



STRATEGIC



PLAN



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Introduction:

St. Mark's Lutheran School (SMLS) is embarking on an exciting journey over the next five years to propel our institution to new heights, guided by insights gathered through a comprehensive and community-driven strategic planning process.

This plan outlines strategic initiatives aimed at further empowering educators at SMLS, ensuring they have the support and resources needed to excel in their roles and contribute to the school's ongoing success.

This plan outlines strategic initiatives aimed at securing the school's financial sustainability, fostering a culture of philanthropy, and the continued governance to support the school's long-term success.

Through extensive listening sessions and surveys, this plan outlines a wish list of capital improvement projects and innovative programming ideas that reflect the aspirations of our community and stakeholders.

This visionary plan outlines strategic initiatives aimed at enhancing the campus infrastructure and programming to support our mission of educational excellence and leadership in the community.

We extend our heartfelt thanks to our dedicated families, students, staff, and Day School Committee for their invaluable contributions, which have shaped the following key priorities.



Key Priorities:

ENHANCE ACADEMIC EXCELLENCE AND STUDENT EXPERIENCE

At St. Mark's Lutheran School, we are committed to fostering engaged, inspired students who excel academically and socially. Guided by our mission, we aim to continuously enhance our programs to ensure SMLS remains the first-choice school in the Hacienda Heights area of Los Angeles County. Our strategic priorities are driven by a deep understanding of best practices and the evolving needs of our students, supported by comprehensive feedback from our community.

Vision: To provide outstanding curricular and co-curricular programs that ensure success for every student and build enduring value for our faith-based school.

1. Enhancing Academic Excellence and Innovation:

- Implementing a curriculum review and enhancement process to ensure alignment with 21st-century skills and educational best practices.
- Introducing innovative teaching methodologies and technologies to enhance student engagement and learning outcomes.
- Establishing a professional development program to support faculty in integrating new technologies and pedagogical approaches effectively.

2. Strengthening Student Well-being and Support:

- Expanding counseling and mental health services to provide comprehensive support for students' social-emotional development.
- Implementing wellness programs that promote healthy lifestyles, stress management, and resilience among students.
- Enhancing peer support networks and mentorship programs to foster a caring and supportive school community.

3. Academic Differentiated Learning:

- Upscale staff on differentiated learning strategies to support diverse student needs effectively.
- Reshape assessment and reporting practices across all divisions (preschool, elementary and middle school).

4. Faculty Development and Support:

- Expand professional development opportunities.
- Establish ongoing feedback mechanisms to identify and address training and support needs of faculty and staff.

EMPOWER OUR EDUCATORS

Outstanding faculty, supported by excellent administrators and staff, are the foundation to the success of our school and our students. High quality and passionate teachers, committed to our mission, are critical to the school's ability to thrive. By nurturing a culture of continuous learning and professional growth, we ensure that our faculty are equipped to inspire and empower our students to achieve their fullest potential. Together, we will continue to uphold the standards of excellence that define St. Mark's Lutheran School.

Vision: Our continued commitment to attracting and retaining high-quality, passionate educators is unwavering. By investing thoughtfully in their growth and professional development, we ensure a vibrant learning environment that fosters innovation and excellence. We will continue thoughtful investment in our faculty's growth and professional development.

1. Enhancing Compensation and Benefits Strategies:

- Study the feasibility of implementing additional compensation and benefits strategies, such as increased retirement contributions, to further support our faculty's well-being and long-term financial security.
- Achieve the goal of compensating our faculty at the 70th percentile level as compared to the local public-school salaries, ensuring that our teachers are fairly rewarded for their dedication and expertise.

2. Ongoing Professional Development:

- Increase our investment in faculty professional development with a focus on supporting classroom excellence.
- Create initiatives to provide opportunities for leadership development and mentorship.
- Develop ongoing feedback mechanisms, including faculty feedback forms and focus groups, to continuously assess training and support needs. This ensures that our PD offerings remain relevant and impactful.

3. Partnerships in Education:

- Explore partnerships with academic institutions like USC's Rossier School of Education and other local universities to establish student teaching programs that enrich learning experiences and strengthen ties with the broader educational community.

EXCELLENCE REQUIRES COMMITMENT

At St. Mark's Lutheran School, we recognize that achieving our mission and supporting our students and faculty at the highest level of excellence requires strategic financial investment. As we embark on our journey to enhance educational outcomes and sustain long-term growth, we are committed to fostering a culture of philanthropy, capital growth, and strengthening our board governance.

Vision: Continued proactive board governance with a dedicated focus on financial investment and philanthropy pivotal to the school's continued growth and success.

1. Commitment to Educational Excellence:

- We are dedicated to understanding and meeting the financial requirements necessary to deliver the education and programs that our students need for future success. This includes investing in curriculum enhancements, technology infrastructure, and faculty development initiatives.

2. Building a Culture of Philanthropy:

- Recognizing the transformative impact of philanthropy, we will educate our community on the power of giving at a non-profit

school like SMLS. We aim to inspire passionate support among families and alumni, making St. Mark's a top philanthropic priority for those invested in the future of education.

3. Continued Strengthening of the Day School Committee:

- Our Day School Committee (DSC) plays a pivotal role in guiding SMLS towards excellence and sustainability. We are committed to fostering a strong, diverse, and supportive board that will make bold decisions to ensure the school thrives for generations. The DSC will continue to uphold the school's mission and actively support the implementation of our Strategic Plan.

5. Market and Enrollment Optimization:

- To optimize enrollment efforts further, we will conduct a comprehensive market study to understand why families in our geographic area choose faith-based schools and what factors influence their decision to select SMLS. This study will inform our outreach strategies and help us refine our messaging to attract mission-matched students effectively.

6. Website and Communication Enhancements:

- We will refresh and update our website regularly to highlight the school's strengths and various programs. By expanding our website content, we aim to provide comprehensive information that showcases our commitment to educational excellence and global citizenship.

DREAM BIG

At St. Mark's Lutheran School, we embrace the belief that, without imaginative and lofty goals, we risk missing expansive opportunities to lead in education and serve as a model to others. Guided by this vision, we are committed to thinking boldly about the future and developing a comprehensive plan for capital improvements that will enhance our campus and educational offerings for generations to come.

Vision: A strong commitment to visionary campus development at SMLS reflects our dedication to providing an exceptional educational

environment that prepares students for the challenges and opportunities of the future. By thinking ahead and embracing bold ideas, we will solidify our role as an educational leader in our community and beyond, inspiring innovation and excellence in all aspects of school life.

1. Evaluation and Prioritization of Projects:

- Evaluate and rank capital improvement projects and big programming ideas to prioritize investments that align with our mission and strategic priorities.
- Remove the Current Bungalows and Build a Single-Story
Phase I: 11 classrooms, student and staff restrooms.
- Upper Field:
Phase II: New playground area, staff parking and storage area.
- Upgrade Gym: Gym renovation of new bleachers, remodeling of bathrooms and locker rooms, interior facelift, lastly, HVAC system upgrade.
- Enhance Athletic and Recreational Opportunities: Offer more sports camp opportunities, contracting with outside vendors for services and programming, introduce other opportunities for competitions of current and possible new sports teams.
- Upgrade our current music rooms and art room.
- Lower Field: Change out the grass to turf, resurface the track, and purchase and install new playground equipment.
- Remodel Computer Lab: Expand our tech reach by offering more opportunities for our students such as after school robotics and refurnish the lab to reflect a modern computer class environment with flex seating and other opportunities.
- Staff Lounge: Remodel and purchase new furniture

2. Campus Master Plan Update:

- Update our Campus Master Plan to integrate new facilities and programming elements that align with our educational philosophy and future needs. Ensure the plan reflects sustainable practices and supports a vibrant learning environment.

3. Community Engagement and Support:

- Engage our community, including families, alumni, and local stakeholders, in discussions and fundraising efforts to support capital projects and enhance our campus infrastructure.

Implementation and Monitoring:

- Establish clear timelines, responsibilities, and benchmarks for each strategic priority.
- Regularly evaluate progress and outcomes through feedback loops, surveys, and data analysis, and adjust as needed to stay aligned with strategic objectives.
- Adapt strategies as needed to ensure alignment with our long-term goals and mission.



Conclusion:

In conclusion, the next five years promise to be transformative for St. Mark's Lutheran School as we embark on this strategic journey together. We invite our entire community to join us in realizing our mission and achieving our collective vision for academic excellence, inclusivity, student well-being, technological innovation, and financial sustainability. Together, we will propel SMLS onward to new heights of success and fulfillment.

Our strategic focus on financial investment, philanthropy, and governance is pivotal to the school's continued growth and success. By nurturing a culture of philanthropy, ensuring prudent financial management and optimizing enrollment strategies, we will strengthen our position as a leading educational institution in our community. Together with our dedicated Day School Committee and supportive community, we are poised to achieve our vision for SMLS and provide an exceptional educational experience for current and future generations of students.

Commitment to visionary campus development at St. Mark's Lutheran School reflects our dedication to providing an exceptional educational environment that prepares students for the challenges and opportunities of the future. By thinking ahead and embracing bold ideas, we will solidify our role as an educational leader in our community and beyond, inspiring innovation and excellence in all aspects of school life.