

IMMACULATE HIGH SCHOOL

EXCELLENCE — BY DESIGN —

STRATEGIC PLAN
2017-2020



IMMACULATE HIGH SCHOOL STRATEGIC PLAN

Contributions made by faculty, staff, administration and Advisory Board

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October 2016*

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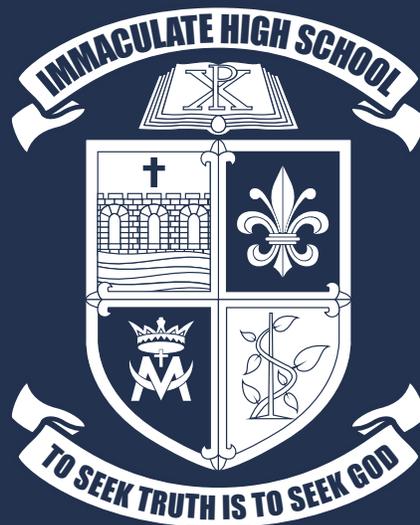


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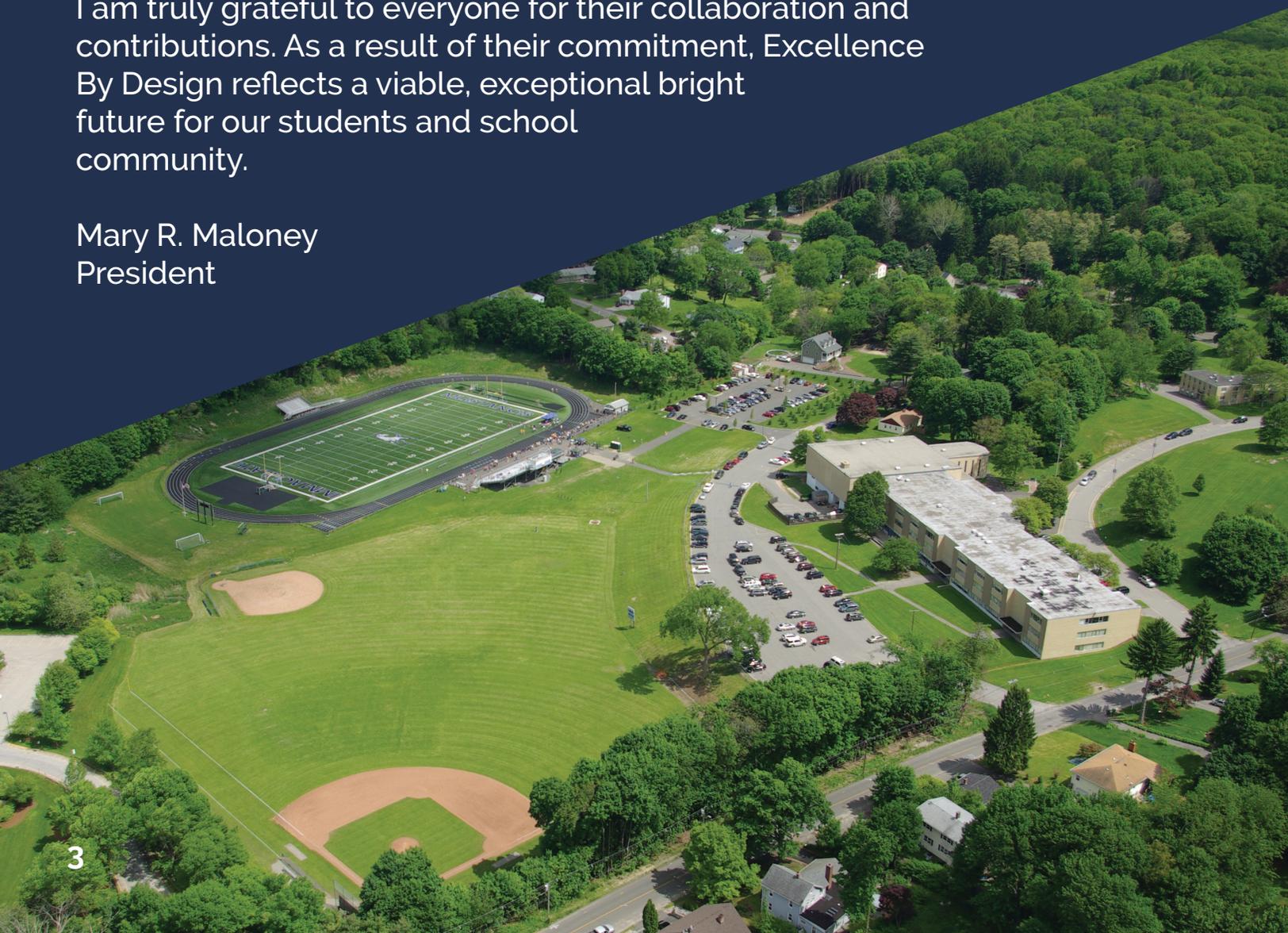
Introduction

Excellence By Design represents the collective involvement and insights of more than 500 members of our community - students, faculty, alumni, staff and administrators - provided valuable perspectives to this plan. As has been the case throughout the strategic planning process, there is inherent and intentional interconnectedness among our strategic priorities and initiatives. The initial framework for the planning was developed through a variety of discussions regarding Immaculate's current and potential future significance.

As we move forward with the implementation of Excellence By Design, we will continue to work together as a community to implement the plan so that Immaculate High School may achieve its goals and vision while staying true to our mission.

I am truly grateful to everyone for their collaboration and contributions. As a result of their commitment, Excellence By Design reflects a viable, exceptional bright future for our students and school community.

Mary R. Maloney
President



Our Strategic Plan

Empowering Respect, Reverence and Responsibility.

EXECUTIVE SUMMARY: OUR APPROACH

This Strategic Plan was developed to articulate the commitment that the administration, faculty, staff and Advisory Board has to identifying the strengths of Immaculate High School and to create school-wide goals that take advantage of those strengths by facilitating an innovative, dynamic environment that further supports opportunities for students to fully prepare for college and beyond. School leadership and board advisors recognize that our core values and mission are the foundation that defines our true purpose and understands that in order to achieve its goals to remain competitive, properly manage operating costs, develop new programs, become more efficient and improve quality, that the approach used to reach planned goals, must embrace the school culture and allow its transform positively.

In the initial phase of developing this plan, feedback from students, teachers and parents was obtained through focus groups, special committees, and electronic surveys. Ongoing outreach to all constituents to determine support, validation and valuable feedback will be conducted regularly through each year of the plan's implementation phases. A careful review of academic and extra-curricular programs provided the Strategic Plan Executive Committee and all other sub-committee members insight on how to meet current challenges and transcend existing boundaries in order to provide additional opportunities for all students. For instance, the renewal of future faculty is a concern in light of anticipated retirements over the next five years. It will require identifying the specific special talents that individual instructors have for certain courses as well a review of how to plan to maintain diversity within the teaching staff. The growing infrastructure needs in classrooms and facility needs requires establishing priorities and ensuring that support is cost-effective. Financial pressures caused from the lack of long-term financial resources requires Immaculate High School to effectively alleviate some of this pressure through a capital project-based campaign, endowment fund, annual giving, planned giving and increasing scholarship funds.

With a 50 year history steeped in tradition, Immaculate High School has been educating and preparing students for the rigors of college, as well as for leading fulfilling and productive lives as Catholics. We are committed to continuing our legacy of success in forming our students into tomorrow's leaders and followers of Christ. Immaculate High School students represent the future of our Catholic faith and they will become instruments for change in our world.

To ensure our school's future vitality, our strategic planning team has evaluated our internal and external environment, identified opportunities and challenges, and established our school's most important priorities. The planning team is comprised of a standing strategic planning committee along with six other committees which focused on core strategic areas. Together, they established a formal strategic plan that reinforces our mission, vision, and guiding principles.

Utilizing a long-term strategic focus, we will be well poised to continue to provide an excellent academic Catholic education with a solid comprehensive curriculum for college preparation including enrichment in foreign language, fine arts, and religion, as well as extracurricular programs that promote teamwork, leadership, social development, and physical well-being.

This strategic plan establishes a clear direction for the course of the school during the next five years and represents the collaboration of many individuals, including school administrators, clergy, faculty, staff, board members, parents, students, and leaders in academia and business. By sharing their expertise and time, they were instrumental in shaping the roadmap for the future of Immaculate High School. We will monitor, measure, and report on the achievement of the action plan quarterly beginning in the 2016-2017 school year.

As we celebrate the past, we look to a very successful future. The achievement of the goals and objectives of the strategic plan is paramount for our school's improvement and success over the next five years.

HISTORY OF IMMACULATE HIGH SCHOOL

Immaculate High School's humble beginnings started as a dream of local pastors who were steadfast in encouraging the school's emergence in a community where no Catholic high school existed. Their inspiration, along with the vision of the first Bishop of the Diocese of Bridgeport, the Most Reverend Lawrence J. Sheehan and the patronage of the second assigned Bishop of the Diocese of Bridgeport, the Most Reverend Walter W. Curtis, resulted in breaking ground in 1961. Parishioners were each asked to contribute one hundred dollars per family to ensure that the vision would be supported financially.

The academic programs grew as well. The curriculum changed dramatically in foreign language, science, social studies, English, computer science, and mathematics under the guidance of the school's Academic Council, which consisted of all department heads. Honors classes and Advanced Placement courses were introduced into the curriculum.

Immaculate High School enrolls 495 young men and women from Grade 9 through 12. Currently, 32% of our students are from the city of Danbury, 63% from the Connecticut towns surrounding Danbury and 5% from near-by towns in New York State. Additional demographics that help define the student body identify 15% as non-Catholic and 85% Catholic. Student ethnicity includes 3 % Hispanic; 11% Asian, Black and Multi-Racial; and 1% American Indian/Pacific Islander.

Since the turn of the century, 99% of the Immaculate graduates have furthered their education with 95% enrolling in their first or second college of choice. Ninety percent of those graduating achieve some form of college scholarship or grant, the total of which exceeded \$19M in 2017. Immaculate High School continues to upgrade and integrate sophisticated technology and state-of-the-art equipment in support of teaching and learning opportunities and preparing responsible students to enter the digital age. Athletics have also expanded to include many outstanding sports, such as football, basketball, soccer, golf, tennis, swimming, baseball, softball, volleyball, track, and cross country.

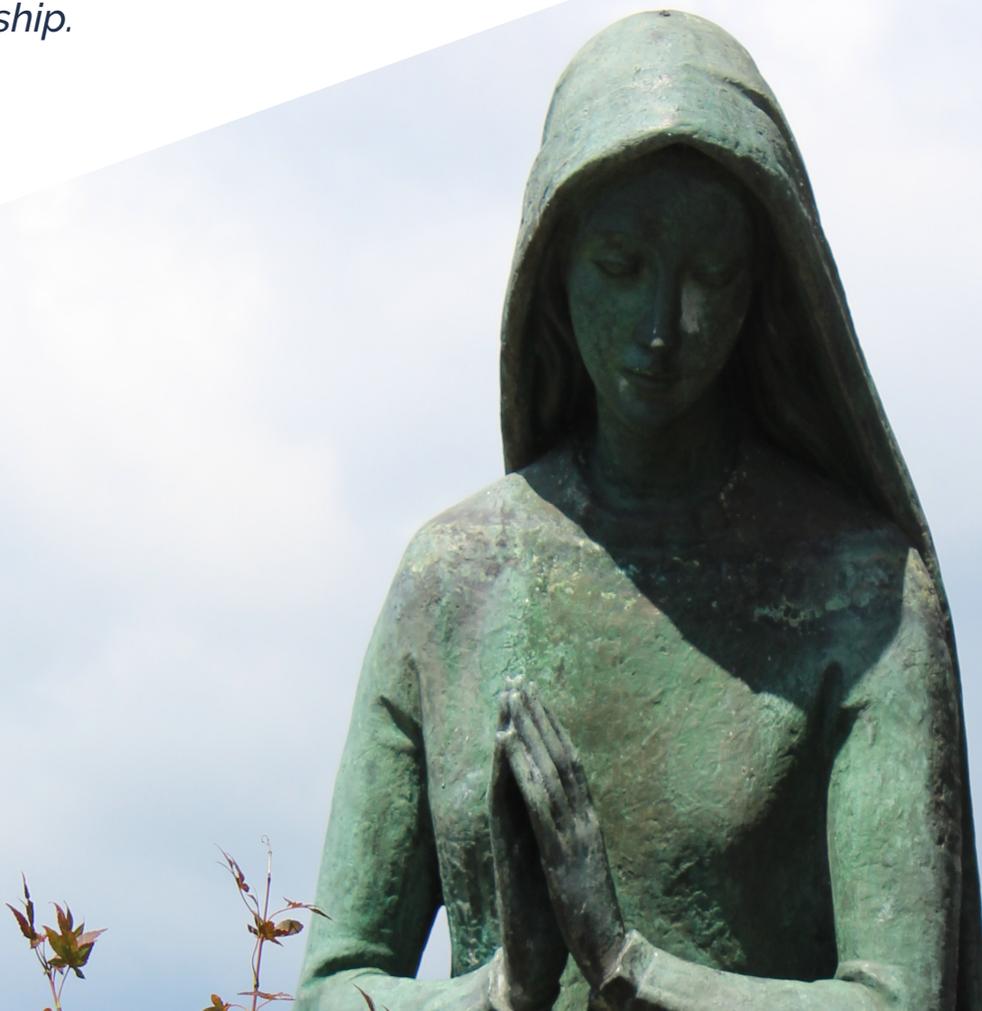
The faculty consists of 60 lay teachers with 99% having earned advanced degrees. Immaculate High School has a tradition of excellence, graduating many National Merit Scholars and Advanced Placement Scholars. Our students continue to excel and exceed national averages on the ACT and SAT tests and, for the past five years, the school has been recognized with the highest SAT scores in the Diocese of Bridgeport.

Immaculate High School has thrived as a college preparatory school with a 99% college acceptance rate for each graduating class. The school continues to live up to its founding mission of excellence in academics, service, athletics, arts, and Catholic leadership. This commitment drives and inspires us to meet the needs of our youth in an ever-changing world.

OUR MISSION STATEMENT

Annual review of our mission statement are conducted to ensure that the mission clearly and concisely signifies the purpose and vision of our school environment. Our current mission statement is as follows:

In the Roman Catholic tradition, Immaculate High School fosters the development of the whole student by nurturing individual spiritual, moral, intellectual, physical and social growth through an academically rigorous college preparatory curriculum that encourages respect, responsibility, reverence, creativity and leadership.

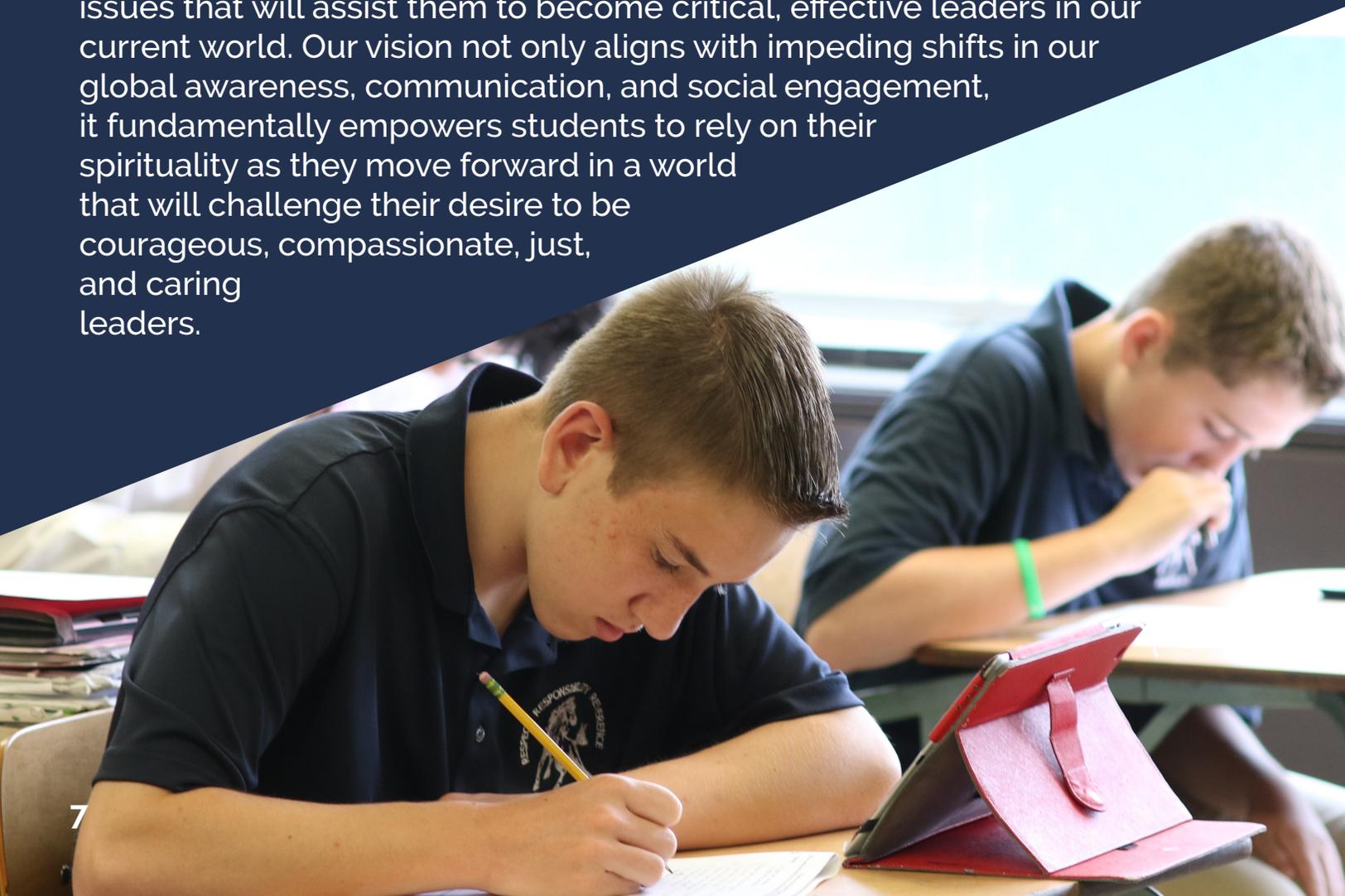


OUR STRATEGIC VISION

Immaculate will be a regional and national leader in secondary Catholic education, well-known for the caliber of its teachers, the rigor and creativity of its programs, the academic, athletic, arts, and service achievements of its students, and the loyalty and generosity of its alumni and extended communities.

We are and will continue to be a Catholic high school that provides an exemplary college preparatory education for students in Grades 9 through 12. It is our vision to encapsulate specific strategies that focus on learning how to lead and becoming agents of change. The leaders of our school need to be models for embracing change, lifelong learning and growth. Teachers need to be leaders and models who encourage inquiry and collaboration. Spiritual leadership will be recognized in every aspect and among every constituency of the school.

The school is currently in an excellent position to challenge itself to provide a progressive, creative and innovative educational approach that aligns to maintaining its heritage while intellectually engaging students by studying issues that will assist them to become critical, effective leaders in our current world. Our vision not only aligns with impending shifts in our global awareness, communication, and social engagement, it fundamentally empowers students to rely on their spirituality as they move forward in a world that will challenge their desire to be courageous, compassionate, just, and caring leaders.



GUIDING PRINCIPLES

The National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools are the foundation that structure our mission, our vision and planning strategies. When measuring Immaculate High School's effectiveness in meeting these benchmarks and standards, the members of the Strategic Plan Steering Committee (SPSC) affirmed the school's ability to meet the standard benchmarks and identified specific strategic goals and objectives in the area of Catholic identity, governance and leadership, academic excellence and operational sustainability.

In addition, the members of the SPSC engaged in six-month SWOT analysis discussions in the areas of Catholic identity, academic and extra-curricular programs, enrollment, technology, finance, governance, facilities and development. Feedback from surveys completed by parents, staff, alumni and students were reviewed and used to support or initiate specific goals and objectives of this Strategic Plan.



OVERARCHING STRATEGIC PLAN ISSUES AND GOALS

Our strategic roadmap defines mobilization of the following overarching target goals.

CATHOLIC IDENTITY

Enhance the academic, retreat and community service offerings to promote improved individual spiritual awareness as well as collaborate with other institutions to provide opportunities for parents/guardians, teachers and staff to grow in the knowledge and practice of the faith.

ACADEMICS

Further develop, implement and continuously improve, through faculty collaboration in professional learning communities, the effectiveness of the curriculum and instruction to provide for students to participate in personalized, blended learning opportunities that result in their ability to exceed national levels of academic performance standards.

MARKETING AND ENROLLMENT

Commit to messaging the primary tenets of the school and school mission with the intent of maintaining 125 students per grade.

CAMPUS CAPITAL IMPROVEMENTS

Ensure that the facilities provide a safe environment and meet the needs of student programs and school operations.

FINANCIAL SUSTAINABILITY

Create a reasonable and attainable five-year financial plan that reflects the school's sustainability based on enrollment, closing the gap between the costs associated with educating a student and an affordable tuition rate, and advancement projections as well as capital, program and staffing needs.

DEVELOPMENT AND ADVANCEMENT

Establish a refined plan that sets reasonable target goals for fundraising and philanthropic giving to support the increasing tuition, scholarship and capital needs.

ALUMNI ENGAGEMENT

Utilize existing data to further engage alumni in events and increased support for school capital needs.

LEADERSHIP GOVERNANCE

Review existing governance model and analyze its effectiveness.

Strategic Operational Plan Overview

CATHOLIC IDENTITY/MISSION EFFECTIVENESS

The identified purpose of our mission statement is to promote the value of living the Christian way of life according to our Catholic faith; we strive for an increased growth in knowledge, commitment and awareness of each student's spiritual life.

GOAL

Immaculate High School will be known as one of the pre-eminent Catholic learning organizations in the greater Danbury area by enhancing its presence and relationships with the Catholic, diocesan and the local community.

STRATEGIC PRIMARY OBJECTIVES

Intentionally connect community service, retreats, liturgies, and our religious curriculum with the greater school community.



Goal Statement #1

Strengthen community participation in the practice and understanding of the Catholic faith.

- Coordinate the content of retreats with religion classes with service programs to provide meaningful and appropriate experiences at each grade level.
- Add adult faith formation programs and retreats, emphasizing the school's charism.
- Strengthen the understanding and the participation of being spiritual leaders among teachers and administrators within and across departments.
- Improve the length of Campus Ministry meetings and foster increased participation of its members to lead daily after school prayer services in the Chapel prior to after school activities.
- Increase awareness and education about Church ministries including discernment.

Goal Statement #2

Increase participation in meaningful community service.

- Strengthen our existing ministry partnerships in the greater Danbury community to better meet community needs.
- Offer well-designed, planned mission trip opportunities for students and adults in the United States and overseas.

Goal Statement #3

Increase faith-based opportunities for students.

- Increase faith-based venues to provide opportunities for students to experience their faith with other teens outside the school.
- Increase participation in annual teen events such as Steubenville Youth Conferences, Fan the Fire and World Youth Day to a minimum of 20% of the school's student population.
- Plan and host teen presentation or concert for school and local Danbury area teens at the school or other appropriate venue to accommodate the number of registered students.

CHALLENGES

- Clergy availability is limited.
- Programs rely heavily on fundraising and private donors.
- Capital improvements/other needed in chapel: windows, carpet and seating.

IMPLEMENTATION AND MEASURING EFFECTIVENESS

- Work with finance and facility teams to create a realistic plan to fund capital needs by the year 2019.
- Partner further with the Diocese of Bridgeport, parishes and local community organizations to broaden community service opportunities and increase student, family participation.
- Provide additional professional development and faith-based engagement opportunities for all staff members.
- Host community-wide events to encourage non-school teen-aged participants to engage in faith-based presentations, concerts or day retreat programs.
- Create an improved, detailed program operating budget for finance committee and school administration review with the intent of incrementally increasing the need to fund mission trips/other.
- Ongoing review and monitoring of student participation and effectiveness of programs being offered.
- Conduct an annual survey of students, parents and staff.
- Obtain immediate program feedback from students, parents and staff.



STRATEGIC TARGET GOALS AND OBJECTIVES:

ACADEMICS AND STUDENT LIFE

The programs and instructional staff are in compliance with state, national and Diocesan standards. Program priorities are focused on rigor, encouraging creativity and discovery of knowledge and truth within a Christian learning environment. Faculty and staff are charged with challenging and preparing students to be leaders in college and beyond.

GOAL

Immaculate High School will continue to promote a community of inquiry that values a creative, interdisciplinary, inquiry-based, student-centered, innovative approach to learning that is founded on research-based pedagogy and achieving college preparedness. The school will provide a regionally and nationally recognized college preparatory program where all members of the school community are dedicated to work collaboratively and encourage exemplary academic standards, student improvement and effective leadership. The student extracurricular program provides flexibility to allow every student an opportunity to participate in a broad array of interests with the ultimate purpose of enriching student awareness, expanding their abilities and preparing for their future.

STRATEGIC OBJECTIVES

- Provide exemplary teaching guided by the school's mission defined by responsibility, reverence, and respect.
- Enhance the existing well-defined and deliberately-designed curriculum to encourage collaboration, and improve blended learning capabilities, semester courses, ECE and distance-learning offerings, coupled with cultivating student-centered creative, inter-disciplinary technology advancements.
- Refine and expand our high school program offerings to middle school students in math, science and English.
- Expand existing co-curricular programs to increase offerings with the intent of cultivating well-rounded development of the student.
- Annual incremental improvements in the school program calendar and class schedules that optimizes opportunities to encourage collaboration, academic, personal, professional and spiritual growth by the year 2021.
- Analyze and plan for a progressive counseling model that empowers maximizing opportunities for learning and college studies.
- Maintain a 120:1 student to counselor ratio with the intent of maintaining a knowledgeable rapport between students and counselors.



Goal Statement #1

Enhance focus and deliberate program planning on student health and wellness.

- Provide additional awareness programs/assemblies.
- Implement a student advisory program.
- Collaborate with school therapist to identify areas of student/family emotional needs.

Goal Statement #2

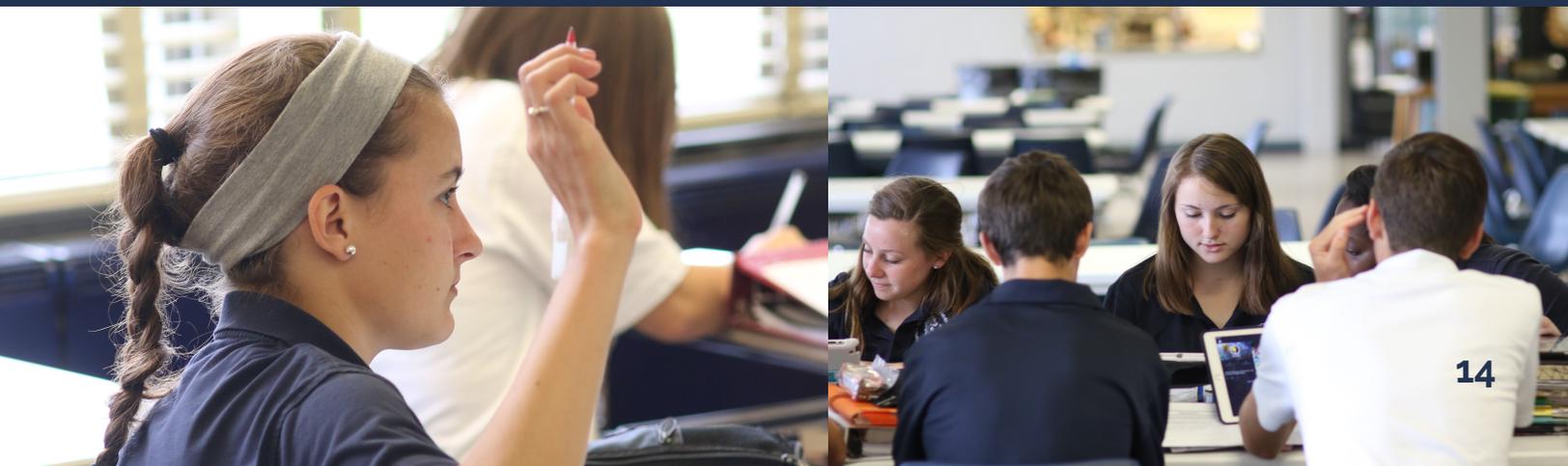
Research best practices in the areas of program and scheduling.

- Review, analyze and discuss program offerings, types of schedules, length of instructional time/day offered by Catholic, private and public schools.
- Provide professional development for teachers based on any revisions in program/scheduling.
- Analyze and refine resources available to teachers to accommodate program revisions.
- Review and implement mandated core requirements; increase and introduce suggested courses of finance, wellness, credited community service, four years of math and a minimum of one capstone project.

Goal Statement #3

Increase student performance on standardized testing.

- Provide teacher professional development that focuses on creating instructional plans using ongoing student data analysis.
- Increase professional development for all counselors and counseling support staff to provide robust student college planning and consultation.



CHALLENGES

- > Financing facility and program needs adequately.
- > Academic and enrichment program offerings are dependent upon student enrollment.
- > Limited facilities and resources.

IMPLEMENTATION AND MEASURING EFFECTIVENESS

> Establish standardized testing score targets to meet or exceed National Blue Ribbon qualifications by incrementally increasing SAT scores to become eligible candidate for a national Blue Ribbon School which in 2016 was an SAT average of 589/ACT score of 24.5. Currently, the school is proud to maintain the highest SAT scores in the diocese, to be above national averages and reports the following five year rolling average:

- > Critical Reading 524, 24 points above the state average of 500
- > Math 533, 33 points above the state average of 500
- > Writing 530, 33 points above state average of 497

- > Improve measurable instructional practices and collaboration among teachers.
- > Attain a 10% increase of acceptances in top 100 colleges and universities.
- > Achieve a measurable increase in program diversity, student mental wellness and merit award recognitions.



STRATEGIC TARGET GOALS AND OBJECTIVES: MARKETING/ENROLLMENT

The enrollment process assures that those students who enroll are appropriate, given the school's mission, and are likely to benefit from their experience at school. Enrollment management ensures sustainability through rigorous admission and marketing practices that include all school member constituents.

GOAL

By researching best marketing and recruiting practices used by higher education institutions, Immaculate has been able to increase its student population by 24% over the past four years. Improved messaging, data analysis as well as reaching into non-parochial sectors has broadened our constituency relationships and marketing demographics. The goals for the next five years is to further increase those relationships to ensure a strong, diverse student population.

STRATEGIC OBJECTIVES

- > Maintain full capacity of a diverse, 500 student population which includes a maximum representation of 10% international students.
- > Improve diversity among international students recruited and increase partnerships with local public, private and parochial schools.
- > Continually grow awareness of the school programs, and student success through a well developed 5-year marketing plan that identifies additional successful school data, diversity, program expansion, and program value (ROI).
- > Create a new, clearly defined marketing plan that reflects five-year trends and future goals.
- > Collaborate with Director of Alumni Relations and existing alumni committees to further increase alumni engagement, alumni scholarships and endowment plan with the intent of sustaining enrollment.



DESTINATION: IMMACULATE

WHERE YOUR JOURNEY BEGINS.



Goal Statement #1

Increase diversity in student population.

- Increase recruitment efforts from public and private middle schools.
- Create marketing materials that are written in both English and Spanish.
- Broaden membership on school Enrollment/Marketing Committee to include public institutions and college admissions representatives.
- Encourage Diocese of Bridgeport and Hartford to support requests to provide e-mail and mailing address contact information for parents who have students enrolled in religious education programs.
- Build relationships with prospective students at local area public schools and Religious Education Program Directors.

Goal Statement #2

Create a five-year marketing plan that identifies segmentation and financial planning for recruiting and program marketing.

- Identify lead person to manage the creation of a five-year marketing plan.
- Review marketing plans created by other high schools.
- Analyze and measure effectiveness of current plan.
- Review trends of enrollment and demographics.

Goal Statement #3

Collaborate with all school operation committees to identify messaging and best practices.

- Meet with faculty and school administration regularly to discuss programs and student achievements.
- Meet with administration and committees to review application, scholarship and financial aid policies.
- Meet with finance and facility committees to identify plans for capital improvements and share feedback from prospective families with regard to facilities.

CHALLENGES

- > Unplanned economic downturn
- > Incremental increase in tuition as a result of increase in operating costs
- > Staff turnover and leadership transitions
- > Public opinion and confidence in Catholic school system
- > Improvements in local public school student performance, course offerings and facilities

IMPLEMENTATION AND MEASURING EFFECTIVENESS

- > Wait-list for new student acceptances
- > Increase in student scholarship offerings
- > Diversity on Enrollment/Marketing Committee
- > Effective implementation of a 5-year marketing plan and staff.



STRATEGIC TARGET GOALS AND OBJECTIVES: TECHNOLOGY

Technology planning purposefully engages all constituents, includes growing the business through the lens of the school's short and long-term innovative academic, communication and operation goals.

GOAL

It is the intent of the school administration, staff and Advisory Board to maintain the existing technology infrastructure and adapt to any increase in needs due to improved technology platforms or increase in users. Using continual research, creation of a recovery plan and monitoring of our systems, the management of the business conducted using technology is secure and reviewed monthly. The hardware and software inventory is maintained regularly and is used to dictate replenishing or eliminating specific software and/or hardware. Technology planning purposefully engages all constituents, includes growing the business through the lens of the school's long term innovative operation goals.

STRATEGIC OBJECTIVES

- > Improve student academic achievement through the use of technology with a target of fully integrating technology into the academic curriculum.
- > Ensure that all educators are proficient in the use and integration of technology and ongoing professional development activities are provided.
- > Ensure that we have the capacity, infrastructure, staffing, and equipment to meet academic and business needs for effective and efficient operations.
- > Ensure that resources are available for all students, regardless of race, ethnicity, income, geographical location, or disability, so they can become technologically literate by 12th grade and achieve their academic potential.
- > Develop a continuous process of evaluation and accountability for the use of educational technology as: a teaching and learning tool, a measurement and analysis tool for student achievement, and a fiscal management tool.
- > Develop a schema of current and future financing requirements to support the Technology Plan.
- > Develop a telecommunications services plan that will support both instructional needs and administrative requirements.



Goal Statement #1

Run the School - Maintain a technology infrastructure and keep the systems running and healthy to sustain a technology enabled learning environment with little to no disruption to the faculty or student experience.

- > Upgrade the Gym audio system:
 - > Install new equipment (receiver and transmitter) and rack and reposition the speakers.
- > Increase technology support staff to maintain increase in service levels:
 - > Add a support service to manage day-to-day tech support requests.
 - > Technology Coordinator to focus on implementing technology strategic plan
- > Conduct WiFi density review:
 - > As the school population increases, analyze the effectiveness of the existing access points and WiFi infrastructure.
- > Upgrade the Purchase Order software:
 - > Purchase and install the new PO generation and management software.
- > Establish one platform/one approach (platform standardization) for teachers:
 - > Create a comprehensive learning administration platform for teachers and students to use.

Goal Statement #2

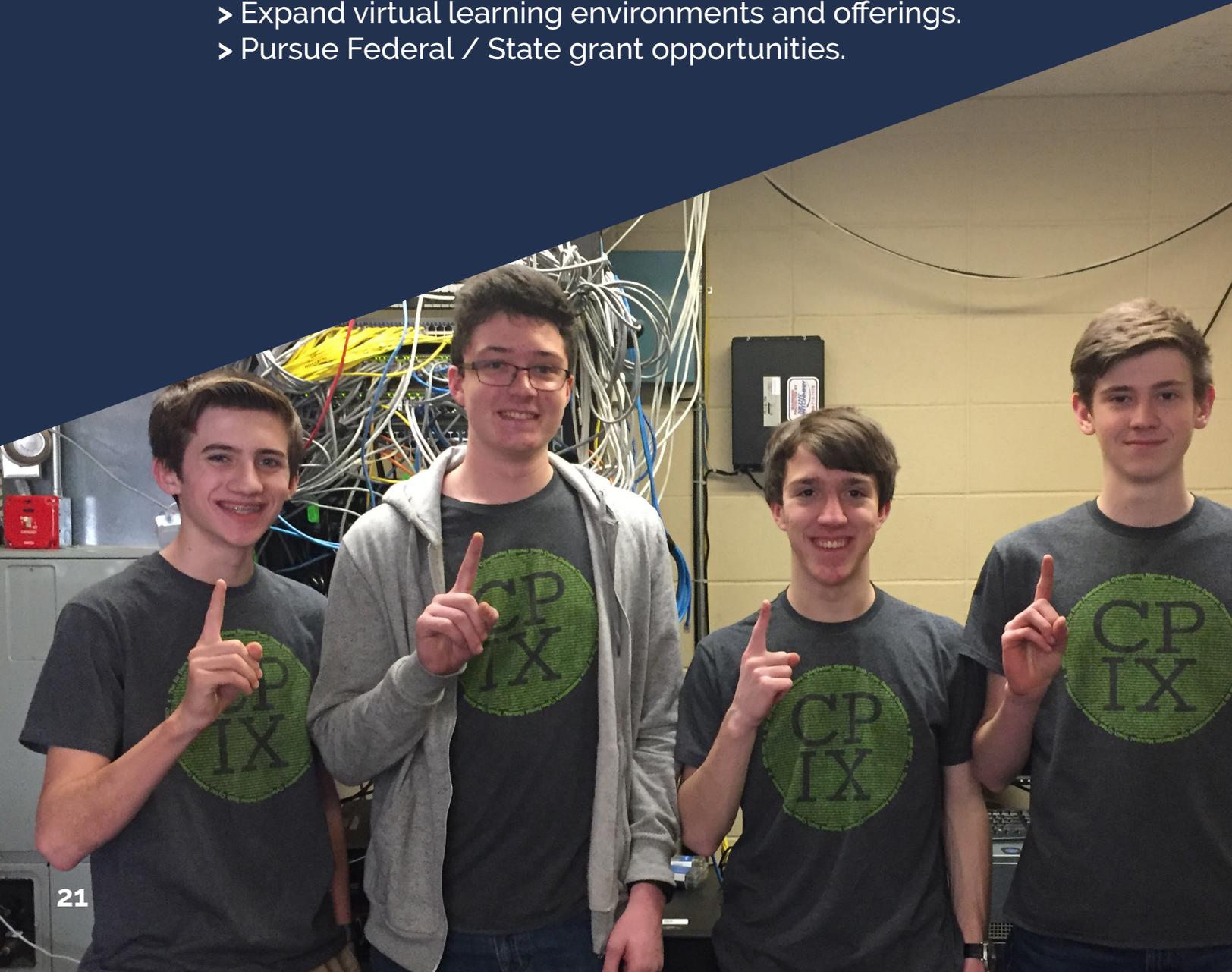
Secure the School – Ensure technology enabled security systems are in place and maintained to protect both the physical and virtual security risks to people and information.

- > Bolster/increase security – Add video cameras in stairwells & parking lots.
- > Synchronize the facilities improvements technology opportunities.
- > Increase IT related financial processes & controls.
- > Bolster IT security processes & controls:
 - > Review procedures regularly for Internal Security especially when we add new software.
 - > Review back up procedures to be sure that ALL data is secure.
 - > Review information security infrastructure and processes at least annually.

Goal Statement #3

Grow the School - enhance the technology service offerings to enable the school's long-term goals and overall student experience.

- Flipped classroom – leverage capacity in place for teachers to deliver in this format.
- Target restricted donor marketing campaign.
- Expand technology learning offerings:
 - Expand tech curriculum to focus on base skills for needed tech careers.
 - Establish a mentoring program.
 - Create an Innovation Lab for experimental learning.
 - Look at 'Girls Who Code' program or other female oriented tech programs.
 - Upgrade the Gym Screen & Projector.
 - Expand virtual learning environments and offerings.
 - Pursue Federal / State grant opportunities.



CHALLENGES

- Budget and facility constraints
- Maintaining current training and proficient skills among all users

IMPLEMENTATION AND MEASURING EFFECTIVENESS

- Achieve measurable increase in student success due to supportive technology infrastructure for academic programs.
- Increase partnerships with community donors.
- Attain financial goals to support technology software and hardware requirements.

STRATEGIC TARGET GOALS AND OBJECTIVES:

FINANCIAL SUSTAINABILITY

Technology planning purposefully engages all constituents, includes growing the business through the lens of the school's short and long-term innovative academic, communication and operation goals.

GOAL

Financial oversight for budgeting, financial planning, reporting and the monitoring of internal controls is a high priority in order to maintain school financial operations sustainability. Capital expenditure and investment planning are integral factors that are integrated into the strategic plan objectives and initiatives. Currently, Immaculate High School derives approximately 80 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 its integrity, the school must diversify and sustain its revenue sources. The school will continue to build financial strength to provide the basis for an excellent college-preparatory program and will expand the school's capacity to attract and retain qualified students regardless of families' financial ability. Best business practices and alternative tuition and funding models and closing the gap between the cost per student and operating costs will be analyzed and evaluated insure long term financial sustainability. Continuous ongoing reviews of alternative government grant funding or private funding will be conducted.

STRATEGIC OBJECTIVES

- Create a comprehensive five-year financial plan to meet the goals and objectives of the school strategic plan.
- Allocate resources in support of the school's mission, philosophy and strategic plan.
- Identify best practices recommended by professional organizations such NBOA and evaluate potential implementation at Immaculate High School.
- Analyze and interpret cost functionality associated with governance model options.
- Align facility and technology funding needs with enrollment and development/ endowment plans.
- Explore, identify and implement means to provide additional revenue growth. administrative requirements.

Goal Statement #1

Continue to maintain an operating budget that is mission-focused, addresses financial needs and long-term viability.

- The oversight of preparing and maintaining the school budget will be conducted by the school's existing board.
- School administration, business office and board finance committee will collaborate with all school management committees to ensure that reliable, feasible financial planning is maintained.
- Create a plan that closes the gap between cost per student and tuition income.
- Improve cash flow management planning.

Goal Statement #2

Grow revenue streams beyond student tuition and fees.

- Engage in professional opportunities for school administrators and school advancement team members to foster relationships in the local business community.
- Increase alumni participation in annual giving by 10% year-to-year through planned investment incentives.
- Research resources and best practices used by other Catholic schools.

Goal Statement #3

The school continues engage in flexible and transparent practices that provide clear financial accountability to all of its constituents.

- Continue to conduct an annual audit and prepare annual brief for public viewing on the website and in printed publication (s).
- Review financials quarterly with board financial committee members.
- Conduct continuous self-review of all financial practices and policies used by the administration and school business office.
- Provide annual professional development opportunities for the school business office and administration with the intent of becoming more knowledgeable about financial accountability practices.

CHALLENGES

- Enrollment decline due to lack of confidence in Catholic schools and financial management.
- Revisions and changes associated with investment banking re current market.
- Administrative and committee leadership transitions.
- Slowdown in local and national economies.

IMPLEMENTATION AND MEASURING EFFECTIVENESS

- Close the gap between cost of educating a student and tuition income.
- Achieve financial plans and outcomes.
- Significant/proportional gains in donor giving programs meet/exceed operating expenses.
- Achieve year-to-year balanced operating budget that demonstrates an increase in capital spending.
- Complete depletion of loan payments for capital expenses

STRATEGIC TARGET GOALS AND OBJECTIVES:

PLANNED CAPITAL IMPROVEMENTS

Building to execute the vision of the school to provide excellent educational opportunities for all students.

GOAL

As a result of the ongoing increase in student enrollment, a one-time state security grant, a small project giving campaigns, and energy-savings program, an excellent, professional and diverse Facilities Committee in collaboration with school administration has been able to identify and address how to improve basic facility needs such as HVAC, roof, and primary security issues. Identifying and setting priorities for improving the school's learning environment through enhanced external and internal safety and resources has been a plan of action since 2014. In 2015, research was conducted by a private firm to determine the feasibility of a capital campaign so that the committee members and administration may move forward with additional facility needs.

STRATEGIC OBJECTIVES

- Improve infrastructure to reduce operating costs.
- Improve the security and safety of users of the property.
- Collaborate with all committees to identify educational environment needs.
- Create an effective capital plan.



Goal Statement #1

Ensure facility sustainability and growth through support from the community and donors.

- Create a realistic five-year capital project plan that identifies capital needs of the school.
- Collaborate with finance and development committees to determine funding short-term and long-term capital projects.
- Administration and advisory committees to provide information as necessary to ensure the success of the proposed capital project plan
- Research and apply for appropriate grants to help support proposed projects.

Goal Statement #2

Ensure the safety and security of all users of the building.

- Create a plan that encourages quarterly assessments of school grounds including but not limited to security lighting, driveways, curbing and security cameras.
- Conduct student and parent surveys to obtain feedback on existing building and grounds.



CHALLENGES

- > Funding

IMPLEMENTATION AND MEASURING EFFECTIVENESS

- > Launching a successful project-based capital fundraising program.
- > Expanding facility offerings to accommodate student learning.
- > Implementing additional, successful safety and security measures.
- > Support from the community and donors to ensure facility sustainability and growth.

STRATEGIC TARGET GOALS AND OBJECTIVES:

LEADERSHIP AND GOVERNANCE

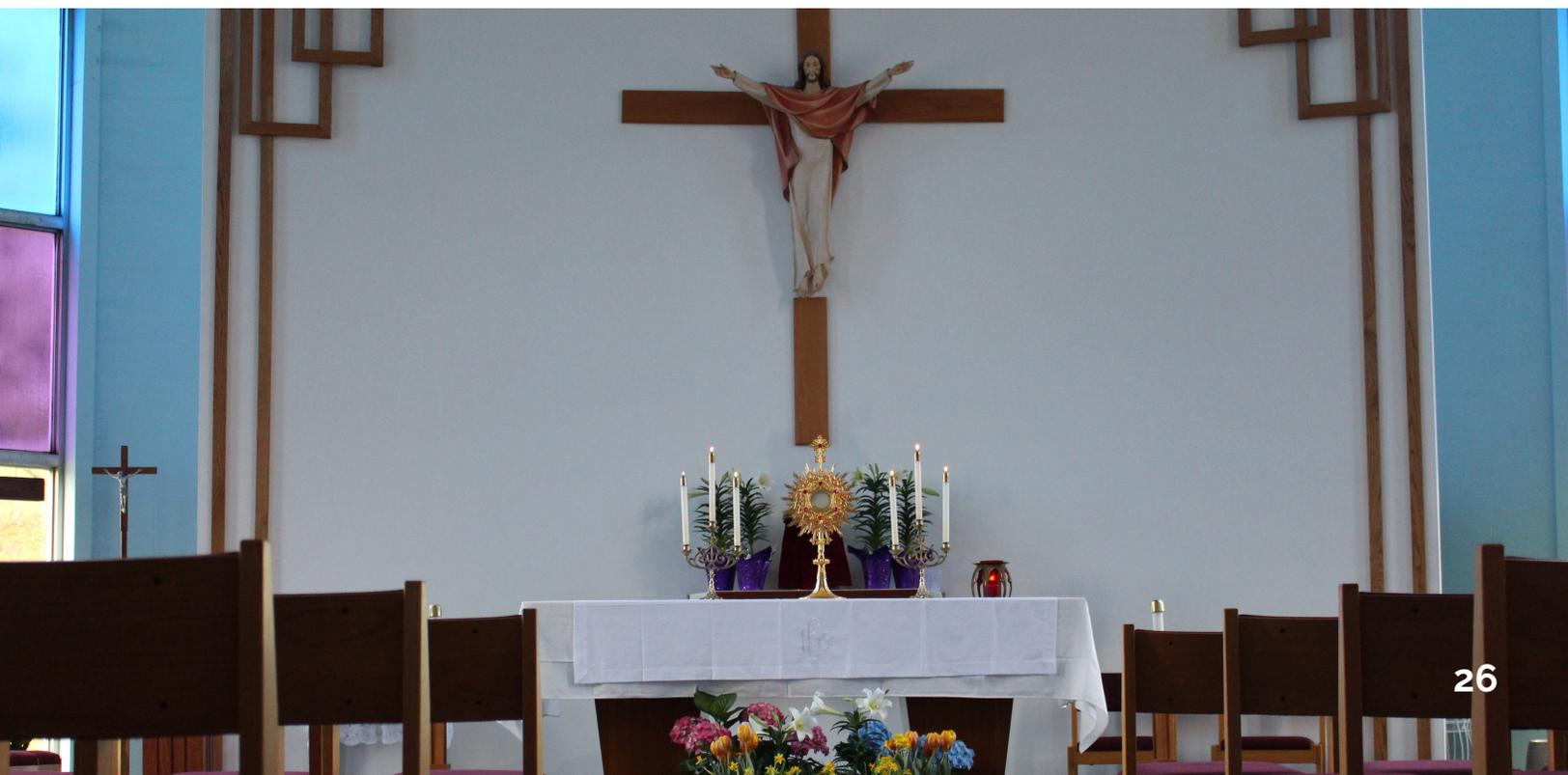
The vision and mission of Immaculate High School is designed to focus on how our faith integrates with the learning process in educating the whole person. The governance structure clearly defines roles among ownership, governance and administration.

GOAL

To review current governance model and create a plan that would either strengthen existing model or create a new model that would be in concurrence with the vision of the Office of the Bishop of the Diocese of Bridgeport.

STRATEGIC OBJECTIVES

Comply with the recommendations initiated by the USCBB reports as well as the Office of the Bishop of the Diocese to redefine the President-Principal administrative model with a Head of School-Assistant Head of School model by 2020-21 school year. Model will include fiduciary board, re-alignment of budgetary and personnel decision-making as well as continuous review of re-defining existing leadership roles and implementing specific strategies that align with the mission of the school.



Goal Statement #1

Commit to a vision of high expectations for student achievement and quality instruction and define clear goals toward that vision.

- Review school performance data bi-annually.
- Engage department PLC to participate in planning for continuous student improvement.

Goal Statement #2

Focus on school policies to improve student achievement and school culture.

- Review operating policies annually.
- Increase parent engagement in student learning and programs by 10%.

Goal Statement #3

Work collaboratively with staff and the community to establish a strong communications structure to inform and engage both internal and external stakeholders in setting and achieving goals.

- Invite parents to participate in administrative focus groups.
- Foster an annual increase in alumni engagement.
- Obtain parent and staff feedback on effectiveness of school communications.

Goal Statement #4

Align and sustain resources to build shared knowledge, values and commitments.

- Align academic and technology goals with school vision.
- Provide additional opportunities for professional team development.
- Review mission statement annually.



CHALLENGES

- > Changes in leadership roles
- > Adapting to change in governance model

MEASURING SUCCESS

- > Transition and training of personnel is successful.

STRATEGIC TARGET GOALS AND OBJECTIVES: ADVANCEMENT

The charism of the school of forming the whole person in spirit, mind and body is attained when our mission is achieved with and through the unity of the whole community.

Immaculate High School is recognized and respected for its ability to communicate the good news of its successes and its needs for philanthropic support so that we may provide an excellent education for deserving students. A culture of giving among parents, parishioners, alumni, local businesses, and staff has been fostered particularly in the past eight years. School financial planning has been focused on school sustainability which is based on student enrollment and operation costs. Efforts to align the costs of educating a student as compared to tuition income are continual but not yet reached. As a result, development plans still must focus on raising monies for school operations as well as scholarships and special projects. The focus of identifying and engaging donors since 2014 has increased donor participation from 1011 donors (\$919,828) to 1214 donors (\$990,885). This data reflects a substantial increase in alumni donorship (237 to 449). Future plans include increasing alumni donorship by 30% over three years, by increasing individual donor giving and identifying additional sources for support through a comprehensive development plan that includes a more diversified and refined philanthropic approach to attracting individuals to engage in planned giving through trusts and bequests.

GOAL

To generate an increase in revenue to expand opportunities for the school to provide an excellent learning environment.

STRATEGIC OBJECTIVES

- > Identify the financial needs of the school.
- > Increase alumni, community and family giving.
- > Collaborate with administration to formulate an effective advancement plan and case for philanthropic support.
- > Devise and create development policies that assist with increasing donor giving.



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Goal Statement #1

Provide renewed opportunities to engage all constituents.

- Review existing platforms and assess effectiveness.
- Engage in annual professional development for Advancement staff to remain informed on new strategies for donor engagement.

Goal Statement #2

Utilize donor giving data to identify specific trends of donor giving.

- Advancement team to identify growth/lack of growth in targeted segments and create a giving plan that is specific to the existing data.
- Collaborate with marketing team to create a comprehensive marketing plan to increase donor engagement at school activities/events and giving opportunities.
- Identify and pursue visiting alumni/other constituents by offering offsite gatherings.

Goal Statement #3

Target 5% year-to-year increases in annual giving to meaningfully increase the school's annual fund.

- Continually research methods and platforms used to increase donor giving for annual fund drives.
- Create a more formalized messaging of annual fund purpose and need to encourage increased participation and giving at events to raise monies for the annual fund.

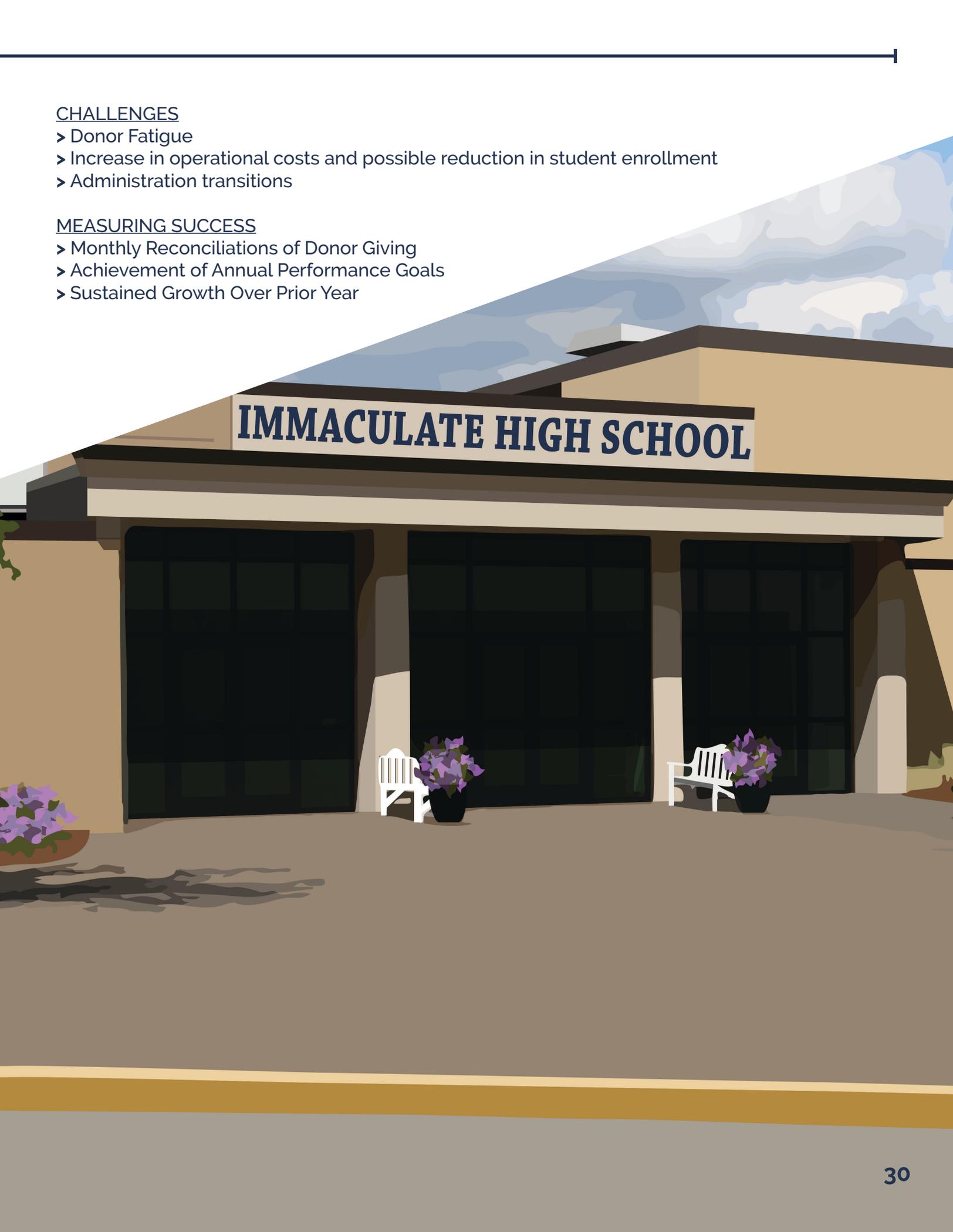


CHALLENGES

- > Donor Fatigue
- > Increase in operational costs and possible reduction in student enrollment
- > Administration transitions

MEASURING SUCCESS

- > Monthly Reconciliations of Donor Giving
- > Achievement of Annual Performance Goals
- > Sustained Growth Over Prior Year

An illustration of a school building with a sign that reads "IMMACULATE HIGH SCHOOL". The building is tan with dark window frames. There are white benches and purple flower pots in front of the entrance. The sky is blue with white clouds.

IMMACULATE HIGH SCHOOL

