



BUILDING OUR FUTURE TOGETHER II
A STRATEGIC PLAN FOR ST. PIUS SCHOOL
SEPTEMBER 2016

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The Strategic Planning Process for St. Pius School

The Strategic Planning Process for St. Pius School – Building Our Future Together II

History & Context

St. Pius School has been preparing young students to become Catholic leaders in the community for over 60 years. Founded by Monsignor Michael Fitzsimon in 1953, St. Pius School is a parish school, primarily serving the community of St. Pius Church, and welcoming all families who desire a Catholic education for their children.

St. Pius School provides a high quality education in a loving environment. Administrators, faculty, and staff work in partnership with the primary educators of the children, their parents, to ensure the best experience for each student. Parents send their children to St. Pius School because it is a supportive community that teaches and expects respect of everyone. Administrators, faculty, and staff want the children in their care to feel safe and special.

St. Pius School has been blessed with much success and is in the enviable position of planning from a position of strength. While many Catholic schools across the country are experiencing declining enrollments and closures, St. Pius School continues to flourish. Father Paul Rossi, the pastor, is a strong and committed advocate of Catholic schools. Rita Carroll, the long-term principal, is a gifted and respected leader. The school has a stable group of dedicated, credentialed teachers and capable staff. Over the years, the academic and enrichment programs have grown significantly; the school has kept pace with technological and pedagogical changes. Through a generous endowment fund, significant community investment in fundraising, and prudent financial management, tuition has remained low enough to attract a wide range of families and maintain close to full enrollment. In fact, St. Pius School's tuition is the most affordable relative to other Catholic schools in the surrounding area. Families are actively involved in the life of the school and many are engaged in the parish. St. Pius School is fully accredited by the Western Catholic Educational Association (WCEA) and the Western Association of Schools and Colleges (WASC).

In 2012, St. Pius School developed a three-year strategic plan to leverage opportunities in the areas of Catholic Identity, Academics, Finances, Marketing, Communication and Community Engagement, and Facilities. In addition to addressing St. Pius School's strategic planning needs, the 2012 Strategic Plan resulted in the creation of a preschool for the parish. Building Our Future Together II builds on the school's current three-year strategic plan and is intended to fully integrate with the Parish's five-year Pastoral Plan.

Process

In January 2016, Principal Rita Carroll and Pastor Fr. Paul Rossi formally re-initiated strategy planning for St. Pius School, with the intent of building on the recent WCEA/WASC accreditation process and the Pastoral Planning process. The planning efforts were guided by a small Strategic Leadership Team that consisted of diverse representatives from the parish and school communities. The Strategic Leadership team convened regularly over a period of six months, to review and analyze data, share perspectives, provide advice and counsel, and develop strategic planning recommendations that would be ultimately reviewed and approved by Father Rossi and Rita Carroll.

Consistent with the 2012 strategic planning process, there was a desire for the strategic planning process to be inclusive, and to engage the entire St. Pius School and Parish Community in generating ideas. The St. Pius School and Parish Community directly contributed to this strategic plan by sharing their ideas and perspectives:

- During the September 2015 PTG meeting
- Through the WCEA/WASC accreditation process
- Through the March 2016 St. Pius School Community On-Line Survey
- During the Parish Pastoral Planning listening sessions
- During Faculty and Staff meetings facilitated by one of the faculty members who was also a member of the Strategic Leadership Team

The Strategic Leadership Team considered and incorporated the diverse thinking of the community into their strategic planning discussions and recommendations.

Data and Perspectives to Inform Planning

About St. Pius School

MISSION

As a community of active Christians, we promote faith, awaken talents, and develop character and academic strength in all students.

VISION

St. Pius School will continue to offer a Catholic, academically excellent, and affordable education to families who desire a Catholic education for their children for all generations to come.

PHILOSOPHY

St. Pius School is committed to carrying out the ministry of Jesus Christ in the education of youth. We emphasize the education of the whole person, fostering spiritual, intellectual, social, physical, and psychological growth. We strive, in partnership with the family and parish, to provide a quality education in a Catholic environment of peace, security, and love.

We acknowledge that the responsibility of instilling good self-concept, love of neighbor, and an atmosphere of a lived Catholic faith rests primarily with the parents. Therefore, we, the faculty of St. Pius School, recognize that true cooperation with the parents strengthens our educational endeavors.

Our efforts are directed to sending forth students fortified with personal confidence, academic skills, and a religious commitment to help them become responsible, mature and active Christians.

RESEARCH ON CATHOLIC SCHOOLS

The National Catholic Education Association (NCEA), Boston College, and University of Notre Dame have conducted numerous studies to identify factors that contribute to the success of Catholic schools. These key factors include:

Effective Leadership

- A Principal who is competent and committed
- A Pastor who believes that the school is an important mission of the parish and the Church
- A School Board who supports the school
- Faculty who is committed to the school's mission

Favorable Demographics

- A sufficient number of school-age children

Strong Enrollment

- K-8 enrollment of at least 25 per class

Financial Stability

- A balanced budget; 85% of the budget comes from "hard" sources – tuition and fees, endowment
- Families are able to afford tuition; sufficient tuition assistance is available.

Academic Quality

- High, yet attainable, standards and performance; quality curriculum and excellent teachers. This is the "*word on the street*" about the school.

Catholic Identity

- The value-added component in terms of a Catholic culture, curriculum, and a community of faith is strong enough to differentiate it from public, charter, or private schools.

Strategic Planning

- A comprehensive, multi-year plan of how school viability, vitality, and effectiveness will be achieved

These elements provided a framework for collecting data to inform the strategic planning priorities for St. Pius School. Following is an overview of the data and perspectives collected.

Highlights of Parent Perspectives

WCEA/WASC Accreditation Process - September 2015 PTG Meeting - March 2016 On-Line Survey

St. Pius School Strengths - What Parents Appreciate About St. Pius School

- A) Catholic identity and values - a strong, faith based community.
- B) A Pastor who believes in Catholic education.
- C) Consistently strong academic program, including a variety of co-curricular enrichment activities.
- D) Stable and dedicated faculty and staff.
- E) Capable and approachable leadership.
- F) High standards for behavior and academic performance.
- G) Commitment to the development of the whole child - students are happy.
- H) It feels like a family - supportive, nurturing, caring, loving, warm.
- I) The active, engaged and committed parent community.
- J) Centrally located and affordable.

Opportunities to Strengthen St. Pius School

Academics

- A) Continue to focus on core academic subjects - English Language Arts, science, and math.
- B) Expand 21st Century learning strategies- more hands-on, project based opportunities.
- C) Strengthen differentiation to address the full spectrum of students' proficiency and learning needs.
- D) Retain great teachers, especially in middle school.
- E) Continue to support the development of conflict resolution skills and anti-bullying programs.

Technology

- A) Continue to enhance technology to support teaching and learning.
- B) Increase technology to support administrative needs.
- C) Provide 1:1 devices for middle school students.

Facilities

- A) Update classrooms and buildings.
- B) Beautify the campus.
- C) Strengthen campus safety.

Communication

- A) Enhance communication with parents about school activities.
- B) Provide more communication and support to parents to enable them to better understand the common core standards and curriculum.

Finance

- A) Develop and communicate a more predictable fundraising plan.

**THE FUTURE OF ST. PIUS SCHOOL
STRATEGIC PRIORITIES**

ST. PIUS SCHOOL STRATEGIC PRIORITIES

Informed by the strengths, challenges, needs, and opportunities for change, six strategic priorities provide direction for ensuring that St. Pius School will continue to provide a 21st Century Catholic education that is academically excellent, affordable, and accessible to any family that desires a Catholic education for their children, with an emphasis on serving families in the parish.

A) Catholic Identity

Continue to infuse Catholic values and practices in all aspects of academic and community life and strengthen the relationship with the parish, integrating the school's planning with priorities for the Parish's Pastoral Plan.

B) Academics

Continue to build and continuously improve an innovative, comprehensive, and academically excellent program, emphasizing WCEA/WASC priorities, that addresses the unique learning needs of all students and prepares them for the high schools of choice.

C) Technology

Continue to develop, implement, and refresh a technology strategy that addresses teaching, learning and administrative needs.

D) Finances

Continue to educate the community and strengthen the financial health of the school through building the endowment.

E) Communication and Community Engagement

Enhance engagement with current parents and refresh the marketing, communication, and outreach strategies.

F) Facilities Enhancements

Redesign facilities to enhance opportunities for collaboration and innovation, integrating space planning for the school with the Parish Pastoral Plan for the greater "campus," keeping the safety of the community at the forefront of priorities.



Strategic Priority: Catholic Identity

STRATEGIC PRIORITY 1: CATHOLIC IDENTITY

St. Pius School will continue to infuse Catholic values and practices in all aspects of academic and community life and strengthen the school's relationship with the parish, integrating the school's planning with priorities for the Parish's Pastoral Plan.

Context for Planning

Catholic Identity is the soul of Catholic schools and one of the primary reasons that families choose to send their children to St. Pius School. Catholic schools are unique in their commitment to the development of the whole human person - mind, body, and soul - and the total integration of Catholic faith into every aspect of school life. Many St. Pius School families believe that the school's Catholic Identity is one of its core strengths. Because of the importance of Catholic Identity in the life of a Catholic school, opportunities to sustain or enhance Catholic Identity will always be included in a Strategic Plan for St. Pius School.

Strategic Actions that support Catholic Identity:

- A) Integrating with the Parish's Pastoral Plan, engage more school families in the life of the Parish.
- B) Expand and increase the impact of service learning opportunities for students.
- C) Identify opportunities and actively encourage students to put their Catholic beliefs into action in and out of the classroom.
- D) Leverage the data from ACRE (Assessment of Catechesis/Religious Education) to strengthen religious instruction.
- E) Increase and identify new methods of communication with parents regarding all aspects of the Catholic Identity of the school.



Strategic Priority: Academics

STRATEGIC PRIORITY 2: ACADEMICS

St. Pius School will continue to build and continuously improve an innovative, comprehensive, and academically excellent program, focused on WCEA/WASC priorities, that addresses the unique learning needs of all students and prepares them for the high schools of their choice.

Context for Planning

St. Pius School has a reputation for offering its families a comprehensive and excellent academic and co-curricular program that includes challenging standards for student achievement. Almost all 8th grade students have been accepted into and attend their first choice for high school, including Catholic, private, and public school options. Alumni of St. Pius School have graduated from prestigious colleges and enjoy successful careers. Year after year, the school continues to invest in educational technology, including hardware, software, and professional development, to advance student learning. Almost all St. Pius School teachers are credentialed and many have or are working toward an advanced degree. Continued professional growth is both valued and supported. St. Pius School is fully accredited by WCEA (Western Catholic Education Association) and WASC (Western Association of Schools and Colleges).

Looking forward, it is important for St. Pius School to continually and proactively assess and adapt to changes in education and student learning needs. Operating from a continued position of strength and focusing on WCEA/WASC priorities, St. Pius School has identified several opportunities to sustain its competitive academic advantage:

Strategic Actions to support Academics:

- A) More fully integrate Student Learning Expectations into the daily lives of the students.
- B) Implement all WCEA/WASC priorities with a focus on the following areas:
 - a. English Language Arts (ELA)
 - b. Enhance and leverage data to inform teaching.
 - c. Continue to utilize differentiated teaching strategies to address individual needs of learners across a broad spectrum of styles, interests, abilities.
- C) Continue to enrich an academic program that supports 21st Century teaching and learning standards.
 - a. Investigate research-based programs that focus on 21st Century learning.
 - b. Explore opportunities to strengthen science and math
 - c. Integrate more "hands-on" teaching and learning opportunities into the current science curriculum
 - d. Identify and implement creative options for differentiating math teaching to address the different needs of learners
 - e. Create lesson plans to explicitly teach and model learning skills.

- D) Continue to support the professional development of faculty and staff in support of achieving all priorities for teaching and learning.
- E) Deepen families' understanding of the academic program.
- F) Enhance the community's understanding of high school expectations.



Strategic Priority: Technology

STRATEGIC PRIORITY 3: Technology

St. Pius School will continue to develop, implement and refresh a technology strategy that addresses teaching, learning, and administrative needs.

Context for Planning

The 2012-2015 Strategic Plan resulted in the implementation of a number of practices to enhance and support technology on an ongoing basis. All of these "best practice" priorities will be carried forward into the 2016-2019 Strategic Plan to ensure that St. Pius School continues to provide and support a technology-rich learning environment for its students. In addition to focusing on technology to support teaching and learning, St. Pius School parents would like the school to explore opportunities to utilize technology to enhance administrative functions.

Strategic Actions that will support Technology:

- A) Evaluate resource needs for ongoing support of educational technology.
- B) Convene a Technology Committee comprised of staff and other subject matter experts that meets on a regular basis to discuss and develop strategies for school-wide use of technology that supports 21st century teaching and learning goals.
- C) Refresh the current 3-year Technology Plan that includes hardware, software, and professional development needs that will enable St. Pius School to offer the most current educational technology.
- D) Continue to provide professional development opportunities for faculty and staff that will enable them to effectively learn about and leverage technology in the classroom.
- E) Provide opportunities for mutual exchange of information across faculty and staff to support continuous learning and integration of technology into the curriculum.
- F) Evaluate the technology available to support school administrative functions and engagement with parents.



Strategic Priority: Finances

STRATEGIC PRIORITY 4: FINANCES

St. Pius School will strengthen its financial health and continue to offer the most affordable tuition model, primarily through building the endowment.

Context for Planning

St. Pius School's finances are strong and responsibly managed. The school endowment enables St. Pius School to offer families a tuition model that may be the most affordable option, relative to other Catholic elementary schools in the area. Although the endowment may be one of St. Pius School's unique strengths and differentiators, its value and impact could be better communicated and leveraged. Building greater awareness about the endowment and developing targeted strategies to actively grow the endowment have the potential to further strengthen St. Pius School's financial position.

Strategic actions to ensure the long-term financial health of St. Pius School and to enable the school to continue to offer the most affordable tuition model:

- A) Develop and implement a comprehensive strategy for actively growing the endowment.
- B) Bring more transparency to communication about the school's financial picture including annual planning, the budget (income and expenses), use of the endowment, and longer-term financial needs.
- C) Create and publish a master annual fundraising schedule for families.



Strategic Priority: Communication & Community Engagement

STRATEGIC PRIORITY 5: Communication & Community Engagement

St. Pius School will expand outreach, communication, and engagement with current and potential families, alumni, supporters, parishioners, and partners so that the community feels effectively informed, is actively engaged, and St. Pius School is fully enrolled and supported.

Context for Planning

St. Pius School continues to consistently experience very close to full enrollment because of an active parish, an excellent reputation, strong word-of-mouth referrals, and supportive demographics. The school has continued to rely on its traditional marketing and communication strategies including active outreach to parish families with newly baptized children, open house during Catholic Schools week, and marketing through the St. Pius Parish bulletin and other Catholic publications. The school has also significantly upgraded its website and reliance on technology to communicate with current families and alumni. There is a desire, through this strategic plan, to strengthen the connection with current families and to explore opportunities to spread the good word about St. Pius School through social media options.

Strategic actions to expand community engagement:

- A) Intentionally create unique opportunities to engage new and current families in the life of the school.
- B) Promote opportunities to make volunteering more accessible to parents.
- C) Develop strategies to increase attendance at events by families for whom the cost may be prohibitive.
- D) Continue to support effective traditional marketing and communication strategies.
- E) Explore opportunities to leverage social media to expand engagement with the community.
- F) Develop a plan for increasing the engagement of alumni in support of the school.
- G) Consistent with the Parish's Pastoral Plan, expand outreach to diverse groups in the parish community to strengthen inclusion in the life of the school.



Strategic Priority: Facilities Enhancements

STRATEGIC PRIORITY 6: FACILITIES ENHANCEMENTS

St. Pius School will redesign facilities to enhance opportunities for collaboration and innovation, integrating space planning for the school with the Parish Pastoral Plan for the greater "campus," keeping the safety of the community at the forefront of priorities.

The Context for Planning

The 2012-2015 Strategic Plan resulted in a number of facilities improvements including painting the exterior of the school buildings, upgrading the bathrooms, and rerouting the path for younger students to more easily access the bathrooms. A priority for the parents, school administration, and the parish is to continue to upgrade and enhance the school's and parish's external and internal footprint. The planned improvements are expected to enhance the external aesthetics, functionality, and safety with an emphasis on creating a 21st century learning environment to support academic priorities.

Strategic actions that will contribute to facilities enhancements:

- A) Working with a professional architect and space designer, redesign the school's internal and external space to optimize the learning environment.
- B) Working in partnership with the Parish, support the "campus-wide" facilities enhancements that are called for in the Pastoral Plan.
- C) Maintain families' confidence in the safety of the school.

**IMPLEMENTATION PLANS
FOR EACH STRATEGIC PRIORITY**

Strategic Priorities and Actions	School Year	Primary Lead	Contributors	Financial Resources Required	Status
Priority 1: Catholic Identity Continue to infuse Catholic values and practices in all aspects of academic and community life and strengthen the school's relationship with the parish, integrating the school's planning with priorities for the Parish's Pastoral Plan.					
A. Integrating with the Parish Pastoral Plan, engage more school families in the life of the Parish. <ul style="list-style-type: none"> Target individual grades/groups for special Sunday Masses to increase attendance and family involvement. <ul style="list-style-type: none"> Introduce a Sports Mass - teams wear jerseys and sit together Enlist specific grades to help with a Mass Students and families attend by buddy-grades Sponsor socials after Mass (e.g. pancake breakfast) Increase school family participation during the children's choir Mass every third Sunday of the month. (PTG donuts, Eucharistic ministers, etc.) A St. Pius School Family brings up the gifts at every 9am Mass. Partner with the parish on their pastoral strategies to more actively engage families in the life of the parish. 	2016-2017	Room Parents Faculty	Families Volunteers	Minimal	
B. Expand and increase the impact of service learning opportunities for students. <ul style="list-style-type: none"> Introduce more hands-on service opportunities. Cultivate longer-term relationships with service "partners." Teachers actively engage students in leading reflections on charity drives/service learning opportunities. 	2016-2017	Faculty	Parent Volunteers Organizations in the Community	None	
C. Identify opportunities and actively encourage students to put their Catholic beliefs into action in and out of the classroom. <ul style="list-style-type: none"> Advertise Faith in Action 	2017-2018	Faculty	Parents Speakers	None	
D. Leverage the data from ACRE (Assessment of Catechesis/Religious Education) to strengthen religious instruction.	2017-2018	Faculty	Faculty	Cost of tests - Already built into the budget	
E. Increase and identify new methods of communication with parents regarding all aspects of the Catholic Identity of the school.	2016-2017	Administration	Faculty Volunteers	None	

Strategic Priorities and Actions	School Year	Primary Lead	Contributors	Financial Resources Required	Status
Strategic Priority 2: Academics Build and continuously improve an innovative, comprehensive, and academically excellent program, focused on WCEA/WASC priorities, that addresses the unique learning needs of all students and prepares them for the high schools of their choice.					
A. More fully integrate Student Learning Expectations (SLEs) into the daily lives of the students. <ul style="list-style-type: none"> Faculty will promote SLE's and make them relevant for students. 	2016-2019	Faculty	Faculty	None	
B. Implement all WCEA/WASC priorities with a focus on the following areas: <ol style="list-style-type: none"> English Language Arts (ELA) <ul style="list-style-type: none"> Understand, implement and assess Common Core ELA teaching methodologies to increase student mastery. Enhance student application of conventions in writing across the curriculum. Enhance and leverage data to inform teaching. <ul style="list-style-type: none"> Use data to further guide planning and curriculum implementation. Review curriculum maps, annually, and revise as needed. Continue to utilize differentiated teaching strategies to address the individual needs of learners across a broad spectrum of styles, interests, and abilities. <ul style="list-style-type: none"> Update and increase differentiated curriculum resources. Explore new approaches to differentiate learning for higher achieving students. Modify lessons and assignments for different class groups to address differences in learning. 	2016-2019	<ol style="list-style-type: none"> Faculty Administration and Faculty Administration 	Faculty	Professional Development Costs STAR testing costs	
C. Continue to enrich an academic program that supports 21st Century teaching and learning standards. <ol style="list-style-type: none"> Investigate research-based programs that focus on 21st Century learning. <ul style="list-style-type: none"> Explore opportunities to strengthen science and math Integrate more "hands-on" teaching and learning opportunities into the current science curriculum Identify and implement creative options for differentiating math teaching to address the different needs of learners Teachers will create lesson plans to explicitly teach and model learning skills. <ul style="list-style-type: none"> The principal will support teachers by regularly reviewing and providing feedback to them on the quality of their lesson plans. Teachers will collaborate in grade levels to receive input on lesson plans. 	<ol style="list-style-type: none"> 2017 2016-2019 	<ol style="list-style-type: none"> Administration Administration & Faculty 	Faculty	<ol style="list-style-type: none"> TBD None 	

Strategic Priorities and Actions	School Year	Primary Lead	Contributors	Financial Resources Required	Status
<p>D. Continue to support the professional development of faculty and staff in support of achieving all priorities for teaching and learning.</p> <ul style="list-style-type: none"> • On an annual basis, create a professional development calendar/schedule that is focused on areas identified by faculty and supported by data as critical to improving student learning outcomes for all students. • Provide professional development opportunities for teachers in the area of twenty-first century learning to increase critical thinking, creative thinking, communicating, and collaborating. • Provide opportunities for teachers to learn about and implement differentiated instruction strategies. <ul style="list-style-type: none"> ○ Teachers will attend workshops on differentiated instruction. • Increase collaboration time for teachers around curriculum. <ul style="list-style-type: none"> ○ Teachers will collaborate within St. Pius School and with the Archdiocese of San Francisco. • Consider opportunities to collaborate with other schools (e.g. Redwood City Schools) to observe and learn from their practices. 	2016-2019	Administration & Faculty	Faculty	TBD Professional Development Costs	
<p>E. Deepen families' understanding of the academic program.</p> <ul style="list-style-type: none"> • Deepen families' understanding of the school's curriculum including intended academic goals by grade and in preparation for high school. • Provide more opportunities for families to understand specific curricular changes related to common core standards, especially in the area of math, ELA. • Enhance academic highlights and accomplishments in communications from the principal. 	2016-2019	Administration	Faculty	None	
<p>F. Enhance the community's understanding of high school expectations.</p> <ul style="list-style-type: none"> • Develop a more thorough understanding of the local high schools' expectations of incoming freshmen for the purpose of enhancing students' preparation, and supporting thoughtful communication and expectation setting with families. • Continue to provide information about high schools at back-to-school/open house events • Continue to sponsor a high school information night/assembly 	2016-2019	Administration	Administration Faculty High School Admission Directors	None	

Strategic Priorities and Actions	School Year	Primary Lead	Contributors	Financial Resources Required	Status
Strategic Priority 3: Technology Continue to develop, implement and refresh a technology strategy that addresses teaching, learning, and administrative needs.					
A. Evaluate resource needs for ongoing support of educational technology.	2016-2017	Administration	Technology Committee	None	
B. Convene a Technology Committee comprised of staff and other subject matter experts that meets on a regular basis to discuss and develop strategies for school-wide use of technology that supports 21st century teaching and learning goals. • Develop a financial plan to support the Technology Plan.	2016-2017	Administration	Faculty Technology Committee	None	
C. Refresh the current 3-year Technology Plan that includes hardware, software, and professional development needs that will enable St. Pius School to offer the most current educational technology. • Integrate technology at higher, more comprehensive levels. • Identify new technology trends and resources that allow for greater differentiation. • All teachers will select, leverage, and assess the success of new technology tools to support learning. • Communicate the Technology Plan to the school community.	2016-2017	Administration	Technology Committee Faculty	None	
D. Continue to provide professional development opportunities for faculty and staff that will enable them to effectively learn about and leverage technology in the classroom.	2016-2019	Administration	Faculty Professional Development Resources	TBD	
E. Provide opportunities for mutual exchange of information across faculty and staff to support continuous learning and integration of technology into the curriculum.	2016-2019	Vice-Principal	Faculty	None	
F. Identify technology available to support school administrative functions and engagement with parents. • Evaluate the feasibility of on-line registration forms. • Evaluate the feasibility of an on-line debit accounting system that would allow families to pay for ad hoc expenses during the school year.	2016-2017	Administration	Technology Committee Volunteers	TBD No cost for a feasibility study; expenses related to adoption of technology TBD	

Strategic Priorities and Actions	School Year	Primary Lead	Contributors	Financial Resources Required	Status
Strategic Priority 4: Finances Strengthen the financial health of the school and continue to offer the most affordable tuition model, primarily through building the endowment.					
<p>A. Develop and implement a comprehensive strategy for actively growing the endowment.</p> <ul style="list-style-type: none"> • Convene a committee to generate ideas to grow the endowment. • Enhance communication about the endowment. <ul style="list-style-type: none"> ○ Educate families about the school's endowment and how it is used to support St. Pius School, emphasizing the benefits to every family in the community. ○ Communicate the existence of the endowment when marketing the school to the community, emphasizing its value in enabling St. Pius School to provide a high quality education at a lower cost to families. • Provide a targeted opportunity for current families to contribute to the endowment each year. • Develop and implement a plan to outreach to alumni to support the endowment. 	2016-2019	Administration	School Commission	TBD Costs related to marketing and communication	
<p>B. Bring more transparency about the school's financial picture, including planning, budgeting (income and expenses), use of the endowment, and longer-term financial needs.</p> <ul style="list-style-type: none"> • Communicate the overall budget at the end of the year. 	2017-2018	Administration	Parish Finance Council	None	
<p>C. Create and publish a master annual fundraising schedule for families.</p>	2016-2017	PTG Administration	None	None	

Strategic Priorities and Actions	School Year	Primary Lead	Contributors	Financial Resources Required	Status
Strategic Priority 5: Communication & Community Engagement Expand outreach, communication, and engagement with current and potential families, alumni, supporters, parishioners, and partners so that the community feels effectively informed, is actively engaged, and St. Pius School is fully enrolled and supported.					
A. Intentionally create unique opportunities to engage new and current families in the life of the school. <ul style="list-style-type: none"> Plan at least one activity or event each school year that is designed to socially reconnect families within their grade level (e.g. a class social). 	2017-2019	Parents	Administration	None	
B. Promote opportunities to make volunteering more accessible to parents. <ul style="list-style-type: none"> Develop and publish a list of volunteer opportunities. 	2017-2018	Parents Volunteer & Faith in Action	Faith in Action	None	
C. Develop strategies to increase attendance at events by families for whom the cost may be prohibitive. <ul style="list-style-type: none"> Publicize: Don't let the cost stop you from participating. Evaluate a flat fee for social events for the year to cover families that can't afford to attend. For the auction, offer the opportunity to sponsor a couple or a person. 	2016-2017	PTG Administration	Parents	None	
D. Continue to support effective traditional marketing and communication strategies.	2016-2019	Administration	Volunteer Parents	TBD Cost of materials	
E. Explore opportunities to leverage social media to expand engagement with the community.	2016-2017	School Commission	Administration Parent Volunteers	TBD	
F. Develop a plan for increasing the engagement of alumni in support of the school.	2016-2017	School Commission	Administration Parent, Alumni, and Parish Volunteers	Development Director	
G. Consistent with the Parish's Pastoral Plan, expand outreach to diverse groups in the parish community to strengthen inclusion in the life of the school. <ul style="list-style-type: none"> During Catholic Schools Week, make an appeal at Spanish Masses to invite Hispanic families into the life of the school. Continue to utilize the parish bulletin to communicate with families in the parish about school life. 	2016-2017	Administration	Sister Norberta Parent and Parish Volunteers Pastor	None	

Strategic Priorities and Actions	School Year	Primary Lead	Contributors	Financial Resources Required	Status
Strategic Priority 6: Facilities Enhancements Redesign facilities to enhance opportunities for collaboration and innovation, integrating space planning for the school with the Parish Pastoral Plan for the greater "campus," keeping the safety of the community at the forefront of priorities.					
A. Working with a professional architect and space designer, redesign the school's internal and external space to optimize the learning environment. <ul style="list-style-type: none"> • Focus on K-5 library/computer lab renovation/resource room • Continue to solicit and evaluate bids for furniture, carpet, and window coverings to complete model classrooms. 	2016-2018	Administration	Parents Faculty	TBD Implementation will require a significant financial investment	
B. Working in partnership with the parish, support the "campus-wide" facilities enhancements that are called for in the Pastoral Plan.	2017-2019	Pastor	Administration	TBD	
C. Maintain families' confidence in the safety of the school. <ul style="list-style-type: none"> • More disciplined sign-in/sign-out procedures • Security cameras • Communicate emergency and safety plans to school families. 	2016-2019	Administration	Pastor Faculty and Staff Parents	\$500	

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ACKNOWLEDGEMENTS

Thanks are due to many people who generously invested their time and talents to build the future of St. Pius School through this strategic planning process.

Strategic Leadership Team

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St. Pius School Faculty and Staff

PTG Leadership

The St. Pius School and Parish Community

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