

IMMACULATE CONCEPTION CATHOLIC SCHOOL



“TEACH AS JESUS TAUGHT”

STRATEGIC PLAN 2012-2017

“Go Forth and Teach all Nations as I have commanded you.”

2301 North Bonnie Brae
Denton, TX 76207
www.catholicschooldenton.org

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On behalf of the Immaculate Conception Catholic School, we are pleased to present our school's 2012 Five-Year Strategic Plan. This plan presents a forward-looking vision for the school while it affirms the fundamental principles, assumptions, and values that serve as the foundation of the school. Building on the success of earlier five-year plans, this new strategic plan provides the framework for enhancing the excellence that has characterized our school since it was established in 1995.

We want to offer our heartfelt thanks to those dedicated people from our parishes of Immaculate Conception and St. Mark, our school families, our parish and school councils, and those from the Diocese of Fort Worth who contributed in any way to the development of this document. We hope this strategic plan will be a living document that will shape the course of our parish school for the next five years and beyond.

Immaculate Conception Catholic School continues to be blessed by the many members of our community who give so generously of themselves. We hope each of you will read this plan and identify areas where you can give of your time, talent, and treasure to our school. We all share an obligation to give of ourselves to help achieve the many goals we set forth in this strategic plan. May we continue to work together to build the Body of Christ on earth.

Sincerely in Christ,

Rev. D. Timothy Thompson

Pastor, Immaculate Conception Parish

Father George

Pastor, St. Mark Parish

Introduction

Overview of the Strategic Planning Process

In Fall 2010, the School Advisory Council concluded that the school had achieved many of the goals of the 2005 school long-term plan and began preparing for an updated long-range plan to address the next five years. The Council appointed a long-range planning committee that would outline a strategic planning process for the school at the start of the 2011 school year.

The initiation of this strategic planning process coincided with the launch of a report from the Texas Catholic Education Department Texas Summit on the Future of Catholic Schools. The Summit on the Future of Catholic Schools in Texas was a first-time event in the history of the state. Of those held throughout the nation, it was the only statewide summit of its kind. The strategic planning process coincides with the call from the summit as stated below:

“In February, 2009, His Eminence Daniel Cardinal DiNardo and the Bishops of Texas hosted the summit for the fifteen dioceses in the state. With the support of the Texas Catholic Conference Education Department, the superintendents had proposed the idea to the Bishops in the spring of 2008. The Bishops responded enthusiastically.

The Call

The United States Conference of Catholic Bishops (USCCB) published “Renewing Our Commitment to Catholic Elementary and Secondary Schools in the Third Millennium” in July, 2005. In a continued response to this document, in 2008 the Catholic School Superintendents of Texas felt called to determine how they might better support the Bishops in their vision that although Catholic schools “still encounter numerous challenges...Catholic schools continue to be ‘the most effective means available to the Church for the education of children and young people’ who are the future of the Church.” In the time immediately following the publication of the document, each individual diocese considered individual responses.

The superintendents as a group considered these responses, and became more and more convinced that a more unified response might well hold promise. In fact, they found in the Bishops’ document itself, the stimulus to move forward. The document states:

“To ensure that our Catholic elementary and secondary schools not only continue to exist but will grow and prosper, we call on bishops and those in educational leadership to convene gatherings of educational, business, and community leaders, in either the fourteen Episcopal regions or in each state, to address the critical issues of Catholic identity, cultural diversity, finances, just wages and benefits, academic quality especially in the area of religious education, alternative governance models and the marketing of our Catholic schools.”

Executive Summary

The School Strategic Planning Committee developed this Plan to provide a common roadmap for direction and to guide the future success of our school and our students. The Plan includes the school's Mission, Vision, Critical Issues, Goals, and Action Plans. These main elements will provide direction to the school community for the next five years.

The Strategic Plan identifies priorities in each of the following areas that will guide the school community's activities and resource decisions:

1. Catholic Identity
2. Enrollment
3. Marketing, Public Relations, and Development
4. Educational Programs
5. Staffing
6. Finances
7. Facilities
8. Community Relations
9. Technology

For each of these areas, a statement of strategic direction has been developed. These statements express a vision for the future of the school. Goals and strategies for each area have been identified to guide more specific action planning. The annual action plans, developed by administrators and faculty, with input from the School Advisory Council and its Committees, will provide a framework for ongoing accountability and ensure that the school manages its financial and human resources toward the realization of its vision over the next five years.

The Strategic Plan is defined clearly by five critical areas. To navigate the road ahead successfully, implementation of the Strategic Plan must focus on the following five critical issues:

1. Catholic Identity
2. Enrollment
3. Facilities
4. Financial Sustainability
5. Development

Strategic planning is a fluid process, and as such, this Plan will continue to be evaluated and updated.

Immaculate Conception Catholic School

Vision Statement

The vision of Immaculate Conception Catholic School is to teach as Jesus taught. ICCS strives for the development of the whole child through participation in the sacramental life of the Catholic Church. ICCS will provide superior academic preparation through a challenging curriculum, while promoting the ongoing formation and spiritual growth of the next generation of Catholic leaders to live the Gospel and to meet their full potential in preparation for a life of service in society.

Mission Statement

Immaculate Conception Catholic School exists to provide a Christ-centered academic environment designed to promote the total development of the child by serving the mission of the Roman Catholic Church through the educational process. This is accomplished by joining in community as a ministry of Immaculate Conception and St. Mark parishes to educate in the formation of faith and family; to provide a quality academic foundation; to unite in a nurturing and loving Catholic community through worship, through academic formation, through the promotion of peace and justice, through adaptation to change and diversity, through service, and through recognition of the value and dignity of each individual.

Immaculate Conception Catholic Church

Mission Statement

The mission of the Immaculate Conception Parish, as the body of Christ, is to be visible in our community through evangelization and service. We nurture and support family life and draw our strength from the source and summit of our faith, the Eucharist, and the full Liturgical Life of the Church.

St. Mark Catholic Church

Mission Statement

Our mission is to be a God-centered Catholic community of faith which teaches, evangelizes, and ministers to the needs of God's people.

Immaculate Conception Catholic School

PHILOSOPHY

Immaculate Conception Catholic School endorses the call of the Catholic Bishops of the United States to express its educational ministry through the objectives of personal spirituality, social justice, and a strong academic program in accord with the Curriculum Guide for Catholic Schools in the Diocese of Fort Worth Texas.

--To provide for the continued formation of the Christian person in a unique environment in which students, teachers, and parents experience the presence and divine guidance of the Holy Spirit. The environment stimulates and promotes a community of believers and learners in the spirit of Jesus Christ as experienced in the Catholic Church and lived out as active citizens in today's society.

--To provide opportunities for our students and staff to employ the intercession of our patroness – Mary, the Mother of God – in their daily educational activities.

--To employ highly qualified teachers and administrators personally committed to their faith and dedicated to sharing and passing on this faith. As enthusiastic advocates of their profession, they impart in their students the love of learning.

--To provide resources, which stimulate individual growth and integrity in consonance with Christian ideals.

--To provide facilities for Immaculate Conception Catholic School, which are supported by Saint Mark and Immaculate Conception Parishes in Denton, Texas and the Catholic Diocese of Fort Worth.

As a result, students and teachers are drawn to live the Gospel message, unite in worship, respond to the needs of the community with fellowship and social justice, and serve others through the sharing of their spiritual gifts and temporal goods for the betterment of all.

GOALS

--To provide a holistic, educationally oriented approach to the spiritual, physical, intellectual, creative, and emotional growth of the students.

--To stimulate and challenge students to reach their maximum potential spiritually, physically, intellectually, creatively, and emotionally.

--To present, through word and example, the Gospel message of Catholic Christian morals and values with the ultimate goal of carryover of these principles into adult life.

--To impart in our students the knowledge's and skills needed to respect and maintain a healthy body as a temple of the Holy Spirit and to respect themselves and others as unique gifts from God.

--To instill in our students a love of learning, including inquisitiveness toward new concepts and challenges, and an appreciation of education as a life-long learning process.

--To challenge students academically and help them realize the importance of giving back to their parishes and communities as they become vehicles of passing on their knowledge to a future generation.

--To foster and direct the creative and aesthetic potential of students, encouraging the appreciation of all the world God has created.

--To stimulate and nurture students emotionally to respecting all human life with dignity regardless of race, creed, color, gender or ethnic origin; and to respect all of the nations of the world as humanity struggles for international peace and justice.

OBJECTIVES

The Immaculate Conception Catholic School community will strive:

--To form the Christian ideal of unity through prayer, service and community involvement. This includes the involvement of the family, parish, community, and world in the educational process.

--To teach all subjects thoroughly, modeling learning, especially learning of the Catholic faith, as a way of life. This includes instruction in virtues that foster respect for the dignity of the person, including development of physical and emotional fitness, and lifelong health and safety.

--To develop and implement a holistic curriculum that fosters learning as a life skill, including continued growth in the area of staff development to support curriculum enhancement.

--To present a holistic curriculum, including but not limited to, fine arts and physical education that embodies the development of our individual God-given gifts. This includes curricular and extra-curricular activities that challenge students spiritually, physically, intellectually, creatively, and emotionally.

--To present opportunities for service and mission that encompass local, national, and global needs, including programs that help the needy, highlight a respect for life, and includes an international perspective.

Life and Philosophy

Immaculate Conception Catholic School endorses the call of the Catholic Bishops of the United States to express its educational ministry through the objectives of personal spirituality, social justice, and a strong academic program in accord with the Curriculum Guide for Catholic Schools in the Diocese of Fort Worth, Texas, which ultimately points toward the Profile of the Catholic School Graduate.

- To provide for the continued formation of the Christian person in a unique environment in which students, teachers, and parents experience the presence and divine guidance of the Holy Spirit. The environment stimulates and promotes a community of believers and learners in the spirit of Jesus Christ as experienced in the Catholic Church and lived out as active citizens in today's society.
- To provide opportunities for our students and staff to employ the intercession of our patroness – Mary, the Mother of God – in their daily educational activities.
- To employ highly qualified teachers and administrators personally committed to their faith and dedicated to sharing and passing on this faith. As enthusiastic advocates of their profession, they impart in their students the love of learning.
- To provide resources, which stimulate individual growth and integrity in consonance with Christian ideals.
- To provide facilities for Immaculate Conception Catholic School, which are supported by St. Mark and Immaculate Conception Parishes in Denton, Texas and the Catholic Diocese of Fort Worth.

As a result, students and teachers are drawn to live the Gospel message, unite in worship, respond to the needs of the community with fellowship and social justice, and serve others through the sharing of their spiritual gifts and temporal goods for the betterment of all.

Profile of a Graduate from the Diocese of Fort Worth Catholic Schools

Person of Faith

The graduate confidently and actively articulates and practices the teachings of the Catholic faith.

Moral Decision Maker/Problem Solver

The graduate considers the moral and ethical implications of decisions and chooses to do what is right according to the teaching of the Church.

Appreciative Human

The graduate will develop an appreciation for the beauty in the world and the wonder of his/her body through fine arts and physical activity.

Culturally Sensitive

The graduate exhibits global awareness and cultural sensitivity.

Academically/Technologically Proficient

The graduate is academically and technologically prepared for higher education or a professional occupation.

Effective Communicator

The graduate dialogues objectively and persuasively articulating ideas through various modes of expression and seeks to clarify diverse points of view through active listening.

Creative Learner

The graduate applies creative talents to solve problems and serve others.

Critical Thinker

The graduate uses reason in pursuit of truth recognizing that all Truth is rooted in the person of Christ.

Lifelong Learner

The graduate engages in the pursuit of knowledge as a lifelong activity.

School Profile and History

History

Immaculate Conception Catholic School was established in 1995 as a member of the Fort Worth Diocesan Schools with an enrollment of 74 students in grades PreK-3 through second grade. Immaculate Conception Catholic School is an education Ministry of Immaculate Conception Church (ICC) and St. Mark Church (SMC). The school was located in the ICC Parish Center and Education Building.

In 1997 the school received Provisional Accreditation from the Texas Catholic Conference Education Department (TCCED). Enrollment grew to 111 students by then and an anonymous benefactor purchased two portable buildings to accommodate our growth. In 1998 the Immaculate Conception Catholic School Advisory Council began the process to build a new school in the near future. Following more than a year of preparation and a visit by a state accreditation team, Immaculate Conception Catholic School was granted full accreditation status in May 2002. The school graduated its first class of 15 eighth grade students in May 2002. The school filed a successful Interim Accreditation Report in April 2007 and retains full accreditation as recognized by the State of Texas.

Ground was broken July 15, 2001, on the construction of a new Immaculate Conception Catholic School. Classes began August 19, 2002, in the new facility located at 2301 North Bonnie Brae Street. Future plans call for the completion of a Phase II construction that would add six classrooms to the east wing of the new facility to accommodate growth.

Immaculate Conception Catholic School is one of 20 diocesan schools. From the diocesan website: www.fwdioc.org. ***“Catholic Schools in the Diocese of Fort Worth are a vital ministry of our local church. With a focus on faith formation, rigorous academics, and service to others, they are committed to assisting parents in their most precious obligation of preparing their children to meet the challenges of the modern world.”*** The Catholic Schools Office of the Diocese of Fort Worth exists to provide direction, advocacy, support, and monitoring for the Catholic schools of the Diocese of Fort Worth.

Profile

Immaculate Conception Catholic School is located in Denton, Texas, a suburban community 35 miles north of Dallas and Ft. Worth. With two major universities and a community college, Denton is home to many professional and highly educated people. Denton is also home to a growing number of ethnic groups, mainly Hispanic. The majority of students enrolled in the school resides in Denton and surrounding areas, and most are from middle to lower middle class families. While limited, diocesan and local financial assistance programs help Catholic families in need obtain a Catholic education.

The school is located on the Immaculate Conception Parish campus, but the school is an inter-parochial ministry of Immaculate Conception and St. Mark parishes, both in Denton. In addition to its 14 classrooms, the school has a gymnasium, an art/science lab, a music, a computer lab, a library/media center, a nurse's station, conference room, religious education office, administrative office area, and an outside multipurpose sports and recreation area.

The school educates students from the age three years through the eighth grade. Accredited by the Texas Catholic Conference Education Department (TCCED), the school implements the curriculum of the Archdiocese of Hartford, Connecticut, upon which the Iowa Test of Basic Skills (ITBS) objectives and national curriculum standards are based.

In addition to a core curriculum and an extracurricular sports program, the school currently provides students with a variety of electives and extracurricular activities including:

Art	Speech Service
Music	Spanish
Technology	Cheerleading
Physical Education	Stringed Orchestra
St. Dominic Savio Club	Student Council
Geographic Bee	Science Fair
Spelling Bee	Cherub Choir
Upper School Choir	Pep Rallies
National Handwriting Contest	One Act Play
North Texas Independent League	Chess Club
Private School Interscholastic Association	National Junior Honor Society
Yearbook	Health/Theology of the Body
Football through Fort Worth Christian League	Girls Volleyball
Girls and Boys Basketball	Girls and Boys Track
Girl and Boy Scouts	Little Flower Club
Individual piano and voice	Garden Service Learning
Field Trip opportunities	

Many religious enrichment programs are offered that enhance the students' formal religious instruction, including a weekly school Mass, Pet Blessing, All Saints Day Living Saints, Eighth Grade Retreat, Living Rosary, Blessing of the Throats, Christmas Program, Living Stations, May Crowning, altar serving, lector, ushers, and gift bearers.

In addition, the school sponsors field trips that are both educational and enjoyable including visits to historic Catholic churches, service-learning field trips to area nursing homes and Catholic Charities, One-Room School House, aquarium, zoo, theater, living farm experiences, area museums and curriculum-related field trips to areas throughout the North Central Texas area.

The school is also blessed with an active Booster Club that supports the fine arts and athletics programs and a Parent Teacher Organization called the Home and School Association that provides educational enrichment programs.

Focus Areas

In its review of the input gathered from parishioners, parents, administration and faculty, the School Strategic Planning Committee identified five key focus areas in which the school faces significant opportunities for growth or challenges: Catholic identity, enrollment, facilities, financial sustainability, and development. These are the most important choices and situations the school will deal with in the next five years. *Strategies to address each of these areas are set forth in the Goals and Objectives section of the Plan.*

Focus Area 1: Catholic Identity

Catholic Identity was recognized as one of the school's greatest strengths. Renewed by the call from the "Summit on the Future of Catholic Schools in Texas," there is a significant need to build on this strong Catholic Identity in order to support and strengthen families who are part of the greater parish community.

Focus Area 2: Enrollment

Between the 2000 and the 2011 school years, 1,755 schools were reported closed or consolidated (21.5%). The number of students declined by 587,166 (22.1 %). The most seriously impacted have been elementary schools. While not experiencing as dramatic a decline, Immaculate Conception Catholic School's enrollment was 250 in 2000 and remains at 250 due predominantly to demographics, which include economic and ethnic shifts, following the nationwide trend. In addition, a focus area of the "Summit on the Future of Catholic Schools in Texas" entitled: *Attracting, Retaining, and Serving the Needs of Hispanic Students and Families* notes that, "While the size and background of the Hispanic population merit special attention, it is the strong intent of the Bishops of Texas that our Catholic schools make every attempt to be places of hospitality, support and respect for people of all cultures." All agree that enrollment and retention remain an area of focus.

Focus Area 3: Facilities

The current school building was dedicated in 2003 and serves both the school and church communities. Though the facilities are considered excellent, the existing school facilities do not fully meet the needs of the parish and school. Both office and storage space are insufficient, and the lack of usable meeting space during school and non-school hours has made scheduling of meetings and events extremely challenging. These space limitations affect the church and the school, and have placed a strain on the entire parish. Stakeholders agree that a need exists for a study and subsequent plan to address the evolving facility needs of the school and church.

Focus Area 4: Financial Sustainability

Shifting demographics, which include median income, have impacted a Catholic family's ability to afford a Catholic education. There is a need to address the long-term sustainability of the school's financial operation through review of all revenue sources and capital debt reduction. In addition, a goal of the "Summit on the Future of Catholic Schools in Texas" is to "investigate and advocate for means by which the entire diocesan community, including parishes without schools, can support the ministry of Catholic school education."

Focus Area 5: Development

There is a need to examine the current function of the development program and set forth a plan that will adapt and grow according to the needs and available resources of the school.

Goals and Objectives

Catholic Identity

The school-church relationship was identified as a major focus area. We remain committed to ensuring that the Catholic identity of the school reflects our vision and our call to discipleship. We will continue to provide opportunities for liturgy and prayer, and to further develop the quality of our religious education program. We will foster positive and collaborative school-church partnerships, and challenge our community to “make a difference.”

Goal 1: A collaborative effort will continue to strengthen the relationship between the school and church.

Objectives:

1. Promote increased communication, coordination, and collaboration between the school and church.
2. Increase parishioner ownership of and participation in school programs such as fundraising, volunteering and educational enrichment programs.
3. Encourage members of the school community to participate in parish ministries, programs and activities.

Goal 2: There will be a commitment to increase understanding and appreciation of our Catholic heritage, faith traditions, and Gospel values throughout the school community.

Objectives:

1. Heighten student awareness of vocations.
2. Increase presence and active participation of priests and religious in student activities.
3. Promote Christ-like attitudes and behavior among students, coaches, staff, and parents in extracurricular programs.
4. Teach, encourage, and expect full participation in the Liturgy.

Strategies: We are going to have representative between church and school on various councils and committees.

We will bridge various service and other organizations.

Scholarship opportunities, bulletins, newsletters

Students having more visibility with the parish.

Enrollment

Enrollment is one of the five main focus areas facing the school over the next five years.

While there is potential to increase enrollment in the school, tuition rates, limited financial assistance resources, and community demographics continue to present challenges.

Goal 1: Immaculate Conception Catholic School will develop and implement a recruitment and retention program aimed at maintaining maximum enrollment levels while positioning the school for potential future growth.

Objectives:

1. Take steps in substantially enhance endowments and financial assistance in order to assist families to enroll in the school who are otherwise unable to afford the tuition.
2. Take steps to stabilize and then reverse increases in tuition and fees.
3. Develop financing plans so families can be retained in the school during times of economic struggle.
4. Further develop collaboration with area parishes and the wider community to attract students from parishes without schools and the local geographic area.

Focus Area 3: Financial Sustainability

Financial Sustainability is one of the five main focus areas facing the school over the next five years.

Currently, Immaculate Conception Catholic School derives approximately 88 percent of its income from tuition and fees. If the school is to sustain its educational vision and program, attract and retain an excellent faculty, and guarantee the integrity of the facilities today and into the future, the school must become less dependent on tuition revenue and more dependent upon non-tuition revenue sources. The school will continue to build financial strength to provide the basis for permanence and program excellence, and will expand the school's capacity to attract and retain qualified students regardless of families' financial ability. In addition, the Texas Summit on the Future of Catholic Schools calls for "Best business practices and alternative tuition and funding models, including cost-based tuition/need-based aid, and other financial models be analyzed and evaluated to better insure long term financial sustainability." A further goal is for "the Texas Catholic Conference Education Department with diocesan schools offices to organize training opportunities for government entitlements."

Goal 1: Immaculate Conception Catholic School will pursue alternate funding options that will provide financial support for the school's short and long term operations and reserves.

Objectives:

1. Allocate resources in support of the school's mission, philosophy, and strategic plan.
2. Explore, identify, and implement means to provide additional revenue growth.
3. Emphasize endowment fund growth with a view toward a long-term target that ensures the school's permanence and affordability.
4. Expand financial assistance to enhance the school's capacity to attract and retain a diverse base of qualified students regardless of family economic means.
5. Work with both parishes toward capital debt reduction through investigation of options and alternatives.

Facilities

Facilities are one of the five focus areas facing our school over the next five years. While it is generally agreed that the quality of the school facilities is outstanding, space limitations are one of the major issues confronting the school right now. Steps need to be taken to ensure that the space is maximized, particularly space shared with the church.

Goal 1: Immaculate Conception Catholic School will work with the parish in seeking innovative ways to make the best use of the existing space available in the school facilities.

Objectives:

1. Partner with the parish facilities staff to attain a more coordinated sharing of space with other parish ministries.
2. Work with the parish to explore alternatives to alleviate the current space limitations.

Goal 2: Immaculate Conception Catholic School will enhance school security to make our campus safe as possible for all in the school community.

Objectives:

1. Work with parish staff located in the school building to prevent breaches in security.
2. Educate the entire school community on the security protocol.

Goal 3: Immaculate Conception Catholic School will work with the facilities staff to improve the maintenance of the school's physical plant.

Objectives:

1. Increase indoor and outdoor signage.
2. Annually review and update the Facility Maintenance/Capital Improvement Plan.
3. Beautify and regularly maintain the school grounds.

Marketing, Public Relations, and Development

Development was an area identified as one of the five focus areas. This must foster meaningful relationships within our core parishes and extended community, including parents, alumni, prospective families, employees, and local high schools. We must also expand our brand and reputation to a wider community, and need to more regularly involve our alumni and other parish community members in supporting this initiative. The school must be effectively marketed so that parents see the added value of a Catholic education and want to enroll their children.

Goal 1: Immaculate Conception Catholic School will establish a Marketing & Development Subcommittee to address the school's marketing, public relations, and development needs.

Objectives:

1. Develop a new, focused Marketing & Development Plan for the school.
2. Write a positioning statement that distinguishes Immaculate Conception Catholic School from local public and other private schools, emphasizing the marriage of the value of Catholic identity with academic excellence.
3. Examine the current function of the Development Program and create a plan that adapts and grows according to the needs and available resources of the school.
4. Better communicate the scope and role of development and advancement to the school community.

Goal 2: Immaculate Conception Catholic School will enhance the school's reputation and standing with more aggressive public relations efforts.

Objectives:

1. Educate every member of the school community to recognize and fulfill their role in building a positive image for the school.
2. Increase coverage of school outreach and unique events in local publications.
3. Regularly publicize school accomplishments within the parish community.

Educational Programs

Academic excellence has always been a priority for our school, and our graduates are well-prepared academically. In the current competitive environment, we should take additional steps to achieve even higher levels of excellence. In addition, the Texas Summit on the Future of Catholic Schools calls for “research and develop resources at the national, state and local level,” as well as to “enhance professional development of teachers in terms of addressing special needs.”

Goal 1: Immaculate Conception Catholic School will further develop its strong learner-centered instructional program, which challenges students and supports the school’s mission.

Objectives:

1. Strengthen the continuum of progress between grade levels through practices such as backward design lesson planning and vertical alignment of curriculum.
2. Use data from multiple assessment methods to evaluate group and individual achievement adjusting the instructional program as indicated.
3. Continue to develop the school’s Learning Lab, Title, and Special Education services to assist diverse learners.
4. Continue to develop the middle school program producing graduates prepared for the challenges of high school.
5. Continue to develop extracurricular academic and fine arts competition as enrichment outside the classroom and as preparation for similar programs offered in high schools.
6. Explore additional options for providing summer enrichment programs.

Goal 2: Immaculate Conception Catholic School will comply with Texas Catholic Conference Education Department (TCCED) and diocesan guidelines and regulations.

Objectives:

1. Maintain current resources and textbooks for classroom use.
2. Implement curriculum revisions as distributed by the Catholic Schools Office.
3. Maintain full accreditation status from TCCED.

Goal 3: Immaculate Conception Catholic School will address the personal and social development of students through its guidance and counseling programs.

Objectives:

1. Enhance efforts to promote a bully free environment through additional bullying awareness activities.
2. Enhance efforts to increase awareness of safety issues in relation to technology and telecommunications.

Staffing

Immaculate Conception Catholic School seeks, retains and supports a highly dedicated, talented and diverse faculty of lifelong learners. Our teachers and staff form the basis of our reputation. They guide the students in their overall progress and deliver a true whole-child educational experience. Immaculate Conception Catholic School provides a collaborative environment with numerous opportunities for faculty to grow in their professional lives. In order to attract and retain faculty, we must explore innovative solutions to cost-of-living challenges. In addition, a goal of the “Texas Summit on Catholic Schools” calls to “provide professional development to teachers and staff regarding the cultural differences in the Hispanic, African-American, Asian and other cultures. Include the need to make our schools welcoming environments for students and families of all cultures.”

Goal 1: Immaculate Conception Catholic School will recruit, develop and retain qualified personnel committed to the mission and philosophy of the school.

Objectives:

1. Maintain a competitive compensation and benefits package for professional and paraprofessional staff members through diocesan collaboration.
2. Expand the existing collaborative interview process, where administration and faculty conduct joint interviews as part of the hiring process when possible and applicable.
3. Continue the new staff orientation program, providing new staff members with a mentor and support system during their first year of employment.
4. Create an Annual Staff Development Plan providing on- and off-site professional and spiritual development opportunities for faculty and staff.
5. Increase and maintain the percentage of religion teachers who have completed the Diocesan Catechist Certification Program.
6. Achieve and maintain an acceptable retention rate for professional faculty members.

Community Relations

Immaculate Conception Catholic School seeks to foster opportunities for parents, parishioners and local community members to interact and communicate with our staff and students.

Goal 1: Immaculate Conception Catholic School will examine ways in which it can bring together the school community, building up the partnership between school and home.

Objectives:

1. Improve communication at all levels within the school community.
2. Encourage and recognize parent volunteers that partner with the school to enhance academic, extracurricular, fundraising, and enrichment programs.
3. Continue and encourage high visibility of school and parish leadership.
4. Provide increased parent education in areas such as discipline, the school budget, vocations, guidance and counseling, and our Catholic faith.
5. Foster appreciation within the school community of our cultural diversity.

Goal 2: Immaculate Conception Catholic School will explore new avenues for involvement in the local community.

Objectives:

1. Consider additional ways in which the school can be ambassadors in the community.
2. Promote the school's many community outreach projects.

Technology

Goal 1: Immaculate Conception Catholic School will provide appropriate opportunities for enriching and enhancing the curriculum through the integration of innovative technology.

Objectives:

1. Utilize technology to enhance productivity and communication skills of staff and students.
2. Promote seamless integration of technology into instruction and learning as part of the classroom core curriculum.
3. Provide a safe environment for the utilization of technology.
4. Provide infrastructure and resources to support our technology program.
5. Provide funding for technology beyond tuition.

Vision for the Future

Our vision for the future of Immaculate Conception Catholic School is grounded in the 16-year history of the school and its successes, and is shaped by our strong Catholic identity. It is important to note that this is a shared vision, with support from the entire school community; forming the vision of the school has been a collaborative effort.

The faculty and staff of Our Lady's School continue to be extremely grateful for the blessings that have been bestowed upon our school, our Catholic parishes in Denton and surrounding areas, and in our community at large for this gift of Catholic education. Our goal continues to be to teach as Jesus taught. Our focus is on Catholic formation, academic excellence, and service to God and neighbor. We are grateful for the sacrifice and hard work of all those involved in helping our school to blossom. May the Holy Spirit continue to guide us to new levels.

Our vision is more than just providing top academics and a solid religious education. We seek to ensure that all students are valued, inspired, and have a sense of belonging. We strive to promote excellence in each student, intellectually, spiritually, physically, creatively, and emotionally.

With God's help, we can create a better world for future generations. In the years to come, Immaculate Conception Catholic School will be recognized as a school that stands apart, one in which our school, parish, and local communities are proud and actively involved. I have great hope for the future of our school, and I invite you to share in my faith in the future.

In Him,

Elaine Schad, Principal

Appendices

STRATEGIC PLAN 2012-2017

Preparation

**Five Year Planning Document ICCS Denton	2005 and ongoing
** <i>Renewing Our Commitment to Catholic Elementary And Secondary Schools for the Third Millennium</i>	2005
**Texas Catholic Council Education Department Mandates development of Strategic Plans	Fall 2009
**Advisory Council Appoints Strategic Plan Committee	Fall 2010
** <i>Texas Summit on the Future of Catholic Schools</i>	Spring 2011
**Development of Action Plan Based on Focus Areas	2012 and ongoing

