

Saints Francis & Clare of Assisi School Ministry Strategic Plan 2026-2029

***Based upon the NATIONAL STANDARDS AND BENCHMARKS for
EFFECTIVE CATHOLIC ELEMENTARY AND SECONDARY SCHOOLS, second edition***



SAINTS FRANCIS & CLARE OF ASSISI SCHOOL MINISTRY

Founded in 2006 with an inaugural class of just 34 kindergarten and first-grade students, Saints Francis & Clare of Assisi School Ministry has grown into a thriving Catholic learning community serving 445 students from six weeks of age through eighth grade.

Rooted in the Gospel and inspired by the example of Saints Francis and Clare, we are committed to forming the whole child—spiritually, academically, socially, and emotionally. Our dedicated team of 48 full-time and 14 part-time staff members, along with a school nurse and school counselor, provides a nurturing environment where every student is known, valued, and challenged to reach their God-given potential.

Through developmentally appropriate programs, a rigorous and faith-filled curriculum, and a culture centered on service and discipleship, we prepare students to lead with faith, character, and compassion. We believe every child is uniquely gifted by God, and our mission is to cultivate those gifts so our graduates become lifelong learners, servant leaders, and faithful global citizens who know, love, and serve God in an ever-changing world.

EXECUTIVE SUMMARY

The Strategic Plan was developed by the Saints Francis & Clare of Assisi School Commission. This committee included Genevieve Sullivan (chair), Jennifer Schmaltz (vice-chair), Danielle Undercoffer (secretary), Paul Feschyn, Andrea Daly, Julie Zinser, Kristin Gurley, Erin Kimbowa, Nathan Roberts, Ryan Zahn, Rebecca Stone (principal), Fr. Anthony Armbruster (pastor), and Fr. Stephen Giannini (pastor). A parent survey was conducted to incorporate the feedback of the community.

The Saints Francis & Clare of Assisi School Ministry Strategic Plan provides a clear roadmap for advancing the school's mission of preparing students to be leaders in faith, academics, and character. Grounded in Catholic values, the plan focuses on creating a nurturing environment where students are empowered to know, love, and serve God.

The plan is built around four strategic priorities: strengthening Catholic identity, promoting effective governance and leadership, ensuring academic excellence through high-quality and innovative instruction, and sustaining the school's long-term operational vitality through responsible financial stewardship, safe facilities, and strategic growth.

Through measurable goals, objectives, and key performance indicators, the School Commission and school leadership will monitor progress, ensure accountability, and guide continuous improvement. By working together, the school community will strengthen its Catholic mission while ensuring Saints Francis & Clare of Assisi School Ministry remains a thriving, faith-filled school for future generations.

MISSION STATEMENT

Saints Francis & Clare of Assisi School Ministry prepares children to be leaders in faith, academics and character. Our Catholic identity, academic excellence and nurturing environment empowers children to know, love and serve God.

VISION STATEMENT

Making God Known, Loved, and Served.

Domain 1: Mission and Catholic Identity

Standard 1: An excellent Catholic school is driven and guided by a clearly communicated mission that embraces a Catholic identity that includes gospel values, a focus on the Eucharist, and a commitment to communal faith formation, academic excellence, missionary discipleship, and service.

Standard 2: An excellent Catholic school adhering to mission provides an exemplary academic program for religious education and catechesis in the Catholic faith, set within a total academic curriculum that integrates faith, culture, and life.

Standard 3: An excellent Catholic school adhering to mission provides opportunities both within and outside the classroom for Christ-centered student faith formation, participation in liturgical and communal prayer, and action in service of missionary discipleship and social justice.

Standard 4: An excellent Catholic school adhering to mission provides opportunities for Christ-centered adult faith formation and action in service of missionary discipleship and social justice.

GOAL

Goal 1: Strengthen Catholic identity by clearly articulating and living the mission, integrating faith across curriculum and culture, and providing meaningful opportunities for prayer, worship, service, and faith formation for students and adults.

STRATEGIES

Ensure the mission statement is posted in public places including the website, promotional materials and within the school.	School Commission reviews and/or reaffirms the mission statement at the start of the strategic plan.	The school provides opportunities for prayer, worship, service, and faith formation for families of students.
By the end of the 2026-2027 academic year, the school will review, affirm, and communicate its Catholic mission by incorporating them into school policies, publications, classrooms, and annual planning.	The School Commission reviews and/or affirms the mission statement by the end of 2026.	Each academic year, the school will offer at least two adult faith formation opportunities annually open to faculty, staff, and families.
1.2, 1.4, 1.5	1.1, 1.3	4.4

Domain 2: Governance and Leadership

Standard 5: An excellent Catholic school has a governing body (person or persons) which recognizes and respects the role(s) of the appropriate and legitimate authorities, and exercises responsible decision-making (authoritative, consultative, advisory) in collaboration with the leadership team for development and oversight of the school's fidelity to mission, academic excellence, and operational vitality.

Standard 6: An excellent Catholic school has a qualified leader/leadership team empowered by the governing body to recognize, prioritize, and successfully embody the school's mission and vision.

GOAL

Goal 2: Ensure mission-driven, accountable governance through effective policies, ongoing development, and collaboration with school leadership.

Goal 3: Empower qualified leaders to advance the school's mission, promote continuous improvement, and sustain a culture of integrity, communication, and shared responsibility.

STRATEGIES

Create a schedule for the School Commission to periodically review and recommend updates to all school policies including admissions, tuition assistance and School Commission bylaws.	Develop and implement a recruitment plan to ensure broad and meaningful stakeholder representation on the School Commission.	Develop a schedule to periodically review progress against the strategic plan as part of the School Commission agenda.	Ensure professional development opportunities are available for all faculty and staff.
By the end of the 2028-2029 academic year, all school governance policies have been reviewed, updated and adopted.	By the end of the 2026-2027 academic year, a recruitment plan will be developed to ensure broad and meaningful stakeholder representation on the commission.	At the end of each academic year, starting in 2026-2027, the School Commission leadership team will provide an update on progress on the strategic plan to the governing body and school community.	By June 2027, the School Commission will ensure that the school leadership provides professional growth opportunities to all staff members aligned to NSBECS Standard 6.
5.2, 5.3	5.1	5.8	6.3

Domain 3: Academic Excellence

Standard 7: An excellent Catholic school has a clearly articulated, rigorous curriculum aligned with professionally accepted, research-based curriculum standards and gospel values implemented through effective instruction.

Standard 8: An excellent Catholic school uses school-wide assessment methods and practices to document student learning and program effectiveness, to make student performances transparent, and to inform the continuous review of curriculum and the improvement of instructional practices.

Standard 9: An excellent Catholic school provides programs and services aligned with the mission to enrich the academic program and support the development of student and family life.

GOAL

Goal 4: Foster a collaborative, data-driven learning environment that ensures every student receives high-quality, technology-rich differentiated instruction to support their academic achievement and growth.

STRATEGIES

School ensures that all students receive age-appropriate instruction on responsible use of technology, including AI.	School ensures that 100% of instructional staff will participate in at least one professional development session on ethical and effective AI use.	The School Commission reviews annual test scores on a periodic basis and provides recommendations for how scores are marketed to the community.
Technology Scope and Sequence is updated to include instruction on the ethical and effective use of AI for both students and instructional staff.		At the beginning of each academic year, starting in 2026-2027, the School Commission will review annual test scores from the previous year and provide feedback on communication strategy.
7.5		8.2

Domain 4: Operational Vitality

Standard 10: An excellent Catholic school develops, carries forward, and monitors a feasible three- to five-year plan, including both current and projected budgets that are the result of a collaborative process, emphasizing faithful stewardship and sustainability.

Standard 11: An excellent Catholic school operates in accord with the school's published human resource/personnel policies, developed in compliance with the policies of the (arch)diocese and/or religious congregations, and/or other sponsorship groups, and Catholic social teaching regarding the dignity of work, with an understanding of how federal/state policy impacts school policies, which affect all staff (clergy, religious women and men, laity, and volunteers) and that provide clarity for responsibilities and accountability.

Standard 12: An excellent Catholic school develops, implements, and monitors a facilities, equipment, and technology management plan, which is consistent with Catholic social teaching regarding the environment, and that continuously supports the implementation and sustainability of the educational mission of the school.

Standard 13: An excellent Catholic school develops and implements a comprehensive strategy for institutional advancement based on a compelling mission through communications, marketing, enrollment management, and development.

Goal 5: Boost long-term operational vitality of the school by ensuring sustainable financial policies, safe and well-maintained facilities and strategic institutional advancement.

STRATEGIES

Have a member of the School Commission cross represented on the parish Buildings and Ground Committee.	Create a written strategy for institutional advancement - focused on marketing, alumni engagement and communications. Review annually to determine if new platforms need to be incorporated.	Ensure statewide changes to Choice Scholarship are fully incorporated into long-range financial planning.
By the end of the 2027-2028 academic year, complete a comprehensive facilities assessment and multi-year maintenance plan, address all identified safety and compliance issues, and allocate budgeted resources to ensure a safe, well-maintained, and	By the end of the 2026-2027 academic year, a written strategy for institutional advancement is developed. The strategy is reviewed each year to determine if updates are needed.	Prior to the start of the new fiscal year on July 1, the school will implement a balanced, mission-aligned annual budget approved by the governing body.

mission-supportive learning environment.		
12.1, 12.2, 12.3	13.1, 13.3	10.1 - 10.6