



ST. PIUS X HIGH SCHOOL



HONOR. **IMAGINE.** INSPIRE.

ST. PIUS X HIGH SCHOOL STRATEGIC PLAN 20/20

Promulgated February 2014

God inspires us with the hope that our message
will not fail to bear abundant fruit."

- St. Pius X

Executive Summary

St. Pius X High School was established in 1956 and continues today as Kansas City North's only Catholic high school with its goal to provide students an "education for life." The mission and history of St. Pius X can be found in the next few pages. In its over 50 years of providing excellent education in a faith filled environment, St. Pius X's alumni number over 5,000. In order to sustain our fine tradition of Catholic secondary education and provide for future growth the Principal and School Board identified a need to review the existing strategic plan which had been in place for nearly ten years. The key question confronting us was "Where does St. Pius X need to be by the year 2020?" A consultant, Henry Parente was retained, teams were formed and the strategic planning process was underway. The vision which guided the teams and the methodology in formulating this Plan are set out below. It was imperative that the input of the various stakeholders of St. Pius X be obtained and their concerns addressed, including those of administration, faculty, staff, parents, alumni, parents of alumni, community and parish partners and students.

Eleven categories of focus were identified, envisioned states for each category created, strategies developed for implementation of the envisioned states and then action steps, point(s) of contact and dates for completion were written. In many cases, the action steps will be taken either annually and on an ongoing basis.

This Strategic Plan will be an evolving process and used as a guide by the Principal, faculty, staff, the Board and its committees to help us reach our goals by 2020. The progress of the Strategic Plan will be monitored with regular reports to the Board by the points of contact. The Strategic Plan will be adjusted from time to time given changing circumstances and newly identified needs. With the creation of this Strategic Plan, it is our hope and desire that we continue our traditions with 21st century foresight and vision so that *as we **Honor** our past, and **Imagine** our future, together we **Inspire** the hopes, dreams and plans for the very best St. Pius X High School.*

The Board approved this Strategic Plan on February 12, 2014. Comments and questions are always welcome.

Yours in Christ,

Joseph Monachino, Jr.
Principal, St. Pius X High School

Gregory R. Ringel
President, St. Pius X High School Board of Directors

February 28, 2014

Table of Contents

	Page
Background	4
Methodology	5
St. Pius X 20/20 Vision	7
Categories	8
I. Academics	10
II. Administration, Faculty, Staff and Governance	13
III. Alumni and Community Engagement	13
IV. Buildings and Grounds	18
V. Catholicity	20
VI. Communications, Marketing and Enrollment	22
VII. Culture	26
VIII. Extracurricular Activities	28
IX. Finance	30
X. Financial Advancement	33
XI. Technology	37
Monitor and Review	40
Acknowledgements	41

Background

Mission Statement:

St. Pius X High School, with its roots in the Catholic Parish, is a co-educational school, which educates young people to their full academic potential and enhances their growth of Catholic values and principles to serve the Church and community. Through a diverse and challenging curriculum, as well as an environment commanding excellence, St. Pius X High School strives to instill in every student an attitude of lifelong learning in the development of their spiritual, intellectual, emotional and physical gifts.

History:

In the early 1950's there was no Catholic High School between the Missouri River and St. Joseph. Parishioners in five parishes in the "northland" felt the need for students in their parish elementary schools to continue their Catholic education through the secondary level. Bishop LeBlond, the bishop of the St. Joseph Diocese, supported the idea. However, as always with Catholic education, money would need to be raised for a high school.

Through the leadership and determined efforts of four men, Frank Tiedtka, Robert Henehan, Francis Brand and George Stark, the dream was pursued. Going to the faithful parishioners of the five Northland parishes proved to be the solution to the problem. They set up the fundraising drive for a three-year pledge period and were able to raise the \$500,000 needed to fund the first and only Catholic High School in the northland--St. Pius X High School.

J.E. Dunn Construction Company was awarded the contract to build the new school. In the spring of 1956, Bishop John P. Cody, Bishop of the newly joined Kansas City/St. Joseph Diocese broke ground for the new building. Having begun the year in St. Michael's grade school (now known as St. Gabriel's), students moved into the new building in the second semester of the 1956/57 school years and the school was officially dedicated in April of 1957. The school held about 425 students. In 1962, due to the large number of students and the need for additional classroom space, the new three-story "science wing" was added, thus making room for 539 students.

Over fifty years later, St. Pius X High School still dares to be different. We are still the only Catholic High School north of the river. In 1997 we embarked on our first ever Capital Campaign. We invested \$4.2 million to update our classrooms, media center, chemistry lab, technology, commons area and cafeteria/kitchen, and also add a new atrium entry hall to be used for small gatherings and events. Still striving to provide our students with the best educational environment possible, we launched Phase II of our "Education for Life" campaign in August, 2003. The scope of work financed by this campaign included updating classrooms in our three-story wing (including our new biology lab), constructing a new student activity center (with a stage) that also serves as a practice gymnasium, locker rooms, and wrestling and weight rooms. These improvements were completed in February 2006, thus bringing the entire facility up-to-date. Since then we have continued to modernize our facilities, including recent updates to our football stadium and media center.

St. Pius X 20/20 Methodology

The creation of the *St. Pius X 20/20 plan* is the result of nearly one year's effort that began in February 2013. The process started with the forming of a Strategic Planning Core team chartered by the School Board to plan and deploy a methodology for creating a strategic plan. This Core Team, composed of School Board members and the Strategic Planning consultant brought in to facilitate the process, laid out a game plan that would engage key stakeholders in the creation of a comprehensive strategic plan.

The main question confronting the Core team was, "Where does St. Pius X need to be by the year 2020"? The first step in answering this question was to develop a survey that would be sent to key stakeholders (i.e., parents, students, alumni, prospective families, and St. Pius X faculty as well as faculty from Catholic schools in the immediate area). We received over 400 survey responses. During the summer, the Board then shared this information with the St. Pius X community through a series of three Town Hall Meetings. These meetings involved feedback sessions where stakeholder groups shared their ideas on what St. Pius X needed to do and where the school needed to go to be "the best school in Kansas City" by 2020. After these sessions, members of the Strategic Planning Core team offered to share the timeline for plan development and engage attendees in discussions on a variety of issues. These follow-on discussions helped the Core team and the School Board members get a better sense of the thoughts, dreams and feelings of stakeholders who participated.

Additional inputs came from a series of meetings and surveys with St. Pius X faculty, staff and students. These meetings were focused on identifying key stakeholder beliefs of St. Pius X's strengths and opportunities. The Core team conducted interviews with community leaders, staff from the Diocese and parents who chose to send their children elsewhere. Numerous groups and individuals who provided input helped ensure the School Board had a robust set of inputs for the 20/20 plan.

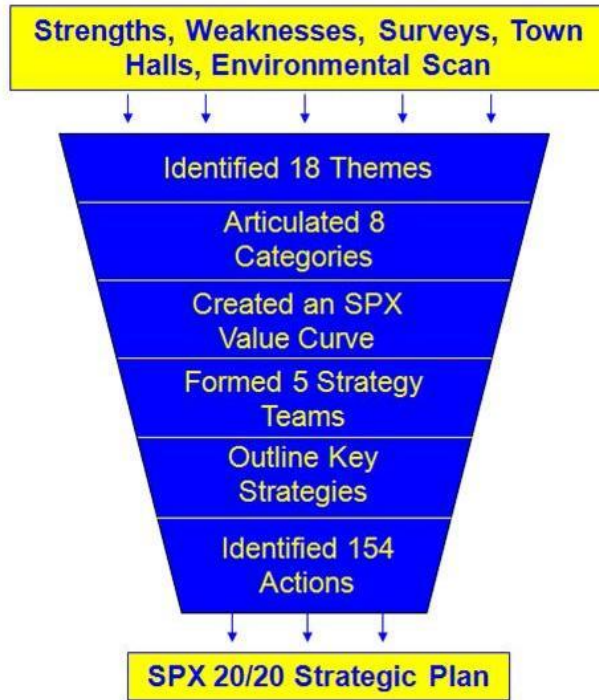
By early fall and after receiving over 600 inputs, the Core Team was ready to meet with the entire Board for a strategic planning event. Earlier in the year, the Board had read the book "Blue Ocean Strategy" by W. Chan Kim and Renée Mauborgne. This book served as the framework for the event as it encourages organizations to delve into strategic areas that present enormous opportunities, but tend to be ignored or dismissed by the industry as a whole. At the same time, leaders are challenged to pursue these strategies without incurring huge capital expenditures. Existing and untapped resources are examined rather than looking to grand capital campaigns as the means for paying for improvements.

The agenda for the School Board's strategic planning event included the following: establishing the vision, agreeing on the overall goal for the St. Pius X 20/20 plan, arriving at consensus on St. Pius X's value curve (i.e., a visual that depicts where St. Pius X needs to deploy greater resources and effort vs. other areas that are sufficient based on the inputs received during this process) and establishing their Blue Ocean strategies. Out of the eight categories reviewed, five Strategy teams were formed (Academics, Cost/Finance, Marketing/Communications/Alumni Relations, Catholicity/Culture/Extracurricular Activities and Technology). Follow on meetings later in the fall were held to specifically outline the roles, responsibilities and expectations of each Strategy Team. These teams not only included Board Members, but parents, administrators, faculty and community leaders.

By the end of December, the Strategy teams had developed their envisioned states, identified strategies, actions, owners and due dates. The Core team then took these inputs and created a cohesive document which was published March 1, 2014. Over 600 people participated in a

collaborative effort between the School Board, students, alumni, staff, community leaders and Kansas City-St. Joseph Diocese personnel. Many thanks go to all of the people who spent countless hours providing their input, compiling data, leading meetings and creating the plan itself.

SPX Strategic Planning



St. Pius X 20/20 Vision

In undertaking the Strategic Planning process, the team was guided by the following input from its stakeholders in creating a vision for St. Pius X High School:

Goal: By 2020, with the following areas of focus, have 500 students

Spiritual Life:

- Increase the number of spiritual events
- Instill the Catholic faith in our students
- Create a spiritual oasis in a secular world

Academics:

- Continue our tradition as a college preparatory school
- Be a school that embraces trends, but maintains a balanced approach
- Spend at least one percent of our budget every year on professional development

Technology:

- Practical application of new technologies

Building and Grounds:

- Exterior property of our campus needs to match the upgrades to the interior

Student Life:

- Consider expansion of extracurricular offerings
- Continue to provide opportunities for leadership

Partnerships:

- Expand community partnerships with parishes and feeder schools
- Market to schools beyond Northland Catholic schools
- Develop internships with community businesses and provide business-friendly training

Communications:

- Increase awareness about our successes

Categories

Through the Blue Ocean strategy analysis and with the St. Pius X 2020 Vision in mind, the team identified the following categories. For each category, an envisioned state was created and strategies for accomplishment developed.

- I. **Academics:** Within the Catholic moral and intellectual tradition of educating the whole person, the academic goal of St. Pius X High School is to provide excellent instruction and support that prepares graduates for higher education and participation in a changing world that often conflicts with Catholic teachings.
- II. **Administration, Faculty, Staff and Governance:** St. Pius X High School has superior leadership in order to carry out its mission. Our administration, faculty, staff and leadership are on the leading edge of Catholic education and are models for our peers. Our leadership is sought out for its vision and ideas.
- III. **Alumni and Community Engagement:** St. Pius X High School's exemplary success is supported by the strong and generous stewardship of its Alumni and Community.
- IV. **Buildings and Grounds:** The buildings and surrounding campus are immediately recognizable as Catholic. The feel is classic with character, a transformation of the campus and community. Visitors, students, faculty and alumni enthusiastically endorse the improvements and agree they are in accord with the traditional look of the campus. The improvements are so impressive that other schools are imitating our approach.
- V. **Catholicity:** St. Pius X High School is a Catholic, faith-filled community that encourages each student to live a holy life by helping foster a friendship with God. Learning to love God is the central purpose of Catholic education. This friendship with God will result in the student cultivating virtue and love of neighbor.
- VI. **Communications, Marketing and Enrollment:** With positive brand awareness and strong connections to the community, St. Pius X High School is regarded as the premier Catholic high school in Kansas City.
- VII. **Culture:** St. Pius X High School respects and appreciates the dignity of each member of its community as a person created in the image and likeness of God. Our goal is to foster a culture and atmosphere where all students will feel included. Each member of the student body will experience the joy that comes from the daily exercise of charity and compassion to others.
- VIII. **Extracurricular Activities:** St. Pius X High School is dedicated to helping each student reach his or her fullest potential through opportunities for involvement and leadership in the arts, academics, athletics and activities.
- IX. **Finance:** St. Pius X High School's financial condition reflects the community's commitment and support of its culture and strategies. Our financial condition is sufficient to provide for a campus and student body that will endure for the next generation. St. Pius X employs wise fiscal management which is vital to its health, overall mission and future. Fostering and managing fiscally responsible measures to ensure affordable tuition, an adequate operating fund, prudent cash reserves and sufficient funding to support and maintain the school facilities assures that St. Pius X High School operates with a balanced budget, based on realistic estimates of enrollment and expenses.
- X. **Financial Advancement:** The mission of St. Pius X High School is sustained by an ever-growing community of Donors, Alumni, Students and Parents. Our community

demonstrates its commitment to our ongoing mission through its financial generosity which continues to increase as our community grows and matures.

- XI. Technology:** St. Pius X High School will utilize technology in a responsible manner to provide access to new and innovative sources of information. The resulting improved learning environment will encourage both collaborative and independent learning beyond the classroom preparing students as life-long learners, governed by a moral and ethical code of conduct.

I. Academics

Envisioned State: Within the Catholic moral and intellectual tradition of educating the whole person, the academic goal of St. Pius X High School is to provide excellent instruction and support that prepares graduates for higher education and participation in a changing world that often conflicts with Catholic teachings.

Strategy #1: Provide financial resources for professional development to align with research-grounded instructional strategies of the 21st Century

Action	Point of Contact
A. Continue to allocate one percent of annual budget to teacher/administrator centered professional development	Finance Committee and Principal
B. Continue to provide feedback of faculty performance through student-surveys and administrative, peer-, and self-evaluations to improve instruction	Principal, students, faculty
C. Recruit and retain faculty committed to excellent instruction in a faith filled environment in order to meet enrollment goal of 500 students by 2020 (See Administration, Faculty, Staff and Governance Strategy #1).	Principal
D. Encourage and support one or more reciprocal observation of other co-educational, diocesan Catholic schools for best practices	Principal, faculty
E. Develop a strategy to promote a holistic, Catholic approach to learning in a problematic and changing world	Theology Department

Strategy #2: Emphasize ACT exam preparation through classes, online resources, and print sources by the Counseling Department and respective academic departments

Action	Point of Contact
A. Offer preparatory classes requested or needed by students during or outside of regular school day	Counselor
B. Continue to monitor baseline data by recording and tabulating EXPLORE, PLAN, (ASPIRE beginning in 2015) and ACT scores to facilitate growth in college readiness skills; develop plan to develop individual student improvement; annual report of status to Board	Principal; Academic Committee

C. Incorporate ACT material/questions into daily curriculum	Department Chairs
---	-------------------

Strategy #3: Offer a challenging college preparatory curriculum along with an appropriate selection of elective courses

Action	Point of Contact
A. Research the additional ACCP/AP course offerings	Faculty
B. Align curriculum with standards as appropriate	Departments Diocesan Committees
C. Survey students annually for potential new course development	Principal
D. Introduce instrumental music program (e.g., drum line)	Fine Arts Department Chair, Principal, Counselors
E. Create co-curricular clubs (e.g., participation in science, art and culture clubs)	Department Chairs
F. Survey recent alumni to determine college readiness	Academic Committee; Advancement Office

Strategy #4: Research technology advances to engage students in the learning process and increase student achievement

Action	Point of Contact
A. Provide professional development on best practices on the use of technology in the classroom (See Technology Strategies #3D and #5)	Principal
B. Teach students to use technology in a socially responsible, personally safe manner (See Technology Strategy #5)	Faculty
C. Research best practices for integrating critical thinking with technology (See Technology Strategies)	Principal, Faculty
D. Incorporate external online instruction as independent study, advanced placement and remediation (See Technology Strategy #2)	Principal with recommendations from Technology Committee

Strategy #5: Support instruction and learning through the development of academic staff and structures external to the classroom

Action	Point of Contact
A. Continue program to monitor and intervene with academically struggling students using the Strategic Intervention Team	Strategic Intervention Team (SIT)
B. Assess effectiveness of counseling for the college selection process	Counselors; Academic Committee
C. Recruit, train, and utilize peer-tutors to reinforce classroom instruction; assess effectiveness of program	Assistant Principal: SIT; Academic Committee
D. Evaluate effectiveness of block scheduling; create schedules that use study halls, seminars, and blocks to expand and deepen learning	Assistant Principal, SIT; Academic Committee
E. Research the need and feasibility for offering a functional life-skills program for special needs students	Finance Committee; Academic Committee; Principal; Special Needs Coordinator (new position)
F. Develop programs of information literacy for students and faculty	Media Specialist

II. Administration, Faculty, Staff and Governance

Envisioned State: St. Pius X High School has superior leadership in order to carry out its mission. Our administration, faculty, staff and leadership are on the leading edge of Catholic education and are models for our peers. Our leadership is sought out for its vision and ideas.

Strategy #1: Have the highest quality administration, faculty and staff possible

Action	Point of Contact
A. Recruit and retain administration, faculty and staff committed to our mission and Envisioned States, providing excellent instruction and committed to Catholic education; provide opportunities to develop and enhance skills and expertise (See Academics Strategy #1C)	Diocesan Superintendent; Principal

Strategy #2: Have the highest quality Board of Directors possible

Action	Point of Contact
A. Recruit strong membership of Board of Directors committed, committed to excellent Catholic education, bringing skills and expertise to sustain the growth of St. Pius X	Board of Directors and Principal
B. Provide annual training for Board members on mission, Board role and best practices	Diocesan School office; Principal, Board of Directors
C. Annual retreat devoted to review and analysis of Strategic Plan (See Monitor and Review)	Principal and School Board
D. Review Board's Bylaws and other governing documents to ensure that they are current and coordinate with the Strategic Plan and mission; ensure that each committee has clearly defined roles and responsibilities make recommendations for revisions to Principal, Board, Diocesan School Board and Bishop as necessary	Policies and Procedures Committee

Strategy #3: Ensure that best practices, policies and procedures for students, administration, faculty, staff, sponsors, parents and community are current and relevant to our mission and envisioned states

Action	Point of Contact
A. Annual review of Student Handbook, faculty and staff policies and procedures; coaches/sponsors' and parents' code of conduct, etc.	Principal; Assistant Principal; Student Life Committee; Policy and Procedures Committee

III. Alumni and Community Engagement

Envisioned State: St. Pius X High School’s exemplary success is supported by the strong and generous stewardship of its Alumni and Community.

Strategy #1: Develop and enhance volunteer opportunities to engage school families and extended St. Pius X community to create a community of service and stewardship

Action	Point of Contact
A. Assess current opportunities for parent and community involvement to identify areas of growth and improvement	Advancement Office; Marketing Committee
B. Explore current environment and determine how to meet our constituents’ needs. Determine how they are willing to become involved and develop a service and stewardship model based upon those findings. (e.g., Dad’s Group, Mom’s Socials)	Advancement Office; Marketing Committee
C. Collaborate with administration, faculty, Parents Association and others to plan service and stewardship model in a spirit of “we want to” (not we have to)	Advancement Office; Marketing Committee

Strategy #2: Develop and enhance existing St. Pius X Alumni Association for continued allegiance and support of St. Pius X High School which is reflected in increased Alumni giving and participation

Action	Point of Contact
A. Develop St. Pius X Alumni Relations plans that incorporate best practices	Advancement Office; Marketing Committee
B. Develop a St. Pius X Young Professionals Alumni Association to begin developing long-term relationships with new alumni	Advancement Office; Alumni Committee
C. Explore other high school or college phone-a-thon models for increased alumni caller participation and giving	Advancement Office

Strategy #3: Increase opportunities for engagement and philanthropic support of St. Pius X Alumni

Action	Point of Contact
A. Conduct audit of current Alumni Relations plan to assess levels of engagement through volunteerism, participation in St. Pius X events, financial or in-kind giving, generational attendance (alumni children attend St. Pius X)	Advancement Office
B. Conduct audit of current alumni data base to assess level of philanthropic support	Advancement Office
C. Develop plans for an active St. Pius X Alumni Association with appointed alumni leadership to facilitate: <ul style="list-style-type: none"> • Alumni activities • Charitable and legacy giving • Connecting St. Pius X to partnerships and opportunities through civic and community relationships 	Advancement Office
D. Explore web site/online community application that will support alumni participation, e.g., professional networking, social opportunities, ways to stay connected and give-back to St. Pius X	Advancement Office

Strategy #4: Develop community engagement with St. Pius X by increasing opportunities for parent, feeder schools and community to be involved

Action	Point of Contact
A. Assess current opportunities for parent and community involvement to identify areas of growth and improvement	Advancement Office; Marketing Committee
B. Collaborate with Parent Association to develop opportunities for greater participation	Advancement Office; Parents Association
C. Explore other high schools for successful models of parent volunteerism; promote as an extension of our Catholic identity, e.g., "service to others"	Advancement Office
D. Collaborate with athletic director, faculty and staff to host more activities on campus: science fairs, sports camps, scholar bowls, etc. Provide transportation from feeder schools	Advancement Office; Athletic Director; Faculty/Staff

E. Continue to meet annually with individual feeder parish priests, school principals and faculty to cultivate relationships	Advancement Office; Northland Catholic Schools
--	--

Strategy #5: Incrementally sustain and increase alumni giving each year for the benefit of St. Pius X High School students; cultivate new donors each year

Action	Point of Contact
A. Develop multi-faceted fundraising plans specifically targeted to: <ul style="list-style-type: none"> • Alumni annual fund giving • Scholarship giving • Endowment giving • Special events sponsorship • Legacy giving including annuities, bequests, donations of property 	Advancement Office
B. Conduct analysis of alumni database to develop donor prospect portfolios based on giving histories, capacity to give, age, connectedness to St. Pius X	Advancement Office
C. Develop fundraising plans appropriate to each donor and/or prospect	Advancement Office

IV. Building and Grounds

Envisioned State: The buildings and surrounding campus are immediately recognizable as Catholic. The feel is classic with character, a transformation of the campus and community. Visitors, students, faculty and alumni enthusiastically endorse the improvements and agree they are in accord with the traditional look of the campus. The improvements are so impressive that other schools are imitating our approach.

Strategy #1: Develop plans and provide for future campus additions and renovations

Action	Point of Contact
A. Update/redesign school campus parking lots	Building and Grounds Chair; Principal
B. Assess and improve outside lighting around campus building	Building and Grounds Chair; Principal
C. Add/improve landscaping on school campus	Building and Grounds Chair; Principal
D. Redesign and replace campus signage	Building and Grounds Chair; Principal
E. Develop athletic fields to maximize hosting varsity sports games and practices on campus	Building and Grounds Chair; Principal; Athletic Director
F. Refurbish/replace roof over main office area and classrooms of school	Building and Grounds Chair; Principal
G. Update/redesign the school cafeteria space	Building and Grounds Chair; Principal
H. Update/renovate the Faculty Lounge area	Building and Grounds Chair; Principal

Strategy #2: Develop innovative ways to expand the campus footprint

Action	Point of Contact
A. Explore expanding the existing campus for future growth and improvements	Building and Grounds Chair; Principal; Board members
B. Partner with St. Patrick Parish to maximize usage of ball fields, multipurpose rooms, etc.	Building and Grounds Chair; Principal; Athletic Director
C. Explore the viability of installing tennis courts in collaboration with St. Patrick Parish	Building and Grounds Chair; Principal; Athletic Director

Strategy #3: Evaluate and improve campus safety and security

Action	Point of Contact
A. Identify and implement changes to school building in areas of security and student safety	Building and Grounds Chair; Principal; Board members

B. Develop policy and procedures for campus security	Building and Grounds Chair; Principal; Board members; Policy and Procedure Committee
--	--

Strategy #4: Improve functionality and energy efficiency on campus

Action	Point of Contact
A. Identify areas to improve energy efficiency by conducting an energy audit	Building and Grounds Chair; Principal
B. Complete an assessment of all the buildings for preventive maintenance measures that need to be implemented	Building and Grounds Chair; Principal

V. Catholicity

Envisioned State: St. Pius X High School is a Catholic, faith-filled community that encourages each student to live a holy life by helping foster a friendship with God. Learning to love God is the central purpose of Catholic education. This friendship with God will result in the student cultivating virtue and love of neighbor.

Strategy #1: Support and encourage faculty catechesis so that faculty as witnesses of truth, can integrate Catholic teachings in classrooms and activities of daily life

Action	Point of Contact
A. Initiate mentorship process for new faculty regarding Catholic faith	Assistant Principal; Student Life Committee; Theology faculty
B. Provide opportunities for additional catechesis for all faculty and staff on stand-alone basis and as part of regular staff meetings	Faculty facilitator with outside presenters
C. Provide monthly continuing education opportunities for catechesis for faculty and staff on a voluntary basis	Faculty facilitator with outside presenters

Strategy #2: Increase integration of religious members of Church into school life by providing more exposure and opportunities for spiritual direction for students

Action	Point of Contact
A. Request the Diocese appoint a full time priest as Chaplain	Principal and Deacon; Finance Committee and Student Life Committee
B. Create expectations and objectives for Chaplain (e.g., Chaplain meets with each student at least one time per year); evaluate effectiveness of appointment	Principal and Chaplain
C. Seek opportunities for interactions and participation by parish pastors in school life	Principal and faculty

Strategy #3: Support Catholicity throughout St. Pius X High School through active participation and engagement by students, faculty and staff

Action	Point of Contact
A. Clarify the mission of the existing ministry team and consider ways to expand scope, mission and student participation, considering impact on service and whether additional team(s) and/or staff/resources should be added 1. Define mission and function of the team;	Principal; Student Life Committee; Theology department and students

<p>2. Review recruiting approach; 3. Continue to annually set goals and projects for team</p>	
---	--

Strategy #4: Encourage and develop student, faculty and staff prayer and sacramental life

Action	Point of Contact
A. Provide and enhance daily prayer opportunities during school day, at activities, events and meetings; encourage student led prayers (e.g., Lord's prayer at events) and weekly all school Mass; continue to provide opportunities for students to receive the Sacrament of Penance	Faculty, staff, coaches, sponsors and Theology department
B. Increase opportunities for Eucharistic adoration	Chaplain
C. Enhance student retreats and explore opportunities for outside retreat opportunities	Theology department and Ministry team
D. Enhance gender specific freshman retreat, emphasizing appropriate Christian behavior	Theology department and Ministry team

VI. Communications, Marketing and Enrollment

Envisioned State: With positive brand awareness and strong connections to the community, St. Pius X High School is regarded as the premier Catholic high school in Kansas City.

Strategy #1: Develop and strengthen St. Pius X brand to reflect qualities, values and benefits of the community’s premier Catholic high school that results in increased student enrollment and community support (financial and volunteerism)

Action	Point of Contact
<p>A. Conduct thorough audit and analysis of current marketing activities and collateral, assessing areas of improvement and opportunities, specifically:</p> <ul style="list-style-type: none"> • Cost vs. effectiveness of current activities; • Presence of consistent and distinct St. Pius X brand in marketing collateral: website, print, social media, stationery, fundraising pieces; • Consistent messaging on values and benefits of a St. Pius X education 	<p>Marketing Staff; outside marketing professional or committee for guidance</p>
<p>B. Assemble creative advisory team to develop new branding plan to be incorporated in all marketing collateral reflecting unique values and benefits of a St. Pius X education</p>	<p>Marketing Committee and Finance Committee determine outside assistance needed on this action</p>
<p>C. Incorporate St. Pius X’s unique or “Blue Ocean” qualities in promotional collateral, internal and external communications:</p> <ul style="list-style-type: none"> • Safety • Academic excellence • Success for life • Character building environment • Family-like atmosphere • 98% advance to college • Daily prayer • Discipline • High student involvement – 90% • Leadership development • Strong sense of community • “I feel at home here” • Catholic identity 	<p>Marketing Staff</p>
<p>D. Develop annual marketing plans for executing brand campaign; identify tools for assessing impact and effectiveness</p>	<p>Marketing Staff</p>

Strategy #2: Enhance online platform and opportunities to engage St. Pius X community and prospective students

Action	Point of Contact
<p>A. Conduct thorough analysis of current website, assessing improvements including:</p> <ul style="list-style-type: none"> • Ease of use and functionality • Ensuring messaging is targeted to appropriate audiences, i.e., prospective students, alumni, etc. • Unique values and benefits of a St. Pius X education are incorporated throughout the site 	<p>Marketing Staff; outside marketing professional or committee for guidance</p>
<p>B. Conduct thorough analysis of current social media activities and develop strategic messaging consistent with St. Pius X's unique values to students, families, prospective students, alumni and community</p>	<p>Marketing Staff; outside marketing professional or committee for guidance</p>
<p>C. Conduct continuous reviews and analysis of impact of social media, adjusting plan as needed</p>	<p>Marketing Staff; outside marketing professional for guidance; Marketing Committee</p>

Strategy #3: Increase community awareness of St. Pius X High School: our Catholic mission and values, the benefits of a St. Pius X education and the many opportunities available for students, parents, alumni and the broader community

Action	Point of Contact
<p>A. Develop frequent and ongoing communications with a unified brand, message and image of St. Pius X to constituents including:</p> <ul style="list-style-type: none"> • Students and families • Prospective students and families • Alumni • Civic and Community • Donors • Feeder Schools and Parishes <p>This includes media releases, print and broadcast media, school newsletters, social media, presentations to feeder schools and community groups, etc.</p>	<p>Marketing Staff</p>

<p>B. Develop signature “talking points” consistent with brand and values, i.e.:</p> <ol style="list-style-type: none"> 1. Safe environment 2. Academic excellence 3. Life and career preparedness 4. Strong sense of family and community 5. Faculty who care 6. Opportunities for involvement 7. Small class size 8. 98% advance to college 9. Daily prayer 10. Discipline 	<p>Marketing Staff; Marketing Committee</p>
<p>C. Develop annual plans for promotion and advertising in appropriate publications or digital media</p>	<p>Marketing Staff; Marketing Committee</p>
<p>D. Incorporate visible signs of St. Pius X values on campus for the benefit of students, visitors and prospective students</p>	<p>Marketing Staff; Marketing Committee; Administration; Building and Grounds Committee</p>
<p>E. Build and strengthen relationships among:</p> <ul style="list-style-type: none"> • All constituencies being mindful that all sectors have cross-over potential to support St. Pius X as students, donors, alumni, parents, volunteers, and/or staff; • Inter-diocesan relationships. i.e., Pastors, Principals, faculty; • Business and Civic Leaders; • Parents of current and former students 	<p>Marketing Staff; Marketing Committee</p>

Strategy #4: In collaboration with faculty, administration and school board, promote curriculum, extracurricular activities and amenities that help St. Pius X achieve strong consumer value points (demonstrated through student retention and increased enrollment)

Action	Point of Contact
<p>A. Develop collateral material for recruitment, promotion, and development purposes that incorporates benefits of St. Pius X education</p>	<p>Marketing Staff; Marketing Committee</p>
<p>B. Incorporate ongoing testimonials and success stories in marketing and communications that link St. Pius X education with consumer needs, wants and values</p>	<p>Marketing Staff; Marketing Committee</p>
<p>C. Communicate value of St. Pius X education in terms of positive return on the financial investment</p>	<p>Marketing Staff; Marketing Committee</p>

Strategy #5: Increase student enrollment from current level of students by 5% per year

Action	Point of Contact
A. Conduct thorough analysis of current student recruitment activities to assess budget/time/resources vs. effectiveness; identify areas for improved efficiencies and outcomes	Marketing Staff; Marketing Committee
B. Explore successful recruitment models of other Catholic high schools for new, innovative ways to recruit students	Marketing Staff; Marketing Committee
C. Assess Student Ambassador role in recruitment; identify areas for training, follow-up and parent-to-parent or peer-to-peer visits/tours	Marketing Staff; Marketing Committee
D. Develop recruitment print and online collateral for effectively marketing to various prospect audiences: parents, students, feeder school faculty and priests	Marketing Staff; Marketing Committee

Strategy #6: Provide professional development training for internal St. Pius X community (faculty, staff, board members, volunteers) on best practices in building and retaining a strong and supportive community (current family relationships, prospective student relationships, alumni relations)

Action	Point of Contact
A. Train Board Members, faculty, staff on public relations and customer service practices	Principal; Marketing Staff; outside professional facilitator

VII. Culture

Envisioned State: St. Pius X High School respects and appreciates the dignity of each member of its community as a person created in the image and likeness of God. Our goal is to foster a culture and atmosphere where all students will feel included. Each member of the student body will experience the joy that comes from the daily exercise of charity and compassion to others.

Strategy #1: Maintain and increase the strong sense of faith-based community

Action	Point of Contact
A. Develop a student mentoring program matching upperclassmen with underclassmen	Student Life Committee and Assistant Principal; Assistant Principal assists in implementation through seminars
B. Develop a parent mentoring program to match new incoming parents with existing families	Student Life Committee, Marketing Committee and Assistant Principal;
C. Review existing student handbook, website, marketing materials and other written materials to ensure a consistent message which emphasizes the St. Pius X culture (See Communications, Marketing and Enrollment Strategies #1 and 2)	Marketing Committee, Student Life Committee and Development staff

Strategy #2: Develop strong student leaders to strengthen culture

Action	Point of Contact
A. Provide opportunities for leadership training for student leaders such as STUCO, captains, presidents, etc.	Student Life Committee and Principal identify trainer and coordinate with faculty sponsors for each activity or group

Strategy #3: Continue to maintain and strengthen a safe culture for all students, faculty and staff

Action	Point of Contact
A. Continue intellectually safe environment for confident practice of Catholic faith by providing opportunities for in-depth, open and challenging discussions about faith and open prayer life	Principal and faculty
B. Continue parent affirmations of safe homes; create protocols for parents reporting non-compliant homes	Principal and administrative staff

<p>C. Emphasize appropriate Christian behavior in daily theology classes, homilies during weekly Mass and annual retreats so that students can develop positive relationships among peers taking into account social secular pressures (See Catholicity Strategy #4)</p>	<p>Principal, Assistant Principal, Counselors, faculty and Theology Department</p>
--	--

VIII. Extracurricular Activities

Envisioned State: St. Pius X High School is dedicated to helping each student reach his or her fullest potential through opportunities for involvement and leadership in the arts, academics, athletics and activities.

Strategy #1: Provide and promote a full range of extracurricular activities

Action	Point of Contact
A. Continue to monitor activities and programs offered through surveys of parents and students	Student Life Committee
B. Conduct a gap analysis for athletics and clubs to evaluate and compare St. Pius X offerings to like parochial schools and neighboring public schools	Student Life Committee
C. Evaluate data from parents who did not choose St. Pius X for extracurricular reasons	Student Life Committee
D. Identify needs and opportunities for additional extracurricular programs and make recommendations to Principal	Student Life Committee

Strategy #2: Recruit and sustain coaches and club sponsors to support the extracurricular activities

Action	Point of Contact
A. Recruit from alumni, retired professionals and partnerships with local college athletes	Student Life Committee, Athletic Director and Principal
B. Strive for excellent Christian behavior for all coaches and sponsors	Principal and Athletic Director; Student Life Committee
C. Recognize and reward coaches and sponsors for their time	Principal and Finance Committee; Student Life Committee (survey)
D. Support our coaches and sponsors by requiring attendance at parent sportsmanship program by parents at least every other year	Principal
E. Develop a Code of Conduct for Parents modeling after best practices at other schools	Principal and Student Life Committee (Code of Conduct)

F. Review parent liaison role for appropriate sports and activities to assist coaches and sponsors	Student Life Committee, Principal and Athletic Director
--	---

Strategy #3: Expand existing student led groups to mentor new students and to welcome, educate and engage new students into St. Pius X extracurricular activities

Action	Point of Contact
A. During their first academic enrollment have incoming freshman indicate their extracurricular interests and facilitate contact with student ambassadors	Marketing staff
B. STUCO develop a summer service project involving many incoming freshmen to build community and class spirit before start of school year	Faculty sponsor
C. Develop marketing pieces to promote activities and summer camp opportunities	Marketing Committee and Student Life Committee
D. Develop student led plan to stay in touch during freshmen first semester (See Culture Strategy #1B)	Student Life Committee; Faculty sponsors; students

IX. Finance

Envisioned State: St. Pius X High School’s financial condition reflects the community’s commitment and support of its culture and strategies. Our financial condition is sufficient to provide for a campus and student body that will endure for the next generation. St. Pius X employs wise fiscal management which is vital to its health, overall mission and future. Fostering and managing fiscally responsible measures to ensure affordable tuition, an adequate operating fund, prudent cash reserves and sufficient funding to support and maintain the school facilities assures that St. Pius X High School operates with a balanced budget, based on realistic estimates of enrollment and expenses.

Strategy #1: Regularly conduct thorough assessment of the school’s financial condition

Action	Point of Contact
A. Enhance and expand the Finance Committee as a committee of the School Board to participate in on-going assessment of financial stability and progress, with consideration given to review of initiatives expressed in this plan	Board Treasurer
B. Submit a detailed income statement every other month at Board meetings	Board Treasurer; Business Manager
C. Evaluate effectiveness of budgeting process; review, approve and recommend the annual operating budget and gain approval from the Board and Diocese	Finance Committee; Principal; Business Manager

Strategy #2: Assure future financial stability through the implementation and deployment of sound financial practices and data driven projections

Action	Point of Contact
A. Ensure that on-going deferred maintenance needs are adequately funded	Board Treasurer; Building and Grounds Committee
B. Enhance details within the 3-5 year financial projection and review/update annually. Projection to include goals for tuition rates and enrollment	Board Members Finance Committee
C. Establish a target operating reserve for annual debt service and major maintenance and repair	Finance Committee

D. Collaborate with other committees to produce financial projections for long-term capital projects; projections to be delivered to Advancement to coordinate securing adequate funding	Finance Committee
--	-------------------

Strategy #3: Increase student enrollment to more effectively utilize and leverage the investment in fixed costs

Action	Point of Contact
A. Continue to diligently control variable costs by conducting thorough and regular reviews of vendor/supplier agreements; support St. Pius X community if bids are competitive	Board Members; Finance Committee
B. Explore opportunities for incremental revenue sources that are not tuition or fundraising related (i.e. utilization of facilities, etc.) (See Financial Advancement Strategy #1C)	Principal; Advancement Director
C. Enhance our relationship with feeder parishes for direct financial support as well as student support; Principal to have more direct time in the community, Northland Catholic Schools and youth ministry classes	Principal; Board President and other appointed Board members; Advancement Director

Strategy #4: Expand scholarship funds to make Catholic education possible for all who desire it

Action	Point of Contact
A. Regularly re-evaluate criteria for financial assistance. Identify families in feeder schools who may desire Catholic high school education but may not be able to afford it. Develop procedures to contact such families and create feasible solutions to enable them to attend St. Pius X	Board President and Treasurer; Finance Committee; Business Manager
B. Identify fundraising opportunities specifically for the benefit of building the scholarship funds (See Financial Advancement Strategy #1A)	Advancement Office

C. Identify funding opportunities from grants and other charitable sources (See Financial Advancement Strategy #1B)	Advancement Office
---	--------------------

X. Financial Advancement

Envisioned State: The mission of St. Pius X High School is sustained by an ever-growing community of Donors, Alumni, Students and Parents. Our community demonstrates its commitment to our ongoing mission through its financial generosity which continues to increase as our community grows and matures.

Strategy #1: Expand scholarship funds to a level that makes a St. Pius X education possible for all who desire it with the goal of incrementally growing Scholarship Fund gifts each year

Action	Point of Contact
A. Identify fundraising opportunities specifically for the benefit of building the scholarship funds (See Finance Strategy #4B)	Advancement Office
B. Research funding opportunities from grants and other charitable sources (See Finance Strategy #4C)	Advancement Office
C. Explore other fundraising and revenue generating opportunities (See Finance Strategy #3B)	Advancement Office
D. Diversify and grow sources of charitable contributions and other revenue to increase scholarship funds to \$70,000 by 2017	Advancement Office
E. Develop plan for scholarship donor retention	Advancement Office
F. Review effectiveness of work study program and its management	Principal and Business Manager

Strategy #2: Incrementally grow contributions to the Endowment Fund by 25% by May 2020

Action	Point of Contact
A. Develop plans for designated gifts to Endowment Fund which includes defining and communicating the purpose of the fund to prospects	Advancement Office
B. Identify and cultivate major and general potential donors	Advancement Office

Strategy #3: Implement project-focused fundraising plans to fund immediate and longer-term capital needs

Action	Point of Contact
A. In collaboration with School Board, Administration and Diocese, develop fundraising plans to accomplish capital projects in accordance with the 20/20 Strategic Plan and other projects as needed, subject to Diocesan approval	Advancement Office and Marketing Committee
B. Identify and cultivate major and general potential donors	Advancement Office

Strategy #4: Improve efficiencies, training, and resources to ensure greatest potential for fundraising goals to be achieved according to Strategic Plan

Action	Point of Contact
A. Provide additional training resources to Advancement staff to support successful efforts, including major gifts, planned giving and leveraging Donor Perfect for donor and prospect management; upgrade to Donor Perfect Online	Outside resources to be identified
B. Determine performance metrics of development staff related to personal visits, tours, and gifts secured to ensure fundraising goals of Strategic Plan are achieved	Advancement Office
C. Determine any adjustments to development staffing resources to achieve fundraising goals of the Plan including additional staff, additional program budget, re-alignment of existing or new duties to achieve Strategic Plan goals	Advancement Office; Finance Committee

Strategy #5: Incrementally grow Annual Fund gifts

Action	Point of Contact
A. Develop plans for designated gifts to Annual Fund which includes defining and communicating the purpose of the fund to all new prospects	Advancement Office

B. Identify and cultivate major and general potential donors	Advancement Office, Principal, Board of Directors
C. Conduct one-on-one “asks” for current families; ensure all families are included in the various giving opportunities	Advancement Office, Principal, Board of Directors
D. Strive to maintain 70% of Annual Fund Donors each year, year over year	Advancement Office

Strategy #6: Incrementally grow Alumni gifts

Action	Point of Contact
A. Explore new concepts for Alumni giving to enhance existing Alumni giving plans.	Advancement Office; Alumni Association
B. Conduct periodic analysis of Alumni database to classify and update donor capacity	Advancement Office
C. Enlist Alumni Association leadership to assist in the cultivation of major and general Alumni gifts	Advancement Office; Alumni Association
D. Strive to maintain 70% of Alumni Donors each year, year over year	Advancement Office

Strategy #7: Incrementally grow St. Pius X annual fundraising events such as Golf Tournament for increased proceeds and participants

Action	Point of Contact
A. Review annual events, including golf tournament; enlist sponsorship donation requests to assist in underwriting the golf tournament and other events	Advancement Office; Marketing Committee; Golf Committee
B. Build Golf Committee to assist with player retention and new player interest; build committees for other events as needed	Advancement Office; Marketing Committee; Golf Committee

Strategy #8: Expand planned giving program, especially among Alumni, to ensure financial sustainability of St. Pius X

Action	Point of Contact
A. Develop ongoing plans for planned giving in all St. Pius X collateral materials, especially Alumni newsletters, parent communications, and faculty/staff, especially those with long careers at St. Pius X	Advancement Office; Alumni Committee
B. Conduct periodic analysis of Alumni database to classify and update donor capacity for a planned gift	Advancement Office
C. Promote various means of planned giving throughout the year: e.g., estate gifts, real estate and other property, annuities, life insurance, etc.	Advancement Office

Strategy #9: Expand major gifts program to ensure financial sustainability of St. Pius X

Action	Point of Contact
A. Develop and implement plans for increased major giving including corporations, foundations and individuals	Advancement Office
B. Enlist Alumni, Board Members and other Friends of St, Pius in the ongoing cultivation of major gift prospects	Advancement Office, Principal, Board of Directors
C. Conduct periodic analysis of donor database to classify and update donor capacity; explore investment in appropriate training or software enhancements such as wealth engine tools for prospect research	Advancement Office

XI. Technology

Envisioned State: St. Pius X High School will utilize technology in a responsible manner to provide access to new and innovative sources of information. The resulting improved learning environment will encourage both collaborative and independent learning beyond the classroom preparing students as life-long learners, governed by a moral and ethical code of conduct.

Strategy #1: Focus on technology by reviewing its utilization, timing and appropriateness in the Catholic high school

Action	Point of Contact
A. Form a Technology Committee with Board members, faculty, clergy and members with technical expertise; define Committee's mission; initially, the Committee will assess and evaluate the uses of both new and proven technologies	Principal, Executive Committee; Technology Faculty; Technology Committee

Strategy #2: Expand class offering to allow a wider range of electives and a continued focus on college preparation (online courses, collaboration with other schools, web based classes, technical AP offering)

Action	Point of Contact
A. Research the addition of an AP Technology course	Principal; Technology Faculty; Technology Committee
B. Offer one online course to seniors (prepare to use online courses as they would be at a post-secondary school)	Principal; Technology Faculty; Technology Committee
C. Partner with a college/university to offer one online college level course available to students	Principal; Technology Faculty; Technology Committee

Strategy #3: Identify and standardize technologies to be used at school. Ensure all technology hardware and software is standardized throughout the curriculum; provide capacity planning, technology refresh and personnel training plans for all technology

Action	Point of Contact
A. Review and evaluate the technology asset physical inventory	Technology Committee; Technology Faculty
B. Review five year upgrade plan for all technology elements	Principal; Technology Committee
C. Create a logical/informational list of all technologies utilized.	Technology Committee

D. Conduct semi-annual training for all faculty for each standardized technology	Technology Committee; Technology Faculty
E. Install LCD projectors in all applicable classrooms	Principal; Finance Committee; Technology Faculty; Technology Committee

Strategy #4: Teach students how to apply technology to real world situations

Action	Point of Contact
A. Conduct annual Tech fairs	Technology Committee; Technology Faculty
B. Design a speaker series with Alumni speakers on how technology impacts their career (can also be offered online)	Technology Committee; Technology Faculty
C. Research developing internships with at least one outside organization for students to earn credit and receive real world work experience.	Technology Committee; Technology Faculty
D. Develop a multi-year "IT track" curriculum that will prepare students for non-collegiate IT workforce.	Principal; Technology Committee; Technology Faculty

Strategy #5: Ensure that all students and faculty are taught the moral and ethical use of technology

Action	Point of Contact
A. Develop student standards for moral and ethical use of technology	Principal; Technology Committee
B. Review faculty/administration standards for moral and ethical use of technology	Principal; Technology Committee
C. Continue to educate the faculty on the moral and ethical standards of technology at St. Pius X	Principal; Technology Committee
D. Embed moral and ethical discussion into the curriculum	Principal; Technology Committee; Faculty

Strategy #6: Utilize technology to improve communication among key stakeholder groups (e.g., Parents and Coaches)

Action	Point of Contact
A. Transition school's website to a portal based website allowing for customized content for each user.	Technology Committee; Technology Faculty

B. Utilize and standardize current available technology to improve communication (e.g., Google suite, remind 101, etc.)	Technology Committee; Technology Faculty
C. Develop a mobile app targeting consistent communication among stakeholders.	Technology Committee; Technology Faculty; Marketing Committee

Monitor and Review

An essential part of the strategic planning process is the Monitor and Review portion. There are two essential elements of this process: 1) Bi-monthly School Board Reviews and 2) Annual Reviews.

1) **School Board Reviews** (six times a year)

a. Six categories will be reviewed

1. Academics
2. Catholicity/Culture/Extracurricular Activities
3. Technology
4. Finance /Advancement
5. Alumni and Community Engagement
6. Buildings & Grounds

b. Each category lead will update the Board on progress made

c. A color-coding system will be used to track progress and bring issues to light

2) **Annual Reviews** (one-day session)

These reviews will include:

- a. A review of Vision, Mission, etc.
- b. In-depth updates from category leads
- c. Discussions with key stakeholders
- d. Visits to areas of change

Sharing Progress

- Update slides and plan revisions will be posted on the St. Pius X website
- Visual scoreboards will be available for interested persons to monitor progress on the strategic plan

Engaging Stakeholders

- Periodic surveys will be conducted with stakeholder groups to provide input that may lead to modifications or used to validate current elements of the plan.
- In the case of potential modifications, focus groups will convene in order to better understand the inputs provided in the survey

Compliance Officer

- Consider creation of Board position with responsibility to monitor the Plan

Acknowledgements

The Board of Directors of St. Pius X High School would like to acknowledge and thank all of the members of our community who participated in the creation of this Strategic Plan, including:

- The Principal, administration, faculty, staff, students, parents and alumni of St. Pius X High School
- Henry Parente, Consultant

Yours in Christ,

St. Pius X High School Board Members:

Linda Beaubien

Brian Cannavan ('94)*

Eric Guettermann ('02)

Elaine Heffley ('77)

Kelly Kaullen*
Treasurer of School Board

Chuck Koesterer*

Joseph Monachino, Jr. ('81)
Principal of St. Pius X (Ex-officio)

Dr. Dan Peters
Superintendent of Schools (Ex-officio)

Rozanne Prather* **
Vice-President of School Board

Casey Ramsey*

Greg Ringel ('81)**
President of School Board

Rev. Michael Roach ('71)
President of St. Pius X (Ex-officio)

Brett Sharp ('96)

Susan Teson ('72)
Secretary of School Board

Deborah Thompson*

Les Whisler* **

*Chair of Category Committee

**Strategic Planning Steering Committee