

Strategic Planning Process

Inspired by the Sisters of St. Joseph, St. Francis Xavier Catholic School provides an excellent academic foundation, promotes spiritual formation, and inspires within each student the desire to serve others.

The Planning Team and the Planning Process

The creation of the Saint Francis Xavier's Strategic Plan 2019-2024 began in October 2018, when Dr. Mermann reviewed and adopted the planning structure. Dr. Mermann and the Super Team received a detailed explanation of the steps of the strategic planning process and its alignment with AdvancED.

The Strategic Plan was developed over several months by a team of over 25 stakeholders representing all stakeholders. The entire planning team (Super Team) met three (3) times, and three (3) target area committees met a total of nine (9) times. The target area teams functioned to address the three identified areas and reported to both the full planning team and Dr. Mermann.

On May 14, 2019, the Super Team reviewed and discussed the draft plan of each committee's goals, objectives, and action steps to reach consensus on the strategic plan. Input was given at the end of that meeting to make certain that all stakeholders' needs were addressed.

Throughout the process, the committee members reported to and received input from their various constituent groups through face-to-face contact, emails, and review of draft documents.

Connecting the Strategic Plan to AdvancED Standards

The strategic planning process was aligned to the Southern Association of Colleges and Schools Council on Accreditation and School Improvement (SACS CASI) standards. The explanation of the strategic planning process

given to the School Advisory Board and Super Team linked the process to AdvancED Standards 2017-2018. District leaders reviewed AdvancED standards to identify the three (3) target areas for the strategic plan: Leadership Capacity, Learning Capacity, and Resource Capacity. The components of the plan, research-based actions, evaluation, timeline, and resources, also support the expectations of these AdvancED standards.

Connecting the Strategic Plan to State Board Standards

State Board Standards in Domain 2 states the following:

“The governance leadership team, in collaboration with the community, adopts and enacts a planning process that results in an adopted system strategic plan designed to improve student achievement and organizational effectiveness.”

Consideration of Data and Identification of Need

The target area committees at their initial meeting discussed the data to bring to the table for their goal-setting sessions. Data brought to the table and reviewed during these sessions included standardized test scores, progress monitoring, stakeholder input, as well as feedback from school leadership teams and teacher groups. Committees used these data to identify areas for growth, to determine goals, to set measurable objectives, and to decide which actions to take to meet the goals.

Development of Goals, Objectives, and Action Steps

For each of the three (3) target areas, the committees analyzed data to determine areas for growth on which to write goals. After agreement was reached on the goals, each team wrote measurable objectives and determined actions for each with timelines, funding, persons responsible, and means of evaluation. The plan on which the Super Team came to consensus includes eight (8) goals and ten (10) objectives with thirty-six (36) action steps. The total number of items put in place is fifty-four (54).

Action steps are scheduled over a five-year period with most being initially implemented within the first two years of the cycle. The measurable objectives and accompanying actions are to be reviewed annually using the suggested means of evaluation. This review of progress may result in revisions with action steps being modified or added.

Mission Statement

Inspired by the Sisters of St. Joseph, St. Francis Xavier Catholic School provides an excellent academic foundation, promotes spiritual formation, and inspires within each student the desire to serve others.

St. Francis Xavier

Time Period: Fall 2019 – Spring 2024

Target Area 1: Learning Capacity

Goal 1.1 Create and implement academic improvement at St. Francis Xavier.

Objective 1.1.1 Implement a well-developed curriculum for all learners enrolled in St. Francis Xavier.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
1.1.1.1	Recruit and hire an Academic Resource Person (Instructional Coach).	Begin recruitment in Fall 2019 Hire Summer 2020	Local	Principal	Staffing documents
1.1.1.2	Collect baseline achievement data on each student by analyzing MAPS data.	Spring 2019-Spring 2024	N/A	Teachers and Academic Resource Person	Data will be turned into Academic Resource Person

1.1.1.3	Develop a learning plan for each student, and share the plan with parents.	By December 2020	N/A	Academic Resource Person/Teachers	Learning Plans
1.1.1.4	Use benchmark data to determine growth by academic year, and set goals for increasing student achievement.	By December 2021	N/A	Teachers	Benchmark data supplied by MAPS

St. Francis Xavier

Time Period: Fall 2019 – Spring 2024

Target Area 1: Learning Capacity

Goal 1.2: Student Achievement will increase at St. Francis Xavier in areas of need.

Objective 1.2.1: Instruction will be differentiated for each learner based on timely, relevant data so that student achievement will improve for all learners

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
1.2.1.1	Provide Differentiated Instruction professional learning for all teachers.	Begin Spring 2019 and continue annually through 2024	Diocese/ Local	Principal/Academic Resource Person	Sign in sheets, course evaluations, observations conducted by Principal/Academic Resource Person, Lesson Plans

1.2.1.2	Teachers will differentiate instruction in all classrooms based on timely, relevant data.	Fall 2019- Spring 2024	N/A	Teachers, Academic Resource Person and administrators	Feedback from classroom observations
1.2.1.3	Conduct longitudinal study to produce data on performance of St. Francis Xavier students that graduate from the two (2) local public high schools.	Start Spring 2020 and each graduation class thereafter	N/A	Academic Resource Person	Graduation ranking for former St. Francis Xavier students

St. Francis Xavier

Time Period: Fall 2019 – Spring 2024

Target Area1: Learning Capacity

Goal 1.3: Establish a calendar to review and replace instructional materials.

Objective 1.3.1: Provide updated learning resources for all learners.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
1.3.1.1	Form a Textbook Committee.	Fall 2019	NA	Academic Resource Person and administrator	Textbook Committee formed and fully operational
1.3.1.2	Textbook Committee will conduct an audit of resources used for teaching and learning at St. Francis Xavier.	Fall 2019-Spring 2020	NA	Teachers, Academic Resource Person, and administrator	Textbook Committee will evaluate current textbooks for relevancy, usability, and alignment to the curriculum.

1.3.1.3	Textbook Committee will use the findings of their audit to develop a textbook/resource adoption schedule to be implemented as funds are available.	Spring 2020	Local/ Diocese	Textbook Committee	Textbook Adoption Schedule will be shared with all stakeholders.
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St. Francis Xavier

Time Period: Fall 2019-Spring 2024

Target Area 2: Leadership

Goal 2.1: Create and implement a Development/Marketing Plan for St. Francis Xavier.

Objective 2.1.1 The Development Director will create and implement a Development Plan for St. Francis Xavier.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
2.1.1.1	Development Director will create an audit of current methods used to market St. Francis Xavier.	Begin Summer 2019	Local	Development Director	Share audit with Principal
2.1.1.2	Development Director will research high impact development strategies for Glynn County.	Summer 2019	Local	Development Director	Present data to Principal/other Advisory Boards

2.1.1.3	Development Director will create a Marketing Plan for St. Francis Xavier.	December 2019	NA	Development Director	Plan presented to Principal
2.1.1.4	Development Director will begin to implement the Development/Marketing Plan.	January 2020 and continuously	Local	Development Director	Number of new stakeholders interested in St. Francis Xavier Increased enrollment

St. Francis Xavier

Time Period: Fall 2019-Spring 2024

Target Area 2: Leadership

Goal 2.2: Create and implement a Communication Plan for St. Francis Xavier that is both internal and external.

Objective 2.2.1: By December 2019 and annually thereafter, improve internal communication to faculty, staff and students and ensure essential, predictable communication.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
2.2.1.1	<p>Students: Grades, assignments, and announcements will be communicated through FACTS SIS and other forms of technology.</p> <p>Teachers/Principal: Communication will come through the use of contact logs, monthly reports from Principal</p>	<p>Start: Summer 2019</p> <p>Completion Spring 2024</p>	Upgrades in technology as necessary	Principal	<p>Data is compiled at the end of each school year</p> <p>Reports are turned in to the Principal at the end of each school year</p> <p>Principal shares reports in Annual Report</p>
2.2.1.2	<p>Faculty and Staff: Collaborative planning, PLCs, school-wide meetings, face-to-face meetings, one-to-one coaching, survey to get suggestions for improvement and faculty review.</p>	<p>Start: Summer 2019</p> <p>Completion Spring 2024</p>	Upgrades in technology as necessary	Principal	<p>Data is compiled at the end of each semester</p> <p>Reports are turned in to the Principal and shared in Annual Report</p>

St. Francis Xavier

Time Period: Fall 2019-Spring 2024

Target Area 2: Leadership

Goal 2.2: Create and implement a Communication Plan for St. Francis Xavier that is both internal and external.

Objective 2.2.2: Improve and expand external communication about St. Francis Xavier.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
2.2.2.1	Parents: social media, one call system, website, email, one-on-one meetings (proactive and reactive), Parent Meetings	Start: Summer 2019 Completion Spring 2024	Upgrades in technology as necessary	Development Director	Data is compiled at the end of each semester Reports are turned in to the Principal at the end of each school year Principal shares reports in Annual Report
2.2.2.2	Community: Social Media, website, radio, YouTube, Education Summit, civic club presentations, post-secondary relationships; sharing the success of St. Francis Xavier with the community, celebrating graduation, celebrating student success in all grades.	Start: Summer 2019 Completion Spring 2024	Upgrades in technology as necessary	Development Director	An annual review/audit of communication program that is shared in Annual Report Attendance at school events Website views, Surveys & Data reports

2.2.2.3	Develop and publish a brochure containing information about St. Francis Xavier.	June 2020	Cost of printing brochure possibly covered through donations	Development Director	Share copies of brochure at local civic club meetings; mail copies to alumni. A log will be kept of ways brochures are shared.
2.2.2.4	Parishes include information about the successes and of Saint Francis Xavier School and its students in the three Catholic Church's bulletins at least twice each month.	Start August 2019	NA	Development Director	Copies of bulletins

St. Francis Xavier

Time Period: Fall 2019-Spring 2024

Target Area 3: Resources

Goal 3.1: Create and implement a Five-Year Technology Plan for St. Francis Xavier.

Objective 3.1.1: By the end of fall 2019, the St. Francis Xavier Five-Year Technology Plan will be created and adopted.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
3.1.1.1	Form a St. Francis Xavier Technology Review Team.	Summer 2019 Annually 2019-2024	N/A	Principal	Team presented to SAB
3.1.1.2	Technology Review Team conducts an audit of current technology resources at St. Francis Xavier.	Annually	N/A	Chair/Principal	Report presented to SAB
3.1.1.3	Technology Review Team seeks input from all stakeholders.	Annually/ Ongoing	N/A	Chair/Principal	Addendums to report Various survey results Agendas from applicable meetings

3.1.1.4	Technology Review Team will write a Five-Year Technology Plan and share findings with all stakeholders	Fall 2019	N/A	Chair/Principal	Five-Year Technology Plan shared with all stakeholders
3.1.1.5	Findings of Technology Review Team will be acted on as funds are secured	Ongoing	Diocese	Chair/Principal	Physical evidence of technology implementation Technology progress reports

St. Francis Xavier

Time Period: Fall 2019-Spring 2024

Target Area 3: Resources

Goal 3.2: Create and implement a School Operations Plan.

Objective: 3.2.1: By the end of spring 2019, a Five-Year Facility Plan will be developed and adopted by St. Francis Xavier. This plan will cover not only the physical facilities, but also the safety and security of the facilities.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
3.2.1.1	Form a Facilities Review Team for St. Francis Xavier.	Summer 2019 Annually 2019-2024	N/A	Principal	Report of initial team meeting presented to SAB
3.2.1.2	Facilities Review Team will conduct an audit of current facilities at St. Francis Xavier including security and safety.	Spring 2020	N/A	Chair/Principal	Report presented to SAB from Facilities Review Team
3.2.1.3	Facilities Review Team will seek input from all stakeholders (to include but not limited to: teacher representatives, technology coordinator, parents, administrators, etc.)	Spring 2020	N/A	Chair/Principal	Addendums to report Various survey results Agendas from applicable meetings.

3.2.1.4	Facilities Review Team will develop a Five-Year Facilities Plan.	Fall 2020	NA	Chair/Principal	Findings shared in Annual Report
3.2.1.5	The Facilities Review Team will share findings with stakeholders annually.	Spring 2021 and ongoing	N/A	Chair/Principal	Findings shared in Annual Report Board meeting minutes.
3.2.1.6	Findings of Facilities Review Committee will be implemented as funds are secured.	Ongoing	Diocese	Principal	Physical evidence of facilities updates Facilities reports

St. Francis Xavier

Time Period: Fall 2019-Spring 2024

Target Area 3: Resources

Goal 3.3: Create and implement a Five-Year Financial Plan for St. Francis Xavier.

Objective 3.3.1: Annually, beginning in the summer of 2019, examine all sources of fundraising and expenditures for St. Francis Xavier to ensure that each is fiscally sound.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
3.3.1.1	Establish a St. Francis Xavier Finance Committee.	Summer 2019	NA	Principal	Sign in sheets and minutes from meetings
3.3.1.2	St. Francis Xavier Finance Committee will review information from all audits (Technology, Facilities, Textbook, etc.) conducted at St. Francis Xavier.	2019-2020 School year	NA	Chair	Minutes from Financial Team meetings

3.3.1.3	Create Financial Survey for St. Francis Xavier stakeholders (parents, alumni, board members) to prioritize needs.	Fall 2019	NA	Finance Committee Principal	Copy of survey
3.3.1.4	Use all data gathered to develop a fiscally sound financial plan for St. Francis Xavier.	Annually	NA	Finance Committee Principal	St. Francis Xavier Financial Plan will be available for stakeholder review

St. Francis Xavier

Time Period: Fall 2019-Spring 2024

Target Area 3: Resources

Goal 3.3: Create and implement a Five-Year St. Francis Xavier Financial Plan.

Objective 3.3.2: Develop a protocol for fundraising for all organizations within Saint Francis Xavier beginning fall of 2019.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
3.3.2.1	All organizations will submit plans for fundraising during the 2019-2020 school year in writing to the principal by August 1 st of each year.	August 1 st of each school year	NA	Marketing Director and Principal	Marketing Director will create a St. Francis Xavier Marketing Calendar.
3.3.2.2	St. Francis Xavier will prioritize and schedule each fundraising event on the school calendar. Only fundraising approved by the principal can be scheduled.	August of each year	NA	Principal Marketing Director	St. Francis Xavier Marketing Calendar will display all approved fundraising events for the school year

St. Francis Xavier School

Time Period: Fall 2019- Spring 2024

Plan Analysis

Target Area	Goals	Objectives	Action Steps
Learning Capacity	3	3	10
Leadership	2	3	9
Resources	3	4	17
Totals	8	10	36



Parent Survey

QUESTION SUMMARIES DATA TRENDS

Q1
How did you first hear about the school?

Answered: 56 Skipped: 0

I'm an alumni!

11/21/2017 4:31 AM

Decades ago...had friends who attended .

11/19/2017 7:30 PM

I was a student.

11/19/2017 1:40 AM

Other parents and students

11/18/2017 3:43 AM

Q2
Why did you choose to send your child here?

Answered: 56 Skipped: 0

I had a great experience while I was a student there. Prefer the private school setting for my child over public.

11/21/2017 4:31 AM

Share Link

<https://www.surveymonkey.com/re>

COPY

SHARE SETTINGS

Share

Tweet

Share

Share

56 responses

Parent Survey - Responses | SurveyMonkey

Better education and learning atmosphere than public schools. I do not like many of the current instructional programs being used in the public school system. I also do not like the fact that students who constantly disrupt instruction are allowed back in the classroom. There needs to be more accountability for the parents and alternative placements, so that students who want to learn are able to learn without disruption. These things are not an issue at St. Francis.

11/19/2017 1:40 AM

Reputation

Q3

What does our school do well?

Answered: 55 Skipped: 1

Involvement in the community, with parents, etc.

11/21/2017 4:31 AM

The homework and projects are so needed.

11/19/2017 7:30 PM

Educate.

11/19/2017 1:40 AM

Educate and nurture its students

11/18/2017 3:43 AM

Q4

What could our school do better?

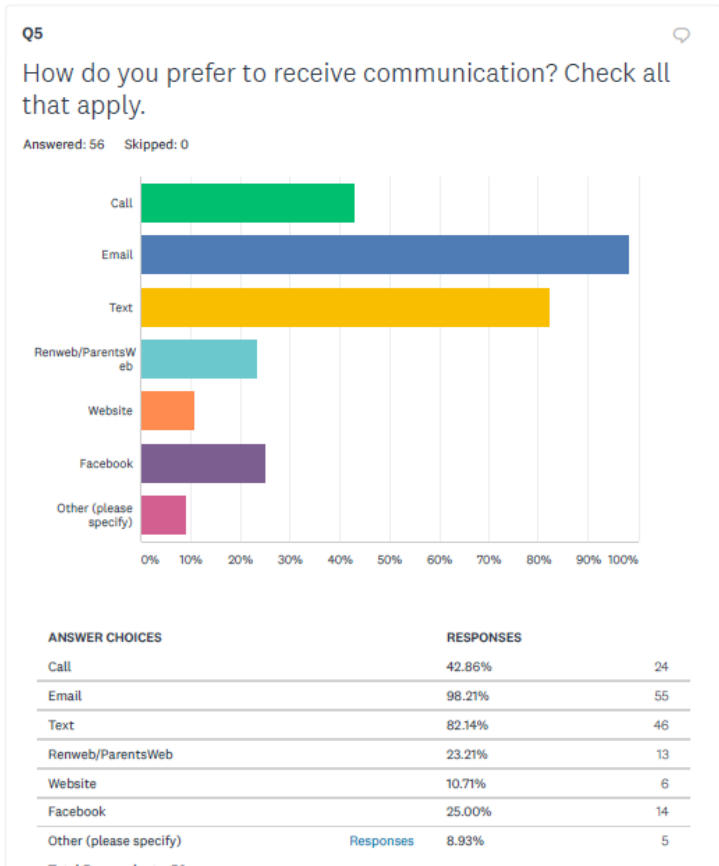
Answered: 53 Skipped: 3

A new janitor! My daughter has eczema and she is in kindergarten and the janitorial services blows out the rooms with a blower instead of sweeping/vacuuming/dusting and leaves everything on the sidewalk and the rooms filthy! Apparently, this has been addressed for more than one school year, but the same thing is still occurring - why do we not have a new contractor?? Also, better, more efficient and timely communication about upcoming events and their dates.

11/21/2017 4:31 AM

Too many fundraisers.
 11/19/2017 7:30 PM

I understand that a private school has to have funding to operate; however, I sometimes feel bombarded with the number of fundraisers going on at the same time. I can't remember them all at times. I would prefer a raise in tuition rather than have tuition plus 4-5 fundraisers.
 11/19/2017 1:40 AM

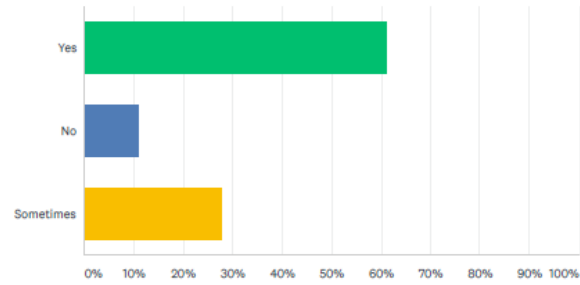


Total Respondents: 56

Q6

Do you believe our school communicates information in an effective and timely manner?

Answered: 54 Skipped: 2

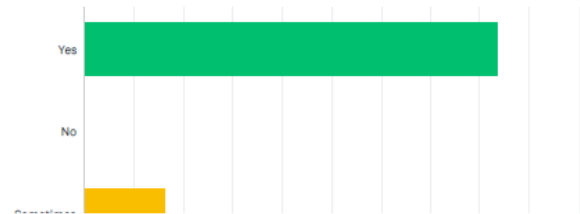


ANSWER CHOICES	RESPONSES	
Yes	61.11%	33
No	11.11%	6
Sometimes	27.78%	15
TOTAL		54
Comments (18)		

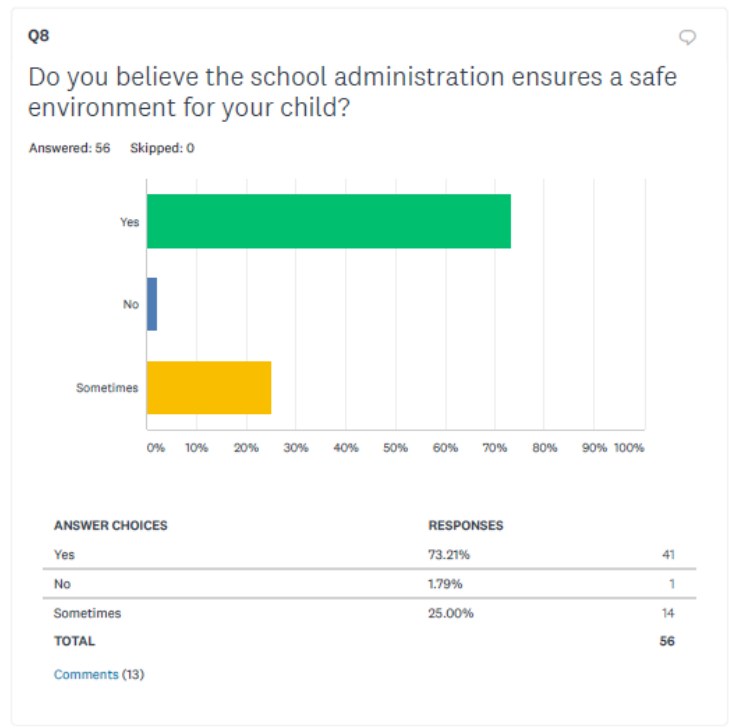
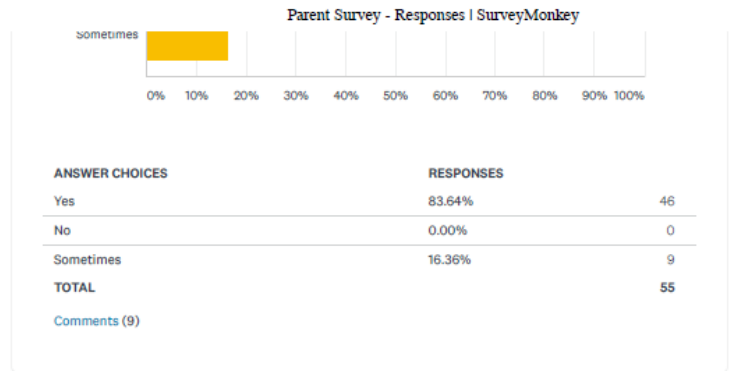
Q7

Do you feel the staff is warm and welcoming?

Answered: 55 Skipped: 1

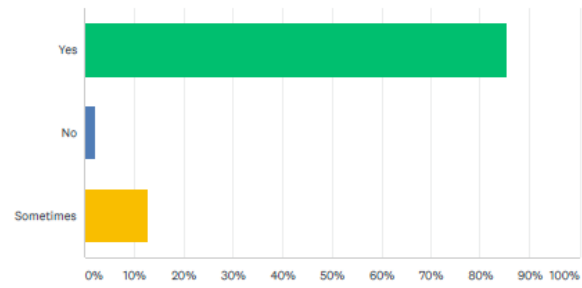


11/2/2018



Do you see any signs your child is growing in their spiritual faith?

Answered: 55 Skipped: 1



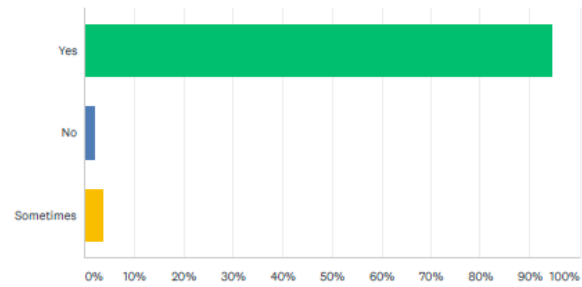
ANSWER CHOICES	RESPONSES	
Yes	85.45%	47
No	1.82%	1
Sometimes	12.73%	7
TOTAL		55

[Comments \(11\)](#)

Q10

Do you feel your child is generally happy at the school?

Answered: 56 Skipped: 0



ANSWER CHOICES	RESPONSES
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11/2/2018

Parent Survey - Responses | SurveyMonkey

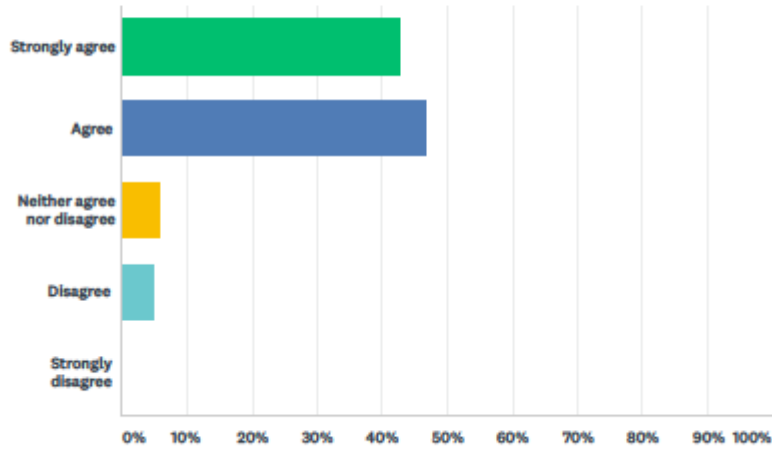
ANSWER CHOICES	RESPONSES	
Yes	94.64%	53
No	1.79%	1
Sometimes	3.57%	2
TOTAL		56
Comments (4)		

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Q2 The academic program address the needs of the whole child through core classes, elective/specials, and extra curricular activities.

Answered: 103 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	42.72%	44
Agree	46.60%	48
Neither agree nor disagree	5.83%	6
Disagree	4.85%	5
Strongly disagree	0.00%	0
TOTAL		103