

St. Pius X Catholic School
Strategic Plan
October 2014 -- May 2019

School Council
Statement of Goals, Implementation Strategies, and Tasks

Overview

The St. Pius X School Council, in concert with the Administration and Faculty, has determined the need for development and change in five principal areas to take place over the next five years. Steady growth in student population means the present staff is to be commended for excellence, yet Council recognizes our duty to continue to self-assess and improve in order to continue to chart a path for success for all St. Pius X students. Strategies and goals identified in this document reflect all facets of daily life at St. Pius X Catholic School, from Catholic Identity/Charism, to Curriculum, Facilities, Development and Budget and Finance. The stakeholders include the students who will directly benefit from implementation of this plan, parents of students, the Administration of St. Pius X, the Pastor, Fr. Francis McHugh, Council members, and the Parish.

Throughout the planning process, the community came together to engage in candid discussion about where we have been, where we are presently, and where we want to be as a Catholic School. It is through this process of contemplation and self-examination that we strive to continue our mission:

“To Restore All Things In Christ”

--Pope St. Pius X

PART I

Catholic Identity/Charism

Committee Purpose: The purpose of the Catholic Identify/Charism Committee is to support the SPX Five-year Strategic Plan through the implementation of spiritually enriching programs.

I. Virtue Education and Increase the certification of our teachers to include more Level I teachers. (linked)

Goal: Academic Year 2016--All teacher (faculty) and parents have common language understanding of Virtues Program at SPX and program is fully implemented in school

Annual Benchmarks:

- Academic Year 2014/15: All teachers working towards Level I trained; completed by 2015/2016
- Academic Year 2017: All Religion Teachers Level II trained
- Academic Year 2017: All teachers have either Level I or Level II certification training

**Outcome to be determined by the Archdiocese of San Antonio

No later than academic year 2013-2014, Virtue Program identified and put in place for instruction for parents (Virtue Sessions) with goal of 4 sessions per school year. Parents will receive two (2) service hours for attendance of session. Implementation of Newsletter by Religion Committee that will address virtues and Catholic identity.

No later than Academic Year 2015/2016, Virtues Workshop will be made available for parents.

II. Deepen students' spiritual formation and exposure to the sacraments

Goal: No later than Academic Year 2016--Provide more access to students to receive sacraments; broader implementation within SPX School of Catholic sacramental life

- Enact School wide rosary during months of October and May
- Enact Stations of the Cross every Friday during Lent before end of school day
- Sacrament of Reconciliation offered to children once during the seasons of Lent and Advent for those students wishing to receive the sacrament
- Benediction of Eucharist once a semester for the Middle School Students
- Every child at every grade level will be provided opportunities to participate in an active role during school liturgies

- Incorporate programs that allow students to actively live the Faith through acts of charity and generosity as well as, opportunities for prayer

Mechanisms for evaluating the benchmarks:

School Administration is ultimately responsible for implementation of Virtues Program; the School Council Identity/Charism Committee has oversight of program and will assist in implementation. The Religion Committee within the school responsible to implement.

Committee Chair is Mr. Tim Juergens, School Council Vice President—ph. 210-827-4692; timothy.juergens@us.army.mil.

PART II

Curriculum/Staff

Committee Purpose: The purpose of the Curriculum Committee is to support the SPX Five-year Strategic Plan through the implementation of a strong professional development framework for teachers and a curriculum founded in robust learning that challenges students to develop and achieve their academic, leadership, and spiritual potential. The Committee has established the following goals whose foundation rests in three themes: Curriculum, Instruction, and School Culture.

Goals:

- 1. Curriculum** - Provide current, relevant, and rigorous curricular framework for instructing and assessing student achievement in various content areas while ensuring teaching and learning is aligned to curricular standards (PK-8).
 - a.** Ensure that Curriculum tools and resources are current and relevant to content area learning
 - i.** Conduct annual inventory of textbooks and resources
 - ii.** Review and evaluate teacher and student resources for relevancy and ensure availability of current materials that support and supplement both teachers planning and student learning
 - iii.** Ensure current curriculum includes online learning opportunities
 - iv.** Classrooms are equipped with technology tools and resources that support student learning

Implementation Timeline: Begin inventory review process Academic Year 2013-14 through Fall 2014; additional review to occur annually

Resources Needed: \$5,000 projection based on textbooks and resources/technology expenses to fall under Facilities plan.

Persons Responsible: Campus leadership and School Staff

- b.** Conduct annual vertical alignment analysis of Curriculum
 - i.** Establish a curriculum alignment team (of content area teachers) that will conduct annual analysis
 - ii.** Develop a structure/framework to review alignment strategies (i.e., identify expectations for student learning), twice per year/once per semester

Implementation Timeline: Academic Year 2014-15 and beyond

Resources Needed: Staff time to meet and conduct analysis and develop framework (need to determine \$ amount based on staff time)

Persons Responsible: Campus leadership and School Staff

- c. Investigate and secure curriculum for special populations of students with identified needs in the areas of Gifted & Talented education and/or those that may address learning needs
 - i. Identify student needs to determine areas of focus based on prior year assessments
 - ii. Research current trends/methods in supporting diverse learners
 - iii. Present findings to school personnel
 - iv. Create a framework/process for how student data is reviewed in an effort to identify students in need of support

Implementation Timeline: Academic Year 2014-15 and beyond

Resources Needed: Staff time to conduct research/fiscal budget requirements unknown until research finalized (need to determine \$ amount based on staff time)

Persons Responsible: School Staff

- 2. *Instruction* – Provide robust instructional practices and teaching methodologies that directly impact student learning (PK-8).

- a. Ensure Professional Development activities are relevant and focus on best teaching practices
 - i. Identify professional development needs based on teacher strengths and desired areas of growth
 - ii. Identify professional development needs based on student performance and circumstances

Implementation Timeline: Academic Year 2014 and beyond

Resources Needed: \$*** budget amount for teacher PD based on annual budget. Minimum of \$5000 for targeted PD activities annually

Persons Responsible: Campus leadership and School Staff

- b. Conduct instructional observations by peers allowing for reflection and refinement of instructional practices; once per semester
 - i. Identify and/or develop a framework for peer review sessions
 - ii. Identify observation partners and schedule peer review and reflection time

Implementation Timeline: Academic Year 2014-15 and beyond

Resources Needed: Teacher conference period and specified debrief time to allow for observations and debrief

Persons Responsible: Campus leadership/instructional staff

- 3. *School Culture* - Maintain a strong school culture as an important aspect of a learning community that supports academic, leadership, and spiritual growth.

- a.** Provide an infrastructure for the implementation of proven programs to enhance and support the development of leadership, character, virtues, Catholic identity, and charisms.
 - i.** Conduct research into best-practices for maintaining a strong school culture
 - ii.** Identify and implement selected program(s) and provide essential training to school personnel
 - iii.** Ensure the fidelity of program implementation through a structured evaluation process
 - iv.** Determine method for involving parents in the development of a strong school culture.

Implementation Timeline: Academic Year 2014 and beyond

Resources Needed: Staff time to conduct research/fiscal budget requirements unknown until research finalized (need to determine \$ amount based on staff time); misc. small expenditures for focus group gatherings

Persons Responsible: Campus leadership and School Staff, Council Members, identified parent and student focus groups

PART III

Facility Committee

Purpose

The committee will support school staff in the necessary environmental improvements to accomplish St. Pius X Catholic School's mission. This involves continual, proactive communication with the school staff for proper identification of areas in need of focused maintenance and/or improvements. Committee members will conduct annual assessments of the school building grounds and provide recommendations to staff regarding solution options and project prioritization.

Vision

The continual improvement of St. Pius X Catholic School's facilities to create and maintain a safe, sustainable and empowering environment for students, staff, and visitors. Through well-functioning building systems, technology integration, campus safety, and the creation of beautiful surroundings the school can embody its leadership role of service to each other and the local community.

Goals

- Identify specific improvement projects and/or ongoing maintenance in each focal area.
- Balance 'wants' of each focal area, and its individual importance within whole, with necessity of addressing emergency needs as they arise.
- Identify individuals interested in focal areas willing to take leadership role.
- Make steady, continual annual progress within each focal area for larger overall impact.

Focal Areas

1. Building Exteriors and Systems
 - a. Bathroom fixtures and systems
 - b. Roof condition and gutter/downspout operation
 - c. Storage & janitorial space functionality
 - d. Exterior door function and access equipment
 - e. Safety & Communication network and equipment
 - f. Technology network and equipment

2. Building Interiors and Equipment
 - a. Circulation space finish
 - b. Gym & cafeteria finish and equipment
 - c. Library & computer room finish and equipment
 - d. Classroom finish and equipment

- e. Administrative office finish and equipment
3. Grounds
- a. Landscaping
 - b. Brick paver courtyard levelling
 - c. Playground conditions
 - d. Playing fields
 - e. Concession stand
 - f. Parking

Timeline

Academic Year 2014

1. Identify primary annual finish and equipment needs.
 - a. Assist volunteer work program in completion of these areas.
2. Complete primary exterior improvement project.
3. Assist in exploration of classroom technology integration.
4. Provide possible solutions for restroom improvements.

Academic Year 2015

1. Identify primary annual finish and equipment needs.
 - a. Assist volunteer work program in completion of these areas.
2. Determine best methods for internal and external SPX identity materials.
3. Complete exterior improvement project.
4. Implement larger technology network installation.

Academic Year 2016

1. Identify primary annual finish and equipment needs.
 - a. Assist volunteer work program in completion of these areas.
2. Conduct improvements to storage and support space organization.
3. Complete landscape improvement project.

Academic Year 2017

1. Identify primary annual finish and equipment needs.
 - a. Assist volunteer work program in completion of these areas.
2. Evaluate and begin work on classroom project needs.

Academic Year 2018

1. Identify primary annual finish and equipment needs.
 - a. Assist volunteer work program in completion of these areas.
2. Evaluate and begin work admin office project needs.

Implementation

Evaluation Process

The subcommittee will conduct an annual, on-site walk through of the school campus each year before the end of the school spring semester (typically April) to review the current conditions and identify new areas of concern to be further evaluated or added to the recorded list of project priorities.

The subcommittee in conjunction with school council and staff will evaluate needs, anticipated costs, and assist in prioritization of proposed maintenance and improvement projects. This process will be conducted annually, with subcommittee observations and assessments. A written report with projected costs will be submitted by the subcommittee to the council for review and then a final report provided to the school staff for consideration and implementation.

Funding

Actual implementation of goals will be primarily dependent upon available school budgetary funds. A facility maintenance and improvement category should be considered as overall school budgetary consideration.

Mechanisms

A. Funding Sources

1. Work with school administration and staff to identify potential development events with funding outreach opportunity.
2. Discuss possible implementation of a School Facility Capital Campaign.
3. Subcommittee to establish bi-annual & 5 year budget forecast based on proposed projects to determine overall funding needs and campaign target(s).

B. Human Capital Network - hands & knowledge

1. Host School Work Days (frequency to be determined)
 - a. Provide school family volunteer efforts.
2. Establish professional resource network
 - a. Identify in (& out) of parish contacts.

C. Telling Our Story

1. Evangelize: communicate our SPX identity and our successes.
 - a. Catholic art & icons.

- b. Trophies, inspirational posters, and other “self-portraits” of service & giving (individuals or programs).
 - c. Recognize visitor engagement opportunities in new building (gym, cafeteria, & halls).
 - 1. Exterior banners street side of new gym
 - 2. Administrative office & main entry – first impressions.
 - d. Identify best methods to hang and display, to minimize wall surface damage.
2. Build pride and wider ownership of our facility’s appearance and impact.

PART IV

Development / Marketing

Goals

- 1. Fundraising**
- 2. School enrollment**
- 3. School enrichment**
- 4. Community outreach**

1. Fundraising

Objective: to fund and further school goals and projects.

- a) Gala/ luncheon
Work with gala/luncheon committee
Help with advertising
- b) Work with PTC
Better communication with parents and better understanding what school needs
- c) Find opportunities with local businesses
Advertising on Harry Wurzbach
Yearbook
Parent resource handbook
- d) Work closely with curriculum/technology committee about sponsorship of iPad/laptops and marketing after school technology based lessons
- e) Continue with Power up with Pius
- f) Explore idea of a *Parents' Night Out* using and paying alumni and teachers to staff. If successful, implement a Night Out once a month coordinating with St. Pius X "parents' night out" events.

2. School Enrollment

Objective: to find new students and equally retain current ones.

- a) Through **advertising** instill a school identity and profile
Car magnets
T-shirts
Yard signs
SA kids magazine
News leader Fort Sam Houston

Catholic magazines
Catholic schools week

- b) Open house – at least once a year
- c) Regarding potential **new family tours**
 - Review and update packet
 - Monitor and review feedback.
 - Record where the families are hearing about the school.
- d) **Mentor all new families.**
 - Follow up enrollment with a review via email or face to face conference.
- e) **Monitor public web page resources** such as www.greatschools.com,
www.privateschoolreview.com, www.zillows.com,

Reply to negative feedback and ask for current parents to post hopefully positive views.

3. School Enrichment

Objective: to find and implement free or cheap educational opportunities for St Pius X students;

- a) Ask parents if they / a family member/ friend could come into school and provide an enrichment lesson. Opportunities include but not restricted to;
 - 1. Interesting careers
 - 2. Charitable experiences
 - 3. Travel/ nationalities
 - 4. Hobbies/ interests
- b) Encourage and publicize out of school opportunities such as art/ music
- c) International day - ask students parents to come and talk about their country
- d) Career day - ask parents to come into classrooms during career week
- e) Ask local museums/ botanical gardens for speakers/ free classes
- f) Use contacts in catholic universities with teacher training students to work out educational opportunities for mutual benefits
- g) Work with curriculum/technology committee to enhance technology opportunities

4. Community Outreach

Objective: to be high profile in local charity events enriching our children spiritually and confirming the schools catholic identity. To promote a community feel within the school.

Post events in newsletters and ask parents and children to attend in school uniforms or school T-shirts colors.

Initiate Charity opportunities for all grades and students - explore the possibility of local charities coming to school to talk about their mission either as a separate day or as part of enrichment program.

Encourage teachers to adopt a charity or community outreach such as a retirement home to visit or write to.

Offer opportunities to meet socially after school to visit museums, play in parks, attend community events.

Volunteers

'Create a **Volunteer Coordinator** who will update and maintain a Volunteer Opportunity List (VOL) This VOL will be both physically posted outside office and available online. The VOL will contain all current volunteer possibilities for families.

PTC, teachers, committees, work day coordinators and other school nominated coordinators (the requesting Party) will be able to send to the Volunteer Coordinator a description of the volunteers they are in need of. This request will include a description of the task, a rough guide to hours/commitment time involved and the requesting Party's contact email or phone.

The requesting Party will be responsible to updating the Volunteer Coordinator when a volunteer has been found, who the volunteer is and again when the task has been completed. The Volunteer Coordinator will update the VOL accordingly noting the task as 'pending' when a volunteer is found and deleting the task when it is completed. The Volunteer Coordinator will keep a separate list of completed tasks and corresponding volunteer's name.

Eventually - anyone volunteering outside of this list and wanting to record a separate task; must have the task and hours signed by a member of staff or the Volunteer Coordinator for it to be included in their requisite hours. '

'The Volunteer coordinator will also be responsible for :

Implement a section at the bottom of weekly newsletter with a weekly updated **Volunteer Wall of Fame**. Acknowledge volunteers who have not only assisted the school but the community. Ask for nominations (adult and child).

In addition the school will;

Initiate an award for family/individual and/or child who has volunteered the most hours to the school. Consider a luncheon or volunteer assembly for all families who have volunteered more beyond the expected hours.

PART V

Budget & Finance

Goals:

1. Develop and maintain a financial framework capable of supporting long-term growth, development and stability.

- Build a reasonable and sustainable annual budget based on realistic planning factors that support the School's current enrollment conditions and annual organizational goals. Identify the annual projected expenses, including normal operating expenses as well as long-term facility maintenance projects utilizing prior year trends and analyzing line item variances.
- Build a salary scale for teachers and administrators that is competitive, just and commensurate with the Archdiocese's guidelines. The goal is to be at 70 percent in 5 years in relation to local school districts.
- Implement a monthly summary review of the current financial condition, ensuring continuous review, monitoring and execution of the budget. Display graphically, revenues and expenditures to exhibit trends, make adjustments accordingly, and to ensure fiscal transparency and accountability.

2. Develop a committee to secure endowments funds

- Establish endowments to include (tuition assistance, staff development, technology and facilities).
- Ensure that the endowments have the proper accounting framework and controls in place to foster an environment of trust and expenditure transparency. A fully funded endowment starts at \$25,000 before awarding the gift from the interest.
- Publish an Annual Report to include total gifts, income and expenses.

3. Reach and maintain the PreK - 8th grade parochial school national average of tuition & fees (published by NCEA)

- Establish adequate tuition rates and fees that will keep the School competitive as well as support any financial responsibilities related to the School's annual budget.
- Utilize Development and Parish subsidy funds to maintain facilities.