

Strategic Plan

To Renew All Things in Christ

2018–2023

Saint Pius X Catholic School
Granger, IN



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“To Renew All Things in Christ”

Saint Pius X Catholic Parish has adopted this motto of Pope Saint Pius X. From its inception, Saint Pius X Catholic School has served as part of the educational mission of the Parish as a whole, seeking to help each student flourish with an enduring spirit “To Renew All Things in Christ.” The School expresses its own Mission and Vision in the context of the broader Mission of the Parish:

Saint Pius X Catholic Church is a faith community that proclaims the Word of God and celebrates the Sacraments, with the Eucharist as the source and summit of our spiritual life. Our parish, rooted in Granger and part of the Diocese of Ft. Wayne-South Bend, invites everyone to respond to God’s call to salvation by developing a sense of Christian fellowship. This is done through life-long religious education and stewardship: calling all members to serve others, to share our blessings with those in need, and to promote Catholic social justice.

As part of this Parish Mission, the School has developed a Mission and Vision of its role in Parish religious education and stewardship of prayer, service, and sacrificial giving.

Mission Statement and Vision

MISSION STATEMENT

The Mission Statement of Saint Pius X Catholic School affirms the important role of the School in the overall educational mission of the Parish:

Saint Pius X Catholic School partners with the parish community to provide a safe and effective learning environment, anchored in the Gospel Values, fostering spiritual development, academic excellence, and stewardship, centered on the Eucharist.

VISION

Since opening in 2008, Saint Pius X Catholic School has communicated a consistent vision—to help each student to achieve his or her highest potential to serve God and others. The School aspires to nurture each child’s spiritual, academic, social, emotional, and physical development, in full partnership with students’ families. The School restates this vision each year in its Family Handbook:

Catholic Identity: To Promote Growth in Faith

The students’ growth in faith is the central purpose of our school. In an environment reflecting peace, mercy, justice, and love, children are challenged to

achieve their highest potential. They are encouraged to live their faith in word and deed in their family, church, and larger community.

Educational Methods: To Inspire Excellence

We hold high standards of academic excellence in which Gospel values are integrated in everyday activities. School personnel consider each child's spiritual, academic, social, emotional, and physical well-being. We use many different types of teaching methods and materials to aid in the students' success.

Parental Relations: To Foster Mutual Support

We recognize parents as having the primary responsibility for the formation and education of their children. Following the teaching of the Catholic Church, we will support, but are unable to assume, the role of parents. We expect parents to maintain communication with the school and support the school community.

This Strategic Plan embraces the founding vision of St. Pius X Catholic School. Derived from our faith, this vision is both foundational and timeless. The purpose of this Plan is to provide the means by which the School will continue to pursue that vision. The Plan envisions a School that, as part of the Parish's broader educational mission,

- Helps each student—in ever more substantial ways—to achieve his or her highest potential to serve God and others.
- Serves each student's spiritual, intellectual, emotional, and physical development through a rich curricular program, rooted in Gospel values, and a vibrant liturgical life.
- Supports and encourages parents' foundational role in the spiritual development of their children, helping not just students but Parish families to grow deeply in faith.
- Uses the potential of the Parish Education Center to encourage and meet—as far as possible—Parish demand for an affordable Catholic education.

Strategic Planning Process

In service of the School's Mission and Vision, the Parish undertook to develop a five-year Strategic Plan for the School. This School developed its first Strategic Plan in 2012 and largely succeeded in achieving its objectives. The Pastor, Principal, and School Board designed this second strategic planning process to (1) generate relevant and accurate data relating to the School; (2) use expertise within the Parish to evaluate the data; and (3) obtain broad Parish input on the formulation of goals and objectives for the School.

STRATEGIC PLANNING STEERING COMMITTEE

The School Strategic Planning Steering Committee (“Steering Committee”) consisted of 19 members—10 members of the Parish clergy and staff, and 9 members of the School Board (drawn from the broader Parish community). The Parish clergy and staff members on the Committee were the Pastor, the Associate Pastor, the Principal, the Assistant Principals, the Parish Director of Religious Education, the Parish Director of Communications and Marketing, the Parish Director of Facilities, the Parish Director of Stewardship and Evangelization, and the Parish Director of Athletics. The parishioner-School Board members on the Committee reflected a range of interests, ministries, and expertise (and included five parents of children in the School).

SURVEYS

The Steering Committee conducted three surveys as part of the strategic planning process. First, the Committee surveyed the School Board, asking its members to identify current strengths of the School, along with challenges the School will face in the coming years. Second, the Committee surveyed the School faculty, asking teachers to identify existing strengths and weakness of the School, as well as its future challenges and opportunities. Third, the Committee surveyed school families, asking them to identify strategic priorities from the range of data provided by the School Board and teacher surveys.

SUBCOMMITTEES

The Steering Committee established five subcommittees to perform additional analyses of the School’s current *strengths* and *weaknesses*, *opportunities* to better fulfill its mission, and *threats* to its ability to fulfill its mission most effectively (“SWOT analyses”). From these analyses, each subcommittee participated in developing objectives and strategies for this Strategic Plan. Each subcommittee considered one of five core aspects of the school’s operation: Catholic Character, Curriculum, Enrollment and Marketing, Facilities, and Finance and Development.

- The *Catholic Character* subcommittee is a standing School Board committee that includes the Pastor, the Principal, the Parish Director of Religious Education, the Parish Director of Stewardship and Evangelization, and religious education teachers.
- The *Curriculum* subcommittee was specially created for the School strategic planning process. The Principal, the Assistant Principals, teachers, and staff led grade-level teams of School faculty to assess the School’s curriculum through focus group discussions and systematic development of priorities in light of the School Improvement Plan. Over 35 members of the School faculty participated in this process.
- The *Enrollment and Marketing* subcommittee consisted of members of the standing School Board Marketing Committee, which includes the Parish Director of Communications and Marketing, the Parish Director of

Stewardship and Evangelization, and parishioners who are expert in marketing and communications.

- The *Facilities* subcommittee consisted of members of a standing Parish Facilities Committee, including the Parish Director of Facilities, the Assistant Principals, the Parish Director of Communications and Marketing, and various parishioners with expertise in facilities and security related issues.
- The *Finance and Development* subcommittee consisted of the Parish Business Manager and members of the Parish Finance Council, which includes experts in financial planning and development.

These subcommittees, drawing upon their expertise, the School Improvement Plan, and the results of various surveys conducted during the strategic planning process, analyzed the School’s present position and future challenges. Together, they identified common priorities around which this Strategic Plan developed. The Steering Committee used the work of each subcommittee to develop the objectives, strategies, and performance measures of this Plan.

* * *

In Spring 2018, the school faculty, the Parish staff, and the School Board reviewed this Plan and provided valuable input. On the basis of this input, the Steering Committee finalized its recommended Strategic Plan for the School, and the Principal and the Pastor approved it. Upon approval, the Plan will be publicized through the School newsletter and Parish bulletin, and made available to the Parish community on the School website.

The Strategic Plan includes specific action items and performance markers. In 2018-2019, the School Board will develop and begin executing an implementation plan, tracking the progress on each strategy in light of the Plan’s performance markers.

Demographic Analysis

Since the School completed its last Strategic Plan, enrollment has held relatively steady, at or near School capacity, with minor rises and dips:

Year:	Enrollment Grades K-8:	Preschool
2012-2013	545	98
2013-2014	541	99
2014-2015	527	101
2015-2016	544	107
2016-2017	557	102
2017-2018	534	89

The school continues to draw most of its students from within the Parish. Parish enrollment has remained stable with approximately 3,100 households. The student school

population within the Saint Pius community, however, has seen some shifts in terms of the number of students the School draws from surrounding areas. In particular, the number of students enrolled in the School from Granger has decreased from 66% to 63%, and the number from Michigan has decreased from 6% to 5%. At the same time, the number of students from South Bend has increased from 11% to 12%, while the number from Osceola and Elkhart has remained stable at 3%, as has the number from Mishawaka at 12%. The most significant of these figures is the percentage drop in students from Granger, the community in which the Parish and School are located. The Granger community has seen a decrease in its school-age population because of the increasing numbers of empty nesters who are remaining in the community after their children have grown.

Because the Parish draws a substantial majority of its families from within the Penn-Harris Madison School District, the enrollment forecasts for that school district—as well as measures that District has taken to maintain enrollment—are of interest to Saint Pius X. The Penn-Harris Madison School Corporation (PHM) has taken proactive measures to counter the school-age population decline in Granger and surrounding areas. (According to the McKibben and School District Population and Enrollment Forecasts, the school enrollment in PHM was forecast to fall 8.8% in elementary schools and 2% in middle schools from 2013-2018.). Specifically, PHM introduced open enrollment to counteract this trend. Initially, PHM opened enrollment to all grades in school that had seats available. As the school population grew, PHM limited open enrollment in various ways, and it continues to tweak its open enrollment policy on the basis of demographic projections and building capacity. Because of its foresight, PHM has succeeded in maintaining its enrollment.

Like PHM, Saint Pius X expects to draw its students from a relatively flat and potentially declining school-age population within surrounding areas. Unlike PHM, however, Saint Pius X draws its enrollment from a small demographic group, mainly Catholic parishioners. Accordingly, the challenge for Saint Pius X is to increase demand for the School within the existing Parish community, as well as to increase the Parish population through ongoing evangelization of new Parish members. This Strategic Plan reflects these challenges and aspirations.

Objectives and Strategies

This section establishes the objectives and strategies of the School's Strategic Plan according to five categories: *Catholic Character, Curriculum, Enrollment and Marketing, Facilities,* and *Finance and Development.* These categories are not mutually exclusive, and thus each category shares some common objectives and strategies. In addition, although it is convenient to identify some objectives and strategies under the separate heading of *Catholic Character,* the School understands its Catholic identity, character, and mission to infuse all of its objectives and strategies.

Catholic Character

OBJECTIVE

As part of the Parish educational mission, Saint Pius X Catholic School will help each student grow and flourish in faith. The School will support and encourage parents' foundational role in the spiritual development of their children.

STRATEGIES	PERFORMANCE MARKERS	TARGET DATE
<ul style="list-style-type: none"> • Review religion curriculum to ensure that the School is meeting the Bishop's course requirements 	✓ Audit the Bishop's requirements; compare with formal religion course hours	2019-2020
	✓ Survey teachers to determine level of supplemental Religion instruction in class, by grade-level	2020-2021
	✓ Develop yearly curriculum for half of scheduled priest visits to help supplement curriculum (with other half remaining priests' choice)	2021-2023
<ul style="list-style-type: none"> • Explore opportunities to partner with our sister parish, Saint Adalbert 	✓ Develop at least one opportunity for joint activities per semester	2018-2023
	✓ Investigate goals of Saint Adalbert School in order to collaborate on shared activities (e.g., shared Mass)	2018-2023
<ul style="list-style-type: none"> • Increase opportunities for the new Church to be used as a teaching tool 	✓ Provide tours of church for each grade level, explaining symbols and icons	2018-2019
	✓ Work with Parish Administrative Assistants to improve ability to reserve church for prayer	2018-2019
	✓ Create post-Adoration opportunities with Pastor and Director of Liturgy and Music	2019-2020
	✓ Train teachers/staff as "tour guides" for new space to facilitate visits	2018-2020
<ul style="list-style-type: none"> • Develop "mini-lesson" library for liturgy and liturgical year 	✓ Add 5 lessons to library each year for next five years	2018-2023
	✓ Increase staff involvement in writing lessons within specific academic disciplines	2018-2023
	✓ Include liturgical year, feast days, and sacramental in lessons	2018-2023

<ul style="list-style-type: none"> Complete review of stewardship program 	<ul style="list-style-type: none"> ✓ Review grade-level projects at the end of each year to meet program goals; revise as needed ✓ Investigate grant opportunities to enrich curriculum ✓ Provide script for teachers to help debrief stewardship experience with students (by grade) ✓ Include stewardship model in new staff orientation ✓ Establish yearly review of step-by-step stewardship program with staff at end-of-year 	<p>2018-2023</p> <p>2022-2023</p> <p>2019-2020</p> <p>2020-2021</p> <p>Ongoing</p>
<ul style="list-style-type: none"> Increase parent and student engagement in Mass, parent preparation, retreats 	<ul style="list-style-type: none"> ✓ Attain at least 90% participation of families in Parent Prep meetings (2nd/8th grade) ✓ Research and analyze number of students and staff attending and volunteering at weekend liturgies; provide means for increased engagement 	<p>2018-2019</p> <p>2020-2022</p>
<ul style="list-style-type: none"> Reduce perception of non-school families as “second class” 	<ul style="list-style-type: none"> ✓ Develop school-specific gatherings during Sunday Mass ✓ Include shared space model in orientation for new staff members ✓ Increase number of school families/staff members volunteering with Religious Education 	<p>2019-2020</p> <p>2020-2021</p> <p>2021-2022</p>
<ul style="list-style-type: none"> Continue to make elements of Catholic character visible in the additions to the Parish Education Center by using various components of iconography 	<ul style="list-style-type: none"> ✓ Provide visible scripture verses in the hallways, classrooms, conference rooms, and other areas ✓ Continue naming system for classrooms, using saints from artwork in new church ✓ Incorporate 1992 Stations of the Cross into new building 	<p>2020-2021</p> <p>2020-2021</p> <p>2020-2021</p>

Curriculum

OBJECTIVE

Saint Pius X Catholic School will ensure that all aspects of the curriculum are rooted in Gospel values to help each student, through an aligned and differentiated curriculum, to achieve his or her highest potential to serve God and others. The School will enrich its curriculum by providing the materials, support, and development opportunities necessary for teachers to optimize their respective roles in serving students' spiritual, intellectual, and physical development.

STRATEGIES	PERFORMANCE MARKERS	TARGET DATE
<ul style="list-style-type: none"> • Conduct systematic review of School schedule to identify ways to enhance student learning and teacher staff/development 	✓ Count the number of days the daily schedule changes and how it affects learning	2018-2019
	✓ Research suggested number of minutes per subject area from the state; count the allotted minutes by grade level in each subject area	2019-2020
	✓ Compare current plan times across grade levels	2018-2019
	✓ Investigate the possibility of adding a writing class for grades 7 & 8	2020-2021
<ul style="list-style-type: none"> • Conduct systematic review of School curriculum to advance opportunities for student learning 	Science	
	✓ Continue to vertically Align and Implement EIE & PLTW units	2018-2019
	✓ Continue the work of 2016-2017 science committee to vertically align science curriculum K-8	Ongoing
	✓ Complete and update science ACE units	Ongoing
	Social Studies	
	✓ Investigate a social studies curriculum for grades K-4	2021-2022
	✓ Continue the work of the 2016-2017 social studies committee to vertically align the social studies content in grades K-8	Ongoing
	✓ Complete and update social studies ACE units	Ongoing
	Math	
	✓ Investigate and compare K-5 Everyday Math curriculum to other math programs	2018-2019

✓ Investigate additional differentiation software for remediation or acceleration in math grades K-8 2019-2020

✓ Complete and update math ACE units Ongoing

Language Arts

✓ Analyze the writing Units of Study by Lucy Calkins taught at each grade level to avoid gaps in curriculum 2019-2020

✓ Complete and update language arts ACE units Ongoing

✓ Pilot additional programs for remediation or acceleration in reading 2020-2021

Minds in Motion

✓ Assign a dedicated space and schedule for Minds in Motion 2019-2020

Positive Behavior Plans

✓ Research programs to promote kindness, anti-bullying, and emotional health 2018-2019

✓ Form a committee to analyze current PBIS program and how we can expand/align across the school 2019-2020

Electives (middle school)

✓ Implement various options for electives (ex. choir, drum line, organization, Latin etc.) in the middle school 2020-2021

Homework

✓ Research the pros and cons of homework and determine the most appropriate allocation at each grade level 2018-2019

• Update and improve the use of technology in teaching and learning

✓ Hire and maintain a dedicated onsite technology support personnel to improve and maintain infrastructure 2018-2019

✓ Purchase a keyboarding program that tracks progress across grade levels 2018-2019

✓ Maintain up-to-date hardware to support student learning Ongoing

✓ Expand the usage of CANVAS in middle school Ongoing

✓ Implement a learning management system in grades K-5 2018-2019

	✓ Implement one-to-one technology in grades 3-8	2022-2023
	✓ Review annually the minimum technology requirements for Catholic schools and update where necessary	Ongoing
✓ Improve the support and delivery of special education programs	✓ Document the time allocated for students with IEPs and Level 3 RTI to best utilize each member of the special education team	2019-2020
	✓ Examine the schedule of TA's to help provide extra support level 2 RTI in all grade levels	2019-2020
	✓ Schedule a dedicated time for interventions or enrichment throughout the school	2018-2019
	✓ Investigate the need for a primary resource teacher	2022-2023
• Strengthen extra-curricular learning opportunities for students	✓ Create list of opportunities and the time of year each activity is offered; share with parents at the start of each school year	2018-2019
	✓ Continue to add extracurricular opportunities, especially in academic areas	2020-2021
	✓ Appoint a staff member to oversee the offerings of extracurricular activities	2019-2020
• Obtain accreditation for an expanded preschool program that meets the needs of Parish families	✓ Design, build, and maintain an outdoor play space that meets the Voluntary Certification Program requirements and provides daily gross motor exercises	2019-2020
	✓ Investigate the pros/cons of a standardized curriculum compared to our current teacher-created curriculum	2020-2021
	✓ Provide regular professional development opportunities to preschool staff	Ongoing
	✓ Investigate including additional humanities classes to preschool schedule	2018-2020
	✓ Become a level 4 Paths to Quality Preschool with AdvancED Accreditation	2018-2019
	✓ Maintain and hire new staff with a minimum of CDA credential	Ongoing

<ul style="list-style-type: none"> Maximize the educational value of student assessments 	<ul style="list-style-type: none"> ✓ Create a balanced testing calendar for formative and summative assessments to guide instruction and to avoid excessive testing ✓ Continue to analyze and discuss assessment data in order to meet the needs of all students ✓ Create a timeline for maintaining an up-to-date schoolwide data wall ✓ Investigate different formats of middle school conferences, including student-led conferences 	<p>Ongoing</p> <p>Ongoing</p> <p>2018-2019</p> <p>2021-2022</p>
<ul style="list-style-type: none"> Enhance opportunities for staff development 	<ul style="list-style-type: none"> ✓ Share evidence-based strategies and resources on best practices in differentiation ✓ Design a long-range professional development plan that includes a balance of opportunities for whole staff and individualized learning ✓ Provide internal training for TAs in specialized areas ✓ Train new staff on school-wide assessments ✓ Research gender grouping practices 	<p>Ongoing</p> <p>2022-2023</p> <p>2019-2020</p> <p>Ongoing</p> <p>2022-2023</p>

Enrollment and Marketing

OBJECTIVE

Saint Pius X Catholic School will meet and encourage Parish demand for the School by providing all enrolled children with the opportunity to express their full spiritual, intellectual, social, emotional, and physical potential. Through its actions and communications, the School community will attract members by providing authentic witness to stewardship of prayer, service, and sacrificial giving as a way of life in Christ.

STRATEGIES	PERFORMANCE MARKERS	TARGET DATE
<ul style="list-style-type: none"> • Develop collaborative plan between enrollment and marketing leadership 	✓ Analyze enrollment levels and trends	2018-2019
	✓ Plan and implement multiple admissions events	Ongoing
	✓ Maintain prospective family database with key follow-up steps	Ongoing
	✓ Coordinate complete enrollment timeline	Ongoing
	✓ Collaborate on enrollment marketing documents	Ongoing
	✓ Evaluate online registration options	2018-2019
<ul style="list-style-type: none"> • Continue to market the School and Preschool, effectively reaching school families, all Parish families, and the general public 	✓ Develop annual marketing plans for School and Preschool	Ongoing
	✓ Identify and utilize compelling reasons to attend the School	2018-2019
	✓ Identify and address possible areas of concern for current and prospective parents in marketing plans	Ongoing
	✓ Create culture of welcome among all staff at all times through strategies in the marketing plan	2018-2020
<ul style="list-style-type: none"> • Maintain existing and develop new efforts to provide information and invitations to parents, students, alumni, non-school Parish families and the greater community 	✓ Conduct overall review of School website and update	2018-2020
	✓ Continue to develop and implement annual School communications plans, including for website, newsletter, email, and direct mail	Ongoing
	✓ Evaluate and determine need for adding social media communication to School communication plan	2019-2020
	✓ Provide opportunities for alumni to stay connected with each other and the Parish	2019-2021
	✓ Conduct annual surveys	Ongoing

<ul style="list-style-type: none"> Continue to evaluate and promote positive School image among the school community and in the greater community through communication channels, community outreach efforts, positive media relations and wearables/spirit items 	<ul style="list-style-type: none"> ✓ Promote school Catholic Identity, stewardship and overall success in parish bulletin, school newsletters, and related publications ✓ Develop partnerships with other local Catholic elementary schools and non-profit entities in cooperative social, stewardship, and academic activities ✓ Build relationships within the community; increase positive image within the community and improve perception among other Catholic schools ✓ Write media releases for local coverage; welcome and engage media representatives; interact professionally and positively with members of the media ✓ Offer wearable options and spirit items for parents, students, and staff ✓ Maintain inventory of spirit items desired by the school community 	<p>Ongoing</p> <p>2019-2021</p> <p>2018-2023</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<ul style="list-style-type: none"> Offer additional opportunities to build community among school families and increase overall engagement in school life 	<ul style="list-style-type: none"> ✓ Create parent ambassador program to integrate new families and engage existing families ✓ Organize committee to create/manage community- building events for school families and parents ✓ Evaluate current HASA structure; research opportunities for restructure ✓ Evaluate current parent volunteer opportunities offered from all avenues (stewardship, classroom, HASA, parish); develop recommendations for increased opportunity; promote existing and new opportunities ✓ Offer alumni events to maintain alumni relationships with SPX and one another 	<p>2018-2021</p> <p>Ongoing</p> <p>2019-2020</p> <p>Ongoing</p> <p>2019-2020</p> <p>Ongoing</p>
<ul style="list-style-type: none"> Create a marketing and communication intern position 	<ul style="list-style-type: none"> ✓ Write job description and recruit applicants 	<p>2019-2020</p>

Facilities and Operations

OBJECTIVE

Saint Pius X Catholic School will maintain strong operational leadership and provide sufficient facilities to meet the spiritual, intellectual, and physical needs of enrolled children in preschool through eighth grade, as well as children entrusted to the Parish for day- or after-care. Mindful of its role as part of the Parish’s broader educational mission, the School will both provide safe and secure facilities for all school activities and cooperate for the shared Parish use of the Education Center.

STRATEGIES	PERFORMANCE MARKERS	TARGET DATE
<ul style="list-style-type: none"> • Create a safe and secure Parish Education Center, enabling school, CCD, adult ministries, and athletic groups to enjoy the shared space 	✓ Create two facility committees that meet at least 4 times per year to discuss and review facility operation and facility safety and security	2018-2019
	✓ Perform a complete facility risk assessment, partnering with local police, fire, homeland security, Catholic mutual, and local experts to identify areas of needed safety and security improvement	2018-2019
	✓ Identify capital needs that will adequately modify the current facility to meet the requirements set forth by the security and safety assessments	2018-2019
<ul style="list-style-type: none"> • Work with construction company to ensure seamless construction of the new Parish Education Center addition 	✓ Hold regular construction meetings between contractor and Parish representatives to coordinate construction process	2018-2020
	✓ Monitor the safety and security of the PEC and all who use the facility during the construction process	2018-2020
<ul style="list-style-type: none"> • Work with the Parish Facility Committee to continue to develop the outdoor space of the Parish campus facilities 	✓ Complete construction of the pole barn	2018-2019
	✓ Develop a walking path and nature area	2019-2020
	✓ Develop a community garden	2019-2020
	✓ Identify capital needs for outdoor athletic facilities and replace or purchase the necessary equipment	2018-2019
	✓ Identify outdoor capital needs and improvements for St. Pius X satellite properties	2018-2019

✓ Develop plan to implement outdoor capital improvements 2019-2020

• Continue strong administrative leadership for the school and ensure appropriate classroom staffing across grade levels

✓ Partner with the pastor to develop a transition plan for administrative turnover 2019-2020

✓ Develop and build an internal mentor program and orientation, including a book of daily operations 2020-2021

✓ Recruit, hire, and maintain highly effective teachers Ongoing

✓ Create a document with job descriptions for all roles within the building, including administration, office, lunch program, teachers, teaching assistants, and extended care program 2022-2023

✓ Appoint a staff member to oversee the afterschool program 2020-2021

Finance and Development

OBJECTIVE

Saint Pius X Catholic School will provide all parishioners, regardless of means, with an affordable Catholic education. The School will foster stewardship of prayer, service, and sacrificial giving in the community and will strive to be a faithful steward of Parish resources.

STRATEGIES	PERFORMANCE MARKERS	TARGET DATE
<ul style="list-style-type: none"> • Create a written development plan addressing alternative ways of giving including: grant writing, SGO donations, planned giving, endowment opportunities, alternative revenue sources, alumni and grandparent involvement 	✓ Form a development committee, harnessing relevant expertise within the School and Parish	2018-2019
	✓ Develop comprehensive development plan	2018-2019
	✓ Begin implementation of devised plan	2019-2023
	✓ Track changes in giving patterns	2019-2023
<ul style="list-style-type: none"> • Develop and implement a plan to effectively promote financial aid to all school age families, including SGO's, Choice Scholarships, and parish financial aid 	✓ Develop plan	2019-2020
	✓ Monitor changes in the number of financial aid applications	2020-2023
<ul style="list-style-type: none"> • Identify and evaluate means to minimize cost increases while meeting school demands 	✓ Assess the needs of middle school and humanities teachers for the usage of a TA	2019-2020
	✓ Compare the amount of money spent on daily subs v. hiring a full time building sub	2019-2019
	✓ Document times that office personnel fulfill duties of absent staff	2019-2019
	✓ Document time card procedures for hourly staff	2019-2019
	✓ Evaluate opportunities to better use the gifts and talents of School and Parish families	2020-2021
	✓ Conduct regular meetings between School administration and Parish Business Manager to evaluate school labor costs, ensuring human resources are properly and effectively utilized	Ongoing

<ul style="list-style-type: none"> Evaluate the plan currently used to effectively determine eligibility for the Parish rate of tuition on the basis of stewardship 	<ul style="list-style-type: none"> ✓ Evaluate plan ✓ Revise plan as needed and publicize to school community ✓ Appropriately respond to those who have not met their responsibilities 	<p>2020-2021 2021-2022 Ongoing</p>
<ul style="list-style-type: none"> Work with the Parish Facility Committee to identify and prioritize capital needs for the PEC, Athletic facilities and equipment, properties, and technology 	<ul style="list-style-type: none"> ✓ Identify capital needs in each area ✓ Develop plan to meet capital needs ✓ Implement plan 	<p>2018-2019 2019-2020 2020-2021</p>

Appendix

School Improvement Plan