



Strategic Plan

2026-2029

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All Saints Academy (ASA) is an Early Childhood through 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 Lower Campus, grades toddler through second, is located on the grounds of Blessed Sacrament Parish, while the Upper Campus, grades four through eight, 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.

On Grand Rapids northeast side, All Saints Academy serves many families through the early childhood and child care programs. A leader in the diocese, ASA began its toddler program in 2014 which expanded its early childhood program to include students at age 18 months. Before and after school care programs are utilized by many K-8 families and non-school day child care programs are beneficial for families in both the early childhood and school age programs. During the 2024-2025 school year, ASA's preschool program served the largest number of children in the diocese of Grand Rapids. The early childhood and child care programming provided by the nurturing staff of ASA is appreciated and valued by the parents who have invested in their faith and educational community.

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 provide a Learning Lab at both campuses. Students visiting the learning lab benefit from increased one-to-one instruction from a certified teacher for additional academic support.. 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 building to host our upper elementary and middle school grades. The ASA Upper Campus 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.

Sixth through eighth grade 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
<i>WE ARE ONE</i>	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.” 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.

Root Belief 2	Rationale
<i>WE CAN ALL GROW</i>	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.

Root Belief 3	Rationale
<i>CREATIVITY & INNOVATION PROMOTE SUCCESS</i>	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.

Root Belief 4	Rationale
<i>ALL THINGS ARE POSSIBLE THROUGH CHRIST</i>	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. We believe the courage to be persistent, and shamelessly audacious comes from knowing that Christ is our strength!

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, and the Board of Directors.

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 since its founding. New technology, research on the way children learn, the COVID pandemic, 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 leadership team and Board of Directors spearheaded the strategic process. Surveys were distributed electronically to the faculty/staff, parents, and parishioners from all four parishes. Additionally, feedback was gathered through listening sessions and from the accreditation site visit from the fall of 2023. Through the process of strategic planning, All Saints Academy will continue to educate the whole child by partnering with parents, parishioners, and community members.

Feedback from Survey Respondents

The faculty and staff of All Saints Academy were identified through the 2025 strategic planning survey (84 respondents) as the top strength of the school. Respondents also appreciated the faith filled atmosphere, early childhood program, Catholic identity, and K-8 before and after school child care program. The top challenge identified was the two campuses, one school model followed by affordability of K-8 tuition, student support services, faculty and staff, and academic excellence. Respondents identified the top three opportunities at ASA as attracting and obtaining high quality faculty and staff, improving academic and curriculum offerings, and affordability and accessibility.

Strategic Plan (2026-2029)

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 2026-2029

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 ensuring 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 with an emphasis on a personal relationship with Christ

MCI 1.1. Expand retreat opportunities to include each grade level, staff, leadership team, Board of Directors

MCI 1.2. Enhance professional development for staff in the area of Catholicism and catechism through Franciscan University's Catechetical Institute and diocesan provided opportunities

MCI 1.3. Evaluate current programming with stakeholders to ensure we are true to our vision, mission, shared purpose, core values, and root beliefs

MCI 1.4. Provide opportunities beyond the typical school experience to bring students closer to Christ

Objective 2: Incorporate parish opportunities within ASA to strengthen the bond between the school and the four parishes

MCI 2.1. Co-sponsor faith-focused events with each parish biannually to increase opportunities for parents that enhance the Catholic culture at All Saints Academy

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

Objective 3: Reinvigorate ASA's commitment to the core value of service and shared purpose of *forming saints to serve all*

MCI 3.1 Evaluate the service hours program seeking innovative ways to communicate this program to families and students while providing practical information on how to submit student service hours and what qualifies as service hours

MCI 3.2 Determine best ways to recognize students who meet the service hours requirements

MCI 3.3 Explore ways families can serve together and how our school community can serve the four parishes

GOVERNANCE AND LEADERSHIP

Objective 1: Re-establish functioning Board of Directors committees

GL 1.1 Host an involvement fair bi-annually for parents and community members to learn about committee opportunities and provide contact information for any committees of interest

GL 1.2 Create a process, including exploring the creation of an “appointments committee” to share prospective Board members with the Canonical Administrator

Objective 2: Review policies and procedures of the school’s operation ensuring fidelity to mission

GL 2.1 Review and revise policies, procedures, and handbooks in collaboration with Board Committees (where applicable) and members of the leadership and administrative teams so they reflect best practices in organizational structures

GL.2.2 Establish a calendar to ensure these policies and procedures are reviewed systematically

Objective 3: Map out annual Board of Directors goals and objectives

GL 3.1 Create goals, identified based on the reserved powers of the Board and the strategic plan, for each Board meeting throughout the school year providing an opportunity to extend invitations to attend to those who might support the meeting’s goal (i.e. Canonical administrator)

GL 3.2 Establish an annual August board retreat to review foundational documents, on-board new members, and share the mapped out goals for the year’s meetings

ACADEMIC EXCELLENCE

Objective 1: Evaluate academic programming to ensure all students are receiving programming which will help them grow regardless of their current achievement level

AE 1.1 Use NWEA MAP testing growth results to evaluate areas for improvement within academic programming

AE 1.2 Evaluate the scheduling structure and offerings for students in grades 6-8

AE 1.3 Explore and implement Science of Reading professional development opportunities for English Language Arts (ELA) teachers in grades K through 4

AE 1.4 Explore extra curricular offerings at the Lower Campus for the K-2 program

Objective 2: Provide professional development for early childhood and child care lead teachers and support staff

AE 2.1 Explore closing child care, or using times child care is closed, to provide professional development for support staff

AE 2.2 Tailor professional development for the early childhood team to support their work with students age 18 months to 5 years

AE 2.3 Establish partnerships with organizations to help provide the best resources in the area of early childhood care and development

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 Engage teacher in the exploration of the impacts of AI within the educational setting

OPERATIONAL VITALITY

Objective 1: Increase revenue opportunities

OV 1.1 Recommit to and reimagine a spring fundraiser to support the Tuition Angels, All Saints Academy's tuition assistance program

OV 1.2 Explore opportunities to increase ASA's endowment portfolio

Objective 2: Research best practices in development to diversify revenue opportunities to support current and long-range anticipated needs

OV 2.1 Conduct a master plan for both campuses to understand long-range needs of each campus

OV 2.2 Present to the parishes an opportunity for a collaborative, collective campaign

Objective 3: Maintain enrollment during ASA transitions and increase marketing presence in the community

OV 3.1 Provide points of contact for parents whose students are transitioning to new programming (Preschool 3s to 4s, Preschool 4s and 5s to Kindergarten, 2nd grade to 3rd grade, 5th to 6th grade)

OV 3.2 Create a marketing plan through committee work to support this goal

OV 3.3 Communicate the benefits of an All Saints Academy education to current and perspective parents using the various tools and resources available

Objective 4: Evaluate the safety and security systems in place at each campus and communicate those to stakeholders

OV 4.1 Evaluate the safety and security systems in place at each campus ensuring they reflect best practices in school safety

OV 4.2 Communicate to parents via established communication channels (Annual Report, ASA Today blog, ect.) the security systems in place

