



STRATEGIC PLAN

2020-2023

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All Saints Academy is a Preschool-8th Grade Catholic school on the northeast side of Grand Rapids, MI. The school is located at separate campuses because, at the time of the merger, no one campus was large enough to hold all 417 K-8 students as well as the preschool. The Elementary Campus, grades Toddler-3, is located on the grounds of Blessed Sacrament Parish, while the Middle School Campus, grades 4-8, is located on the grounds of St. Jude Parish. The consolidation committee, made up of members from all four parishes, decided that these two sites were the best fit for the school.

The split campuses provide some unique benefits. For example, students in third grade take active leadership roles in many different ways, roles that are often reserved for the seventh or eighth grade students in a more traditional K-8 Catholic school model. These different roles include responsibilities like leading school prayer and participating as lectors and altar servers at weekly Mass. Third grade students also provide helpful services to lower elementary students in the lunchroom, and are assigned a younger “buddy” to mentor during special projects and events. By the time they leave the elementary campus for the middle school, students have developed skills, through hands-on experiences, that many other elementary students are just beginning to learn.

The innovative staff of ASA prides themselves on meeting the individual student’s learning style and needs. Using information from classroom observations, students’ interests, performance assessments and standardized testing, teachers are able to make informed instructional decisions. Using a wide variety of techniques and instructional resources, including technology, manipulatives, and individual-, small- and whole-group instruction, teachers create an environment that both nurtures children and empowers them to understand their individual learning styles.

All Saints Academy is fortunate to have provide a learning lab at both campuses. Students visiting the learning lab benefit from increased one-to-one instruction from a certified teacher for remediation or enrichment. Through the use of online programs and tutoring, learning lab students are equipped with strategies and tools to take back to the classroom.

All Saints Academy is the only Catholic school in the Diocese of Grand Rapids with a dedicated middle school building. The ASA middle school programs guide students to become young adults who are capable of making their own choices and responsible for the results of those choices. Caring and knowledgeable staff nurture and mentor these young adults through this time of rapid change and growth.

Middle school students enjoy the opportunity to change classrooms every day as they prepare to enter the hustle and bustle of high school. Teachers are passionate about their subject areas and teach in their areas of expertise using a variety of innovative approaches and technology to deliver instruction to their students. These inquisitive, energetic and compassionate students are engaged in their own learning by teachers who help each student understand his or her personal learning style, set realistic goals that challenge, monitor those goals, and celebrate the accomplishment of learning.

Building on their experiences at the elementary level, middle school students broaden their leadership skills by sharing their gifts and talents within the school and in the community. All Saints Academy students have the opportunity to be active not only at ASA, but in their parish youth groups, and as volunteers for programs such as Vacation Bible School, Kids Food Basket and other local organizations.

All Saints Academy, along with all the Diocese of Grand Rapids elementary schools, use the Northwest Evaluation Association (NWEA) Measure of Academic Progress (MAP) assessments. MAP assessments are computerized, adaptive interim assessments that provide detailed, actionable data about where each child is on his or her unique learning path. Recent standardized test data complement the rich Catholic school experience of students at All Saints Academy and throughout the Diocese of Grand Rapids. Diocesan averages from the MAP test exceed the national average of the same test in grades 2-8 in reading, math, language usage and science.



Faith. Learning. Loving. Serving.

VISION STATEMENT

The vision of All Saints Academy is to provide a transformative education that is grounded in the Catholic faith.

Guided by the Holy Spirit, this education meets the needs of individual learners, preparing them to make a positive impact on others.

MISSION STATEMENT

All Saints Academy is a Catholic School inspired by the Holy Spirit and dedicated to teaching and living as Jesus did.

Our mission is to serve and partner with our families, parishes and communities as we focus on the spiritual, intellectual, moral, social, and physical development of our children.

“Forming **Saints** to Serve **All!**”

Root Belief 1	Rationale
WE ARE ONE	<p>All Saints Academy is a consolidation of 4 parish schools housed on two separate campuses and yet “we are one school, one community, one body in Christ.”</p> <p>As the Body of Christ we also believe that everyone has value gifts to share. We believe that we must work together to support and help each other grow. As the Body of Christ we are called to teach others about Christ and lead each other into a relationship with Him in all we say and do. The community we are building and the education we provide at ASA aim to form saints to serve all through faith development, learning, loving and service.</p>

Root Belief 2	Rationale
WE CAN ALL GROW	<p>As a community of learners we expect all of our members to continue to grow. We aim each day to support each other to become the best version of ourselves and to glorify God with our gifts and talents. Because we believe that all of us will learn it becomes necessary for us to act in a manner that reflects a deeper belief that every word, every action, and every minute matters! This belief requires us to be intentional about how we use our time and in what we choose to invest! We must also work tirelessly to support all of the unique learners in our community in their growth.</p>

Root Belief 3	Rationale
CREATIVITY & INNOVATION PROMOTE SUCCESS	<p>ASA is a unique school. Because of our uniqueness, we are often trailblazers of new innovative solutions when approaching challenges. In our uniqueness we embrace the individuality of all of our community members as we strive to support each other in achieving success. We believe in providing our students with hands-on, individualized, learner-centered instruction. We know we must be adaptive to changing needs and tools. At ASA we aim to educate the whole child: mind, body and soul through a variety of creative experiences and techniques.</p>

Root Belief 4	Rationale
ALL THINGS ARE POSSIBLE THROUGH CHRIST	<p>Philippians 4:13 reminds that all things are possible through Christ and our own persistence. Learning to read, mastering Algebra, studying the tenants of our faith, trying something new, traversing tragedy, celebrating success and building relationship...all of these challenges are possible (and worth the effort) in Christ.</p> <p>We believe the courage to be persistent, and shamelessly audacious comes from knowing that Christ is our strength!</p>

Profile of a Graduate

A graduate from All Saints Academy is one who:

Faith

- Is grounded in Catholic doctrine and Church teachings, lived out in loving and serving.
- Is a discerning believer formed in the Catholic faith community who celebrates God's presence through Sacred Scripture, liturgy, and the sacraments.
- Is a faithful Catholic who prays, forgives, and upholds moral and ethical principles.
- Enthusiastically shares the Good News.

Learning

- Is prepared for success in high school and further education by having mastered a well-rounded and a challenging faith-based curriculum.
- Uses technological tools to enhance learning basic concepts, skills, and standards.
- Is an independent learner; has strong foundation for lifelong learning.
- Is a reflective, creative, and holistic thinker who solves problems and makes responsible decisions.
- Uses a collaborative approach; participates actively in teamwork.
- Exhibits self-discipline, organization, and time management.

Loving

- Cares about self and those about them; exhibits empathy and values others for who they are.
- Cares for the environment; acts to sustain the earth as God's creation.
- Respects cultural differences; sensitive to diverse perspectives, and opinions.

Serving

- Puts into action Christ's teaching through service.
- Offers joyful service; recognizes opportunities to serve in both internal and external communities (parishes, neighborhoods, family, friends).
- Has developed skills for leadership, public speaking, advocacy, self-confidence, negotiation, and compromising.

Context for Strategic Plan

For any organization to be successful, there must be a plan in place so that members of the organization have direction. In the case of All Saints Academy (ASA), the plan is in the form of a school strategic plan formulated by input from parents, the members of the faculty and staff, the Board of Directors, and various committees.

When All Saints Academy was founded in 2008, no other school in the Diocese of Grand Rapids had ever operated as a four parish consolidated school located on two campuses. Like so much in the field of education, the landscape of ASA has changed tremendously. New technology, research on the way children learn, and challenges faced by the Catholic Church have all had an impact on the way ASA will attract new students and retain those already here so that an education rooted in Gospel values can continue.

Strategic Planning Process

The Planning and Policy Committee of the All Saints Academy Board of Directors spearheaded this project with the input of the faculty and staff of ASA, school committees, and other stakeholders. Through the process of strategic planning, All Saints Academy will continue to educate the whole child by partnering with parents, parishioners, and community members.

Strategic Plan (2020-2023)

The following three-year Strategic Plan is organized into four sections which align with the Catholic Standards and Benchmarks for Effective Catholic Schools:

- Mission and Catholic Identity
- Governance and Leadership
- Academic Excellence
- Operational Vitality

Strategic Planning Areas 2020-2023

Mission and Catholic Identity: The Church’s teaching mission includes inviting young people to a relationship with Jesus Christ or deepening an existing relationship with Jesus, inserting young people into the life of the Church, and assisting young people to see and understand the role of faith in one’s daily life and in the larger society. “This unique Catholic identity makes our Catholic elementary and secondary schools ‘schools for the human person’ and allows them to fill a critical role in the future life of our Church, our country and our world” (The Catholic School on the Threshold of the Third Millennium, 1997).

Governance and Leadership: Central to the mission of the Church is the work of Catholic school education. The success of this mission depends on the key components of effective governance, which provides direction or authority, and leadership, which ensures effective operations. Catholic school governance and leadership can be seen as a ministry that promotes and protects the responsibilities and rights of the school community. Governance and leadership based on the principles and practices of excellence are essential to insuring the Catholic identity, academic excellence, and operational vitality of the school.

Academic Excellence: The United States Conference of Catholic Bishops affirms the message of the Congregation on Catholic Education that intellectual development of the person and growth as a Christian go forward hand in hand. Rooted in the mission of the Church, the Catholic school brings faith, culture and life together in harmony. In 2005, the bishops noted that “young people of the third millennium must be a source of energy and leadership in our Church and our nation. And, therefore, we must provide young people with an academically rigorous and doctrinally sound program of education” (Renewing Our Commitment to Catholic Elementary and Secondary School in the Third Millennium, 2005). The essential elements of “an academically rigorous and doctrinally sound program” mandate curricular experiences—including co-curricular and extra-curricular activities—which are rigorous, relevant, research-based, and infused with Catholic faith and traditions.

Operational Vitality: Catholic schools are temporal organizations committed to the Church and the mission of Catholic education including a commitment to a culture of excellence and rigor. These schools exist in a milieu of constant socioeconomic challenges grounded in continuous need for sustainable financial planning, human resource/personnel management and professional formation, facilities maintenance and enhancement, and the requirement for institutional advancement and contemporary communication. Catholic schools must adopt and maintain standards for operational vitality in these areas and define the norms and expectations for fundamental procedures to support and ensure viability and sustainability. When a school does not maintain standards for operational vitality, the continuation of academic excellence is in grave jeopardy. Over time, even an academically rigorous school with strong Catholic identity will not survive without operational vitality.

MISSION AND CATHOLIC IDENTITY

Objective 1: Continue to foster strong Catholic identity through Catholic teachings and scripture.

MCI 1.1. Outline expectations for infusing Catholic principles and values into instruction for all subjects.

MCI 1.2. Enhance professional development for staff in the area of Catholicism and catechism through Spirit of Truth resources and work in Theology of the Body.

MCI 1.3. Regularly communicate foundational documents to all stakeholders.

MCI 1.4 Increase opportunities for parents that enhance the Catholic culture at All Saints Academy.

Objective 2: Capitalize on opportunities within the four parishes to strengthen the relationships between the parishes and school.

MCI 2.1. Provide opportunities for collaboration with current and prospective/potential parents such as St. Jude “Mothers of Grace” group.

MCI 2.2. School leadership regularly updates parish stakeholders (pastoral/finance councils, etc.) through face to face meetings.

Objective 3: Apply faith formation into active participation in the life of our community.

MCI 3.1 Explore programs like “Strong Catholic Families” and how it would fit among the four parish communities.

MCI 3.2 Continue conversations with parishes about sacramental preparation.

GOVERNANCE AND LEADERSHIP

Objective 1: Strengthen communication between the school and stakeholders.

GL 1.1 Create and disseminate a more informed and transparent Annual Report to All Saints Academy stakeholders.

GL 1.2 Establish positive perceptions of the school by parishioners through communication, development and marketing.

Objective 2: Continue to appoint members of the Board of Directors that provide diverse representation.

GL 2.1 Create an “Appointments Committee” to share prospective members with the Canonical Administrator.

Objective 3: Systematize the policies of the school's operations to ensure fidelity to mission, and continuity and sustainability through leadership successions.

GL 3.1 Create a calendar for review of policies, procedures, handbooks, etc.

GL 3.2 Establish succession plans for various areas of operation including administration, parents, volunteer groups, advisory boards, etc.

ACADEMIC EXCELLENCE

Objective 1: Define proficiency and rigor of curriculum standards at all grade levels.

AE 1.1 Create curriculum map for kindergarten through 8th grade.

AE 1.2 Write assessments for proficiency aligned to curriculum standards.

AE 1.3 Establish a student goal setting program for MAP testing.

Objective 2: Continue to build a learning environment where all students belong no matter the ability.

AE 2.1 Provide professional development for teachers in areas of inclusion and differentiation.

AE 2.2 Educate community and stakeholders of the philosophy and practices of inclusion in Catholic schools.

AE 2.3 Establish partnerships with organizations to help provide the best resources in the area of inclusion in Catholic schools.

Objective 3: Investigate best technological practices for instruction.

AE 3.1 Enhance teacher development and training to implement technology in the classroom.

AE 3.2 Leverage technology within the classroom to explore blended learning opportunities for individualized learning.

OPERATIONAL VITALITY

Objective 1: Create a comprehensive development plan that addresses both long and short term financial needs.

OV 1.1 Identify greatest needs of the school in consultation with school leadership, staff, and parents.

OV 1.2 Research best practices for Catholic school development and fundraising. .

OV 1.3 Empower Development Director and development committee to match best practices with the greatest needs.

Objective 2: Increase compensation for faculty and staff to attract and retain highly qualified individuals.

OV 2.1 Compare current salary schedule to local public schools and Catholic schools within the Diocese of Grand Rapids.

OV 2.2 Evaluate options for funding for increases to salaries and wages.

Objective 3: Examine strategies for retaining existing families and adding new families to the school community.

OV 3.1 Communicate to current and potential students and families the benefits of an All Saints Academy education as it pertains to lifelong values and lessons as a way to increase enrollment.

OV 3.3 Build resources in order to diversify programming as a way to offer more options for existing students as well as attracting new families.