



*Immaculata High School  
Strategic Plan*



*"For with these plans, we shall bring the future into the present."*





*Dear Immaculata High School Family,*

To remain true to its mission, an institution must adapt to changing situations and circumstances. Strategic plans, taking changing dynamics into account, are created to enable an institution to stay on course while adapting to both an evolving environment and the needs of those it serves.

I'm proud to present to you, then, the output of an historic undertaking by the Immaculata Administration, Faculty and Advisory Council: a strategic plan that maps our path to a long, sustainable and successful future for Immaculata High School. Covering both immediate needs and those as far as three years out, the strategic plan will be updated each year on a rolling basis to reflect the needs of the people we serve.

When in August 2014 we hired Immaculata's first lay principal in our 52-year history, the change prompted significant self-reflection, including an evaluation of the relevancy of our mission. The secularization of the world around us impinges on our families and students, and we wanted to ensure that we lived up to our promise of an outstanding academic and truly catholic education for our students.

To help us in that assessment and the subsequent strategic planning, we engaged the support of the Center for Catholic School Excellence at Mount Saint Mary's University in Emmitsburg, Maryland. A group of our administrators, faculty and Advisory Council members worked hand in hand with their team to generate the basis of the plan that will guide Immaculata to vibrant institutional growth over the long term.

I am proud to present here the strategic plan goals and objectives that will ensure we achieve our mission. I am confident that it will guide Immaculata High School and the entire Spartan family of parents, students and alumni boldly into the future, forming future generations of students who will serve as tomorrow's leaders in our communities. With God's grace, the intercession of Mary Immaculate, and the support of this great school community, we will achieve our goals.

*Sincerely,*

*Monsignor Seamus Brennan*

# Our Mission:

The Immaculata High School Community is committed to the development of the whole person by integrating a challenging academic curriculum with Christian values, rooted in the Catholic tradition, while providing activities that promote spiritual, intellectual, physical, emotional, and social growth.



# Our Pillars:

*Faith*

*Scholarship*

*Service*

*Friendship*



# Goal 1:

## Mission & Catholic Identity

Immaculata High School will continue to build on the I.H.M. tradition, and remain steadfast in teaching the truth of the gospel and faithful to the Magisterium of the Church. The school will make its four Pillars Faith, Scholarship, Service and Friendship more visible and integrated into the daily lives of administrators, staff, students and faculty.



- Objective 1: Connect the Mission to daily life by making the four pillars prominent around campus, on our website and in all communications.
- Objective 2: Develop impact statements and share with faculty and staff to ensure that all understand and support the four pillars of our mission.
- Objective 3: Partner with a Catholic University to provide professional development opportunities to assist faculty in integrating faith into all subject areas.



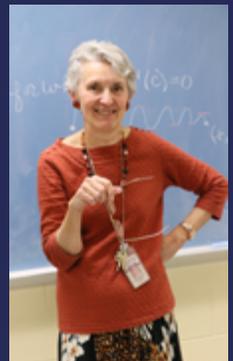
# Goal 2:

## Governance

Since its founding in 1962, Immaculata High School has been blessed with the charism of the religious sisters of the Immaculate Heart of Mary, who have served as faculty and administrators. Even today, their spirit and philosophy continues under exceptional and dedicated lay leadership. Many of today's faculty were taught by the I.H.M. sisters and are imbued with their spirit and professionalism. Through attention to Governance, Immaculata will maintain that spirit in a competitive educational environment that demands excellence and accountability.



- Objective 1: Immaculata will re-define the Administrative Cabinet roles in order to provide more responsive and transparent leadership structure for all stakeholders.
- Objective 2: The Administrative Cabinet will broaden current faculty evaluation instruments to include aspects of the Differentiated Supervision and Staff Development model to more effectively uphold our rigorous academic standards.
- Objective 3: The Administrative Cabinet will review and revise current recruitment, hiring and mentoring policies in order to maintain the highest quality teachers and staff.



# Goal 3:

## Curriculum

The path to college is unique for each student. Immaculata will provide professional development opportunities for its faculty so that they will continue to provide different learning opportunities for our students. All students will be challenged to reach their full potentials so as to gain access to the college of their choice.



- Objective 1: Immaculata will reorganize the Curriculum Coordinating Council to ensure that all curricula are consistently updated to reflect best practices and 21st century skills and to ensure that expectations for AP, Honors and College Prep courses are realized.
- Objective 2: Immaculata will create a partnership with a Catholic University to serve as a source for future teachers and to bridge the gap to college.
- Objective 3: Immaculata will develop a close bridge between I.H.S. and I.C.S. and with other catholic schools to ensure a smooth and flawless transition from elementary to high school.
- Objective 4: Immaculata will continue to analyze test data to increase student achievement.



# Goal 4: Technology

New technology and resources are necessary in order to maintain the high quality of instruction which is the hallmark of Immaculata. A new technology instructional facilitator position will be created and charged with providing guidance to faculty so that existing and emerging technology may be fully employed in the education process.



Objective 1: Redefine the job description of a technology instructional facilitator position.

Objective 2: Create a rolling technology plan to insure school stays on the cutting edge in its use of technology.



# Goal 5:

## Finance

Immaculata High School will continue close fiscal monitoring of budgets and will provide comfortable, clean and superior facilities for students and faculty. Future plans include conducting a Capital Campaign starting this spring to renovate the theatre, cafeteria, classrooms and other infrastructure needs to facilitate learning in a comfortable and inspiring environment.



- Objective 1: Conduct a Capital Campaign among all stake holders to fund some long term capital needs.
- Objective 2: The Advancement Office will establish clear annual fundraising goals and seek to grow revenue from the Annual Appeal and other Fund Raising efforts.
- Objective 3: Create a small but nimble group of stakeholders to secure grants in technology and various curriculum fields.



# Goal 6:

## Marketing & Admissions

Immaculata High School seeks to attract students from a variety of backgrounds who excel in academics, service, athletics, arts and character. Immaculata will provide unique opportunities for any student willing to explore and develop their God given talents. While most of our students are Catholic, students of all faiths or none, are welcome to come and see and experience the accomplishments and friendship of the Immaculata Family.



- Objective 1: Immaculata will empower faculty, students, staff and volunteers to participate in the marketing plan to attract the best students to the school.
- Objective 2: Immaculata High School will collaborate with all Catholic feeder schools and parish faith formation programs to demonstrate through action the benefits of a Catholic high school education to students and parents.
- Objective 3: Immaculata High School will continue to develop and implement multiple opportunities for sixth, seventh and eighth grade students to experience the Spartan Spirit of Faith, Scholarship, Service and Friendship by bringing elementary school students to Immaculata, and by bringing Immaculata's spirit to the parishes where we worship.





## *Thank You*

A sincere thanks to the administration, faculty, staff and Advisory Council members who participated in our strategic planning process. We will continue to refine and update these plans as we move towards the third decade of this twenty-first century to ensure the long term vitality and extraordinary education experience available at Immaculata High School.

**I**mmaculata  
HIGH SCHOOL

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