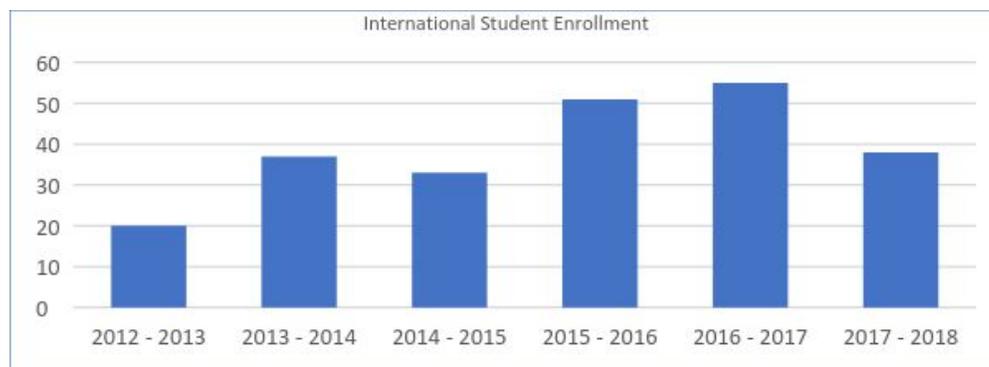
**Strategy I:** The Marquette Admissions office will increase the number of prospective students from local and surrounding areas.

- Research and identify new Choice Scholars
- Identify parochial schools and charter schools who are not sending students to MQTT and establish partnership
- Include those schools in events and visits

**Assessment:**

- Number of prospective students

**Strategy II:** Increase international student population and identify state-side boarding students.

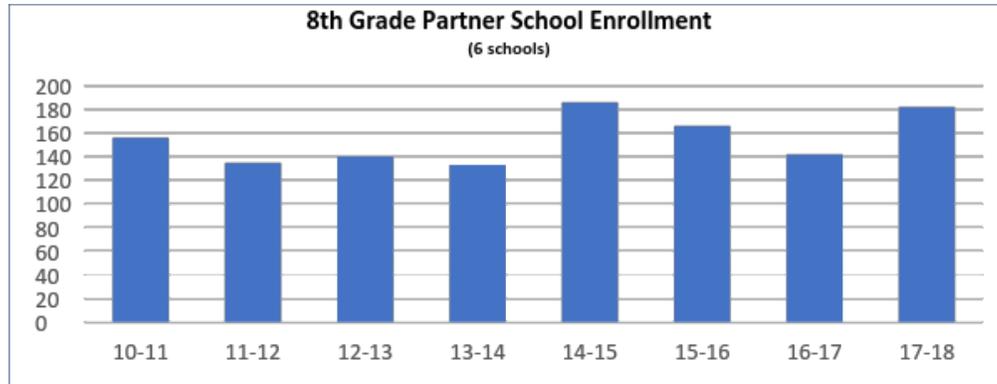


- Increase the number and improve the quality of international partner agencies by securing contracts with four (4) new agents by fall 2018
- Secure advertising in publications for study abroad professionals
- Admissions will attend annual school fairs at elementary and middle schools whose students matriculate to secondary boarding schools (begin fall 2017)

**Assessment:**

- Percentage of varying feeder schools and countries represented in enrolled students and increased revenue

**Strategy III:** The Marquette Admissions office will increase the percentage of Catholic students to 60% by 2018 by nurturing partner school and Religious Education Program relationships.



- Increase MQTT’s presence at partner schools by attending events and meeting with principals, students and teachers, weekly. (back to school nights, home & school meetings)
- Nurture presence and relationships in the Diocesan Religious Education Program.
- Continue to host elementary school events on MQTT’s campus while always being “a good host.” (holiday hoops, host PAC games, middle school volleyball invitational, blue & gold night, 7<sup>th</sup> Grade Day, shadow days, theatre events)
- Meet with partner school principals and pastors to discuss family profiles and then meet with those identified families. (begin fall 2017)

**Assessment:**

- Enrollment numbers and increased revenue.

**Strategy IV:** Increase the number of students from La Porte, Indiana.

- Maintain and nurture relationships with parishes in La Porte, Indiana.
- Include La Porte public schools in Choice Scholar research.
- Continue to offer free bus service to/from La Porte to MQTT.

**Assessment:**

- Number of students who enroll at MQTT who live in La Porte, Indiana.

## Development

**Introduction:** Marquette Catholic High School initiated the position of Development Director starting in the summer of 2017. The school has gone without a director for about two years. Last year, the annual donation from alumni support totaled \$25,000. The school did receive a private gift and financial support from The Marquette Foreign Exchange Company and the Marquette Foundation to sustain its giving.

**Goal:** The Development Department will increase annual giving to \$150,00 through alumni, parent and private donor support.

**Strategy #1:** The Marquette Development Department will host and facilitate several events to raise school funding and engage donor base through social activities.

- Walk-A-Thon \$30,000
- Love Blue, Give Gold, Gala \$40,000
- Giving Tuesday Drive \$5,000
- Golf Outing \$12,000

**Assessment:**

- Funds raised at each individual event
- Total participants

**Strategy #2:** The Marquette Development Department will have an annual solicitation campaign “Be more”. (Match funds from the Diocese)

- Update and review Donorperfect Database
- Identify potential donors
- Identify giving potential of individual donors
- Mailing campaign
- Donor Breakfast
- Reunion target

**Assessment:**

- Funds raised at each individual event
- Total participants

**Strategy #3:** The Marquette Development Department will initiate an active alumni organization.

- Identify all alumni who are currently living

- Create a specific alumni database
- Connect alumni to our Facebook Page to stay current with the school and its progress
- Create annual alumni report
- Bring an alumni team together to volunteer at school and in our fundraising efforts

**Assessment:**

- Completed database
- Increased giving

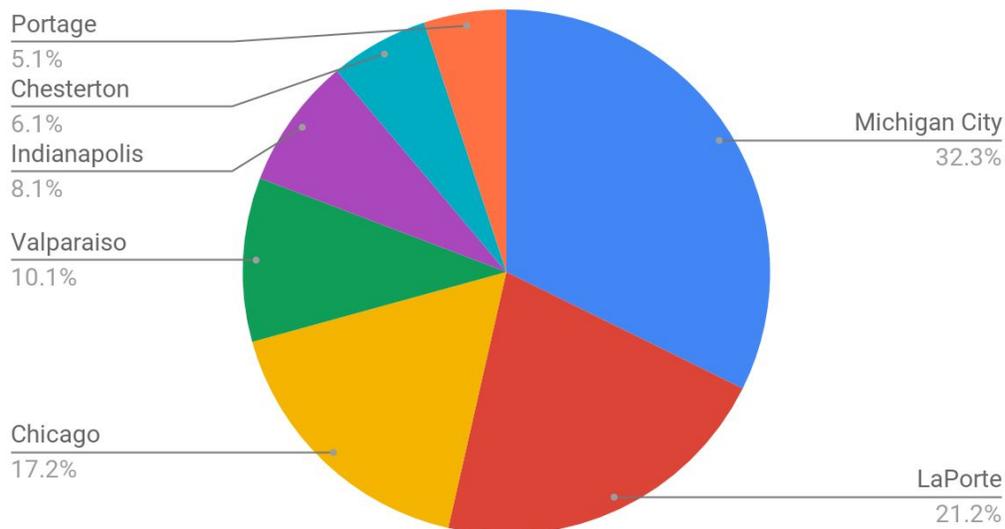
**Public Relations/Marketing**

**Introduction:**

The Department of Public Relations/Marketing oversees all communication efforts throughout Marquette Catholic High School and Marquette Catholic University High School including, but not limited to, social media, branding, website management, press releases, and alumni/student email marketing. Through effective communication and marketing, Marquette's visibility can increase throughout Northwest Indiana.

**Facebook Reach**

**By City**



**Goal:** The Marketing and Public Relations Department will increase website traffic.

An organization's website serves as a welcome mat to prospective customers. When managed and operated properly, it can function as a highly-effective marketing tool to generate new business. With the recent staff restructuring, the school now has a Director of Public Relations/Marketing whose primary focus is on website management. Through various edits and re-designs, our website, marquette-hs.org, has become a more user-friendly, informative, and visually-appealing virtual home. Furthermore, marquette-hs.org is now a site where prospective families - both domestic and international - can access any and all information more intuitively and with fewer clicks. Our website should serve as a valuable resource to help stimulate our brand, highlight our strengths, and, in effect, drive enrollment.

**Strategy I:** Marquette has entered into an advertising agreement with NWI.com, the publication with the widest readership in the Region.

- The agreement signed between the Department of Public Relations/Marketing and the NWI Times is for 100,000 online impressions per month
- Additionally, the agreement includes a 2" x 3" advertisement to run every Sunday in the print edition
- The advertisements will consistently focus on our four pillars: globalization, diversity/inclusion, Catholic faith/service, and teaching/learning

**Assessment:**

- NWI.com and marquette-hs.org analytics

**Strategy II:** Increase our visibility within the Hispanic and Catholic demographics in La Porte.

- The Department of Public Relations/Marketing has created and - will continue to create - bilingual verbiage on all digital ads
- Digital ads will include individuals from ethnic backgrounds
- Reinforce faith-based learning in advertisements

**Assessment:**

- Analytics from La Porte County as provided by NWI.com

**Strategy III:** Reconnect with alumni to sustain interest in Marquette Catholic High School.

- Produce weekly feature that highlights campus improvements, news, and/or personal profiles to be sent to all alumni in our database

- Utilize social media channels to promote alumni events/reunions, as well as alumni achievements
- Maintain relationships with local media to gain publicity for school news and achievements

**Assessment:**

- marquette-hs.org analytics

## **Technology**

At Marquette, we believe in challenging the traditional way of educating our students while pushing them to be more global, passionate, and connected. Between the Fall of 2016 and Fall of 2022 we hope to contribute to this belief through technology.

The improvement priority from the 2013 AdvancEd External Review was to develop a technology plan based on student and staff needs in the 21st century. We recognize that the learning experiences we provide, and the technology we make available to our students, helps to attract new students and provides an enhanced classroom experience that better prepares our students to be global citizens in the 21st century.

**Goal:** Develop a technology infrastructure that supports the needs of our students and faculty in the 21st century. (Taken from AdvancED External Review Report, 2013)

**Strategy I:** Based on a survey of interests taken by our students, Marquette will create more opportunities for a business curriculum at Marquette in the form of dual-credit classes and a state of the art business/finance lab.

- State of Art Business Lab
- Full-time Business Teacher
- Dual Credit Courses in Business
- University Program offering Associate's Degree in Business

**Assessment:**

- Creation of Lab, Enhanced Business Curriculum

**Strategy II:** In order to meet the recommendation of making more technology accessible to students and faculty, Marquette Technology Team will discuss and implement a 1:1 platform at Marquette Catholic.

- Meeting with Technology Team a year prior to decide device and roll out
- Eliminate the use of physical textbooks and materials in the classroom
- Provide equal technology access to everyone at Marquette
- Improve wireless internet
- Movement from textbook-based curriculum to multiple-resources
- Professional Development for Teachers/Students
- Create a Paperless Environment
- Encourage electronic communication
- Prepare students for postsecondary success in the 21st century

**Assessment:**

- 1:1 Program, Student/Faculty Survey, Student Achievement in Post Secondary Education

**Strategy III:** As required by the diocese, Marquette Catholic will transition to RenWeb as its sole student management system.

- Professional Development For Staff, Faculty, Students
- Transfer of all current student information from Edline
- Transfer of transcripts and past data from School Minder
- Teacher Communication: syllabi/content vocabulary, lesson plans on RenWeb
- Parent Access
- Encourage Electronic Communication
- Encourage student responsibility for learning

**Assessment:**

- Accessibility of student information and student information reports

**Strategy IV:** Continue to develop and meet with a team to make sure Marquette Catholic continues to evolve and innovate in the area of technology.

- Bi-Monthly Meetings
- Team consisting of current students, alumni, parents, faculty
- Creation of in-school tech support group for students/teachers comprised of students
- Research new developments in technology for educators and students
- Keep Marquette current and beyond

**Assessment:**

- Meeting Notes

- Team Members testimonials

## **Athletic Department**

### **Introduction:**

It is the role of the Marquette Catholic Athletic Department to provide student-athletes with the opportunity to develop athletic abilities to their full potential while safeguarding their physical welfare in an environment that promotes both high academic standards and the development of leadership capabilities. These objectives are best achieved through a broad-based program, which provides equal opportunity for all its students-athletes regardless of race, color, sex, disability, religion, ethnic or national origin, or sexual orientation and which is administered in accordance with the highest principles of interscholastic athletic competition.

### **Goals :**

- To conduct a program that achieves a high level of interest and support of student, faculty, alumni, feeder schools, and local community.
- To employ an athletic staff of integrity, knowledge, skills and leadership qualities that enable programs of mental, moral, and physical benefit to student-athletes.
- To administer and compete at a competitive level with high ideals of integrity and sportsmanship.
- To provide student-athletes with support systems to promote academic success as well as leadership opportunities in and out of the classroom.

**Strategy I:** The Marquette Athletic Department needs to continue to strengthen the relationship between athletics and students, faculty, alumni, feeder schools, and the local community.

- Marquette Athletics has continued to grow in participation numbers up from 2016-17 (124) to 2017-18 (136). Continuous programming as well as communication to incoming students will continue to grow our programs
- The Athletic department will work with the Admissions department to host “youth-centered” events/days/programs to encourage our elementary and middle school students to visit and compete at Marquette High School. We will continue to host all of the tournaments for our feeder schools.
- With the local community, we will continue to offer affordable sponsorship opportunities with local businesses and promote those

sponsors at our athletic events. We will continue to promote MQTT athletics through social media and print to reach a greater population of our surrounding areas.

**Assessment:**

- Total number of student athlete participation
- Total number of “feeder school” participation and events
- Increase revenue through sponsorship

**Strategy II:** The Marquette Athletic Department strives to run a program that is in complete compliance with IHSAA policies, rules, and regulations.

- Increase staff education through quarterly group meeting and one on one meetings with administration.
- Constantly communicate with entire staff in regards to all IHSAA policies, procedures, and changes.
- Become more involved in organizations across the state and country for Athletic Administrations, including all coaching associations, NIAAA and IHSAA groups.

**Assessment:**

- Increased attendance at meetings
- Documented education requirements for coaching staff

**Strategy III:** Marquette Athletics will have athletic teams competing at the regional, semi-state, and state level while portraying the highest level of sportsmanship.

- Work with coaching staff to set measurable standards for each program
- Develop long-range plans to provide opportunities for success
- Ensure adequate coaching support
- Continue to educate student athletes and coaches through NFHS videos the importance of fairness, honesty, and sportsmanship.

**Assessment:**

- Increased success factor in all sports program
- Increased out of practice time spent on continued education

**Strategy IV:** Marquette student-athletes will be provided the academic tools to be successful. Marquette will supply experiences, seminars, and programs that will enhance the leadership qualities of our student athletes.

- Work closely with Academic Affairs and teachers to develop strategies to ensure students’ success in the classroom

- Involve our students in IHSAA student meetings, as well as meetings with other high schools in and out of the Diocese
- Develop a Student Athlete Advisory Committee (SAAC) to govern and lead student athletes in academia and community service.

**Assessment:**

- Increased GPA and Academic Honors for student athletes
- Participation in the new Student Athlete Advisory Committee