



St. Michael Catholic School Strategic Plan – 2026-2029

Mission (Why we exist)	To courageously advance the Gospel of Jesus Christ and the work of His Church.
Purpose (How we will achieve our mission)	Invite others into our family way of life.
Vision (What we see)	Every parishioner in the St. Michael boundaries will have a relationship with Jesus Christ and His Church.
School Mission	Learn. Serve. Lead. Succeed. Be His Disciple.
Strategic Theme	One Family, One Mission
School Core Values	Positivity – We make the best of every situation and look to the future with excitement; we bring energy and enthusiasm to our work. Professionalism – We demonstrate our competence in the workplace in our attire, behavior, attitude, communication, timeliness, organization, and dedication. Teamwork – We recognize each other's unique strengths and work together to maximize our full potential. Trust – We have a firm belief in the reliability, ability, and strength in our colleagues, and we work to strengthen those relationships. Green and Growing – We accept challenges, persevere, and are driven to achieve goals. We are creative and persistently pursue solutions. We do not accept a fixed mindset. Mission Driven – Our daily work and actions demonstrate our daily commitment to the mission of St. Michael Catholic Church and school—parishioners, students, and staff.



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Strategic Pillar 1	MISSION AND CATHOLIC IDENTITY- To intentionally form every student and staff member as a disciple of Jesus Christ by integrating Catholic faith, prayer, worship, service, leadership, and authentic relationships into every aspect of school life while strengthening partnerships among school, parish, and families.			
Three-year goal	By May 2029, St. Michael School will implement a comprehensive PK–8 Faith Formation Plan that intentionally forms students and staff as disciples of Jesus Christ through prayer, worship, service, leadership, and authentic faith experiences. Success will be demonstrated through 100% student participation in faith formation experiences, annual student and family feedback, fourth- and eighth-grade faith interviews, and at least 90% of families reporting that St. Michael School helps their child grow in faith and feel connected to the school community.			
Year	Goal	Owner	Action Steps/ Measures of Success	Status
2026-2027	Develop and publish the preschool-8th grade Faith Formation Roadmap, establish shared faith experiences, launch family faith formation opportunities, and implement 4th-8th grade faith interviews.	Addison	2026–2027 Strengthening Our Catholic Identity - Develop and implement a preschool-8th grade Faith Formation Roadmap. (AD/TL) (Dec. 2026) - Publish to staff and on the portal PK–8 Faith Formation Roadmap. (AD) (Jan. 2027) - Communicate the road map to families. (AD) (Summer 2027) - Develop grade-level faith formation experiences. (AD/TL) (Dec. 2026) - Launch family faith formation opportunities. (SFA/ Student Ministry) (Dec. 2026)	



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			• Establish fourth- and eighth-grade faith interviews. (AD) (Dec. 2026) • Provide continued Catholic identity formation for all staff. (AD) (Aug. 2026) • Develop and implement student ministry. (AR) (Aug. 2026)	
2027-2028	Fully implement the Faith Formation Plan across all grade levels, strengthen parish-school partnerships, expand family engagement, and review implementation using survey and interview data.		2027–2028 Deepen Discipleship • Fully implement the Faith Formation Plan. • Strengthen parish-school-family partnerships by creating intentional opportunities for shared faith, communication, and engagement. • Strengthen student leadership and service opportunities. • Refine faith formation based on student and family feedback.	
2028-2029	Refine and sustain implementation, celebrate growth, evaluate outcomes, and ensure faith formation is fully embedded in the culture of St. Michael School.		2028–2029 Sustain a Culture of Discipleship • Evaluate the impact of faith formation initiatives. • Celebrate and share stories of student discipleship. • Refine and sustain faith formation practices.	



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			• Develop the next generation of faith formation priorities.	
			Measures of Success • 100% student participation in schoolwide and grade-level faith formation experiences. • Every grade participates in at least three shared faith experiences annually. • At least two-family faith formation opportunities are offered each year in collaboration with parish initiatives. • 90% of families report that St. Michael School helps their child grow in faith and feel connected to the school community. • Fourth- and eighth-grade faith interviews demonstrate growth in students' understanding of prayer, discipleship, leadership, and service. • Annual student and family surveys demonstrate increased faith engagement and school connectedness. • By eighth grade, every student can: ○ Describe how they encountered Christ at St. Michael School.	



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			○ Explain how they cultivate a personal life of prayer. ○ Describe how they serve and lead others as disciples of Jesus Christ.	
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Strategic Pillar 2	ACADEMIC, STUDENT, AND BEHAVIORAL EXCELLENCE- To cultivate a learning environment where every student is known, loved, challenged, and supported through high-quality instruction, consistent behavioral expectations, timely intervention, and intentional opportunities for wellness, ensuring each student reaches their God-given potential.
Three-year goal	By May 2029, St. Michael School will implement a comprehensive PK–8 framework for academic excellence, behavioral support, student intervention, and wellness that honors the unique developmental needs of Preschool, Elementary, and Middle School students. Success will be demonstrated through consistent implementation of instructional and behavioral systems, at least 80% of students meeting or exceeding expected academic growth, a 25% reduction in office-managed behavior incidents, and measurable improvements in student belonging, engagement, and overall well-being.

Year	Goal	Owner	Action Steps/ Measures of Success	Status
2026-2027	Finalize curriculum maps, instructional non-negotiables, MTSS processes, behavior frameworks, and reteaching expectations. Launch the student wellness and movement initiative and establish baseline data for academic growth, behavior, and belonging.	Ashley and Mary	2026–2027 Build Consistent Systems ● Finalize curriculum maps and instructional expectations. (AR/MM) (Aug. 2026) ● Implement MTSS processes and reteaching guidelines. (AR/MM) (Aug. 2026) ● Launch developmentally appropriate behavior frameworks. (CK, MM, AR, MK) (Aug. 2026)	



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			- Establish baseline academic, behavior, and wellness data. (AR, MM, CK, TK) (Aug. 2026) - Increase Social/ Emotional Instruction for Tier 1 students. (AR, MM, AR) (Aug. 2026)	
2027-2028	Strengthen implementation through coaching, collaboration, and data analysis. Refine instructional practices, intervention systems, and behavior supports based on student outcomes. Expand enrichment and wellness opportunities.		2027–2028 Strengthen Student Success - Refine instructional practices using student data. - Expand enrichment and intervention opportunities. - Strengthen student belonging and wellness initiatives. - Increase consistency across all grade levels.	
2028-2029	Sustain and continuously improve instructional, behavioral, and wellness systems through annual review, staff feedback, and student data. Celebrate successes and ensure long-term consistency across all grade levels.		2028–2029 Sustain Excellence - Evaluate academic, behavioral, and wellness outcomes. - Celebrate student growth and achievement. - Refine systems based on data. - Establish priorities for the next strategic cycle.	
			Measures of Success	



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			• At least 80% of students meet or exceed expected annual academic growth. • Office-managed behavior incidents decrease by 25%. • 100% staff consistently implement instructional expectations, MTSS processes, and behavior frameworks. • Curriculum maps and instructional expectations are reviewed and refined annually. • Student wellness and belonging survey results improve each year. • MTSS interventions are implemented with fidelity and monitored through regular data review. • Preschool, Elementary, and Middle School each implement developmentally appropriate instructional, behavioral, and intervention systems.	
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Strategic Pillar 3	ATTRACT, RETAIN, AND DEVELOP EXCELLENCE IN TEACHERS AND STAFF- To recruit, develop, support, and retain exceptional faculty and staff who are committed to the mission of St. Michael School, model authentic Catholic discipleship, and pursue continuous professional growth in service of every student.
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Three-year goal	By May 2029, St. Michael School will establish a comprehensive system for recruiting, onboarding, mentoring, developing, and retaining exceptional faculty and staff that fosters professional excellence, collaborative leadership, and mission-centered growth. Success will be demonstrated through at least 90% teacher retention, 100% participation in annual professional learning aligned with school priorities, implementation of a comprehensive onboarding and mentoring program for all new employees, and annual staff feedback indicating increased support, collaboration, and professional growth.			
Year	Goal	Owner	Action Steps/ Measures of Success	Status
2026-2027	Revise previously implemented comprehensive onboarding and mentoring processes.	Ashley	2026–2027 Invest in Our People - Launch comprehensive onboarding and mentoring. (TK, AR) (Aug. 2026) - Align professional learning to strategic priorities. (AR, MM, TL) (Sept. 2026) - Strengthen recruitment and hiring practices. (AR) (Dec. 2026) - Expand teacher leadership opportunities. (AR) (Dec. 2026) - Establish guidelines for the teacher retention benchmark of at or greater than 90%. (AR, SD) (Dec. 2026)	
2027-2028	Program, establish annual professional learning priorities, and strengthen recruitment and hiring processes.		2027–2028 Grow Professional Excellence - Refine coaching and mentoring systems. - Develop differentiated professional learning pathways. - Increase collaboration and instructional leadership.	



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			Strengthen staff wellness and engagement.	
2028-2029	Sustain a culture of continuous growth, leadership development, and staff retention through ongoing evaluation, recognition, and mission-centered professional formation.		2028–2029 Sustain a Thriving Culture - Evaluate staff growth and retention initiatives. - Celebrate leadership and professional excellence. - Refine systems for long-term sustainability. - Prepare future leaders within St. Michael School.	
			Measures of Success - Teacher retention remains at or above 90%. 100% of new employees participate in the onboarding and mentoring program. 100% staff participation in annual professional learning aligned with strategic priorities. - Increased staff leadership opportunities across committees and school initiatives. - Annual staff surveys demonstrate increased collaboration, job satisfaction, support, and professional growth.	



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			Staff consistently model St. Michael School's Catholic identity, mission, and core values in their daily work.	
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Strategic Pillar 4	OPERATIONAL VITALITY-To strengthen the leadership, operational systems, communication, stewardship, and organizational effectiveness of St. Michael School by ensuring sustainable structures, responsible resource management, and mission-driven decision making that support long-term growth and excellence.			
Three-year goal	By May 2029, St. Michael School will implement sustainable operational systems that strengthen leadership, clarify roles and responsibilities, improve communication, and ensure long-term organizational and financial vitality. Success will be demonstrated through clearly defined leadership structures, consistent communication systems, annual operational reviews, increased staff confidence in organizational effectiveness, and strategic stewardship of resources that advances the mission of St. Michael School.			
Year	Goal	Owner	Action Steps/ Measures of Success	Status
2026-2027	As St. Michael School continues to grow, strengthen the leadership structure by establishing separate Assistant Principal and Student Services Coordinator	Ashley	2026–2027 Build the Foundation	



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	roles. This investment will provide dedicated leadership for instructional excellence, school operations, MTSS, intervention systems, behavioral supports, and special education coordination while ensuring every student receives the academic, behavioral, and social-emotional support they need to thrive. Clearly defined leadership responsibilities will improve communication, accountability, decision-making, and organizational effectiveness, creating sustainable systems that support students, staff, and families while advancing the mission of St. Michael School.		• Evaluate and refine the administrative structure to ensure leadership roles are clearly defined and aligned with the growing needs of St. Michael School. (Aug. 2026) • Establish separate Assistant Principal and Student Services Coordinator positions to strengthen instructional leadership, student support systems, operational effectiveness, and long-term organizational sustainability. (Aug. 2026) • Clarify leadership responsibilities to improve decision-making, communication, accountability, and support for students, staff, and families. (Aug. 2026) • Clarify leadership roles and responsibilities. (LT) (Aug. 2026) • Publish organizational charts. (LT) (Aug. 2026) • Launch communication systems and staff portal. (LP, AK, BD) (Aug. 2026) • Complete operational systems review. (AR,SD,AK,LP) (Aug. 2026) ○ Subs, Timecards, Purchase Orders, Credit Card Usage, SFA requests, Registration, and Tuition, Field Trips, Clubs, and Safe and Sacred, Enrolling Parish vs. Non-Parish Families,	
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			Enrollment Guidelines, Classroom Capacity Investment/ Budgetary Considerations- Assistant Principal, Data Management Systems Facilities Strategic Plan Review- Kdg-8th Grade Playground, Preschool Classrooms, Band Room, Office Spaces, Bubble Classroom, Exterior Siding, Teacher Lounge	
2027-2028	Strengthen leadership capacity, refine operational workflows, improve communication systems, and align budgeting and resource allocation with strategic priorities.		2027–2028 Strengthen & Refine • Improve operational workflows. • Strengthen leadership capacity. • Enhance communication and collaboration. • Review facilities, technology, and financial sustainability.	
2028-2029	Sustain operational excellence through continuous improvement, annual operational reviews, strategic stewardship, and leadership development that supports the long-term mission and vitality of St. Michael School.		2028–2029 Sustain & Measure Impact • Evaluate operational effectiveness. • Celebrate efficiencies and stewardship. • Develop the next operational improvement plan. • Ensure long-term organizational vitality.	



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			Measures of Success • Leadership roles and organizational structures are clearly defined and reviewed annually. • Staff surveys demonstrate increased confidence in communication, role clarity, and organizational effectiveness. • Schoolwide operational systems are implemented consistently across all departments. • Annual operational reviews identify measurable improvements and increased efficiency. • Budgeting and resource allocation consistently align with strategic priorities. • Operational systems effectively support enrollment growth, staff effectiveness, and long-term sustainability.	



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Strategic Pillar 5	COMMUNITY ENROLLMENT AND ADVANCEMENT- To cultivate strong partnerships among school, parish, and families while communicating the transformational value of a St. Michael education, strengthening enrollment, and ensuring the long-term vitality and advancement of the school.			
Three-year goal	By May 2029, St. Michael School will strengthen enrollment, family engagement, and advancement through intentional community partnerships, exceptional family experiences, and a coordinated marketing and storytelling strategy that clearly communicates our Catholic mission and educational excellence. Success will be demonstrated through sustained enrollment growth, increased family engagement and retention, successful implementation of a comprehensive preschool-to-kindergarten transition process, and annual family surveys indicating a strong sense of belonging and partnership within the St. Michael community.			
Year	Goal	Owner	Action Steps/ Measures of Success	
2026-2027	Develop the Catholic Graduate Profile and value proposition, implement the Preschool Family Onboarding and Transition Program, launch the Parent Host Family Program, and begin a coordinated marketing and storytelling strategy.	Ashley	2026–2027 Welcome & Connect • Develop the Catholic Graduate Profile. (AR) Dec. 2026 • Launch Preschool Family Onboarding. (Pre-K) Aug. 2026 • Establish the Parent Host Family Program. (SFA)Dec. 2026 • Begin coordinated marketing and storytelling. (AD, TM) Dec. 2026 • Communicate with both staff and parishioners the new St. Michael Parish Logo. (Fr. K) (July 2026)	



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			Implement the new St. Michael Parish Logo in all staff email signatures. (TM)	
2027-2028	Expand community partnerships, strengthen family engagement initiatives, refine enrollment processes, and increase advancement and stewardship efforts while monitoring enrollment and retention data.		2027–2028 Grow Our Community - Strengthen family engagement. - Expand parish and community partnerships. - Increase enrollment and retention efforts. - Strengthen advancement initiatives. - Expand implementation of the St. Michael School visual identity across school communications, publications, and family engagement materials. Transition all printed and digital publications to the new logo (family handbook, student handbook, admissions materials, strategic plan, newsletters, annual report, etc.). - Update the school website and social media graphics to reflect the new visual identity. - Introduce branded event materials (Back-to-School Night, Catholic Schools Week, graduation, etc.). - Begin replacing interior signage and wayfinding materials as part of the normal replacement cycle. - Develop branded templates for communication.	



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2028-2029	Sustain enrollment growth through continuous improvement, celebrate the impact of the strategic plan, strengthen alumni and community partnerships, and ensure advancement efforts continue to support the long-term mission and vitality of St. Michael School.		2028–2029 Thrive Together • Celebrate enrollment growth and community impact. • Strengthen alumni and parish engagement. • Evaluate family satisfaction and belonging. • Develop the next advancement strategy. • Ensure consistent branding across digital, print, campus signage, and advancement initiatives. • Celebrate the successful implementation of the new parish logo and its connection to the mission.	
			Measures of Success • Sustained enrollment growth and increased student retention. • 90% of new families report feeling welcomed, connected, and supported as they transition to St. Michael School. A phone call from administration after the completion of their first week will notes both positives and feedback for growth in hospitality. • Increased participation in school, parish, and family engagement opportunities.	



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			• Annual family surveys demonstrate a strong sense of belonging, partnership, and trust. • Increased community awareness through coordinated marketing and storytelling efforts. • Advancement and stewardship initiatives consistently support strategic priorities and the long-term sustainability of St. Michael School.	
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