Strategic Plan for
St. Dominic Savio Catholic High School

2012-2015

“Forming Servant Leaders in the Image of Christ”

Diocese of Austin
The Catholic Church of Central Texas
STRATEGIC PLAN FOR SAINT DOMINIC SAVIO CATHOLIC HIGH SCHOOL
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3/27/2012
I. INTRODUCTION TO SAINT 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.

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
The Mission of St. Dominic Savio Catholic High School is “Forming Servant Leaders in the Image of Christ”.

Philosophy and Goals
We believe St. Dominic Savio Catholic High School fulfills the Church’s educational mission through faith-formation, social development and awareness, and strong innovative academic programs.

We believe that the foundations of Catholic education: teaching, worship, community and service, guide us in the achievement of the following goals:

- To build and sustain 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 and enrich the spiritual, intellectual, social, emotional, and physical development of each student; and,
- To mentor and challenge students to become Christian leaders, living as young men and women of conscience, compassion and action.

III. THE JOURNEY TO THIS STRATEGIC PLAN

Over the past two years, in collaboration with St. Dominic Savio Catholic High School’s administration, the Board of Advisors has worked with its Strategic Planning Ad Hoc Committee to gather and analyze
data necessary to develop its strategic plan. The work of the first Strategic Planning Ad Hoc Committee culminated in a Board of Advisors’ Retreat in November 2011, which focused specifically on the examination of St. Dominic Savio Catholic High School’s internal and external strengths, weaknesses, opportunities, and threats. Following the Retreat, an expanded committee was charged with going forward to bring together all pieces of the Strategic Plan, complete with goals and objectives spanning the next three years. The result is the document herein established as “The St. Dominic Savio Catholic High School Strategic Plan, 2012-2015”. This strategic plan is a work in progress that serves to guide decisions and tolerates revisions in response to outcomes of decisions, changes in the internal and external environments, and conditions not anticipated at the time of this writing.

Based on data gathered from constituents and stakeholders and guided by the Diocese of Austin’s Strategic Plan for Catholic Schools, St. Dominic Savio Catholic High School’s Administration, Faculty, Staff, and Board of Advisors have identified ten strategic priorities (A through J) for 2012-2015:

A. Catholic Identity  
B. Governance  
C. Academic Excellence  
D. Financial Management  
E. Enrollment Management and Retention  
F. Campus Life  
G. Facilities and Grounds  
H. Advancement and Marketing  
I. Community Service  
J. Alumni Relations

IV. STRATEGIC PLAN GOALS AND OBJECTIVES

For each of the ten strategic priorities (A through J), goals and objectives are identified. Together, all components of this strategic plan provide a framework for action plans that foster transparency, accountability, and prudent management of financial, physical, human, and environmental resources in carrying out the Mission of St. Dominic Savio Catholic High School.

A. CATHOLIC IDENTITY

Goals:
1. Provide multiple opportunities for spiritual and pastoral development throughout all academic programs and co-curricular activities.

Objectives:
-Create a learning environment that supports open dialogue and prayerful reflections about our Catholic faith and traditions, personal identity, vocational aspirations, and social consciousness.

-Demonstrate our Catholic beliefs and values while interacting with others in athletic and scholastic competitions, community service projects, and leadership initiatives.

-Invite spiritual leaders and mentors to campus to further enrich pastoral conversations about faith and its role in shaping everyday thoughts and actions.
2. Engage all faculty, staff, students, parents, priests, and religious in building, celebrating, and sustaining a Catholic community of faith and love.

Objectives:
- Encourage all members of our community to participate in faith-affirming ministries that promote our mission to build servant leaders in the image of Christ.

- Invite all the community to worship together at daily Mass and share in spiritual renewal journeys throughout the year.

- Sponsor celebrations of achievements accomplished by all of our constituents and stakeholders, in the spirit of recognizing the roles faith and love play in personal motivation, responsible leadership, and success.

**B. GOVERNANCE**

**Goal:**

1. Develop a governance handbook that describes and explains relationships between the Diocese, the School, its administration, its Advisory Board, faculty and staff, students, parents, religious, and the larger community.

Objectives:
- Display in clear and concise language and format the school’s administrative structure and composition, codified rules and regulations that govern day-to-day operations, relationships amongst and between constituents, and measures that ensure transparency and the accountability of its leaders and stewards.

- Review and modify goals and objectives in the school’s Strategic Plan so that all talents and resources remain focused on the school’s mission.

- Build a system of checks and balances that include annual reviews and audits, evaluations completed by parents, faculty, students, and staff, and performance rankings based on local, regional, and national criteria.

- Utilize evaluation and performance data to benchmark the school and revise operations.

- Embrace the role of all parents in the education of their children and promote their participation in selected mission critical projects and activities.

- Create a proposed succession plan for daily coverage of school business in the absence of the Principal and Departmental business in the absence of Chairpersons.

**C. ACADEMIC EXCELLENCE**

**Goals:**

1. Recruit, promote, and retain the highest quality faculty and staff who are committed to the Mission of St. Dominic Savio Catholic School.

Objectives:
- Initiate and sustain faculty and staff orientation and professional development programs.
- Utilize evaluation data from faculty, student, and parent surveys to strengthen programs, procure resources, and advance the overall mission.

- Provide a forum for ongoing quality improvement where networking, innovation, language, art, science and technology are focal structures.

2. Prepare students for admission to and successful completion of college programs at top tier universities.

   **Objectives:**
   - Increase the number and rigor of academic support programs for students across the full range of talents and abilities.
   - Demonstrate the school’s commitment to continuous academic excellence by earning and sustaining accreditation status from the TCCED (Texas Catholic Conference Education Department) and SACS (Southern Association of Colleges and Schools).

3. Develop a technology master plan, which will enhance teaching and student learning across the curriculum.

   **Objectives:**
   - Provide an infrastructure that supports current and emerging technologies.
   - Provide equipment that supports emerging technologies as a learning resource.

4. Initiate and sustain a mentoring program for National Merit Scholar candidates.

   **Objectives:**
   - Structure a development and support initiative that is guided by national criteria and fits within the school’s model of student government and faculty advisement.
   - Enroll increasing numbers of students each year.
   - Determine an appropriate budget to support this initiative.

5. Advance the number and type of unique academic programs that showcase St. Dominic Savio Catholic High School as a premier institution.

   **Objectives:**
   - Explore the feasibility and possibility of adding the International Baccalaureate Program to St. Dominic Savio Catholic High School’s curriculum.
   - Further develop time, talent, and resources to expand St. Dominic Savio Catholic High School’s Science Technology Engineering and Math (STEM) program.
   - Explore the ‘goodness of fit’ between St. Dominic Savio Catholic High School’s Mission and current perspectives about business magnet programs.

6. Further develop Special Interest Groups (SIGs) that nurture the professional development and leadership goals of our students.

   **Objectives:**
   - Ascertain the interests of students in areas not yet represented by established SIGs.
- Invite parents, community-based professionals, and educators in post-secondary settings to address student interests.
- Add a health professions SIG and a Future Teachers SIG.

D. FINANCIAL MANAGEMENT

Goals:

1. Ensure the solvency of St. Dominic Savio Catholic High School through goal-driven budgeting and sound financial management.

   Objectives:
   - Build a five-year financial plan that specifies short-term and long-term goals, actions, and costs.
   - Adjust plans, actions, and spending on an on-going basis.
   - Illustrate the relationships and information-sharing processes that ensure accountability and transparency at all levels.
   - Sustain the role of the Advisory Board’s Finance Committee in the larger system of audits, checks and balances.

2. Utilize input from a variety of sources to evaluate and prioritize St. Dominic Savio Catholic High School’s growth.

   Objectives:
   - Examine the financial feasibility and implications of school expansion.
   - Grow tuition assistance programs to improve access and diversity.
   - Capitalize on alternative and additional funding models.

E. ENROLLMENT MANAGEMENT AND STUDENT RETENTION

Goals:

1. Increase the accessibility of Catholic high school education in the Diocese.

   Objectives:
   - Craft an enrollment growth plan fully compatible with concurrent goals of academic excellence and sound financial stewardship.
   - Capitalize on the partnership between the Diocese and St. Dominic Savio Catholic High School to further develop creative options for sustained Diocesan support.
   - Create a recurring informational program about St. Dominic Savio Catholic High School aimed at parish pastors and current and prospective families.
   - Develop relationships with diocesan elementary and middle schools and parish Religious Education Program students.
   - Develop a well-communicated financial affordability program to support access and retention.
2. Develop the Blueprint for Growth.

   **Objectives:**
   - Appoint an Expansion Committee to gather and analyze critical data.
   - Develop a budget for the work of the Expansion Committee.

3. Formalize the student recruitment, enrollment and retention plan.

   **Objectives:**
   - Expand the student ambassador program to include recruitment, enrollment and retention.
   - Create an annual calendar of key events for recruitment, enrollment and retention.

**F. CAMPUS LIFE**

**Goal:**
1. Expand the student activities programs to continuously enhance the spiritual, emotional, and physical well being of St. Dominic Savio Catholic High School’s students.

   **Objectives:**
   - Examine the feasibility of increasing the numbers and types of arts and athletic programs, proportionate to growth in student numbers, talents, and school resources.
   - Prioritize the dedication of resources to match students’ requests for additional social clubs, language clubs, honor societies, pre-professional interest groups, ministerial activities and outreach programs.
   - Strengthen peer support and mentoring programs that demonstrate the Catholic tradition of students helping students.
   - Facilitate a student-initiated business plan that will ensure the operation of the Spirit Store as a sound financial endeavor.
   - Create opportunities to invite guest speakers and special ministries to St. Dominic Savio Catholic High School to challenge and inspire students.

**G. FACILITIES AND GROUNDS**

**Goal:**
1. Implement an “evergreen” master plan for campus facilities and grounds.

   **Objectives:**
   - Develop guidelines for the best use of grounds and a best practices use of facilities.
   - Utilize a maintenance management program that ensures a functional, safe, and energy efficient environment.
   - Prioritize expenditures to support strategic growth and good stewardship.
   - Refresh standards for security including signage, lighting, and access to facilities.
H. ADVANCEMENT AND MARKETING

Goals:

1. Create a sustainable advancement model that supports St. Dominic Savio Catholic High School’s strategic plan.
   
   Objectives:
   - Engage all members of the community in the school’s advancement programs.
   - Initiate, publicize, and maximize all development campaigns in support of the overall financial plan.

2. Formulate a comprehensive, collaborative, and sustainable marketing program.
   
   Objectives:
   - Continue to improve communications with all constituents.
   - Capitalize on the various social media tools to proactively position Savio in a favorable light to all constituencies.
   - Expand opportunities to invite the public to learn about St. Dominic Savio Catholic High School.
   - Invite residents of the surrounding community to participate in St. Dominic Savio Catholic High School’s ‘good neighbor’ forums.
   - Periodically update the marketing program using all timely and relevant data.

I. COMMUNITY SERVICE

Goals:

1. Develop service learning projects that match the gifts of St. Dominic Savio Catholic High School’s students, faculty, and staff with the needs of the larger community.
   
   Objective:
   - Promote increased awareness and understanding of the surrounding community by structuring service projects that reflect the students’ concern, compassion and caring consistent with Catholic values.

2. Promote and nurture the culture of Servant Leadership.
   
   Objectives:
   - Provide opportunities for students and mentors to structure and deliver service intervention programs, guided by Catholic values, to target populations in need.
   - Invite Catholic community service leaders to participate in leadership activities.
   - Charge students to develop a service guide that reflects the growing Mission of St. Dominic Savio Catholic High School throughout the years.

J. ALUMNI RELATIONS

Goal:

Create the St. Dominic Savio Catholic High School Alumni Association.
Objectives:
- Cultivate lifelong relationships between St. Dominic Savio Catholic High School and its alumni.
- Celebrate the accomplishments of alumni.

V. SUMMARY AND CONCLUSION

During the strategic planning process, we revisited and affirmed St. Dominic Savio Catholic High School’s mission and vision, identified strengths, weaknesses, opportunities and threats, analyzed current and future resources and needs, and elicited stakeholders’ viewpoints and expertise. The resultant plan is our guide for developing and implementing specific actions plans that will sustain our school and shepherd its growth. Evaluations of goals and actions will be continuous and feedback will advise us in making adjustments to this plan and the development of future plans.

The success of this plan is reliant upon the continuing support of the administration, faculty, staff, parents, students, alumni, Board members, and friends. Many goals in this plan are ongoing, some will be implemented in the near future, and others will emerge over a longer period of time. Most importantly, it is the commitment of time, talent, and treasure by all constituents that will determine the realization of our mission and vision.

“Forming Servant Leaders in the Image of Christ”