

Xavier High School

Vision Report

April 12, 2010

Letter from the Facilitator

Xavier High School Leaders, Volunteers, and Family:

It has been a joy for me to facilitate the process to help you revisit and determine if an updated vision for Xavier High School, Cedar Rapids, Iowa, is needed. I thank Mr. Tom Keating and his staff, the Xavier High School Board of Education, the Visioning Committee, and everyone who said “Yes. I’ll participate.” Thanks, for being a part of this effort. Your time, input, and prayers have been instrumental to the work put into this yearlong effort; and I would be remiss if I did not acknowledge the awesome work of our recorder, Mrs. Joy Long. She was a gift to this process and to me. Thanks also to Mrs. Melissa Slinger for making sure I was provided the flip charts, markers, paper, pens, and my meal (a turkey sub, mixed fruit, and water) for each focus group session. You two are truly servant leaders, and God continues to witness and acknowledge the beauty of your service and your hearts. Please accept my heartfelt thanks!

It is imperative that everyone understands the real work for the Xavier leadership and this Xavier family has only just begun. The next steps include the unveiling of this report, which includes my findings and a set of recommended objectives, to school and volunteer leaders, as well as the public, for further debate, discussion, tweaking, and—I hope—acceptance and implementation.

Xavier High School is a wonderful place of faith and an excellent school with its formation deeply rooted in the merger of two former, highly-valued area Catholic high schools—LaSalle and Regis. I learned through this process how prayerfully and thoughtfully your Catholic community went about making the decision to merge the two schools. All opinions were heard and considered. I hope those who participated in this process felt the same level of respect and importance. It is evident Xavier has upheld the excellent academic, athletic, and activities traditions of LaSalle and Regis. The entire Catholic community should be proud of this educational heritage and Xavier’s present accomplishments and promise for the future.

Xavier High School, the offspring of LaSalle and Regis, is now twelve years old. Funny isn’t it, Christ was twelve when he stepped into the synagogue and spoke to the church leaders. Whether prophetic or not, Xavier, at age twelve, is well-positioned to be about its Father’s business. It is committed to respecting, embracing, and showcasing its birthright and heritage. Because of the tireless efforts, again, for over a year by so many, this report should serve as a tool and guide for taking Xavier to the next levels of excellence, service, and engagement.

I especially want to single out the student focus group that participated in this process. What an inspiration they were to me. Make no mistake, they are in tune with this place, and they love Xavier.

I feel strongly that this report identifies the necessary findings which will add to the future excellence of Xavier High School. I again thank you for trusting me to help you shape your school’s future. I have no doubt that all interested individuals will now roll up their sleeves and work together to secure Xavier High School’s future.

In Him, and Go Saints-

Jeff Johnson

Preface

We read headlines everyday which speak about the future: One day it's the stock market, the next day it's war and terrorism, the next day it's local, regional, statewide, national, or global politics, including healthcare and the deficit, and the next day it's education, the economy, and ethics. The list goes on and on and on. Therefore, it's obvious that these topics open the whole arena up for further discussions on the future definition of excellence, competitiveness, and resources. Furthermore, with the current economy, such discussions are of increasing concern to school leaders, families, students, faculty, alumni, and donors. It is with many of these factors in mind that this visioning process was pursued. This effort provided the leadership of Xavier High School an opportunity to dialogue with its constituents, internally and externally, about the big picture for and about the future of Xavier.

While not true for many Catholic high schools, statewide and nationally, enrollments have continued to grow for Xavier. Expenses have also increased; academically-challenging curricula (specifically the addition of more AP opportunities) are being requested; athletics' publicity is not being leveraged to showcase the many other great things happening at Xavier; and diversity remains an area needing more attention and definition. With the Cedar Rapids Metropolitan area projecting a modest growth in eligible high school students (some families left the area after the flood, businesses have closed, etc.), Xavier must maximize its take of the available market.

Xavier also desires to be a true partner with the Cedar Rapids Metropolitan area and the greater Catholic and business communities. To best serve these markets, Xavier must increase its communications and marketing efforts, as well as its volunteer base. The administration and governing boards must remain committed to all the elements of good business strategy and transparency, and true to the teachings of the Catholic faith. Finally, Xavier has been in existence for twelve years. This is a great time for the leadership of Xavier to take an in-depth look at where the school has come and be sure it is focused on where the school needs to go next. A volunteer Visioning Committee was formed by the Xavier Board of Education after the Board agreed on the following guiding principles for this effort:

- Engage in a process that will answer whether an enhanced or totally new vision for Xavier High School is needed.
- Ensure that regardless of the direction taken any changes will be positive and work toward the seemingly impossible.
- The visioning process needs to be led with integrity.
- The findings need to be focused so Xavier decision-makers and stakeholder groups will buy into and invest in the school's promise for the future.
- The full report needs to inspire the school, awaken greater passion, and be something the entire community can relate to and identify with.
- The results need to build on Xavier's rich history and reputation of excellence while positioning the school and its constituents, especially its students, for greater service and success.

A. The Goals

- To seek information/input regarding the perceptions of and facts about Xavier and the Xavier school community
- To revisit Xavier's core values and beliefs
- To create an attitude of readiness for moving Xavier to the next level
- To better unify the Xavier community
- To establish deeper and broader ownership in Xavier
- To help the leadership better focus the campus on its mission and set goals for the future
- To develop future implementation plans

B. The Facilitator

Jeff Johnson is currently the president and CEO of the Iowa State University Alumni Association in Ames, Iowa. He and his wife Peggy reside in Ames. They have two college-aged children. Jeff serves on the Ames Planning and Zoning Commission and is active with the Boys and Girls Club and Youth and Shelter Services. He is a past president of the Ames Chamber of Commerce. Jeff is a Christian, an active gardener, and a lover of travel, sports, and reading. He is a native of Collins, Mississippi. Jeff received his associates in technology degree in 1983 from Jones County Community College (Ellisville, MS), bachelors in computer science with a minor in business in 1986 from the University of Southern Mississippi (Hattiesburg), his masters in higher education administration in 1995 from the University of Kansas (Lawrence), and is currently pursuing his doctorate in higher education administration at Iowa State University. He has worked in higher education for the past 28 years in the areas of admissions, housing, governmental relations, and alumni relations/fundraising. As a consultant/facilitator, Jeff has conducted visioning exercises for cities, educational enterprises, for-profit and not-for-profit businesses/agencies. Some of his clients have included the Polk County Housing Authority (Des Moines), Dowling Catholic High School (West Des Moines), Christ the King Parish (Des Moines), The City of Ames, Montana State University Alumni Association (Bozeman), Kenyatta University (Nigeria, Kenya), Ivey Business School (Toronto, Canada), and Intheylo (Johannesburg, South Africa).

Jeff was contacted by Mr. Keating in mid-2008 about the possibility of Xavier's interest in doing an in-depth study about itself. Jeff agreed to meet with the Board of Education should they decide to move forward on such a concept. He asked Mr. Keating to determine, with input from the Board, if Xavier should go through a visioning process, goal-setting strategy, strategic planning session, etc. as all were different and lead to different conclusions. Jeff also mentioned to Mr. Keating that whatever process used, Tom and the Board would need to be committed to the long haul and the multiple, unintended transitions that could occur. After additional meetings with Mr. Keating, Jeff was asked to meet with the Xavier Board of Education in mid-November 2008. A set of follow-up meetings occurred between the Board and Jeff as well as between the Board and Mr. Keating. In early January/February 2009, an engagement letter, outlining the process and costs, was signed by the Board and Jeff to have Jeff conduct a full-scale visioning process for Xavier High School.

C. The Challenge

The challenges presented by this effort were the formation of the Visioning Committee; determining the groups to interview and then populating those groups; syncing calendars to establish times to meet; and balancing appointments with weather-related realities. Furthermore, I acknowledge that I wish I could have talked to everyone, but I am extremely pleased with the cross section and diversity of individuals and groups that took an interest and active role in this important endeavor. Twenty-four (24) groups/individuals, totaling approximately 200 participants, were interviewed during this process. Individuals participating in the process provided close to 2,400 comments.

D. The Charge

The charge was to engage as many Xavier and non-Xavier constituents as possible in a dialogue about the current state of affairs, hopes, dreams, opportunities, aspirations, concerns, issues, etc. related to Xavier High School. It was imperative that the make-up of the groups be as diverse as possible. Therefore, Mr. Keating and the Committee were charged with populating the groups with individuals from the Xavier community and the Cedar Rapids Metropolitan area with varying interests and of different ages, genders, ethnicities, professions, etc. The information collected from these individuals would be used to aid me in evaluating the current state of affairs at Xavier. The charge also was to ensure the outcomes embraced the rich history and past reputation of excellence of Xavier High School, while positioning the entire school community for greater service and success.

To respond to the above challenge and charge, the following seven-member Xavier High School Visioning Committee was named in early March 2009 by Board of Education president Ken Gibney:

- Matt Brandes—Business community member
- John Cleavenger—Xavier Foundation Board
- Mike Goldsmith—Xavier faculty member
- Marcia Hughes—Xavier parent
- Tom Keating—Xavier principal
- Dave McGraw—Xavier High School Board of Education representative
- Elizabeth Robinson—Xavier student

E. The Methodology

Following interviews with the Board of Education and the Visioning Committee, Mr. Keating set out to determine the groups I would interview, based off a preliminary list I provided to him. The Board, Committee, and Mr. Keating could add groups to the list or consolidate groups, but none of the groups I had listed could be eliminated. Next, the Board and Committee worked with Mr. Keating to populate the groups. The following groups were finally set:

Alumni - Xavier/LaSalle/Regis
Archbishop Jerome Hanus
Archdiocese of Dubuque Office of Education Staff
Catholic Parents of non-Xavier High School students
Cedar Rapids Public School Principals
Cedar Rapids/Marion Metro Area Businesses
Cedar Rapids/Marion Metro area Catholic Elementary and Middle School Principals
Cedar Rapids/Marion Metro area Catholic Parish Pastors
Cedar Rapids/Marion Metro area Media
Miscellaneous Group (business, government, individuals, etc.)
Non-parent volunteers (Greeters, e.g.)
Parents of Current Xavier Students
Substitute Teachers
Xavier High School Administration (Mr. Tom Keating not included)
Xavier High School Board of Education Members
Xavier High School Boosters (XPX, Booster Club, Music)
Xavier High School Faculty, Staff, and Coaches
Xavier High School Former Faculty
Xavier High School Foundation Board Members
Xavier High School Principal - Tom Keating
Xavier High School Students
Xavier High School Visioning Committee (Mr. Tom Keating not included)

The next step involved scheduling focus group meetings. All meetings were conducted face-to-face and held in the Xavier High School Media Center. Three interviews were held off site. The anonymity and confidentiality of focus group participants were explained and adhered to. Mr. Keating, members of the Board, and members of the Visioning Committee were not involved in any of the group or individual interviews and did not receive copies of any notes, tape recordings, or electronic information. No outside special meetings were held by me with Mr. Keating or any member of the governing groups.

Each group was asked to respond to the following nine (9) questions:

- What words **best describe** Xavier?
- What makes Xavier **unique** within this community, region, and/or state of Iowa?
- What makes Xavier **different** from other such Catholic schools?
- What makes Xavier **necessary**?
- What factors are important to the **continued success** of Xavier?
- What are the **greatest issues, problems, or situations** facing Xavier?
- Which of these above areas could have the **greatest impact** on Xavier's future success and its ability to compete favorably, live up to its potential and values, and remain viable?
- What should be the **critical measures of success** for Xavier?
- What organization or other Catholic high school would you like to see Xavier **emulate**?

Participants were given the opportunity to raise any additional questions of or provide additional information to me following each session.

Mrs. Joy Long served as stenographer. I placed all responses on post-it pads and kept the responses visible during each groups' one-and-a-half-hour session. Participants were also given paper and pens to record the questions and any other information they wished, as a way for them to come back to items at the end of their session. Participants had until 12 noon the day following their focus group session to share any additional information with me electronically.

Once all of the group interviews had been completed, I did individual interviews with an area Xavier alumnus and a number of randomly selected area residents. These random interviews allowed me to further test some of the information I had heard as well as benchmark a number of my findings.

Mrs. Long compiled information from each of the focus groups, and I compiled the information from the additional interviews. Mrs. Long provided her information to me electronically in two ways: one way sorted the responses by question for each group, but no group was identified; and the second way sorted responses by question only with all responses provided from all the groups, but no groups were identified. The latter was more important to the process, as it provided me the opportunity to review the full scope of interactions and responses to determine key themes without respect to which group may have provided the input. The following twelve themes resulted and can be reviewed on pages 11 – 90:

1. Sense of Place – These statements speak to the character, qualities, and commonalities that truly define Xavier and the Xavier experience. This is a great place for the future marketing committee and current communications staff to refer to when working to share Xavier with the public and prospects.
2. Concerns/Opportunities – This area enumerates a number of the concerns about and opportunities available to Xavier.
3. Activities and Offerings – This section provides input regarding the status, extent, and attitudes, positive and negative, about the activities offered at/by Xavier.

4. Faith-based –>From this section, it is clear that Xavier is faith-based, especially Catholic. It is also evident that Xavier needs to demonstrate more commitment to its Catholicity.
5. Commitment to Excellence – This section establishes a strong case for the excellence that exists at Xavier. In many cases, this excellence is across the board. There are mentions of areas in which Xavier has opportunities to enhance its excellence. Excellence is both a value and a hallmark of Xavier.
6. Employees – They are the backbone of the operation, but this section articulates high praise for faculty, staff, the administration, and board leadership. It also showcases a number of concerns about pay, commitment, Catholicity, evaluation, future administrative structure, professional development needs, clergy/priest presence, etc.
7. Perceptions – This section, as it is titled, outlines a number of perceptions (private preparatory school vs. excellent Catholic high school; excellent school for rich kids rather than just an excellent high school; place for smart kids not general learners; etc.) about Xavier High School and the Xavier High School community. It is important for readers to keep in mind that perception for many is reality and that it is good to know what others are thinking. It is also important to not take any of this defensively, but to use the information to work on your inward and outward identity and brand.
8. Location – This section introduces a few thoughts regarding busing and general geography matters.
9. Facilities – High praise for the facility and a number of recommendations for changes, additions, debt, and deferred maintenance.
10. Financial Matters – This section details the responses participants provided about the financial needs of and perspectives about Xavier.
11. Parish Matters – This section showcases the many responses about the strength of and issues with the parishes involvement in and with Xavier and the need for the relationship to be a two-way street.
12. Miscellaneous – This section chronicles a few “catch-all” comments.

In mid-December 2009, I began the data review under each of these designated themes. Each response was labeled as strength, weakness, opportunity, threat, or a combination of each or all of these designations.

In early February 2010, a draft of this report was presented to the Xavier High School Visioning Committee. Following three opportunities for review and final Committee and Board approvals, the final report will be presented at an open forum for Xavier community leaders, constituents, and all other interested individuals and entities. A copy of the final report will be posted on the Xavier Web site (www.xaviersaints.org) and available upon request from the Xavier Media Center.

F. The Key Findings

The findings are in no way meant to be exhaustive. They do, however, provide a glimpse into the many perceptions and facts this process uncovered about Xavier. As the Xavier community moves forward, these findings should provide guidance. It is imperative, however, that the information listed under the section titled A Chronicling of the Interview Responses, pages 12 – 91, be carefully studied for specifics and additional guidance. The findings are as follows:

Strengths

- High graduation and college acceptance/matriculation rates.
- A community of faith—the Catholic faith—but needs to guard itself from slipping in certain areas related to being fully committed to its Catholicity.
- Great support is provided to Xavier by parents, area priests, and businesses.
- Local parish and Diocesan support is extremely strong.
- A strong sense of place.
- Safe.
- Good size, accessible, and affordable.
- Integrates faith across the board and without hesitation or compromise.
- Strong brand and logo; has an identity.
- High and sustained achievements for a very young campus with a rich and deep heritage.
- Committed workforce and volunteers.
- Priests’ presence on the campus, regardless of purpose, is highly praised and respected.
- As a school, Xavier exhibits the true character, qualities, and communal spirit that define the Catholic faith.
- Relatively new and functional facility.
- Xavier’s existence makes education better for the whole community.
- Mr. Keating’s leadership is viewed as credible and respected.
- A place of excellent academics, superior athletics, and incredible extra-curricular and co-curricular activities.
- Growing enrollments; growing number of legacies attending Xavier.
- Positive strides have been made in increasing socio-economic diversity.
- Committed to serving the educational, spiritual, and social needs of the Catholic communities, including learners of all faiths, in the Cedar Rapids Metropolitan area.
- It is a necessary educational option in the Cedar Rapids Metropolitan area.
- Considered a friendly environment, very helpful to others. Students are made to feel loved, cared for, and challenged.

Areas to Strengthen/Carefully Observe

- Long-term financial health, due mainly to current debt.
- Alumni involvement.
- Relationship of the school to the Foundation.
- Guidance department.
- Strengthen theology department through hiring faculty members with advanced religious degrees.
- Train future leaders for the church.
- More Catholic families choosing Xavier.
- Heritage definition versus young campus definition.
- Clear enforcement of the dress code policy or move to uniforms.
- Commitment to community service.
- Position on increasing academic offerings or partnering with local options to better serve the needs of its constituency. The increased use of technology is a must.
- Catholic community center concept.
- Common calendar.
- Acknowledging in-kind gift.
- Improve collection of information for the alumni data base.
- Address the pay scale of its faculty and administrators.
- Clearly state and communicate its position on serving students with disabilities as well as slow learners. (Xavier is either committed to all learners or only learners at a certain level. Being unclear on this subject, but visible in its practice, is sending a double message.)
- Commitment to attracting a larger number of individuals of color. (The low numbers lead many in the area to mistrust Xavier's commitment to racial and ethnic diversity.)
- Integrating its other areas of excellence (fine arts, community service, academics, etc.) with that of athletics. (The perception that athletics gets all the limelight at the expense of other great school offerings must be addressed.)
- The current facility lacks a cohesive story line that ties the school to its LaSalle, and Regis heritage. (This is an area of focus that could serve Xavier well as it works to strengthen the connection of LaSalle and Regis alumni to Xavier.)

Areas to Explore

- Appoint a Media Relations Committee, made up of key community leaders, to address the lack of balanced and comprehensive coverage of the school's activities in the area's media options.
 - The development of broad-based buy-in that a system of Catholic education—from parish to high school graduation—is embraced in the Cedar Rapids Metropolitan area, including smaller suburbs.
 - Increase the number of religious personnel on staff.
 - How to involve a greater number of alumni.
- Creation of benchmarks—internally and externally—to gauge and monitor the school's progress. What does Xavier expect/need to measure and for what reasons?

- Movement from a communications model of just telling its story to that of a marketing/branding model.
- Establishment of a short-term and long-term funding and fundraising plan with well-defined forecasting methodologies.
- Establishment of a short-term and long-term Master Plan for its facilities.
- Consider the president/principal model for administering Xavier.
- How to keep students involved in their parishes.
- Increase traditions.
- Inequalities across activities.
- Transportation options.
- Impact of private preparatory school perception versus just an excellent Catholic high school with very high standards; excellent school for rich kids versus excellent Catholic high school; and a place for relatively gifted to smart kids versus not a place for general learners are some of the stereotypes Xavier has to address. Who are you, and who do you really seek to serve?
- Make its vision, mission, and tag line more visible throughout its facility, on printed pieces, and on its Web site. Volunteers must work these items into their memory. I further suggest that Xavier make its success stories more visible, as well. The development of a marketing plan is highly advised.
- Address the many issues surrounding students' and adults' choices regarding risk-taking behaviors, especially in the areas of drugs and alcohol consumption.
- Better enforce and monitor students' after-school events and "hang-out" activities.

G. Xavier's Current Philosophy

Xavier High School is a part of the tradition and mission of the Roman Catholic Church and the Archdiocese of Dubuque. As a part of that tradition we are committed to:

- Proclaiming the Gospel of Jesus in a Catholic faith-filled environment that motivates each student, staff member, parent/guardian and supporter to share in that mission,
- Developing each person's spiritual, intellectual, social, emotional, and physical gifts,
- Respecting each individual person's unique value and talents,
- Building God's Kingdom through service to our community, nurturing family relationships, and modeling Christ in our everyday actions,
- Creating an atmosphere of justice and trust through embracing the Gospel in our decisions, and actions,
- Fostering stewardship through personal commitment, responsibility, and accountability to one another and to our world,
- Providing a learning atmosphere where creativity and innovation are honored and celebrated

H. The Suggested Vision

"Xavier High School will be the very best at providing an academic environment that supports the development of individuals and a community committed to service, leadership, and Christ."

I. The Suggested Mission Statement Revision

“Based on its rich LaSalle and Regis heritage, coupled with its commitment to Catholic spiritual formation, rigorous academic pursuits, relevant extra-curricular activities, necessary resources, and enhanced facilities to best develop the body, mind, and spirit of all its students, staff, families, alumni, and interested constituents, regardless of backgrounds, Xavier High School’s mission is to develop the total person.”

J. The Suggested Objectives

- *Increase Xavier’s commitment to its Catholicity*
 - Mass
 - Presence of priests
 - Two-way communication between Xavier and parishes
 - Welcoming to all learners, regardless of faith
 - Involvement of students and families in their local parishes
 - Alumni involvement with the Catholic church post-Xavier
 - Community service

- *Ensure Xavier’s financial health*
 - Establish a marketing committee to better tell Xavier’s story, internally and externally
 - Media
 - Alumni, especially Regis and LaSalle
 - Facility
 - Parishes
 - Diocesan Office
 - Parents
 - Neighborhood
 - Booster clubs
 - Student recruitment numbers
 - Alumni support
 - Business support
 - Campus Master Plan
 - Database

- *Increase Xavier’s commitment to excellence, internally and externally*
 - Develop tools to capture, measure, and benchmark key areas of emphasis
 - Peer Group
 - Faculty and Staff (salaries, benefits, professional development areas, diversity, etc.)
 - Co-curricular and extra-curricular activities
 - Increase racial, ethnic, and socio-economic diversity
 - President/Principal model
 - Ensure that all seniors are prepared for their next life decision within a set number of weeks before graduation
 - Student and parent behavior, especially in areas of risk-taking behaviors

- Technology

K. Closing Thoughts/Recommendations

I highly recommend that the Xavier leadership and community stop referring to itself and the school as new or young. You or the school is neither. Xavier is a reconstituted school with a long and respected legacy of excellence and tradition dating back to the original commitment the diocese and the Catholic Church in the Greater Cedar Rapids community made many years ago to having Catholic education available in the area. As to Catholic high school education, LaSalle and Regis carried those banners for many years. Their commitment gave birth to Xavier, and Xavier has continued to carry the banners of excellence and tradition without pause.

The leadership also needs to address Xavier’s commitment back to the parishes. In doing so, Xavier students, families, and faculty need to become actively involved in their parishes, and Xavier leadership needs to get information about Xavier, in particular about the students from their specific parishes, to those parishes. Leadership also needs to find a way to connect to Catholic families who are not “officially (by enrollment) a part of Xavier.”

Furthermore, leadership needs to address the issue of remaining true to Xavier’s Catholicity while remaining committed to serving individuals and families of all faiths. To do the latter is truly being Catholic. Xavier is not a private preparatory school. It is a Catholic High School which provides college preparatory offerings.

Finally, Xavier’s leadership needs to consider the course of action to address the concerns/perceptions raised regarding the school’s lack of commitment to ethnic, racial, and socio-economic diversity.

L. Next Steps

Mr. Keating and the Board of Education should work together to develop a new or revised vision statement incorporating the findings outlined in this report. An Implementation Committee will also need to be formed to draft the school’s next strategic plan, strategic directions’ document, or an annual goals document based on the vision. Regardless of the final plan, the implementation of an annual assessment tool is also strongly encouraged.

A Chronicling of the Interview Responses by Themes

1. SENSE OF PLACE

Strengths

1. A beacon of hope
2. A good reference point-directional landmark as well as academically or spiritually
3. A higher graduation rate of students who present themselves as strong in faith by practicing their Catholic values - recruiting others to the faith – discipleship
4. A place of opportunity, more exist—just when we thought we had met the goal, we decided to move the bar to a higher level. A true “can do” attitude exists at Xavier.
5. A place that produces top notch students
6. Ability to be site-based and make site-based decisions; allows it to be unique
7. Ability to make change among the students/keep order/abide by rules based on values
8. Ability to openly discuss and live faith as an integrated part of the day
9. Ability to provide a values-based education
10. Academic success (graduation rates, test scores, truancy rates, what they are doing-post Xavier High School) to what they are doing after that (work, college, military, citizenship, volunteers, churches, coming back to the area/Iowa and/or reputation to are they better (people, Catholics, servants of others, Christians, etc.) having been part of/through this place to where they are able to nurture their gifts through full exploration – success beyond academics
11. Academic Success—succeed in further education or in their jobs after high school
12. Acceptance of non-Catholics is very strong
13. Accepting of Tom’s leadership
14. Accountability
15. Administration is approachable
16. Administration Setup-few layers of administration-accessibility to administration
17. Affluence of families is greater
18. Affluent
19. Aids in the spreading of the Gospel
20. Aids in the spreading of the Gospel
21. Alive-Always something going on at Xavier and you can come here and there will be people hanging out- It’s a place to be
22. Alternative offering to public/private education
23. Alumni Return to visit
24. Always strive to be the best and attending to how we treat others
25. An appreciation of the countercultural-Our faith is going to be ultimately countercultural and the students need to be comfortable with that and not ignore what they believe in
26. Appearance-Need to tighten up the dress code-flexibility and equality still need to exist

27. Appropriately humble with our success
28. Articulate critical thinking graduates
29. Atmosphere of high expectations in terms of academics and respect towards others; Small school atmosphere with big school offerings/experiences
30. Awesome
31. Balances our community
32. Being Catholic-even at the expense of what the world or America does or thinks
33. Belonging to the Catholic community
34. Better resources – money – strong parish support in our area – facility outstanding
35. Born from the crucible of two separate schools; it was a long process
36. Brand/Identity is strong
37. Branding makes it different-strong effort to get the brand visible in the community-deliberate, catholicity, religious symbolism
38. Broad family involvement and support
39. Broad-based community support
40. Business support
41. Caring
42. Caring Environment
43. Caring-Students care about each other and pull together
44. Catholic **(Stated 23 times)**
45. Catholic Community Center
46. Catholic Community Center Concept exists
47. Catholic Education
48. Catholic Education which makes us more of a community because we all have that faith and we are the only school in the area that has that
49. Catholic Faith tradition
50. Catholic high school
51. Catholic High School education in this area
52. Catholic High School for our community
53. Catholic identity
54. Catholic school
55. Catholicity-Catholic throughout
56. Character of the graduates
57. Choice
58. Classy: Saints are proud of who they are and who they represent
59. Clear expectation of parental involvement-Xavier expects parents to be involved in the education process
60. Clear mission
61. Co-ed
62. College Prep School
63. College prep school - academically - gives parents a choice/option
64. Combination of two schools from two different parts of town
65. Combination of two separate high schools
66. Comfortable here

67. Comfortable in their community and expression of faith
68. Coming Together - No longer a rivalry within the schools due to rivalry and competition
69. Committed
70. Community
71. Community
72. Community Based-Organizations in the community look to Xavier. Students are involved in the community and involved in what is going on in the community
73. Community came together to join two Catholic schools into one-that it is even here at all
74. Community Integration with Charity or Civic Groups
75. Community Service-a part of the academics; Giving back is practiced and modeled
76. Community will still want numbers and rankings
77. Community, our Xavier family is broad (families, businesses, parents, students, employees, etc.), supportive, community-minded
78. Community, personal touches, privileged
79. Community: only Catholic High School, Common Set of Beliefs
80. Community-caring, family, supportive,
81. Community-commitment and community. The students have an instilled sense of right and wrong and what is just and how to treat others. The students are extremely courteous
82. Community-families, friends, support groups for the kids and parents
83. Community-it is an entire community and not just a school-students, faculty, staff, parents working together-Inclusive
84. Community-oriented and community-focused
85. Community-sense that everyone is here for a common theme-Christian/Catholic you are among friends who all have that common thread
86. Complete Metro Catholic high school-consolidation of two schools into one and serves all parishes in the surrounding area
87. Consolidated community-east, west become one
88. Continue the community involvement and ownership-volunteers
89. Continue the welcoming aspect
90. Continued spirit of Sacrifice-Time and Treasure, for all
91. Contributions that our graduates and employees make to their communities, families, church, etc.
92. Contributions that our graduates and employees make to their communities, families, church, etc.
93. Creates a continuum for Catholicism: home, school, and career
94. Creating a legacy of pride that stretches across generations where families continue to send their children here, etc
95. DED scores
96. Dedicated families; committed to the school
97. Dedication-Sense of dedication from parents, staff, board members, and

- pastors who all go the extra mile
98. Desirable-people want to go/be here
 99. Dignity
 100. Discipline
 101. Do it unto the least of them
 102. Dress Code more strict
 103. Educational level of families and parents is greater
 104. Emotionally connected, this has been witnessed through the pulling together during the last two student deaths
 105. Enrollment growth while maintaining the same statistics of excellence
 106. Enrollment is going up
 107. Enrollment is growing
 108. Enrollment is growing
 109. Enrollment is growing
 110. Enrollment is growing
 111. Enrollment is growing
 112. Enrollment is increasing
 113. Ensure the Catholic mission of heart, soul, and mind is permeated
 114. Environment is conducive to being safe-no fights, can be comfortable
 115. Everybody loves Marge (lunch lady)
 116. Excellence, across the board
 117. Extraordinarily Strong Leadership-principal, board, parish-allowed, nurtured
 118. Faces of Success; Saints Making a Difference
 119. Faculty/staff and administrators model the same commitment and expressions of God-living
 120. Faith acceptance
 121. Faith community
 122. Faith Formation-students have the opportunity to have their faith built through masses, retreats, etc. as well as an integration of faith into subject areas
 123. Faith-based
 124. Faith-based whether Catholic or churched at all
 125. Faith-filled - secondly integration of faith in education - service projects with student learning as an outcome
 126. Family
 127. Family
 128. Family - Extended family - Village concept - humanity not a number
 129. Family environment that provides others with a network of parents that share the same morals/expectations
 130. Family-come together to support one another across the board
 131. Family-we all support each other and care for each other unconditionally. Encouragement from everyone
 132. Famous people who graduated - Zach Johnson/Kurt Warner
 133. Financially diverse-socioeconomic diversity
 134. First-class

135. First-class
136. Formed from two previously existing Catholic high schools
137. Forming the next generation of Catholics
138. Forming the next generation of Catholics
139. Freedom to bring God, work, and education in the same book bag
140. Full backing of the community
141. Fun & Welcoming
142. Geographically diverse-students from all over
143. Giving back to the community
144. Good athletically
145. Good Ethics
146. Good product for society, families, and co-workers
147. Good product for society, families, and co-workers
148. Good product for society, families, and co-workers
149. Great Kids who represent themselves, their families and the school very well at and away from Xavier most of the time
150. Growing
151. Growing - enrollment from sport standpoint moved to 3A to 4A – more challenge-not as easy to walk away with everything - Xavier is known for sports - has a reputation for being strong in sports
152. Growing community with the addition of some non-parochial school students
153. Growing enrollment
154. Growing enrollment
155. Growing Enrollment
156. Growing-enrollment
157. Hall of Fame that pays attention to its heritage
158. Have to keep the people at the forefront
159. High ACT scores
160. High parent participation
161. High Parental Involvement
162. High percent of challenged/participate
163. High percent of engaged
164. High percentage of graduates goes on to higher education
165. High percentage of students go to college
166. High quality students who are well-rounded
167. History of Two Schools Merging - Two Catholic schools
168. Home away from Home
169. Homemade lunches; Good food
170. Honesty
171. Honor system-sticking up for the underdog
172. Huge Support Network
173. Humanity-Xavier is real with people who make mistakes but have supports to help them learn from them-lives their faith
174. I Love Xavier-I think this is the greatest place I've ever been
175. Icon-of Catholic education and what we stand for-Destination,

- community, brand
176. Inclusive-we are all friends, not segregated by what grade you are in/cross class relationships
 177. Increased alumni support
 178. Increased and sustained community involvement
 179. Increased and sustained Parent involvement
 180. Increased enrollment
 181. Increasing enrollment
 182. Individuals are attended to
 183. Integrity, known for doing it the right way; grounded in our faith, mission, and profession; when we drop the ball, we confess it
 184. Interests vary
 185. Investment came from the community
 186. It is “truly” Catholic
 187. It is a Mecca-a rallying point, “meeting place” for the Catholic community
 188. It is a place where the human person is honored and respected-humanity is cherished
 189. It is a safe environment-no fights, security guards, metal detectors, etc. We need something faith-based to help enforce our values in this scary world
 190. It is an alternative to public education and a higher one
 191. It lacks racial diversity but I get to meet more unique people-There is some religious diversity
 192. It lives its mission
 193. It offers the opportunity to extend a larger Catholic Community when it involves K-12 students in its activities
 194. It provides a home away from home since we are very close as a community
 195. It unites the whole Catholic community in the Cedar Rapids Metropolitan area, including smaller suburbs
 196. It’s the next step in a strong tradition of Catholic High Schools in Cedar Rapids
 197. Keeping it Catholic
 198. Kids are allowed to be kids and developing them appropriately-allowed to still be their age, however, high expectations are still expected
 199. Kids are role models
 200. Kids develop relationships with teachers and have some levels of hero worship
 201. Kids truly love this school-Love of Place
 202. Kurt Warner and Zach Johnson - very good ambassadors of the school
 203. Lack of scandals
 204. Larger in this area - enrollment
 205. Largest in the diocese
 206. Learning is fully allowed to happen
 207. Legacies
 208. Legacies
 209. Legacy-Catholic school education tradition continues as graduates become

- parents and send their children to Catholic schools
210. Less Me-More Us
 211. Living the brand
 212. Long lasting Relationships - Graduates and families of the school
 213. Look at Notre Dame-Catholic, similar to our strong alumni base-St. Louis University as well
 214. Low to no dropout rate
 215. Loyalty
 216. Loyalty of its graduates or families, constituents, faculty, staff, alumni, students, families, Catholic Community
 217. Magnetic-Kids are curious and want to come
 218. Maintaining a safe environment
 219. Maintaining Catholic Identity
 220. Maintaining/growing enrollment
 221. Manners and discipline of our students
 222. Medium-sized, private high school
 223. Medium-sized, private high school
 224. Medium-sized, private high school
 225. Melded together two separate schools
 226. Mission statement that we live
 227. More of a college prep school
 228. More welcoming environment
 229. More Xavier students and parents involved in parish
 230. New and Fresh
 231. New High School
 232. New, young
 233. Newer
 234. Newer
 235. Newer school - merging of two Coed Catholic high schools in the area
 236. Newest school
 237. Newness
 238. Newness gives it vigor and freshness
 239. Nicest Campus and Facilities - True Campus - Everything is here
 240. No conflict – i.e. debates to keep open/declining enrollment
 241. No geographic attendance/enrollment boundaries
 242. No other Catholic high school option
 243. Not afraid to take risks due to a strong focus on being true to its mission-both calculated/relevant
 244. Number of students going to college and finishing college
 245. Offers a sense of a Catholic Community Center
 246. One Graduate won the Super Bowl and One Graduate won the Masters
 247. One pays tuition to attend
 248. Only Catholic High School in town-which means there is no other Catholic alternative
 249. Only Catholic school in the city
 250. Open and welcoming

251. Openness and welcoming to others
252. Openness to change-visionary-evolving-open to nuances
253. Opportunity to provide instruction in values
254. Optimistic
255. Outstanding academics in a faith-based environment
256. Overall, academically talented
257. Parent Involvement
258. Parent Involvement
259. Parent Support
260. Parental Support
261. Parental support and involvement
262. Parents and communities willing to make the commitment-Financial, transportation, committed to values
263. Parents are willing to be involved
264. Parents know when they walk in the door that volunteering is an expectation
265. Parish members without students here support financially, including those who used to have kids at Xavier
266. Participation continues in many forms; Alumni return to work here, donors, Coaches, etc.
267. Partnership model at Xavier is the envy; faith community
268. Partnership model at Xavier is the envy; faith community
269. Pastors that are extremely committed to the school
270. Percent of students in each class who are “not left behind”
271. Percentage of graduates attending college
272. Percentage of Legacies we attract
273. Percentage of students who are still active in their faith – Did it ignite your faith?
274. Personal touches in how we can respond in tragic situations—funeral dinners in the gym, memorializes tragic events, structures in place to support students, staff, and parents in tragic events
275. Played 4A when was a young school and was a 3A school
276. Positive-students are in a positive environment and portray positive behaviors in the community
277. Pride
278. Pride and Ownership-
279. Pride is a lasting testament
280. Pride is community wide-you can see it all over town
281. Pride-Community, students, staff-connection and ownership
282. Pride-Proud of their school, the way it looks, the way they act
283. Primary community for students
284. Private
285. Private
286. Private
287. Private
288. Pro-athletes that we get to honor from history of combined Catholic

- schools
289. Pro-athletes that we get to honor from history of combined Catholic schools
 290. Producing students who are strong Catholics and Catholic Leaders or faith-based leaders
 291. Provides a “smart place” to hang out
 292. Provides a firm foundation that whether they know it or not defines who they are and helps them to weather life’s storms
 293. Provides a private school option for those who may not want public education—both Catholic and non-Catholic because of our Catholicity
 294. Provides a safer and caring environment for our children
 295. Provides a sense of community for parents and a good support system-it becomes like a sense of family-social network
 296. Provides an environment because of size where there is more one-on-one support
 297. Provides an option for families that meets their needs
 298. Provides families, businesses, the community with educational options (rising tides float all boats)
 299. Provides families, businesses, the community with educational options (rising tides float all boats)
 300. Provides safety
 301. Provides/supports Catholic education
 302. Quality of the Education-the students would have the tools they need for occupation or ongoing education
 303. Quiet during school hours
 304. Receptiveness of the students - students taught respect
 305. Reciprocal respect between students and teachers
 306. Relatively new
 307. Relaxed dress code vs. uniforms
 308. Religion focused-daily prayer, spiritual being is part of everyday activities, and faith focused
 309. Religious option for non-Catholics as well as provides broad access to a full set of academic, athletic, extracurricular, etc. offerings
 310. Religious: Catholic
 311. Remember, working hard is not a bad thing
 312. Remember, working hard is not a bad thing
 313. Repeat Customers, purchasers
 314. Reputation - Many want to be here - not here because parent/relative wants them to be
 315. Reputational Integrity/Strong Brand
 316. Respect for individuals and their unique abilities
 317. Respect from the community and state
 318. Respect of the larger community
 319. Respectful-by and large it appears that students are respectful to each other and those who come to the building
 320. Responsible

321. Right Size-Students can identify with others
322. Sacrificial
323. Safe
324. Safe to be who you are
325. Safe-don't have a lot of problems other schools face
326. Safer environment
327. School pride remains solidly intact
328. Seen as the #1 Private School in the Corridor
329. Sending some kids every year to elite colleges
330. Sense of Community
331. Sense of Community
332. Sense of community
333. Sense of Community externally and internally-strong sense of belonging/Sense of Connection
334. Sense of community servants—do more of it
335. Sense of Families; Legacy
336. Sense of humility and demonstration of humility
337. Sense of Mission
338. Sense of optimism-Positive community who believes in a bright future-not in survival mode
339. Sense of Order-People know where they should be, structure, protocols, and accountability
340. Sense of ownership-to address concerns
341. Sense of Passion-people who really care
342. Service to community, at home and abroad
343. Service-minded
344. Shared common space
345. Size (small compared to public schools), No borders; students enrolled from all areas of the city and neighboring towns, Brand presence-five Xavier bumper stickers to everyone from somewhere else, Metro Catholic system
346. Size allows Xavier to both monitor and enforce its desired culture-manners, respect-shake hands of coaches, not taking cheap shots
347. Small
348. Small Community-Kids and parents seem to know each other as opposed to larger schools where parents might not know each other
349. Smaller class sizes
350. Smallest high school in the city
351. Social community for parents
352. Socioeconomic status of students is higher end
353. Solid volunteer base
354. Sound, morally rich environment with high expectations on do your best/excellence
355. Special Community attributes
356. Spirit of sacrifice and dedication
357. Sportsmanship

358. Staff/student ratio
359. Staff/student ratio
360. State Championships
361. Steady enrollment
362. Still in business
363. Strict conduct code
364. Strong academically, spiritually, and socially
365. Strong alumni support-beyond financial
366. Strong Catholic identity
367. Strong Leadership
368. Strong Leadership
369. Strong parish support-Full diocese support
370. Strong parochial feeder system
371. Strong relationship with middle schools
372. Stronger brand presence beyond Cedar Rapids Metropolitan area, including smaller suburbs, and the Catholic community
373. Stronger parish support
374. Students all get along-camaraderie
375. Students appreciate that we are truly Catholic-we scream Catholicity
376. Students are cultivated
377. Students attend from other communities
378. Students attend who are non-Catholic
379. Students desire an option that provides them an opportunity to continuously deepen and exercise their faith (not have to leave it at home, in the car, or on the bus when they enter the educational realm)
380. Students desire an option that provides them an opportunity to continuously deepen and exercise their faith (not have to leave it at home, in the car, or on the bus when they enter the educational realm)
381. Students from all over the metro area
382. Students have a sense that there is life beyond Xavier and they plan and prepare toward that next experience
383. Students have broad experiences they bring to the table-including diverse ones
384. Students really want to be here-creates a high degree of “beginning” pride
385. Students support authority to a high degree
386. Successful, our students have, show, and anticipate success and involvement in their school—they problem solve with/for their school (They have a “why can’t we” attitude.)
387. Successful-Athletics, academics, fine arts
388. Supportive
389. Supportive Network
390. Supportive, broadly across the parish, from parents, benefactors, Archdiocese, alumni (we need to strengthen in this area), we need to keep in mind that the Xavier alumni side of who we are is young
391. Supportive, people talk up Xavier, its quality, its achievements, and its opportunities

392. Supportive-real rapport among colleagues and support from administration for the work that the faculty does, strong parent backing, a solid respect for the efforts faculty and staff make
393. Support-when a difficulty or challenge occurs the community really does rally for those who need the support
394. Sustaining or growing in enrollment
395. Tagline/Motto is “alive” and “visible”
396. Taught to take pride in our school-great care takers of facility
397. Teamwork
398. Thankfulness—students are happy/thankful their parents send them here/sacrifice
399. That all families feel that they are welcomed here no matter what the socio economic status, race, occupation, etc.
400. The “pay forward” reputation of the Xavier Community to the larger community
401. The Cedar Rapids Metropolitan area, including smaller suburbs, is blessed to have Xavier High School
402. The chapel is the center of the building with everything else built around it; faith elements are highly visible
403. The fact that 99.5% of students graduate from high school
404. The fewest number of stop-outs, transfers from Xavier
405. The life post-Xavier that is faith-centered
406. The name-sports (Saints)
407. The only Catholic high school in the city
408. The only religious-based high school in the city
409. The product is still selling = enrollment ** key factor reputation
410. The product value is still perceived as being quality and worth the price
411. The relevance of the traditions from which this school was born are still embedded in our current system-The combination of the two traditions (Regis and LaSalle) that it comes from and that it hasn't abandoned those traditions
412. The slanted “X” in the logo is very prominent-well branded
413. There's only one in the community with access for all
414. They house the president
415. Ties throughout the entire community-students from all over the city and beyond not bound by district boundaries
416. Tools to have a lived and active faith
417. Tough to fall through the cracks; if people are struggling, it is recognized, and they get the help they need
418. Traditions of Xavier-Homecoming bonfire
419. Tradition-traditions exist that bring the community together even for its relatively short life span
420. Tremendous parental involvement
421. True campus model rather than just a high school building
422. Two schools combined to make a new school but the old ones still exists as a middle school

423. Uniform over a dress code
424. Uniformity-looks, dress, etc.
425. Unifiers-The river used to divide east and west and now it is more united
426. Unity of the groups
427. Unity-The east/west struggles seem to be less divisive than they were in the beginning
428. Uplifting-Any experience that you attend at Xavier whether academic or extracurricular leaves you with a good feeling when you leave-Feeds one's spirit
429. Urban school predominantly-we represent an urban area vs. rural or rural/urban
430. Values Based
431. Very motivated student body-come to Xavier from across the city for a variety of reasons
432. Volunteer base is strong
433. Volunteer Opportunities are huge
434. Volunteers (unlike other schools)
435. We are a choice for parents and students
436. We are a living, breathing Catholic School
437. We are another option for kids who aren't successful in the public school
438. We are building on something very good
439. We elevate other schools to higher levels of excellence
440. We have many first generation "Saints"
441. We have warts, and we ain't hiding them—we're working on them.
442. We're growing-enrollment
443. Welcoming-It is a warm place and students are friendly
444. Welcoming-to new students
445. Well prepared for college
446. Well-rounded students—spiritually, socially, emotionally, educationally excelling
447. Were able to open a new Catholic high school that has been successful
448. When you see Xavier or the logo, you know what that stands for
449. While most students are white, middle class, views run the spectrum
450. While the experience here is full, it is important that they leave Xavier with a hunger to do more, better, often
451. Wide political diversity-all extremes and in between
452. Won a lot of state titles
453. Xavier graduation rate
454. Xavier has become its own story and it is still being written
455. Xavier has produced some great role models as alumni—who model the mission of Xavier
456. Xavier's commitment to the whole person is refreshing
457. You feel as though you are a part of the school-staff are friendly-inclusive friendly-people have manners
458. You never see students wandering the halls; students appear to be where they are supposed to be

459. Young-somewhat new

Strengths/Weaknesses/Threats

1. Diversity-People from all over and more cities or communities-Not a lot of diversity in terms of ethnicity but I have the opportunity to meet so many different kinds of people
2. Independent but joined to the feeder schools-from a governance standpoint, we try to cooperate but there isn't one unified system. Also financially independent of Feeder schools but Xavier sets the salaries for all the schools in a cooperative manner (gentlemen's agreement)

Strengths/Threats

1. Affordable tuition
2. Affordable Tuition-especially based on quality
3. Amount of time spent here/Preferred place to hang out-Need to monitor?
4. Community Support-families sending students here and supporting financially
5. Has a history-two coming together, separate identities, a new history formed-there can still be some issues related to the merger-luggage/baggage hanging around
6. Low Tuition
7. Lower Tuition than most other Catholic schools
8. Lower tuition-substantially
9. Money
10. More Accessible - tuition is not out of reach for families that put Catholic education first
11. Religious - Elite - status of well-to do families that can afford private education structured religion classes all students are required to take
12. Sacrifice
13. Sacrifice-families, parishes, staff all share an element of sacrifice to make Xavier possible
14. Safe haven for living out one's faith
15. Tuition compared to Catholic Schools outside of the state is low
16. Tuition is less
17. Tuition is lower
18. Tuition is lower than most
19. We need to be a "WE" parishes and schools-we are on our way and we are certainly not a them and us but we still have work to do-Families are not attending Sunday worship because they are participating in Xavier-affiliated activities or "Club" sports which are clearly supported by coaches—also included sacramental preparation and parish formation events

Opportunities

1. Academically ready—push them harder
2. Are we looking at how to address the kids who don't "belong"-Are we truly

- welcoming and service-centered?
3. Break down the barriers of where they came from and more about where they are now
 4. Community-involve kids in feeder schools as well as alumni and parents
 5. Continuous improvement-celebrating successes, but not being satisfied with the status quo
 6. Create more internal linkages beyond similar interest
 7. Create more of a sense of volunteerism-enhance this culture
 8. Do they offer pre-seminary classes here?
 9. Does the school exist for the parishes or does the parish exist for the school?
 10. Don't be afraid to pray-don't be afraid to wait and not act too hastily
 11. Dowling—Seem to have rich tradition, community, fundraisers. These things broaden the brand of Dowling into the community
 12. Enhance alumni connections/involvement-Xavier could be included as part of planning reunions-
 13. Eucharistic identity is what we need to identify with
 14. Good school/good people, but needs to get back to parochial education and values
 15. Increase our sense of tradition and spirit
 16. Lack of religious personnel on the teaching staff-primarily lay staff
 17. Make it easier for more families and students to quickly find their place and relationships
 18. Need to keep the Xavier name in a positive sense out in the community
 19. Notre Dame – fanatical devotion to the institution/loyalty/lifetime devotion in the public school and you are involved in a sport, you shouldn't have to do gym class
 20. Remain a place of high character, just morals, appreciative, helping
 21. Remain committed to its Catholicity
 22. Remain committed to mission and faith/values
 23. Remain family-oriented toward each other and community-minded
 24. Remember that the “faith” label can just be that...a label “practice what you teach.”
 25. School needs to be more welcoming – see how they felt when they were first introduced to the school
 26. Service-Trying to build a community of people who will go out and provide service in the future
 27. Students should be more important to the school's mission and sense of place
 28. That our mission is revealed each time one encounters our logo/our people/our literature
 29. There is a dress code-not a uniform
 30. Through their Xavier experience, are students leaving with a tremendous amount of pride and a hunger to learn more about their faith.-Why Am I Catholic? Or are they burned out and no longer hungry to challenge and build their faith. How do we bring the parents along in this process? Does Xavier further the trio relationship that supports one's faith development-family, parish, and school? This consciousness must exist.

31. Use our alumni success to nurture, expose, and further encourage
32. Xavier should assist us in bringing the “full” Catholic Community together
33. Xavier used to be the community center, had strong sense of place, and faculty didn’t want to leave—get that passion back

Opportunities/Threats

1. Be open-minded (Baggage/Luggage Analogy)

Weaknesses/Opportunities

1. Catholic Tradition should permeate all content areas
2. Community Service Requirement-more than just one day in October
3. More accepting of the public school option and its role in faith building
4. Need to find an identity in terms of the dress code-“exemplify Christian modesty”-be clear on what this is

Weaknesses/Opportunities/Threats

1. Central theology and liturgy permeated throughout the system and school located mostly through personnel-people with sound theological degrees in the theology department-people who are knowledgeable about worship and practice Catholicism-I feel that used to be there as a given with religious life, but we need to keep that in mind as we hire people and it should be a goal.
2. Don't provide transportation for students to and from school
3. Finances are tight, and this is known
4. History and Tradition-Old traditions are fading and new ones aren’t quite yet emerging. Xavier is stagnant. At a crossroad-Blurred identity, tradition chaos
5. Involvement in the parishes, giving back to the community, and being active in their service to the church and community
6. More accepting of Catholics who do not attend Xavier. Drop the “better than” attitude

Weaknesses/Threats

1. Community is so tight that some are more involved here than they are in their parish- perceived as one-way relationship
2. Insulated
3. Isolated
4. Limited in programming: Level II programs, expensive programs, offer everything a family may need—Xavier is limited in its offerings
5. School/students-sheltered
6. Service learning – there are concerns about level of commitment
7. Service Learning-which lasts beyond Xavier
8. Some people think that there are people who don’t send their kids to school here because they don’t think the place has the religious emphasis it needs to have
9. There are a number of school activities and Xavier-affiliated activities that tend to undermine how families and students are able to participate in parish life. Also it is hard to find the leadership in many of these activities when one

is trying to address these concerns.
10. White Flight

Threats

1. A large, but not overly wealthy donor base
2. Drugs and alcohol
3. Sometimes feels as though we try to dampen the fact that we are Catholic
4. Sports - growth will impact their young-winning heritage
5. Tight Resources - Financial

2. CONCERNS/OPPORTUNITIES

Weaknesses

1. Activities inequality and resources
2. Are students prepared for the big world?-Because they lead a fairly sheltered existence here emotionally, socially, etc.
3. Athletics/school calendars don't match up well
4. Band Department-It seems like the director is not doing his job or cares-Lack of student participation in band
5. Do more with less, but never gets opportunity to execute necessary or relevant opportunities
6. Guidance department is a problem
7. It is a safety net-safe haven as they go through some potentially tough years as teenagers and make "early" tough life decisions
8. LaSalle was harder, but Xavier chose the Regis curriculum
9. Limited in Fine Arts compared to public schools
10. Never seen any priests on campus here compared to other Catholic schools
11. Play Sandstorm at the dances?
12. The split Foundation/School model is not healthy

Weaknesses/Opportunities

1. Administrative Structure-President in place and Deans in place to allow the principals to focus on instruction and be more present in the building
2. Alumni Support
3. AP Classes –constantly hear about in public schools and what they have compared to Xavier
4. Look at the Christo Rey "Christ the King" model (This model started about ten years ago. Reach into the inner city. Xavier has this responsibility; do they have the calling or the stomach to respond to God's calling or direction in this area?): No one's gifts should be wasted because of broken homes, socio-economic status, especially blacks (X% population in CR) and Hispanics (X% population in CR)—best possible quality of education has to be provided
5. No Chaplain in the building—on-site influence would be nice/wonderful; other Catholic organizations' participation is low in Xavier
6. Not enough partnerships with businesses
7. Overcoming compartmentalization; value the whole not just the parts; the whole is greater than the sum of the parts

8. Special Needs Program
9. The state of Iowa spends too much money on buildings and not enough on education
10. Transportation to and from school
11. Xavier lacks conviction on many of the things it can do
12. Xavier used to be the community center, had strong sense of place, and faculty didn't want to leave—get that passion back

Weaknesses/Opportunities/Threats

1. Embraces and supports learners at all levels
2. Enforce rules consistently-not show favoritism
3. Finances
4. Finances-money-But be sure not to make it an easy excuse or copout
5. Generational changes in students and their habits – study habits/personal/attitudes
6. Lack of knowledge on peer rankings
7. Lack of public knowledge of who can attend Xavier - you do not have to be Catholic to attend Xavier
8. Lack of religious personnel on the teaching staff-primarily lay staff
9. Lack of sense of the importance of Sabbath
10. Lack of students finding who they are - confused how their generation is suppose to go
11. Lack of value in Catholic education as each generation passes
12. Low percentage of legacies
13. More diversity-larger makeup of ethnic groups
14. Needs to do a better job of acknowledging small and in-kind gifts
15. Needs to reflect more diversity and diversity of experiences – faith/race/socio economics
16. No common calendar
17. Not Diverse
18. One chief administrator
19. Perceived lack of diversity-this is the clear topic of every business lingo/model
20. Relaxed dress code vs. uniforms
21. Rotating schedule
22. Somewhat countercultural-we provide a “dress” environment but not a uniform and not MTV-includes language, clothing, attitudes, etc.
23. Support of Parishes
24. Technology
25. Technology - growth that demands updates to be competitive for every student to be competitive
26. Technology competition
27. Telling our story–limited in our parishes–pastors worried about those who don't send their kids to Xavier – Better connect with our parishioners
28. Updated technology/Enhance technology
29. Up-to-date technology, media and resources and training to use them

30. Victims of our own success-need to understand who we are

Weaknesses/Threats

1. Assignment of employees who aren't necessarily in it for Xavier; it's an assignment
2. At times it comes across as a glorified public high school and prep school, and not a Catholic/parochial school
3. Athletic director is more concerned with football/basketball than being an "Activities Director" and treating all events/group activities with the same level of respect
4. Competing with quality public schools-and funding and academic offerings
5. Debt reduction
6. Debt reduction: short-term/long-term
7. Debt-driven environment
8. Distractions: graffiti in building is starting to appear—respect property; take greater pride
9. Drugs and alcohol are here; don't deny it—talk about it
10. East-side mentality still exists
11. Elitism-real or perceived
12. Finances: Current state/national economy's impact on endowment returns, parents' ability to pay tuition, which in turn affects budget, which in turn affects salaries, etc.
13. Insulated
14. Keeping up with technology available
15. Keeping up with technology, course offerings, teaching programs/methods
16. Kids and families are hurting, and insiders know it; our faith should help us be partners in these situations, not hypocrites
17. Lack of communication with parents of a vision and goals for the school
18. Lack of communications between St. Joe and Xavier/St. Joe does not subsidize Regis since it offers grades 6-8. There is the out-of-parish tuition fee, plus St. Joe is a small school with decreasing enrollment. Many of St. Joe kids are no longer choosing Xavier.
19. Lack of Cultural Diversity and Socioeconomic diversity
20. Lack of discipline
21. Lack of diversity-ethnic
22. Lack of diversity-ethnicity
23. Lack of Diversity-religion, ethnicity, socioeconomic
24. Lack of Diversity-Socioeconomic, ethnic, cliquish, learning abilities
25. Lack of Diversity-Upper middle class white families-Could be more diverse in terms of race and socio-economic
26. Lack of ethnic diversity
27. Lack of ingenuity for new ideas because of past traditions
28. Lack of unique religious conviction; Catholic sometimes by name only
29. Leadership all falls on the principal-the governance board may not be invested enough to know the ins and outs of what happens each day
30. Life skills aren't taught-mission work, how to solve problems, etc.

31. Limited in programming: Level II programs, expensive programs, offer everything a family may need—Xavier is limited in its offerings
32. Limited mobility across groups due to lack of diversity-if you aren't in the mainstream you may be out of the group
33. Lower tuition receipts: 54% of Xavier's budget vs. 7% nationally
34. Need to figure out the identity-Is is Catholic, Prep, or Private-We vote Catholic!
35. Needs to remain a Catholic school as opposed to a private school
36. No respect for band
37. One common concern – salary scale
38. Our “priming pump” doesn't meet the “vast well” when they get to Xavier-lots of opportunities for students to do a variety of activities in middle school but when they get to Xavier there isn't enough coaching or facilities to provide the same opportunities so then students get cut from programs
39. Parental control is lacking
40. Political “boxing in” that occurs
41. Pressure to conform (providing more AP courses, school year)
42. Reputation-What's our “hang-out” image? Does it match our school image?
43. Salaries
44. Sense of entitlement
45. Sense of entitlement
46. Skewed prioritization-due to received PR
47. Sometimes Xavier is Catholic in name only
48. Space limitations
49. Sports-A lot of sports activities occupy the student's lives in conflict with study and faith life
50. Their view of themselves vs. how the rest of the educational and parts of the community views it (Xavier).
51. There appears to be some “gift” grades being handed down
52. White Flight
53. Xavier appears more private than Catholic; I was hoping it would be the other way around

Opportunities

1. "Adopt" another school
2. A vision
3. Ability to defend one's faith
4. Ability to point to a citizenry of “Saints” that mirror the mission (How will the data be gathered?)
5. Academic Excellence and curriculum offerings that challenge students-more opportunities to differentiate for student needs at all academic levels
6. Academic leveling program, needs to be better defined and refined; need to ensure integration across individuals and opportunities, and must not be seen as a label
7. Accountability
8. Administrators/Faculty and staff need to follow through and the

- administrator can't be the one to do it all
9. Affordability
 10. Affordability
 11. Affordability-need to let parents know that there are ways that they can afford
 12. Alternative to public schools
 13. Alumni
 14. Alumni reputation - morals/service oriented
 15. Appealing to a greater number of your core constituency
 16. Are our students committed to stewardship-time, talent, treasure?
 17. Are they making the world and the lives of others better?
 18. Are we truly training Catholic leaders for the future?
 19. Attract administrators who can be affective
 20. Attracting Catholics who aren't going to school here
 21. Avoid the "good ole" boys/country club mentality-and practices-seems to be increasing at Xavier
 22. Balance between an elite school/affordable school
 23. Balance between an elite school/affordable school
 24. Be Catholic
 25. Be nice; acknowledge guests when you see them in the building; make eye contact
 26. Be open to new ways of doing things and not have preconceived ways of solving problems, but be open to new ways of solving problems-be committed to being true to our faith and teaching
 27. Be open-minded (Baggage/Luggage Analogy)
 28. Be sure to continue to ensure that faculty, staff and students are treated fairly
 29. Be sure we are honest about the issues our kids are facing and be known as a place that is addressing it head on as a deep community of faith.
 30. Be willing to solicit input from all stakeholders
 31. Because of size, open up the opportunities
 32. Because Xavier makes a difference-what the students do in the community makes a difference-who they are and how they are looked up to
 33. Becoming contributing alumni-Time, Talent, Treasure-also advocates and ambassadors
 34. Begin Alumni Clubs in outside communities-Xavier Club of Chicago, Xavier Club of Minneapolis, etc.
 35. Begin alumni clubs in outside communities—Xavier Club of Chicago, Xavier Club of Minneapolis, etc.
 36. Being the best doesn't always equal first place
 37. Better job of making sure the community knows what we stand for and against
 38. Better promotion/marketing, product identity
 39. Brand vs. reality
 40. Brand/Images/Marketing
 41. Break down the barriers of where they came from and more about where they are now

42. Bring in the past to mirror the future; we aren't properly using our history and heritage
43. Broaden Diversity-socioeconomic, ethnic
44. Broaden student base on a defined (race/geography/physical challenges) and funded (socio-economic) scale and academic aptitude
45. Building initiatives: struggling learners, technology, assessment, faculty spiritual development
46. Building on the successes but not resting on them
47. Businesses
48. Can be a recruitment tool for the community to attract families to move here
49. Can focus our talents, dollars, and our curriculum while understanding that we cannot be all things to all people/situations
50. Can we clearly articulate the mission of Xavier? What does it mean to be a Xavier Saint? (Can we bring out the youthful mission of Saint Francis our patron saint?)
51. Catholic Tradition should permeate all content areas
52. Catholicity needs to be stronger, especially when it comes to teachers
53. Central Board and ESC, Human Resource Director, Religious Ed Director- need to be together rather than as separate entities-will allow vertical articulation PK-12
54. Character of the graduates
55. Charity starts at home
56. Children are a gift to parents; therefore, Xavier is there to help the students reach their full potential; we need to be a partner with parents not a puppet of parents
57. Choice
58. Clear Catholic Identity-like what Dowling did with renaming to Dowling Catholic
59. Communication between the high school and students in the elementary and middle schools that they are a part of Xavier or will be-ensure that elementary and middle school students see Xavier as their choice
60. Community members can tell by your actions and words that you are a Xavier Grad-Xavier Brand
61. Community Service Requirement-more than just one day in October
62. Connect to the media more
63. Consider block scheduling-85 minute classes, 4 per day or a combination of block/skinny
64. Contingency/scenario planning
65. Continue access to administration-open communication
66. Continue evidence that the culture of faith and excellence prevails
67. Continue the diocesan working relationship with the department of education at the state level
68. Continue the foundational experience-respect for others, spiritual, morals, discipline
69. Continue the involvement of constituent groups-the more people feel they are a part of it, the more supportive they will be

70. Continue to be grateful for the past, the present and prayerful about our future
71. Continue to ensure that the Xavier experience does not become limited to just rich kids (perceived or not). This is important for the purpose of diversity. Also, what we do offer is not well known or well communicated and can be confusing
72. Continue to have good leadership with a vision
73. Continue to improve the enterprise: Academics, activities, athletics, and esthetics
74. Continue to provide a positive learning environment for the students
75. Continue to use processes to seek feedback and identify strengths and weaknesses and use that process to make a plan for improvement
76. Continued and expanded instructional innovation
77. Continued integration of alumni
78. Continued integration of the schools that developed into Xavier-make sure that the alumni are supportive of Xavier
79. Continued strong family support
80. Continued visibility in the community
81. Continuing Technology Development
82. Continuing the development of morale
83. Continuity - Retaining families in the faith - getting new ones
84. Continuous evaluation must be embraced
85. Continuous improvement-celebrating successes, but not being satisfied with the status quo
86. Costs
87. Create more diversity
88. Creating a legacy of pride that stretches across generations where families continue to send their children here, etc
89. Curriculum up to date
90. Data Base which tells where alumni went to college and where they are now employed
91. Data-base questions- what should they be?
92. Deaths of students-I think we've done a good job, but we need to keep an eye on the condition and attitudes of our students
93. Defining the role and balance of the principal and president needs of the system
94. Development of self discipline and morals
95. Did Xavier prepare them to do whatever they are called to do; have we given them the foundation to empower them to make good decisions
96. Discipline
97. Diversity
98. Diversity
99. Diversity
100. Diversity - outreaching
101. Diversity-People from all over and more cities or communities-Not a lot of diversity in terms of ethnicity but I have the opportunity to meet so

- many different kinds of people.
102. Do more marketing (Strengthen the brand message)
 103. Do more such reviews.
 104. Do what we do well (encourage assessment)
 105. Does the school exhibit and foster a seamless relationship between education and “lived” faith-Sense of a real, personal, communal relationship with God
 106. Does Xavier do a good job of tracking information on alumni?
 107. Don’t be afraid to pray-don’t be afraid to wait and not act too hastily
 108. Don’t leave the reason we exists
 109. Draw more Catholic kids in the city
 110. Educate kids in a Catholic Environment-Look forward but be careful to remain true to our mission and remember that we are a high school
 111. Education opportunity – AP Classes
 112. Emphasize and encourage more volunteerism and service projects
 113. Emphasize Time, Talent, Treasure
 114. Encourage more study of the global society-economy, etc. Provide access to learning opportunities that expand this connection to and views about a broader world (global learners, involved citizens)
 115. Enhance tuition assistance
 116. Enhanced technology offerings for faculty, learning, career opportunities and the general classroom
 117. Enrollment
 118. Enrollment
 119. Enrollment demand driven by brand results
 120. Enrollment is growing
 121. Environment
 122. Espousing pride in attending Catholic Schools
 123. Establish a summer academy at the middle schools and expand it to elementary schools: academics and activities
 124. Explore how other schools are better at addressing excessive tardiness and absences
 125. Faculty
 126. Families
 127. Family environment that provides others with a network of parents that share the same morals/expectations
 128. Financially support families and students in need who desire a Catholic education
 129. Fulfillment of the mission statement in the lives of our graduates, employees, volunteers-Catholicity
 130. Further bridging of the high school and the Foundation without a sandbox referee
 131. Get back to note-taking and diagramming
 132. Get more parish kids/families to choose Catholic education earlier and transition to Xavier
 133. Gives parents an option of sending their child to a school where the rest of

- the students and families have shared values and morals
134. Gives parents options for their kids-educationally and religious-especially if one's view of public school is jaded
 135. Giving more back to the larger community-organized effort
 136. Goal planning
 137. Good school/good people, but needs to get back to parochial education and values
 138. Good teachers used to be there; let the dead wood go
 139. Growing community with the addition of some non-parochial school students
 140. Growing Enrollment
 141. Guard against "smallness". To be sure they are prepared for the world outside of Xavier-Expose to broader and more diverse experiences
 142. Guard against elitism-where and how do we serve broadly
 143. Guard against excellence as the yardstick and not seeing that "the best was given"
 144. Hall of Fame that pays attention to its heritage
 145. Have less diversity-ethnicity
 146. Have to find ways to reach children's educational levels
 147. Have we made a difference in their lives so that they are able to make right choices for their lives-prepared to meet life's challenges/tests
 148. Having others in the community speak to our purpose and value our role and existence
 149. Helps Elementary Schools to draw students-a seamless option
 150. Helps the education/enterprise remain competitive and strong
 151. High employability for students-successful in careers
 152. High Levels of Communication--way communication
 153. High percent of challenged/participate
 154. High percent of engaged
 155. Higher Respect needed across the board
 156. Holding teachers accountable for being good teachers
 157. How best we involve alumni as "products" of success
 158. How can Xavier better connect with its constituents, but remain countercultural
 159. How do we assimilate the three middle schools more effectively? Do better job of how we integrate our middle school kids earlier into the "full" Xavier culture/family/community
 160. How they live their lives as adults
 161. How well the students are prepared for life after Xavier-faith, productive people in society, make good decisions, etc.
 162. Improved offerings-More special education or programs for struggling learners and more AP courses available
 163. Inclusiveness - networks
 164. Increase curriculum offerings-woodworking, shop, home economics, more AP, swimming pool
 165. Increase diversity-all kinds socioeconomic, ethnic, educational

166. Increase in available technology
167. Increase staff and provide greater, more focused professional development opportunities
168. Increased and sustained community involvement
169. Increased and sustained Parent involvement
170. Increased connections with and to Xavier's key constituents: Parents, alumni, long-time business supporters, retired faculty/staff, etc.
171. Increased diversity-ethnic, socioeconomic
172. Increased enrollment
173. Increased marketing and enhanced admissions program
174. Increased Tuition Assistance Opportunities
175. Increasing and maintaining the number of students entering into and completing higher education and then landing jobs
176. Increasing levels of diversity
177. Integrate our Christian values with parents and students we serve, as partners
178. Internships for seniors
179. Invest in students and faculty through incentives-Incentive programs to help students and teachers be more motivated
180. Involve non-Catholics especially those who support Xavier in the full light/operation of Xavier
181. Involvement in the parishes, giving back to the community, and being active in their service to the church and community
182. Kairos Program-Jr. Retreat program; helps to nurture spiritual leadership—intentional spiritual leadership
183. Keep affordable
184. Keep families better connected, even if they are not alumni
185. Keep growing and doing things like this process so that it doesn't become stagnant and not be afraid to ask the hard questions
186. Keeping curriculum up to date and relevant and offer opportunities for students
187. Keeping enrollment up
188. Keeping it Catholic
189. Kurt Warner and Zach Johnson - very good ambassadors of the school
190. Lack of a technical arts program
191. LaSalle College H.S., Dowling Catholic, and Malvern Prep are places we can learn from
192. Leadership falls on the principal; "honor" leadership by appointment exists-we need across the board consistent leadership-needs to go beyond the "time of service" minus any personal agendas
193. Learning Today Tag Line
194. Legacies
195. Legacy-Catholic school education tradition continues as graduates become parents and send their children to Catholic Schools
196. Leveraging Catholic middle school system to maintain success
197. Living brand

198. Look at what the kids are doing after they graduate-showcase the “Xavier Product” better by exposing alumni success-graduating on time, going on to grad school, etc.
199. Loyalty of its graduates or families-constituents-faculty, staff, alumni, students, families, Catholic Community
200. Maintaining a safe environment
201. Make our kids a treasured commodity with solid work ethic
202. Make parent/teacher conferences real—you need to add time for this
203. Make sure that financial assistance is an option and people know how to access it
204. Make the best choices for the next stage of their lives
205. Makes better citizens for our community-responsible, engaged, and involved
206. Market better within our core market-parishes
207. Market the strengths and successes-have to think of it as a business
208. Market themselves to non-Catholics as well
209. Meet more learning levels
210. Meeting the needs of students at all learning levels
211. Mission Statement-adhering to it (not just an athletic school or performing arts school, etc.) With Catholic identity being central to our ongoing existence
212. More media attention on the service aspect of the school and other areas that illustrate what Xavier is all about
213. More nutritious lunch menu offerings
214. More students choosing religious life as their vocation
215. More uniformed look, marketing, Website, and Academic Brand
216. Necessary for the parents to provide a Catholic education for their children
217. Need to continue to be great role models for the elementary students
218. Need to grow its financial base
219. Need to have priests more available
220. Need to prepare future leaders of the Catholic faith/church/parishes (deep-faith lay folks)
221. Needs to be more focused on discipline: academically and with their actions
222. Networking with other schools in the diocese to feel a part of a system and not a stand alone
223. No Excuses-across the board
224. Not losing the emphasis on the individual even if Xavier grows larger
225. Offers an opportunity for those who feel their calling is to be a Catholic school educator-never brought up in any group
226. Offers the choice of Catholic education in the community
227. Offers the opportunity to blend students from several parishes and parts of the city which helps to bring the community together
228. One-page plan for Board of Ed/Foundation Board as it relates to the future excellence and direction for Xavier
229. Online courses

230. Open campus lunch
231. Open, two-way communication
232. Openness to change-visionary-evolving-open to nuances
233. Orientation T-shirts-last day of school at the middle school
234. Our brand is a productive citizen who will continue in their Catholic faith and pass it on to the next generation
235. Our size was a conscious decision when we built. Is that number still relevant as we look to the future?
236. Output must be strong – grad rates- college admits – reputation of grads/alumni
237. Outputs-ACT Scores, College Acceptance %, excellence, success, and one's faith
238. Parental Commitment
239. Parental Ownership and involvement doesn't stop with the payment of tuition and don't let the culture of today thwart one's need to be visibly involved top to bottom and serve as volunteers
240. Parenting Issues-More help for parents on how to "really be" better parents
241. Pep buses are needed for away games
242. Percent of students in each class who are "not left behind"
243. Percentage of Legacies we attract
244. Personal satisfaction of being committed to the school's mission
245. Positive alternative to public education
246. Preparing Saints to stand for something
247. Presence of Clergy-being able to maintain a priest on campus
248. Priest here once a week; would be nice to have one full-time
249. Prioritization with the school structure of what is important-Is sports driving what we do or is it faith?
250. Private education venue – doesn't have to be elitist
251. Procedures in place to react to a community event or crisis
252. Producing alumni who are ready to live their lives as individuals who understand, appreciate, and live a life of denying self, especially in light of a growing "me/entitled" generation
253. Promotes and exhibits the American ideal (open to all)
254. Promotion of the school-getting the word out about what Xavier is all about, especially outside of the parishes
255. Provide the necessary competitor for raising the bar for the entire community and keeping education strong and a priority
256. Provides a choice for parents
257. Provides a place for some students to get the only faith and parenting experience of their lives
258. Provides a private school option for those who may not want public education—both Catholic and non-Catholic because of our Catholicity
259. Provides families an opportunity to expose their children to another faith while keeping them grounded in a faith-driven environment
260. Provides families with choices

261. Provides parents/students with a Catholic religious choice/option
262. Provides the city/community with an options life
263. Provides the community a vessel/portal that works to instill
264. Providing an affordable education
265. Providing an affordable education for all who desire a Xavier Catholic Education/experience
266. Publicize more about what we do—Mr. Hauschildt’s clothing drive
267. Push and encourage kids
268. Push the envelope to “better” make the sell-create the sacrifice
269. Raising the level of all programs to be relevant and gaining higher levels of excellence
270. Recognize our competition, but sell our strengths-reputation of our students
271. Recruit, nurture, reward, and retain a qualified staff
272. Recruitment
273. Regular self-assessment
274. Reinstitute or create a program that provided the same impact and enthusiasm as Pack the Gym-See it as a way to expose and encourage future students
275. Relationship of Education - Gives customer/user more voice on outcomes and integrated into one full growth - vested interest is stronger
276. Rely on Xavier alumni along with Regis/LaSalle alumni
277. Remembering we are part of a bigger community and we can’t make decisions independent of all the entities-Parish, Cedar Rapids Metropolitan area, including smaller suburbs
278. Repeat Customers, purchasers
279. Reputational Integrity/Strong Brand
280. Reputational selectivity-people opt out for fear of not living up to the reputation
281. Respond to today’s countercultural society
282. Results in terms of our mission
283. Return the school’s hall voice to a whisper
284. Reverse of some current issues-economy, flood, and decreasing population
285. Sacrifice
286. Saving the Faith - Keeping younger people involved in the Catholic Faith
287. Say Good Morning...always/speak when in the presence of another human being
288. School masses monthly
289. See that the “no pop” in Study Hall is enforced
290. Seek to reflect more of the community, especially SW residents
291. Sense of optimism-Positive community who believes in a bright future-not in survival mode
292. Serve a broader socioeconomic spectrum of students
293. Serve a child in the way they should go - support system for parent/student for the next stage of development
294. Service Learning-which lasts beyond Xavier

295. Service to less gifted students
296. Size supports inclusion and accountability
297. Size=Student Enrollment-How big do we want to be? Do we cap enrollment or do we look to increase enrollment and add on to the building?
298. Size-for this community
299. Spring schedule that embraces spring sports (Cotter High School-Winona MN)
300. Stay on top of technology and the latest ways to teach
301. Stay transparent and honest
302. Staying on the cutting edge of technology
303. Steady growth in enrollment/finance/excellence and reputation
304. Strong Alumni participation
305. Strong and stable Enrollment
306. Strong Feeder System-successful elementary/middle schools
307. Stronger brand presence beyond Cedar Rapids Metropolitan area, including smaller suburbs
308. Stronger economy that will yield greater support
309. Stronger relationship between teachers and students/structure/abiding by rules
310. Struggling Learners-need more emphasis
311. Student Achievement-Not just test scores but real achievement post-college and being known as a student body that is going to make a positive difference in the world
312. Student Focus-product/outcome
313. Students attend who are non-Catholic
314. Students who want to come and parents who want to send them
315. Success of the alumni-college graduation rates, involvement in parish, raising families in a Christian way
316. Support families/students who don't provide religious education at home (not meant to be a substitute)
317. Support structures/offerings need to be carefully monitored as to not over do it; however, the intent and execution must remain a high priority
318. Supporters of Xavier based on what they felt or know they received
319. Sustained and strengthened partnership with the parishes
320. Talk school stuff, if you have to talk in Study Hall
321. Target Marketing-Especially young alumni, mentoring programs
322. Team atmosphere-what one does (positive, negative, or indifferent) affects all
323. Tell its story better, effective PR and communications
324. Tell our story here in the community first and then abroad
325. Thank donors when they are in the building
326. That all families feel that they are welcomed here no matter what the socio economic status, race, occupation, etc.
327. That our mission is revealed each time one encounters our logo/our people/our literature

328. That our story is received and understood – we are effectively telling our story do we know what our story is
329. The appreciation denominator has to be felt, visible, and frequent-students and families need to give back to the parish
330. The codes, boundaries, rules that are set and must be followed or face the consequences
331. The current geography and population trends are positive for Xavier, but we have to get young folks to move to and return to the area and Iowa (curtail the population drain)
332. The kind of adults they become-do they contribute to a community?
333. The product value is still perceived as being quality and worth the price
334. The quality of student we send out into the world-Do they mimic identity with the mission statement? (brand identity)
335. The rest of the world is learning faster than we are and so we need to be a model schools that can show others how to do it
336. The students need this environment and this education
337. Through their Xavier experience, are students leaving with a tremendous amount of pride and a hunger to learn more about their faith.-Why Am I Catholic? Or are they burned out and no longer hungry to challenge and build their faith. How do we bring the parents along in this process? Does Xavier further the trio relationship that supports one's faith development-family, parish, and school? This consciousness must exist
338. To help our young people discern their call
339. Transitional for young people into adulthood-our goal should be that would happen without the school (You have to institutionalize it or it doesn't have a chance)
340. Transportation-continue to partner and expand
341. Tuition Affordability-Tuition Assistance-School Tuition Organization has been a huge boon to providing tuition assistance, but it is unpredictable
342. Tuition and fees needs to remain affordable-make sure there is no exclusion due to finances
343. Tuition Discount for faculty/staff children who attend ANY catholic school
344. Turning out young people of integrity-are they good? Do they maintain their faith?
345. Understanding the Catholic value structure
346. Unknown thought on what our real enrollment needs to/can be
347. Use data and processes to continually massage our growth and development
348. Use our alumni success to nurture, expose, and further encourage
349. Vertical Articulation from the middle schools so there is more alignment all the way through the grade levels and to avoid duplication of courses
350. Visionary leadership-forward thinking administrators
351. Volunteerism/Service-students need to do more volunteer work and take it seriously-Fall Leaf Raking is a joke-need to instill a sense of volunteerism-want students to want to do it on their own

352. We aim to reach the total person: mind, body, spirit
353. We are building on something very good
354. We are in a growing area
355. We free up space in the public school
356. We make education better in the community
357. Website needs to be updated
358. Well-rounded determined citizens
359. What is our database for collecting info from alumni? How are we collecting data?
360. When Xavier chooses people to “sell” the qualities of the school, they need to be sure to use a broad range of back grounds; especially individuals that mirror the majority (middle to low-class). (Family from the east coast is a good example.) Sell what you offer and the results – not just the graduation rate
361. Where five or more students exist, seek way to broaden exposures to enlarge experiences.
362. While the experience here is full, it is important that they leave Xavier with a hunger to do more, better, often
363. Why Not a Xavier?
364. Willingness to sell/promote Xavier to others
365. Work hard not to become elitist
366. Xavier becomes the Catholic Community’s High School of Choice-Our Primary Customers-A higher percentage of Catholic families who send their students to school here
367. Xavier Community Involvement
368. Xavier could do a better good job “tooting its own horn” – there is always someone telling us why NOT to go to Xavier – public schools use tax dollars to promote
369. Xavier could emulate "good" marketing
370. Xavier graduation rate
371. Xavier has its own board of education
372. Xavier has produced some great role models as alumni-who model the mission of Xavier
373. Xavier has the ability to unite the Christian community
374. Xavier is important to building the Church’s future flock
375. Xavier needs to have a better feeder program for sports, particularly wrestling, and they need to market and advertise this...but also support these feeder programs, be involved
376. Xavier should assist us in bringing the “full” Catholic Community together
377. Xavier’s community reputation
378. Xavier’s involvement with a larger community
379. Xavier-they are clueless on what they can afford and their kids lose out!!
380. Young adults need a place to go to grow in their faith the other 5 days a week

Opportunities/Threats

1. Be more welcoming
2. Do they share programs with public schools? Perceived Xavier doesn't
3. Don't provide transportation for students to and from school
4. Dress code
5. Dress code is a little more lenient than some
6. Dress Code vs. Uniform
7. Dress Code-Look nice, variations can cause trouble, kids do try to push the envelope
8. Dress Code-not a uniform
9. Dress Code-Some things are too strict. It isn't always well defined-flip flops
Seems to be a topic of discussion again-a lot of students are wanting approved Polo, etc. They want it consistently enforced and more black and white
10. Ensure a resonance for what we are here for and what we are all about; ensure that those who are signing on for the Xavier experience fully appreciate and know our commitment to our mission and the Catholic Church and its teachings-are we sacrificing our beliefs for enrollment and money?
11. Family Situations
12. Feeder schools
13. Finances are tight, and this is known
14. Five-Point grading scale instead of 4-point
15. Follow through of discipline, policies and rules-ATB
16. Fully accommodate all learners and students with special needs
17. Get rid of the teachers that aren't effective-stagnant teachers; Outcomes to strengthen performance or help them to "move on"-make sure the process is fair
18. Has a history-two coming together, separate identities, a new history formed-there can still be some issues related to the merger-luggage/baggage hanging around
19. I'm worried about how the economy will effect Xavier—keep eyes on the budget in tough economic times
20. Low Tuition
21. Meeting the needs of all learners and losing students whose needs we can't meet
22. Monitor issues and stay on top of policies to keep them up to date-remain relevant
23. More accepting of Catholics who do not attend Xavier. Drop the "better than" attitude
24. More accepting of the public school option and its role in faith building
25. More AP courses-Outstanding student body with some of the highest test results, may not be tapping into the talent of our students-Tailor the curriculum to be AP eligible
26. More connection between the entities
27. Need to improve our guidance department and its offerings
28. Parents and communities willing to make the commitment-Financial, transportation, committed to values

29. Parishes
30. Parishes
31. Policies and procedures in place
32. Pride-fear, shame keeps customers from applying for assistance-STO and free/reduced lunch
33. Principal/President model needs to be seriously explored and considered—the principal would be more faculty/staff focused whereas the president would deal with the big picture issues: Visioning, fundraising, stewardship, data gathering, etc. The current wearing of two hats has to be draining, no matter who is in this job. This model would lead to greater possibilities of debt reduction.
34. Proactive vs. Reactive
35. Relevance-World changing at lightning speed
36. Relevant
37. Relevant curriculum-needs to be the best around-needs to be results oriented
38. Relevant-Return on Investment
39. Scholarships-don't just be a place for rich kids
40. Size and Enrollment
41. Societal Influences
42. State Legislation - tax credit/STO
43. The economy has to be bothering them
44. The Holy Family School System needs to be more public about its commitment to long-range Catholic education
45. The school is big enough-student numbers are fine
46. The view Saints have of themselves – attitude change – from inside the heart. This also creates a visible message; maybe indirectly that is how all Catholics are. Don't isolate yourself from the part of the Catholic community that does not send its kids to Xavier. This is a Catholic high school. Everyone is welcome. Individual acceptance
47. The Xavier Foundation is completely independent of the high school as well in terms of operating budgets and governance
48. Too much pressure put on students to excel/not enough
49. Two-way street support back and forth from Xavier to parishes-symbiotic relationship-not just the once a year asking for money
50. We need to be a “WE” parishes and schools-we are on our way and we are certainly not a them and us but we still have work to do-Families are not attending Sunday worship because they are participating in Xavier-affiliated activities or “Club” sports which are clearly supported by coaches—also included sacramental preparation and parish formation events

Threats

1. As a Catholic School we must work to ensure that we are not framed by or play into the stereotype of being just a faith-based school, good in athletics and academics and serving only white, elite, upper middle-class students, we are an inclusive community and broad based in our academic, athletic, extra-curricular offerings

2. Busy schedules/too many excuses
3. Capacity levels
4. Competitive-both positive and potentially negative-What happens to the student who is not the high achiever-Is there a place for them here?
5. Countercultural issues-issues which are not in sync with our faith
6. Culture of Society-pulls at students and families
7. Current Economic Situation
8. Current economic situation-Will we be relevant enough for people to see the return on their investment?
9. Current Economy
10. Declining number of Catholics
11. Decreased enrollment in the elementary schools
12. Dedication of faculty and staff, students, parents, etc.
13. Demographics – Iowa is getting old – community strength – decline in religious life – blended spiritual marriages
14. Disconnect between being a Catholic school and living it
15. Don't isolate yourself from the part of the Catholic community that does not send its kids to Xavier
16. Don't lose the culture that currently exists
17. Drug/Alcohol use
18. Drugs
19. Drugs and alcohol
20. Drugs and alcohol-take people off the right path and lose values
21. Economic Hardship-floods, recession, job losses-people are trying to find ways to cut back-gave out the most money ever in tuition assistance, loss of income due to losing businesses in the floods
22. Economy
23. Economy
24. Economy
25. Economy
26. Economy
27. Economy
28. Economy and the role of finances
29. Economy downturn
30. Economy-effects of the economy on salary and benefits
31. Foreign Language Department's loss of quality teachers
32. Foundation-Has restrictions, dampens some of the creativity and innovation and has significant input and influence in administrative decisions which can be positive or negative and sometimes limiting
33. How to finance its future
34. Isolated
35. Keeping students engaged in this digital age
36. Lack of abundance of quality teachers
37. Less doctrinal with less spiritual activities
38. Loss of uniqueness/identity
39. Media Influences - televisions/gangs

40. National (not sure about local) challenges in the Catholic Church-pedophilia, etc.
41. Need to keep the Xavier name in a positive sense out in the community
42. Not let success spoil you-easy to become complacent; status quo isn't good enough nor is it a destination
43. Our guidance department is horrible
44. Parishes that are struggling financially-economy and flood-related
45. Parish connection-subsidies they provide to Xavier, funding assistance, priestly presence and sacraments, Mass celebrations, reconciliations; restricts development due to their own needs/projects
46. Paying Customer Politics played out in a whole different way than public schools
47. Peer Pressure - behavior among students - compounded when students express faith - others reactions towards that
48. Population drop
49. Public school teachers get bonuses and then can teach more AP classes
50. Recent Flood
51. Recurrence of things not changing due to complacency
52. Service learning – there are concerns about level of commitment
53. Size of families is shrinking
54. Social/Emotional Issues-bullying harassment, drugs and alcohol, social, sense of self, inclusion, health, choices
55. Societal influences that could derail progress
56. Some elementary schools may be a financial burden on local parishes
57. Some people think that there are people who don't send their kids to school here because they don't think the place has the religious emphasis it needs to have
58. Some teachers have been grandfathered in and they need to go
59. Sports - growth will impact their young-winning heritage
60. State of the economy – current and long term.
61. Status of Xavier is far better than status of the feeder schools and public school competitors - feeder schools don't have the "luxuries" that Xavier has when the family is making a decision to send students to Catholic Schools
62. Student and parent sense of entitlement
63. Students should be able to answer “Why am I Catholic”
64. The elements of society-negative influences that affect the students
65. The Regis Principal is a deterrent to students attending Xavier. He does not know kids' names; no recognition of that feeds into Xavier's reputation; (Mock Trial) – this could be helpful to Xavier's recruitment
66. The slow influx of societal norms into the system
67. The slow influx of societal norms into the system-greed, world values, “MEism”
68. There are a number of school activities and Xavier-affiliated activities that tend to undermine how families and students are able to participate in parish life. Also it is hard to find the leadership in many of these activities when one is trying to address these concerns.

69. Too many parents and students not supporting their parishes
70. Weak guidance department

3. ACTIVITIES AND OFFERINGS

Strengths

1. Ability to do more intercollegiate activities
2. Atmosphere of high expectations in terms of academics and respect towards others; Small school atmosphere with big school offerings/experiences
3. Catholic Community Center Concept exists
4. Class retreats
5. Clubs
6. Extracurricular activities are excellent especially for the size of the school
7. Good at stuff like sports and show choir
8. Great menu when it comes to offerings for students in multiple areas
9. High percentage of students are involved in an extracurricular activity
10. High quality students who are well-rounded
11. Lots of opportunity for growth in academics, fine arts, sports, spiritually
12. Participation-High
13. Participative and involved student body
14. Religious option for non-Catholics as well as provides broad access to a full set of academic, athletic, extracurricular, etc. offerings
15. Retreats
16. Service: service days, student involvement in community on own and school sponsored; good campus ministry
17. Size supports a great number of opportunities for vast involvement
18. Sports Events
19. Students are encouraged to be multifaceted
20. Students at Xavier can be athletes and fine arts students too-this isn't as true in other high schools
21. Success within sports and show choir-win championships
22. The fact that 83% of students participate in 2 or more activities
23. The fact that 94% of students participate in at least one activity
24. Volunteer Opportunities are huge

Strengths/Opportunities

1. Academic success (graduation rates, test scores, truancy rates, what they are doing-post Xavier High School) to what they are doing after that (work, college, military, citizenship, volunteers, churches, coming back to area/Iowa and/or reputation to are they better (people, Catholics, servants of others, Christians, etc.) having been part of/through this place to where they are able to nurture their gifts through full exploration – success beyond academics
2. Faith-filled - secondly integration of faith in education - service projects with student learning as an outcome

Weaknesses

1. Activities inequality and resources
2. Activity Resources-not evenly distributed-space, money, assistance

3. Athletic director is more concerned with football/basketball than being an “Activities Director” and treating all events/group activities with the same level of respect
4. Lack of a technical arts program
5. Our “priming pump” doesn’t meet the “vast well” when they get to Xavier- lots of opportunities for students to do a variety of activities in middle school but when they get to Xavier there isn’t enough coaching or facilities to provide the same opportunities so then students get cut from programs
6. Some of activities get more attention-state sendoffs don’t happen for speech, etc.

Weaknesses/Opportunities

1. Facility issues-size of theatre-flipping football field around, more classrooms, science labs, storage, choir room, etc.
2. Opportunities: Food Drive-Xavier’s pales in comparison to Waterloo Columbus, Better use of Web Sites and Stronger Dress code-uniforms-(St. Rita, Chicago), Immediate after school detention (Jesuit High School-California) Better Athletic Facilities similar to other 4A schools-Press box, video equipment, track, wrestling, weight room, etc.
3. Community Service Requirement-more than just one day in October

Weaknesses/Opportunities/Threats

1. AP Classes –constantly hear about in public schools and what they have compared to Xavier

Weaknesses/Threats

1. Financing becomes a back burner issue—endowments, scholarships, professional Development, Physical plant expansion/maintenance
2. Loss of instructional time due to an increase in school activities
3. No respect for band
4. There are a number of school activities and Xavier-affiliated activities that tend to undermine how families and students are able to participate in parish life. Also it is hard to find the leadership in many of these activities when one is trying to address these concerns.

Opportunities

1. As a Catholic School we must work to ensure that we are not framed by or play into the stereotype of being just a faith-based school, good in athletics and academics and serving only white, elite, upper middle-class students, we are an inclusive community and broad based in our academic, athletic, extra-curricular offerings
2. Because of size, open up the opportunities
3. Continue to value participating in extra-curricular activities-engaging to students and relevant to them-things they want to do
4. Reigning in all the activities that are suffocating families
5. Religion classes-Foreign Language, Band

6. Service projects, helping constituents view others above self
7. Stay on top of what is happening in general-opportunities for students to do stuff-advances in student activities, etc.
8. We need to be a “WE” parishes and schools-we are on our way and we are certainly not a them and us but we still have work to do; Families are not attending Sunday worship because they are participating in Xavier-affiliated activities or “Club” sports which are clearly supported by coaches—also included sacramental preparation and parish formation events
9. While the experience here is full, it is important that they leave Xavier with a hunger to do more, better, often

Opportunities/Threats

1. Prioritization with the school structure of what is important-Is sports driving what we do or is it faith?

Threats

1. Excessive activities in school-show choir takes all of the weekend that families don’t attend-not just Xavier but the entire culture

4. FAITH-BASED

Strengths

1. A beacon of hope
2. A good reference point-directional landmark as well as academically or spiritually
3. A higher graduation rate of students who present themselves as strong in faith by practicing their Catholic values - recruiting others to the faith - discipleship
4. A lot more involvement of the priests in the life of Xavier
5. A positive spirit in young people foundationally (supports)
6. A visible show of strong support from our Catholic community – a needed option
7. Ability to openly discuss and live faith as an integrated part of the day
8. Able to bring faith into the discussion without being condemned
9. Aids in spreading the gospel
10. Aids in the spreading of the Gospel
11. An environment where God is embraced and family values are reinforced
12. Appreciation for the priests—the students want to interact with them, and they like their priests and help them make a connection and form a comfort level
13. Branding makes it different-strong effort to get the brand visible in the community-deliberate, catholicity, religious symbolism
14. Camaraderie with fellow students
15. Can blend religious teaching and faith with curricular areas
16. Can we clearly articulate the mission of Xavier? What does it mean to be a Xavier Saint? (Can we bring out the youthful mission of Saint Francis our patron saint?)
17. Catholic
18. Catholic – 23 times

19. Catholic Education
20. Catholic Education Experience
21. Catholic high school
22. Catholic School
23. Catholic-faith based
24. Catholicity-Catholic throughout
25. Cedar Rapids Metropolitan area, including smaller suburbs, families, and parishes need a place like this to support Catholic traditions, high morals, integrity, and family values
26. Christian Connection
27. Christian-Catholic-other denominations
28. Church-Home-School Partnership-Same teachings
29. Clear Catholic Identity-like what Dowling did with renaming to Dowling Catholic
30. Comfortable in their community and expression of faith
31. Continue evidence that the culture of faith and excellence prevails
32. Continue the foundational experience-respect for others, spiritual, morals, discipline
33. Continue to have dedicated staff and administration-in teaching but also in the Catholic faith
34. Continue to help kids and families navigate our ever changing world-faith still has to be an essential guide/denominator in the decision process
35. Cross - the Logo – a leaning "x" in the shape of a cross - Jesus
36. Demonstrates their faith and love for each other
37. Desire to be successful All School Mass – Christian/Catholic aspect
38. Development of self discipline and morals
39. Different-Pray before events
40. Do it unto the least of them
41. Encourages students to enter vocations in religious life
42. Entire faculty participates in the spiritual experiences of students and not just the theology department
43. Environment that offers hope
44. Extension of faith resources student might have at home, within the parish, etc.
45. Faculty/staff and administrators model the same commitment and expressions of God-living
46. Faith acceptance
47. Faith based-Catholic
48. Faith Filled-spiritual
49. Faith Formation-For all faiths as well as all students, staff and families
50. Faith Formation-students have the opportunity to have their faith built through masses, retreats, etc. as well as an integration of faith into subject areas
51. Faith-based
52. Faith-based
53. Faith-based whether Catholic or churched at all
54. Faith-Catholic

55. Faith-filled
56. Faith-filled - secondly integration of faith in education - service projects with student learning as an outcome
57. Formation of faculty and staff including spiritual and theological
58. Freedom to bring God-work and education in the same book bag
59. Fulfillment of the mission statement in the lives of our graduates, employees, volunteers; Catholicity
60. Gives families and learners an opportunity to practice the Catholic faith in/with their learning
61. Gives individuals the opportunity to be religiously reflective
62. Gives our kids and families a place where faith and prayer are welcome and freely expressed
63. Gives parents an option of sending their child to a school where the rest of the students and families have shared values and morals
64. Gives parents and students an option that extends the Catholic faith and teachings
65. Gives parents options for their kids, educationally and religious...especially if one's view of public school is jaded
66. Gives students an opportunity to express their religion
67. God Centered-faith based-people here feel they have a mission and practice what they teach
68. God in the Classroom
69. God's love is expressed
70. Helps parents rear their children-partnership of church, family, and school
71. Helps students develop a sense of moral compass to have the strength and courage to be good citizens with morals and integrity-develops a moral conscience
72. Helps students live out their fullest potential while living their faith
73. Home school integration and church
74. Icon-of Catholic education and what we stand for-Destination, community, brand
75. If we really want to carry out the word of God, we need schools like Xavier, as it also feeds the future of the Catholic faith
76. In some cases, we are the only access to teaching our youth about the Catholic Church, faith and values
77. In sync with home teaching-reinforced more often at Xavier-Exs-Bacc Mass
78. Integrate our Christian values with parents and students we serve, as partners
79. Integrity, known for doing it the right way; grounded in our faith, mission, and profession; when we drop the ball, we confess it
80. It gives kids an opportunity to discuss faith every day in a safe place as well as apply their faith to the learning process
81. It is "truly" Catholic
82. It is a safe environment-no fights, security guards, metal detectors, etc. We need something faith-based to help enforce our values in this scary world
83. It's a haven-The sordid aspects of the popular culture-vocabulary, attitudes, etc. are not allowed in class and will be challenged from a Catholic

- perspective, faith is present in the student's education
84. It's a place where faith, prayer and education can coexist
 85. Joy of Christian living
 86. Keeping it Catholic
 87. Kids and families are hurting, and insiders know it; our faith should help us be partners in these situations, not hypocrites
 88. Lots of opportunity for growth in academics, fine arts, sports, spiritually
 89. More faith based
 90. Need for a Catholic school in this area so that we can grow up in the same faith environment as our parents did
 91. No alternative to form children that is sufficient
 92. One of few private Christian schools
 93. Openly Spiritual-Spirituality is prominently spoken of and celebrated on a regular basis
 94. Opportunity to express their faith beyond church
 95. Opportunity to provide instruction in values
 96. Option for Catholics/families/community
 97. Outstanding academics in a faith-based environment
 98. Parents and communities willing to make the commitment-Financial, transportation, committed to values
 99. Parish connection-subsidies they provide to Xavier, funding assistance, priestly presence and sacraments, Mass celebrations, reconciliations; restricts development due to their own needs/projects
 100. Part of our mission as Catholics
 101. Partnership model at Xavier is the envy; faith community
 102. Pastors that are extremely committed to the school
 103. Place where faith and morals can be taught openly and unapologetically
 104. Place where kids have the opportunity to live their faith as a part of their education and daily life
 105. Prayerful place – ability to stop and pray – bolster family faith
 106. Presence of Clergy-being able to maintain a priest on campus
 107. Producing alumni prepared for their fields and lives, but who live for others
 108. Promotes and extends the faith community
 109. Provides a Christian alternative
 110. Provides a faith-based “village” to help parents raise their children
 111. Provides a firm foundation that whether they know it or not defines who they are and helps them to weather life's storms
 112. Provides a follow-up for the work that the K-8 buildings do in building a foundation
 113. Provides a place for some students to get the only faith and parenting experience of their lives
 114. Provides a place where one can openly express their faith without shame or threat
 115. Provides an additional Catholic partner for parents
 116. Provides an opportunity to reinforce catholicity in the student

117. Provides families an opportunity to expose their children to another faith while keeping them grounded in a faith-driven environment
118. Provides opportunities to further explore one's faith and religion as "young" adults
119. Provides parents/students with a Catholic religious choice/option
120. Provides the community a vessel/portal that works to instill excellence, success, and one's faith
121. Provides/supports Catholic education
122. Public rankings and objective outcomes that support the development of the total child
123. Quality staff and faculty who are good witnesses to the students
124. Religion focused-daily prayer, spiritual being is part of everyday activities faith focused
125. Religious - Elite - status of well-to do families that can afford private education structured religion classes all students are required to take
126. Religious expression is allowed and integrated day to day and gives them a chance to call on rather than disconnect with their faith
127. Religious option for non-Catholics as well as provides broad access to a full set of academic, athletic, extracurricular, etc. offerings
128. Religious Traditions; Candlelight Ceremony
129. Religious: Catholic
130. Religious-classes about religion, and try to be religious; live it
131. Religious-opportunity to get the education, but also to develop the "whole" person-service, etc.
132. Religious-Prayer, mass, priests
133. Remain committed to mission and faith/values
134. Responds to the expectation of the church and parishes and the faith
135. Rounds out-provides a continuum the Catholic experience with parishes, elementary, middle and high school
136. Sacrificial
137. Safe haven for living out one's faith
138. Sense of community servants—do more of it
139. Sense of humility and demonstration of humility
140. Service: service days, student involvement in community on own and school sponsored; good campus ministry
141. Sets an example-of how kids can really live their faith and still do everything else that everyone else can do
142. Spiritual -2
143. Spiritual Basis-faith based
144. Spirituality-Theme of God throughout the school, masses, retreats
145. Students appreciate that we are truly Catholic-we scream Catholicity
146. Students are cultivated
147. Students continue to have a "faith" life as adults whether Catholic or Christian
148. Students desire an option that provides them an opportunity to continuously deepen and exercise their faith (not have to leave it at home,

- in the car, or on the bus when they enter the educational realm)
149. Students who are inspired to make a difference and use their gifts and talents wisely
 150. Success of the alumni—college graduation rates, involvement in parish, raising families in a Christian way
 151. Support from the faculty within the religion and the ability to express their faith/religion
 152. Supportive, broadly across the parish, from parents, benefactors, Archdiocese, alumni (we need to strengthen in this area), we need to keep in mind that the Xavier alumni side of who we are is young; Financially, prayerfully, folks are hands on, folks give of their time—freely
 153. Teaching the whole child (body, mind, and spirit) is our mission
 154. The chapel is the center of the building with everything else built around it; faith elements are highly visible
 155. The only Catholic high school in the city
 156. Theology department is solidly Catholic-not teaching “gobblygook”
 157. To assist in advancing the Kingdom of God
 158. To exercise the gift of children and educating them shows that we treasure that gift
 159. Use of faith in a holistic way
 160. We are a living, breathing Catholic School
 161. We are an extension of and a sustainer of our faith
 162. We are Catholic
 163. We execute our Catholic mission well
 164. We pray at the beginning of every single class
 165. Well-rounded students—spiritually, socially, emotionally, educationally excelling
 166. Xavier is not the building; it’s the lives it molds
 167. Xavier’s commitment to the whole person is refreshing

Strength/Weak

1. Is Xavier truly providing a setting where students are spiritually challenged to awaken to or be open to God’s calling for their lives-discernment? Even the call of service to others above self

Strength/Weakness/Threat

1. Catholic Education-opportunity for parents to expand on what they teach kids at home and sometimes we take the place of what they should learn at home, church, etc.

Strengths/Opportunities

1. Ability to defend one’s faith
2. Develop the whole person in the Catholic environment-Personalities and values of the people who graduate from or who are associated with Xavier speak to our deep faith
3. Develop the whole person in the Catholic environment-Personalities and

values of the people who graduate from or who are associated with Xavier speak to our deep faith

4. Formation of the parents
5. Fosters the continuation of the faith in a new generation
6. Help students identify and choose between good and evil
7. It offers the opportunity to extend a larger Catholic Community when it involves K-12 students in its activities
8. More positive place than a public school for students to be because of faith emphasis
9. More students choosing religious life as their vocation
10. Producing alumni who are ready to live their lives as individuals who understand, appreciate, and live a life of denying self, especially in light of a growing “me/entitled” generation
11. Producing students who are strong Catholics and Catholic Leaders or faith-based leaders

Weaknesses

1. Lack of a theologically-trained faculty
2. Lack of sense of the importance of Sabbath
3. Lack of unique religious conviction; Catholic sometimes by name only
4. Life skills aren't taught-mission work, how to solve problems, etc.
5. Mass appears to compete with or get second-handed treatment to gym, sports, etc.
6. Never seen any priests on campus here compared to other Catholic schools
7. Peer Pressure - behavior among students - compounded when students express faith - others reactions towards that
8. Religion classes aren't taken as seriously as they should be-sometimes they feel like an extra study hall
9. There are a number of school activities and Xavier-affiliated activities that tend to undermine how families and students are able to participate in parish life. Also it is hard to find the leadership in many of these activities when one is trying to address these concerns.

Weaknesses/Opportunities

1. Don't have a church/chapel where all students would fit-facility not adequate for raising the commitment level for mass
2. Need to have recognized leaders who are theologians-it is a struggle because there is a shortage of people with this background

Weaknesses/Opportunities/Threats

1. Because of departmentalization teachers don't feel as though witnessing their faith is part of their job-An example-During reconciliation or mass, some teachers think this is an hour off rather than fully participating and witnessing
2. Central theology and liturgy permeated throughout the system and school located mostly through personnel-people with sound theological degrees in the theology department-people who are knowledgeable about worship and

practice Catholicism-I feel that used to be there as a given with religious life, but we need to keep that in mind as we hire people and it should be a goal.

3. Faith-filled students who are active in their parishes

Weaknesses/Threats

1. Be who we say we are-Mirror our mission-Disconnect in some facets of student activities: dances, school paper, music choices, etc. These at times do not show that we are Catholic
2. Disconnect between being a Catholic school and living it
3. Some people think that there are people who don't send their kids to school here because they don't think the place has the religious emphasis it needs to have
4. Through their Xavier experience, are students leaving with a tremendous amount of pride and a hunger to learn more about their faith.-Why Am I Catholic? Or are they burned out and no longer hungry to challenge and build their faith. How do we bring the parents along in this process? Does Xavier further the trio relationship that supports one's faith development-family, parish, and school? This consciousness must exist.

Opportunities

1. An appreciation of the countercultural—Our faith is going to be ultimately countercultural and the students need to be comfortable with that and not ignore what they believe in
2. Are we truly training Catholic leaders for the future?
3. Be sure we are honest about the issues our kids are facing and be known as a place that is addressing it head on as a deep community of faith
4. Building initiatives: struggling learners, technology, assessment, faculty spiritual development
5. Catholic Tradition should permeate all content areas
6. Catholicity needs to be stronger, especially when it comes to teachers
7. Do they offer pre-seminary classes here?
8. Does the school exhibit and foster a seamless relationship between education and “lived” faith-Sense of a real, personal, communal relationship with God?
9. Does the school exist for the parishes or does the parish exist for the school?
10. Don't be afraid to pray-don't be afraid to wait and not act too hastily
11. Don't leave the reason we exists
12. Educate kids in a Catholic Environment-Look forward but be careful to remain true to our mission and remember that we are a high school
13. Ensure the Catholic mission of heart, soul, and mind is permeated
14. Eucharistic identity is what we need to identify with
15. Good school/good people, but needs to get back to parochial education and values
16. How well the students are prepared for life after Xavier-faith, productive people in society, make good decisions, etc.
17. It would be interesting to know the backgrounds and degrees of those teaching in the theology department

18. Kairos Program-Jr. Retreat program; helps to nurture spiritual leadership—intentional spiritual leadership
19. Mass needs to be held more often-weekly basis
20. Need to have employees who practice their faith as they are the instrument working with our students
21. Need to have priests more available
22. Need to maintain and sustain our Catholic faith and family tradition
23. Need to prepare future leaders of the Catholic faith/church/parishes (deep-faith lay folks)
24. No Chaplain in the building—on-site influence would be nice/wonderful; other Catholic organizations’ participation is low in Xavier
25. Organizers of activities used to meet with youth ministers to plan-I don’t think they do that any more
26. Our brand is a productive citizen who will continue in their Catholic faith and pass it on to the next generation
27. Percentage of students who are still active in their faith – Did it ignite your faith
28. Priest here once a week; would be nice to have one full-time
29. Prioritization with the school structure of what is important-Is sports driving what we do or is it faith?
30. Religion classes are very dependent on the teacher-we need to get the best of the best, especially since we are a Catholic School
31. Remember that the “faith” label can just be that....a label “practice what you teach.”
32. School masses monthly
33. Students should be able to answer, “Why am I Catholic”
34. Support families/students who don’t provide religious education at home (not meant to be a substitute)
35. The growing number of students who will need to be formed and nurtured
36. The life post-Xavier that is faith-centered
37. The mission of the church to catechize and the long standing dedication to fulfilling that mission of the diocese
38. The need to be able to express a value system
39. Theology Curriculum(John Paul II-Nashville, TN) including greater spirituality Focus (mass-possibly daily)
40. To keep it faith/Catholic-based
41. To support parents in their call to raise their children
42. To support the parent’s baptismal commitment
43. To train and form our future leaders of the church
44. Tools to have a lived and active faith
45. Transitional for young people into adulthood-our goal should be that would happen without the school (You have to institutionalize it or it doesn’t have a chance)
46. Turning out young people of integrity; are they good? Do they maintain their faith?
47. Understanding the Catholic value structure

48. Use our alumni success to nurture, expose, and further encourage
49. We need to be a “WE” parishes and schools—we are on our way and we are certainly not a them and us but we still have work to do; Families are not attending Sunday worship because they are participating in Xavier-affiliated activities or “Club” sports which are clearly supported by coaches—also included sacramental preparation and parish formation events
50. Xavier needs to be an extension of the parishes and the Catholic faith
51. Young adults need a place to go to grow in their faith the other 5 days a week

Opportunities/Threats

1. As a Catholic School we must work to ensure that we are not framed by or play into the stereotype of being just a faith-based school, good in athletics and academics and serving only white, elite, upper middle-class students, we are an inclusive community and broad based in our academic, athletic, extra-curricular offerings
2. Demographics – Iowa is getting old – community strength – decline in religious life – blended spiritual marriages

Threats

1. Countercultural issues—issues which are not in sync with our faith
2. Ensure a resonance for what we are here for and what we are all about; ensure that those who are signing on for the Xavier experience fully appreciate and know our commitment to our mission and the Catholic Church and its teachings—are we sacrificing our beliefs for enrollment and money?
3. Spirituality strength – Catholicity - differentiate ourselves or we will not succeed
4. The view Saints have of themselves – attitude change – from inside the heart. This also creates a visible message; maybe indirectly that is how all Catholics are. Don’t isolate yourself from the part of the Catholic community that does not send its kids to Xavier. This is a Catholic high school. Everyone is welcome. Individual acceptance

5. COMMITMENT TO EXCELLENCE

Strengths

1. A good reference point-directional landmark as well as academically or spiritually
2. A great transitional experience from high school to college because of the full campus atmosphere
3. A place of opportunity, more exist—just when we thought we had met the goal, we decided to move the bar to a higher level. A true “can do” attitude exists at Xavier.
4. A place that produces top notch students
5. A school that plays 4A level sports but is a 2A school
6. Ability to provide a values-based education
7. Academic Excellence
8. Academic Excellence-Test scores, ACT and SAT score—90% or better go on

- to college and most graduate from college-Excellence is visible
9. Academic strength
 10. Academic Success Rate-% of students graduating from 4-year colleges is high
 11. Academically stronger than some other Catholic Schools
 12. Academic-Quality of offerings; people come here for academics
 13. Academics: good grades compared to other schools' outcomes
 14. Academic-Students that leave have life skills and 96% go on to college or post-secondary education-Know how to be successful
 15. Across the board excellence-academics, athletics, activities, arts
 16. Always strive to be the best and attending to how we treat others
 17. Articulate critical thinking graduates
 18. Assist in the development of future leaders—well rounded, highly educated
 19. Atmosphere of high expectations in terms of academics and respect towards others; Small school atmosphere with big school offerings/experiences
 20. Because of the organization, rules and structure students leave Xavier better citizens and more prepared socially
 21. Belief in our own success
 22. Better preparation for the next level
 23. Better resources – money – strong parish support in our area – facility outstanding
 24. Broad and early success across many activities: academic, athletic, co-curricular areas
 25. Broad family involvement and support
 26. Catholic Faith tradition
 27. Cedar Rapids Metropolitan area, including smaller suburbs, families and parishes need a place like this to support Catholic traditions, high morals, integrity, and family values
 28. Challenging
 29. Challenging, we are not an easy place for anybody; we require folks to challenge themselves and not accept “good enough” or not reach for the next level; we take folks out of their comfort zone to help them achieve growth and success; high expectation and accountability is exercised
 30. Challenging-to be the best you can be
 31. Championships: Athletic championships indicate a rise to the top quickly
 32. Character of the graduates
 33. Choice of Catholic Education makes the community better because of the competition which makes the entire community better
 34. Clear expectation of parental involvement-Xavier expects parents to be involved in the education process
 35. College Prep School
 36. Commitment Successful
 37. Commitment to excellence
 38. Commitment-drive across town at 10 p.m. for swim team, driving from a variety of communities
 39. Committed
 40. Community Based-Organizations in the community look to Xavier. Students

are involved in the community and involved in what is going on in the community

41. Compete well against other schools for our size across the board
42. Competition we provide is good for the public schools
43. Competitive-Schools we group ourselves with Washington, Jefferson, Kennedy, Linn Mar, Prairie, Iowa City High, Iowa City West(Public) Catholic: Wahlert, Assumption (Peers) We are smaller than most but feel that we compete very well with these schools in sports, performing arts, academics/ State Champions/ Competitive-Academics, fine arts, across the board
44. Competitive environment for students
45. Competitive-academics, sports, activities
46. Competitors in fine arts, sports—winning with good manners, being good sports
47. Confidence-students have a great deal of confidence in what they are doing because they have been trained well at school and at home
48. Continuation of High Standards
49. Continued Success—Successful outcomes in extracurricular activities
50. Culture of Achievement that runs from top to bottom
51. Culture-of high expectations, caring, high values
52. Deeply committed to student success
53. Drive to be successful
54. Dynamic-not static, the capability to change exists, change can be implemented; administration looks at things with an open mind
55. Early athletic success is also part of the culture of excellence
56. Educational level of families and parents is greater
57. Education-School-come to be educated, smaller class sizes, brand is education
58. Efficient-does a good job of using financial, faculty and other resources. Not administratively top heavy
59. Encourages higher achievement
60. Enrollment growth while maintaining the same statistics of excellence
61. Excel in academics
62. Excellence
63. Excellence - Overall academics/athletic/beautiful building
64. Excellence- education and activities
65. Excellence in extra-curricular activities, sports, fine arts, etc.
66. Excellence, across the board
67. Excellence-has a great reputation, also in athletics, academics and fine arts
68. Excellence-kids are prepared for the future
69. Excelling in an environment of excellence
70. Expectation-College Prep, not expected to underachieve
71. Extremely successful in many areas for being so new
72. Faculty that is really dedicated to the students' success and is exhibited by the way they have stayed here and keep in touch with their students after graduation
73. Faculty/staff and administrators model the same commitment and expressions

- of God-living
74. Faith Formation-For all faiths as well as all students, staff and families
 75. Famous alumni
 76. Fine Arts Success
 77. First-class
 78. Go above and beyond to be the best
 79. Good at building/equipping/producing good adults/citizens
 80. Good athletically
 81. Good community Reputation
 82. Good education
 83. Good in sports—Xavier has made a name for itself in its early success
 84. Good spiritual education
 85. Hall of Fame that pays attention to its heritage
 86. Helps students live out their fullest potential while living their faith
 87. Helps the education/enterprise remain competitive and strong
 88. High Academic standards
 89. High ACT scores
 90. High employability for students; successful in careers
 91. High Expectations
 92. High percentage of graduates goes on to higher education
 93. High percentage of students go to college
 94. High quality students who are well-rounded
 95. High Standards
 96. High Standards
 97. High Standards—test scores of graduates are higher
 98. High Test Scores
 99. Higher academic standards
 100. Higher Expectations: Moral, Academic, Social, Behavior
 101. Higher graduation rate from college
 102. Higher standard for self accountability
 103. Highly successful in its short history-achievements across the board
 104. Individuals are attended to
 105. It follows its mission
 106. It gives kids an opportunity to discuss faith every day in a safe place as well as apply their faith to the learning process
 107. It is a safety net-safe haven as they go through some potentially tough years as teenagers and make “early” tough life decisions
 108. It’s the gold standard
 109. It’s the next step in a strong tradition of Catholic High Schools in Cedar Rapids
 110. ITED and other high stakes tests ACT are among the highest in the state
 111. Kids are allowed to be kids: developing them appropriately-allowed to still be their age, however, high expectations are still expected
 112. Known throughout the city and diocese as high achievers
 113. Kurt Warner and Zach Johnson - very good ambassadors of the school
 114. Lack of scandals

115. Large percentage of students graduate from college
116. Larger number of student graduates who go on to higher education and are well prepared to do so
117. Learning is fully allowed to happen
118. Low to no dropout rate
119. Manners and discipline of our students
120. Many things don't want to emulate - cutting services, quality, staff, support services, hours, raising prices - using a "good enough" approach as a motto to "get by"
121. Models better citizens
122. Molds well-rounded individuals and better citizens
123. Necessary competition to strengthen all of education in the community
124. Need to continue to be great role models for the elementary students
125. Not afraid to take risks due to a strong focus on being true to its mission-both calculated/relevant
126. Number of students going to college and finishing college
127. One valedictorian
128. Optimistic
129. Output must be strong – grad rate college admits – reputation of grads/alumni
130. Outputs: ACT Scores, College Acceptance %
131. Outstanding academics in a faith-based environment
132. Outstanding Website
133. Overall, academically talented
134. Parents are willing to be involved
135. Percentage of graduates attending college
136. Place where faith and morals can be taught openly and unapologetically
137. Pledge-holding the Xavier Family accountable
138. Potential-camaraderie and support and facilities help to maximize the potential in the form of accomplishments
139. Potential-much potential exists among the students; good leadership
140. Prep-Academic dress code
141. Preparation for the next step—college—better prepared for next stage
142. Provides a “smart place” to hang out
143. Provides an environment because of size where there is more one-on-one support
144. Provides discipline in a safe environment
145. Provides opportunities to further explore one’s faith and religion as “young” adults
146. Public rankings and objective outcomes that support the development of the total child
147. Quality of teaching is strong
148. Quality of the Education-the students would have the tools they need for occupation or ongoing education
149. Quality-people seem committed to quality
150. Receptiveness of the students - students taught respect

151. Regular self-assessment
152. Relationship of Education - Gives customer/user more voice on outcomes and integrated into ones' full growth - vested interest is stronger
153. Relevant-Return on Investment
154. Reputation-graduation rate, SAT, etc.
155. Responsible
156. Rigorous and relevant curriculum and course offerings
157. Rigorous curriculum that prepares you for college
158. Sacrificial
159. Seen as the #1 Private School in the Corridor
160. Sound educational foundation
161. Sound morally rich environment with high expectations on do your best/excellence
162. Spirit of sacrifice and dedication
163. Spoken and unspoken culture of excellence-Expectations of excellence in learning
164. Sports – athletics strong
165. Sports Success
166. Sports: early reputation of success
167. Sports Excellence-Sense of teamwork and community
168. Standard by which other schools are measured for judging and achieving excellence
169. Standard of Excellence for the entire community, kids, teachers, students, parents and fans
170. State Championships
171. State championships per year – successful in a short amount of time – have the opportunity/venue to play because of the presence of this school/another opportunity
172. Steady growth in enrollment/finance/excellence and reputation
173. Strengthens other educational sectors
174. Strong academically, spiritually, and socially
175. Strong relationship with middle schools
176. Strong reputation
177. Strong reputation for academic rigor
178. Student Achievement-Not just test scores but real achievement post-college and being known as a student body that is going to make a positive difference in the world.
179. Student behavior is higher standard-held to a higher standard and actually occurs
180. Student body has excelled in athletics and activities in its short life span-early achievement for a young school
181. Students are connected to the learning
182. Students are encouraged to be multifaceted
183. Students continue to have a “faith” life as adults whether Catholic or Christian
184. Students desire an option that provides them an opportunity to

- continuously deepen and exercise their faith (not have to leave it at home, in the car, or on the bus when they enter the educational realm)
185. Students have a sense that there is life beyond Xavier and they plan and prepare toward that next experience
 186. Students who are inspired to make a difference and use their gifts and talents wisely
 187. Success of the alumni-college graduation rates, involvement in parish, raising families in a Christian way
 188. Successful, as we take advantage of opportunities
 189. Successful, expectations are high and this is well-known (Academically, athletically, art wise, etc.)
 190. Successful, our students have, show, and anticipate success and involvement in their school—they problem solve with/for their school (They have a “why can’t we” attitude.)
 191. Successful-Athletics, academics, fine arts
 192. Success—in spite of
 193. Superior Education-part of the mission is to educate the entire person. That prepares students to enter any walk of life
 194. Talented
 195. Target on their back-the team that everyone wants to beat
 196. Teaching Excellence-Quality Faculty
 197. Teaching the whole child (body, mind, and spirit) is our mission
 198. Test Scores are higher
 199. The code of excellence is perceived and encouraged
 200. The codes, boundaries, rules that are set and must be followed or face the consequences
 201. Tough to fall through the cracks—if people are struggling, it is recognized, and they get the help they need
 202. Unique-students, staff, administration are above average. The education they get here is very good-a step above other, strong education
 203. Values Based
 204. Visible-Well known within the community-Good place to send your kids to school, participate in community events, and encourage students to do the same
 205. We are building on something very good
 206. We do research Papers
 207. We don’t make excuses
 208. We execute our Catholic mission well
 209. We make education better in the community
 210. Well prepared for college
 211. Well prepared for the next step or career
 212. With the number of students who go on to higher education Xavier is providing the community with quality, productive citizens
 213. Within Xavier we offer parents, students and parish a Partnership in faith formation
 214. Xavier has its own board of education

215. Xavier has made a name for itself in a positive way

Strengths/Weaknesses

1. Growing - enrollment from sport standpoint moved to 3A to 4A – more challenge-not as easy to walk away with everything - Xavier is known for sports - has a reputation for being strong in sports
2. More of a college prep school

Strengths/Opportunities

1. Academic success (graduation rates, test scores, truancy rates, what they are doing-post Xavier High School) to what they are doing after that (work, college, military, citizenship, volunteers, churches, coming back to area/Iowa and/or reputation to are they better (people, Catholics, servants of others, Christians, etc.) having been part of/through this place to where they are able to nurture their gifts through full exploration – success beyond academics
2. Develop the whole person in the Catholic environment-Personalities and values of the people who graduate from or who are associated with Xavier speak to our deep faith

Weaknesses

1. Mass appears to compete with or get second-handed treatment to gym, sports, etc.
2. Prioritization with the school structure of what is important-Is sports driving what we do or is it faith?

Weaknesses/Opportunities

1. Expansion of the guidance department-not only numbers but in the way they interact with students on a daily basis
2. Don't have a church/chapel where all students would fit-facility not adequate for raising the commitment level for mass
3. Leadership falls on the principal "honor" leadership by appointment exists-we need across the board consistent leadership-needs to go beyond the "time of service" minus any personal agendas
4. Struggling Learners-need more emphasis

Weakness/Opportunity/Threat

1. Competitive Faculty/staff salaries

Weaknesses/Threats

1. Don't want to hear about class rank
2. Pressure to conform (providing more AP courses, school year)
3. Too much pressure put on students to excel/not enough

Opportunities

1. A higher graduation rate of students who present themselves as strong in faith by practicing their Catholic values - recruiting others to the faith - discipleship

2. Academic Excellence and curriculum offerings that challenge students-more opportunities to differentiate for student needs at all academic levels
3. Academic leveling program, needs to be better defined and refined; need to ensure integration across individuals and opportunities, and must not be seen as a label
4. Academic Success-succeed in further education or in their jobs after high school
5. Academically ready—push them harder
6. Advanced Technology
7. All departments should strive to be recognized nationally-excellence needs to be a common goal not just regionally, but nationally as well
8. As a Catholic School we must work to ensure that we are not framed by or play into the stereotype of being just a faith-based school, good in athletics and academics and serving only white, elite, upper middle-class students, we are an inclusive community and broad based in our academic, athletic, extra-curricular offerings
9. Attract outstanding, high quality administrators and faculty
10. Be nice to be like a larger company and keep up to date with technology or expand to meet the needs of students
11. Break down the barriers of where they came from and more about where they are now
12. Building on the successes but not resting on them
13. Can focus our talents, dollars, and our curriculum while understanding that we cannot be all things to all people/situations
14. Children are a gift to parents; therefore, Xavier is there to help the students reach their full potential; we need to be a partner with parents not a puppet of parents
15. College Prep School-Market the brand better
16. Continue to have good leadership with a vision
17. Continue to value participating in extra-curricular activities-engaging to students and relevant to them-things they want to do
18. Continued sports success
19. Continuous improvement-celebrating successes, but not being satisfied with the status quo
20. Development of self discipline and morals
21. Dowling – success in the state: Greater financial strength – donor base/endowment and broader academic/activities offered
22. Dress Code-I love it! You want to put on your best to do your best. It is a mind set. Dress for excellence-Models a life lesson
23. Education opportunity – AP Classes
24. Efficiency
25. Expanded academics-more choices in classes, AP and activities that meets our mission
26. Faces of Success-Saints Making a Difference
27. Focus on technology and help students be prepared to use advanced

- technology
28. Four (4) Point grading scale instead of a five-point grading scale
 29. Funds to keep up the facility and campus
 30. Help kids reach their fullest potential
 31. Improved offerings-More special education or programs for struggling learners and more AP courses available
 32. In what the students inevitably do
 33. Increased alumni support
 34. Increasing and maintaining the number of students entering into and completing higher education and then landing jobs
 35. Invest in students and faculty through incentives-Incentive programs to help students and teachers be more motivated
 36. Involvement in the parishes, giving back to the community, and being active in their service to the church and community
 37. K-12 Catholic education option must continue to be strong
 38. Keep growing and doing things like this process so that it doesn't become stagnant and not to be afraid to ask the hard questions
 39. Keep pace with public school competition
 40. Keep the core curriculum intact and strong
 41. Laptop program-checkout
 42. Level students by ability to aid in personal success
 43. Maintain excellence-continue to stretch but avoid slipping
 44. Maintaining the "excellent" reputation in the community
 45. Make our kids a treasured commodity with solid work ethic
 46. Make sure growth doesn't impede excellence without limiting growth
 47. Make the best choices for the next stage of their lives
 48. Mentoring program-to assist "struggling" students and to aid new faculty
 49. More AP courses-Outstanding student body with some of the highest test results, may not be tapping into the talent of our students-Tailor the curriculum to be AP eligible
 50. More offerings for our own level-middle students
 51. More partnerships with business teaching classes (Career Education)
 52. Offer more AP/college level courses through more partnering with Kirkwood, etc.
 53. Offer more college based courses-college credit-even internet based, college campuses, etc.
 54. Offering evening courses or after-hour courses for students
 55. One-page needed for Board of Ed/Foundation Board as it relates to the future excellence and direction for Xavier
 56. Opportunities to grow and be challenged
 57. Partnerships with college to gain credits while still in school and the financial support for that
 58. Producing alumni prepared for their fields and lives, but who live for others
 59. Producing students who are strong Catholics and Catholic Leaders or faith-based leaders
 60. Provide the necessary competitor for raising the bar for the entire community

and keeping education strong and a priority

61. Push and encourage kids
62. Raising the level of all programs to be relevant and gaining higher levels of excellence
63. Relevant curriculum-needs to be the best around-needs to be results oriented
64. Remain focused on excellence and high standards
65. Remembering we are part of a bigger community and we can't make decisions independent of all the entities-Parish, Cedar Rapids Metropolitan area, including smaller suburbs
66. State of the Art technology-Smart Boards
67. Support structures/offerings need to be carefully monitored as to not over do it; however, the intent and execution must remain a high priority
68. Technology - all students provided laptop computers to give them an extra edge
69. The rest of the world is learning faster than we are and so we need model schools that can show others how to do it
70. The school is successful in meeting its mission or part of its mission
71. Vertical Articulation from the middle schools so there is more alignment all the way through the grade levels and to avoid duplication of courses
72. We aim to reach the total person: mind, body, spirit
73. We are a place that honors and births its mission through excellence-“Paul Harvey mentality”
74. We want to be recognized like Harvard-To Be the Harvard of Iowa high schools

75. While the experience here is full, it is important that they leave Xavier with a hunger to do more, better, often

Opportunities/Threats

1. AP classes – some kids at Wash or Kennedy take at least 4 years of AP courses
2. AP Classes –constantly hear about in public schools and what they have compared to Xavier
3. Be open-minded (Baggage/Luggage Analogy)
4. Maintaining and growing the excellence of our faculty and increasing their pay (competitive)
5. Maintaining quality educators
6. Reputational selectivity-people opt out for fear of not living up to the reputation

Threats

1. Ensure a resonance for what we are here for and what we are all about ensure that those who are signing on for the Xavier experience fully appreciate and know our commitment to our mission and the Catholic Church and its teachings-are we sacrificing our beliefs for enrollment and money?
2. Financing becomes a back burner issue—endowments, scholarships,

- professional Development, Physical plant expansion/maintenance
3. Sports - growth will impact their young-winning heritage

6. EMPLOYEES

Strengths

1. Administration is approachable
2. Administration Setup-few layers of administration-accessibility to administration
3. Administrators are directly involved with the students; interact with student
4. Administrators, faculty, and staff visible during the day and at activities, not just walking titles
5. Competent-as a general rule it is a very competent staff, students and support groups; Good dialogue occurs with stakeholders good leadership to the faculty and from the faculty to the students—majority of the teachers are proficient in their subject areas
6. Dedicated Employees
7. Dedicated faculty and staff
8. Dedicated staff
9. Dedicated, highly talented faculty
10. Dedication of faculty and staff, students, parents, etc.
11. Dedication-of faculty, staff-they are dedicated to the mission and they are here because they want to be here
12. Efficient-does a good job of using financial, faculty and other resources. Not administratively top heavy
13. Enthusiastic Administration
14. Entire faculty participates in the spiritual experiences of students and not just the theology department
15. Excellent faculty
16. Extraordinarily Strong Leadership-principal, board, parish-allowed, nurtured
17. Faculty continuity and retention
18. Faculty Retention
19. Faculty retention
20. Good product for society, families, and co-workers
21. Individuals are attended to
22. Keep the great principal that we have
23. Kids develop relationships with teachers and have some levels of hero worship
24. Leadership-spiritual leadership-testaments to the brand
25. More quality teachers are here
26. Outstanding faculty with an even higher percentage with master and doctoral degrees
27. Outstanding principal leader
28. Quality Faculty
29. Quality staff and faculty who are good witnesses to the students
30. Quality Staff/Leadership
31. Quality Teachers

32. Reciprocal respect between students and teachers
33. Staff is very prepared and committed to cultivating the students
34. Strong committed faculty and administration
35. Strong faculty
36. Strong Leadership
37. Stronger relationship between teachers and students/structure/abiding by rules
38. Support from the faculty within the religion and the ability to express their faith/religion
39. Talented individuals; faculty and staff are special
40. Teaching Excellence-Quality Faculty
41. Theology department is solidly Catholic-not teaching “gobblygook”
42. Tough to fall through the cracks—if people are struggling, it is recognized, and they get the help they need
43. Transparency
44. Unified faculty and staff and accountability among each other
45. Visionary leadership-forward thinking administrators
46. Workforce
47. You feel as though you are a part of the school-staff are friendly-inclusive friendly-people have manners

Strength/Weakness

1. Timely follow-through and accountability for things-most teachers are good about it, but administrators are not as good at it

Strengths/Opportunities

1. Professional development opportunities
2. Professional development opportunities for staff
3. Retaining faculty, administrators and staff
4. Strong Administration–visionary leadership–someone who has a future stake in Xavier High School
5. Strong faculty – getting/retaining good teachers

Strength/Opportunity/Threat

1. Viability of feeder systems-funding, enrollment, employee base remain strong

Strengths/Threats

1. Dedicated faculty-here because they want to teach not for the pay
2. Dedication-Faculty and staff could make more money somewhere else, but they are dedicated to Xavier
3. Faculty sacrifice to be here – underpaid
4. Faculty: Longevity, Fresh, Diversity, Incentives to offset low pay and benefits, be real and reflective of real life, Learning can be fun, Get to know you, not just your subject and title – be yourself – enjoy your job.

Strength/Weakness/Opportunity/Threat

1. Teachers have a known classroom routine

Weaknesses

1. Administrators/Faculty and staff need to follow through and the administrator can't be the one to do it all
2. Ineffective in-services
3. Need to have recognized leaders who are theologians-it is a struggle because there is a shortage of people with this background
4. Never seen any priests on campus here compared to other Catholic schools
5. Our “priming pump” doesn't meet the “vast well” when they get to Xavier- lots of opportunities for students to do a variety of activities in middle school but when they get to Xavier there isn't enough coaching or facilities to provide the same opportunities so then students get cut from programs
6. Repetition for Teachers

Weaknesses/Opportunities

1. Good teachers used to be there; let the dead wood go
2. Make parent/teacher conference real—you need to add time for this
3. Meeting Deadlines-doing a better job of notifying parents regarding deadlines
4. Organizers of activities used to meet with youth ministers to plan-I don't think they do that any more
5. Retaining staff-Pay

Weaknesses/Opportunities/Threats

1. Faculty-support for those that need assistance and eliminating those that need to go-Need for mentoring-Within the school, diocese or outside utilizing the state, public schools, retired teachers, etc. Disconnect between administration and staff due to other priorities
2. Teachers could be better trained so as to develop and grow in their delivery of instruction-Need to be more in tuned with best and current practice.

Weaknesses/Threats

1. Band Department-It seems like the director is not doing his job or cares-Lack of student participation in band
2. Because of departmentalization teachers don't feel as though witnessing their faith is part of their job-An example-During reconciliation or mass, some teachers think this is an hour off rather than fully participating and witnessing
3. Central theology and liturgy permeated throughout the system and school located mostly through personnel-people with sound theological degrees in the theology department-people who are knowledgeable about worship and practice Catholicism-I feel that used to be there as a given with religious life, but we need to keep that in mind as we hire people and it should be a goal.
4. Finances – teacher salaries
5. Financing becomes a back burner issue—endowments, scholarships, professional Development, Physical plant expansion/maintenance
6. Lack of a theologically trained faculty
7. Lack of a theologically-trained faculty
8. Lack of abundance of quality teachers

9. Lack of abundance of quality teachers
10. Lack of religious personnel on the teaching staff-primarily lay staff
11. Lowest paid teachers in the state-below average faculty pay
12. One chief administrator
13. One common concern – salary scale
14. Principal is left to “do it all”-Falls back on him in order to get results
15. Salaries
16. Some teachers have been grandfathered in and they need to go
17. There appears to be some “gift” grades being handed down

Opportunities

1. A way to subsidize teacher pay to get them to equal standard
2. Academically ready—push them harder
3. Administrative Structure-President in place and Deans in place to allow the principals to focus on instruction and be more present in the building
4. Attract administrators who can be affective
5. Attract outstanding, high quality administrators and faculty
6. Be sure to continue to ensure that faculty, staff and students are treated fairly
7. Building initiatives: struggling learners, technology, assessment, faculty spiritual development
8. Catholicity needs to be stronger, especially when it comes to teachers
9. Continue to attract and retain a committed staff and faculty committed to the mission
10. Continue to employ and support teachers who will go out beyond just teaching
11. Continue to have dedicated staff and administration-in teaching but also in the Catholic faith
12. Continue to have good leadership with a vision
13. Enhanced technology offerings for faculty, learning, career opportunities and the general classroom
14. Ensure more focused professional development
15. Exit interviews for those who decide to leave and go elsewhere-look at why they’re leaving-Do we know if we deliver on the promise?
16. Formation of faculty and staff including spiritual and theological
17. Get rid of the teachers that aren’t effective-stagnant teachers; Outcomes to strengthen performance or help them to “move on”-make sure the process is fair
18. Hiring a curriculum or professional development director
19. How do we enlarge Xavier’s facilities to grow enrollment-meeting a larger student demand-faculty, facilities, funding
20. Improved faculty compensation, benefits, and retirement-distributed equally but with flexibility
21. Increase staff and provide greater, more focused professional development opportunities
22. Invest in students and faculty through incentives-Incentive programs to help students and teachers be more motivated
23. It would be interesting to know the backgrounds and degrees of those teaching

- in the theology department
24. Junior Teachers-The number of young teachers presently
 25. Keeping quality teachers and faculty
 26. Let teachers teach-ATB
 27. Maintaining and growing the excellence of faculty
 28. Maintaining and growing the excellence of our faculty and increasing their pay (competitive)
 29. Maintaining and reproducing quality faculty and facilities
 30. Maintaining quality educators
 31. Mentoring system for faculty and staff to ensure the culture and school's mission are communicated and embraced
 32. More advanced degrees for staff
 33. More of an awareness and cooperation between departments, teachers and courses
 34. Need to have employees who practice their faith as they are the instrument working with our students
 35. Need to have priests more available
 36. Offers an opportunity for those who feel their calling is to be a Catholic School educator-(Interesting: This was never brought up in any other group.)
 37. Pay structure for teachers more like Dowling
 38. Presence of Clergy-being able to maintain a priest on campus
 39. Priest here once a week; would be nice to have one full-time
 40. Provide more and encourage greater professional development to ensure standards of excellence are continued (technology, enhanced techniques top to bottom and for volunteers)
 41. Public school teachers get bonuses and then can teach more AP classes
 42. Put emphasis on retaining your quality teachers and staff
 43. Recruit, nurture, reward, and retain a qualified staff
 44. Religion classes are very dependent on the teacher-we need to get the best of the best, especially since we are a Catholic School
 45. See that the "no pop" in Study Hall is enforced
 46. Staff needs to show support for other areas not on their watch-sports, band, choir, arts, etc. Cross Network across all areas
 47. Strong curriculum director-someone's whose purpose is to concentrate solely on curriculum to stay at the top of the game and relevant
 48. Support teachers financially with more opportunities to attend conferences, take classes in order to enhance professional development
 49. Talk school stuff, if you have to talk in Study Hall
 50. Want teachers who are passionate about their job-who witness their faith even if they aren't theology teachers
 51. Way to provide parental feedback regarding teacher performance-a protocol
 52. Xavier used to be the community center, had strong sense of place, and faculty didn't want to leave—get that passion back

Opportunities/Threats

1. Competitive compensation for faculty
2. Competitive Faculty/staff salaries

3. Competitive Salaries
4. Competitive teacher/staff compensation
5. Faculty competitive pay and benefit offerings to retain teachers
6. Holding teachers accountable for being good teachers
7. Justice to the teachers-livable wage
8. Pay our faculty better
9. Recruitment and retention of staff
10. Retention of excellent teachers-disparity in wages for staff
11. Retention of experienced faculty
12. Salaries and Benefits
13. Salaries and benefits need to improve to be more comparable to public schools
14. Staff compensation and benefits could be better
15. Stay on top of technology and the latest ways to teach
16. Teacher Salaries

Threats

1. Aging workforce - resource planning
2. Complacency from the staff
3. Economy-effects of the economy on salary and benefits
4. Engagement of faculty and staff-teacher workload-how to avoid burning them out
5. Faculty salaries-lose good folks because of pay, quality of teachers
6. Faculty that is really dedicated to the students' success and is exhibited by the way they have stayed here and keep in touch with their students after graduation
7. Faculty Turnover
8. Foreign Language Department—loss of quality teachers
9. Loss of instructional time due to an increase in school activities

7. PERCEPTIONS

Strengths

1. Perception that we are all good kids-identity and brand
2. Perception that we carry around bibles all the time and that we pray 24/7-bible toting
3. Preppy-Perception that Xavier students are upper middle class, college bound students
4. Students appear to avoid making class or peer distinctions
5. The code of excellence is perceived and encouraged

Strengths/Threats

1. Community Perception
2. Community Perceptions

Weaknesses/Threats

1. Perception that we are defined by and only care about athletics, as it relates to our image

2. The economy has to be bothering them
3. There appears to be some “gift” grades being handed down
4. Xavier appears more private than Catholic; I was hoping it would be the other way around

Opportunities

1. Alumni perception of preparedness-Would they recommend to others?
2. Better marketing to the outside community to help take care of some of the perception issues
3. Diversity exists mainly in socio-economic levels-perception?
4. Elitism-the perception of and making real efforts to avoid it-by adding diversity
5. Fostering better relationships with the other high schools in the community and families that don’t go to Xavier. Would like the perception in the community to be better. Would like to be invited to be a part when other metro schools are involved.

Threats

1. Accused of recruiting athletes
2. As a Catholic School we must work to ensure that we are not framed by or play into the stereotype of being just a faith-based school, good in athletics and academics and serving only white, elite, upper middle-class students, we are an inclusive community and broad based in our academic, athletic, extra-curricular offerings
3. Continue to ensure that the Xavier experience does not become limited to just rich kids (perceived or not). This is important for the purpose of diversity. Also, what we do offer is not well known or well communicated and confusing
4. Do they share programs with public schools? Perceived Xavier doesn't
5. Elite-Perception of the outside community, they think we are a Prep school and that we are all rich
6. Elitism-perception from the outside
7. Elitism-real or perceived
8. Has a history-two coming together, separate identities, a new history formed-there can still be some issues related to the merger-luggage/baggage hanging around
9. Impression that this is an elite place
10. Misunderstood/Misperception-Rich kids Prep School, viewed as every parent is wealthy, if you are not wealthy than you won't be accepted
11. Negative perception that Xavier is elitist
12. Perceived un-affordability
13. Perception issues-recruiting, sense of elitism
14. Perception of Elite School
15. Perception of elitism – public thinks Xavier recruit (athletics) – or that every student drives fancy cars – all families rich
16. Perception-Pastoral relationship with the school-May or may not be strong

17. Privileged-both positively and negatively-students come from supportive families and have had the benefit of many advantages that the average child in our city doesn't get. The negative is the sense of entitlement that some students have
18. Privileged-Positive and Negative-Positive in that the parents have the ability to pay for their kids to be here. Negative in the "rich kids" perception
19. Small-size-Not growing
20. Snooty-perception that we are rich kids
21. Some people think that there are people who don't send their kids to school here because they don't think the place has the religious emphasis it needs to have

8. LOCATION

Strengths

1. Serves students/families from multiple locations
2. The Cedar Rapids Metropolitan area, including smaller suburbs, is blessed to have Xavier High School

Opportunity

1. Far Away-a long ways in terms of distance to get to Xavier from All Saints especially

Threats

1. Inconvenient-hard to get to
2. Isolated

9. FACILITIES

Strengths

1. Attractive – physical plant well kept/great facility/compact/altogether
2. Attractive Campus
3. Beautiful Campus—Physical Plant
4. Beautiful facilities—setting
5. Campus has everything on it-one stop
6. Catholic Community Center Concept exists
7. Current/Up to date
8. Cutting edge facilities
9. Excellence - Overall academics/athletic/beautiful building
10. Facilities are nicer-higher quality
11. Facilities: New and more modern-quality facilities
12. Facility-from the beginning-Continues to build on its beginning excellence
13. Facility-Physical plant is exceptional-All the offerings are on site
14. Focus on one physical plant and its challenges as compared to multiple locations
15. High School Campus only (Regina) but more like the norm
16. Larger campus
17. New and Fresh

18. New Campus
19. New physical plant
20. New, young
21. Newer
22. Newer school - merging of two Coed Catholic high schools in the area
23. Newness
24. Nicest Campus and Facilities - True Campus - Everything is here
25. Physical Plant is new
26. Physical Plant-great campus; everything is on one campus
27. Physical Plant-location, beauty, spacious for a city high school
28. Quality Facility
29. Relatively new
30. Relatively new
31. State of the Art
32. Taught to take pride in our school-great care takers of facility
33. The chapel is the center of the building with everything else built around it
faith elements are highly visible
34. True campus model rather than just a high school building
35. True sense of a campus—facilities are on one campus
36. Youthful-school is new and is not tired-no sense of fatigue-still exuberance
that exists the impression is youthful

Strengths/Weaknesses

1. Physical Plant size
2. Physical Plant-facilities are all on one campus-self contained-Can be positive
and negative-financial and space

Strength/Opportunity

1. Facilities for sports

Weaknesses

1. Activity Resources-not evenly distributed-space, money, assistance
2. Don't have a church/chapel where all students would fit-facility not adequate
for raising the commitment level for mass
3. Facility issues-size of theatre-flipping football field around, more classrooms,
science labs, storage, choir room, etc.
4. Our "priming pump" doesn't meet the "vast well" when they get to Xavier-
lots of opportunities for students to do a variety of activities in middle school
but when they get to Xavier there isn't enough coaching or facilities to
provide the same opportunities so then students get cut from programs
5. Physical Plant-too small
6. Storage (wish list)
7. Too Small-Physical Plant

Weakness/Opportunity

1. Facilities-Deferred Maintenance, upgrades to accommodate for growth,
relevance, new needs

Weakness/Opportunity/Threat

1. Funds to keep up the facility and campus

Weaknesses/Threats

1. Distractions: graffiti in building is starting to appear—respect property; take greater pride
2. Financing becomes a back burner issue—endowments, scholarships, professional Development, Physical plant expansion/maintenance
3. Space limitations

Opportunities

1. Bigger performing arts center
2. Building Needs-expanding facilities to meet growth
3. Expanding Facility to meet enrollment needs
4. Extend our footprint-Hall of Pride in Des Moines
5. Focus on, add to, convert, expand, and maintain physical plant
6. Maintenance, buy in to unmet/necessary opportunities for future growth and success
7. Opportunities: Food Drive-Xavier's pales in comparison to Waterloo Columbus, Better use of Web Sites and Stronger Dress code-uniforms-(St. Rita, Chicago), Immediate after school detention (Jesuit High School-California) Better Athletic Facilities similar to other 4A schools-Press box, video equipment, track, wrestling, weight room, etc.
8. Outgrowing the facilities-physical plant, expansion, maintenance
9. Physical Plant too small to accommodate growing enrollment
10. Physical Plant-Building expansion to accommodate the growing enrollment
11. Size=Student Enrollment-How big do we want to be? Do we cap enrollment or do we look to increase enrollment and add on to the building?

Opportunities/Threats

1. How do we enlarge Xavier's facilities to grow enrollment-meeting a larger student demand-faculty, facilities, funding
2. Maintaining and reproducing quality faculty and facilities
3. Maintaining Facility
4. Maintaining the physical plant

Threats

1. Enrollment size has impact on physical plant
2. Facility maintenance over time

10. FINANCIAL MATTERS

Strengths

1. Better resources – money – strong parish support in our area – facility

- outstanding
2. Business community is supportive
 3. Contributions that our graduates and employees make to their communities, families, church, etc.
 4. Creating a legacy of pride that stretches across generations where families continue to send their children here, etc
 5. Efficient-does a good job of using financial, faculty and other resources. Not administratively top heavy
 6. Enrollment is going up
 7. Enrollment is growing
 8. Espousing pride in attending Catholic Schools
 9. Exceptional parish support-all are working towards the success of the parish-tremendous cooperation and support financially and in spirit
 10. Faces of Success—Saints Making a Difference
 11. Financial Responsibility
 12. Financial Support-Tuition, parish, archdiocese, state, private sources, families
 13. Fiscal Responsibilities
 14. Graduates are confident and feel good about their years at Xavier
 15. Growing Enrollment
 16. Investment came from the community
 17. Kurt Warner and Zach Johnson - very good ambassadors of the school
 18. Parish members without students here support financially, including those who used to have kids at Xavier
 19. Parish subsidizes the school and keeps tuition lower
 20. Parish support is unique in that it is in the form of subsidies and private support
 21. Parish support-all the rest will fall under that factor
 22. Parishes
 23. Parishes
 24. Saves taxpayers' money
 25. Stronger economy that will yield greater support
 26. Students
 27. Students attend who are non-Catholic
 28. Success of the STO program
 29. Supported by 12 parishes
 30. Supportive parishes both financially and non-financially (how they support through their words and actions)
 31. Sustaining or growing in enrollment
 32. The “pay forward” reputation of the Xavier Community to the larger community
 33. The product value is still perceived as being quality and worth the price

Strength/Weakness/Opportunity/Threat

1. Unique financial concerns because of a bond issue-one of the only schools financed using that structure. Currently owe \$10 million which will be paid

off in 2019

Strength/Weakness/Threat

1. Supportive, broadly across the parish, from parents, benefactors, Archdiocese, alumni (we need to strengthen in this area), we need to keep in mind that the Xavier alumni side of who we are is young; Financially, prayerfully, folks are hands-on, folks give of their time—freely

Strength/Opportunity

1. Alumni
2. Broad-based community support
3. Business support
4. Businesses
5. Continued funding from the community
6. Continued integration of alumni
7. Continued parish support-priests, parishes-confluence of pastors who believe in and support Catholic education—committed to the support going to Xavier when there are competing priorities-food pantries, other social issues, etc.
8. Continued spirit of Sacrifice-Time and Treasure, for all
9. Continued support from alumni-planned giving-building an endowment
10. Continuing Support-Parish, diocese, community, alumni
11. Families
12. Famous people who graduated - Zach Johnson/Kurt Warner
13. Financially support families and students in need who desire a Catholic education
14. Hall of Fame that pays attention to its heritage
15. Legacies
16. Loyalty of its graduates or families-constituents-faculty, staff, alumni, students, families, Catholic Community
17. Maintain a “right size” enrollment
18. Parents
19. Stewardship
20. Strong financial community support
21. Strong Parish Support
22. Strong Parish support moneywise
23. Strong parish support-Full diocese support
24. Stronger parish support
25. Supporters of Xavier based on what felt or know they received
26. Xavier Community Involvement
27. Xavier’s involvement with a larger community

Strengths/Opportunities/Threats

1. Enrollment

Strengths/Threats

1. Affordability
2. Affordability

3. Affordable tuition
4. Alumni giving
5. Alumni reputation - morals/service oriented
6. Alumni Support
7. Cost to the family
8. Costs
9. Debt
10. Debt and finances-annual and long-term finances
11. Debt paid down/off
12. Faculty
13. Financial Affordability-to avoid elitism
14. Repeat Customers, purchasers
15. Tuition Affordability-Tuition Assistance-School Tuition Organization has been a huge boon to providing tuition assistance, but it is unpredictable
16. Tuition compared to Catholic Schools outside of the state is low
17. Tuition is less
18. Tuition is lower than most

Weakness

1. Finances are tight, and this is known

Weaknesses/Opportunities

1. Competitive compensation for faculty
2. Not enough partnerships with businesses

Weaknesses/Opportunities/Threats

1. Lower tuition receipts: 54% of Xavier's budget vs. 72% nationally
2. Parish connection-subsidies they provide to Xavier, funding assistance, priestly presence and sacraments, Mass celebrations, reconciliations; restricts development due to their own needs/projects

Weaknesses/Threats

1. A large, but not overly wealthy donor base
2. Activities inequality and resources
3. Activity Resources-not evenly distributed-space, money, assistance
4. Alumni involvement in their parishes/support
5. Debt reduction
6. Debt reduction: short-term/long-term
7. Debt-driven environment
8. Do more with less, but never gets opportunity to execute necessary or relevant opportunities
9. Finances – teacher Salaries
10. Finances: Current state/national economy's impact on endowment returns, parents' ability to pay tuition, which in turn affects budget, which in turn affects salaries, etc.
11. Financing becomes a back burner issue—endowments, scholarships, professional Development, Physical plant expansion/maintenance

12. Funding for programs specifically enhancing the technology
13. Independent but joined to the feeder schools-from a governance standpoint, we try to cooperate but there isn't one unified system. Also financially independent of Feeder schools but Xavier sets the salaries for all the schools in a cooperative manner (gentlemen's agreement)
14. Lack of communications between St. Joe and Xavier/St. Joe does not subsidize Regis since it offers grades 6-8. There is the out-of-parish tuition fee, plus St. Joe is a small school with decreasing enrollment. Many of St. Joe kids are no longer choosing Xavier.
15. Money
16. Money
17. Money
18. One common concern – salary scale
19. Principal/President model needs to be seriously explored and considered—the principal would be more faculty/staff focused whereas the president would deal with the big picture issues: Visioning, fundraising, stewardship, data gathering, etc. The current wearing of two hats has to be draining, no matter who is in this job. This model would lead to greater possibilities of debt reduction.
20. Salaries
21. Teacher Salaries
22. The economy has to be bothering them
23. The split Foundation/School model is not healthy
24. Two-way street support back and forth from Xavier to parishes-symbiotic relationship-not just the once a year asking for money

Opportunities

1. Academic Scholarship to the students based on academic merit only
2. Attract more of the core students that attend the parishes, not just the Catholic feeder schools
3. Balance between an elite school/affordable school
4. Becoming contributing alumni-Time, Talent, Treasure-also advocates and ambassadors
5. Begin Alumni Clubs in outside communities-Xavier Club of Chicago, Xavier Club of Minneapolis, etc.
6. Better alumni outreach and support
7. Continue the involvement of constituent groups-the more people feel they are a part of it, the more supportive they will be
8. Continue to leverage the Xavier Foundation
9. Continued integration of the schools that developed into Xavier-make sure that the alumni are supportive of Xavier
10. Cultivation of donors
11. Data Base which tells where alumni went to college and where they are now employed
12. Does Xavier do a good job of tracking information on alumni?
13. Dowling – success in the state: Greater financial strength – donor

- base/endowment and broader academic/activities offered
14. Dubuque Wahlert in the past – no tuition paid – they could service everyone who was Catholic to go there
 15. Emphasize the Time, Talent, Treasure
 16. Endowments that support K-12
 17. Enhance alumni connections/involvement-Xavier could be included as part of planning reunions
 18. Enhance tuition assistance
 19. Evaluate current recognition practices and update if necessary
 20. Financial Aspect-Self-sustaining financially
 21. Further bridging of the high school and the Foundation without a sandbox referee
 22. Grant Researcher and Writer-to tap into the grants that might be available
 23. Have state support parochial schools with funding so that no one would have to pay tuition-enhanced
 24. How best we involve alumni as “products” of success
 25. How do we enlarge Xavier’s facilities to grow enrollment-meeting a larger student demand-faculty, facilities, funding
 26. How to finance its future
 27. Identify and engage wealthy patrons “sugar daddies or mamas
 28. Identifying potential new donors
 29. Increased alumni support
 30. Increased alumni support-Number giving and the amount given and other services
 31. Increased Alumni Support-Time, Talent, Treasure
 32. Increased connections with and to Xavier’s key constituents: Parents, alumni, long-time business supporters, retired faculty/staff, etc.
 33. Increased enrollment
 34. Increased Tuition Assistance Opportunities
 35. Increasing enrollment
 36. Increasing grant/aid system
 37. Keeping enrollment up
 38. Legacy-Catholic school education tradition continues as graduates become parents and send their children to Catholic Schools
 39. Look at Notre Dame-Catholic, similar to us-strong alumni base-St. Louis University as well
 40. Market themselves to non-Catholics as well
 41. More financially available to a broader group of families if cost is a deciding factor
 42. Needs to do a better job of acknowledging small and in-kind gifts
 43. One Graduate won the Super Bowl and One Graduate won the Masters
 44. Parents and communities willing to make the commitment-Financial, transportation, committed to values
 45. Percentage of Legacies we attract
 46. Person hired to support K-12 to fund raise so that the administrators don’t have to do it-a devoted fundraiser directed toward raising money for Catholic

education

47. Pro-athletes that we get to honor from history of combined Catholic schools
48. Recruitment
49. Scholarships-don't just be a place for rich kids
50. Size=Student Enrollment-How big do we want to be? Do we cap enrollment or do we look to increase enrollment and add on to the building?
51. Steady growth in enrollment/finance/excellence and reputation
52. Strong Alumni participation
53. Strong alumni support-beyond financial
54. Thank donors when they are in the building
55. The building or development of an endowment
56. The need to enhance financial giving (Formation/Financial/PR director)
57. The school is big enough-student numbers are fine
58. Tuition and fees needs to remain affordable-make sure there is no exclusion due to finances
59. Tuition Free Based-Raise enough STO funds to help fund schools in order to lower tuition
60. Use our alumni success to nurture, expose, and further encourage

Opportunities/Threats

1. Alumni giving back to their schools/churches-stewardship
2. Can focus our talents, dollars, and our curriculum while understanding that we cannot be all things to all people-situations
3. Competing with quality public schools-and funding and academic offerings
4. Endowments-size and strength
5. Finances
6. Finances
7. Finances
8. Financial resources
9. Financial Stability
10. Financial Stability and Sustainability
11. Financial Stability-long term
12. Financial Stability-long term
13. Funding
14. Funding
15. Funding
16. Funding, Enrollment
17. Funding-especially parish subsidies & alumni support
18. Funding-supported by tuition and parish subsidies and foundation
19. Funds to keep up the facility and campus
20. Justice to the teachers-livable wage
21. Keep affordable
22. Keep the costs down-financial
23. Modify its financial structure: low tuition, high parish subsidy, Foundation support, and the willingness of families, business, and alumni to contribute
24. Need to grow its financial base

25. Rely on Xavier alumni along with Regis/LaSalle alumni
26. Rising cost of tuition
27. Secure finances to enhance program and facilities
28. Viability of feeder systems-funding, enrollment, employee base remain strong

Threats

1. Current Economic Situation
2. Decreased enrollment in the elementary schools
3. Economy
4. Economy
5. Economy
6. Economy
7. Economy
8. Economy
9. Economy and the role of finances
10. Economy-effects of the economy on salary and benefits-
11. Financial Drain-some would look at it this way at the parishes
12. Financial Makeup/Support; Money comes from a lot of sources, but often from constituents who are from more than one of these groups
13. Financially limited
14. I'm worried about how the economy will affect Xavier—keep eyes on the budget in tough economic times
15. Limited resources of the parish-school is not the only mission
16. Loss of STO
17. Low Tuition
18. Lower Tuition than most other Catholic schools
19. Lower tuition-substantially
20. Not rely on parish subsidies-school becomes more self-sustaining so that parishes who are struggling financially can have relief
21. Parishes that are struggling financially-economy and flood-related
22. Payment of the bonds, required endowment to maintain – puts pressure
23. Public school teachers get bonuses and then can teach more AP classes
24. Relevant Return on Investment
25. Some elementary schools may be a financial burden on local parishes
26. Some people think that there are people who don't send their kids to school here because they don't think the place has the religious emphasis it needs to have
27. State Legislation - tax credit/STO
28. Strapped - face challenges financially
29. Strike a balance between what you ask of your parents who are business people-locate alternative sources of financing
30. We don't have the donors with substantial resources to access funds when needed

11. PARISH MATTERS

Strengths

1. A lot more involvement of the priests in the life of Xavier

2. Belonging to the Catholic community
3. Better resources – money – strong parish support in our area – facility outstanding
4. Catholic Education-opportunity for parents to expand on what they teach kids at home and sometimes we take the place of what they should learn at home, church, etc.
5. Cedar Rapids Metropolitan area, including smaller suburbs, families, parishes needs a place like this to support Catholic traditions, high morals, integrity, and family values
6. Connection to the churches
7. Connection with parishes
8. Continued parish support-priests, parishes’ confluence of pastors who believe in and support Catholic education—committed to the support going to Xavier when there are competing priorities—food pantries, other social issues, etc.
9. Continued support from pastors
10. Continued working relationship between the elementary and middle schools
11. Continuing Support-Parish, diocese, community, alumni
12. Exceptional parish support-all are working towards the success of the parish-tremendous cooperation and support financially and in spirit
13. Expanded participation from clergy
14. Extension of faith resources student might have at home, within the parish, etc.
15. Faith-filled students who are active in their parishes
16. Good Feeder system
17. Helps parents rear their children-partnership of church, family, and school
18. How active the student and parents are in the parish life
19. It is a Mecca-a rallying point, “meeting place” for the Catholic community
20. It offers the opportunity to extend a larger Catholic Community when it involves K-12 students in its activities
21. Largest Extended Support System because of the 12 Participating Parishes Open Enrollment
22. No alternative to form children that is sufficient
23. Ongoing pastor support
24. Promotes and extends the faith community
25. Provides a follow-up for the work that the K-8 buildings do in building a foundation
26. Responds to the expectation of the church and parishes and the faith
27. Rounds out-provides a continuum the Catholic experience with parishes, elementary, middle and high school
28. Strength of our feeder schools
29. Strong feeder schools
30. Strong Feeder System-successful elementary/middle schools
31. Strong Parish Support
32. Strong parish support-Full diocese support
33. Strong parochial feeder system
34. Stronger parish support

35. Supported by 12 parishes
36. Supportive parishes both financially and non-financially (how they support through their words and actions)
37. The mission of the church to catechize and the long standing dedication to fulfilling that mission of the diocese
38. To support the parent's baptismal commitment
39. Xavier is important to building the Church's future flock

Strengths/Opportunities

1. A visible show of strong support from our Catholic community – a needed option
2. Financially support families and students in need who desire a Catholic education
3. Inter-parochial-woven together by the parishes and the people who are part of those parishes
4. Involvement in the parishes, giving back to the community, and being active in their service to the church and community
5. It unites the whole Catholic community in the Cedar Rapids Metropolitan area, including smaller suburbs
6. Loyalty of its graduates or families-constituents-faculty, staff, alumni, students, families, Catholic Community
7. Nurture and maintain relationships with parishes and feeder schools

Strengths/Opportunities/Threats

1. Alumni giving back to their schools/churches-stewardship
2. Alumni involvement in their parishes/support
3. Financial Support
4. Financial Support-Tuition, parish, archdiocese, state, private sources, families
5. Funding-parish subsidies
6. Funding-supported by tuition and parish subsidies and foundation

Strengths/Threats

1. Feeder schools
2. Parish subsidizes the school and keeps tuition lower
3. Parish Support
4. Parish support is unique in that it is in the form of subsidies and private support
5. Parish support-all the rest will fall under that factor
6. We need to be a “WE” parishes and schools-we are on our way and we are certainly not a them and us but we still have work to do-Families are not attending Sunday worship because they are participating in Xavier-affiliated activities or “Club” sports which are clearly supported by coaches—also included sacramental preparation and parish formation events

Strength/Weakness/Opportunity/Threat

1. Not rely on parish subsidies-school becomes more self-sustaining so that parishes who are struggling financially can have relief

Weaknesses

1. Lack of clergy on staff
2. One-Way Street of Parish to School-Active participation in parish. Tuition Discount, Xavier provides the religion but students and families may leave out the parish in return

Weakness/Opportunity/Threat

1. No Government Support - Just community support

Weaknesses/Threats

1. Competitive Salaries
2. One pays tuition to attend
3. Parish connection-subsidies they provide to Xavier, funding assistance, priestly presence and sacraments, Mass celebrations, reconciliations; restricts development due to their own needs/projects
4. Too many parents and students not supporting their parishes

Opportunities

1. Active and alive parish communities-we need to make a difference in the lives of our parishioners
2. All the above-Everything is rooted in parishes-Xavier is part of the parish mission
3. Are we truly training Catholic leaders for the future?
4. Attract more of the core students that attend the parishes, not just the Catholic feeder schools
5. Be sure we are honest about the issues our kids are facing and be known as a place that is addressing it head on as a deep community of faith.
6. Continued collaboration between elementary and middle schools
7. Continued existence of the elementary and middle schools-feeder schools
8. Does the school exist for the parishes or does the parish exist for the school?
9. Don't isolate yourself from the part of the Catholic community that does not send its kids to Xavier.
10. Have students get into the Catholic Schools to tutor
11. Is Xavier truly providing a setting where students are spiritually challenged to awaken to or be open to God's calling for their lives-discernment? Even the call of service to others above self
12. Maintain healthy feeder schools
13. Parishes count on Xavier to provide future leaders in the church
14. Sustained and strengthened partnership with the parishes
15. The growing number of students who will need to be formed and nurtured
16. The view Saints have of themselves – attitude change – from inside the heart. This also creates a visible message; maybe indirectly that is how all Catholics are. Don't isolate yourself from the part of the Catholic community that does not send its kids to Xavier. This is a Catholic high school. Everyone is welcome. Individual acceptance

17. The Xavier Foundation is completely independent of the high school as well in terms of operating budgets and governance
18. To train and form our future leaders of the church
19. Transitional for young people into adulthood-our goal should be that would happen without the school (You have to institutionalize it or it doesn't have a chance)
20. Xavier becomes the Catholic Community's High School of Choice-Our Primary Customers-A higher percentage of Catholic families who send their students to school here
21. Xavier needs to be an extension of the parishes and the Catholic faith
22. Xavier should assist us in bringing the "full" Catholic Community together

Opportunities/Threats

1. Enrollment of Feeder schools-they are Xavier's lifeline
2. Remembering we are part of a bigger community and we can't make decisions independent of all the entities-Parish, Cedar Rapids Metropolitan area, including smaller suburbs
3. Telling our story-limited in our parishes-pastors worried about those who don't send their kids to Xavier - Better connect with our parishioners
4. The ability for our clergy to be active because of numbers and age
5. The appreciation denominator has to be felt, visible, and frequent-students and families need to give back to the parish
6. Through their Xavier experience, are students leaving with a tremendous amount of pride and a hunger to learn more about their faith.-Why Am I Catholic? Or are they burned out and no longer hungry to challenge and build their faith. How do we bring the parents along in this process? Does Xavier further the trio relationship that supports one's faith development-family, parish, and school? This consciousness must exist
7. Viability of feeder systems-funding, enrollment, employee base remain strong

Threats

1. Churches are doing a much better job with providing Religious Ed services to families that families do not have a problem sending their kids to public schools for their education. With Catholic education for the public school student -therefore could be a detriment to Xavier
2. Community is so tight that some are more involved here than they are in their parish- perceived as one-way relationship
3. Isolated-From the larger community-Away from parishes
4. Limited resources of the parish-school is not the only mission
5. Perceived un-affordability
6. Some elementary schools may be a financial burden on local parishes
7. Some families-it is unaffordable
8. There are a number of school activities and Xavier-affiliated activities that tend to undermine how families and students are able to participate in parish life. Also it is hard to find the leadership in many of these activities when one is trying to address these concerns.

9. Two-way street support back and forth from Xavier to parishes-symbiotic relationship-not just the once a year asking for money
10. Viability of feeder systems

12. MISCELLANEOUS

Strength

1. Crisпитos for lunch

Weakness

1. None-while we can learn from others, I don't see the need to emulate anyone or anything in terms of curriculum. By and large the Regis curriculum was used when Xavier started but there were attempts to pull out the best of both Regis and LaSalle.

Chronicling of the Interview Responses by Question

1. What other organization or Catholic High School would you like to see Xavier Emulate?

- Dowling—Seem to have rich tradition, community, fundraisers. These things broaden the brand of Dowling into the community
- Religious Traditions-Candlelight Ceremony
- Traditions of Xavier-Homecoming bonfire
- None-while we can learn from others, I don't see the need to emulate anyone or anything in terms of curriculum. By and large the Regis curriculum was used when Xavier started but there were attempts to pull out the best of both Regis and LaSalle.
- Opportunities: Food Drive-Xavier's pales in comparison to Waterloo Columbus
- Better use of Web sites; Stronger Dress code-uniforms-(St. Rita, Chicago)
- Immediate after school detention (Jesuit High School-California)
- Better Athletic Facilities similar to other 4A schools-Press box, video equipment, track, wrestling, weight room, etc.
- Bigger performing arts center
- Theology Curriculum (John Paul II-Nashville, TN) including greater spirituality focus (mass-possibly daily)
- More nutritious lunch menu offerings
- Draw more Catholic kids in the city
- Storage (wish list)
- Increased diversity-ethnic, socioeconomic
- Spring schedule that embraces spring sports (Cotter High School-Winonoa MN)
- Rotating schedule
- More Xavier students and parents involved in parish
- Tuition Discount for faculty/staff children who attend ANY catholic school
- Academic Scholarship to the students based on academic merit only
- Mentoring program-to assist "struggling" students and to aid new faculty
- Explore how other schools are better at addressing excessive tardies and absences
- Dowling – success in the state
- Greater financial strength – donor base/endowment
- Broader academic/activities offered
- Xavier could do a better good job "tooting its own horn" – there is always someone telling us why NOT to go to Xavier – public schools use tax dollars to promote
- Dubuque Wahlert in the past – no tuition paid – they could service everyone who was Catholic to go there
- Notre Dame – fanatical devotion to the institution/loyalty/lifetime devotion
- In the public school and you are involved in a sport, you shouldn't have to do gym class
- Laptop program-checkout
- Need to find an identity in terms of the dress code-"exemplify Christian modesty"-be clear on what this is
- 5-Point grading scale instead of 4-point
- Increase our sense of tradition and spirit

- Increase curriculum offerings-woodworking, shop, home economics, more AP, swimming pool
- More offerings for our own level-middle students
- Don't want to hear about class rank
- Volunteerism/Service-students need to do more volunteer work and take it seriously-Fall Leaf Raking is a joke-need to instill a sense of volunteerism-want students to want to do it on their own
- Appearance-Need to tighten up the dress code-flexibility and equality still need to exist
- Endowments-size and strength
- Advanced Technology
- More uniformed look, marketing
- Website
- Academic Brand
- Increased Alumni Support-Time, Talent, Treasure
- Extend our footprint-Hall of Pride in Des Moines
- Identify and engage wealthy patrons "sugar daddies or mamas
- Fostering better relationships with the other high schools in the community and families that don't go to Xavier. Would like the perception in the community to be better. Would like to be invited to be a part when other metro schools are involved.
- Perception issues-recruiting, sense of elitism
- Timely follow through and accountability for things-most teachers are good about it, but administrators are not as good at it
- Website needs to be updated
- Giving more back to the larger community-organized effort
- Procedures in place to react to a community event or crisis
- Policies and procedures in place
- Better marketing to the outside community to help take care of some of the perception issues
- Market better within our core market-parishes
- Be who we say we are-Mirror out mission-Disconnect in some facets of student activities: dances, school paper, music choices, etc. These at times do not show that we are Catholic
- Create more internal linkages beyond similar interest
- Honesty
- Meeting Deadlines-doing a better job of notifying parents regarding deadlines
- Sometimes feels as though we try to dampen the fact that we are Catholic
- Be nice to be like a larger company and keep up to date with technology or expand to meet the needs of students
- Secure finances to enhance program and facilities
- Invest in students and faculty through incentives-Incentive programs to help students and teachers be more motivated
- Put emphasis on retaining your quality teachers and staff
- Way to provide parental feedback regarding teacher performance-a protocol
- Transparency

- Lack of Diversity-Upper middle class white families-Could be more diverse in terms of race and socio-economic
- Offer more AP/college level courses through more partnering with Kirkwood, etc.
- Staff compensation and benefits could be better
- Teachers could be better trained so as to develop and grow in their delivery of instruction-Need to be more in tuned with best and current practice.
- Provide more and encourage greater professional development to ensure standards of excellence are continued (technology, enhanced techniques)
- Keep families better connected, even if they are not alumni
- Look at what the kids are doing after they graduate-showcase the “Xavier Product” better by exposing alumni success-graduating on time, going on to grad school, etc.
- Begin Alumni Clubs in outside communities-Xavier Club of Chicago, Xavier Club of Minneapolis, etc.
- Use our alumni success to nurture, expose, and further encourage excellence, success and one’s faith
- Staff needs to show support for other areas not on their watch-sports, band, choir, arts, etc. Cross Network across all areas
- Continue to ensure that the Xavier experience does not become limited to just rich kids (perceived or not). This is important for the purpose of diversity. Also, what we do offer is not well known or well communicated and confusing
- Improved offerings-More special education or programs for struggling learners and more AP courses available
- Stronger brand presence beyond Cedar Rapids, beyond the Catholic community
- That our mission is revealed each time one encounters our logo/our people/our literature
- When you see Xavier or the logo, you know what that stands for
- We want to be recognized like Harvard-To Be the Harvard of Iowa High Schools
- Pay our faculty better
- More AP courses-Outstanding student body with some of the highest test results; may not be tapping into the talent of our students-Tailor the curriculum to be AP eligible
- Serve a broader socioeconomic spectrum of students
- Increasing grant/aid system
- Increase diversity-all kinds socioeconomic, ethnic, educational
- Administrative Structure-President in place and Deans in place to allow the principal to focus on instruction and be more present in the building
- Strong curriculum director-someone’s whose purpose is to concentrate solely on curriculum; to stay at the top of the game and relevant
- More of an awareness and cooperation between departments, teachers and courses
- More connection between the entities
- Vertical Articulation from the middle schools so there is more alignment all the way through the grade levels and to avoid duplication of courses
- Support teachers financially with more opportunities to attend conferences, take classes in order to enhance professional development

- More media attention on the service aspect of the school and other areas that illustrate what Xavier is all about
- Faculty Retention
- Improved faculty compensation, benefits, and retirement-distributed equally but with flexibility
- Networking with other schools in the diocese to feel a part of a system and not a stand alone
- Grant Researcher and Writer-to tap into the grants that might be available
- Uniform over a dress code
- All departments should strive to be recognized nationally-excellence needs to be a common goal not just regionally, but nationally as well.
- Fully accommodate all learners and students with special needs
- State of the Art technology-Smart Boards
- Online courses
- Partnerships with college to gain credits while still in school and the financial support for that
- Consider block scheduling-85 minute classes, 4 per day or a combination of block/skinny
- Community Service Requirement-more than just one day in October
- Expansion of the guidance department-not only numbers but in the way they interact with students on a daily basis
- Central Board and ESC, Human Resource Director, Religious Ed Director-need to be together rather than as separate entities-will allow vertical articulation PK-12
- Clear Catholic Identity-like what Dowling did with renaming to Dowling Catholic; central theology and liturgy permeated throughout the system and school-located mostly through personnel-people with sound theological degrees in the theology department-people who are knowledgeable about worship and practice Catholicism-I feel that used to be there as a given with religious life, but we need to keep that in mind as we hire people and it should be a goal.
- Need to have employees who practice their faith as they are the instrument working with our students
- Want teachers who are passionate about their job-who witness their faith even if they aren't theology teachers
- Because of departmentalization teachers don't feel as though witnessing their faith is part of their job-An example-During reconciliation or mass, some teachers think this is an hour off rather than fully participating and witnessing
- Catholic Tradition should permeate all content areas
- Need to have recognized leaders who are theologians-it is a struggle because there is a shortage of people with this background
- It would be interesting to know the backgrounds and degrees of those teaching in the theology department
- Organizers of activities used to meet with youth ministers to plan-I don't think they do that any more
- Does the school exist for the parishes or does the parish exist for the school?
- Ensure the Catholic mission of heart, soul, and mind is permeated
- Xavier needs to be an extension of the parishes and the Catholic faith

- Can we clearly articulate the mission of Xavier? What does it mean to be a Xavier Saint? (Can we bring out the youthful mission of Saint Francis our patron saint?)
- Xavier should assist us in bringing the “full” Catholic Community together
- Eucharistic identity is what we need to identify with
- We need to be a “WE” parishes and schools—we are on our way and we are certainly not a them and us but we still have work to do—Families are not attending Sunday worship because they are participating in Xavier affiliated activities or “Club” sports which are clearly supported by coaches—also included sacramental preparation and parish formation events
- Excessive activities in school—show choir takes all of the weekend that families don’t attend—not just Xavier but the entire culture
- There are a number of school activities and Xavier-affiliated activities that tend to undermine how families and students are able to participate in parish life. Also it is hard to find the leadership in many of these activities when one is trying to address these concerns.
- Are we truly training Catholic leaders for the future? Is Xavier truly providing a setting where students are spiritually challenged to awaken to or be open to God’s calling for their lives—discernment—even to call of service—others above self?
- Through their Xavier experience, are students leaving with a tremendous amount of pride and a hunger to learn more about their faith--Why Am I Catholic? Or are they burned out and no longer hungry to challenge and build their faith. How do we bring the parents along in this process? Does Xavier further the trio relationship that supports one’s faith development—family, parish, and school? This consciousness must exist
- Entire faculty participates in the spiritual experiences of students and not just the theology department
- Ensure a resonance for what we are here for and what we are all about—ensure that those who are signing on for the Xavier experience fully appreciate and know our commitment to our mission and the Catholic Church and its teachings—are we sacrificing our beliefs for enrollment and money?
- Students should be more important to the school’s mission and sense of place.
- School to be more welcoming – see how they felt when they were first introduced to the school.
- More accepting of the public school option and its role in faith building.
- More accepting of Catholics who do not attend Xavier. Drop the “better than” attitude.
- Needs to reflect more diversity and diversity of experiences – faith/race/socio-economics
- Where (5) exists, seek way to broaden exposures to enlarge experiences.
- Meet more learning levels.
- Do more such reviews.
- The Holy Family School System needs to be more public about its commitment to long-range Catholic education.
- Remember that the “faith” label can just be that....a label “practice what you teach.”

- Focus on technology and help students be prepared to use advanced technology
- Create more of a sense of volunteerism-enhance this culture
- Encourage more study of the global society-economy, etc. Provide access to learning opportunities that expand this connection to and views about a broader world (global learners, involved citizens)
- Enhance alumni connections/involvement-Xavier could be included as part of planning reunions-
- Target Marketing-Especially young alumni, mentoring programs
- Look at Notre Dame-Catholic, similar to us-strong alumni base-St. Louis University as well
- Data Base which tells where alumni went to college and where they are now employed
- Catholic
- Family
- Excellence-has a great reputation. Also in athletics, academics and fine arts. Always strive to be the best and attending to how we treat others
- Successful-Athletics, academics, fine arts
- Faith Formation-For all faiths as well as all students, staff and families
- Service Learning-which lasts beyond Xavier
- Opportunities to grow and be challenged
- Well Prepared for the next step or career
- Community Based-Organizations in the community look to Xavier. Students are involved in the community and involved in what is going on in the community
- Icon-of Catholic education and what we stand for-Destination, community, brand
- Uniter-The river used to divide east and west and now it is more united
- Positive-students are in a positive environment and portray positive behaviors in the community
- Values Based
- Dedicated staff
- Catholic School
- Religious - Elite - status of well-to do families that can afford private education structured religion classes all students are required to take.
- Growing - enrollment from sport standpoint moved to 3A to 4A - more challenge
 - not as easy to walk away with everything - Xavier is known for sports - has a reputation for being strong in sports
- Sports - growth will impact their young-winning heritage
- Cross - the Logo - an "x" in the shape of a cross - Jesus
- Catholic Education
- Excellence - Overall academics/athletic/beautiful building
- Family - Extended family - Village concept - humanity not a number
- Coming Together - No longer a rivalry within the schools due to rivalry and competition
- Not Diverse
- Sound morally rich environment with high expectations on do yourbest/excellence

- Faith-filled - secondly integration of faith in education - service projects with student learning as an outcome
- Reputation - Many want to be here - not here because parent/relative wants them to be
- Perception of Elite School

2. Words that describe Xavier?

- Home away from Home
- Comfortable here
- Amount of time spent here
- Sense of Connection
- Sports Events
- Clubs
- Preferred place to hang out-Need to monitor?
- Spiritual
- Catholic
- Expectation-College Prep, not expected to underachieve
- Misunderstood/Misperception—Rich kids Prep School, viewed as every parent is wealthy, if you are not wealthy than you won't be accepted
- Inconvenient-hard to get to
- Competitive-Schools we group ourselves with Washington, Jefferson, Kennedy, Linn Mar, Prairie, Iowa City High, Iowa City West(Public) Catholic: Wahlert, Assumption (Peers) We are smaller than most but feel that we compete very well with these schools in sports, performing arts, academics
- Too Small-Physical Plant
- Participation-High
- Sense of Community externally and internally-strong sense of belonging
- Financial Drain-some would look at it this way at the parishes
- One-Way Street of Parish to School-Active participation in parish. Tuition Discount, Xavier provides the religion but students and families may leave out the parish in return
- Isolated—From the larger community-Away from parishes
- Sense of Families-Legacy
- Challenging
- Supportive
- Catholic
- Community
- High Standards
- 1st Class
- Discipline
- Fun & Welcoming
- Caring
- Family
- State Champions
- Talented
- Dedicated Employees

- Excellence
- Spiritual
- Loyalty
- Competitive-Academics, fine arts, across the board
- History and Tradition-Old traditions are fading and new ones aren't quite yet emerging. Xavier is stagnant. At a crossroad-Blurred identity, tradition chaos
- Safe-don't have a lot of problems other schools face
- Attractive Campus
- Higher Respect needed across the board
- Pride
- Commitment Successful
 - In what the students inevitably do
 - The school is successful in meeting its mission or part of its mission
 1. good education
 2. good spiritual education
- Community
 - Faith community
 - Shared common space
 - Social community for parents
 - Primary community for students
- Catholic
- Strapped - face challenges financially
- Christian Connection
 - Home school integration and church
 - Camaraderie with fellow students
- Awesome
- Good at stuff like sports and show choir
- Academics-good grades compared to other schools-outcomes
- Community-involve kids in feeder schools as well as alumni and parents
- Religious-classes about religion and try to be religious-live it
- Catholic
- Perception that we carry around bibles all the time and that we pray 24/7-bible totin'
- Elite-Perception of the outside community, they think we are a Prep school and that we are all rich
- Perception that we are all good kids-identity and brand
- Prep-Academics-dress code
- Go above and beyond to be the best
- Welcoming-to new students
- Sportsmanship
- Inclusive-we are all friends, not segregated by what grade you are in/cross-class relationships
- Alive-Always something going on at Xavier and you can come here and there will be people hanging out- It's a place to be
- Community-families, friends, support groups for the kids and parents
- Christian-Catholic-other denominations

- God's love is expressed
- Giving back to the community
- Academic-Quality of offerings-people come here for academics
- High Standards
- Standard of Excellence for the entire community, kids, teachers, students, parents and fans
- Sports-Excellence-Sense of teamwork and community
- Competitors in fine arts, sports-winning with good manner, being good sports
- Good Ethics
- Unity of the groups
- Commitment-drive across town at 10:00 p.m. for swim team, driving from a variety of communities, one of few private Christian schools
- Serves students/families from multiple locations
- Pride-public proclamation with enthusiasm-Faith Examples
- Thankfulness-students are happy/thankful their parents send them here/sacrifice
- School/students-sheltered
- State of the Art
- In sync with home teaching-reinforced more often at Xavier-Ex. Bacc Mass
- Can blend religious teaching and faith with curricular areas
- Dress Code-Look nice, variations can cause trouble, kids do try to push the envelope
- Community-caring, family, supportive,
- Catholic-faith based
- Excellence- education and activities
- Service-Trying to build a community of people who will go out and provide service in the future
- Safe to be who you are
- Pride-Proud of their school, the way it looks, the way they act
- Respect from the community and state
- Physical Plant-great campus-everything is on one campus
- Relatively new
- Snooty-perception that we are rich kids
- Competitive-academics, sports, activities
- Private
- Size supports a great number of opportunities for vast involvement
- Open and welcoming
- High Parental Involvement
- Great Kids-represent themselves, their families and the school very well at and away from Xavier most of the time
- Current/Up to date
- Catholic
- Academic-Students that leave have life skills and 96% go on to college or post secondary education-Know how to be successful
- Commitment to excellence
- Known throughout the city and diocese as high achievers
- Victims of our own success-need to understand who we are

- Guard against excellence as the yardstick and not seeing that “the best was given”
- Being the best doesn’t always equal first place
- Pride-Community, students, staff-connection and ownership
- Kids want to be here and come here-“It’s in their mind”
- Target on their back-the team that everyone wants to beat
- Dynamic-not static, the capability to change exists, change can be implemented, administration looks at things with an open mind
- Unique-students, staff, administration are above average. The education they get here is very good-a step above other, strong education
- God Centered-faith based-people here feel they have a mission and practice what they teach
- Excellence-kids are prepared for the future
- Community-commitment and community. The students have an instilled sense of right and wrong and what is just and how to treat others. The students are extremely courteous
- Welcoming-It is warm place and students are friendly
- Caring-Students care about each other and pull together
- Demonstrates their faith and love for each other
- Supportive Network
- Catholic
- Community-sense that everyone is here for a common theme-Christian/Catholic-you are among friends who all have that common thread
- Small Community-Kids and parents seem to know each other as opposed to larger schools where parents might not know each other
- Education-School-come to be educated, smaller class sizes-brand is education
- Academic Excellence-Test scores, ACT and SAT scores-90% or better go on to college and most graduate from college-Excellence is visible
- Excellence in extracurricular activities-sports, fine arts, etc.
- Spirituality-Theme of God throughout the school, masses, retreats
- Personal Touches-in how we can respond in tragic situations-funeral dinners in the gym, memorializes tragic events, structures in place to support students, staff, and parents in tragic events
- Challenging-to be the best you can be
- Competitive-both positive and potentially negative-What happens to the student who is not the high achiever-Is there a place for them here?
- Dress Code-I love it! You want to put on your best to do your best. It is a mind set. Dress for excellence-Models a life lesson
- Strict conduct code
- Religious-Prayer, mass, priests
- Dedication-of faculty, staff-they are dedicated to the mission and they are here because they want to be here
- Privileged-Positive and Negative-Positive in that the parents have the ability to pay for their kids to be here. Negative in the “rich kids” perception
- High Standards-test scores of graduates are higher
- High Expectations
- Different-Pray before events

- Family-come together to support one another across the board
- Sense of Community
- Good community Reputation
- Visible-Well known within the community-Good place to send your kids to school, participate in community events and encourage students to do the same
- Small-size-Not growing
- Limited in Fine Arts compared to public schools
- Affluent
- Affordable Tuition-especially based on quality
- Lack of Diversity-Socioeconomic, ethnic, cliquish, learning abilities
- Limited mobility across groups due to lack of diversity-if you aren't in the mainstream you may be out of the group
- College Prep School-Market the brand better
- Religious-opportunity to get the education, but also to develop the "whole" person-service, etc.
- Safe
- Supportive-real rapport among colleagues and support from administration for the work that the faculty does, strong parent backing, a solid respect for the efforts faculty and staff make
- Openly Spiritual-Spirituality is prominently spoken of and celebrated on a regular basis
- Potential-camaraderie and support and facilities help to maximize the potential in the form of accomplishments
- Community-it is an entire community and not just a school-students, faculty, staff, parents working together-Inclusive
- High Test Scores
- Tradition-traditions exist that bring the community together even for its relatively short life span
- Good at building/equipping/producing good adults/citizens
- Lack of Diversity-religion, ethnicity, socioeconomic
- Unity-The east/west struggles seem to be less divisive than they were in the beginning
- Championships-Athletic championships indicate a rise to the top quickly
- Pride and Ownership
- Preppy-Perception that Xavier students are upper middle class, college bound students
- Privileged-both positively and negatively-students come from supportive families and have had the benefit of many advantages that the average child in our city doesn't get. The negative is the sense of entitlement that some students have
- Elitism-perception from the outside
- Sports-A lot of sports activities occupy the student's lives in conflict with study and faith life
- Quality-people seem committed to quality
- Inter-parochial-woven together by the parishes and the people who are part of those parishes

- Sacrifice-families, parishes, staff all share an element of sacrifice to make Xavier possible
- Far Away-a long ways in terms of distance to get to Xavier from All Saints especially
- Support-when a difficulty or challenge occurs the community really does rally for those who need the support
- Sense of Community
- Dedication-Sense of dedication from parents and staff and board members and pastors-all go the extra mile
- Competent-as a general rule it is a very competent staff, students and support groups-Good dialogue occurs with stakeholders-good leadership to the faculty and from the faculty to the students-majority of the teachers are proficient
- Financial Responsibility
- Youthful-school is new and is not tired-no sense of fatigue-still exuberance that exists-the impression is youthful
- Desirable-people want to go there
- Potential-much potential exists among the students-good leadership
- Respectful-by and large it appears that students are respectful to each other and those who come to the building
- Private
- Faith Filled-spiritual
- Attractive – physical plant well kept/great facility/compact/altogether
- Private
- Sports – athletics strong
- Catholic
- Small
- Isolated
 - geography –location (called “Palo High”)
 - from other Catholics + -
 - other parts of the community
 - school events – students + -
 - money – costs to attend/well-to-do families
- Family-we all support each other and care for each other unconditionally. Encouragement from everyone.
- Legacies
- Superior Education-part of the mission is to educate the entire person. That prepares students to enter any walk of life
- Talented individuals-faculty and staff are special
- Dedication-Faculty and staff could make more money somewhere else, but they are dedicated to Xavier
- Uplifting-Any experience that you attend at Xavier whether academic or extracurricular leaves you with a good feeling when you leave-Feeds one’s spirit
- Catholic
- Outstanding Website
- Growing-enrollment
- Magnetic-Kids are curious and want to come

- Participative and involved student body
- High parent participation
- Good in sports-Xavier has made a name for itself in its early success
- Xavier has made a name for itself in a positive way
- Humanity-Xavier is real with people who make mistakes but have supports to help them learn from them-lives their faith
- Community oriented and community focused
- Updated technology/Enhance technology
- Tuition Free Based-Raise enough STO funds to help fund schools in order to lower tuition
- Endowments that support K-12
- Not rely on parish subsidies-school becomes more self-sustaining so that parishes who are struggling financially can have relief
- Person hired to support K-12 to fund raise so that the administrators don't have to do it-a devoted fundraiser directed toward raising money for Catholic Education
- Pay structure for teachers more like Dowling
- Have state support parochial schools with funding so that no one would have to pay tuition-enhanced
- Have students get into the Catholic Schools to tutor-more involvement with the Feeder schools
- More college based courses-college credit-even internet based, college etc.
- More partnerships with business teaching classes (Career Education)
- Offering evening courses or after hour courses for students
- More diversity-larger makeup of ethnic groups
- Larger campus
- Technology - all students provided laptop computers to give them an extra edge.
- Community Integration with Charity or Civic Groups
- Many things don't want to emulate - cutting services, quality, staff, support services, hours, raising prices - using a "good enough" approach as a motto to "get by"
- Diversity - outreaching
- Inclusiveness - networks
- "Adopt" another school
- Special Needs Program

3. What makes Xavier unique within this Community:

- Only Catholic High School, Common Set of Beliefs, Quality
- Facility, Size (small compared to public schools), No borders-students enrolled from all areas of the city and neighboring towns, Brand presence-5 Xavier bumper stickers to everyone from somewhere else, Metro Catholic system, Uniformity-looks, dress, etc.
- Faith based-Catholic
- Growing
- Socioeconomic status of students is higher end
- Parental support and involvement
- Level students by ability to aid in personal success

- We don't make excuses
- Freedom to bring God-work and education in the same book bag
- Appropriately humble with our success
- Sense of community
- Strong alumni support-beyond financial
- Class retreats
- Student behavior is higher standard-held to a higher standard and actually occurs
- Strong financial community support
- Strong Parish support \$\$
- God in the Classroom
- Higher Expectations-Moral, Academic, Social, Behavior
- Mission statement that we live
- Desire to be successful All School Mass – Christian/Catholic aspect
- Retreats
- Volunteers (unlike other schools)
- Faculty sacrifice to be here – underpaid
- Competitive environment for students
- State championships per year – successful in a short amount of time – have the opportunity/venue to play because of the presence of this school/another opportunity
- Culture of Achievement that runs from top to bottom
- Private education venue – doesn't have to be elitist
- Ability to make change among the students/keep order/abide by rules based on values
- Catholic Education which makes us more of a community because we all have that faith and we are the only school around that has that
- Dress Code-Some things are too strict. It isn't always well defined-flip flops seems to be a topic of discussion again-a lot of students are wanting an approved Polo, etc. They want it consistently enforced and more black and white
- 2 schools combined to make a new school but the old ones still exist as middle schools
- Complete Metro Catholic high school-consolidation of two schools into one and serve all parishes in the surrounding area
- The name-sports (Saints)
- Newest school
- Beautiful facilities-setting
- Extremely successful in many areas for being so new
- Famous alumni
- Full backing of the community
- Parish members without students here support financially, including those who used to have kids at Xavier
- Participation continues in many forms-Alumni return to work here, donors, coaches, etc.
- Manners and discipline of our students
- Quiet during school hours
- Everybody loves Marge (lunch lady)

- You never see students wandering the halls-students appear to be where they are supposed to be
- Kids develop relationships with teachers and have some levels of hero worship
- Honor system-sticking up for the underdog
- Accountability
- Students appear to avoid making class or peer distinctions
- Confidence-students have a great deal of confidence in what they are doing because they have been trained well at school and at home
- Catholic
- New, young
- Consolidated community-east, west become one
- Choice
- Students really want to be here-creates a high degree of “beginning” pride
- Strong Parish Support
- Independent but joined to the feeder schools-from a governance standpoint, we try to cooperate but there isn’t one unified system. Also financially independent of feeder schools but Xavier sets the salaries for all the schools in a cooperative manner (gentlemen’s agreement)
- The Xavier Foundation is completely independent of the high school as well in terms of operating budgets and governance
- High percentage of graduates go on to higher education
- 99.5% of students graduate from high school
- One pays tuition to attend
- 94% of students participate in at least one activity
- 83% of students participate in 2 or more activities
- Administrators are directly involved with the students-interact with students-visible during the day and at activities-not just walking titles
- Student body has excelled in athletics and activities in its short life span-early achievement for a young school
- Students support authority to a high degree
- Environment is conducive to being safe-no fights, can be comfortable
- Appreciation for the priests-the students want to interact and like their priests-helps them make a connection and form a comfort level
- Unique financial concerns because of a bond issue-one of the only schools financed using that structure. Currently owe \$10 million which will be paid off in 2019
- Outstanding academics in a faith-based environment
- Catholic
- Community came together to join two Catholic schools into one-that it is even here at all
- Parent Involvement
- Parents know when they walk in the door that volunteering is an expectation
- Large percentage of students graduate from college
- Enrollment is growing
- Extracurricular activities are excellent especially for the size of the school
- High percentage of students are involved in an extracurricular activity

- Financial Makeup/Support-Money comes from a lot of sources, but often from constituents who are from more than one of these groups
- Foundation-Has restrictions, dampens some of the creativity and innovation and has significant input and influence in administrative decisions which can be positive or negative and sometimes limiting
- Geographically diverse-students from all over
- Financially diverse-socioeconomic diversity
- Physical Plant-facilities are all on one campus-self contained-Can be positive and negative-financial and space
- Catholic high school for our community
- Facility-Physical plant is exceptional-All the offerings are on site
- Reputation-graduation rate, SAT, etc.
- Students all get along-camaraderie
- Comfortable in their community and expression of faith
- It lives its mission
- Lots of opportunity for growth in academics, fine arts, sports, spiritually
- Well menu-ed when it comes to offerings for students in multiple areas
- Service learning
- Extraordinarily Strong Leadership-principal, board, parish-allowed, nurtured top to bottom and for volunteers
- Kids are allowed to be kids-developing them appropriately-allowed to still be their age, however high expectations are still expected
- Kids truly love this school-Love of Place
- Alumni Return to visit
- Pastors that are extremely committed to the school
- Sense of Order-People know where they should be, structure, protocols, and accountability
- Tough to fall through the cracks-if people are struggling it is recognized and they get the help they need
- Individuals are attended to
- Learning is fully allowed to happen
- Students are cultivated
- Staff is very prepared and committed to cultivating the students
- Culture-of high expectations, caring, high values
- Spoken and unspoken culture of excellence-Expectations of excellence in learning
- Teachers have a known classroom routine
- Students are connected to the learning
- The code of excellence is perceived and encouraged
- Students have broad experiences they bring to the table-including diverse ones
- Well prepared for college
- Students have a sense that there is life beyond Xavier and they plan and prepare toward that next experience
- Sense of humility and demonstration of humility
- You feel as though you are a part of the school-staff are friendly-inclusive
- Friendly-people have manners
- The only religious-based high school in the city

- Relatively new
- The only Catholic High School in the city
- Smallest high school in the city
- Highly successful in its short history-achievements across the board
- Formed from two previously existing Catholic High schools
- Has a history-two coming together, separate identities, a new history formed-can still are some issues related to the merger-luggage/baggage
- Community, personal touches, privileged
- Community Service-a part of the academics-Giving back is practiced/modeled
- Administration Setup-few layers of administration-accessibility to administration
- Administration is approachable
- Homemade lunches-Good Food
- Caring Environment
- Funding-supported by tuition and parish subsidies and foundation
- Volunteer Opportunities are huge
- Size-for this community
- Success within sports and show choir-win championships
- Physical Plant-location, beauty, spacious for a city high school
- Private
- Religion focused-daily prayer, spiritual being is part of everyday activities-faith
- Focused
- Dress Code more strict
- Higher standard for self accountability
- Lowest paid teachers in the state-below average faculty pay
- Dedicated faculty-here because they want to teach not for the pay
- Dedicated families-committed to the school
- Spiritual Basis-faith based
- Beautiful Campus-Physical Plant
- Ability to provide a value-based education
- Ability to openly discuss and live faith as an integrated part of the day
- Ties throughout the entire community-students from all over the city and beyond
- Not bound by district boundaries
- Academic Success Rate-% of students graduating from 4-year colleges is high
- Enrollment is growing
- Newness
- X in the logo is very prominent-well branded
- Ability to be site-based and make site-based decisions-allows it to be unique
- Born from the crucible of two separate schools-it was a long process
- Only Catholic High School in town-which means there is no Catholic alternative
- Exceptional parish support-all are working towards the success of the parish tremendous cooperation and support financially and in spirit
- Low Tuition
- Physical Plant is new
- Tremendous parental involvement
- Combination of two schools from two different parts of town
- A school that plays 4A-level sports but is a 2A school

- No geographic attendance/enrollment boundaries
- Faculty that is really dedicated to the students success and is exhibited by the way they have stayed here and keep in touch with their students
- Smaller class sizes
- Special Community attributes
- Loyalty of its graduates or families-constituents-faculty, staff, alumni, students, families, Catholic Community
- Larger number of student graduates who go on to higher education and are well prepared to do so
- Reciprocal respect between students and teachers
- Catholic Faith tradition
- Reputational selectivity-people opt out for fear of not living up to the reputation
- Facilities-New and more modern-quality facilities
- A great transitional experience from high school to college because of the full campus atmosphere
- Clear Expectation of parental involvement-Xavier expects parents to be involved in the education process
- Parents are willing to be involved
- The relevance of the traditions from which this school was born are still embedded in our current system-The combination of the two traditions (Regis, LaSalle) that it comes from and that it hasn't abandoned those traditions
- Broad family involvement and support
- Faith Formation-students have the opportunity to have their faith built through masses, retreats, etc. as well as an integration of faith into subject areas
- High percentage of students go to college
- ITED and other high stakes tests ACT are among the highest in the state
- Low to no dropout rate
- Very motivated student body-come to Xavier from across the city for a variety of reasons
- Drive to be successful
- Sports-early reputation of success
- Dedicated faculty and staff
- Volunteer base is strong
- Atmosphere of high expectations in terms of academics and respect towards others-Small school atmosphere with big school offerings/experiences
- Respect for individuals and their unique abilities
- Catholic Education Experience
- Long lasting Relationships - Graduates and families of the school
- One Graduate won the Super Bowl and One Graduation won the Masters
- Seen as the #1 Private School in the Corridor
- Nicest Campus and Facilities - True Campus - Everything is here
- History of Two Schools Merging - Two Catholic schools
- Largest Extended Support System because of the 12 Participating Parishes - Open Enrollment
- Businesses in area interested in supporting Xavier
- Focus on one physical plant and its challenges as compared to multiple locations

- Test Scores are higher
- Higher graduation rate from college
- More of a college prep school
- Compete well against other schools for our size across the board
- New High School
- Won a lot of state titles
- Diversity-People from all over and more cities or communities-Not a lot of diversity in terms of ethnicity but I have the opportunity to meet so many different kinds of people.
- It lacks racial diversity but I get to meet more unique people-Is some religious diversity
- Interests vary
- Students at Xavier can be athletes and fine arts students too-this isn't as true in other high schools
- Ability to do more intercollegiate activities
- Wide political diversity-all extremes and in between
- While most students are white, middle class, views run the spectrum
- We do research Papers
- Better preparation for the next level
- Higher academic standards
- One valedictorian
- 4-point grading scale instead of a 5-point grading scale
- Standard by which other schools are measured for judging and achieving excellence
- Faith-filled
- Played 4A when was a young school and was a 3A school
- Students are encouraged to be multifaceted
- Receptiveness of the students - students taught respect

4. What makes Xavier different from other Catholic Schools?

- Young-somewhat new
- High School Campus only (Regina) but more like the norm
- Growing enrollment
- Strong relationship with middle schools
- Perception-Pastoral relationship with the school-May or may not be strong
- Lower Tuition
- True sense of a campus—facilities are on one campus
- Enrollment is increasing
- Lack of scandals
- Safer environment
- New physical plant
- More faith based
- Co-ed
- Lack of religious personnel on the teaching staff-primarily lay staff
- Better resources – money – strong parish support in our area – facility outstanding
- No conflict – i.e. debates to keep open/declining enrollment

- Growing enrollment
- Strength of our feeder schools
- Education opportunity – AP Classes
- Newer
- Facilities are nicer-higher quality
- Taught to take pride in our school-great care takers of facility
- Dress code is a little more lenient than some
- The chapel is the center of the building with everything else built around it-faith elements are highly visible
- Pride is community wide-you can see it all over town
- Brand/Identity is strong
- We pray at the beginning of every single class
- School masses monthly
- Openness and welcoming to others
- Dress Code-not a uniform
- Tuition is less
- Size allows Xavier to both monitor and enforce its desired culture-manners, respect-shake hands of coaches, not taking cheap shots
- Campus has everything on it-one stop
- Pledge-holding the Xavier Family accountable
- It follows its mission
- Parish Subsidizes the school and keeps tuition lower
- Business community is supportive
- Enrollment is growing
- New Campus
- Supported by 12 parishes
- Parish support is unique in that it is in the form of subsidies and private support
- Students appreciate that we are truly Catholic-we scream Catholicity
- We are a living, breathing Catholic School
- We have many first generation “Saints”
- Have less diversity-ethnicity
- Diversity exists mainly in socio-economic levels-perception?
- Dress Code vs. Uniform
- Tuition compared to Catholic Schools outside of the state is low
- We don’t have the donors with substantial resources to access funds when needed
- A large, but not overly wealthy donor base
- Theology department is solidly Catholic-not teaching gobbledygook
- Enrollment is going up
- Relaxed dress code vs. uniforms
- Tuition is lower than most
- Were able to open a new Catholic high school that has been successful
- It is “truly” Catholic
- Facility-from the beginning-Continues to build on its beginning excellence
- Not afraid to take risks-due to a strong focus on being true to its mission-calculated/relevant
- Tagline/Motto is “alive” and “visible”

- Xavier has become its own story and it is still being written
- We are a place that honors and births its mission through excellence-“Paul Harvey mentality”
- Pride is a lasting testament
- Xavier is not the building-it’s the lives it molds
- Academically stronger than some other Catholic Schools
- Strong reputation for academic rigor
- Newness gives it vigor and freshness
- Cutting edge facilities
- Investment came from the community
- More quality teachers are here
- Melded together two separate schools
- Growing community with the addition of some non-parochial school students
- Acceptance of non Catholics is very strong
- Students attend from other communities
- Early athletic success is also part of the culture of excellence
- Xavier has produced some great role models as alumni-who model the mission of Xavier
- Solid volunteer base
- Across the board excellence-academics, athletics, activities, arts
- Lower tuition-substantially
- Lack of diversity-ethnicity
- Students attend who are non-Catholic
- Enrollment is growing
- Don’t think we are growing
- Tuition is lower
- Steady enrollment
- There is a dress code-not a uniform
- Combination of two separate high schools
- New and Fresh
- Largest in the diocese
- Branding makes it different-strong effort to get the brand visible in the community-deliberate, catholicity, religious symbolism
- A lot more involvement of the priests in the life of Xavier
- Affluence of families is greater
- Educational level of families and parents is greater
- Enrollment is growing
- Urban school predominantly-we represent an urban area vs. rural or rural/urban
- Less doctrinal with less spiritual activities
- Sense of optimism-Positive community who believes in a bright future-not in survival mode
- We are in a growing area
- Openness to change-visionary-evolving-open to nuances
- Efficient-does a good job of using financial, faculty and other resources. Not administratively top heavy
- Newer

- Still in business
- We're growing-enrollment
- Strong parish support-Full diocese support
- Broad and early success across many activities academic, athletic, co-curricular areas
- Can focus our talents, dollars, and our curriculum while understanding that we cannot be all things to all people/situations
- There's only one in the community with access for all
- They house the superintendent
- Larger in this area - enrollment
- Newer
- More Accessible - tuition is not out of reach for families that put Catholic education first
- Don't provide transportation for students to and from school
- Never seen any priests on campus here compared to other Catholic schools
- Do they offer pre-seminary classes here?
- Do they share programs with public schools? Perceived Xavier doesn't
- Athletics/school calendars
- Stronger parish support
- Newer school - merging of two Coed Catholic schools in the area
- Kurt Warner and Zach Johnson - very good ambassadors of the school
- Hall of Fame that pays attention to its heritage
- Students from all over the metro area
- Xavier has its own board of education

5. What makes Xavier necessary?

- Provides/supports Catholic education
- Alternative offering to public/private
- Right Size-Students can identify with others
- Opportunity to provide instruction in values
- Encourages higher achievement
- Safe haven for living out one's faith
- Saves taxpayers money
- Strengthens other educational sectors
- Choice
- Only Catholic school in the city
- Development of self discipline and morals
- Within Xavier we offer parents, students and parish a Partnership in faith formation
- In some cases, we are the only access to teaching our youth about the Catholic Church, faith, and values
- Part of our mission as Catholics
- Extension of faith resources student might have at home, within the parish, etc.
- Teaching the whole child-body-mind-spirit is our mission
- Necessary competition to strengthen all of education in the community
- Help students identify and choose between good and evil

- Faith-based whether Catholic or churched at all
- Religious option for non-Catholics as well as provides broad access to a full academic, athletic and extracurricular, etc. offerings
- No other Catholic high school option
- K-12 Catholic education option must continue to be strong
- Competition we provide is good for the public schools
- Prayerful place – ability to stop and pray – bolster family faith
- Stronger relationship between teachers and students/structure/abiding by rules
- Need for a Catholic school in this area so that we can grow up in the same faith environment as our parents did
- Need to maintain and sustain our Catholic faith and family tradition
- Provides a private school option for those who may not want public education both Catholic and non-Catholic because of our Catholicity
- Why Not?
- It provides a home away from home since we are so close as a community
- Provides a “smart place” to hang out
- Catholic Community Center Concept exists
- A good reference point-directional landmark-as well as academically or spiritually
- It gives kids an opportunity to discuss faith every day in a safe place as well as apply their faith to the learning process
- More positive place than a public school for students to be because of faith emphasis
- It is a safe environment-no fights, security guards, metal detectors, etc. We need something faith based to help enforce our values in this scary world
- We are a choice
- We make education better in the community
- We free up space in the public school
- We are another option for kids who aren’t successful in the public school
- Support from the faculty within the religion and the ability to express their faith/religion
- Promotes and extends the faith community
- Promotes and exhibits the American ideal (open to all)
- Provides opportunities to further explore their faith and religion as “young” adults.
- Catholic Education-opportunity for parents to expand on what they teach kids at home and sometimes we take the place of what they should learn at home, church, etc.
- Parishes count on Xavier to provide future leaders in the church
- Place where faith and morals can be taught openly and unapologetically
- Choice of Catholic Education makes the community better because of the competition which makes the entire community better
- Somewhat counter-cultural-we provide a “dress” environment but not a uniform and not MTV-includes language, clothing, attitudes, etc.
- Less Me-More Us
- Size supports inclusion and accountability

- We aim to reach the total person: mind, body, spirit
- The students need this environment and this education
- Positive alternative to public education
- Provides a choice for parents
- An environment where God is embraced and family values are reinforced
- Opportunity to express their faith beyond church
- Environment that offers hope
- Fosters the continuation of the faith in a new generation
- Encourages students to enter vocations in religious life
- Helps students develop a sense of moral compass-who have the strength and courage to be good citizens with morals and integrity-develops a moral conscience
- To assist in advancing the Kingdom of God
- Help kids reach their fullest potential
- Sets an example-of how kids can really live their faith and still do everything else that everyone else can do
- Kids are role models
- Helps students live out their fullest potential while living their faith
- Helps parents rear their children-partnership of church, family, and school
- A beacon of hope
- If we really want to carry out the word of God, we need schools like Xavier-Feeds the future of the Catholic faith
- We are an extension of and a sustainer of our faith
- It's a haven-The sordid aspects of the popular culture-vocabulary, attitudes, etc are not allowed in class and will be challenged from a Catholic perspective, faith is present in the student's education
- Provides discipline in a safe environment
- Sound educational foundation
- Because of the organization, rules and structure students leave Xavier better citizens and more prepared socially
- Models better citizens
- Molds well-rounded individuals and better citizens
- It's the gold standard
- It is an alternative to public education and a higher one
- Makes the community better to have alternatives
- It unites the whole Catholic community in Cedar Rapids and neighboring communities
- It is a Mecca-a rallying point, "meeting place" for the Catholic community
- Aids in spreading the gospel
- Gives our kids and families a place where faith and prayer are welcome and freely expressed
- Gives individuals the opportunity to be religiously reflective
- It is a place where the human person is honored and respected-humanity is cherished
- It's a place where faith, prayer and education can coexist
- Gives parents and students an option that extends the Catholic faith and teaching

- Gives parents an option of sending their child to a school where the rest of the students and families have shared values and morals
- Provides an additional Catholic partner for parents
- Provides a faith-based “village” to help parents raise their children
- Church-Home-School Partnership-Same teachings
- The codes, boundaries, rules that are set and must be followed or face the consequences
- Provides a firm foundation that whether they know it or not defines who they are and helps them to weather life’s storms
- It is a safety net-safe haven as they go through some potentially tough years as teenagers and make “early” tough life decisions
- Provides a sense of community for parents and a good support system-it becomes like a sense of family-social network
- Provides a place of some students to get the only faith and parenting experience of their lives
- Gives parents options for their kids-educationally and religiously-especially if one’s view of public school is jaded
- Provides the city/community with an option
- Provides an opportunity to reinforce catholicity in the student
- Provides safety
- Provides an environment because of size where there is more one-on-one support
- Rounds out-provides a continuum the Catholic experience with parishes, elementary, middle and high school
- Provides a Christian alternative
- Provides a place where one can openly express their faith without shame or threat
- Offers the choice of Catholic education in the community
- Provides the community a vessel/portal that works to instill a positive spirit in young people foundationally (supports)
- Provides a follow up for the work that the K-8 buildings do in building a foundation
- Responds to the expectation of the church and parishes and the faith
- Can be a recruitment tool for the community to attract families to move here
- Faith-Catholic
- The mission of the church to catechize and the long standing dedication to fulfilling that mission of the diocese
- Today’s counter cultural society: the need to be able to express a value system
- Necessary for the parents to provide a Catholic education for their children
- To support the parent’s baptismal commitment
- To support parents in their call to raise their children
- To exercise the gift of children and educating them shows that we treasure that gift
- Transitional for young people into adulthood-our goal should be that would happen without the school (You have to institutionalize it or it doesn’t have a chance)
- No alternative to form children that is sufficient
- To train and form our future leaders of the church

- To help our young people discern their call
- Option for Catholics/families/community
- Alternative to
- A visible show of strong support from our Catholic community – a needed option
- Helps the education/enterprise remain competitive and strong
- The rest of the world is learning faster than we are and so we need model schools that can show others how to do it
- Cedar Rapids, Iowa, families, parishes needs a place like this to support Catholic traditions, high morals, integrity and family values
- Huge Support Network
- Makes better citizens for our community-responsible, engaged, involved
- Place where kids have the opportunity to live their faith as a part of their education and daily life
- Assist in the development of future leaders-well rounded, highly educated
- With the number of students who go on to higher education Xavier is providing the community with quality, productive citizens
- Catholic High School education or this area
- Helps Elementary Schools to draw students-a seamless option
- Gives students an opportunity to express their religion
- Gives families and learners and opportunity to practice the Catholic faith in/with their learning
- Helps public school keep enrollment at bay
- Offers the opportunity to blend students from several parishes and parts of the city which helps to bring the community together
- Young adults need a place to go to grow in their faith 5 days a week
- Provides a safer and caring environment for our children
- It's the next step in a strong tradition of Catholic High Schools in Cedar Rapids
- It offers the opportunity to extend a larger Catholic Community when it involves K-12 students in its activities
- Offers a sense of a Catholic Community Center
- Provides an option for families that meets their needs
- Because Xavier makes a difference-what the students do in the community makes a difference-who they are and how they are looked up to
- Offers an opportunity for those who feel their calling is to be a Catholic School educator
- Choice
- Saving the Faith - Keeping younger people involved in the Catholic Faith
- Continuity - Retaining families in the faith - getting new ones
- Provide the necessary competitor for raising the bar for the entire community and keeping education strong and a priority
- Relationship of Education - Gives customer/user more voice on outcomes and integrated into one full growth - vested interest is stronger
- Provides parents/students with a Catholic religious choice/option
- Provides families an opportunity to expose their children to another faith while keeping them grounded in a faith-driven environment

- Support families/students who don't provide religious ed at home (not meant to be a substitute)
- Serve a child in the way they should go - support system for parent/student for the next stage of development
- Religious expression is allowed and integrated day to day and gives them a chance to call on rather than disconnect with their faith
- Family environment that provides others with a network of parents that share the same morals/expectations
- College prep school - academically - gives parents a choice/option

6. What factors are important to the continued success of Xavier?

- Xavier Community Involvement
- Parents
- Alumni
- Students
- Families
- Parishes
- Faculty
- Xavier's involvement with a larger community
- Businesses
- Parishes
- Enrollment
- Finances
- Maintaining Catholic Identity
- Quality Staff/Leadership
- Continuing Technology Development
- Mission Statement-adhering to it (not just an athletic school or performing arts school, etc.) With Catholic identity being central to our ongoing existence --accused of recruiting
- Strong Feeder System-successful elementary/middle schools
- Support of Parishes
- Do more marketing(Strengthen the brand message)
- Broaden Diversity-socioeconomic, ethnic
- Rigorous and relevant curriculum and course offerings
- Continue to value participating in extra-curricular activities-engaging to students and relevant to them-things they want to do
- Regular self-assessment
- Funding-especially parish subsidies & alumni support
- Enrollment
- Dedication of faculty and staff, students, parents, etc.
- Competitive teacher/staff compensation
- Remain committed to mission and faith/values
- Strong Leadership
- Maintaining Facility
- Expanding Facility to meet enrollment needs
- Quality Teachers

- Continuation of High Standards
- Parent Support
- Efficiency
- Transportation-continue to partner and expand
- Belief in our own success
- Teamwork
- A vision
- Open two way communication
- Strong Catholic identity
- Increase in available technology
- No Excuses-across the board
- Do what we do well-well (encourage assessment)
- Continue to provide a positive learning environment for the students
- Let teachers teach-ATB staff wanted it circled
- Make sure growth doesn't impede excellence without limiting growth
- Retaining faculty, administrators and staff
- Continuing the development of morale
- Maintaining the "excellent" reputation in the community
- Attract more of the core students that attend the parishes, not just the Catholic feeder schools
- Reverse of some current issue-economy, flood, population
- Academic strength
- Spirituality strength – Catholicity - differentiate ourselves or we will not succeed
- Preparation for the next step – college – better prepared for next stage
- Rigorous curriculum that prepares you for college
- Better job of making sure others understand Xavier
- Financial resources
- Continued strong family support
- Strong faculty – getting/retaining good teachers
- Strong Administration – visionary leadership – someone who has a future stake in Xavier High School
- Leveraging Catholic middle school system to maintain success
- Telling our story – limited in our parishes – pastors worried about those who don't send their kids to Xavier – Better connect with our parishioners
- Financially support families and students in need who desire a Catholic education
- Being Catholic-even at the expense of what the world or America does or thinks
- Remain focused on excellence and high standards
- Be sure to continue to ensure that faculty, staff and students are treated fairly
- Continue to employ and support teachers who will go out beyond just teaching
- Remain family-oriented toward each other and community-minded
- School pride remains solidly intact
- Crispitos for lunch
- Stay on top of technology and the latest ways to teach
- Stay on top of what is happening in general-opportunities for students to do stuff-advances in student activities, etc.
 - Scholarships-don't just be a place for rich kids

- Faculty salaries-lose good folks because of pay, quality of teachers
- Fiscal Responsibilities
- Maintain a “right size” enrollment
- Get more parish kids/families to choose Catholic education earlier and transition to Xavier
- Recognize our competition, but sell our strengths-reputation of our students
- Sacrifice
- Recruitment
- Brand/Images/Marketing
- Alumni Support
- Reputation—What’s our “hang-out” image-Does it match our school image
- Sports Success
- Fine Arts Success
- Parental Ownership and involvement doesn’t stop with the payment of tuition and don’t let the culture of today thwart one’s need to be visible involvement
- Emphasize the Time, Talent, Treasure
- Emphasize and encourage more volunteerism and service projects
- Charity starts at home
- Tell our story here in the community first and then abroad
- Publicize more about what we do-Mr. Hauschildt clothing drive
- Connect to the media more
- Financial Stability and Sustainability
- Teaching Excellence-Quality Faculty
- Discipline
- Educate kids in a Catholic Environment-Look forward but be careful to remain true to our mission and remember that we are a high school
- Visionary leadership-forward thinking administrators
- Relevant
- Accountability
- Students who want to come and parents who want to send them
- Remembering we are part of a bigger community and we can’t make decision independent of all the entities-Parish, Cedar Rapids
- Academic Excellence and curriculum offerings that challenge students-more opportunities to differentiate for student needs at all academic levels
- Proactive vs. Reactive
- Continued spirit of Sacrifice-Time, Treasure, for all
- Continued funding from the community
- Recruitment and retention of staff
- Parental Commitment
- Enthusiastic Administration
- Strong and stable Enrollment
- Building Needs-expanding facilities to meet growth
- Strong Alumni participation
- Unified faculty and staff and accountability among each other
- Expanded academics-more choices in classes, AP and activities that meets our mission

- Expanded participation from clergy
- Keeping up with technology available
- Tuition and fees needs to remain affordable-make sure there is no exclusion due to finances
- Strike a balance between what you ask of your parents who are business people-locate alternative sources of financing
- Make sure that financial assistance is an option and people know how to access it
- Keep the core curriculum intact and strong
- Mentoring system for faculty and staff to ensure the culture and school's mission are communicated and embraced
- Embraces and supports learners at all levels
- The building or development of an endowment
- Sense of ownership-to address concerns
- Remain committed to its Catholicity
- Guard against elitism-where and how do we serve broadly
- Have to find ways to reach children's educational levels
- Be open to new ways of doing things and not have preconceived ways of solving problems, but be open to new ways of solving problems-be committed to being true to our faith and teaching
- Use data and processes to continually massage our growth and development
- Be willing to solicit input from all stakeholders
- Continue to help kids and families navigate our ever changing world-faith still has to be an essential guide/denominator in the decision process
- Finances-money-But be sure not to make it an easy excuse or copout
- Have to keep the people at the forefront
- Clear mission
- Parents and communities willing to make the commitment-Financial, transportation, committed to values; sacrifice
- A willingness to look at strengths and weaknesses and grow as a result
- Continued parish support-priests, parishes-confluence of pastors who believe in and support Catholic education—committed to the support going to Xavier when there are competing priorities-food pantries, other social issues, etc.
- Excellent faculty
- Strong parochial feeder system
- Promotion of the school-getting the word out about what Xavier is all about, especially outside of the parishes
- Better promotion/marketing, product identity
- Not losing the emphasis on the individual even if Xavier grows larger
- Don't lose the culture that currently exists
- Identifying potential new donors
- Cultivation of donors
- Evaluate current recognition practices and update if necessary
- Stewardship
- To keep it faith/Catholic based
- Continue access to administration-open communication
- High Academic standards

- Funding
- Maintaining/growing enrollment
- Strong faculty
- Opportunities across the board for students to grow and explore their gifts
- Staying on the cutting edge of technology
- Maintaining the physical plant
- Nurture and maintain relationships with parishes and feeder schools
- Maintain healthy feeder schools
- Continue the community involvement and ownership-volunteers
- Monitor issues and stay on top of policies to keep them up to date-remain relevant
- Continue to use processes to seek feedback and identify strengths and weaknesses and use that process to make a plan for improvement
- Continue to be grateful for the past, the present and prayerful about our future
- Continue the welcoming aspect
- Remain a place of high character, just morals, appreciative, helping
- Financial Support-Tuition, parish, archdiocese, state, private sources, families
- Continue to leverage the Xavier Foundation
- Dedicated, highly talented faculty
- Market the strengths and successes-have to think of it as a business
- Continued Success-Successful outcomes in extracurricular activities
- Continued visibility in the community
- Connection to the churches
- Attracting Catholics who aren't going to school here
- Leadership-spiritual leadership-testaments to the brand
- Good Feeder systems
- Push the envelope to "better" make the sell-create the sacrifice
- Exit interviews for those who decide to leave and go elsewhere-look at why they are leaving-Do we know if we deliver on the promise?
- Are we looking at how to address the kids who don't "belong"-Are we truly welcoming and service centered?
- Are students prepared for the big world?-Because they lead a fairly sheltered existence here. Emotionally, socially, etc.
- Guard against "smallness". To be sure they are prepared for the world outside of Xavier-Expose to broader and more diverse experiences
- Continue the foundational experience-respect for others, spiritual, morals, discipline
- Parent Involvement
- High Levels of Communication-2 Way communication
- Financial Support
- Competitive Salaries
- Retention of experienced faculty
- Physical Plant-Building expansion to accommodate the growing enrollment
- Community Support-families sending students here and supporting financially
- Supportive parishes both financially and non-financially (how they support through their words and actions)

- 2-way street support back and forth from Xavier to parishes-symbiotic relationship-not just the once a year asking for money
- The appreciation denominator has to be felt, visible, and frequent-students and families need to give back to the parish
- Affordable tuition
- Continued and expanded instructional innovation
- Up-to-date technology, media and resources and training to use them
- Catholic identity
- Connection with parishes
- Parental Support
- Academic Excellence
- Formation of the parents
- Spirit of sacrifice and dedication
- Formation of faculty and staff including spiritual and theological
- Outstanding principal leader
- Increased Tuition Assistance Opportunities
- Ongoing pastor support
- Quality staff and faculty who are good witnesses to the students
- Strong feeder schools
- Joy of Christian living
- Respect of the larger community
- Sense of Mission
- Sense of Passion-people who really care
- A way to subsidize teacher pay to get them to equal standard
- Active and alive parish communities-we need to make a difference in the lives of our parishioners
- Financial Affordability-to avoid elitism
- Results in terms of our mission
- Continued support from alumni-planned giving-building an endowment
- More financially available to a broader group of families if cost is a deciding factor
- Increasing enrollment
- Output must be strong – grad rates- college admits – reputation of grads/alumni
- More welcoming environment
- Make it easier for more families and students to quickly find their place and relationships
- Business support
- Stronger economy that will yield greater support
- Faculty
 - Longevity
 - Fresh
 - Diversity
 - Incentives to offset low pay and benefits
 - Be real and reflective of real life
 - Learning can be fun

- Get to know you, not just your subject and title – be yourself – enjoy your job
- Outstanding faculty with an even higher percentage with master and doctoral degrees
- Faculty continuity and retention
- Professional Development opportunities
- Financial Stability
- Continuing Support-Parish, diocese, community, alumni
- Continue the involvement of constituent groups-the more people feel they are a part of it, the more supportive they will be
- Relevant curriculum-needs to be the best around-needs to be results oriented
- Need to keep the Xavier name in a positive sense out in the community
- Reputational Integrity/Strong Brand
- Affordability-need to let parents know that there are ways that they can afford Xavier-they are clueless that they can afford and their kids lose out!!
- Diversity
- The need to enhance financial giving (Formation/Financial/PR director)
- Enhance tuition assistance
- Professional development opportunities for staff
- More advanced degrees for staff
- Salaries and benefits need to improve to be more comparable to public schools
- Continue to have dedicated staff and administration-in teaching but also in the Catholic faith
- Continued support from pastors
- Needs to remain a Catholic school as opposed to a private school
- Continue to have good leadership with a vision
- Funds to keep up the facility and campus
- Hiring a curriculum or professional development director
- Continue the diocesan working relationship with the department of education at the state level
- Continued working relationship between the elementary and middle schools
- Continued collaboration between elementary and middle schools
- Strong Leadership
- That all families feel that they are welcomed here no matter what the socio-economic status, race, occupation, etc.
- Continued existence of the elementary and middle schools-feeder schools
- Communication between the high school and students in the elementary and middle schools-that they are a part of Xavier or will be-ensure that elementary and middle school students see Xavier as their choice
- Need to continue to be great role models for the elementary students
- Reinstigate or create a program that provided the same impact and enthusiasm as Pack the Gym-See it as a way to expose and encourage future students
- Tight Resources - Financial
- Technology - growth that demands updates to be competitive for every student to be competitive
- No Government Support - Just community support

- Generational changes in students and their habits - study habits/personal/attitudes
- Family Situations
- Media Influences - televisions/gangs
- Repetition for Teachers
- Peer Pressure - behavior among students - compounded when students express faith - others reactions towards that
- Lack of students finding who they are - confused how their generation is suppose to go
- Impression that this is an elite place
- Paying Customer Politics played out in a whole different way than public schools
- Transportation to and from school
- Status of Xavier is far better than status of the feeder schools and public school competitors - feeder schools don't have the "luxuries" that Xavier has when the family is making a decision to send students to Catholic Schools.
- Some elementary schools may be a financial burden on local parishes
- Churches are doing a much better job with providing Religious Ed services to families that families do not have a problem sending their kids to public schools for their education. With Catholic education for the public school student therefore could be a detriment to Xavier
- Cost to the family
- Lack of public knowledge of who can attend Xavier - you do not have to be Catholic to attend Xavier
- Money
- Market themselves to non-Catholics as well
- Keep affordable
- Involve non-Catholics especially of those who support Xavier in the full light/operation of Xavier
- Diversity
- Strong committed faculty and administration
- Keep the great principal that we have
- Success of the STO program
- Rely on Xavier alumni along with Regis/LaSalle alumni
- Enrollment size has impact on physical plant
- Excel in academics
- Technology competition
- Competitive Faculty/staff salaries
- High quality students that are well-rounded
- Deeply committed to student success
- Aging workforce - resource planning
- Strong reputation
- Goal planning
- Contingency/scenario planning

7. What are the greatest problems/issues/situations facing Xavier?

- Finances
- Physical Plant-too small

- Retaining staff-Pay
- Appealing to a greater # of your core constituency
- Parish Support
- Environment
- Population drop
- Recent Flood
- Current Economy
- Lack of Cultural Diversity and Socioeconomic diversity
- Catholics and their faith
- Political “boxing in” that occurs
- Pressure to conform (providing more AP courses, school year)
- Loss of uniqueness/identity
- Sense of entitlement
- Funding-parish subsidies
- Physical Plant size
- Faculty Turnover
- Decreased enrollment in the elementary schools
- Student and parent sense of entitlement
- Too much pressure put on students to excel/not enough
- Busy schedules/too many excuses
- Rising cost of tuition
- Follow through of discipline, policies and rules-ATB
- Ineffective in-service
- Payment of the bonds, required endowment to maintain – puts pressure
- Teacher Salaries
- Demographics – Iowa is getting old – community strength – decline in religious life – blended spiritual marriages
- Public school teachers get bonus and then can teach more AP classes
- AP classes – some kids at Wash or Kennedy take at least 4 years of AP courses
- Our guidance department is horrible
- Perception of elitism – public thinks Xavier recruits (athletics) – or that every student drives fancy car – all families rich
- Dress code
- Drugs and alcohol
- Foreign Language Department-loss of quality teachers
- Band Department-It seems like the director is not doing his job or cares-
- Lack of student participation in band
- Activity Resources-not evenly distributed-space, money, assistance
- Deaths of students-I think we’ve done a good job, but we need to keep an eye on it
- Support structures/offerings need to be carefully monitored as to not over do it; however, the intent and execution must remain a high priority
- Some of the activities get more attention-state sendoffs don’t happen for speech, etc.
- Religion classes aren’t taken as seriously as they should be-sometimes feel like an extra study hall

- Religion classes are very dependent on the teacher-we need to get the best of the best, especially since we are a Catholic School
- Mass appears to compete with or get second-handed treatment to gym, sports, etc.
- Don't have a church/chapel where all students would fit-facility not adequate for raising the commitment level for mass
- Economy
- Keeping quality teachers and faculty
- Countercultural issues-issues that are not in sync with our faith
- Keeping enrollment up
- Maintain excellence-continue to stretch but avoid slipping
- Our "priming pump" doesn't meet the "vast well" when they get to Xavier-lots of opportunities for students to do a variety of activities in middle school but when they get to Xavier there isn't enough coaching or facilities to provide the same opportunities so then students get cut from programs.
- Size of families is shrinking
- Debt
- Economy
- Tuition Affordability-Tuition Assistance-School Tuition Organization has been a huge boon to providing tuition assistance, but it is unpredictable
- Facilities-Deferred Maintenance, upgrades to accommodate for growth, relevance, new needs
- Salaries and Benefits
- Social Emotional Issues-bullying harassment, drugs and alcohol, social, sense of self, inclusion, health, choices
- Pride-fear, shame keeps customers from applying for assistance-STO and F/R
- Lunch
- Struggling Learners-need more emphasis
- Community Perception
- Disconnect between being a Catholic school and living it
- The ability for our clergy to be active because of numbers and age
- Mass needs to be held more often-weekly basis
- Community is so tight that some are more involved here than they are in their parish-One way relationships
- Life skills aren't taught-mission work, how to solve problems, etc.
- Administrators/Faculty and staff need to follow through and the administrator can't be the one to do it all
- Principal is left to "do it all"-Falls back on him in order to get results
- Financially limited
- Lack of ingenuity for new ideas because of past traditions
- Weak guidance department
- For "me" "not all" or the school
- Better alumni outreach and support
- Junior Teachers-The number of young teachers presently
- Lack of abundance of quality teachers
- Stay transparent and honest

- Size=Student Enrollment-How big do we want to be? Do we cap enrollment or do we look to increase enrollment and add on to the building?
- Our size was a conscious decision when we built. Is that number still relevant as we look to the future?
- Facility issues-size of theatre-flipping football field around, more classrooms, science labs, storage, choir room, etc.
- Elitism-the perception of and making real efforts to avoid it-by adding diversity
- Maintaining and growing the excellence of our faculty and increasing their pay (competitive)
- Declining number of Catholics
- Money
- The growing number of students who will need to be formed and nurtured
- Retention of Excellent teachers-disparity in wages for staff
- Economy-effects of the economy on salary and benefits
- The elements of society-negative influences that affect the students
- The slow influx of societal norms into the system-greed, world values, “MEism”
- Sense of entitlement
- Parenting Issues-More help for parents on how to “really be” better parents
- Lack of diversity-ethnic
- Funding
- Economic Hardship-floods, recession, job losses-people are trying to find ways to cut back-gave out the most money ever in tuition assistance, loss of income due to losing businesses in the floods
- Negative perception that Xavier is elitist
- Drugs
- How do we enlarge Xavier’s facilities to grow enrollment-meeting a larger student demand-faculty, facilities, funding
- Keeping up with technology, course offerings, teaching programs/methods
- Meeting the needs of students at all learning levels
- Current economic situation: Will we be relevant enough for people to see the return on their investment?
- Perceived lack of diversity-topic of every business lingo/model
- Unknown thought on what our real enrollment needs to/can be
- Lack of knowledge on peer rankings
- How best we involve alumni as “products” of success
- What is our database for collecting info from alumni? How are we collecting data?
- Lack of communication with parents of a vision and goals for the school
- Parishes that are struggling financially-economy and flood related
- Competitive compensation for faculty
- Staff/student ratio
- Affordability
- Drug/Alcohol use
- Lack of clergy on staff
- Elitism-real or perceived
- Skewed prioritization-due to received PR

- Relevance-World changing at lightning speed
- Meeting the needs of all learners and losing students whose needs we can't meet
- Faculty-support for those that need assistance and eliminating those that need to go-Need for mentoring-Within the school, diocese or outside utilizing the state, public schools, retired teachers, etc. Disconnect between administration and staff due to other priorities
- Engagement of faculty and staff-teacher workload-how to avoid burning them out
- Loss of instructional time due to an increase in school activities
- Keeping students engaged in this digital age
- Lack of a technical arts program
- Lack of a theologically trained faculty
- Financial Stability-long term
- Too many parents and students not supporting their parishes
- Complacency from the staff
- Prioritization with the school structure of what is important-Is sports driving what we do or is it faith?
- Lack of value in Catholic education as each generation passes
- Limited resources of the parish-school is not the only mission
- Some families-it is unaffordable
- Perceived unaffordable
- Does the school exhibit and foster a seamless relationship between education and "lived" faith-Sense of a real, personal, communal relationship with God
- Reigning in all the activities that are suffocating families
- Lack of sense of the importance of Sabbath
- Culture of Society-pulls at students and families
- Their view of themselves vs. how the rest of the educational and parts of the community views it (Xavier).
- The Regis Principal is a deterrent to students attending Xavier. He does not know kids' names; no recognition of that feed into Xavier's reputation (Mock Trial) – this could be helpful to Xavier's recruitment.
- State of the economy – current and long term.
- When Xavier chooses people to "sell" itself, they need to be sure to use a broad range of back grounds; especially individuals that mirror the majority (middle – low-class). (Family from the east coast is a good example.) Sell what you offer and the results – not the graduation rate
- Don't isolate yourself from the part of the Catholic community that does not send its kids to Xavier
- Continued integration of the schools that developed into Xavier-make sure that the alumni are supportive of Xavier
- Not let success spoil you-easy to become complacent-status quo isn't good enough nor is it a destination
- Work hard not to become elitist
- Create more diversity
- Keep the costs down-financial
- Outgrowing the facilities-physical plant, expansion, maintenance
- Enrollment of Feeder schools-they are Xavier's lifeline

- Societal influences that could derail progress
- Challenges in the Catholic Church-pedophilia, etc.
- Keeping curriculum up to date and relevant and offer opportunities for students
- Providing an affordable education
- Maintaining quality educators
- Economy downturn
- Physical Plant too small to accommodate growing enrollment
- Presence of Clergy-being able to maintain a priest on campus
- Keeping it Catholic
- Maintaining a safe environment
- Funding for programs specifically enhancing the technology
- Competing with quality public schools-and funding and academic offerings
- Not enough partnerships with businesses
- Loss of STO
- Lack of ethnic diversity
- Viability of feeder systems
- Recurrence of things not changing due to complacency
- Technology
- Capacity levels
- Balance between an elite school/affordable school
- State Legislation - tax credit/STO
- Facility maintenance over time
- Economy
- Workforce

8. Which of the above areas could have the greatest impact on Xavier's future success and its ability to compete favorably, live up to its potential and values, and remain viable?

- Parish support-all the rest will fall under that factor
- Funding, Enrollment
 - Finances – teacher Salaries
- AP Classes –constantly hear about in public schools and what they have compared to Xavier
- Religion classes-Foreign Language, Band
- Activities inequality and resources
- Drugs and alcohol-take people off the right path and lose values
- Economy
- Enrollment
- Quality Faculty
- Debt and finances-annual and long-term finances
- Economy
- Student Focus-product/outcome
- Finances
- Catholicity-Catholic throughout
- Community Perceptions
- Lack of abundance of quality teachers

- Maintaining and growing the excellence of faculty
- Money
- Size and Enrollment
- Economy and the role of finances
- The slow influx of societal norms into the system
- Funding
- Current Economic Situation
- Relevant-Return on Investment
 - Diversity
- Financial Aspect-Self sustaining financially
- Faculty competitive pay and benefit offerings to retain teachers
- Affordability
- Lack of a theologically trained faculty
- Prioritization with the school structure of what is important-Is sports driving what we do or is it faith?
- Too many parents and students not supporting their parishes
- Financial Stability-long term
- All the Above-Everything is rooted in parishes-Xavier is part of the parish mission
 - Their community reputation.
- Their view of themselves – attitude change – from inside the heart. This also creates a visible message; maybe indirectly that is how all Catholics are.
- Don't isolate yourself from the part of the Catholic community that does not send its kids to Xavier. This is a Catholic high school. Everyone is welcome.
 - Individual acceptance
 - Faith acceptance
- Costs
- Feeder schools
- Societal Influences
- Curriculum up to date
- Building on the successes but not resting on them
 - Continued integration of alumni
- Providing an affordable education for all who desire a Xavier Catholic Education/experience
- Viability of feeder systems-funding, enrollment, employee base remains strong
- Articulate critical thinking graduates
- A higher graduation rate of students who present themselves as strong in faith by practicing their Catholic values - recruiting others to the faith - discipleship
- Faculty/staff and administrators model the same commitment and expressions of God-living
- Steady growth in enrollment/finance/excellence and reputation
- Keep pace with public school competition
- Balance between an elite school/affordable school
- Economy

9. What should be the critical measure of success for Xavier?

- Fulfillment of the mission statement in the lives of our graduates, employees, volunteers-Catholicity
- Enrollment demand driven by brand results
- Public rankings and objective outcomes that support the development of the total child
- The quality of student we send out into the world-Do they mimic identity with the mission statement? (brand identity)
- Learning Today Tag Line
- Continue to attract and retain a committed staff and faculty committed to the mission
- Personal satisfaction of being committed to the school's mission
- Community will still want #'s and rankings
- Increased alumni support
- Percentage of graduates attending college
- Percentage of students who are still active in their faith – Did it ignite your faith
- Xavier graduation rate
- Students in each class are “not left behind”
- High percent of engaged
- High percent of challenged/participate
- Sending some kids every year to elite colleges
- That our story is received and understood – we are effectively telling our story – do we know what our story is
- Alumni giving
- Develop the whole person in the Catholic environment-Personalities and values of the people who graduate from or who are associated with Xavier speak to our deep faith
- Students who are inspired to make a difference and use their gifts and talents wisely
- Service to community, at home and abroad
- Turning out young people of integrity: are they good; do they maintain their faith?
- Maintaining and reproducing quality faculty and facilities
- Increased alumni support-Number giving and the amount given and other services
- Increased and sustained Parent involvement
- Increased and sustained community involvement
- Increasing and maintaining the number of students entering into and completing higher education and then landing jobs
- Producing students who are strong Catholics and Catholic Leaders or faith-based leaders
- Academic Success-succeed in further education or in their jobs after high school-Make the best choices for the next stage of their lives
- Becoming contributing alumni-Time, Talent, Treasure-also advocates and ambassadors
- Xavier becomes the Catholic Community's High School of Choice-Our Primary Customers-A higher percentage of Catholic families who send their students to school here

- Number of students going to college and finishing college
- The kind of adults they become-do they contribute to a community?
- Debt paid down/off
- Students continue to have a “faith” life as adults whether Catholic or Christian
- Alumni perception of preparedness-Would they recommend to others?
- Sustaining or growing in enrollment
- Quality of teaching is strong
- Success of the alumni-college graduation rates, involvement in parish, raising families in a Christian way
- How they live their lives as adults
- Producing alumni prepared for their fields and lives, but who live for others
- Producing alumni who are ready to live their lives as individuals who understand, appreciate, and live a life of denying self, especially in light of a growing “me/entitled” generation
- Did Xavier prepare them to do whatever they are called to do-have we given them the foundation to empower them to make good decisions
- Have we made a difference in their lives so that they are able to make right choices for their lives-prepared to meet life’s challenges/tests
- Having others in the community speak to our purpose and value our role and existence
- Are our students committed to stewardship-time, talent, treasure
- How well the students are prepared for life after Xavier-faith, productive people in society, make good decisions, etc.
- Our brand is a productive citizen who will continue in their Catholic faith and pass it on to the next generation
- Continue evidence that the culture of faith and excellence prevails
- Outputs-ACT Scores, College Acceptance %, Growing Enrollment
- Well-rounded students: spiritually, socially, emotionally, educationally excelling
- Repeat Customers, purchasers
- Legacies
- The product value is still perceived as being quality and worth the price
- Ability to point to a citizenry of “Saints” that mirror the mission (How will the data be gathered?)
- Student Achievement-Not just test scores but real achievement post college and being known as a student body that is going to make a positive difference in the world
- A place that produces top notch students
- Involvement in the parishes and giving back to the community and being active in their service to the church and community
- Increased enrollment
- Creating a legacy of pride that stretches across generations where families continue to send their children here
- Continuous improvement-celebrating successes, but not being satisfied with the status quo
- Faculty retention
- Increasing levels of diversity

- Financing becomes a back burner issue-Endowments, scholarships, professional development, Physical plant expansion/maintenance
- Broad-based community support
- The pay forward reputation of the Xavier Community to the larger community
- How active the student and parents are in the parish life
- Character of the graduates
- Quality of the Education-the students would have the tools they need for occupation or ongoing education
- Justice to the teachers-livable wage
- An appreciation of the countercultural-Our faith is going to be ultimately countercultural and the students need to be comfortable with that and not ignore what they believe in
- Tools to have a lived and active faith
- Belonging to the Catholic community
- Students should be able to answer why am I Catholic
- Ability to defend one's faith
- Understanding the Catholic value structure
- Academic success
 - Graduation rate
 - Test Scores
 - Truancy
 - What they are doing post Xavier High School
 - What they are doing after that:
 1. work
 2. college
 3. military
 4. citizenship
 5. volunteers
 6. churches
 7. coming back to area, Iowa
 8. reputation
- Are they better having been part of/through this place?
 - People
 - Catholics
 - Servants of others
 - Christians
- Were they able to nurture their gifts through full exploration – success beyond academics?
- The product is still selling = enrollment ** key factor reputation
- Enrollment growth while maintaining the same statistics of excellence
- The fewest number of stop-outs, transfers from Xavier
- The life post Xavier that is faith centered
- Percentage of Legacies we attract
- Faces of Success-Saints Making a Difference
- Legacy-Catholic school education tradition continues as graduates become parents and send their children to Catholic schools

- More students choosing religious life as their vocation
- High employability for students-successful in careers
- Faith-filled students who are active in their parishes
- Alumni giving back to their schools/churches-stewardship
- Espousing pride in attending Catholic schools
- Adults who show appreciation for the opportunity to attend Catholic schools-to parents or others who helped make it possible
- Graduates are confident and feel good about their years at Xavier
- Community members can tell by your actions and words that you are a Xavier Grad-Xavier Brand
- Alumni reputation - morals/service oriented
- Well-rounded determined citizens
- Supporters of Xavier based on what felt or know they received
- Willingness to sell/promote Xavier to others
- Alumni involvement in their parishes/support
- Famous people who graduated - Zach Johnson/Kurt Warner
- Living brand

10. Anything else you would like to say

- Open campus lunch
- Play Sandstorm at the dances
- Some people think that there are people who don't send their kids to school here because they don't have the religious emphasis it needs to have
- Need to figure out the identity-Is is Catholic, Prep, or Private-We vote Catholic!
- Enforce rules consistently-not show favoritism
- Holding teachers accountable for being good teachers
- Some teachers have been grandfathered in and they need to go
- Get rid of the teachers that aren't effective-stagnant teachers
- Outcomes to strengthen performance or help them to "move on"-make sure the process is fair
- Avoid the "good ole" boys/country club mentality-and practices-seems to be increasing at Xavier
- I Love Xavier-I think this is the greatest place I've ever been
- I'm worried about how the economy will effect Xavier—keep eyes on the budget in tough economic times
- Leadership all falls on the principal-the governance board may not be invested enough to know the ins and outs of what happens each day
- Leadership falls on the principal "honor" leadership by appointment exists-we need across the board consistent leadership-needs to go beyond the "time of service" minus any personal agendas
- The school is big enough-student numbers are fine
- How do we assimilate the 3 middle schools more effectively? Do better job of how we integrate our middle school kids earlier into the "full" Xavier culture/family/community
- Break down the barriers of where they came from and more about where they are now

- Orientation T-shirts-last day of school at the middle school
- As a Catholic school we must work to ensure that we are not framed by or play into the stereotype of being just a faith-based school, good in athletics and academics and serving only white, elite, upper middle-class students, we are an inclusive community and broad based in our academic, athletic, extra-curricular offerings
- Be sure we are honest about the issues our kids are facing and be known as a place that is addressing it head on as a deep community of faith
- While the experience here is full, it is important that they leave Xavier with a hunger to do more, better, often
- Keep growing and doing things like this process so that it doesn't become stagnant and not be afraid to ask the hard questions
- We are building on something very good
- Don't be afraid to pray-don't be afraid to wait and not act too hastily
- Be open-minded (Baggage/Luggage Analogy)
- The Cedar Rapids Community is blessed to have Xavier High School
- Xavier could emulate "good" marketing