



Archdiocese of Atlanta
Office of Catholic Schools
GOALS AND ACTION STEPS

**A FIRM FOUNDATION: The Rock on Which We Stand
2026-2029**

— THE ROMAN CATHOLIC —
ARCHDIOCESE OF ATLANTA



Academic Excellence

Goal: Enhance faith development, academic achievement, and social-emotional well-being for all learners by implementing a comprehensive curriculum design, integrating adaptive technology, strengthening targeted professional development, and fostering data-informed collaboration within all school communities.

Action Steps	Time Frame	Estimated Resources	Person(s) Responsible	Measurements for Success
Provide systemic professional development opportunities (e.g., Universal Design for Learning (UDL), STREAM, etc.) focused on improving knowledge and skills necessary for effective instruction for all learners.	2026-2029	Costs of professional development and implementation resources.	Office of Catholic Schools (OCS) staff, school leaders, and teachers	Analysis of a variety of data, to include Measuring What Matters (MWM) to measure student growth at school and archdiocesan levels, teacher feedback survey.
Expand and refine the Open Doors Program and Learning Support Programs by including the use of adaptive learning platforms, varied instructional practices and funding guidance to schools in order to meet increased school-based cost for resources necessary to	2026-2029	Cost of professional development and materials to support varied instructional practices. Funding resources (e.g., grants, donations, etc.) to meet the increased cost of resources for students in learning support programs.	Office of Catholic Schools staff, in collaboration with school leaders and resource teachers.	Data analysis, including progress monitoring, to evaluate effectiveness of tools and to measure growth in diverse learners.

meet the needs of exceptional learners.				
Develop the use of best instructional practices that include rigor, alignment, and engagement with integration of Catholic Identity. Incorporate peer observation opportunities and inter-school visits to foster professional growth and systemic collegiality.	2026-2029	Archdiocesan standards, a school level schedule for internal and external peer visits, and professional development costs	Office of Catholic Schools staff, school leaders, and teachers	Continued development of Measuring What Matters in all schools to include analysis of data to evaluate effectiveness of classroom observations in helping teachers grow.

Goal: Implement a comprehensive, system-wide data analysis process that includes Data Action Teams focused on assessing student performance, driving instructional decisions, and cultivating a collaborative, evidence-based school culture.

Action Steps	Time Frame	Estimated Resources	Person(s) Responsible	Measurements for Success
Establish processes for data action teams and infrastructure identifying key data sources and tools for real time data use across all schools.	2026-2029	Cost for professional development and systemic universal assessments for analysis of student growth data.	Office of Catholic Schools staff, school leaders, and Data Action Teams (DATs)	Archdiocesan access to school data for the purpose of systemic data analysis, Data Action Teams meeting minutes and action items.
Cultivate a collaborative, data-driven culture by providing professional development in data	2026-2029	Cost for professional development, archdiocesan dashboard, and implementation resources.	Office of Catholic Schools staff, in collaboration with school leaders, Data Action Teams, and	Evidence of implementation of data teams at the local level. Meeting reports from Data Action Teams are

<p>literacy and instructional practices and embedding data action teams into Professional Learning Communities (PLCs) with clear protocols to ensure consistency and effectiveness.</p>			<p>Archdiocesan Schools Advisory Council (ASAC) and School Advisory Councils</p>	<p>submitted on a regular basis. Analyze performance data/trends to determine effective use of data to inform instruction and impact student achievement.</p>
<p>Implement a continuous data inquiry cycle to collect, analyze, and interpret student data to identify trends, targeted instructional practices, and monitor and adjust plans based on evidence to ensure alignment, consistency, and a focus on student growth.</p>	<p>2026-2029</p>	<p>Schedule collaboration time at the school level for Data Action Teams, cost of professional development and resources to measure student growth (e.g., universal assessments etc.)</p>	<p>Office of Catholic Schools staff, in collaboration with school leaders and teachers, and Data Action Teams</p>	<p>Evidence of Data Action Team meeting minutes and instructional practices identified and implemented as a result of the Data Action Team process. Feedback from school staff.</p>

Goal: Establish a systemic and sustainable approach to Professional Learning Communities (PLCs) that empowers schools to collaboratively analyze student performance, drive targeted instructional decisions, and implement evidence-based strategies that improve student learning and foster a culture of continuous improvement.

Action Steps	Time Frame	Estimated Resources	Person(s) Responsible	Measurements for Success
<p>Provide professional development to school leaders on designing and implementing a comprehensive</p>	<p>2025-2027</p>	<p>Cost of professional development and Professional Learning Communities</p>	<p>Office of Catholic School staff and school leaders</p>	<p>Evidence of Professional Learning Communities meetings to determine effectiveness of training</p>

<p>Professional Learning Communities process with clearly defined expectations, guiding principles, and roles for facilitators and team members.</p>		<p>implementation at individual schools.</p>		<p>and school leader feedback.</p>
<p>Formalize the Professional Learning Communities (PLCs) process by developing a timeline for PLC meetings, data team sessions, and professional development. Use student achievement data and teacher-needs assessments to align PLC topics with school improvement goals and instructional focus areas.</p>	<p>2025-2028</p>	<p>Schedule meeting times. Cost for professional development and other resource materials.</p>	<p>School leaders and teachers.</p>	<p>Feedback from school leaders’ meetings and school visits to determine success of Professional Learning Communities and Data Action Team implementation. Teacher feedback and documentation from Professional Learning Communities meetings.</p>
<p>Professional Learning Communities (PLCs) groups will research best practices, implement strategies, and engage in continuous cycles of planning, action, assessment and reflection. In addition,</p>	<p>2025-2028</p>	<p>Schedule meeting times. Costs for professional development and resources for data inventory tools</p>	<p>School leaders and teachers</p>	<p>Evidence that Professional Learning Communities use best practices, evaluate and effectively progress monitor data to determine impact on student learning.</p>

the groups will monitor progress throughout the year by revisiting data, goals and instructional strategies and evaluating the impact of PLCs on student learning to inform the next PLC cycle.				
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Operational Vitality

Goal: Develop a strong archdiocesan Catholic schools system narrative, and clearly and thoroughly communicate that story by sharing the strengths and successes of our PreK-12 system through comprehensive marketing strategies and actions to promote our schools.

Action Steps	Time Frame	Estimated Resources	Person(s) Responsible	Measurements for Success
Develop stronger articulation of Catholic Schools system vision through promotional materials and policies for the purpose of marketing and retention, and to promote greater equity in the school system.	2026-2029	Office of Catholic Schools staff, school leaders, Office of Communication staff, Archdiocesan Advisory Schools Council, and cost of promotional materials	Office of Catholic Schools staff, in collaboration with school leaders, Office of Communication staff, and Archdiocesan Schools Advisory Council	Evidence of promotional materials that share our story and market our schools.
Increase collaboration in advancement efforts to support stronger fundraising and revenue sources.	2026-2029	Office of Catholic Schools staff, Office of Mission Advancement and Stewardship, Office of Communications, Office of Catholic Schools Advancement Subcommittee	Office of Catholic Schools staff, in collaboration with Office of Mission Advancement and Stewardship, school leaders, Archdiocesan Schools Advisory Council and School Advisory Councils	Evidence of increased revenue and increased stakeholder support and participation.
Pursue and engage additional external marketing resources and	2026-2029	Office of Catholic Schools staff, Office of Communications, Office	Office of Catholic Schools staff, in collaboration with	Evidence of developed resources of common

strengthen partnerships to ensure consistency and continuity in messaging within the school system.		of Catholic Schools Marketing Subcommittee, Archdiocesan Schools Advisory Council, and School Advisory Councils, and cost of professional development in marketing	Office of Catholic Schools Marketing Subcommittee, Archdiocesan Schools Advisory Council and School Advisory Councils	messaging for our school system.
Develop and implement an annual strategic marketing plan and common initiatives and update “Best Practices” resource for the schools.	2026-2029	Office of Catholic Schools staff, Office of Communications, Office of Catholic Schools Marketing Subcommittee, Archdiocesan Schools Advisory Council and School Advisory Councils, cost of marketing materials	Office of Catholic Schools staff, in collaboration with the Archdiocesan Schools Advisory Council and School Advisory Councils	Evidence of Office of Catholic Schools marketing plan and implementation, and Viability Index

Goal: Increase student enrollment while retaining current families in our PreK-12 system.

Action Steps	Time Frame	Estimated Resources	Person(s) Responsible	Measurements for Success
Increase communication of Office of Catholic Schools programs, initiatives, and events to Enrollment and Advancement staffs to	2026-2029	Office of Catholic Schools staff and materials	Office of Catholic Schools staff and school leaders	Evidence of agendas, correspondence, or communication of topics and materials shared with school staff. (e.g., GA Promise, Open

promote our Catholic Schools.				Doors Program presentation)
Create an Enrollment Task Force to analyze data and promote comprehensive marketing of our schools and our value proposition.	2026-2027	Office of Catholic Schools staff, school staff, Data Action Teams, Archdiocesan Schools Advisory Council and School Marketing and Finance Committees	Office of Catholic Schools staff, in collaboration with school leaders, Enrollment Task Force, and Archdiocesan Schools Advisory Council	Creation of an Enrollment Task Force and evidence of meeting minutes and enrollment data.
Develop an engagement model (elevator pitch) to be used with perspective applicants/families.	2026-2029	Office of Catholic Schools staff, Enrollment and Marketing Subcommittee members, school enrollment staff, Archdiocesan Schools Advisory Council, National Catholic Educational Association, and materials	Office of Catholic Schools Staff, school leaders, school marketing, advancement and enrollment directors, and Archdiocesan Schools Advisory Council	Evidence and implementation of school “elevator pitch” and engagement model.

Goal: Plan for the ongoing financial viability of archdiocesan schools at the local and system levels.

Action Steps	Time Frame	Estimated Resources	Person(s) Responsible	Measurements for Success
Revise Financial Practices section of Viability Index	2025- 2026	Superintendent, Office of Catholic Schools staff, Finance Office,	Office of Catholic Schools staff with assistance from Finance	Implementation of the revised Financial

		and Finance Committee Task Force	Committee Task Force, and Finance Office, and Archdiocesan Schools Advisory Council	Practices section of the Viability Index.
Incorporate the zumBrunnen Capital Reserve Studies into the school budgets and planning each fiscal year.	2026-2029	zumBrunnen Staff, Office of Catholic Schools staff, Catholic Construction, Finance Office, school leaders, business managers, and facility directors, related training and software costs	Office of Catholic Schools staff, in collaboration with Catholic Construction, Finance Office, school leaders, and Archdiocesan Schools Advisory Council and School Advisory Councils	Completed zumBrunnen assessment for all schools, evidence of Capital Reserve Study results reflected in annual school budgets.
The Archdiocesan Schools Advisory Council Finance Committee will continue to evaluate each school’s viability and provide strategic recommendations.	2026-2029	Office of Catholic Schools staff, Finance Office, Archdiocesan Schools Advisory Council Finance Committee, and reports and materials	Office of Catholic Schools staff, Finance Office, and Archdiocesan Schools Advisory Council	Evidence of report and recommendations
Create a plan for school viability to include endowment for tuition assistance, benefits for school staff, and CAPEX at the archdiocesan level.	2026-2029	Office of Catholic Schools staff, school leaders, Finance Office, Archdiocesan Schools Advisory Council, and reports and materials	Office of Catholic Schools staff, Finance Office, Archdiocesan Schools Advisory Council and School Advisory Councils	Plan for school viability and the establishment of endowments.

Goal: Enhance our facilities through short-term and long-term school and system planning for maintenance, safety, and facility upgrades.

Action Steps	Time Frame	Estimated Resources	Person(s) Responsible	Measurements for Success
Utilize the zumBrunnen Capital Reserve Studies to examine needs and pursue a comprehensive maintenance plan for facility and safety needs, group purchasing, and strategic planning.	2026-2029	zumBrunnen resources, Office of Catholic Schools staff, Catholic Construction, Finance Office, school leaders, business managers, and facility directors, and Archdiocesan Schools Advisory Council, and vendors.	Office of Catholic Schools staff, in collaboration with Catholic Construction, Finance Office, school leaders and business managers	Completed zumBrunnen assessment for all schools. Ongoing review of zumBrunnen report, annual school budgets, OCS Viability Index, and list of preferred vendors.
Develop a process that identifies common capital projects according to the zumBrunnen reports for volume bidding and management.	2026-2028	Office of Catholic Schools staff, Catholic Construction, Finance Office, school leaders, business managers, and facility directors, Archdiocesan Schools Advisory Council, School Advisory Councils, and vendors.	Office of Catholic School staff, Catholic Construction, Finance Office, school leaders, business managers and facility directors	Creation of a process that identifies facilities projects being considered for each school, and evidence of coordination of common bid process for school projects.

Mission and Catholic Identity

Goal: In collaboration with parishes and families, ensure that Catholic Identity is clearly communicated, visibly lived, and actively shared in our communities.

Action Steps	Time Frame	Estimated Resources	Person(s) Responsible	Measurements for Success
Staff all high schools with full-time chaplains to collaborate with administrators, faculty, and students as joyful witnesses of the Gospel.	2026–2029	Budget allocations for chaplains' salaries and benefits	Office of the Archbishop, High School Principals, and Superintendent	Full-Time allocation confirmed for High School Chaplains, Catholic Identity survey results
Increase clergy visibility in elementary schools through partnerships with pastors and priests.	2026–2029	Clergy coordination, scheduling, and school-based hospitality budgets	Office of Catholic Schools (OCS) staff, school leaders, Parish School of Religion Coordinators, and School Advisory Councils	Increased clergy/religious presence (Mass, class visits, reconciliation, events)
Employ/involve religious and Permanent Deacons in faculty/staff roles to promote Catholic Identity and vocations.	2026–2029	Collaboration with the Office of Permanent Diaconate, Vocations - seminarians, and vocation materials	Office of Catholic Schools staff and school leaders	Increased clergy/religious presence and participation in school events
Identify a parish-school contact for evangelization collaboration; gather leaders several times a year.	2026–2029	School/Parish Task Force meetings, resource materials	Office of Catholic Schools staff, school leaders, school/parish liaisons, Archdiocesan Schools Advisory Council (ASAC), and School Advisory Councils	Number of parish-school collaborations

Share the spiritual and liturgical life of schools with the broader community.	2026–2029	Advancement teams, school marketing outlets, and parish media	Office of Catholic Schools staff, school leaders, advancement staff, Archdiocesan Schools Advisory Council, and School Advisory Councils	Documentation of outreach activities, Catholic Identity Parent Community survey data, and ARK data.
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Goal: Form and sustain faculty, staff, and leaders as witnesses and catechists of the Catholic faith.

Action Steps	Time Frame	Estimated Resources	Person(s) Responsible	Measurements for Success
Establish a Catholic Education Institute in collaboration with the Office of Evangelization and Discipleship to provide formation for Catholic school educators and pastoral leaders.	2026–2029	Funding for the Institute (e.g., grants, donations, sponsorships), partnerships with Catholic universities, online platforms, and catechetical resources.	Office of Catholic Schools staff, in collaboration with the Office of Discipleship and Evangelization, and Catholic Universities	Participation in Institute programs; feedback from participants, and ARK data.
Reinstate the 25-hour Basic Catechetical Formation requirement for all teachers.	2026–2029	Stipends for presenters; in-service opportunities, retreats, etc.	Office of Catholic Schools staff, school leaders, Parish School of Religion Coordinators, and Office of Catholic Schools Faith Formation Committee	New Teacher 25-hour certification completion rates; tracking of renewals
Maintain/expand advanced certification requirements for religion/theology teachers.	2026–2029	University partnerships; Office of Catholic Schools certification database support	Office of Catholic Schools staff, Office of Discipleship and Evangelization, and Catholic Universities	Number of Advanced Level Renewals - beyond master's degree in theology
Design faith-centered professional development to integrate the Catholic worldview across all subjects.	2026–2029	Professional Development opportunities, Stipends for presenters	Office of Catholic Schools staff, school leaders, teachers, and presenters	Measuring What Matters data, Professional development evaluations, and ARK data

Provide training/resources for teachers to extend faith formation to parents and families.	2026–2029	On-line subscriptions; parent newsletters, textbook resources and publishers, parent education offerings, Archdiocesan and School level offerings	Office of Catholic Schools staff, school leaders, Parish School of Religion Coordinators, chaplains, campus ministers, School Advisory Councils, and Parent-School Organizations	Parent participation data; Professional development evaluations
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Goal: Build inclusive, mission-driven Catholic school communities that reflect the Church’s diversity and commitment to Catholic Social Teaching.

Action Steps	Time Frame	Estimated Resources	Person(s) Responsible	Measurements for Success
Celebrate cultural richness through inclusive liturgies, feast days, and community events.	2026–2029	Catholic agencies (e.g., Office of Intercultural Ministries), media coverage, school cultural event costs	Office of Catholic School staff, in collaboration with school leaders, advancement staff, Archdiocesan Schools Advisory Council, School Advisory Councils, and Parent-School Organizations	Participation in inclusive liturgies and cultural events
Expand tuition assistance and scholarship opportunities to underserved families.	2026–2029	Georgia GOAL, GA Promise, federal tax credit programs; stewardship campaign, Archdiocesan Block Grant	Office of Catholic Schools staff, Office of Mission Advancement and Stewardship, and school leaders	Growth in tuition assistance recipients
Integrate Catholic social teaching and Gospel values into service-learning and leadership.	2026–2029	Curriculum integration support; professional development	Office of Catholic Schools staff, school leaders, teachers, chaplains, campus ministers, and Parish	Evidence of service-learning initiatives, Measuring What Matters data, Catholic Identity survey data, and ARK data

			School of Religion Coordinators	
Partner with Catholic agencies for long-term service commitments rooted in justice and mercy.	2026–2029	Partnership with Catholic agencies (Catholic Charities, Catholic Relief Services, St. Vincent DePaul, Office of Life Dignity and Justice); logistical support for service projects	Office of Catholic Schools staff, partner agencies, school leaders, chaplains, campus ministers and religious education coordinators, school Advisory Councils, and Parent-School Organizations	Evidence of partnerships, Catholic Identity survey data, ARK data

Governance and Leadership

Goal: Working closely with archdiocesan clergy, foster strong collaboration between our parishes, parochial and regional grade schools, and archdiocesan high schools.

Action Steps	Time Frame	Estimated Resources	Person(s) Responsible	Measurements for Success
Seek opportunities to engage clergy in promoting the Archdiocesan Catholic schools and foster strong parish-school relationships to support faith formation in the parish, school, and home.	2026-2029	Office of Catholic Staff staff, school leaders, and clergy, program/event costs	Office of Catholic Schools staff, school leaders and staff, and clergy	Increased opportunities for collaboration with archdiocesan clergy, increase in the faith formation programs offered in schools and homes.
Seek opportunities to inform and partner with seminarians and newly ordained clergy regarding the value and beauty of Catholic education.	2026-2029	Office of Catholic Schools staff, Office of Vocations, Office of the Archbishop, and program/event costs	Office of Catholic Schools staff, in collaboration with Office of Vocations and Office of the Archbishop	Information sessions with seminarians and newly ordained clergy
Develop educational materials and offerings that support parents as the primary educators of their children in faith and academics.	2026-2028	Training materials, speakers, and program/event costs	Office of Catholic Schools staff, in collaboration with school leaders and staff, School Advisory Councils, Parent-School Organizations	Increased opportunities for parent education at school and archdiocesan levels.
Identify and delineate the lines of authority and accountability among the Office of Catholic Schools, pastors of parish schools, and school leaders for the purpose of adherence to	2026-2028	None	Office of Catholic Schools leadership and staff, Office of the Archbishop, and Office of Human Resources	Policy manual updates in practices and accountability.

policies in leadership and clarity in decision-making.				
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Goal: Continue to develop innovative strategies to recruit, retain, and support mission-driven, highly qualified Catholic school teachers, staff, and leaders while ensuring Catholic education remains affordable and accessible for all families.

Action Steps	Time Frame	Estimated Resources	Person(s) Responsible	Measurements for Success
While maintaining competitive salaries and benefits, develop additional innovative initiatives (e.g., childcare, tuition discount, partnerships with college campus ministries and local parishes), to recruit and retain mission-driven teachers, staff, and leaders.	2026-2029	School and Archdiocesan budgets, fundraising, and grants	Office of Catholic Schools staff, in collaboration with school leaders and staff, Finance Office, Human Resources, and Archdiocesan Schools Advisory Councils	The initiation of increased benefits for teachers and staff and the resulting data on effectiveness in teacher and staff recruitment.
Develop an archdiocesan plan to better support school leaders in the recruitment of teachers and staff, including the creation of an employment section of the Office of Catholic Schools website.	2026-2028	Office of Catholic Schools staff, Office of Communications, Human Resources, and marketing costs	Office of Catholic Schools leadership and staff, in collaboration with Office of Communications	Trend data on effectiveness in teacher and staff recruitment.
At the archdiocesan level, continue to develop multi-year mentoring programs for new and aspiring school leaders and assist school leaders in developing similar programs at the school level for teachers and staff.	2026-2028	Office of Catholic Schools staff and school leaders	Office of Catholic Schools staff and school leaders	Development of additional multi-year programs at the archdiocesan and school levels, recruitment trend data, teacher and staff survey data.

Provide increased opportunities for academic and faith formation through professional development offerings for leaders, teachers, and staff.	2026-2029	Training materials, speakers, program costs	Office of Catholic Schools staff, school leaders and staff	Additional professional development offerings, teacher and staff survey data.
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Goal: Support school Advisory Councils in serving as authentic representatives of their local school communities while upholding the governance structures and leadership principles of both the school and the Archdiocese of Atlanta Office of Catholic Schools.

Action Steps	Time Frame	Estimated Resources	Person(s) Responsible	Measurements for Success
At the archdiocesan level, continue to educate local School Advisory Council members in their roles and in the components of effective school councils, and provide educational opportunities to assist members in their roles and responsibilities.	2026-2029	Office of Catholic Schools staff, training and material costs.	Office of Catholic Schools staff, in collaboration with Archdiocese Schools Advisory Council members, school leaders and School Advisory Councils	School Advisory Council professional development offerings, Archdiocesan Schools Advisory Councils, and School Advisory Council survey data.
In collaboration with school leaders, ensure that School Advisory Councils are appropriately representative of the school community.	2026-2029	Office of Catholic Schools staff and school leaders	Office of Catholic Schools staff and school leaders	School Advisory Council self-evaluation data
Provide guidance to school leaders in transparency of school council work, allowing the school community to understand the process and resulting initiatives.	2026-2028	Office of Catholic Schools staff	Office of Catholic Schools staff, school leaders and staff	Communication to parents regarding the work of School Advisory Councils, parent survey data.

2026-2029 STRATEGIC PLAN



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