



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 Minnesota standards to guide their instruction in all subject areas for K-8 classrooms and the Minnesota Early Learning Standards for Preschool.

Action Steps	Timeline	Responsibility	Progress Report
<p>1.) Alter all subject content standards when gaps and/or overlaps are identified.</p>	<p>Spring 2017-2019</p>	<p>Teachers Principal</p>	<p><i>Spring 2017 – K-5 staff reviewed Language Arts and Math standards and re-identified priority standards.</i> <i>2018-2019 Teachers recorded all standards taught throughout the school year to identify gaps and overlaps. Standards were reviewed at the end of each quarter so that alterations could be made.</i> <i>2019-20 This year staff revised Language Arts standards during PLC meetings to correctly demonstrate how Minnesota standards are met with the new Units of Study curriculum K-8.</i></p>
<p>2.) Minnesota standards will be identified and aligned for all grades, PreK- Grade 8</p>	<p>Spring 2017-2018</p>	<p>Teachers</p>	<p><i>Spring 2017 – All teachers K-8 created I can...statements for Social Studies and Science.</i> <i>Fall 2017 – Teachers in grades K-6 are documenting when the standards are being taught throughout the year.</i> <i>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> <i>2018-2019 Teachers used monthly meetings to record standards taught. Teachers would then converse with units to ensure alignment. Teachers posted “I can statements” for all academic subjects.</i> <i>2019-20 Teachers continue to post and update “I Can” statements in their classrooms and met as PLC groups to update Language Arts standards for this school year using Minnesota Standards</i></p>

			<i>and how they teach to these standards in their classrooms with Units of Study.</i>
3.) Implement common assessments and rubrics for standards based grading and a common assessment for Preschool.	Fall 2019-2020	Teachers	<i>2019-20 This year we adopted the FAST assessment for K-5 three times a year (with COVID 19 only ended up doing two) to create a common, national assessment that helped to evaluate students more quickly, implement similar assessment strategies, and evaluate students with minute assessments to ensure progress as their year continued.</i>
Strategy 2 ~ St. Michael Catholic School staff in Preschool to Grade 8 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> <i>2018-2019 A Professional Development calendar was created to indicate weekly meetings: committee, Kid Talk/RTI, Standards Alignment and PLC time. All preschool – grade 8 teachers were required to participate.</i> <i>2019-20 We continue with PLC groups this year, focused by grade level to build revised curriculum standards for Language Arts. In addition the school staff did a book study on “Growth Mindset” discussing, implementing and reviewing monthly during one of their PLC meetings.</i>
2.) Create and implement a written plan for professional development including specific areas for Preschool to meet Early Learning and NAEYC standards	Fall 2017	Principal Lead Teachers	<i>Fall 2017 – A written plan was created to indicate Professional Development goals and opportunities.</i> <i>2018-2019 A year-long professional development plan was created in fall to identify areas of need during each weekly meeting: committees, Kid Talk/RTI, Standards, Alignment and PLC time. In addition, weekly faculty meeting agendas and notes were captured via Google Drive to ensure accountability. Preschool worked on documenting their NAEYC requirements.</i> <i>2019-20 This year our preschool was evaluated by NAEYC and met all requirements. A full Professional Development Plan was adapted to include specific preschool requirements.</i>

<p>3.) Provide professional development opportunities to enhance skills and certifications based on individual goal areas.</p>	<p>Fall 2019-2020</p>	<p>Principal Teachers</p>	<p><i>Spring 2017-Teachers are enrolled to participate in Orton Gillingham professional development training.</i></p> <p><i>2018-2019 One teacher enrolled in Level Two Orton Gillingham; Three teachers enrolled for Teacher's College Units of Study (NYC); Two teachers enrolled Tierney Brothers Summer Technology Academy; One teacher attended CSCOE Exceptional Learner Conference; One teacher enrolled for CSCOE Exceptional Learner Summer Conference; Four teachers enrolled in summer PBIS; all teachers attended Positivity Project. All teachers met with Instructional Coach to set SMART Goals and create plan.</i></p> <p><i>2019-20 Staff set individual goals in the fall. During late fall and winter staff observations, goals were reviewed and with some staff, additional goals added based on the observation. Staff attended professional development opportunities to meet their goals this school year and in the summer of 2020.</i></p>
<p>4.) Conduct consistent teacher observations throughout the year and provide documentation and feedback to teachers and professional development opportunities.</p>	<p>Winter 2018</p>	<p>Principal</p>	<p><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></p> <p><i>2018-2019 All teachers received informal evaluations throughout the year and received feedback. All teachers received one formal observation this spring using the Charlotte Danielson Framework for Teaching (Domains 2 & 3). Formal observation included a pre-observation meeting, observation, and post-observation meeting to identify strengths and areas of opportunity for PD. Preschool used the NAEYC document.</i></p> <p><i>2019-20 St. Michael Catholic School continued using the Charlotte Danielson framework for teacher observations and evaluations. Informal observations were held in the fall and formal observations began in the winter. Due to COVID-19, not all teachers received a formal observation this winter/spring.</i></p>

5.) Create a written plan to improve the teaching and staff evaluation process.	Winter 2017-18		<p><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></p> <p><i>2018-2019 A breakdown of the Charlotte Danielson Framework for Teaching was sent to teachers weekly to introduce framework, criterion, and indicators. This breakdown ultimately led up to the spring formal evaluation. Questions and answers were discussed at weekly faculty meetings.</i></p> <p><i>2019-20 Staff received a full folder at “Back-to-School” workshop which included the Danielson framework model guide for instruction. This is now the third year following this framework and implementing best practices within the classroom.</i></p>
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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, FAST or Preschool Assessment data results throughout they year to assist in preparing curriculum and adjust curriculum as needed to best meet students needs	Fall 2017-2019	Principal Lead Teachers Teachers	<p><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></p> <p><i>Spring 2018-Staff were accountable for participating in grade level meetings to set student growth goals and consistently monitor and communicate learner progress.</i></p> <p><i>2018-2019 Teachers analyzed both fall (Triangle Response to Intervention visual) and spring (Student Progress Report Summary) NWEA Map Data to assist in preparing curriculum. Grade level, unit level, and school-wide meetings commenced to put together action plans. Items of note were students who were Tier 1, 2, or 3 level learners and goal performance areas of strength or in need of support.</i></p> <p><i>2019-20 FASTbridge assessment was for K-5 to enable teachers to use a common assessment among all grades and allow for one minute progress assessments throughout the school year. Students</i></p>

			<i>in K-5 took FASTbridge in the fall and winter and teachers evaluated these results to guide their instruction. The MAP assessment was taken in the fall for 2-8th grade with results compared to the spring for each student. A coach brought professional development in MAP for math, specifically, to all 2-8 staff to better guide how test results can guide teaching instruction.</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. 2018-2019 Teachers completed student goal setting worksheets with students in the fall to set goals and measure growth for spring testing results. 2019-20 Students help to set “growth” goals in all K-8 classes for their subject areas based on FAST or NWEA results.</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. 2018-2019 All teachers met with Instructional Coach to set SMART goals based on NWEA Map and classroom data. School implemented IXL Learning (math and reading) as an additional data source to help students set and achieve goals. K-2 students were also assessed using Fountas & Pinnell. 2019-20 The staff evaluated their fall goals for NWEA assessment results from the Spring and worked with the coaches in Language Arts and Math to target specific student needs within their classrooms.</i>

4) Preschool teachers and staff will evaluate assessments and adopt one common assessment for their team.	2020-21 School Year	Preschool Staff	
5) Preschool staff will implement and share with families the new assessment.	Fall 2021	Preschool staff Parents	



SCHOOL STRATEGIC PLAN

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 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.</i> <i>Spring 2017, stakeholders in the school and parish were asked to participate in an annual survey.</i> <i>2019-20 A summer survey was sent out to review 2018-19 and evaluate how the school lives out the mission from our families. An online learning survey was sent out in April to evaluate the new learning environment and how this effected the ability of our school to meet our mission.</i>
2.) 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> <i>Spring of 2018 staff attended the CSCOE Positivity Pilot Program. The program was communicated with all staff and SAC members. A plan has been created to roll out the program late-summer at back to school workshop in August.</i>

			<p><i>2018-2019 Implementation of Positivity Project school-wide. Project highlights strengths and uniqueness of each person and stresses the importance of an “other people matter” mindset in all areas of life – academic, social, behavioral, spiritual.</i></p> <p><i>2019-20 St. Michael Catholic School continued with the Positivity Project and a second year of “Kindness Club” to live out the mission and support others.</i></p>
3.) Programing and professional development to further build a positive culture reflective of the mission statement will be built into the Professional Development plans for Prek-Grade 8 staff.	Summer 2020	Principal Teachers	<p><i>2019-20 A professional development plan was written to build a culture of learning and growth as we live out our mission statement.</i></p>
4.) Implementation of new programming from professional development and curricula will further enhance the mission and philosophy of the school.	Fall 2021	Principal SAC Teachers	
5.) Parents and staff will complete a survey to evaluate that the mission and philosophy are reflected in all aspects of the school.	Spring 2023	Principal Parents Staff	



SCHOOL STRATEGIC PLAN

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	<p><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></p> <p><i>2018-2019 Implementation of Year 2 CSCOE Marketing/Enrollment Plan. Target areas include: increase preschool enrollment by</i></p>

			<p>10%, retain 60% of kindergarten-ready students from current preschool program, increase number of young families who are aware of our school, increase K-7 retention rate from 87-90%.</p> <p>2019-20 <i>The Marketing Plan focused on new student enrollment and retention. The preschool was full with 80 students and new families joined the school throughout the school year. Enrollment increased by 5 students overall.</i></p>
2.) SMCS will build communication and relationships with benefactors including, alumni, parishioners, and community members.	2018-2022	<p>Pastor</p> <p>Principal</p> <p>SAC Members</p> <p>Teachers</p>	<p>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.</p> <p>2018-2019 <i>Advancement Specialist hired in November 2018. Job responsibilities include enrollment and fundraising development.</i></p> <p>2019-20 <i>St. Michael Catholic School celebrated 60 years of education. We hosted five alumni events, based on the decade, and began the process of re-building our alumni database and establish alumni and benefactor relationships. We also kicked off our first annual fund starting with Give to the Max day.</i></p>
4.) SMCS will create a marketing/development position.	2017-2019	<p>Pastor</p> <p>Business Administration</p> <p>SAC Member</p>	<p>Summer 2017- SMCS Hired a marketing coordinator to help with marketing/enrollment.</p> <p>Winter 2018-Marketing coordinator is working with key stakeholders to develop a new school website.</p> <p>2018-2019 <i>Hiring of new Marketing & Communications Director in Spring 2019. Continued updates to school communication including website, newsletters, and brand consistency.</i></p>
6.) Establish a year-round preschool program to support the enrollment and marketing plan.	Fall 2017-2018	<p>Pastor</p> <p>Principal</p> <p>Preschool Director</p> <p>Preschool Teachers</p>	<p>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.</p> <p>Spring 2018- The year round preschool program is compliant with DHS and has been extended to a year-round program.</p>

		SAC Business Administrator	<p><i>2018-2019</i> Preschool school-year program enrollment of 72 students; Summer Preschool program enrollment of 22 students – both increases from previous years.</p> <p><i>2019-20</i> Our program was at 79 students during the school year. We continued with the summer program although due to COVID-19, summer enrollment for 2020 is down from the previous year.</p>
Strategy 2 ~ St. Michael Catholic School will budget in order to support governance and staff.			
	Timeline	Responsibility	Progress Report
1.) Review and revise how funds are spent for personal growth while planning to build more funds for professional development into the school’s budget.	Summer 2018-2020	Principal/PreK Director Business Administrator SAC Pastor	<p><i>A long-term principal has been hired at SMCS who will be focusing on the professional growth funds in the budgeting process.</i></p> <p><i>2018-2019</i> Meeting with public school district on Title 2A fund availability – utilized funds sending teachers to workshops and trainings throughout school year and summer. Determination based on school-wide goals/initiatives and strategic plan improvement areas.</p> <p><i>2019-20</i> St. Michael Catholic School continued to partner with the public school for most professional development dollars but also budgeted additional funds in our own budget to ensure that we met the goals and needs of our staff for this year.</p>
2.) Research ways to maintain financial stability.	2017-2020	Pastor Principal/PreK Director SAC Business Administrator Finance Committee	<p><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></p> <p><i>2018-2019</i> Budget sub-committee formed – Principal, Business Administrator, two SAC Representatives, Finance Council Chair, and two Finance Council Representatives. Sub-committee studied: enrollment, tuition, teacher steps/lanes, parish support and capital expenditures. More work is needed.</p> <p><i>2019-20</i> St. Michael Catholic School began the year with a balanced budget. As the year progressed and fundraising goals were surpassed, we were under our budgeted expenses and ahead of</p>

			<i>our projected income. With COVID-19, however, there remain multiple budget unknowns and the subcommittee, parish and school staff continue to plan.</i>
3.) Review all compensation schedules every 2 years to attract and retain staff and keep in line with a balanced budget.	Fall 2017-2019 Spring 2020 Spring 2022	Pastor Principal/PreK Director Business Administrator Finance SAC	<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. 2019-20 St. Michael Catholic School did not adopt a new 2020-21 Salary Schedule due to budget constraints from COVID-19.</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/PreK Director 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. 2018-2019 School lighting project completed – all lighting converted to LED. Adjustments were made to offset change in new building/air conditioning. 2019-20 St. Michael parish and school applied and received a recycling grant. New recycling containers were received in March, after COVID-19, and will be implemented for 2020 to save in waste.</i>
5.) Create an advancement plan for fundraising to build donor relations, secure grants, and increase gifts.	Spring 2020- Spring 2024	Advancement Specialist Principal/PreK Director Pastor	<i>2019-20 St. Michael Catholic School has a full marketing and advancement plan and added an Annual Fund, increased all fundraising events, listed donors, with permission, in newsletters, called donors, and expanded our benefactor lists and gifts.</i>
6.) Review tuition for Preschool to Grade 8 comparing to other schools and developing a long-term plan for tuition structure.	Spring 2020	PreK Director Principal	<i>2019-20 The School Advisory Committee and Principal reviewed area Catholic school tuition and fees and updated our tuition structure for the 2020-21 school year rolling in one fee.</i>

		SAC Business Admin	
Strategy 3 ~ St. Michael Catholic School'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>Winter 2017- Interim Principal, SAC, and Pastor worked together to review past bylaws to review and update bylaws. Spring 2018-Bylaws have been approved by the principal, SAC, and Pastor.</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. Spring 2018- Parent Ambassador Committee is growing to support the needs of many new families in Preschool and K-8. 2018-2019 Advancement Specialist, Principal, and Parent Connections/School Ambassadors created a year-long plan for new families including a "buddy family." Advancement Specialist will be monitoring for student retention. 2019-20 Mentor families held a reception and orientation for new families prior to the school "Back-to-School Open House" event. Mentors continued to connect with new families throughout the year.</i>
4.) Reorganize Parent Connections by creating and/or updating a mission and purpose.	Summer 2018-2020	SAC PC	<i>2018-2019 Principal met with Parent Connections Chairs to identify year-long goals. New principal will need to meet with PC Chairs to identify 2019-2020 goals.</i>

		Principal	<i>2019-20 Parent Connections wrote new bylaws and become a Parent Teacher Organization setting new goals and plans for the school year. They hosted two parent educational events as well as supported teachers and families throughout the year.</i>
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> <i>2018-2019 SAC sub-committee consisting of three SAC members and school principal created an annual survey reflective of the Strategic Plan objectives. Survey sent spring 2018. SAC final meeting reviewed yearly goals and tasked group to think about goals for fall 2019.</i> <i>2019-20 St. Michael Catholic School leadership and School Advisory Committee created an end of year survey to review progress and perception from families as well as how we reflect our mission.</i>
6.) Design and implement an orientation event for all school volunteers (coaches/classroom)	Fall 2020	PC Principal Teachers	
Strategy 4 ~ Continue to improve the school's technology resources as part of our focus on academic excellence.			
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> <i>2018-2019 Technology Committee met quarterly to discuss needs and discuss a long-term technology plan. Technology Committee includes principal, Data Systems/IT Director, 1 MS teacher, 2 Elementary teachers, 1 specialist teacher, 2 SAC members, and 1 parish liaison (technology advisor). Teacher survey conducted –</i>

questioning current use of technology and future goals for using technology. Five-year plan still needs to be developed.
2019-20 The St. Michael Catholic School technology committee met quarterly to review technology concerns, goals and plan. After reviewing the Smartboards this year it was evident many need replacement. This became part of our short term replacement plan along with teacher laptops within the next two years.



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
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. Spring 2018- Carline procedures are consistently monitored and staff are held accountable to ensure student safety.</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. Spring 2018- A second school sign has been installed on the school building. 2018-2019 School received grant to purchase two monitors for entryways to be installed this summer – consistent communication for families (current and prospective) visiting our school.</i>
3.) Research alternative methods to improve playground area in regards to tire mulch and mesh covering.	2019-2020	Principal Buildings and Grounds	<i>2018-2019 Buildings and Grounds Committee, Facilities Manager, and Principal researched alternative playground area materials. It was determined that tire mulch is best option at this time. To be considered for future.</i>

		Facilities Manager	<i>2019-20 Concerns were brought forward again this year including need to add to the layers for safety as another student broke their arm when they fell. Parish buildings and grounds did not approve any changes at this time.</i>
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	<p><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></p> <p><i>Spring 2018- Interim principal and pastor proactively contacted district liaison officer to tour the building to ensure a safe environment by providing school maps, facility maps, and an access code to the faculty lock box.</i></p> <p><i>2018-2019 School District Liaison Officer toured school and completed a security assessment. Considerations include: send a few quality employees to ALICE training over this summer who can train remaining faculty, add a qualified employee at the front of the school that will be working as a main entry greeter, regularly review safety trainings and run drills, install a protective film to be applied to the front entry glass doors of the building to help retain the glass if it were to be broken or compromised.</i></p> <p><i>2019-20 The protective film was added and check in procedures updated.</i></p>
5.) Review larger facilities plan with the parish in order to determine needs and feasibility for outdoor classroom and second preschool playground.	2020-2022	Principal Buildings & Grounds Staff	<i>2019-20 St. Michael parish and school leadership agreed this spring to an Eagle Scout project to create an outdoor learning space around the Prayer Garden.</i>
Strategy 2 ~ St. Michael Catholic School will create and maintain a healthy environment for our students.			
	Timeline	Responsibility	Progress Report

<p>1.) Create a wellness team that will regularly meet and implement a wellness plan. Promote healthy eating throughout the school day including snacks, parties, and birthdays.</p> <p>-Meet quarterly to talk about school wide wellness plan.</p> <p>-Communicate school wellness plan expectations and invite community members to join the committee</p>	2017-2024	<p>Principal Staff</p> <p>Athletic Director</p> <p>Wellness Committee</p>	<p><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.</i></p> <p><i>Winter 2018-Staff and principal met with MDE to review nutrition guidelines to ensure best practices.</i></p> <p><i>2018-2019 Wellness Team includes all teachers at this time.</i></p> <p><i>Quarterly review wellness plan – including snacks, parties, and birthday treats policies. Lunch/snack program also follows policies. Information included on school website. Need to form a sub-committee to include parents/community members.</i></p> <p><i>2019-20 This year we applied and received a Recycling Grant with the County to expand wellness to habits about using our resources.</i></p>
<p>2.) Promote the plan for educating students on the importance of exercise and eating healthy.</p>	2017-2019	Wellness Team	<p><i>Fall 2017 - Implemented in the classroom, health class and phy-ed.</i></p>



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
<p>1.) Create a team to take the initiative to improve our religion curriculum.</p>	2020-2021	<p>Principal/PreK Dir</p> <p>Teachers</p>	
<p>2.) A spiritual team organizes and creates religious practices throughout the school year (Living Rosary, Advent, Adoration, Saint Recognition, etc.)</p>	Fall 2017-2018	<p>Spiritual Team</p> <p>Faith Formation Coordinator</p>	<p><i>Fall 2017 – Spiritual Committee created and implemented weekly Monday Prayer meetings before school.</i></p> <p><i>2018-2019 Spiritual Committee planned special religious activities throughout the year (buddy days, Living Rosary, Advent, Lent, Weekly Adoration, Mass Schedule, Prayer Services, etc.).</i></p>

			<i>Committee included at least one teacher from preschool, elementary, intermediate, and middle school.</i> <i>2019-20 St. Michael Catholic School added Adoration during Lent and Advent for all grades.</i>
3.) Identify and create opportunities to develop student faith formation.	Spring 2022	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/Prek Dir Faith Formation 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> <i>2018-2019 Principal and school representative met with parish faculty to review important dates on the calendar for upcoming school year. Teachers participated in a spring spiritual retreat – led by our pastor.</i>