



Five Year Strategic Plan 2022-2027

*Authentically Catholic and Academically Excellent
for Another 150 Years*





April 26, 2023
Feast of Our Lady of Good Counsel

Dear School Families, Potential School Families, Teachers, Administrators, Staff, Alumni, Parishioners, and all who reside in our corner of Pennsylvania and Maryland:

This is a special year for St. Francis Xavier Catholic School as we mark a milestone in the Five Year Strategic Plan, 2022-2027: “Authentically Catholic and Academically Excellent for Another 150 years.”

The planning process for the Five Year Strategic Plan began in early 2022 and continues with the release of this document in Spring 2023. For academic years 2022-2023, 2023-2024, 2024-2025, 2025-2026, and 2026-2027, the parish and school communities will complete action items to achieve the Five Year Strategic Plan’s goals and objectives. Our shared efforts will take creative imaginations, many hands, some sacrifice, and consistent prayers to complete this important work for our special school and the students it serves.

The plan takes its cue from the Diocese of Harrisburg, which recently released a “Strategic Vision Statement” that focuses on four priorities: (1) Catholic Identity and Mission, (2) Academic Excellence, (3) Governance and Leadership, and (4) Operational Vitality. Our plan builds on this organizational structure and the rich legacy of generations of St. Francis Xavier teachers and students in these four areas. It also commits our community to future enhancements and growth.

The 2022-2027 Strategic Plan will conclude with a grand celebration of the 150th anniversary of the founding of St. Francis Xavier Catholic School in the Summer/Fall of 2027. God has blessed our community, and we take seriously the treasures of faith and the energetic educational community that we inherited. We are inspired to be good stewards of these gifts, as we pass them on to future generations of St. Francis Xavier Catholic School, almost 150-years strong.

Thank you in advance for your participation in the SFXCS strategic planning process. We are looking forward to all the good work that we will continue to do together.

May God Bless You,

Fr. Stephen Kelley

Fr. Stephen Kelley
Pastor

Becky Sieg

Becky Sieg
Principal

Charles Strauss

Charles Strauss
School Advisory Board President

Strategic Plan - *Prayer*

Dear God:

You sent forth your Son as a beacon of hope for all people.

As a teacher, He has given us the prime example of the importance of education.

As disciples, we look to Him for inspiration and grace.

Thank you for the many people who have dedicated their lives in service to St. Francis Xavier Catholic School.

Thank you for the Sisters of Mercy who taught in our school for over ninety years. May we continue their legacy of charity to every person in need.

Thank you for priests, teachers, administrators, and staff who hold us to high academic standards while building a community of faith, hope, and love. Bless them as they sustain our school.

Thank you for parents who have given support and witness to the importance of Catholic education. May they know the fruits of their commitment and sacrifice.

Thank you for parishioners and community members who participate in the life and work of our school. Bless their generosity.

Thank you for students who work hard every day. May they be encouraged as they learn, grow, and serve.

Bless our school and the many people who advance your mission.

May St. Francis Xavier Catholic School remain an authentically Catholic and academically excellent home for all who seek to grow in openness, faith, love, intellect, and a commitment to justice.

St. Francis Xavier, pray for us.

Amen.

Historical Background

St. Francis Xavier Catholic School in Gettysburg, Pennsylvania opened its first academic year in a wooden framed, one-room building behind the church rectory in 1877. Fr. Joseph Boll, pastor of St. Francis Xavier Catholic Parish, served as the first principal until 1880 when Martin Francis Morrissey Powers began his sixteen-year tenure as leader of the fledgling school. Fr. Boll and Prof. Powers established a thriving school in the Borough of Gettysburg for approximately a hundred students a year. Curriculum included: Christian doctrine, reading, writing, orthography, etymology, geography, grammar, composition, rhetoric, United States history, history of the Bible, modern history, literature, natural philosophy, physiology, astronomy, double and single entry bookkeeping, Latin, Greek, arithmetic, algebra, and geometry.

The one-room school exceeded its capacity by the 1890s, which motivated pastor Fr. Henry Christ to purchase the two lots adjacent to the church and to construct a new building in 1897. The new building included four classrooms and a large meeting room on the first floor, as well as an upstairs space with a stage, named Xavier Hall, which could be reserved by community groups, and that could accommodate eight hundred people. The basement featured a bowling alley with an additional room for games and amusements for the parish. During this decade, St. Francis Xavier students were competitive in athletics, and the Sisters of Charity assumed many of the teaching positions for a total of five years.

1904 marked a turning point in the history of the school when the pastor invited the Sisters of Mercy, a religious congregation of women founded in Ireland in 1831 by Catherine McCauley, to staff the school as teachers and administrators. The Mercy Sisters served creatively and faithfully at St. Francis Xavier until 2010. Enrollment increased through the 1960s, reaching three hundred fifty six in the first year of a building expansion project, which added eight classrooms, four bathrooms, an office, a nurse's room, and a large cafeteria. Xavier Hall and the basement were renovated to add new meeting rooms, offices, a kitchen, as well as space for the Scouts, locker rooms, bathrooms, a work room, and a boiler room. An electric elevator, TV sets, and a public address system were also added. By the concluding years of the "baby boom" era in the early 1960s, enrollment reached five hundred students. Notable principals included: Sister Mary Angelica, RSM, Sister Marise, RSM, and Sister Mary Incarnata, RSM.

A departure of a significant number of women religious from their congregations, as well as a decline in women and men choosing religious life by the late 1960s, prompted the Mercy Sisters to find innovative ways to staff teaching positions. In 1969 St. Francis Xavier hired sixteen seminary students from Gettysburg Lutheran Theological Seminary for a tutoring program and four qualified non-Catholic lay teachers to teach in the school part time. In 1972 Monsignor Alphonse Marcincavage, pastor, made a monumental hiring decision by selecting Sr. Phyllis Simmons, RSM as principal. Sr. Phyllis served as principal from 1972 until 2010, and made a number of lasting enhancements, including hiring excellent lay teachers, introducing Kindergarten (one of the first in the diocese) in 1973, renovating and expanding the library, adding a computer lab (sponsored by a generous gift from the Karam Family and an accompanying fundraising drive), continuing the strong tradition in music and the arts, and eventually adding preschool and aftercare programs.

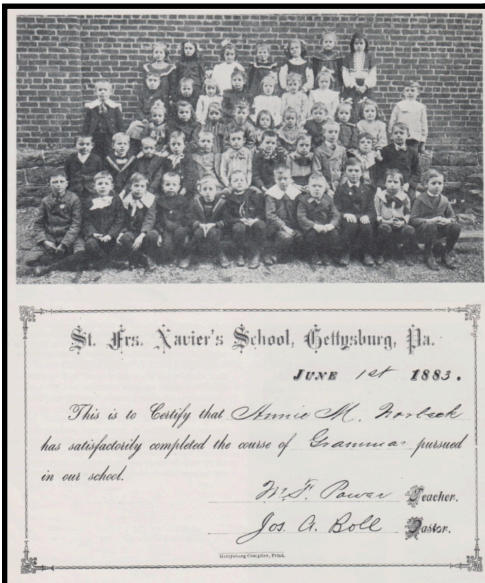
During this period, the Spanish-speaking mission of Cristo Rey in Bendersville joined St. Francis Xavier, and Fr. Joseph Hilbert invited the Sisters of St. Joseph, who assisted at Cristo Rey, to serve at the parish and school, allowing Spanish to be taught by Sr. Marian until her retirement in 2015.

St. Francis Xavier experienced several significant changes in the 21st century. With the decline in Mercy Sisters teaching in the school, the few remaining sisters moved to new townhouses on High Street, purchased by their order. The old convent was renamed "Mercy House," and housed the religious education program, the music director's office, and classroom space for LIU teachers. It was later sold to the County of Adams but retained the name "Mercy House," and today serves as a substance abuse recovery center. Fr. Bernardo Pistone, pastor from

2002 to 2014, received approval to purchase forty-two acres of land on Table Rock Road for the construction of the “Xavier Center,” which would house the new school and also serve as a parish life center. This coincided with the retirement of Sr. Phyllis after thirty-eight years of leadership as principal.

Sr. Phyllis mentored a St. Francis teacher, Becky Sieg, to succeed her as principal. A skilled and beloved math teacher, Mrs. Sieg transitioned the school from High Street to Table Rock Road with two hundred forty students in the first academic year in the new building (2011-2012). Stained glass from the old Mercy convent welcomed students and parents into the Xavier Center entryway. The Xavier Center is fully climate controlled, and includes a fenced playground, swings, sports fields, wetlands, fields, woods, and a large multi-purpose room used as a gym/cafeteria/auditorium. Today, Mrs. Sieg and faculty continue the traditions of academic excellence and spiritual formation, benefiting from enhanced science and math programs, as well as computer technology. The school has recently navigated changing demographics and student enrollment numbers, as well as the COVID-19 pandemic.

As St. Francis Xavier Catholic School prepares for its 150th anniversary in Summer 2027, the school community is eager to celebrate our past and plan for the future by continuing an educational program and school community that are *authentically Catholic and academically excellent*. We stand ready to sustain and grow our school for another one hundred and fifty years.



Problem Solved

When St. Francis Xavier School, Gettysburg, Pa., found need for lay teachers, it turned to Gettysburg Lutheran Theological Seminary for help. Through seminary, school was able to obtain 16 seminary students for tutoring program and four quali-

fied non-Catholic lay teachers to teach part-time. Sister Incarnata, school principal, discusses program with Dr. Leigh Jordahl of Lutheran seminary and Father Alphonse Narciencavage, pastor of parish. (RNS Photo)



Sister Phyllis Simmons R.S.M.
 Coordinator of The Sisters of Mercy Convent at Gettysburg
 & Principal of St. Francis Xavier School



MELISSA HOPMANN/GETTYSBURG TIMES
 Father Bernardo Pistone blesses the land at the corner of Table Rock and Boys School Roads, the future site of St. Francis Xavier Catholic School of Gettysburg.

St. Francis students visit site of their new school

BY JARRAD HEDES
 Times Staff Writer

the students to also christen the land," said Noreen Neitz. St.

Mission, Beliefs and Philosophy

Mission

The mission of St. Francis Xavier Catholic School is to pass on the Gospel values and rich heritage of the Catholic faith, to assist parents in the spiritual, moral, and academic education of their children, and to prepare our students to be faith-filled members of the Church, community, and nation.

Beliefs

- (1) The Creator has made parents the primary educators of their children, and that our school works in partnership with them.
- (2) St. Francis Xavier Catholic School shares the Church's mission to pass on the Gospel values by example and instruction.
- (3) All children can learn and should experience success.
- (4) Education helps students discover their talents and equips them to achieve their highest potential.
- (5) Parents, teachers, and students recognize that higher expectations yield higher achievements.
- (6) The appreciation for learning is taught by example.
- (7) Catholic education promotes the formation of positive personal values.
- (8) Children have the right to learn in a safe environment.
- (9) Self-esteem is important for success in life.

Philosophy

St. Francis Xavier Catholic School, staffed by dedicated Christian lay people, is concerned with the dignity and uniqueness of each child. Since Catholic education is a ministry that was entrusted to each of us by Jesus, we endeavor to prepare our students to proclaim the Good News in word and deed.

In the spirit of Mother Catherine McAuley, founder of the Sisters of Mercy who served our school for ninety years, and in accordance with the Mercy charism of outreach to the poor, St. Francis Xavier Catholic School is committed to making its program available to Catholic families regardless of their ability to pay. We strive to create a warm, supporting atmosphere in which all children are respected and encouraged to develop their potential through a quality curriculum grounded in Christian values.

We endeavor to develop in our students those skills, virtues, and habits of heart and mind necessary to serve others, both now and in the future, so that they may grow into adulthood capable of addressing society's problems with Christian insight.

Profile of a St. Francis Xavier Catholic School Graduate

A St. Francis Xavier Catholic School graduate will be a:

Faith Driven Individual who:

- ◆ Understands and follows through with Catholic beliefs
- ◆ Believes in the dignity of every person created by God
- ◆ Has strong role models and is a mentor to others
- ◆ Is prayerful
- ◆ Exemplifies virtues
- ◆ Lives the Gospel values
- ◆ Is accountable for his/her actions

Life-Long Learner who:

- ◆ Takes on new challenges
- ◆ Is thirsty for new knowledge
- ◆ Applies his/her knowledge to new situations
- ◆ Is a creative thinker and problem solver
- ◆ Has developed writing, study, and communication skills
- ◆ Has an appreciation for the arts
- ◆ Has disciplined work habits and a strong work ethic

Globally Aware Decision-Maker who:

- ◆ Is aware of current events
- ◆ Has an appreciation of other cultures and traditions
- ◆ Celebrates differences and embraces diversity
- ◆ Is committed to service
- ◆ Recognizes that he/she is part of a global community

Digital Citizen who:

- ◆ Is responsible, ethical, and competent in the use of technology
- ◆ Is knowledgeable about laws governing technology, e.g. copyright and plagiarism
- ◆ Knows how to protect his/her privacy
- ◆ Will not engage in cyberbullying and will protect others
- ◆ Leaves a responsible digital footprint

Strategic Plan - Methodology

The strategic planning process began in January 2022 when the School Advisory Board (SAB) learned that the Diocese of Harrisburg was conducting a strategic vision planning process for diocesan schools, an initial summary of which was released in May 2022.

The SAB then reviewed the 2015-2020 St. Francis Xavier Catholic School Strategic Plan.

During April and May 2022, the SAB conducted a survey of strengths, opportunities, and areas of improvement for the school and received fifty-one responses from teachers, parents, parishioners, students, and others. SAB President, Charles Strauss, shared the results of this survey with Principal Becky Sieg, as well as with Pastors Fr. Mitzel and Fr. Kelley.

The SAB assembled a Strategic Plan Leadership Team (SPLT) in June 2022. The group organized into four subcommittees identified in the Diocese of Harrisburg Strategic Vision: 1) Mission and Catholic Identity, 2) Academic Excellence, 3) Governance and Leadership, and 4) Operational Vitality. Sieg and Strauss were named co-chairpersons.

The SPLT met four times at the Xavier Center (June 29, August 17, October 25, and December 1, 2022) to complete the following tasks: 1) Community building among members of the SPLT; 2) SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis; 2) Presentations of the research and initial drafts; 3) Group discussion on goals, objectives, action items, and stakeholders; 4) Document revision.

The subcommittees each met several times in between meetings of the SPLT.

On November 29, 2022, the SAB reviewed the draft in progress and offered comments ahead of the SPLT meeting on December 1, 2022, which was devoted to document revision.

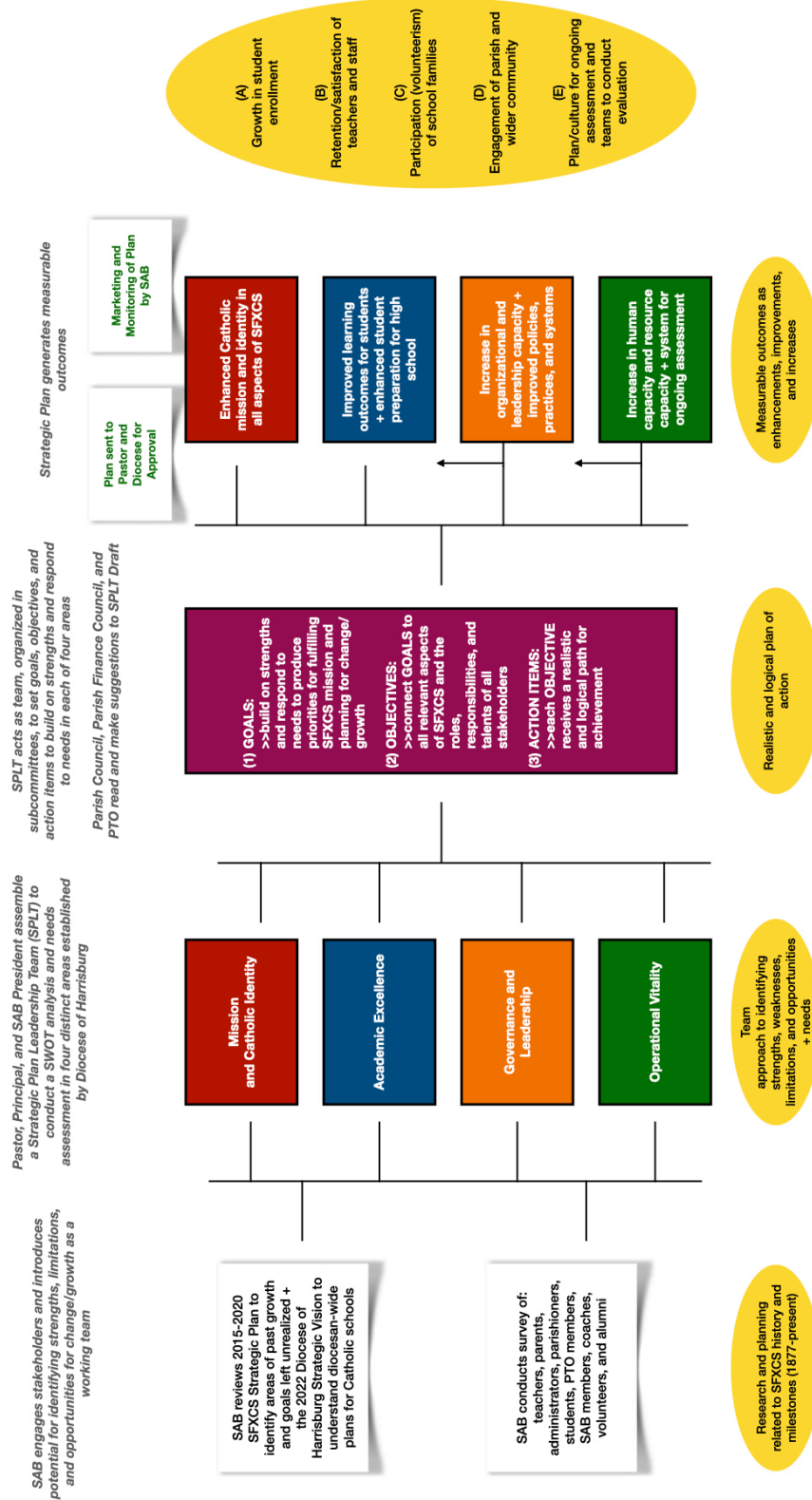
Before completing the final draft and presenting the document to the community, the SPLT shared the document with stakeholders from December 2022 through March 2023. This group first included School Faculty and Staff just after Christmas 2022, and then the Parish Council (preview on January 16, 2023), PTO leaders (via email on January 26, 2023), Parish Staff, and the Parish Finance Council. Their input is reflected in the final document. The document was then posted on the school website for parents to review over a two-week period, March 27 to April 7, 2023. Parents were able to offer questions, corrections, and/or revisions to the plan using an [online form](#).

The SAB encouraged parish and school leadership to identify budgeting and financing for each action item in the plan during 2023, and will continue to do so. The timing columns in the pages below indicate when action items will *begin*, understanding that they will play out over several years.

An “Implementation Committee” formed in April 2023, which now guides all aspects of the plan, including monitoring and assessment, and will make adjustments where appropriate each trimester in consultation with the SAB, PTO, Parish and School Leadership, and Faculty. This work can be found [here](#) (be sure to notice the multiple tabs).

The Implementation Committee will report to the SAB, will encourage Faculty, Staff, and the PTO to review the Strategic Plan regularly, and will share reports with the parish and school communities at the end of each trimester at St. Francis Xavier Catholic School through the “Wednesday News” and on the school website (sfxcspa.org).

Strategic Plan - Vision



Mission and Catholic Identity

Goal M.1

Strengthen Catholic identity and practices in all academic areas and throughout the school.

Objective M.1.A

Cultivate the theological values of faith, hope, and love within the school.

TIMING	ACTION ITEMS	STAKEHOLDERS
Fall 2023	M.1.A.1 Identify an appropriate scriptural passage or principle of Catholic teaching to emphasize as a theme for each academic year.	Pastoral Leadership, School Leadership, Faculty
Fall 2023	M.1.A.2 Communicate with families the focus of each year and how it can be practiced throughout the year.	School Leadership, Faculty

Objective M.1.B

Integrate faith and virtue into every subject area.

TIMING	ACTION ITEMS	STAKEHOLDERS
Summer-Fall 2023	M.1.B.1 Explore a Classical Education Curriculum for the school, e.g. models from the Institute for Catholic Liberal Education, as one potential direction for curriculum revision.	Pastoral Leadership, School Leadership, Faculty, SAB, PTO
April 2023	M.1.B.2 Visit area schools for observation of this and other models.	School Leadership, SAB
Spring 2023	M.1.B.3 Seek assistance from Diocese of Harrisburg Office of Education for this and other potential curricular developments.	School Leadership, SAB

Objective M.1.C

Capitalize on the richness of Catholic life and history in our area of Pennsylvania and northern Maryland.

TIMING	ACTION ITEMS	STAKEHOLDERS
Summer 2023	M.1.C.1 Consider annual visits to the National Shrine of Saint Elizabeth Ann Seton (Living History Days, Back from the Dead, the archives of the Daughters of Charity) and the National Shrine Grotto of Lourdes.	School Leadership, Faculty, SAB

TIMING	ACTION ITEMS	STAKEHOLDERS
Summer 2023	M.1.C.2 Study the legacy of Blessed Stanley Rother from Mount St. Mary's University and Seminary.	School Leadership, Faculty, SAB
Summer 2023	M.1.C.3 Explore other relevant local sites, as well as organizations such as the Knights of Columbus and the Ancient Order of Hibernians.	School Leadership, Faculty, SAB

Objective M.1.D

Encourage and support participation of students and their families in the life of the Church.

TIMING	ACTION ITEMS	STAKEHOLDERS
Fall 2023	M.1.D.1 Participate fully in all prayers throughout the day. Build on the robust communal daily prayer life of the school (opening morning prayers, noon Angelus or Regina Caeli, end of day Act of Contrition, prayer at beginning of each class for upper grades) by incorporating traditional prayers, including regular prayers in Spanish, and the practice of spontaneous prayer, appropriate by grade and following Diocesan religion curriculum.	Pastoral Leadership, School Leadership, Faculty
Fall 2023	M.1.D.2 Recognize with gratitude the presence of our priests in the school and the practice of the parochial vicar teaching 7th and 8th grade religion once a week. Support and engage with the Mount seminarians assigned as part of their Pastoral Field Experience.	Pastoral Leadership, School Leadership, Faculty
Fall 2023	M.1.D.3 Continue regular offering of the Sacrament of Reconciliation.	Pastoral Leadership, School Leadership
Fall 2023	M.1.D.4 Encourage students to participate fully in First Friday and Holy Day Masses. Make certain parents are aware they can attend those Masses. Consider opportunities for students to share faith experiences at the school with the parish.	Pastoral Leadership, School Leadership, Faculty
Fall 2023	M.1.D.5 Continue service projects that follow the Church's call to service.	School Leadership, Faculty
Fall 2023	M.1.D.6 Continue Adoration of the Blessed Sacrament for all grade levels.	School Leadership, Faculty

Goal M.2

Assist Catholic parents in their role as primary educators of their children in the Catholic faith.

Objective M.2.A

Refresh parents' understanding of the Catholic faith and its practices.

TIMING	ACTION ITEMS	STAKEHOLDERS
Spring 2024	M.2.A.1 Offer events that include community building among families and an opportunity for parents and children to learn Church teachings together, with childcare provided, e.g. a family potluck with a catechetical lesson or a family movie and discussion evening related to faith and virtue or Catholic history.	Pastoral Leadership, School Leadership, SAB
Fall 2023	M.2.A.2 Provide resources including Catholic websites, books, articles, etc. to assist parents in navigating hot-button cultural topics the children and families face.	Pastoral Leadership, School Leadership, SAB
Fall 2023	M.2.A.3 Offer a teaching Mass at least once a year, beginning in Spring 2023, to explain the different parts and responses of the Mass.	Pastoral Leadership, School Leadership, SAB

Objective M.2.B

Encourage faithful weekly Mass attendance.

TIMING	ACTION ITEMS	STAKEHOLDERS
Fall 2023	M.2.B.1 Communicate to parents that Catholics are obligated to attend Mass on the weekend.	Pastoral Leadership, School Leadership, Faculty
Fall 2023	M.2.B.2 Remind those families registered with the parish and thus receiving the parish tuition rate, that it is a moral duty to attend Mass and also to support the parish financially to whatever degree they are able.	Pastoral Leadership, School Leadership
Fall 2023	M.2.B.3 Invite parents once a trimester to attend a specific weekend Mass with children in uniform.	Pastoral Leadership, School Leadership, Faculty

Goal M.3

Create opportunities for professional development, growth in personal faith, and social interaction among faculty and staff.

Objective M.3.A

Provide professional and spiritual development for faculty and staff.

TIMING	ACTION ITEMS	STAKEHOLDERS
Summer 2023	M.3.A.1 Access resources from the Institute for Catholic Liberal Education (ICLE).	Pastoral Leadership, School Leadership, Faculty, SAB, PTO (potential need for ad-hoc committee or task force)
2023-24	M.3.A.2 Arrange presentations from teachers/administrators from Classical Education Curriculum schools and any other faith-intensive curriculum based schools.	Pastoral Leadership, School Leadership, Faculty, SAB, PTO (potential need for ad-hoc committee or task force)
2023-24	M.3.A.3 Relying on the discretion of the principal, once a trimester during faculty meetings, incorporate a brief professional development or faith-based video, podcast, or presentation by one of the parish priests.	Pastoral Leadership, School Leadership
2023-24	M.3.A.4 Direct a concentrated effort to secure enough substitute teachers to allow the faculty to participate in professional meetings/activities and/or spiritual opportunities.	Pastoral Leadership, School Leadership

Goal M.4

Foster solidarity across ethnic, racial, and social divides, grounded in knowledge of God's love for every person.

Objective M.4.A

Recognize important traditional religious events and saints of worldwide Catholic cultures as they occur during the Church year.

TIMING	ACTION ITEMS	STAKEHOLDERS
2023-24	M.4.A.1 Acknowledge Saints or devotions that draw on students' heritage.	Faculty

Objective M.4.B

Address in a consistent and immediate manner incidents of bullying or denigrating behavior.

TIMING	ACTION ITEMS	STAKEHOLDERS
2023-24	M.4.B.1 Reflect and potentially reconsider policy on responding to incidents, emphasizing the notion of “What Would Jesus Do?” and/or by resurrecting the “caught being good” exercise.	School Leadership, Faculty
2023-24	M.4.B.2 Continue signing of anti-bullying contract.	School Leadership, Faculty
2023-24	M.4.B.3 Employ immediate response by teachers in classroom with “teachable moments.”	School Leadership, Faculty

Objective M.4.C

Support integration of the separate language groups in the parish and school.

TIMING	ACTION ITEMS	STAKEHOLDERS
Fall 2023	M.4.C.1 Encourage cross attendance at social events, such as Kermes celebration, spaghetti dinner, school talent show, and St. Cecilia Evening of Music.	Pastoral Leadership, School Leadership
Fall 2023	M.4.C.2 Encourage cross attendance at devotions such as Forty Hours, Our Lady of Guadalupe, Vespers on Feast of our Patron Saint, St. Francis Xavier.	Pastoral Leadership, School Leadership
Fall 2023	M.4.C.3 Establish a regular practice of worshipping with the Spanish-speaking parishioners and recognizing the richness and diversity of Catholicism, specifically in Latin America.	Pastoral Leadership, School Leadership, Faculty

Goal M.5

Emphasize communication and interaction between the school, St. Francis Xavier parish, and neighboring parishes with students enrolled at SFXCS.

Objective M.5.A

Encourage communication with pastors of neighboring parishes with students at the school.

TIMING	ACTION ITEMS	STAKEHOLDERS
Spring 2023	M.5.A.1 Email or mail a calendar of events to all local pastors.	Pastoral Leadership, School Leadership
Spring 2023	M.5.A.2 Invite the pastors to the Christmas program, Shakespeare play, Science Fair, etc.	Pastoral Leadership, School Leadership

Objective M.5.B

Encourage parish attendance at school Masses and special events through the bulletin, e-news, and by personal invitation.

TIMING	ACTION ITEMS	STAKEHOLDERS
Spring 2023	M.5.B.1 Communicate that First Friday Masses and Holy Day Masses are open to all.	Pastoral Leadership, School Leadership
Spring 2023	M.5.B.2 Promote the monthly “prayer and pastries” social after opening prayers at school at 8:15 am., and also after select weekend Masses.	Pastoral Leadership, School Leadership, SAB, PTO
2023-24	M.5.B.3 Publicize Veterans Day assembly, Christmas program, and other special events.	Pastoral Leadership, School Leadership, SAB, PTO
2023-24	M.5.B.4 Organize a series of “whole parish” Saturday vigil/ Sunday liturgies that feature many if not all parish groups - or that rotates between groups - to present a visible sign of school and church together.	Pastoral Leadership, School Leadership, SAB, PTO
Fall 2023	M.5.B.5 Create school bulletin board in the historic church vestibule and in the entrance to Xavier Center that features “school happenings” for parishioners and a thank you notice from students to parishioners for supporting the school. Ensure that this is updated monthly.	Pastoral Leadership, School Leadership, SAB, PTO

Objective M.5.C

Continue to communicate through bulletin, e-news, and personal invitation to all families in the parish that their children, whether in the parish school, in public school, or homeschooled, are encouraged to participate in parish activities.

TIMING	ACTION ITEMS	STAKEHOLDERS
Fall 2023	M.5.C.1 Publicize Children’s Choir audition times, practice times, as well as the time commitment involved.	Pastoral Leadership, School Leadership
Fall 2023	M.5.C.2 Continue to promote CYO participation to all families.	Pastoral Leadership, School Leadership, CYO Committee
Fall 2023	M.5.C.3 Share information about the SFXCS Boy Scout and Girl Scout troops.	Pastoral Leadership, School Leadership, Scout Leaders
Summer 2023	M.5.C.4 Ensure a youth group program that achieves good attendance across language boundaries, including potential opportunities for shared events and language-specific events if appropriate.	Pastoral Leadership
Summer 2023	M.5.C.5 Publish an annual school report of achievements on the website and school/parish social media pages.	School Leadership, SAB

Academic Excellence

Goal A.1

Use a dynamic and comprehensive curriculum to inspire lifelong student learning.

Objective A.1.A

Further integrate the Catholic faith into the curriculum.

Objective A.1.B

Create and share a monthly summary of lessons for each grade level and subject area [on the website and/or in “Wednesday News”].

Objective A.1.C

Expand the science curriculum to include more STREAM (Science, Technology, Religion, Engineering, Art, and Math) opportunities, resources/equipment, and competitions.

Objective A.1.D

Continue to build a culture of literacy that motivates student reading, critical thinking, and writing inside and outside of school. Provide professional development for teachers on writing pedagogy, specifically the “6+1 Traits of Writing.” Assess writing progress from year to year and enhance writing program where necessary.

Objective A.1.E

Select (as a school) a different part of the world or culture each year to build academic lessons around, as well as cultural programming, service, and perhaps fundraising, in the interest of providing students with a substantial and enduring global encounter. Seek partners such as Gettysburg College, Mount St. Mary’s, among other institutions or organizations with international reach.

Objective A.1.F

Establish procedures to review teacher resource needs routinely and develop methods for identifying funding sources and to obtain new/updated resources. Conduct a routine technology audit to ensure that hardware and software are functioning and cutting edge.

Goal A.2

Prepare students for academic and life success.

Objective A.2.A

Use faith-based education for Social and Emotional Learning (SEL).

Objective A.2.B

Utilize project based and experiential learning in the classrooms.

Objective A.2.C

Identify and meet the unique needs of each student.

Objective A.2.D

Enhance differentiated learning strategies to support students with varying strengths, interests, and learning abilities.

Objective A.2.E

Offer diverse after school experiences. Examples may include: Chess Club, Speech and Debate, K'Nex, among others.

Objective A.2.F

Refocus efforts on pedagogical strategies that have been successful at St. Francis Xavier Catholic for generations, specifically regarding writing and skill drills.

Objective A.2.G

Explore, develop, and implement a teaching module for health and wellness, with attention to Catholic teaching on human dignity and relationships.

Goal A.3

Attract and retain quality teachers with diverse experiences and skills who are committed to the values of the school.

Objective A.3.A

Provide more opportunities for professional development catered to teachers' specialties.

Objective A.3.B

Create resources to help teachers tap into professional development opportunities.

Objective A.3.C

Develop a strategy to recruit and retain substitute teachers who share the values of the school.

Governance and Leadership

Goal G.1

Clarify and strengthen the leadership and governance structure of the school on multiple levels of authority.

Objective G.1.A

Establish a Student Council.

TIMING	ACTION ITEMS	STAKEHOLDERS
Summer 2023	G.1.A.1 Find a staff member to serve as advisor.	School Leadership
Summer 2023	G.1.A.2 Establish a selection process for student leaders.	Faculty Advisor
Fall 2023	G.1.A.3 Let the advisor and students devise a plan for the year.	Faculty Advisor

Objective G.1.B

Develop a system of distributed leadership.

TIMING	ACTION ITEMS	STAKEHOLDERS
2023-24	G.1.B.1 Define roles and responsibilities for additional school leaders such as “lead teacher” or “assistant principal.”	Parish Leadership, School Leadership, SAB
2023-24	G.1.B.2 Determine feasibility of compensation for faculty who take on leadership responsibilities.	Parish Leadership, School Leadership
2023-24	G.1.B.3 Assign leadership roles and responsibilities, specifically grouping grade levels for leadership and assessment, such as K-3, 4-5, 6-8.	Parish Leadership, School Leadership, SAB

Objective G.1.C

Review and update school safety plans.

TIMING	ACTION ITEMS	STAKEHOLDERS
Spring-Summer 2023	G.1.C.1 Form a consultative committee to review existing safety plans and procedures and to propose revisions and upgrades.	Parish Leadership, School Leadership, Faculty, SAB
Summer 2023	G.1.C.2 Update safety plans and procedures, including potential enhancements for card system and security.	Parish Leadership, School Leadership, Faculty, SAB

TIMING	ACTION ITEMS	STAKEHOLDERS
Summer 2023	G.1.C.3 Define chain of command in established safety plans and procedures.	Parish Leadership, School Leadership, Faculty, SAB
Summer 2023	G.1.C.4 Train all teachers and staff in the most current safety plans.	School Leadership, Faculty
Summer 2023	G.1.C.5 Share plans and procedures with all staff members and first responders, including Gettysburg Hospital, EMS, Police, and Fire.	Parish Leadership, School Leadership, Faculty, SAB

Objective G.1.D

Revise the School Advisory Board (SAB) by-laws and design strategies for recruitment, vetting, and orientation of new SAB members.

TIMING	ACTION ITEMS	STAKEHOLDERS
Spring-Summer 2023	G.1.D.1 Review SAB by-laws, as well as strategies for recruitment, vetting, and orientation of new members.	Parish Leadership, School Leadership, SAB
Spring-Summer 2023	G.1.D.2 Update SAB by-laws, as well as strategies for recruitment (specifically reaching out to Spanish-speaking members of the parish), vetting, and orientation of new members.	Parish Leadership, School Leadership, SAB
Spring-Summer 2023	G.1.D.3 Develop a roster of SAB members that assigns tasks/committee leadership to individual SAB members.	Parish Leadership, School Leadership, SAB
Spring-Summer 2023	G.1.D.4 Share with stakeholders.	Parish Leadership, School Leadership, SAB

Objective G.1.E

Revise the Parent Teacher Organization (PTO) by-laws and design strategies for recruitment and orientation of officers, as well as increasing participation by parents.

TIMING	ACTION ITEMS	STAKEHOLDERS
Spring-Summer 2023	G.1.E.1 Review PTO by-laws, as well as strategies for recruitment and orientation of new officers.	School Leadership, Faculty, PTO
Spring-Summer 2023	G.1.E.2 Update PTO by-laws, as well as strategies for recruitment and orientation of new officers.	School Leadership, Faculty, PTO
Spring-Summer 2023	G.1.E.3 Create strategies for increasing participation by parents at meetings, including potentially a youth-oriented activity at the same time as PTO meetings.	School Leadership, Faculty, PTO

TIMING	ACTION ITEMS	STAKEHOLDERS
Spring-Summer 2023	G.1.E.4 Share with stakeholders.	School Leadership, Faculty, PTO

Objective G.1.F

Establish an orientation program for parish priests, teachers, and staff on the functioning and traditions of the school.

TIMING	ACTION ITEMS	STAKEHOLDERS
2023-24	G.1.F.1 Establish a team to facilitate onboarding process.	Parish Leadership, School Leadership, Faculty, SAB, PTO
2023-24	G.1.F.2 Identify critical information and systems, e.g. mission, grading, behavior, technology, among others.	Parish Leadership, School Leadership, Faculty, SAB, PTO
2023-24	G.1.F.3 Determine a process to ensure all new personnel have completed onboarding in regard to identified critical systems.	Parish Leadership, School Leadership, Faculty, SAB, PTO
Summer 2023	G.1.F.4 Develop an orientation document that includes a thorough list of all St. Francis Xavier Catholic School traditions.	School Leadership, Faculty, SAB, PTO
Summer 2023 - Spring 2024	G.1.F.5 Commission a St. Francis Xavier Catholic School song with participation by music teacher, students, and alumni.	School Leadership, SAB

Objective G.1.G

Enhance communication between school leadership, faculty, and parents.

TIMING	ACTION ITEMS	STAKEHOLDERS
Fall 2023	G.1.G.1 Carefully plan a Welcome Back evening in August that includes reminders about school policies, (e.g. the handbook), opportunities (e.g. “Enrichment” offerings), co- and extra-curricular activities, service opportunities, athletics, and more.	SAB takes the lead, joined by School Leadership, Faculty, PTO
August 2023	G.1.G.2 Assess and improve the website, Wednesday news, and faculty emails for maximum transparency and communication between the school and parents.	School Leadership, Faculty, SAB, PTO

Operational Vitality

Goal O.1

Attract and retain students.

Objective O.1.A

Increase student enrollment to at least 225 students from pre-K to 8th grade.

TIMING	ACTION ITEMS	STAKEHOLDERS
Spring-Summer 2023	O.1.A.1 Create a task force to focus on specific groups, including Spanish-speaking members of the parish and wider community, families who have recently moved to the area, alumni families, and families seeking a more integrated educational approach between faith and learning.	Parish Leadership, School Leadership, Faculty, SAB, PTO
Spring-Summer 2023	O.1.A.2 Poll current families to learn of potential opportunities for parents to participate in the recruitment and retention process.	Parish Leadership, School Leadership, Faculty, SAB, PTO
Summer 2023	O.1.A.3 Plan for implications of adding more students regarding space needs, student-teacher ratios, and tuition rates.	Parish Leadership, School Leadership, Faculty, SAB, PTO

Objective O.1.B

Increase the pre-Kindergarten to Kindergarten retention rate to at least 75%.

Objective O.1.C

Increase the retention rate in the upper grades, specifically from 5th grade to 6th grade, to at least 75%.

Objective O.1.D

Improve the matriculation rate from St. Francis Xavier to Delone Catholic.

TIMING	ACTION ITEMS	STAKEHOLDERS
Summer 2023	O.1.D.1 Increase collaborations between St. Francis Xavier and Delone Catholic in areas related to athletics, academics, after school activities and competitions, and youth social activities.	Parish Leadership, School Leadership, Faculty, SAB, PTO, CYO
2023-24	O.1.D.2 Hold at least two meetings a year between St. Francis Xavier leadership and Delone staff, including principal, development director, and athletic director, to organize collaborations and offer assessment/feedback.	Parish Leadership, School Leadership, SAB

Goal O.2

Attract and retain teachers.

Objective O.2.A

In the short term, establish a discretionary bonus program for faculty, specifically to compensate long-serving faculty members.

Objective O.2.B

In the long term, increase faculty compensation to be more competitive with schools in the area.

Goal O.3

Attract and retain volunteers.

Objective O.3.A

Cultivate a culture of volunteerism among school families.

TIMING	ACTION ITEMS	STAKEHOLDERS
Summer 2023	O.3.A.1 Organize a Welcome Back Picnic and Fall Volunteer Fair with a program planned by the SAB and PTO to include refreshments, entertainment, student work, and booths to showcase volunteer opportunities and encourage sign-ups.	Parish Leadership, School Leadership, Faculty, SAB, PTO, CYO
2023-24	O.3.A.2 Develop a mentorship program where families help families learn about ways to “help out” with school activities.	Parish Leadership, School Leadership, Faculty, SAB, PTO, CYO
2023-24	O.3.A.1 Take advantage of in-person school events to advertise need for future volunteerism, and follow up with individual calls to parents.	Parish Leadership, School Leadership, Faculty, SAB, PTO, CYO

Objective O.3.B

Cultivate a culture of volunteerism among parishioners and/or alumni without students in the school.

TIMING	ACTION ITEMS	STAKEHOLDERS
2023-24	O.3.B.1 Distribute a survey to advertise volunteer opportunities and solicit volunteers annually.	Parish Leadership, School Leadership, Faculty, SAB, PTO
2023-24	O.3.B.2 Advertise in the parish bulletin and website.	Parish Leadership, School Leadership, Faculty, SAB, PTO
2023-24	O.3.B.3 Build specific and clear bridges with parish groups which could offer volunteer support to PTO programming.	Parish Leadership, School Leadership, Faculty, SAB, PTO

Objective O.3.C

Facilitate the process for obtaining relevant clearances for all potential volunteers.

Goal O.4

Increase fundraising above historic levels.

Objective O.4.A

Increase school fundraising, including the efforts of the Director of Development, the Educational Improvement Tax Credit (EITC), and the Parent Teacher Organization (PTO), to 50% of operating revenue.

Objective O.4.B

Coordinate the efforts of the Director of Development and the PTO regarding “legacy events.”

TIMING	ACTION ITEMS	STAKEHOLDERS
2023-24	O.4.B.1 Organize a Fall and Winter Homecoming, e.g. at a CYO Basketball Game, before the Night at the Races.	Parish Leadership, School Leadership, Faculty, SAB, PTO, CYO
2023-24	O.4.B.2 Provide more transparency to how funds are being used.	Parish Leadership, School Leadership, Faculty, SAB, PTO
2023-24	O.4.B.3 Periodically poll parents to learn their suggestions for items of most need, and integrate into fundraising materials and marketing.	Parish Leadership, School Leadership, Faculty, SAB, PTO

Objective O.4.C

Continue to grow EITC funding from individuals and businesses.

Objective O.4.D

Create a campaign approach that articulates the distinguishing experience of a St. Francis Xavier Catholic School education.

Objective O.4.E

Explore local, state, and national grants that are appropriate for St. Francis Xavier Catholic School.

TIMING	ACTION ITEMS	STAKEHOLDERS
Summer 2023	O.4.E.1 Recruit a volunteer grant writer.	Parish Leadership, School Leadership, SAB
Summer 2023	O.4.E.2 Establish a goal for the number of grant applications per year.	Parish Leadership, School Leadership, Faculty, SAB, PTO, CYO

Goal O.5

Enhance compensation for school leadership.

Objective O.5.A

Provide additional compensation for the person(s) designated as “lead teacher” or “assistant principal.”

Goal O.6

Review and upgrade technology in the school.

Objective O.6.A

Conduct an annual technology audit.

Objective O.6.B

Create a policy and plan for upgrading technology.

Goal O.7

Improve upkeep of the school building and grounds.

Objective O.7.A

Hire a school custodian.

Objective O.7.B

Survey, maintain, and improve school grounds by reconvening a building and grounds committee with school representation. Develop short and long-term plans for enhancing the Xavier Center grounds with potential focus on construction of a pavilion.

Objective O.7.C

Assess and improve the process of “reserving space” in parish buildings and track usage as a way to plan potential future building or renovation projects.

Strategic Plan - Leadership Team

- Fr. Stephen Kelley, Pastor
- Becky Sieg, Principal, Strategic Plan Co-Chair
- Charles Strauss, School Advisory Board President, Strategic Plan Co-Chair

- Becca Dickerson, Director of Evangelization
- Phil Dickerson, Director of Development (until January 2023)
- Jen Fleming, Second Grade Teacher, School Advisory Board, Committee Chair
- Joanne Garnett, Parishioner
- Sherry Grenchik, Eighth Grade Teacher, Committee Chair
- Harry Holt, Parish Business Manager
- Laura Hughes, School Advisory Board
- Melody Lang, First Grade Teacher, Committee Chair
- Fr. Aaron Lynch, Parochial Vicar
- Anne Mattia, School Advisory Board
- Sharon Monahan, School Advisory Board
- Michael Polcovich, School Finance Committee
- Kim Reiner, School Administrative Assistant
- Amber Rupp, School Parent
- Michael Rupp, School Parent and CYO Coach
- Jenna Scott, School Advisory Board
- Amanda Staub, School Advisory Board
- Brandon Staub, School Advisory Board, Committee Chair
- Ed Szoke, Parish Finance Council Chair

- Special Thanks to Heather Fadrowski, Alicia Mentzer, and Jaime Synnamon of PTO, Tim Staub of CYO, and all faculty, staff, parishioners, and families who participated in the strategic planning process.

Strategic Plan - *Index of Action Items*

GOAL	OBJECTIVE	ACTION ITEM	TIME FRAME
M. Mission and Catholic Identity			
M.1	Strengthen Catholic identity and practices in all academic areas and throughout the school.		
	M.1.A	Cultivate the theological values of faith, hope, and love within the school.	
		M.1.A.1 Identify an appropriate scriptural passage or principle of Catholic teaching to emphasize as a theme for each academic year.	Fall 2023
		M.1.A.2 Communicate with families the focus of each year and how it can be practiced throughout the year.	Fall 2023
	M.1.B	Integrate faith and virtue into every subject area.	
		M.1.B.1 Explore a Classical Education Curriculum for the school, e.g. models from the Institute for Catholic Liberal Education, as one potential direction for curriculum revision.	Summer-Fall 2023
		M.1.B.2 Visit area schools for observation of this and other models.	April 2023
		M.1.B.3 Seek assistance from Diocese of Harrisburg Office of Education for this and other potential curricular developments.	Spring 2023
	M.1.C	Capitalize on the richness of Catholic life and history in our area of Pennsylvania and northern Maryland.	
		M.1.C.1 Consider annual visits to the National Shrine of Saint Elizabeth Ann Seton (Living History Days, Back from the Dead, the archives of the Daughters of Charity) and the National Shrine Grotto of Lourdes.	Summer 2023
		M.1.C.2 Study the legacy of Blessed Stanley Rother from Mount St. Mary's University and Seminary.	Summer 2023
		M.1.C.3 Explore other relevant local sites, as well as organizations such as the Knights of Columbus and the Ancient Order of Hibernians.	Summer 2023
	M.1.D	Encourage and support participation of students and their families in the life of the Church.	
		M.1.D.1 Participate fully in all prayers throughout the day. Build on the robust communal daily prayer life of the school (opening morning prayers, noon Angelus or Regina Caeli, end of day Act of Contrition, prayer at beginning of each class for upper grades) by incorporating traditional prayers, including regular prayers in Spanish, and the practice of spontaneous prayer, appropriate by grade and following Diocesan religion curriculum.	Fall 2023
		M.1.D.2 Recognize with gratitude the presence of our priests in the school and the practice of the parochial vicar teaching 7th and 8th grade religion once a week. Support and engage with the Mount seminarians assigned as part of their Pastoral Field Experience.	Fall 2023
		M.1.D.3 Continue regular offering of the Sacrament of Reconciliation.	Fall 2023

		M.1.D.4 Encourage students to participate fully in First Friday and Holy Day Masses. Make certain parents are aware they can attend those Masses. Consider opportunities for students to share faith experiences at the school with the parish.	Fall 2023
		M.1.D.5 Continue service projects that follow the Church's call to service.	Fall 2023
		M.1.D.6 Continue Adoration of the Blessed Sacrament for all grade levels.	Fall 2023
M.2	Assist Catholic parents in their role as primary educators of their children in the Catholic faith.		
	M.2.A	Refresh parents' understanding of the Catholic faith and its practices.	
		M.2.A.1 Offer events that include community building among families and an opportunity for parents and children to learn Church teachings together, with childcare provided, e.g. a family potluck with a catechetical lesson or a family movie and discussion evening related to faith and virtue or Catholic history.	Spring 2024
		M.2.A.2 Provide resources including Catholic websites, books, articles, etc. to assist parents in navigating hot-button cultural topics the children and families face.	Fall 2023
		M.2.A.3 Offer a teaching Mass at least once a year, beginning in Spring 2023, to explain the different parts and responses of the Mass.	Fall 2023
	M.2.B	Encourage faithful weekly Mass attendance.	
		M.2.B.1 Communicate to parents that Catholics are obligated to attend Mass on the weekend.	Fall 2023
		M.2.B.2 Remind those families registered with the parish and thus receiving the parish tuition rate, that it is a moral duty to attend Mass and also to support the parish financially to whatever degree they are able.	Fall 2023
		M.2.B.3 Invite parents once a trimester to attend a specific weekend Mass with children in uniform.	Fall 2023
M.3	Create opportunities for professional development, growth in personal faith, and social interaction among faculty and staff.		
	M.3.A	Provide professional and spiritual development for faculty and staff.	
		M.3.A.1 Access resources from the Institute for Catholic Liberal Education (ICLE).	Summer 2023
		M.3.A.2 Arrange presentations from teachers/administrators from Classical Education Curriculum schools and any other faith-intensive curriculum based schools.	2023-2024
		M.3.A.3 Relying on the discretion of the principal, once a trimester during faculty meetings, incorporate a brief professional development or faith-based video, podcast, or presentation by one of the parish priests.	2023-2024
		M.3.A.4 Direct a concentrated effort to secure enough substitute teachers to allow the faculty to participate in professional meetings/activities and/or spiritual opportunities.	2023-2024
M.4	Foster solidarity across ethnic, racial, and social divides, grounded in knowledge of God's love for every person.		

	M.4.A	Recognize important traditional religious events and saints of worldwide Catholic cultures as they occur during the Church year.	
		M.4.A.1 Acknowledge Saints or devotions that draw on students' heritage.	2023-2024
	M.4.B	Address in a consistent and immediate manner incidents of bullying or denigrating behavior.	
		M.4.B.1 Reflect and potentially reconsider policy on responding to incidents, emphasizing the notion of "What Would Jesus Do?" and/or by resurrecting the "caught being good" exercise.	2023-2024
		M.4.B.2 Continue signing of anti-bullying contract.	2023-2024
		M.4.B.3 Employ immediate response by teachers in classroom with "teachable moments."	2023-2024
	M.4.C	Support integration of the separate language groups in the parish and school.	
		M.4.C.1 Encourage cross attendance at social events, such as Kermes celebration, spaghetti dinner, school talent show, and St. Cecilia Evening of Music.	Fall 2023
		M.4.C.2 Encourage cross attendance at devotions such as Forty Hours, Our Lady of Guadalupe, Vespers on Feast of our Patron Saint, St. Francis Xavier.	Fall 2023
		M.4.C.3 Establish a regular practice of worshipping with the Spanish-speaking parishioners and recognizing the richness and diversity of Catholicism, specifically in Latin America.	Fall 2023
M.5	Emphasize communication and interaction between the school, St. Francis Xavier parish, and neighboring parishes with students enrolled at SFXCS.		
	M.5.A	Encourage communication with pastors of neighboring parishes with students at the school.	
		M.5.A.1 Email or mail a calendar of events to all local pastors.	Spring 2023
		M.5.A.2 Invite the pastors to the Christmas program, Shakespeare play, Science Fair, etc.	Spring 2023
	M.5.B	Encourage parish attendance at school Masses and special events through the bulletin, e-news, and by personal invitation.	
		M.5.B.1 Communicate that First Friday Masses and Holy Day Masses are open to all.	Spring 2023
		M.5.B.2 Promote the monthly "prayer and pastries" social after opening prayers at school at 8:15 am., and also after select weekend Masses.	Spring 2023
		M.5.B.3 Publicize Veterans Day assembly, Christmas program, and other special events.	2023-2024
		M.5.B.4 Organize a series of "whole parish" Saturday vigil/Sunday liturgies that feature many if not all parish groups - or that rotates between groups - to present a visible sign of school and church together.	2023-2024

		M.5.B.5 Create school bulletin board in the historic church vestibule and in the entrance to Xavier Center that features “school happenings” for parishioners and a thank you notice from students to parishioners for supporting the school. Ensure that this is updated monthly.	Fall 2023
	M.5.C	Continue to communicate through bulletin, e-news, and personal invitation to all families in the parish that their children, whether in the parish school, in public school, or homeschooled, are encouraged to participate in parish activities.	
		M.5.C.1 Publicize Children’s Choir audition times, practice times, as well as the time commitment involved.	Fall 2023
		M.5.C.2 Continue to promote CYO participation to all families.	Fall 2023
		M.5.C.3 Share information about the SFXCS Boy Scout and Girl Scout troops.	Fall 2023
		M.5.C.4 Ensure a youth group program that achieves good attendance across language boundaries, including potential opportunities for shared events and language-specific events if appropriate.	Summer 2023
		M.5.C.5 Publish an annual school report of achievements on the website and school/parish social media pages.	Summer 2023

A. Academic Excellence

A.1 Use a dynamic and comprehensive curriculum to inspire lifelong student learning.

	A.1.A	Further integrate the Catholic faith into the curriculum.	
	A.1.B	Create and share a monthly summary of lessons for each grade level and subject area [on the website and/or in “Wednesday News”].	
	A.1.C	Expand the science curriculum to include more STREAM (Science, Technology, Religion, Engineering, Art, and Math) opportunities, resources/equipment, and competitions.	
	A.1.D	Continue to build a culture of literacy that motivates student reading, critical thinking, and writing inside and outside of school. Provide professional development for teachers on writing pedagogy, specifically the “6+1 Traits of Writing.” Assess writing progress from year to year and enhance writing program where necessary.	
	A.1.E	Select (as a school) a different part of the world or culture each year to build academic lessons around, as well as cultural programming, service, and perhaps fundraising, in the interest of providing students with a substantial and enduring global encounter. Seek partners such as Gettysburg College, Mount St. Mary’s, among other institutions or organizations with international reach.	
	A.1.F	Establish procedures to review teacher resource needs routinely and develop methods for identifying funding sources and to obtain new/updated resources. Conduct a routine technology audit to ensure that hardware and software are functioning and cutting edge.	

A.2 Prepare students for academic and life success.

	A.2.A	Use faith-based education for Social and Emotional Learning (SEL).	
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	A.2.B	Utilize project based and experiential learning in the classrooms.	
	A.2.C	Identify and meet the unique needs of each student.	
	A.2.D	Enhance differentiated learning strategies to support students with varying strengths, interests, and learning abilities.	
	A.2.E	Offer diverse after school experiences. Examples may include: Chess Club, Speech and Debate, K'Nex, among others.	
	A.2.F	Refocus efforts on pedagogical strategies that have been successful at St. Francis Xavier Catholic for generations, specifically regarding writing and skill drills.	
	A.2.G.	Explore, develop, and implement a teaching module for health and wellness, with attention to Catholic teaching on human dignity and relationships.	
A.3	Attract and retain quality teachers with diverse experiences and skills who are committed to the values of the school.		
	A.3.A	Provide more opportunities for professional development catered to teachers' specialties.	
	A.3.B	Create resources to help teachers tap into professional development opportunities.	
	A.3.C	Develop a strategy to recruit and retain substitute teachers who share the values of the school.	
G. Governance and Leadership			
G.1	Clarify and strengthen the leadership and governance structure of the school on multiple levels of authority.		
	G.1.A	Establish a Student Council.	
		G.1.A.1 Find a staff member to serve as advisor.	Summer 2023
		G.1.A.2 Establish a selection process for student leaders.	Summer 2023
		G.1.A.3 Let the advisor and students devise a plan for the year.	Fall 2023
	G.1.B	Develop a system of distributed leadership.	
		G.1.B.1 Define roles and responsibilities for additional school leaders such as "lead teacher" or "assistant principal."	2023-2024
		G.1.B.2 Determine feasibility of compensation for faculty who take on leadership responsibilities.	2023-2024
		G.1.B.3 Assign leadership roles and responsibilities, specifically grouping grade levels for leadership and assessment, such as K-3, 4-5, 6-8.	2023-2024
	G.1.C	Review and update school safety plans.	
		G.1.C.1 Form a consultative committee to review existing safety plans and procedures and to propose revisions and upgrades.	Spring-Summer 2023

		G.1.C.2 Update safety plans and procedures, including potential enhancements for card system and security.	Summer 2023
		G.1.C.3 Define chain of command in established safety plans and procedures.	Summer 2023
		G.1.C.4 Train all teachers and staff in the most current safety plans.	Summer 2023
		G.1.C.5 Share plans and procedures with all staff members and first responders, including Gettysburg Hospital, EMS, Police, and Fire.	Summer 2023
	G.1.D	Revise the School Advisory Board (SAB) by-laws and design strategies for recruitment, vetting, and orientation of new SAB members.	
		G.1.D.1 Review SAB by-laws, as well as strategies for recruitment, vetting, and orientation of new members.	Spring-Summer 2023
		G.1.D.2 Update SAB by-laws, as well as strategies for recruitment (specifically reaching out to Spanish-speaking members of the parish), vetting, and orientation of new members.	Spring-Summer 2023
		G.1.D.3 Develop a roster of SAB members that assigns tasks/committee leadership to individual SAB members.	Spring-Summer 2023
		G.1.D.4 Share with stakeholders.	Spring-Summer 2023
	G.1.E	Revise the Parent Teacher Organization (PTO) by-laws and design strategies for recruitment and orientation of officers, as well as increasing participation by parents.	
		G.1.E.1 Review PTO by-laws, as well as strategies for recruitment and orientation of new officers.	Spring-Summer 2023
		G.1.E.2 Update PTO by-laws, as well as strategies for recruitment and orientation of new officers.	Spring-Summer 2023
		G.1.E.3 Create strategies for increasing participation by parents at meetings, including potentially a youth-oriented activity at the same time as PTO meetings.	Spring-Summer 2023
		G.1.E.4 Share with stakeholders.	Spring-Summer 2023
	G.1.F	Establish an orientation program for parish priests, teachers, and staff on the functioning and traditions of the school.	
		G.1.F.1 Establish a team to facilitate onboarding process.	2023-2024
		G.1.F.2 Identify critical information and systems, e.g. mission, grading, behavior, technology, among others.	2023-2024
		G.1.F.3 Determine a process to ensure all new personnel have completed onboarding in regard to identified critical systems.	2023-2024

		G.1.F.4 Develop an orientation document that includes a thorough list of all St. Francis Xavier Catholic School traditions.	Summer 2023
		G.1.F.5 Commission a St. Francis Xavier Catholic School song with participation by music teacher, students, and alumni.	Summer 2023-Spring 2024
	G.1.G	Enhance communication between school leadership, faculty, and parents.	
		G.1.G.1 Carefully plan a Welcome Back evening in August that includes reminders about school policies, (e.g. the handbook), opportunities (e.g. “Enrichment” offerings), co- and extra-curricular activities, service opportunities, athletics, and more.	Fall 2023
		G.1.G.2 Assess and improve the website, Wednesday news, and faculty emails for maximum transparency and communication between the school and parents.	August 2023
O. Operational Vitality			
O.1	Attract and retain students.		
	O.1.A	Increase student enrollment to at least 225 students from pre-K to 8th grade.	
		O.1.A.1 Create a task force to focus on specific groups, including Spanish-speaking members of the parish and wider community, families who have recently moved to the area, alumni families, and families seeking a more integrated educational approach between faith and learning.	Spring-Summer 2023
		O.1.A.2 Poll current families to learn of potential opportunities for parents to participate in the recruitment and retention process.	Spring-Summer 2023
		O.1.A.3 Plan for implications of adding more students regarding space needs, student-teacher ratios, and tuition rates.	Summer 2023
	O.1.B	Increase the pre-Kindergarten to Kindergarten retention rate to at least 75%.	
	O.1.C	Increase the retention rate in the upper grades, specifically from 5th grade to 6th grade, to at least 75%.	
	O.1.D	Improve the matriculation rate from St. Francis Xavier to Delone Catholic.	
		O.1.D.1 Increase collaborations between St. Francis Xavier and Delone Catholic in areas related to athletics, academics, after school activities and competitions, and youth social activities.	Summer 2023
		O.1.D.2 Hold at least two meetings a year between St. Francis Xavier leadership and Delone staff, including principal, development director, and athletic director, to organize collaborations and offer assessment/ feedback.	2023-2024
O.2	Attract and retain teachers.		
	O.2.A	In the short term, establish a discretionary bonus program for faculty.	

	O.2.B	In the long term, increase faculty compensation to be more competitive with schools in the area.	
O.3	Attract and retain volunteers.		
	O.3.A	Cultivate a culture of volunteerism among school families.	
		O.3.A.1 Organize a Welcome Back Picnic and Fall Volunteer Fair with a program planned by the SAB and PTO to include refreshments, entertainment, student work, and booths to showcase volunteer opportunities and encourage sign-ups.	Summer 2023
		O.3.A.2 Develop a mentorship program where families help families learn about ways to “help out” with school activities.	2023-2024
		O.3.A.1 Take advantage of in-person school events to advertise need for future volunteerism, and follow up with individual calls to parents.	2023-2024
	O.3.B	Cultivate a culture of volunteerism among parishioners and/or alumni without students in the school.	
		O.3.B.1 Distribute a survey to advertise volunteer opportunities and solicit volunteers annually.	2023-2024
		O.3.B.2 Advertise in the parish bulletin and website.	2023-2024
		O.3.B.3 Build specific and clear bridges with parish groups which could offer volunteer support to PTO programming.	2023-2024
	O.3.C	Facilitate the process for obtaining relevant clearances for all potential volunteers.	
O.4	Increase fundraising above historic levels.		
	O.4.A	Increase school fundraising, including the efforts of the Director of Development, the Educational Improvement Tax Credit (EITC), and the Parent Teacher Organization (PTO), to 50% of operating revenue.	
	O.4.B	Coordinate the efforts of the Director of Development and the PTO regarding “legacy events.”	
		O.4.B.1 Organize a Fall and Winter Homecoming, e.g. at a CYO Basketball Game, before the Night at the Races.	2023-2024
		O.4.B.2 Provide more transparency to how funds are being used.	2023-2024
		O.4.B.3 Periodically poll parents to learn their suggestions for items of most need, and integrate into fundraising materials and marketing.	2023-2024
	O.4.C	Continue to grow EITC funding from individuals and businesses.	
	O.4.D	Create a campaign approach that articulates the distinguishing experience of a St. Francis Xavier Catholic School education.	
	O.4.E	Explore local, state, and national grants that are appropriate for St. Francis Xavier Catholic School.	
		O.4.E.1 Recruit a volunteer grant writer to serve on SAB.	Summer 2023
		O.4.E.2 Establish a goal for the number of grant applications per year.	Summer 2023

O.5	Enhance compensation for school leadership.	
	O.5.A	Provide additional compensation for the person(s) designated as “lead teacher” or “assistant principal.”
O.6	Review and upgrade technology in the school.	
	O.6.A	Conduct an annual technology audit.
	O.6.B	Create a policy and plan for upgrading technology.
O.7	Improve upkeep of the school building and grounds.	
	O.7.A	Improve the cleaning and maintenance of the school with a custodian or contracted cleaning company.
	O.7.B	Survey, maintain, and improve school grounds by reconvening a building and grounds committee with school representation.
	O.7.C	Assess and improve the process of “reserving space” in parish buildings and track usage as a way to plan potential future building or renovation projects.

Notes