



ST. JOSEPH HIGH SCHOOL

St. Joseph High School, inspired by the life of Saint Joseph, protector and nurturer of the Holy Family, is a Catholic community that cultivates a peaceful, challenging and loving atmosphere fostering spiritual growth and academic excellence for our school family.

According to TCCB-ED, the strategic plan...

- Must include long-term vision and specific interim steps to reach that vision and goals
- Must flow from our mission statement
- Must encompass a period of 3-5 years
- Must outline realistic operational and strategic goals
- Must address the major domains (Catholic identity/charism, mission/philosophy, student services, technology, facilities, development--marketing and PR, ownership, governance, administration, finance, enrollment, personnel, curriculum, other specific needs to the school community)
- Involves an annual review of mission, philosophy, vision, goals, objectives as well as review of plan's goals and action steps, including any necessary adjustments made to goals/actions
- Updated on a regular basis

St. Joseph High School Strategic Plan (2025-2030)

Domain I: Catholic Identity

Overall Strategic Goal: Deepen the school’s Catholic identity and Marianist legacy to foster spiritual growth and a vibrant faith community, with the ultimate goal of increasing student participation in faith-based activities by 2030.

Year 1 (2025–2026):

- Conduct a school-wide survey of students, families, and staff to assess current engagement in faith formation activities (e.g., daily Mass participation beyond required attendance, retreats, service projects).
- Build participation in the Spiritual Life subcommittee of the board by recruiting other ad hoc members from local parishes.
- Continue to incentivize daily Mass participation during Lent with a reward/recognition program.
- Improve involvement in summer programming like Steubenville Lonestar and campus ministry formation.

Year 2 (2026–2027):

- Increase weekly Mass attendance by offering student-led liturgies and incorporating Marianist traditions during the school day and/or liturgy (e.g., prayers to Blessed William Joseph Chaminade).
- Partner with the Diocese of Victoria to host a regional youth faith conference at St. Joseph High School.
- Launch a “Saint Joseph Mentorship Program” pairing students with faculty/staff and peers to model service, faith, and academic and extracurricular excellence. Consider part of this to be induction into society honoring students who are exceptional models of character (“The Order of Saint Joseph”).

Year 3 (2027–2028):

- Expand service opportunities by adding another annual school-wide service day in the fall to parallel our current day during Catholic Schools Week (specific focus on local Victoria nonprofits and parishes).
- Explore addition of a “Ministry in Action” elective course focusing on the practice of Catholic social teaching and Victoria community outreach.

Year 4 (2028–2029):

- Achieve a 15% increase in student participation in faith-based extracurriculars (e.g., Campus Ministry, prayer groups, and parochial involvement) through targeted recruitment and promotion.
- Celebrate the school’s 160th anniversary with a year-long theme of “Legacy of Faith,” featuring guest speakers from the Society of Mary and OVISS.

Year 5 (2029–2030):

- Evaluate progress toward the 25% participation goal via follow-up survey and adjust programs.
- Establish an annual “Spirit of Saint Joseph” Award to recognize students in each grade who exemplify the school’s mission.

Domain II: Governance, Administration, and Management

Overall Strategic Goal: Strengthen governance and leadership capacity to support enrollment growth from current enrollment (290 students for 2025-2026 school year) to over 350 students by 2030 while maintaining fiscal sustainability and mission alignment.

Year 1 (2025–2026):

- Board of Directors to conduct a strategic review of the president’s role, clarifying authority boundaries and streamlining decision-making processes.
- Hire an advancement officer (reporting to the president) to focus on fundraising and enrollment growth initiatives.
- Implement a formal cycle for professional learning for all staff members, with every staff member, from teachers to admin, completing off-campus professional learning every other year.

Year 2 (2026–2027):

- Develop a more robust 5-year financial plan with the board, president, and finance manager to fund enrollment growth, including tuition assistance and capital improvements.
- Increase transparency by publishing an annual “State of the School” report for families and stakeholders.
- Continue to evaluate efficiency and effectiveness of administrative functions to support staff, student, and community needs.
- Implement annual professional development for the president, principal, and board on Catholic school leadership, Marianist principles, and Catholic school advancement.

Year 3 (2027–2028):

- Achieve a 10% enrollment increase through targeted marketing and retention strategies led by the advancement and admissions directors.

Year 4 (2028–2029):

- Begin to conduct a comprehensive board-led self-assessment to prepare for the next strategic cycle.

Year 5 (2029–2030):

- Reach the 350 student enrollment target, ensuring financial stability through diversified revenue streams (e.g. grants, donor campaigns).

Domain III: Curriculum, Instruction, and Assessment

Overall Strategic Goal: Enhance academic excellence for all students by integrating technology, expanding course offerings, and maintaining accreditation standards, with an overall 10% improvement in standardized test scores (11th grade PSAT as benchmark) by 2030.

- **Year 1 (2025–2026):**

- Re-establish academic council with one member from each core department to inform the principal of instructional and institutional needs and to provide feedback to administration.
- Conclude implementation of full 1:1 device program for students, with continued support for teacher training in meaningful technology integration.
- Principal leads a curriculum audit to ensure alignment with the school's mission and Marianist characteristics as well as alignment with up-to-date curricular requirements.
- Add AP Music Theory and AP World History: Modern courses to the curriculum and train teachers through attendance at APSIs.
- Continue to differentiate upper-level math course offerings with addition of Advanced Algebra with Financial Applications.
- Develop partnership with Texas A&M-Victoria for research librarian instruction and library resource access.
- Achieve full compliance with Texas Catholic Conference of Bishops accreditation standards, led by the principal, through the accreditation process.

- **Year 2 (2026–2027):**

- Re-implement annual departmental curriculum alignment meetings with our three major partner schools with focus on ELAR and Math (explore for science and social studies, as well).
- Continue to develop a more robust data-driven assessment system to track student progress and identify intervention needs.
- Expand professional development for teachers, focusing on differentiated instruction to support a growing, diverse student body.
- Add AP Physics and AP Business with Personal Finance courses to the curriculum and train teachers with APSIs.
- Explore expansion of current personal finance offerings into a graduation requirement.
- Explore how to address observed growing gaps in math achievement, as measured by PSAT performance and student course grades.

- **Year 3 (2027–2028):**

- Conduct formal evaluation of use of physical versus digital curricular materials and impact on student learning; to be used to inform future textbook purchasing and curriculum adoption.
- Explore launching two potential elective courses: STEM-focused (e.g., Robotics) and humanities-focused (e.g., Catholic Literature, Medieval World History, Philosophy 101), reflecting student interests, college preparatory, and career exploration needs.
- Work toward adding more on-campus dual-credit courses in addition to currently offered face-to-face ENGL 1301 and BIOL 2301/2101.

- **Year 4 (2028–2029):**
 - Implement a peer tutoring program within STJ and with/for our partner junior high schools.
- **Year 5 (2029–2030):**
 - Measure a 10% improvement in standardized test scores (as measured by the PSAT) compared to 2025 baseline of 11th grade PSAT scores.
 - Conduct a comprehensive curriculum review to ensure continued relevance and mission alignment and to inform our next strategic direction.

Domain IV: Student Services and Activities

Overall Strategic Goal: Expand student services and extracurricular opportunities to support holistic development of the student and improve student retention rates annually.

- **Year 1 (2025–2026):**
 - Survey students to identify desired extracurricular activities and gaps in current offerings.
 - Implement an extracurricular “club fair” (held during the first week of school) to promote student involvement and student leadership opportunities.
 - Implement wellness check-ins for students to share current perspectives on campus climate as well as opportunities for them to reflect on their own state of wellness and needs.
- **Year 2 (2026–2027):**
 - Hire or outsource a part-time counselor to enhance mental health support for students.
 - Launch new student club(s) based on survey results, interests, and student leadership.
 - Implement an annual “Student Wellness Day” focusing on emotional and spiritual health.
 - Budget for potential hire of student resource specialist to manage dual-credit proctoring, library resources, and troubleshooting student technology/devices.
 - Explore partnerships with organizations like Victoria Ballet Theatre and Theatre Victoria to improve student involvement.
 - Implement exit surveys for graduating seniors and students exiting the school before graduation.
- **Year 3 (2027–2028):**
 - Expand special needs programming with targeted support for students with learning differences, in collaboration with the principal and counselor.
 - Increase athletic offerings by exploring addition of new sports/club opportunities to attract and retain students.
 - Improve support for students with learning differences by partnering with Vine School or hiring additional support staff.
- **Year 4 (2028–2029):**
 - Achieve a 15% increase in extracurricular participation through promotion and incentives (e.g., leadership recognition or letter jacket/letter presentation ceremonies).
 - Establish a parent volunteer network to support student activities and strengthen community ties.
- **Year 5 (2029–2030):**
 - Evaluate student extracurricular participation over the past five years and make strategic recommendations for programs to expand, reduce, or add based on that survey data (include clubs, athletics, and other sports/arts students participate in outside of STJ).
 - Implement a “Senior Capstone Project” integrating service, faith, and academics as a graduation requirement.

Domain V: Plant and Facilities

Overall Strategic Goal: Upgrade facilities to accommodate enrollment growth and ensure a safe, modern, and effective learning environment by 2030.

- **Year 1 (2025–2026):**
 - Implement monthly safety drills and training refreshers for staff and students, ensuring compliance with TCCB-ED and Texas School Safety Center recommendations (include tabletop exercises and admin-only refresh on RAPTOR and incident command).
 - Conduct a facilities assessment with the president, director of facilities, and the director of safety and security to identify safety, capacity, and modernization needs.
- **Year 2 (2026–2027):**
 - Upgrade classroom technology (specifically wireless access points upgraded to WiFi 6, faculty devices replaced/updated, improve electrical/wallplug access within classrooms).
 - Roof replacements for key buildings.
 - Continued audit of campus safety and security for compliance with best practices.
 - Develop a capital campaign plan (led by the president and director of advancement) to fund renovations and expansions.
- **Year 3 (2027–2028):**
 - Renovate science labs and common areas (e.g., updating flex spaces like workrooms that could be made more comfortable, usable spaces for teachers and students)
- **Year 4 (2028–2029):**
 - Upgrade/renovate library to be a true student services center (glassed study carrels, flexible seating for teaching, group work, independent learning, and presentations; space for students to dock Chromebooks at docking stations and use printers, etc.).
 - Evaluate possible installation/adoption of more energy-efficient systems (especially LED lighting, HVAC upgrades, improved energy practices) to reduce operational costs.
- **Year 5 (2029–2030):**
 - Complete all major facility upgrades, ensuring an improved environment for increased enrollment capacity.
 - Celebrate improvements with a community open house.