

# VISION

Create a unique learning culture for south metro K-8 students, founded on God’s Word, blended with traditional academics and enhanced by experiences that foster self-confidence and teamwork.

## MNSA SCHOOL STRATEGIC PLAN

<b>(OBJECTIVE 1)</b> Engaged stakeholders that drive school development and experience value that impacts their personal story.			
<b>(STRATEGY 1)</b> Teaching staff: Job satisfaction remains high			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> BCD board members 1 and 2 will contact teachers on a monthly basis to help address any concerns or needs.	September 2021	BCD Board 1 and 2	Although we didn’t clarify within the Board which specific members were responsible for this, we did have several of our Board members contact teachers informally throughout the year to see how things were going for them. It is likely not realistic to do this on a monthly basis unless a concern or need is clear, but the Board will continue to check with teachers so that any concerns or needs can be addressed quickly. Check-ins were started in September-2021 as planned.
<b>(Action Step 2)</b> Conduct a survey on a semi-annual basis to track ongoing job satisfaction.	January 2022	Principal	Through informal conversations during the year, and with a survey sent out in the end of May, job satisfaction was surveyed. Covid-related issues, student absenteeism, student behavior, future staffing and plans, and some questions about the health insurance plan were the common areas of concern. Overall, the teachers have been thankful to be teaching face-to-face all year, and the teacher appreciation items carried out during the year as part of an overhauled PTO have been very much appreciated.
<b>(Action Step 3)</b> The Principal will create and follow a schedule to help carry out regular classroom observations and offer feedback and support to the teachers.	August 2022	Principal	A schedule was created during the summer and shared with the faculty. Parts of the schedule were completed, but minimal principal administrative time did not allow the schedule to be fulfilled as planned. The schedule will be updated annually with extra emphasis and time given to fulfill classroom observation as desired.

<b>(Action Step 4)</b> Begin holding regular teacher offsites to allow for bonding, team building, and strategic planning.	June 2025	BCD Principal	
<b>(Action Step 5)</b> Hold a Teacher Appreciation Night	June 2026	PTO	

<b>(STRATEGY 2)</b> <b>Parents: Actively engage parents in the school ministry</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Create a document that informs parents of opportunities to volunteer. Volunteer opportunities to be communicated to parents on a monthly basis.	October 2021	School Staff School Secretary	In August, we updated a parent booklet which lists different student opportunities and the volunteer efforts that are needed by parents to make those opportunities happen. With the year starting out with Covid procedures in place, many volunteer opportunities were not viable. Instead of a document, we advertised weekly volunteer efforts that were needed for hot lunch and car line help. Other needs were posted via teachers (drivers for field trips, help with parties, etc.), and the PTO posted needs for volunteers as newly planned activities were scheduled.
<b>(Action Step 2)</b> Research school management software to facilitate parent volunteering and make a decision as to whether to implement said program.	March 2022	BCD	Our school secretary, with input from the principal, took the task of researching several different school management software programs. In April we decided to go with Sycamore Online School Management System. A contract was signed in early May, and data was transferred to the system in late May so that the secretary, principal, and teachers can begin getting familiarized with the system during the summer.

<b>(STRATEGY 3)</b> <b>Students: Actively engage students in their school and community</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Incorporate Panther Families program throughout K-8	September 2021	Faculty Principal	Although the goal was to incorporate Panther Families at the start of the school year, with Covid concerns, we kept students separated by classrooms while indoors until after Spring Break in March. In March we then incorporate our new Panther Families during chapel on Wednesday mornings, and we also did a group lunch/scavenger hunt in May.
<b>(Action Step 2)</b> Each class does one annual service project for the facility or in the community (e.g. yard work for elderly members, maintaining the flower gardens at the school, Havenwood).	October 2023	Faculty Principal PTO	

<b>(STRATEGY 4)</b>			
<b>Congregation: Experience the joy of seeing the Christian spirit grow in the children</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Create video messages called “Student Highlight” played once per month before church that highlights Christian education	September 2021	BCD School Secretary Communication	As our school dealt with Covid issues and also focused on enrollment and staffing for the next school, this item was not carried out. To make this more workable, we plan to incorporate this during Se 2022-2023 school year, but instead of doing monthly videos, we will plan to do this quarterly: September, December, March, and May.
<b>(Action Step 2)</b> Publish monthly in ShepTalk that communicates school activities to church members	September 2021	BCD Communication	The Shep Talk has been produced monthly beginning with months prior to September 2021. The Office Administrator has requested information from the Board, and she has also included highlights from our weekly <i>Panther News</i> digital newsletter. This continues to be done on a monthly basis.
<b>(Action Step 3)</b> Communicate opportunities for congregation members to volunteer on a monthly basis	August 2023	BCD Office Admin. School Staff	
<b>(STRATEGY 5)</b>			
<b>PTO: Connect parents and teachers into active involvement in the school community</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Establish by-laws.	July 2021	BCD Member Parent	In August and September, by-laws were created and approved by the Board. A PTO “Constitution” was created and approved in September, 2021.

<b>(Action Step 2)</b> Add new members	September 2021	BCD Member Parent	A PTO committee was started in September, 2021. The President resigned within a short period of time, and no replacement was found during the year, but the rest of the committee filled in as needed and got the program running throughout the year. In May, new officers were voted in for the 2022-2023 school year, and all four officers are in place as we prepare for the 2022-2023 school year..
<b>(Action Step 3)</b> Implement annual walk-a-thon	October 2021	BCD Member Parent	The Walk-a-Thon was carried out in September, 2021. The effort raised quite a bit more than its goal with the help of the PTO's involvement.
<b>(Action Step 4)</b> Begin monthly discussions with teachers to act as liaisons between teachers and parents	January 2022	PTO Board Members	The PTO committee met monthly or more as plans were made and ideas shared. One of the faculty members served as a liaison on the committee and regularly shared information and received input from the other faculty members. Two open forum meetings were also scheduled with parents (October and May) to share information and obtain input.
<b>(Action Step 5)</b> Carry out a Spring fundraiser	April 2024	PTO	
<b>(Action Step 6)</b> Increase teacher, parent, and family interactions outside the classroom.	September 2024	Faculty PTO	

<b>(OBJECTIVE 2)</b> Exemplary education and extracurriculars that positively impacts, students, congregation, and community			
<b>(STRATEGY 1)</b> Improve academic performance of students			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Principal will gather test score data for 191, 196, and 197 for comparison	August 2022	Principal	With COVID years occurring, public district test scores were difficult to obtain. In 2019, ISD196 listed a proficient percent of 64.4% for its students. In 2022 that percentage decreased to 52.4% based on website listings. The tests that the public school districts use are the MCA and the ACCESS tests. The reporting of those tests does not match with the data given on the MAP tests which we use. After delving into available test scores, it was not considered a viable comparison and further test scoring was not gathered or considered viable.
<b>(Action Step 2)</b> Principal works with faculty to implement	August	Principal	Templates for personal development plans were shared during the August inservice meetings. During the summer months, the principal is reviewing

personal development plans	2022	Faculty	each plan (called Ministry Development Plans) and sharing input with each teacher to check progress on the plan and suggest ideas for any applicable updates before the next school year begins. Two new teachers will be added to the faculty this coming fall, so the principal will create templates of the plans for them. During their orientation meeting, the principal will go through sample plans with them and work with them as they create their new plans.
<b>(Action Step 3)</b> Identify areas of need in the realm of student performance. Then quantify which areas require the most help.	October 2024	Principal Faculty	
<b>(Action Step 4)</b> Look for congregational help for students needing assistance in the areas identified in action step 3.	December 2024	Principal Faculty BCD Member 1 and 2	
<b>(STRATEGY 2)</b> Good Shepherd offers quality extracurricular opportunities for K-4			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Conduct a parent survey to understand student interests to see what types of extracurricular activities may currently be missing for K-4	September 2022	BCD Member 1 and 2	An informal survey was carried out via personal contact with parents. Specific extra-curricular activities were not formalized due to a lack of clear interest shown by parents, but the PTO did enact activities such as Bingo Night, and Movie Night which were geared more for younger students. The Lego Club was also enhanced and operated in January and February for students in grades K-2. Although some parents like to have several organized events for their children, others commented that too many extracurricular activities are not desired since they also enjoy free nights spent at home with their families. In the future, we will continue to monitor feedback from parents and work to keep a healthy balance of activities for various age levels.
<b>(Action Step 2)</b> Based upon the results of Action Step 1 develop a plan that creates extracurricular opportunities for grades K-4.	January 2023	Faculty BCD Lower-grade lead	There was no clear direction given by parents through the informal survey, so an official plan was not developed. The unofficial plan is to continue to monitoring feedback from parents and work to keep a healthy balance of activities for various age levels. If clear needs or desires arise, the BCD and lower-grade teachers will address them with assistance from the PTO.

<p><b>(Action Step 3)</b> Implement the extracurricular program for opportunities for grades K-4</p>	<p>September 2023</p>	<p>Faculty BCD Lower-grade lead</p>	
<p><b>(Action Step 4)</b> Develop an apprentice/mentorship program for upper grades where parents can offer skill and capability building sessions and students can opt into a certain number each year</p>	<p>September 2025</p>	<p>BCD Board Member 3 and PTO</p>	

<b>(STRATEGY 3)</b>			
<b>Good Shepherd Offers a Learning Center to help support student achievement</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Research what is needed to provide an effective and active Learning Center.	August 2024	Principal	
<b>(Action Step 2)</b> Consider adding part time faculty member to assist with learning center	January 2026	BCD	

<b>(OBJECTIVE 3)</b>			
<b>Create a thriving school that is a self-sustaining ministry for future students</b>			
<b>(STRATEGY 1)</b>			
<b>Create a future vision for the school with an aligned marketing plan</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Evaluate the St. Croix proposal for how we can work together	January 2022	BCD Chairman  St. Croix	The Board approved the work of a school parent to look into St. Croix Lutheran Academy's (SCLA) proposal and see what is possible or workable in the future. Since the proposal to have St. Croix take over control of our school, no action has moved forward. Rather than a complete take-over, avenues are being reviewed about possibly moving our middle school-aged students to St. Croix at a future time to help free up classroom space in our facility. St. Croix currently has a waiting list for their middle school, but communication began in March to re-evaluate the feasibility of various options. Nothing was determined by our January-2022 timeline, but with our school beginning to recognize enrollment and space constraints, the goal is to determine a path for this by November-2022.  By November-2022, the BCD did review this item in light of having discussions of a building project. It was determined to continue to keep the upper grades at our facility and not pursue a joint effort with SCLA.
<b>(Action Step 2)</b> Determine tuition rates for next 5 years	October 2022	BCD Chairman	Tuition rates did not get set as planned in October. The BCD did establish tuition rates in January before the annual Open House was scheduled. A plan that was set in motion back in 2021 was used to establish new rates, but current inflation rates had to be addressed for the next school year. Rather than set dollar amounts for the next 5 years, it was determined to focus more on a percentage range of increase for each year based on enrollment and faculty/staff size. 4% will be considered the lowest

			percentage of year-to-year increase to minimally meet annual costs to stay even, and 11% will be considered the high end of the range. A goal of a 5-7% annual increase in tuition for the next five years will be considered the ideal.
<b>(STRATEGY 2)</b>			
<b>Increase marketing efforts</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Increase FB marketing budget	July 2021	BCD Chairman Leadership Team	A Facebook account was created for monthly payments for marketing. This was done in July-2021, and monthly advertizing has taken place throughout the year. We will evaluate the effectiveness of this marketing in October-2022 to determine if it should remain as is, be increased, or eliminated in the future.
<b>(Action Step 2)</b> Develop referral program	August 2021	BCD Chairman BCD Member 4 School Admin	A referral program was started in August-2021. Two families benefited, which was good since little advertisement had been given up to that point. The goal was to begin slowly, and then have it become more prominent during the registration time in August-2022. A \$500 tuition credit is given for referrals that result in enrollment. An online form and explanation of the program is posted on our school's website.
<b>(Action Step 3)</b> Supply video message to church (copy words from Student Highlights)	September 2021	BCD Communication Team and Member 4	As our school dealt with Covid issues and also focused on enrollment and staffing for the next school, this item was not carried out. To make this more workable, we plan to incorporate this during the 2022-2023 school year, but instead of doing monthly videos, we will plan to do this quarterly: September, December, March, and May.
<b>(Action Step 4)</b> Implement the new referral program	July 2022	BCD Chairman BCD Member 4 School Admin	A new referral program was laid out for use starting with the 2023-2024 school year. The new plan was shared enrollment starting in January. Program details were listed on the school's website for family reference. Referrals will be tracked starting in the summer and fall of 2023 with incentives being given in February of each school year.
<b>(Action Step 5)</b> Begin Google AdWord Marketing	July 2022	BCD Communication Team and Member 4	New marketing was not done until the spring since the communication team was not active. The office staff began researching marketing details via Google in February. Until we are more certain about the benefit and costs of using Google, we are continuing to advertise on Facebook. Many families are connected with Facebook, so that was agreed to be a good avenue on which to focus at this time. Promotional items are also listing our website. We are continually working to update and improve the website since we notice that most inquiries visit the website before actually contacting us for more information. The office staff will continue to check on Google options.



(Action Step 6) Develop connections with other churches	September 2024	BCD Member 4	
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**(STRATEGY 3)  
Provide a viable Scholarship Fund**

	Timeline	Responsibility	Progress Report
(Action Step 1) Kidz Club profits to be used annually for scholarships.	August 2021	BCD Leadership Team	This was officially approved by our congregation's Leadership Team in August-2021. Kids Club (after-school program) receipts are being tracked monthly by the Kidz Club Director. After the books are closed at the end of June-2022, profits from the program will be transferred to the Scholarship Program that exists within the Restricted Funds portion of the congregation's budget.
(Action Step 2) Obtain a portion of the money raised from fundraising events for scholarship fund	November 2021	BCD Member 1 PTO	It was approved in September-2021, to have 25% of all PTO fundraising profits be transferred to the Scholarship Fund. In December-2021, the percentage this year's amount raised from the Walk-a-Thon was transferred as approved.
(Action Step 3) Promote giving to the scholarship fund to the school and church community with student highlight messages	May 2023  Adjusted to May 2024	BCD Communication Team and Member 4	This item was not done this year. With extra meetings involving the church due to calling new teachers and getting input on a possible building project, it was felt that incorporating another school item at this time would not be wise. We still feel that this is an important goal to accomplish, but we will hopefully have things settle down a little bit as the 2023-2024 school year gets underway, and then we will plan to incorporate this goal. Officially, we will bump this completion date back one year.
(Action Step 4) Identify someone for grant-writing for scholarship fund	June 2025	BCD Chairman	

**(STRATEGY 4)****Expansion of the school to include new classrooms and gymnasium**

	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Create a committee with members of the school and church to work on the design plans with the architect	August 2021	BCD Chairman  Leadership Team	Covid issues caused this process to be delayed. An architect had informatly looked at our property with a small committee to see what was possible, but no progress was made during the following months. In March, a parent volunteered and was appointed by the Board to contact the architect, review what was done, and see what options were available.
<b>(Action Step 2)</b> Meet with a builder to discuss feasibility and options	November 2021	BCD Chairman	Because of Covid issues and focus given to enrollment and staffing, no work has been done with this. Once the work of an architect is revisited, we will then determine if meeting with a builder is warranted or feasible.
<b>(Action Step 3)</b> Create a strategy for meeting space needs until a building project is completed.	February 2022	BCD Leadership Team	This was not completed by February. In March, a parent-volunteer was appointed by the Board to focus on future plan possibilities so that a strategy would be created. The new goal is to have a plan in place by November-2022. The plan will be for immediate needs for 2023-2034, then based on that, for future long-range needs.
<b>(Action Step 4)</b> Meet with an architect or design-build firm to finalize design and phases of the building project.	October 2023	Building Committee	
<b>(Action Step 5)</b> Begin fundraising for phase 1 of the project	December 2023	BCD  PTO	
<b>(Action Step 6)</b> Begin construction on phase 1 (or more as able)	June 2025	Builders	