

St. Dominic Savio Catholic High School

Strategic Plan

2015-2018

Annual Goals

2017-2018



**“Forming Servant Leaders in the
Image of Christ”**

Diocese of Austin

The Catholic Church of Central Texas

STRATEGIC PLAN FOR ST. DOMINIC SAVIO CATHOLIC HIGH SCHOOL

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I. Introduction to St. Dominic Savio Catholic High School

St. Dominic Savio Catholic High School is a co-educational, college preparatory school founded in 2009 by the Roman Catholic Diocese of Austin to prepare young men and women to become faith-filled, visionary and inspirational leaders in service to the Church and the world.

History

Bishop Gregory Aymond authorized a feasibility study in 2002 to determine if a Catholic high school in north Austin would attract sufficient demand. Beginning in 2003, the Metanoia Group conducted market research with a sample of 750 individuals who participated in interviews and focus groups and responded to mailed surveys. Using the findings from the study and an analysis of local demographic data, the decision was made in 2004 to purchase the land upon which St. Dominic Savio Catholic High School currently sits.

With feasibility confirmed and the land purchased, Bishop Aymond established a Steering Committee in 2006 to further guide planning and set a direction for the new Catholic high school. The Steering Committee, with the assistance of Meitler Consultants, Inc., prepared a case statement for the proposed new school and submitted it to Bishop Aymond in June 2007. The case statement was approved by Bishop Aymond on June 29, 2007.

In December 2007, the Diocese of Austin contracted with Community Counseling Services to identify the potential financial support needed to build the new Catholic high school. A \$10 million campaign was recommended and a Campaign Cabinet was established. Following an initial contribution from the Diocese of Austin's "Future Schools Fund", additional gifts ranging from \$100,000 to \$1.5 million were received.

Construction of St. Dominic Savio Catholic High School commenced on October 12, 2008 and A Certificate of Formation was signed and filed with the Texas Secretary of State on December 22, 2008. Phase one of construction includes 83,690 square feet of new construction, housing 13 classrooms, two science learning centers with laboratories, a computer learning center, a library/media center, a fine arts suite, a gymnasium, administrative offices, a conference room, student health and teachers' work suites and three leveled athletic fields.

St. Dominic Savio Catholic High School opened in the fall of 2009 with 86 freshmen and sophomores. Enrollment has continued to grow over the years, with a starting enrollment of 375 students in fall, 2015.

Patron Saint

Dominic Savio was born on April 2, 1842 at San Giovanni di Riva, near Turin, Italy. Dominic was one of ten children born to Carlo and Birgitta Savio. A prayerful and promising student of St. John Bosco, Dominic was an ordinary young person with an extraordinary love of God. Dominic once said, "I can't do big things, but I want everything to be for the glory of God."



Dominic was an example of childhood holiness. He was nourished by the sacraments and held firm to his Marian devotion. On a visit to Turin, John Bosco's mother commented to her son: "You have many good boys, but none can match the good heart and soul of Dominic Savio. I see him so often at prayer, staying at church after the others; every day he slips out of the playground to make a visit to the Blessed Sacrament. When he is in church, he is like an Angel living in paradise."

Unfortunately, Dominic died from tuberculosis on March 9, 1857. Pope Pius XI described Dominic Savio as "small in stature, but a towering giant in spirit." Dominic Savio was canonized on June 12, 1954.

The Crest

The crest of St. Dominic Savio Catholic High School includes a cross, which represents Faith; a lamp, which represents the Wisdom gained through knowledge and scholarship; a star, which represents the State of Texas; and, stripes, which represent Discipline.



II. Mission, Philosophy and Goals

Mission

St. Dominic Savio Catholic High School is a co-educational, college preparatory school founded by the Diocese of Austin to prepare young men and women to become faith-filled, visionary and inspirational leaders in service to the Church and the world.

Philosophy and Goals

St. Dominic Savio expresses the Church's educational mission through faith-formation, social development and awareness, and a strong academic program.

We seek:

- To develop within the school a strong theology program based on Catholic teachings, Scripture, liturgical experiences, and service so each student grows and develops in the Catholic Christian way of life;
- To facilitate the spiritual, intellectual, social, emotional, and physical development of each student; and,
- To challenge students to become Christian leaders, living as young men and women of conscience, compassion and action.

Vision Statement

- Forming Servant Leaders in the Image of Christ

Core Values

- We hold firm to our core values, which define our identity and serve as the fundamental beliefs that guide the daily life of the school.

III. The Journey to the Strategic Plan

In preparation for the development of a new strategic plan, the administration and Board of Directors/Advisors reviewed key resources including school bylaws, TCCED accreditation requirements, the National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools, as well as input received from faculty, staff, and parent community surveys to identify key areas of focus for the coming years.

This strategic plan is a work in progress, which includes broadly stated goals and specific benchmarks that guide in the development of different annual goals each year. Benchmarks identify best practices commonly seen in effective Catholic schools, and they assist in identifying essential elements of each goal. This information will serve as a guide in decision making and planning for each upcoming school year from the 2015-2016 school year, through the 2017-2018 school year. The document is intended to be flexible in responding to new areas of emphasis, as seems appropriate, that occur throughout the years. At the end of each school year, an Annual Assessment of Strategic Plan progress will be developed by the administration and Board of Directors/Advisors to provide a review of progress made and additional information obtained.

The categories of the Strategic Plan 2015 – 2018 are largely based on the areas of emphasis detailed in the accreditation progress. As a result, the plan focuses on eight identified strategic priorities (A through H) for 2015-2018:

- I. Mission, Philosophy and Vision
- II. Community
- III. Governance, Administration and Management

- IV. Academic Excellence
- V. Student Activities and Services
- VI. Financial Planning
- VII. Facilities and Grounds
- VIII. Institutional Advancement

I. **Mission, Philosophy and Vision**

Goal: St. Dominic Savio Catholic High School will be guided by our mission, philosophy and vision that seeks to prepare young men and women to become faith-filled, visionary and inspirational leaders in service to the Church and world. We express the Church's educational mission through faith formation, social development and awareness and a strong academic program. It is our vision to form servant leaders in the image of Christ.

Benchmarks:

- 1) The leadership team will use the mission statement, philosophy, goals and vision statement as the foundation and normative reference for all planning.
- 2) Students will be provided with a rigorous academic program for religious studies and catechesis in the Catholic faith, and will develop an understanding of the Church's social teachings.
- 3) Students will have opportunities outside the classroom for student faith formation, participation in liturgical and communal prayer, and action in service of social justice.
- 4) Students will be offered regular opportunities to reflect on their life experiences and faith through retreats and other activities.
- 5) Within an academic curriculum that integrates faith, culture and life, the faculty will use the lenses of Scripture and the Catholic tradition in all subjects to help students think critically and ethically about the world around them.
- 6) Catholic culture and faith will be expressed in the school experience through multiple and diverse forms of visual and performing arts, music and environment.

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- 1) The Theology department will offer a rigorous program of studies focusing on the areas of: Freshmen: Revelation of Jesus Christ in scripture, Mystery of Jesus Christ, Sophomores: Jesus Christ as the Paschal Mystery, Jesus Christ's mission in the Church, Junior: Sacraments as Encounters with Jesus Christ, Christian Morality, and for Seniors: Living as a Disciple in Jesus Christ in Society, Responding to the Call of Jesus.
- 2) Students and faculty will continue to expand involvement in Liturgical and Exposition of the Blessed Sacrament activities.
- 3) The service class will locate and promote service opportunities for students to learn about the needs of the wider Austin community. These trips are in addition to the annual requirement of 15 service hours and Imago Christi Day. The school will also coordinate participation in summer service and formation trips.
- 4) Annual retreats will be conducted for each grade level to aid in faith formation.
- 5) Staff development and spiritual activities will be provided to assist teachers in integrating faith, culture and life in the academic curriculum.
- 6) The faculty and staff will implement and promote the concept of intentional discipleship in the student community, both in the classroom and in extracurricular activities.

- 7) The fine arts department will continue to add student-created religious artwork in the school building to emphasize the saints honored by the student houses.

II. Community

Goal: St. Dominic Savio Catholic High School will promote the full integration of our catholic identity within the school community, by promoting Gospel values with the faculty, staff, parents, and students.

Benchmarks:

- 1)The school will provide regular opportunities for prayer, liturgy, spiritual formation and service.
- 2)The school will provide opportunities for adult faith formation and action in service of social justice, thus supporting the role of faculty, staff and parent community to model their faith experience in the school and wider community
- 3) The parent community will be encouraged to participate in activities designed to support parents/guardians in their role as the primary educators of their children in faith.
- 4) Students will participate in Christian service programs that promote the lived reality of action in service of social justice.
- 5) Students, parents, faculty, staff and board members will be encouraged to be actively involved in their parish communities.
- 6) The school will provide opportunities for students to develop a sense of self-worth and belonging.
- 7) The school will seek ways to become a viable part of the local civic community.

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- 1) The school will provide opportunities for the faculty and staff to experience faith development and service through retreats, professional development, and prayer activities. The faculty and staff will share in the responsibility for planning student retreats and service projects within the school.
- 2) The school will offer an opportunity for parents to join the school community to experience outside speakers who address issues of faith and social justice.
- 3) The Imago Christi Day Committee will study the potential for creating an Imago Christi Day week experience for the 2018-2019 school year
- 4) The school will help students in the development of a greater sense of belonging through organized class breakfasts, through the curriculum of the Servant Leader Seminar and through House Advisory programs.
- 5) School leaders will be actively engaged in civic community activities through Chamber of Commerce participation, supporting parish and Diocesan activities, and local community events.

- 6) The student athletic teams will partner with local organizations to complete service events throughout the year.

III. Governance, Administration and Management

Goal: The leadership team and Board of Directors/Advisors will collaborate and plan for the long term success and operational vitality of the school.

Benchmarks:

- 1) The Board of Directors/Advisors will actively serve to advance the mission and priorities of the school through board and committee participation, as guided by the bylaws.
- 2) The leadership team and Board of Directors/Advisors will develop and annually update a five-year operational plan that includes both current and projected budgets, emphasizing faithful stewardship.
- 3) The school will provide regular communication to Pastors of the parishes that school students attend, keeping them abreast of school plans and activities, and particular achievements of their students.
- 4) The leadership team will seek to fully implement the mission and priorities of the school through program implementation, staff development and program evaluation.
- 5) The leadership team will provide for the professional growth and faith formation of the faculty and staff.
- 6) The leadership team will collaborate with the Savio Parent Association, Booster Club, parish representatives, Pastors and Diocesan personnel to support the needs and development of the school community.

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- 1) The Five Year Financial Plan will be updated to accommodate projected enrollment increases, staffing additions, debt service and program needs.
- 2) The leadership team and Board of Directors/Advisors will work to develop a Master Plan for the athletic complex.
- 3) School leaders will host an annual Clergy Day in the fall and will keep Pastor's abreast of student enrollment, student awards, program plans and community events.
- 4) The school will support student participation in parish life by encouraging that service hours be completed at the student's parish.
- 5) The school will provide opportunities for faith formation of the faculty and staff.
- 6) The administration will facilitate the transfer of retirement fund assets for the faculty and staff to the new Diocesan Plan with Investing for Catholics.
- 7) The Board of Directors/Advisors will work to develop a balanced membership, representative of a diverse community of stakeholders.
- 8) The Board of Directors Advisors will participate in on-going training and will initiate a self-evaluation process

IV. Academic Excellence

Goal: In support of our mission, the school's academic program will offer students a college- preparatory educational experience that will facilitate the spiritual, intellectual, social, emotional and physical development of each student. St. Dominic Savio Catholic High School will offer students a clearly articulated, rigorous curriculum aligned with relevant standards, 21st century skills, and Gospel values, implemented through effective instruction.

Benchmarks:

- 1) The curriculum adheres to appropriate, delineated standards, and is vertically aligned to ensure that every student successfully completes a rigorous and coherent sequence of academic courses based on the standards and rooted in Catholic values.
- 2) Standards are adopted across the curriculum, and include integration of the religious, spiritual, moral, and ethical dimensions of learning in all subjects.
- 3) In keeping with the commitment to STEM education, all students will experience the benefits of an enriched curriculum, enhanced by the full integration of technology.
- 4) Curriculum and instruction for 21st century learning will provide students with the knowledge, understanding and skills to become creative, reflective, literate, critical, and moral evaluators, problem solvers, decision makers, and socially responsible global citizens.
- 5) Curriculum and instruction for 21st century learning will prepare students to become expert users of technology, able to create, publish, and critique digital products that reflect their understanding of the content and their technological skills.
- 6) Classroom instruction is designed to intentionally address the affective dimensions of learning, such as intellectual and social dispositions, relationship building, and habits of mind.
- 7) Classroom instruction is designed to engage and motivate all students, addressing the diverse needs and capabilities of each student, and accommodating students with special needs as fully as possible.
- 8) Faculty will collaborate in professional learning communities to develop, implement and continuously improve the effectiveness of the curriculum and instruction to result in high levels of student achievement.
- 9) Faculty and staff will engage in high quality professional development, including religious formation, and are accountable for implementation that supports student learning.
- 10) Faculty will use a variety of curriculum-based assessments aligned with learning outcomes and instructional practices to assess student learning, including formative, summative, authentic performance, and student self-assessment.
- 11) Criteria will be used to evaluate student work and the reporting mechanisms are valid, consistent, transparent, and justly administered.

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- 1) The administration will collaborate with the faculty and Academic Council to ensure the proper vertical alignment of curriculum and instructional standards.

- 2) The STEM Coordinator will provide the faculty with support regarding continued implementation of best practices in instructional technology.
- 3) The Principal and Guidance Director will evaluate the possible expansion of the use of the Jesuit Virtual Learning Academy (JVLA) online course system to increase quality course offerings to students.
- 4) Faculty collaborative groups will meet as grade-level groups to study and implement school wide best practices in grading and assessment.
- 5) Several teachers across the mathematics, science, and social sciences departments will continue to implement and analyze the success of a standards-based grading system to ensure the accurate measurement of student mastery of instructional standards.
- 6) The NHS Coordinator and the Principal will pilot an NHS mentoring program for struggling students and evaluate the program's success in assisting at-risk students.
- 7) The academic council will review the failure statistics for the last five years to determine what improvements can be made in teacher intervention and instructional practices.

V. Student Activities and Services

Goal: St. Dominic Savio Catholic High School will provide programs and services aligned with the mission to enrich the academic program and support the development of student and family life.

Benchmarks:

- 1) Co-curricular and extra-curricular activities will provide opportunities outside the classroom for students to further identify and develop their gifts and talents and to enhance their creative, aesthetic, social/emotional, physical, and spiritual capabilities.
- 2) Guidance services, wellness programs, and ancillary services will provide the necessary support for students to successfully complete the school program.
- 3) School-wide programs for parents/guardians will provide opportunities for parents/guardians to partner with school leaders, faculty, and other parents/guardians to enhance the educational experiences for the school community.

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- 1) The school leadership will implement revisions to the house leadership system for student council and for student families (homerooms) to increase student leadership opportunities.
- 2) All students will be trained on Naviance, the school's guidance and college planning software.
- 3) Monthly Coffee with the Principal will be offered, with a particular focus on a theme to be presented and discussed.
- 4) Weekly tips will be offered for parents on monitoring the use of social media.
- 5) The school will implement the Bullying and Harassment Hotline that allows students to report incidents anonymously.

- 6) Monthly school-wide service activities will be coordinated and promoted by the Formation and Ministry Director.
- 7) A Coordinator of House Activities will implement weekly activities to foster greater student involvement and discussion of important student concerns and issues.
- 8) A Restorative Justice Committee will be formed to assist students with relational aggression and relationship concerns.
- 9) Additional College Fairs will be hosted on campus to provide all students access to college representatives and college information.

VI. Financial Planning

Goal: St. Dominic Savio Catholic High School will operate with sound financial plans and practices, including needs based assessments and strategic planning, which provide for the long term operational vitality of the school.

Benchmarks:

- 1) The school will maintain a feasible three to five-year financial plan that includes both current and projected budgets and is the result of a collaborative process, emphasizing faithful stewardship.
- 2) Financial plans will define revenue sources that include but are not limited to tuition, tuition assistance/scholarships, endowment funds, parent associations, public funding/resources, cost sharing partnerships, diocesan assistance, foundation gifts, development income, and entrepreneurial options.
- 3) Financial plans will include the delineation of costs for key target areas such as instruction, tuition assistance, administration, professional development, facilities, equipment, technology, program enhancement/expansion, capital projects and other planned projects.
- 4) The school will provide families access to information about tuition assistance and long term planning for tuition and Catholic school expenses.
- 5) The administration and board will ensure that appropriately developed financial plans and budgets are implemented using current and effective business practices as a means of providing good stewardship of resources.

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- 1) The Five Year Financial Plan will be updated to include student enrollment, budget costs and program changes, based on enrollment projections for upcoming years.
- 2) The administration will determine the process for implementing the newly adopted Diocesan policy regarding the \$300 per student assessment for Catholic school students registered in high schools
- 3) The school will transition to a new accounting firm to conduct the annual compilation
- 4) The school will seek to further develop grant opportunities, development enhancements and parish outreach.

- 5) The school will evaluate the ongoing need for tuition assistance.
- 6) The leadership team and Board of Directors/Advisors will work to create a Master Plan of the athletic complex, along with cost estimates.

VII. Facilities and Grounds

Goal: St. Dominic Savio Catholic High School will develop and maintain the facilities, equipment, and technology management plan that is designed to continuously support the implementation of the educational mission of the school.

Benchmarks:

- 1) The school's budget will support the facilities, equipment and technology management needs with specific funds for capital improvements, maintenance and replacement.
- 2) The school's purchasing, and physical and technological improvements are, by design, done in alignment with the mission and the school's planning and curricular goals, consistent with environmental stewardship.
- 3) The Preventative Maintenance Plan will be regularly implemented.

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- 1) An evaluation of the physical grounds will be conducted to determine options for securing school vehicles, placement of storage buildings, and the development of the Master Plan for the athletic complex.
- 2) The schools will evaluate the need for additional technology infrastructure such as servers and additional wireless capabilities that may be needed throughout the campus.
- 3) The school will transition to Manager Plus software as a means to manage work orders, school inventory, warranty notices and maintenance schedules.

VIII. Institutional Advancement

Goal: St. Dominic Savio Catholic High School will operate from a comprehensive plan for institutional advancement based on a compelling mission through communications, marketing, enrollment management and development.

Benchmarks:

- 1) The communications/marketing plan will be implemented by the administration and staff to insure the use of contemporary, multiple information technologies to reach targeted audiences for the purpose of building brand identity, and awareness of the school and its programs.
- 2) An annual grant writing plan will be used to help secure additional funding for the school through the solicitation of private, corporate and family foundations.
- 3) The enrollment management plan will be implemented to prepare the school for the management of student growth, orientation for international students, program interests, and enrollment/ retention patterns.

- 4) The development plan will be implemented that ensures that key strategies are in place to communicate the case for support of the school, build relationships within the school and local community, encourage contributions to the school and its programs and to gratefully acknowledge our supporters.

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- 1) The communications office will research the possibility of applying for additional corporate grants for the school.
- 2) The communications and technology department will finalize the implementation to the new school website.
- 3) The administration and communications department will develop a brand identity document to guide decisions about the use of logo and marketing.
- 4) The development office will consider ways to monitor costs and increase funds raised for the annual Soiree
- 5) The development office will consider ways to increase participation in the annual appeal
- 6) The development office will transition to a new Development Assistant to support record keeping and database management
- 7) The school will focus on parish outreach to share information about the school with prospective families and the schedule of Information Sessions.
- 8) The development office will support the Booster Club in it's efforts to increase volunteer participation, in support of the athletic program
- 9) The development office will implement and support various school events to build community
- 10) An Enrollment Plan will be used to guide decision making as the school prepares for student growth.
- 11) A development plan will be used to guide the overall development program to share with the school community, and to build family and community participation in fundraising.
- 12) A comprehensive plan to continue to engage alumni in the life of the school will be implemented and include special Mass days, and alumni events during school holidays.

Summary and Conclusion

The Strategic Plan provides a wonderful opportunity for ongoing growth and program development. The communication that occurs during the development and implementation phases will help many in the school community learn more about the school and understand the rewards and challenges that face large non-profit religious institutions today. We look forward to all future possibilities, with the knowledge that our steps are guided through our faith experiences and the wisdom of our community.