



# IMPACT 28: CALLING FORTH MORE

St. Joseph's Academy  
Strategic Plan 2023-2028





## MISSION STATEMENT

St. Joseph's Academy, sponsored by St. Joseph Educational Ministries, is a Catholic, private college preparatory high school founded and inspired by the charism of the Sisters of St. Joseph of Carondelet. Our mission is to provide quality Catholic education for young women in an environment that challenges them to grow in faith, knowledge, and respect for self and others. Our community expects these young women to make a profound impact in the world.

St. Joseph's Academy is proud to celebrate over 180 years of excellence in education. SJA students excel in an environment of world-class learning, faith-based education, and an emphasis on service to the dear neighbor. Our approach is one of challenging and enriching each student through rigorous coursework and co-curricular programs while modeling leadership based on compassion and respect.

Since our founding by the Sisters of St. Joseph of Carondelet, we have been committed to developing values-driven women leaders. Grounded in faith and the spirit of the school motto of "Not I, But We," generations of SJA students have graduated well prepared for higher education and beyond.

## CORE VALUES

- We believe in a balanced approach to developing the whole woman.
- We encourage leadership and influence through action.
- We call forth spiritual courage and confidence.
- We cultivate intellectual distinction.
- We foster the desire to serve.
- We expect excellence.

SJA has been actively engaged in developing a new strategic plan, *IMPACT 28: Calling Forth More*, to guide and direct our mission-driven work over the next five years. For more than 180 years, the Academy has educated young women through the lens of our shared Catholic identity, challenging them to grow in faith, knowledge and respect for self and others. Today, we are similarly challenged as we work together to create a compass for the immediate future, honoring the work of the past and preparing St. Joe to confront upcoming opportunities and challenges.

A diverse group of constituents including board members, faculty and staff, students, alumnae and parents have come together throughout this strategic planning process, synthesizing more than 1,350 survey data points, and identifying the key issues facing St. Joe in each of the following categories: Academics & Technology, Institutional Advancement, Catholic Identity, Enrollment and Marketing, Facilities, Finance, Governance, and Student Life. Collectively, they developed strategic goals and objectives in each of these domains, from which our school administration, faculty, and staff will create action plans to lead SJA as we work to ensure that the Academy not only thrives but sets the benchmark for single-sex Catholic education in our community.

Marcia Niedringhaus  
President





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# THE STRATEGIC PLANNING PROCESS



For more than 180 years, St. Joseph's Academy has educated young women through the lens of our shared Catholic identity, challenging them to grow in faith, knowledge and respect for self and others. Today, we are similarly challenged as we work together to create a plan for the next five years, honoring the work of the past and preparing St. Joe to confront future opportunities and challenges.

We have created a five-year Strategic Plan that will act as a compass for St. Joseph's Academy to successfully prioritize goals important to its continued success, while also ensuring that there is an objective way to measure progress toward our goals and adjust course as necessary.

Here is an overview of the wide-ranging process that allowed us to produce our Strategic Plan, *IMPACT 28: Calling Forth More*, a plan that was put in motion in September of 2022.

1,350

RESPONSES FROM  
TWO COMPREHENSIVE  
COMMUNITY-WIDE SURVEYS

63

STAKEHOLDER PARTICIPANTS  
IDENTIFYING FUTURE  
GOALS & OBJECTIVES  
AT A DAY-LONG RETREAT

27

FACULTY, STAFF,  
AND STUDENTS  
PARTICIPATING DIRECTLY  
IN DOMAIN GROUPS

33

KEY ISSUES AND  
OBJECTIVES TARGETED  
FOR STRATEGIC PRIORITY

8

SPECIALIZED DOMAINS  
EXAMINED FOR FUTURE  
SCHOOL SUCCESS



# STRATEGIC PLAN 2023-2028

## STRATEGIC GOAL - ACADEMICS & TECHNOLOGY

**St. Joseph's Academy will have a rigorous, mission-driven curriculum that is innovative and relevant, which challenges and empowers all students to reach their full potential for admission to and success in college and beyond.**

### OBJECTIVES

Evaluate and recommend resources that support the diverse academic and social-emotional well-being of our students.

Create a culture that empowers students to be academically resilient, engaged, and have personal agency in their education.

Examine and develop an interdisciplinary curriculum that is challenging, modern, rigorous, and inspires our students to be values-driven leaders.

Evaluate the depth and breadth of technology-related curricular offerings and provide recommendations to ensure students are well-prepared for the future.

Investigate and propose the most effective technological tools for best practices in teaching and learning.

## STRATEGIC GOAL - CATHOLIC IDENTITY

**Sponsored by SJEM (St. Joseph Educational Ministries), St. Joseph's Academy will live our Catholic identity, informed by the CSJ Charism, by providing meaningful encounters for all to actively engage in the growth, participation and ownership of their spirituality that recognizes the presence of God in all individuals, and fosters life-long involvement in faith and service to the Dear Neighbor without distinction.**

### OBJECTIVES

Evaluate school-wide curriculum and programming to enhance transformational experiences of encountering God and the Dear Neighbor to ignite a passion for Christ and the Church.

Expand opportunities to understand and live our Catholic faith and Gospel values in a modern and changing world.

Embrace and celebrate our Catholic identity, unifying the CSJ Charism and SJA mission.

Foster a deeper understanding of our Catholic identity while continuously creating a community of belonging as we navigate an ever-evolving culture in collaboration with SJEM.

## STRATEGIC GOAL - ACADEMICS & TECHNOLOGY

**St. Joseph's Academy will have an exceptional faculty by investing in, recruiting, developing, and supporting the highest quality educators so as to attract and retain those committed to the mission of the school.**

### OBJECTIVES

Assess and recommend faculty recruitment and retention practices that will support and develop highly effective teaching, foster engagement in the school culture, and create a passionate community of educational leaders.

Prioritize a positive teaching experience by establishing and maintaining an optimal class size for each individual class in all courses.



## STRATEGIC GOAL - ENROLLMENT & MARKETING

**St. Joseph's Academy will be the preferred Catholic, college preparatory, all-girls high school in the St. Louis region that attracts, enrolls, and retains students and families of diverse backgrounds while also building an inclusive community and sense of belonging.**

### OBJECTIVES

Establish intentional enrollment goals that optimize student body composition and class size, recognizing the impact on learning environments.

Articulate the unique value of a St. Joseph's Academy education by identifying key differentiating strengths and distinctive culture of the school.

Enhance our comprehensive enrollment plan to establish appropriate benchmarks to increase racial/ethnic, socioeconomic and geographical diversity while welcoming religious diversity.

Broaden our marketing plan to reinforce the school's strengths in traditional Catholic markets while also identifying and attracting mission-aligned families in other markets.

## STRATEGIC GOAL - ADVANCEMENT & COMMUNICATIONS

**St. Joseph's Academy will have a culture of connection and philanthropic support that inspires all constituents to build on our strong legacy and increase sustainable revenue channels for the long-term needs of the school.**

### OBJECTIVES

Initiate campaign planning study in alignment with the outcome of the strategic plan and campus master plan.

Evaluate options to generate additional scholarship funding outside of operational funds.

Identify strategies to expand alumnae connections and programs to ensure continuity of growth.

Enhance communications with our constituents and broader community to educate them about the successes and comprehensive needs of St. Joseph's Academy, including our various fundraising efforts and the use of funds.

## STRATEGIC GOAL - FINANCE

**St. Joseph's Academy will strengthen our fiscal operation and financial position to secure the ongoing viability and vitality of the Academy and its mission.**

### OBJECTIVES

Raise the standard for total compensation and benefits, both tangible and intangible, to attract, retain and support outstanding employees for a college preparatory high school.

Evaluate and strengthen the mission-driven financial review process to assess the impact of enrollment, tuition, fundraising efforts, financial assistance, compensation, maintenance, and facilities expansion.

Assess current tuition structure and financial aid model to ensure that the school remains accessible at all levels of income while still meeting operational and programming needs of the school.

Explore alternative revenue generating streams, including the feasibility of an endowment, while being mindful of fiduciary responsibilities, to support St. Joseph's Academy's mission and the goals of the strategic plan.





## STRATEGIC GOAL - GOVERNANCE

**St. Joseph's Academy will ensure sustainable, effective, and transparent governance models that are inclusive and representative of all current and future stakeholders and supports the advancement of our mission and execution of the strategic plan.**

### OBJECTIVES

Create, implement, and periodically review development plans for all leaders and Board positions to support ongoing successful succession transitions.

Identify, assess, and adopt best practices and parameters for recruiting, engaging, and onboarding of diverse Board members (including gender, ethnicity, socioeconomic, parent status, age, areas of expertise) on an annual basis.

Explore opportunities for more timely and direct communication with Board, senior team, faculty, staff, and key stakeholders to improve transparency and clarity of our mission.

Evaluate the efficacy of existing governing structures (vertically from SJEM throughout SJA) to ensure future viability in fidelity to our mission.

## STRATEGIC GOAL - STUDENT LIFE

**St. Joseph's Academy will ensure that every student experiences a sense of belonging and safety which develops the whole person through diverse co-curricular programs grounded in faith that foster servant leadership, life-long learning, and health and wellness.**

### OBJECTIVES

Assess and recommend a school schedule balanced with co-curricular activities which foster critical thinking, social-emotional well-being, community building, and faith formation.

Assess current programs and recommend co-curricular programs which promote evolving student interests inside and outside of school.

Cultivate relationships based in a collaborative and nurturing community for students of all backgrounds.

Provide opportunities and programs for students to build relationships with alumnae and the greater community.

Explore and recommend best practices which will prioritize and encourage an environment in which social-emotional well-being is at the forefront of the SJA experience.



## STRATEGIC GOAL - FACILITIES

**St. Joseph's Academy will create a sustainable campus that amplifies its educational mission, by providing flexible and adaptive academic and co-curricular facilities that support the diverse programs and needs of our school community while maintaining a safe and inviting environment.**

### OBJECTIVES

Develop and enact a comprehensive Campus Master Plan that includes a wide array of stakeholders, balances infrastructure needs alongside the Strategic Plan's results, and guides and prioritizes future decisions regarding facilities and infrastructure.

Evaluate and address current educational, collaborative, and co-curricular spaces to accommodate, support, and encourage current and future student learning and experience.





**STRONG** *Values* | **STRONG** *Women*

*Our Young Women Make a Profound Impact in the World*

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