

OBJECTIVE 1 ~ St. Michael Catholic School will help all children demonstrate academic success in 21st century learning.

Strategy 1 ~ St. Michael Catholic School staff will utilize the standards to guide their instruction in all subject areas.

Action Steps	Timeline	Responsibility	Progress Report
1.) Alter all subject content standards when gaps and/or overlaps are identified.	Spring 2017-2019	Teachers Principal	<i>Spring 2017 – K-5 staff reviewed Language Arts and Math standards and re-identified priority standards.</i>
2.) Standards will be identified and aligned for all grades.	Spring 2017-2018	Teachers	<i>Spring 2017 – All teachers K-8 created I can...statements for Social Studies and Science. Fall 2017 – Teachers in grades K-6 are documenting when the standards are being taught throughout the year. Spring 2018 - Teachers submit their standards quarterly and they are recorded on a master document that is used as a reference when sharing with parents and teachers indicating which standards have been covered, what students need more assistance with, and enrichment opportunities that can be offered.</i>
3.) Implement common assessments and rubrics for standards based grading.	Fall 2019-2020	Teachers	

Strategy 2 ~ St. Michael Catholic School staff will participate in professional development opportunities to guide their instructional decisions.

	Timeline	Responsibility	Progress Report
1.) Enhance the use of Professional Learning Communities (PLC) to drive our day to day work and to ensure accountability for all staff members.	Fall 2017-2020	Principal Lead Teachers	<i>Fall 2017 – Professional Development calendar created to indicate weekly meetings where standards/learning/students are discussed and collaboration amongst all staff members.</i>
2.) Create and implement a written plan for professional development.	Fall 2017	Principal Lead Teachers	<i>Fall 2017 – A written plan was created to indicate Professional Development goals and opportunities.</i>

3.) Provide professional development opportunities to enhance skills and certifications based on individual goal areas.	Fall 2019-2020	Principal Teachers	<i>Spring 2017-Teachers are enrolled to participate in Orton Gillingham professional development training.</i>
4.) Conduct consistent teacher observations throughout the year and provide documentation and feedback to teachers and professional development opportunities.	Winter 2018	Principal	<i>Winter 2018 – Teachers had a formal evaluation with the Interim Principal in which they filled out lesson objectives and goals for the lesson the principal observed. The principal, in return, documented the observations and provided feedback to the teachers regarding their observation.</i>
5.) 5.) Create a written plan to improve the teaching and staff evaluation process.	Winter 2017-18		<i>Winter 2018-A written plan was created to provide an evaluation process for school employees that provides regular ongoing supervision and annual reviews.</i>

Strategy 3 ~ Use a variety of assessments and classroom data to drive instruction and maximize student achievement.			
	Timeline	Responsibility	Progress Report
1.) All teachers will analyze NWEA MAP data results in the fall and spring to assist in preparing curriculum and adjust curriculum as needed.	Fall 2017-2019	Principal Lead Teachers Teachers	<i>Fall 2017 – Teachers in grades 2-8 analyzed Fall NWEA student data. Teachers created a Triangle “Response to Intervention” indicating students in three categories: 41% - 89% percentile ~ Tier 1 (at grade level), 21% - 40% percentile ~ Tier 2(focused help), 1-20% and 90-99% percentile ~ Tier 3 (extra help and enrichment)</i>
2.) Teachers in grades 2-8 will expand NWEA individual student goal setting to consistently measure student growth.	Fall 2018-2020	Lead Teachers Teachers	<i>Fall 2017 – To prepare for conferences, teachers used NWEA Student Profile Report to inform parents of areas for students to work on.</i>
3.) Teachers in grades 2-8 will set and utilize SMART goals based on NWEA data and/or classroom standards. (students/grade level/school goals)	Spring 2017-2019	Teachers Students	<i>Spring 2017 – Data Day – teachers analyzed their student’s data to determine where their students are at. They created classroom SMART Goals for Spring 2018. Fall 2017 – Review of Fall NWEA Data – teachers readjusted (increased or decreased) their SMART Goals based on their classroom’s data.</i>



OBJECTIVE 2 ~ St. Michael Catholic School will use the mission statement as the foundation and reference for all planning/activities.

Strategy 1 ~ Align St. Michael Catholic School’s mission and philosophy statements.

Action Steps	Timeline	Responsibility	Progress Report
1.) SMCS will align the mission and philosophy statement to support St. Michael Catholic School.	Fall 2018-2019	Principal Teachers	
2.) SMCS will implement formal, frequent opportunities to communicate, review, and evaluate the school’s mission statement with all stakeholders.	Fall 2018	Principal Teachers School Advisory Council (SAC)	<i>Fall 2017 – Mission Statements posted in all classrooms and workrooms. Publications updated to include revised mission statement. Spring 2017, stakeholders in the school and parish were asked to participate in an annual survey.</i>
3.) SMCS will create a school-wide culture to support the mission and vision in all programs.	Spring 2018-2019	Principal SAC Teachers	<i>During Spring 2017, the Top 20 Program was re-evaluated and implemented on a daily basis in each classroom.</i>



OBJECTIVE 3 ~ St. Michael Catholic School will work to continually strive for professional governance and leadership in order to retain and attract students and staff.

Strategy 1 ~Identify ways to enforce marketing and increase enrollment.

Action Steps	Timeline	Responsibility	Progress Report
1.) SMCS will develop an enrollment/retention plan to support the school’s mission statement.	Fall 2017	Principal Staff SAC	<i>Fall 2017 – Began working with CSCOE to create and implement a marketing/enrollment plan. A marketing/enrollment plan was developed and implemented for the 2017-18 school year.</i>

2.) SMCS will build communication and relationships with benefactors including, alumni, parishioners, and community members.	2018-2022	Pastor Principal SAC Members Teachers	<i>Winter 2018-An advancement/enrollment position was created to support SMCS. The principal, SAC, and parish administrator are in the process of interviewing for this position.</i>
4.) SMCS will create a marketing/development position.	2017-2019	Pastor Business Administration SAC Member	<i>Summer 2017- SMCS Hired a marketing coordinator to help with marketing/enrollment. Winter 2018-Marketing coordinator is working with key stakeholders to develop a new school website.</i>
6.) Establish a year-round preschool program to support the enrollment and marketing plan.	Fall 2017-2018	Pastor Principal Preschool Director Preschool Teachers SAC Business Administrator	<i>Winter 2018- Created and implemented a preschool summer program. Preschool director and lead teacher have expanded our school year to accommodate families need a year-round program. By offering this extension, we are able to reach more families and add more children to Summer Adventures Plus.</i>
Strategy 2 ~ Budgeting			
	Timeline	Responsibility	Progress Report
1.) Review and revise how funds are spent for personal growth	Summer 2018-2020	Principal Business Administrator SAC Pastor	<i>A long-term principal has been hired at SMCS who will be focusing on the professional growth funds in the budgeting process.</i>

2.) Research ways to maintain financial stability.	2017-2020	Pastor Principal SAC Business Administrator Finance Committee	<i>Fall 2017-More work is needed to identify the challenges to financial stability. Recommend formation of a work group comprised of Principal, Business Administrator, SAC Representative(s), Finance Council Representative(s) and at-large member(s) to study this issue.</i>
3.) Review all compensation schedules every 5 years to attract and retain staff and keep in line with a balanced budget.	Fall 2017-2019	Pastor Principal Business Administrator Finance Ad-hoc	<i>Budget Subcommittee reviewed compensation schedules prior to 2016-17 school year. Preschool was moved to a separate compensation schedule. Preschool schedule is updating each year. The K-8 compensation schedule is updating each year with an objective to improve normalization, while remaining competitive to attract and retain staff. Normalization is expected to take more than 5 years. The Budget Subcommittee recommends broader study of this issue.</i>
4.) Review utility usage to determine if changes are needed to help reduce expenses (lighting control, temperature settings)	Winter 2018-2022	Facilities Manager Principal Business Administrator	<i>St. Michael Vision 2020 Capital Campaign is converting school lighting to LED in summer 2018. A Honeywell Red Link control system has been installed on a newly installed rooftop a/c unit; as the older rooftop a/c units are replaced in the following years they will tie into the new control system.</i>
Strategy 3 ~ St. Michael Catholic School's organization's roles and responsibilities will be clearly defined.			
	Timeline	Responsibility	Progress Report
1.) Review bylaws and create a cycle for review for all governance policies.	Spring 2018-2019	Pastor Principal SAC	<i>Fall 2017- Interim Principal, SAC and Pastor worked together to review past bylaws to review and update bylaws</i>
2.) Enhance and update orientation for SAC members.	Fall 2017	Principal SAC Chair	<i>Principal and SAC chair created an orientation for current and new members.</i>

3.) Review and update policies in regards to welcoming new families along with the Ambassador Family Program.	Winter 2018	SAC/Parent Connections Principal	<i>Winter 2018-PC and Principal developed a parent ambassador welcome committee to create a unified community for new and current families. Communication on behalf of SMCS was set up for best practices to communicate with new families.</i>
4.) Reorganize Parent Connections by creating and/or updating a mission and purpose.	Summer 2018-2020	SAC PC Principal	
5.) Conduct a SAC yearly review of accomplishments and goals.	Spring 2017	Pastor Principal SAC	<i>Spring 2017-SAC Chair worked with the principal and pastor to review the annual goals by surveying key stakeholders.</i>
6.) Design and implement an orientation event for all school volunteers (coaches/classroom)	Fall 2018	PC Principal Teachers	

Strategy 4 ~ Continue to improve the school's technology resources

Action Steps	Timeline	Responsibility	Progress Report
1.) Develop a 5 year technology plan.	Ongoing 2017-2019	Principal Technology Coordinator Technology Committee	<i>Fall 2017-SMCS created a technology committee comprised of Principal, Business Administrator, Technology Coordinator, at-large parishioner (Technology Advisor) and CSSW, a local vendor (Technology Consultant). A one year plan is developed by this committee with up to three year visioning. Recommendation to form an expanded technology committee with participation to include SAC Representative, MS Teacher Representative, ES Teacher Representative, Parent Representative(s) and at-large Representative(s) to develop a 5 year technology plan.</i>



SCHOOL STRATEGIC PLAN

OBJECTIVE 4 ~ St. Michael Catholic School will maintain a safe, functional and welcoming environment.

Strategy 1 ~ Maintain a welcoming and safe environment for all students, staff, parents and visitors.

Action Steps	Timeline	Responsibility	Progress Report
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1.) Review car line procedures for parents when picking students up after-school and from after-school activities.	Fall 2017-2018	Principal Teacher	<i>Fall 2017 – car line procedures updated. Parents pick up their students the same way that they drop-off students in the morning. Winter 2018-Drop off and dismissal policies have been reviewed and carefully monitored to ensure a safe environment.</i>
2.) Clearly identify school building and front door with new signage. -Review campus signage to create a campus wide plan.	Fall 2017-2018 Summer 2018-19	Pastor Principal Marketing Committee SAC	<i>Fall 2017 – New sign put up in front of school building on corner of Duluth and Colorado Street.</i>
3.) Research alternative methods to improve playground area in regards to tire mulch and mesh covering.	2019-2020	Principal Buildings and Grounds Facilities Manager	
4.) Review feasibility of updating security system in regards to entry of the school building to a keyless entry.	Winter 2018	Principal Facilities Manager SAC	<i>Winter 2018- The three main entry doors were reviewed to convert to an intelligent cylinder at a cost of about \$3,000 per door. This is less costly than a full key fob solution with similar security features. Further study, including funding source and priority assessment, is needed.</i>
5.) Design and implement an orientation event for all school volunteers (coaches, classroom)	Fall 2019-2020	Principal Staff Parent Connections	<i>Fall 2018-A volunteer orientation rubric is in the process of being developed for back to school night in the fall.</i>
Strategy 2 ~ St. Michael Catholic School will create and maintain a healthy environment for our students.			
	Timeline	Responsibility	Progress Report

1.) Create a wellness team that will regularly meet and implement a wellness plan. Promote healthy eating throughout the school day including snacks, parties, birthdays. -Meet quarterly to talk about school wide wellness plan. -Communicate school wellness plan expectations and invite community members to join the committee	2017-2024	Principal Staff Athletic Director Wellness Committee	<i>Fall 2017 – Implemented a Wellness Team that put together a healthy snack policy for teachers to implement in their classrooms and to inform parents. Winter 2018-Staff and principal met with MDE to review nutrition guidelines to ensure best practices.</i>
2.) Promote the plan for educating students on the importance of exercise and eating healthy.	2017-2019	Wellness Team	<i>Fall 2017 - Implemented in the classroom, health class and phy-ed.</i>



SCHOOL STRATEGIC PLAN

OBJECTIVE 5 ~ St. Michael Catholic School will integrate Catholic values in all aspects of the school environment.

Strategy 1 ~ Enhance opportunities for staff and student spiritual development.

Action Steps	Timeline	Responsibility	Progress Report
1.) Create a team to take the initiative to improve our religion curriculum.	2018-2019	Teachers	
2.) A spiritual team organizes and creates religious practices throughout the school year (Living Rosary, Advent, Adoration, Saint Recognition, etc.)	Fall 2017-2018	Spiritual Team Faith Formation Coordinator	<i>Fall 2017 – Spiritual Committee created and implemented weekly Monday Prayer meetings before school.</i>
3.) Identify and create opportunities to develop student faith formation.	Winter 2019-2020	Spiritual Team Teachers	

Strategy 2 ~ Increase frequency of staff faith opportunities.

	Timeline	Responsibility	Progress Report
1.) Create a calendar of faith formation for staff. (Eucharistic Adoration, Bible study, Book study, including an all staff weekly prayer time) and plan a spiritual retreat (1 retreat annually).	2017-2019	Pastor Principal Faith Formation Coordinator Spiritual Team	<i>Winter 2018 – All Staff Retreat at Mount Olivet Retreat Center to Refresh, Renew, Reflect on our commitments to students and faith.</i>