

ST. FRANCIS XAVIER CATHOLIC SCHOOL **STRATEGIC PLAN**



Faith. Wisdom. Virtue.



**“I WOULD RATHER HAVE
LEARNING JOINED WITH
VIRTUE THAN ALL THE
TREASURES OF KINGS.”**

ST. THOMAS MORE



LETTER FROM OUR PRINCIPAL

Dear Friends of St. Francis Xavier,

It is with gratitude and joy that we share our school's new Strategic Plan with you. This plan was prayerfully developed through the collaboration of school, parish, and diocesan stakeholders, including the St. Francis Xavier School Advisory Board and members of the Parish Pastoral Council. The goals and objectives in the coming pages seek to chart a faithful and prudent course for St. Francis Xavier Catholic School over the next several years. We are committed to forming students in faith, wisdom, and virtue, and we look forward to building on the long-standing traditions of excellence at our school.

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We are deeply grateful to all who contributed their time to this strategic planning process and ask for your ongoing support and prayers as we put our plan into action. Together, we can continue to strengthen St. Francis Xavier Catholic School, ensuring it remains a place where faith, reason, and complete human flourishing are made manifest for many years to come. To God be the glory!

In Christ,



Mary Paige Griffin
Principal



GOAL ONE

Promote a stronger sense of community between the school and the parish through engagement in a unified mission.



Objectives

1. Proactively schedule regular opportunities to communicate the successes and goals of the school with the broader parish community.
2. Build a culture of connection, making personal invitations a regular strategy for bringing people into the school community.
 - a. Form a group of parents and parish members dedicated to coordinating and strengthening relationships between the school and parish.
 - b. Create opportunities for the parish community to engage with students and in student events, emphasizing the diversity and ministry of the school.
 - c. Establish relationships with existing parish groups to better connect parishioners to the mission of the school.

“In the One, we are one.”

Pope Leo XIV

Goal One

- d. Develop an alumni database to engage graduates in the school community and connect them with opportunities to support the school.
 - e. Provide avenues for alumni to share their accomplishments and showcase their successes.
 - f. Identify significant anniversaries and milestones to ensure continued celebration of the school's history and tradition.
 - g. Collect, organize, and publicize stories, photos, memorabilia, etc. from the history of the school.
3. Identify, prioritize, and communicate the needs of the school and its student population to generate areas for service, academic support, volunteerism, and giving.

Celebrate the legacy of the 70+ year history of excellence at the school by building on established traditions and envisioning the future.

- 4. Promulgate the value of serving and supporting the school, emphasizing the concept that it is the longest-established ministry of the parish.
- 5. Celebrate the legacy of the 70+ year history of excellence at the school by building on established traditions and envisioning the future.



GOAL TWO

Establish a communications plan to strategically promote the benefits of an education at St. Francis Xavier Catholic School.

Objectives

1. Articulate the philosophy and value of a classical Catholic education at St. Francis Xavier.
 - a. Write a brief statement defining our school's curriculum and pedagogy.
 - i. Develop a common language for explaining the pillars of our curriculum and philosophy that can be shared by internal and external stakeholders.



- b. Continue to collaborate with established organizations and schools within the classical Catholic sphere to enhance staff expertise and build community understanding.
 - i. Develop targeted strategies for communicating about the classical curriculum philosophy to families, parishioners, prospective families, and the community.
 - ii. Share academic performance data with current and prospective parents.

“Catholic education aims not only to communicate facts but also to transmit a coherent, comprehensive vision of life, in the conviction that the truths contained in that vision liberate students in the most profound meaning of human freedom.”

Pope St. John Paul II

Goal Two



2. Elevate and refine the school's branding.
 - a. Establish consistent messaging and branding (colors, logos, etc.) to guide all school promotional and marketing materials.
 - b. Leverage community awareness through investment in school spirit merchandise.
3. Reach target audiences with relevant messaging regarding the school's Catholic identity, academic excellence, affiliations and accreditations, location, affordability, and diverse community.
4. Utilize a variety of platforms for marketing and communications purposes.
 - a. Maximize online presence through search engine optimization strategies.
 - i. Use social media analytics and data to ensure greater online engagement.
 - b. Explore direct mail to send promotional materials to surrounding neighborhoods and other targeted audiences.
 - c. Increase visibility in parish publications, One Voice, neighborhood events, and signage from the road.

GOAL THREE

Formalize plans to increase enrollment through the recruitment of new families to the school and the retention of current families.



4. Establish a retention committee that supports, encourages, and builds community with current families to ensure families stay at the school from enrollment through 8th grade.
 - a. Design an entrance and exit interview process to understand the reasons families leave, stay, and come to the school and develop retention strategies.
5. Plan a variety of school events to increase interaction and build community within the families, collaborating with the Home and School Association, retention committee, and other school groups.

Objectives

1. Continue to refine admissions procedures to streamline the process from inquiry to enrollment and retention.
2. Set enrollment goals for 5 years, broken down a year at a time, that consider the physical and human resources available at each stage.
3. Analyze data and trends to identify barriers to enrollment and develop plans to address those obstacles.

Continue to refine admissions procedures to streamline the process from inquiry to enrollment and retention.

Goal Three

6. Create a plan for the onboarding and orientation of new families to ensure clarity in both procedures and mission.
 - a. Pair incoming families with existing families to help guide the orientation process, answer questions, and build community.
 - b. Consider different language, cultural, and religious needs in planning.
7. Coordinate and strengthen partnerships with neighboring parishes and local Catholic high schools.
 - a. Tap into the communication methods utilized at the neighboring parishes and area Catholic high schools for the promotion of our school.
 - b. Plan opportunities to recruit new families at neighboring parishes.
 - c. Schedule occasions for pastors and parish staff from neighboring parishes to visit and learn about the school.
 - d. Promote the benefits of a PreK - 12th grade Catholic school experience in the Diocese of Birmingham system.
 - i. Highlight academic, athletic, and extracurricular offerings available to students through local Catholic high school partnerships.

“There is nothing on this earth more to be prized than true friendship.”

St. Thomas Aquinas



GOAL FOUR

Evaluate current programming and support services at the school and identify ways to expand these offerings to better meet the needs of students.



Objectives

1. Continue to measure the effectiveness of current academic programming.
 - a. Routinely monitor academic standardized and classroom assessment data to ensure student goal progress and growth.
 - b. Establish ways to track student performance beyond 8th grade, identifying successes and areas of improvement within our school programming.
 - c. Engage students and parents in providing feedback into the overall academic experience through targeted surveys, conferences, etc.

“In light of her mission of salvation, the Church considers that the Catholic school provides a privileged environment for the complete formation of her members.”

The Catholic School (1977)



Create a systematic plan to strengthen support for students...

- d. Establish the parameters to regularly review and revise, as needed, the school's curriculum map, emphasizing vertical alignment and religion integration.
2. Create a systematic plan to strengthen support for students, further establishing effective ways to use Title funding, offer professional development for staff, and implement a multi-tiered systems of support team.
3. Explore opportunities to partner with external organizations to support students' learning needs, such as therapy and counseling centers.
4. Further establish effective practices for remediation, intervention, enrichment, and language needs of students.
5. Evaluate the school's personnel needs, develop a training plan for current teachers, and establish a timeline for expanding academic support staff.
6. Evaluate athletic and extracurricular offerings and consider ways to bolster participation and volunteerism.
7. Develop a plan to identify rites of passages for each grade level and expand the role of 8th grade as the leaders of the school, emphasizing faith-based traditions and opportunities to ensure continual growth and engagement of students.



GOAL FIVE

Recruit, equip, and retain qualified and mission-minded faculty, leaders, and staff.

Objectives

1. Communicate the tangible and intangible benefits of working at our school and explore opportunities for additional staff benefits and incentives, using other Catholic schools or dioceses as potential examples.
2. Review the current salary scale and create a plan to ensure competitive salaries over time.
3. Develop a comprehensive plan for the recruitment of teachers and staff that articulates the dispositions of an ideal staff member, identifies places to post job openings, includes a detailed job prospectus, and establishes strategies to proactively build relationships with relevant organizations, universities, and the parish community.
4. Develop a comprehensive professional development plan for the school, maximizing use of available funding.
5. Implement a mentoring plan for new and/or non-Catholic teachers that utilizes the principles of the diocesan mentoring plan, incorporates diocesan and local programs for catechetical formation, and provides professional guidance and support.



“To teach is to touch lives forever, for the lessons imparted by a teacher echo through eternity.”

St. John Bosco

6. Identify faculty leaders who can provide support for new and existing staff specifically relating to classical curriculum principles and philosophies.

GOAL SIX

Address the capital needs of the school in order to ensure the goals and mission of the school can be realized to the fullest extent.

Highlight various avenues for financial contributions to the school, including the Annual Fund, planned giving, and other specific school fundraisers.

Objectives

1. In conjunction with the parish, develop a campus-wide master plan and a capital improvement plan.
 - a. Evaluate the school's current facilities and establish a firm commitment to invest in improvements.
 - i. Utilize enrollment data, projections, and timelines to create detailed plans for facility growth and expansion of school offerings.
 - ii. Efficiently utilize current spaces and infrastructure while simultaneously planning for the future.
 - b. Investigate funding sources and outline financial plans to address anticipated facility and capital needs.
 - c. Work with the parish property management committee to set timelines and financial projections of regular maintenance needs and costs.
2. Establish a thorough development/advancement plan that coordinates efforts throughout the year and connects donors to giving opportunities.
 - a. Develop concrete plans to grow awareness of and donation to the St. Francis Xavier Education Foundation.
 - b. Highlight various avenues for financial contributions to the school, including the Annual Fund, planned giving, and other specific school fundraisers.
 - c. Explore the possibility of hiring a Development/Advancement Director.
 - d. Create a development calendar which optimizes and streamlines fundraising efforts.
 - e. Continually review current fundraising plans to identify ways to increase revenue and new avenues for giving.

GOAL SEVEN

Build a collaborative culture that emphasizes the diversity of our school and parish community.

Objectives

1. Engage parish Hispanic ministry leadership in the life of the school to bolster involvement.
2. Ensure that school communications, resources, meetings, and advertisements are translated and accessible to represent the language needs of the school and the parish.
3. Develop an ongoing strategy that assesses personnel, technology, and resources to increase engagement with families with differing language, economic, and cultural needs.
4. Consider professional development for school staff and faculty in research-based strategies for supporting English language learners.
5. Coordinate opportunities for families of different languages or cultures to experience the life and mission of the school and parish.



GOAL EIGHT

Nurture a desire for the Kingdom of Heaven and develop lifelong disciples by deepening knowledge and increasing participation in the sacramental and liturgical life of the Catholic Church.

Objectives

1. Identify opportunities to more deeply engage Catholic and non-Catholic students and families in our Catholic faith.
2. Explicitly invite families into the faith through activities and events such as school-wide rosaries and Adoration, a Catholic speaker series, distribution of resources, school Masses and sacramental opportunities.

Goals Seven and Eight

3. Encourage more active oral participation during school Masses and further emphasize the importance of serving as lectors, gift-bearers, altar servers, and choir members.
4. Create a schedule of service projects organized around the corporal and spiritual works of mercy.
5. Develop a school liturgical calendar and enact traditions that connect students to the life of the Church, highlighting saint feast days, holy days of obligation, liturgical seasons, and school-wide devotions.
6. Help students recognize their need for a deep, personal prayer life, facilitating their connections to specific prayers and devotions and the incorporation of spontaneous prayer.
7. Explore the possibility of incorporating Catechesis of the Good Shepherd into the school's religion curriculum.

“A good school provides a rounded education for the whole person. And a good Catholic school, over and above this, should help all its students to become saints.”

Pope Benedict XVI



8. Infuse the notion at each grade level that every student is called to a purpose-filled and meaningful life of discipleship through a faithfully discerned vocation.
 - a. Expand opportunities for exposure to religious vocations and increase the presence of priests, religious, seminarians, etc. in the life of the school.
 - b. Provide opportunities for priests, deacons, other religious individuals, single and married persons to talk with the students about how each person is called to a special vocation.

GOAL NINE

Maintain a viable operational model that ensures accessibility for all families while balancing fiscal rigor.

Objectives

1. Develop a 3-5 year financial plan in consultation with finance experts that monitors school financial performance and stability, addressing items such as:
 - a. Profitability
 - b. Break-even analysis
 - c. Cost per student
 - d. Enrollment targets
 - e. Fundraising levels
 - f. Income by type
 - g. Salary and benefits levels
 - h. Tuition assistance
 - i. Parish and foundation subsidies



2. Ensure regular review of tuition models and fee schedules to optimize and streamline resources.

Ensure regular review of tuition models and fee schedules to *optimize and streamline resources*.

3. Provide clear information about financial assistance and tuition expenses to parents and prospective parents, including the utilization of educational savings accounts, tax-credit scholarships, and local financial aid.

“Indeed, everything possible must be done, in cooperation with the wider community, to ensure that [Catholic schools] are accessible to people of all social and economic strata. No child should be denied his or her right to an education in faith, which in turn nurtures the soul of a nation.”

Pope Benedict XVI

GOAL TEN

Continue to promote accountability and transparency in school finances, governance structures, and safety.



Objectives

1. Facilitate clear and accessible presentation of annual revenue and expenses to parents, staff, parishioners, and other stakeholders.
2. Regularly assess financial accountability protocol to effectively manage and allocate resources.
3. Illustrate the school's organizational structure to define and communicate roles and responsibilities for the diocese, school pastor, school leadership, and ancillary organizations and boards.
 - a. Communicate lines of authority used for decision-making within the school and the Diocese.
4. Develop a regular practice of review of school policies, by-laws, handbooks, safety plans, etc. and ensure alignment with diocesan guidelines, youth protection practices, financial best practices and other legal and professional recommendations.
 - a. Incorporate plans for relevant training as applicable.
 - b. Maintain and update an emergency management structure and plan.

Facilitate clear and accessible presentation of annual revenue and expenses to parents, staff, parishioners, and other stakeholders.

ACKNOWLEDGEMENTS

St. Francis Xavier Catholic School is grateful to all who contributed to the Strategic Plan, including the following:

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Fr. Joe Culotta

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Mary Zarate

School Advisory Board Member



Fr. Joe Culotta, Pastor

St. Francis Xavier Catholic School is grateful to all who contributed to the Strategic Plan...

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MISSION AND CATHOLIC IDENTITY

***Marilyn Pritchard**

***Monica Echemendia**

Emily Holt

Erin Meadows

Sister Emma Rueda

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Jim Kelly

Walter Scott

ACADEMIC EXCELLENCE

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Krissie Allen

Ann Bettis

Sister Mary Patrick Connor

Meghan Hendrick

Deacon Neal Kay

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Mitch Hitch
Kayley Zicarelli

STRATEGIC PLAN FACILITATOR

Margaret Dubose,
Superintendent of Catholic
Schools

**denotes Steering Committee member.*



#GOSAINTSGO!



ST. FRANCIS XAVIER CATHOLIC SCHOOL

If you would like to be involved with the implementation process of our strategic plan, please contact us!

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