

Archdiocese of Atlanta
Office of Catholic Schools
STRATEGIC PLAN



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

“The Catholic school is an environment where faith, culture, and life intertwine. It is not simply an institution, but a living environment where the Christian vision permeates every discipline and every interaction.”

**LEO XIV, APOSTOLIC LETTER DESIGNING NEW MAPS OF HOPE
(27 OCTOBER 2025), N. 5.2**



THE MOST REVEREND
GREGORY J. HARTMAYER, OFM Conv.

Dear Friends in Christ,

Peace and All Good!

The role of a Catholic school in the lives of our families can be expressed in three key words: information, formation and transformation. Our schools exist to do more than just offer a rigorous academic curriculum. They are places where young people are encouraged to engage in their faith through study as well as service—through prayer as well as action. It is where arts, athletics and academics are supported and magnified by liturgy, theology and works of mercy.

As we continue to offer one of the best school systems a family could want, we must be intentional in our efforts to maintain as well as improve the excellence of each school in our care. This means measuring our performance and progress against national standards, supporting our teachers and administrators, engaging in professional development and offering faith formation to students and employees alike.

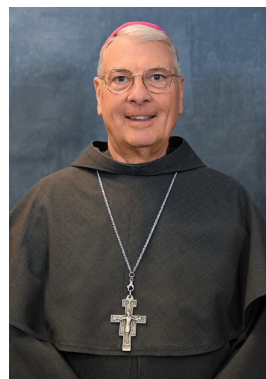
When a family visits one of our schools, they should be able to tell that the mission of the school is lived daily. As the current board chairman for the National Catholic Education Association, I can appreciate the excellence I see in the schools here. I am proud of our schools and grateful to the administrators, teachers, staff and parents who have invested in them.

I hope this strategic plan will give you some insight into the commitment the Archdiocese of Atlanta has to Catholic education. Thank you all for your ongoing support.

May God grant you His peace!

+ *Gregory J. Hartmayer, OFM Conv.*

Most Reverend Gregory J. Hartmayer, OFM Conv.
Archbishop of Atlanta



THE OFFICE OF THE ARCHBISHOP

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THE ROMAN CATHOLIC
ARCHDIOCESE OF ATLANTA

OFFICE OF CATHOLIC SCHOOLS



Dear Archdiocese of Atlanta Catholic Schools Family,

It is with appreciation and commitment to our shared purpose that we present the Archdiocese of Atlanta, Office of Catholic Schools 2026-2029 Strategic Plan. The four pillars of the National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools inspired this plan – Mission and Catholic Identity, Governance and Leadership, Academic Excellence, and Operational Vitality. It builds on the foundation that is the hallmark of our schools – faith, academic excellence, and the belief that every child is created in the image and likeness of God.

The 2026-2029 Strategic Plan encompasses our shared mission. It is a culmination of fifteen months of collaboration and reflects the contributions of a broad spectrum of stakeholders as together we discerned how best to continue forming the hearts and minds of the students entrusted to our care.

United in our work, we strive to build on our strengths and ensure that our Catholic schools remain places where our students encounter Christ, grow in knowledge, and strive to reach their potential. This plan supports leadership, promotes instructional practices, encourages learning, addresses enrollment growth, strengthens relationships with our families, parishes, and clergy, faithfully and strategically manages our resources, and embraces the future with optimism.

Thank you to all who gave their time and shared their insights. Thank you to the many who work each day to make our schools wonderful place of love, hope, and faith.

With Gratitude,

Patty Childs

Patricia G. Childs
Superintendent of Schools
Archdiocese of Atlanta



MISSION

The Catholic Schools in the Archdiocese of Atlanta are committed to providing an excellent education in an environment of spiritual, moral, intellectual, and physical formation in accordance with the teachings of the Roman Catholic Church. Our schools serve a vital role in the evangelizing and educational mission of the church.



VISION

Our vision is to provide all families and children in the Archdiocese of Atlanta with faith-filled, high quality, accessible, and affordable educational opportunities.



COMMITMENT TO GROWTH

- 1.** Infusing Catholic Identity in all aspects of our students' and their families' school experience.

- 2.** Engaging our families in learning opportunities that deepen faith, strengthen their sacramental and prayer lives, and promote service to others.

- 3.** Recruit, enroll, and retain students in our Catholic schools.

- 4.** Engage students through effective pedagogies and evidence-based practices.

- 5.** Support the social-emotional health of our students through positive relationships within our school communities.

- 6.** Foster professional collaboration and strengthen the use of action research and data analysis to inform instruction and positively affect student outcomes.

HIGHLIGHTS AT A GLANCE

“The culture of continuous improvement in the Archdiocese of Atlanta emphasizes Catholic identity, collaboration, data-driven decision-making, and a shared commitment to learners’ experiences and needs.”

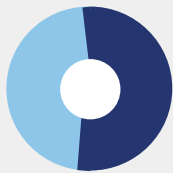
- Dr. Michael Bratcher, Accreditation Services, Cognia



6,854
STUDENTS



75% of Archdiocesan Catholic Schools are National Blue Ribbon Schools



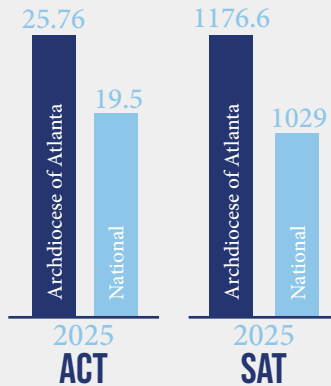
55%

of our teachers hold advanced degrees



100%

of our schools hold full Cognia Accreditation



100%
GRADUATION RATE

81% of students passed their AP exams with a score of 3 or higher
★★★

4

STEM SCHOOLS

\$54,505,595
Scholarship Amount for Class of 2025

Local School Aid
\$5,367,766
distributed by schools
(2025-2026)

OF GA PROMISE
127
STUDENTS

Archdiocesan Block Grant/
Financial Aid
\$2,880,000
distributed by schools
(2025-2026)

Georgia GOAL
Scholarship Program
\$2,137,386
(2025-2026)

GRADUATE PROFILE

1.

Courageous Disciples of Christ who model Gospel values in their daily lives.

2.

Active Learners who think critically and work collaboratively in their continuous thirst for knowledge, inquiry, and truth.

3.

Well-Rounded Leaders who are respectful, responsible, and productive citizens building a just society reflected in the Seven Principles of Catholic Social Teaching.



OFFICE OF CATHOLIC SCHOOLS

CURRENT INITIATIVES

Open Doors

The Archdiocese of Atlanta recognizes that each child is an individual of great worth and blessed by God uniquely with great love. When schools foster a culture of acceptance and compassion, all students benefit, and they learn to see and accept others' differences through God's eyes, aligning with the teachings of Jesus to love one another as oneself.

Open Doors...

- is an initiative to address the needs of students with moderate learning challenges within the classroom and the community.
- provides some modifications to the curriculum beyond Student Success Team accommodations for qualifying students.
- has had a powerful impact on students, teachers, and communities within the archdiocesan schools.

Leadership Development

The Office of Catholic Schools recognizes the challenges of recruiting qualified teachers and school leaders in a highly competitive market. Beyond competitive salaries, tuition reduction benefits, and recruitment efforts, the archdiocese continues to invest in growing leaders from within the system and offer training programs and leadership opportunities to ensure the growth of distributed leadership.

The Principal Formation Program...

- identifies prospective leadership personnel.
- exposes candidates to qualities of exemplary spiritual, instructional, managerial, and relational leadership.





Data Driven Instruction

Collaborative decision making and data-driven instruction are supported through system-wide and school level practices which yield measurable metrics for evaluating instructional effectiveness, faith formation, tracking student growth, and improving overall educational outcomes.

Measuring What Matters...

- is a classroom visit protocol established with scientifically verified validity and reliability used to enhance student outcomes.
- establishes a shared understanding of best instructional practices (engagement, alignment, rigor, and faith integration).
- facilitates reflective conversations, coaching, and mentoring feedback to support students and teachers in the classrooms.

System and School Level Data Teams...

- provide training in data analysis for the purpose of enhancing instructional practices.
- analyze data for real-time adjustments for determining instructional effectiveness, faith formation, student growth, and improved educational outcomes.
- foster a unified, data-driven approach to system and school improvement priorities.
- follow a consistent protocol for balanced data review.

Who We Are Called To Be

**OFFICE OF CATHOLIC SCHOOLS STRATEGIC PLAN
2026-2029**

HISTORY:

Building on the OCS Strategic Plan 2016-2023, the Office of Catholic Schools began the formation of our strategic plan by leading all-school Advisory Councils in SWOT exercises in September 2024 and archdiocesan school leaders were led through an envisioning process in December 2024. Using the nominal reduction process, school leaders were heterogeneously divided into two groups who each identified several key issues facing our schools in the next three to five years. Subsequently, in the Spring of 2025, visits were made to archdiocesan high schools where focus groups of students identified additional issues noted from their perspective. Parent, student, and staff annual surveys were examined to identify perspectives from these stakeholder groups in the areas of Catholic Identity and Program Effectiveness.

TIMELINE

AUG - DEC 2024

JAN - APR 2025

MAY - AUG 2025

SWOT Assessments:

- Advisory Councils
- Advancement Directors
- Enrollment Directors

Nominal Reduction Exercise:

- School Leaders

Surveys:

- Catholic Identity
- Quality Assurance
- Measuring What Matters

Nominal Reduction Exercise:

- High School Student Focus Groups

Strategic Plan Committee Meetings:

- Goals
- Action Steps

First Review:

- Archdiocesan School Advisory Council (ASAC)
- School Advisory Councils

SEPT & OCT 2025

NOV & DEC 2025

JAN 2026

Second Review (Goals & Actions):

- ASAC
- Office of Catholic Schools
- Strategic Plan Committees
- School Leaders

Third Review (Plan Document):

- Office of Catholic Schools
- School Leaders
- ASAC
- Archbishop & Bishops

Review & Endorsement:

- ASAC

Final Approval:

- Archbishop

Publication:

- Office of Catholic Schools Staff

- Distribution of the 2026-2029 Office of Catholic Schools Strategic Plan





PRIORITIES

The process followed by the Office of Catholic Schools resulted in defined priorities in each of the four domains set by the National Catholic Educational Association in the *National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools*.

1.

**MISSION & CATHOLIC
IDENTITY**

2.

**GOVERNANCE &
LEADERSHIP**

3.

**ACADEMIC
EXCELLENCE**

4.

**OPERATIONAL
VITALITY**

*(NCEA NSBECS Advisory Council (Eds.). (2023). *National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools*, 2nd edition. Arlington, VA; National Catholic Educational Association.)

MISSION & CATHOLIC IDENTITY

GOVERNANCE & LEADERSHIP

ACADEMIC EXCELLENCE

OPERATIONAL VITALITY

We are first and foremost a system of Catholic schools who teach the faith and partner with parents as the primary educators of their children. The mission, vision, and focus of our Catholic schools is to provide an excellent program in academic and faith formation which leads students to develop: a deep and abiding relationship with Jesus Christ, active participation in prayer and a sacramental life, an understanding of the world through a Catholic lens, and a call to service as missionary disciples and agents of social justice.

Core Commitments:

- Cultivating partnerships with clergy and feeder parishes.
- Ongoing discussions and formation focused on what it means to be Catholic.
- Education and continued formation of students and adults in our Catholic faith.
- Continued integration of faith into curriculum content and school culture.
- Continued education in and celebration of the rich diversity and cultures which comprise our communities.

GOAL 1: In collaboration with parishes and families, ensure that Catholic Identity is clearly communicated, visibly lived, and actively shared in our communities.

GOAL 2: Form and sustain faculty, staff, and leaders as witnesses and catechists of the Catholic faith.

GOAL 3: Build inclusive, mission-driven Catholic school communities that reflect the Church's diversity and commitment to Catholic Social Teaching.



MISSION & CATHOLIC
IDENTITY

GOVERNANCE &
LEADERSHIP

ACADEMIC
EXCELLENCE

OPERATIONAL
VITALITY



“Central to the mission of the Church is the work of Catholic education. The success of this mission depends on the key components of effective governance, which provides direction or authority, and leadership, which ensures effective operation. ... Governance and leadership based on the principles and practices of excellence are essential to ensuring faith formation and Catholic identity, academic excellence, and operational vitality of the school.” *

Core Commitments:

- Recruitment, retention, and development of mission-driven teachers, staff, and leaders.
- Continued development of ideas and incentives which attract and retain teachers, staff, and leaders in our schools.
- Continued academic and faith formation of current teachers, staff, and leaders.
- Cultivating parish and family relationships to strengthen partnerships in supporting parents as primary educators of their children.
- Recruitment and strengthening of local advisory councils in support of school administration.

GOAL 1: Working closely with archdiocesan clergy, foster strong collaboration between our parishes, parochial and regional grade schools, and archdiocesan high schools.

GOAL 2: 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.

GOAL 3: 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.

*(NCEA NSBECS Advisory Council (Eds.). (2023). *National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools*, 2nd edition. Arlington, VA; National Catholic Educational Association.)

MISSION & CATHOLIC IDENTITY

GOVERNANCE & LEADERSHIP

ACADEMIC EXCELLENCE

OPERATIONAL VITALITY

A unique quality of Catholic education is the ability and responsibility to provide a program of academic excellence and faith formation, guiding our students to grow in knowledge and in faith. Catholic schools offer programs that provide a rigorous curriculum aligned with our faith, taught by highly educated instructors using best practices and assessment methodologies. This ensures that students are intellectually and spiritually equipped to appreciate their uniqueness and use their God-given talents and abilities to be contributors, witnesses, and disciples in our world.

Core Commitments:

- Maintaining rigor and high academic standards.
- Expanding program offerings and options to meet the needs and interests of students and families.
- Further development of co-curricular and extracurricular programs and opportunities.
- Additional opportunities for student voice and choice.
- Continued development and expansion of the Open Doors program in archdiocesan schools.

GOAL 1: 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.

GOAL 2: 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.

GOAL 3: 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.



Strong standards in four key areas: finances, human resources, facilities, and institutional advancement are vital for the effective management and sustainability of our Catholic schools. As responsible stewards of our resources, we have the privilege and obligation to plan and implement strategies and programs which support and sustain the educational mission of our schools in current and future environments.

Core Commitments:

- Developing a strong system narrative that cultivates a unified PreK-12 mindset, so families choose our Catholic schools early and remain through graduation.
- Continuing our planning, development, and strengthening of school recruitment and enrollment efforts.
- Continuing our development of ideas and strategies that address changing demographics and obstacles which prevent students from attending our schools.
- Reinforcing and enhancing our archdiocesan Catholic schools value proposition.
- Strengthening our marketing efforts at the archdiocesan and school levels.
- Continue efforts to make Catholic education affordable and accessible, including balancing the rising cost-to-educate with tuition increases and other sources of revenue.
- Ensuring continued competitive salaries and benefits for our faculty, staff and leaders.
- Continue to build school endowments to ensure future sustainability.
- Growing capital reserve funding in schools.
- Planning for building, maintenance, safety, and expansion of school facilities.

GOAL 1: Develop a strong archdiocesan Catholic schools system narrative, and clearly communicate that story by sharing the strengths and successes of our PreK-12 system through comprehensive marketing strategies and actions to promote our schools.

GOAL 2: Increase student enrollment while retaining current families in our PreK-12 system.

GOAL 3: Plan for the ongoing financial viability of all archdiocesan schools at the local and system levels.

GOAL 4: Enhance our facilities through short-term and long-term school and system planning for maintenance, safety, and facility upgrades.

“Education is integral to the mission of the Church to proclaim the Good News. First and foremost every Catholic educational institution is a place to encounter the living God who in Jesus Christ reveals his transforming love and truth (cf. Spe Salvi, 4).”

**POPE BENEDICT XVI
MEETING WITH CATHOLIC EDUCATORS
ADDRESS OF HIS HOLINESS BENEDICT XVI
CONFERENCE HALL OF THE CATHOLIC UNIVERSITY OF AMERICA IN WASHINGTON, D.C.
THURSDAY, 17 APRIL 2008**



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Holy Redeemer
Immaculate Heart of Mary
Our Lady of the Assumption
Queen of Angels
St. Catherine of Siena
St. John the Evangelist
St. John Neumann
St. Joseph – Athens
St. Joseph – Marietta
St. Jude the Apostle
St. Mary's Academy
St. Mary's – Rome
St. Peter Claver
St. Pius X
St. Thomas More

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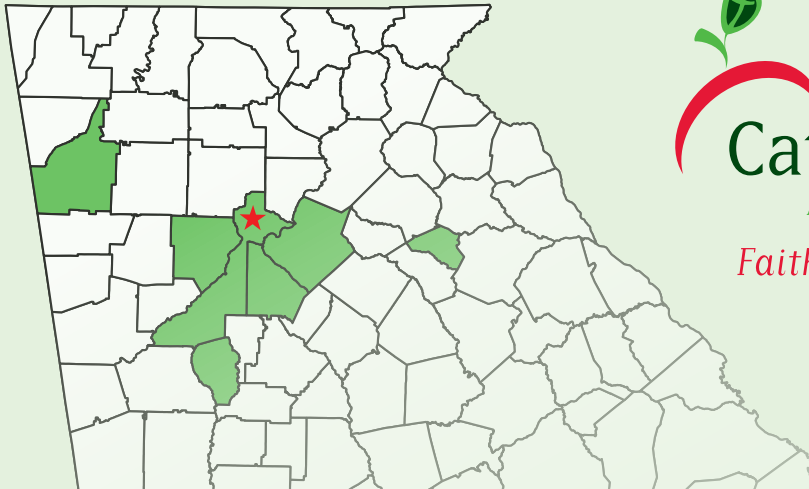
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Discover the Difference of Catholic Schools

Catholic Schools offer more than academics - we nurture faith, talents and a life of service to God and others. Give your child the foundation of a future based in faith and success.



Tuition Assistance Available

Archdiocesan

Blessed Trinity Catholic High School
Roswell, GA
9-12



Holy Redeemer Regional Catholic School
Johns Creek, GA
PreK-8



Immaculate Heart of Mary Catholic School
Atlanta, GA
PreK-8



Our Lady of the Assumption Catholic School
Brookhaven, GA
PreK-8



Queen of Angels Regional Catholic School
Roswell, GA
K-8



St. Catherine of Siena Catholic School
Kennesaw, GA
K-8



St. John Neumann Regional Catholic School
Lilburn, GA
PreK-8



St. John the Evangelist Catholic School
Hapeville, GA
PreK-8



St. Joseph Catholic Parish School
Athens, GA
PreK-6



St. Joseph Catholic School
Marietta, GA
PreK-8



Saint Jude the Apostle Catholic School
Sandy Springs, GA
PreK-8



St. Mary's Catholic School
Rome, GA
PreK-8



St. Mary's Academy
Fayetteville, GA
PreK-12



St. Peter Claver Regional Catholic School
Decatur, GA
PreK-8



St. Pius X Catholic High School
Atlanta, GA
9-12



St. Thomas More Catholic School
Decatur, GA
PreK-8



STRATEGIC PLAN ACTION STEPS

