



**Leading The Future of Catholic Education**

**Marquette Catholic High School**

**Strategic Plan**

**2021-2024**

**Leading The Future of Catholic Education**  
**Marquette Catholic's Strategic & Implementation Plan**  
**Fall 2021-Fall 2024**  
**Updated: October 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
- Expand campus Catholic identity
- 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
  - Habitat
  - Sharing Meadows
  - Sandcastle Shelter
  - St. Vincent De Paul Society for the homeless
  - 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
  - Spring 2019 Notre Dame Coursework-all teachers
  - Fall 2019 All Staff Retreat
- Nurture a relationship between Marquette and St. Mary's Parish
  - Shared facilities

### **Teaching & Learning**

- Professional Development Focus:
  - Curriculum Alignment and Mapping-working to develop a building-wide articulated curriculum-revise and update essential learnings
  - Develop 1:1 iPad platform, paperless school (completed 2017)
  - Experiential, collaborative, engaging and relevant teaching for today's world
  - Afford opportunities for teacher degree advancement
  - All teachers hold a MA or better by 2023

- Provide additional professional time during the school day for teacher discussions, shared practice
- Understanding the Catholic Faith - teacher development
- Academic Plans PL221/State of Indiana Accreditation
- Global Advancement Center: Business Lab (completed 2016)
- NCA/AdvancEd/CELL Accreditation
- Increase visiting teachers, speakers, and practitioners
- Enrich the curriculum by adding additional formal clubs and organizations
- 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
- Implement University High School Program-Associate’s Degree
- Develop and design online classes and mobile learning platform

### **Diversity & Inclusive Culture**

- Attract a diverse teaching staff in experience, ethnicity and culture
- Increase enrollment by expanding demographics and international boarding program
- 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: Exchange teachers and students
- 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 Affairs 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 ensure all graduates are not only college bound, but college and career ready.

**Strategy I:** The Office of Academic Affairs will conduct bi-annual one-on-one student meetings as well as conduct group workshops with the intent to introduce, guide, and promote college and career readiness.

- Providing constant flow of post-secondary information through emails, social media, school website - keeping details accurate and up-to-date.
- One-on-one meetings with students each semester to establish schedules built to enhance college acceptance and create student success.
- Class meetings each semester to discuss the school calendar and keep students on graduation track.

### Assessment:

- Numbers of graduates successfully placed in post secondary environment

**Strategy II:** The Office of Academic Affairs will offer college fair field trips, onsite admissions events and welcome college representatives into Marquette to inspire and prepare our students for 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 relationships between Marquette and colleges.
- Collaboration with partner schools in providing free transportation to/from Area College Fairs.

### 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 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 ensure 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 optimal testing experience
- Coordinate test security training for all identified personnel to ensure 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 (ISTEP+10 Classes of 2020, 2021, & 2022. *New Graduating Qualifying/College Readiness exam* Class of 2023 and beyond
- Collaborate with classroom teachers and tutors to provide remediation for students with non-passing test scores

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

**Assessment:**

- Administration of standardized testing



9	55	59	73	38	62	62	62	62	63
10	69	56	60	58	40	62	62	62	63
11	80	61	46	54	60	37	62	62	63
12	63	82	59	41	55	60	37	62	63
<b>Total</b>	267	258	238	191	200	221	223	248	252
	-6	-9	-20	-40	+9	+21	+2	+22	0

### Partner School Enrollment Projection (20-21 Academic Year)

School Name	PK	K	1	2	3	4	5	6	7	8	TOTAL
Notre Dame Catholic School	28	19	20	15	11	19	12	14	19	12	169
Queen of All Saints School	17	15	11	13	15	15	24	20	18	14	162
Saint Stanislaus	9	9	12	10	9	6	17	5	7	8	92
Saint Patrick School	57	23	23	21	23	24	20	21	19	14	245
Nativity of Our Savior		11	11	11	15	19	19	13	13	16	128
Saint Paul Catholic School	22	26	21	16	21	18	24	20	16	17	201
	133	103	98	86	94	101	116	93	92	81	

### Class of 2025 Breakdown by School

AS OF 5/6/2021	QAS	ND	SS	SPC	SPV	NOS	RA	DCS	PUBLIC/ OTHER	TOTAL
TO MQTT	3	8	3	2	6	5	8	3	16	54
8TH GRADE	14	12	8	14	17	16	21	20		
PERCENTAGE	21%	66%	38%	14%	35%	31%	38%	15%		

We recognize that the learning experiences that students have in our school offer the best way to attract and retain students.

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 families are proud to send their children. We remain committed to our efforts to accelerate achievement, tell our stories and continue to earn and retain the trust and confidence of the families we serve.

### Goal: Increase enrollment to 250 students by the fall of 2025.

The 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 250 students by the fall of 2025.

**Strategy I: Regional Enrollment:** Increase the number of prospective students from surrounding areas.

- Continue to identify new Choice Scholars currently enrolled in public schools;
- Identify and connect with families enrolled in Diocesan Religious Education Programs;
- Include those students in events and visits;
- Create a Parent Ambassador Committee;
- Establish a presence in Gary schools.



**Strategy II: International Enrollment:** Increase the number of enrolled international students.

- Maintain and nurture relationships with current partner schools and agents by making personal visits and attending conferences and fairs;
- Continue to identify partners in countries where MQTT does not have a presence (more European countries);
- Maintain and grow online presence via social media;
- Broaden advertising in publications for study abroad professionals.

**Strategy III: Catholic Enrollment:** Increase the enrollment percentage of Catholic students enrolled at MQTT to 85%.

- Market directly to diocesan religious education programs;
- Work with diocesan parish offices to help identify Catholic families who attend public schools.

## Development

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

- Fall Mum Sale \$1,500
- Giving Tuesday \$10,000
- Love Blue, Give Gold Gala \$10,000
- Spring Flower Sale \$1,500
- Marquette Mulligan \$10,000
- More at Marquette Annual Donations \$27,000

### Assessment:

- Funds raised at each individual event
- Total participants

**Strategy #2:** The Marquette Development Department will have an annual solicitation campaign “More at Marquette”.

- Update and review Donorperfect Database
- Identify potential donors
- Identify giving potential of individual donors
- Mailing campaign
- 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

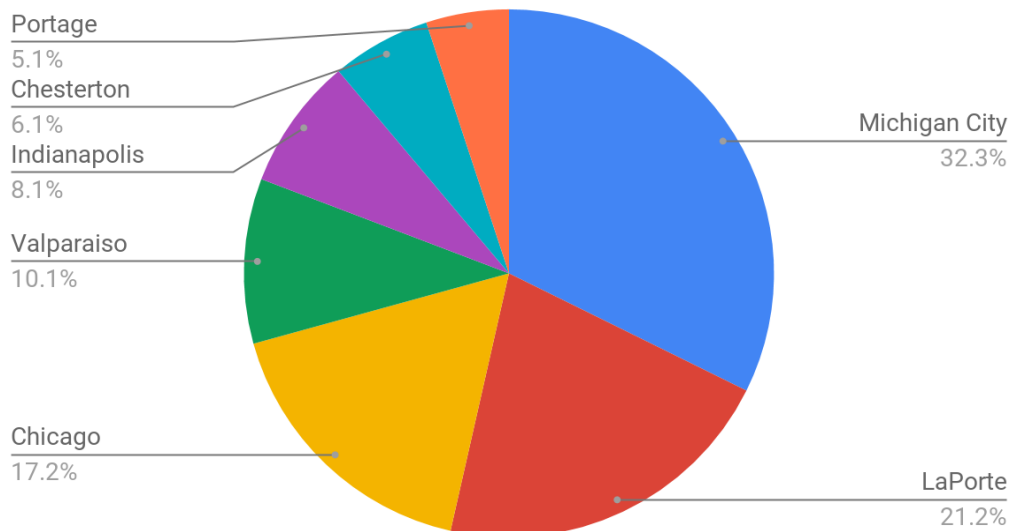
## Public Relations/Marketing

### 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 a marketing agreement with DMZ Productions to modernize and streamline our messaging.

- The agreement signed between Marquette and DMZ Video Productions includes two videos per month
- Additionally, the agreement includes photography and social media content
- The materials will consistently focus on our four pillars: globalization, diversity/inclusion, Catholic faith/service, and teaching/learning

**Assessment:**

- Social media and marquette-hs.org analytics

**Strategy II:** Increase our visibility across Porter County.

- A population increase in Porter County (7.6% in Chesterton, 6.8% in Valparaiso from 2010-2020) presents an opportunity to boost enrollment
- Principal Casey Martin's name recognition across the NWI community coupled with assistant principal Katie Collignon's basketball success justify Marquette's position to capitalize on community outreach events
- Maintain a presence at Popcorn Fest in Valparaiso, Queens Fest in Michigan City, and any events where Martin and Collignon can engage with prospective families and students

**Assessment:**

- Enrollment data from Porter County

**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 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/FACTS 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
- Move to only 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 consistently throughout the past three year. For the 19-20 school year, 58% of the student population participated in athletics. 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 Catholic 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