



LATINO ENROLLMENT INSTITUTE
ACTION PLAN

SCHOOL INFO:

SCHOOL:

DIOCESE:

PRINCIPAL:

MENTOR:

LEI COHORT:

ACTION ITEM #	ACTION ITEM DESCRIPTION	PRIORITY	NOTES	START DATE	TARGET COMPLETION DATE
1	Initial Steps - Assembling a Team				
1.1	Establish a Shared Vision:				
	Host a meeting with the entire staff about what you learned at the LEI and any changes you may be implementing.				
	Be upfront with your faculty and staff about the changes in demographics (Church / parish, cultural, linguistic, and potentially economic) that they may encounter in their classrooms and in the school.				
	Express expectations that all members of the faculty and staff share the responsibility of creating a welcoming environment for all of the school's families, and that they too are responsible for the retention of students.				
	Stress the positives of embracing an increase in Latino enrollment and foster an asset-based mindset.				
1.2	Enlist a Team of Supporters:				
	Develop a committee or task force to help you implement the school's vision. When assembling your committee, consider extending invitations to the following groups as to ensure that many voices are represented:				
	▷ Faculty and staff				
	▷ Guardians, especially Latino family members				
	▷ School pastor and pastors of feeder parishes				
	▷ Local business leaders, community members, neighborhood residents				

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	▷ Hispanic ministers				
	▷ Religious education directors				
	▷ Parish secretary				
1.3 Create Equity through Representation:					
	Ensure that the culture(s) represented in the school are reflected in the composition of the school board, committees, school events, and fundraisers.				
	Invite Latino families to undertake leadership roles in the school.				
1.4 Break Down Communication Barriers:					
	Employ a bilingual secretary, administrative assistant, or member of the office staff who can make Latino families feel safe, heard, and comfortable.				
	If the above is not possible at this time, consider finding a bilingual volunteer that will work in the front office.				
2 Staff and Faculty Development					
2.1 Know Your Students:					
	Become a learner of your students' cultures, languages, and faiths. Devote time to learning about where your school's families come from and use this information to make families feel at home in your school.				
2.2 Seek Out a Cultural Mentor:					
	Cultivate a relationship with someone who can help you understand and appreciate a culture that is not your own and who can do so in an honest and candid way.				
	If the population of your school represents more than one culture, find mentors from other cultures as well.				
2.3 Grow Your Staff's Capacity:					
	Sponsor professional development for faculty and staff in the following areas:				
	▷ Cultural sensitivity and awareness, anti-racism				
	▷ English as a New Language strategies				
	▷ Spanish development				
	▷ Asset-based approaches to diversity				
	▷ Latino spirituality				

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2.4 Bridge the Language Barrier:					
	Learn a few common Spanish phrases and begin to use them with Spanish-speaking families.				
3 Culturally Sustaining School Environment					
3.1 Visually Create an Inclusive Environment:					
	Perform a cultural walk-through (with your cultural mentor if possible) to ensure the following items are present:				
	▷ Culturally responsive imagery and color across the entire school building				
	▷ Environmental print in classrooms and in the hallways that accurately reflect the culture(s) you are serving or are wanting to serve				
	▷ Faith images that reflect the saints and devotions relevant to your families				
3.2 Allow Families to See Themselves at the School:					
	Ensure school literature and marketing materials reflect your school population or the population that you are trying to attract through brochures and promotional materials.				
3.3 Make an Impact at the Entrance:					
	Develop a hospitality protocol for the front office staff in the following ways:				
	▷ Spanish speaker on staff				
	▷ Show warmth: smile and greet everyone who enters the building or office				
	▷ Create a dedicated welcoming space for families				
	▷ Follow up with prospective families				
3.4 Keep the Communication Going:					
	Establish consistent communication with your Spanish-speaking families:				
	▷ Set up a Spanish voicemail option				
	▷ Arrange for website translation				

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	▷ Translate all school documents - starting with the most frequently used, especially registration and financial aid forms				
	▷ Identify additional forms for translation and prioritize these (medical authorization, emergency contact, home language surveys, and school newsletters)				
	▷ Determine desired communication tools (Facebook, Twitter, email, text, etc.)				
	▷ Print marketing materials in Spanish				

4 Culturally Sustaining School Programming and Policies

4.1 Host Events that Build Community:

	Organize activities that allow for families of all cultures to engage with the life of the school (family potlucks, family mass, game nights, or dances). Strive to offer events that promote unity and do not focus on fundraising.				
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4.2 Rethink What School Involvement Entails:

	Consider inviting your families to engage with the life of the school in the following ways:				
	▷ Expand school volunteer requirements to allow the "parent" volunteer hours to be fulfilled by the extended family.				
	▷ Provide babysitting services and toys for family events.				
	▷ Allow donated, home-cooked items as service hours.				
	▷ Develop a community-center focus and open the school beyond the traditional school day (open the computer lab, soccer fields, or gym).				
	▷ Host summer enrichment camps or a bible study.				
	▷ Create an opportunity through a community event where two cultures can work together in the kitchen.				
	▷ Serve ethnic foods in the cafeteria.				
	▷ Partner with the parish to host events in the school.				

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4.3 Infuse the Faith-Life of the School with Spanish:					
	Begin to integrate Spanish into the school Masses, prayer services, and morning prayers.				
	Determine the key Catholic feast days of your school's cultural groups and ask families to chair these events.				
4.4 Celebrate the Culture of Your Students:					
	Honor Hispanic Heritage Month (September 15 - October 15) through the following:				
	▷ Create a plan that capitalizes on opportunities to connect school with students' home cultures.				
	▷ Engage local community organizations that reflect and/or support Hispanic heritage development (guest speakers, presentations, celebrations through the arts, etc.)				
5 Recruitment and Marketing					
5.1 Build Relationships with Current and Prospective Families:					
	Extend personal invitations to prospective students and parents.				
	Personally give families tours of the school (and invite the pastors to join).				
	Attend Spanish Masses.				
	Go to community events regularly to get to know the community and learn the culture.				
	Find creative opportunities to meet parents.				
	Consider the ways in which COVID-19 has impacted your local Latino community, and identify and address these barriers.				
	Patronize local Latino restaurants, shops, and businesses.				
5.2 Build Relationships through Marketing:					
	Tailor your marketing materials to your audience.				
	Host focus groups in which you listen to parents address the school's strengths, their concerns, and ways to overcome barriers to enrollment.				
	Devise marketing that is targeted and varied for different populations.				
	Hire a marketing director or coordinator at a part-time level.				

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5.3 Build Relationships through Networking:					
	Develop a team of madrinras—"godmothers" in Spanish—to serve as liaisons, ambassadors, and interpreters between your school and Latino families in the community.				
	Empower the madrinras to market, recruit, and mentor new families.				
	Have a staff member connect new families to madrinras.				
5.4 Build Relationships with Parish Staff:					
	Parish staff members				
	Director of Religious Education				
	Hispanic ministers				
	Leaders of the various groups that may exist in the parish (mothers' groups, men's groups, youth groups, faith formation groups, etc.)				
5.5 Build Relationships with Parish Families:					
	Speak from the ambo at Spanish-speaking Masses and English-speaking Masses.				
	Educate parish families about the many advantages of a Catholic education.				
	Assist families in understanding that Catholic schools are available, affordable, and accessible.				
	Engage the parishioners in their native language, even if it is just a few short phrases.				
	Ask school families, alumni, and current students to speak on behalf of Catholic education and the benefits of attending your Catholic school.				
5.6 Build a Relationship with the Pastor:					
	Involve the pastor and feeder pastors in your school through events, school Masses, lunch invitations, classroom visits, etc.				
	Invite your pastor to meet new families and to be a presence in the school as much as possible.				
	Encourage your pastor and pastors from feeder parishes to promote the school from the ambo and to make personal invitations to families to enroll in your school.				

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6 Finances: Budget, Enrollment, and Advancement					
6.1 Establish a Tuition Model that Works:					
	Fill empty seats, even if it means accepting less tuition.				
	Explore options for funding tuition for families in need.				
	Develop a just-share tuition model.				
	Raise tuition to per pupil cost and make tuition flexible on a need basis.				
	Explore options for parents to pay using FACTS or SMART.				
	Explore school choice funding if it is available in your state.				
	If your school is not in a school choice state, learn more about school choice programs.				
6.2 Invite Alumni to Share in the Mission:					
	Set up an extensive alumni database.				
	Establish an annual appeal where you ask alumni and members of the community to consider making a donation to your school.				
	Send an annual appeal letter each year to all alums, school families, and parishioners.				
6.3 Invite the Community to Share in the Mission:					
	Engage local business leaders and ask them to support and contribute to the school, especially Hispanic-owned businesses.				
	Communicate the goals of the Catholic School Advantage and your plans to engage Latino students.				
	Seek help, ideas, and financial support from key community members.				
	Create an advancement board with strategic partners.				
	Set a goal for hosting at least one tour a month from a local business.				

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7	Serving a Linguistically Diverse Student Population				
7.1	Understand the Linguistic Strengths and Needs of Your Students:				
	Administer a home language survey to all new families.				
	Inquire about language backgrounds (literacy practices, years in schooling in home language, language proficiency of household members, etc.).				
	Understand the five stages of language acquisition.				
	Identify students' language levels in the four domains of language.				
	Utilize a diagnostic language tool to identify ELs and monitor growth [English Language Oral Assessment (EOLA), Diocesan Tool, WIDA ACCESS, etc.].				
	Determine students' proficiency in social language and academic language.				
7.2	Support Teacher Development:				
	Set aside funding for English as a New Language teacher training and professional development.				
	Establish clear uses for Title III funding to support English learners.				
	Develop content and language objectives for each lesson.				
	Make content and language comprehensible through research-based strategies, visual supports, repetition, use of L1, etc.				
	Establish school-wide policies for accommodations, modifications, translation, testing, and assessments.				
	Procure multicultural and multilingual books, as well as bilingual dictionaries.				