



FOUNDED 1905

110 YEARS
of Catholic Formation

LONG RANGE PLAN
2014-2019

2006 N. Houston St.
Fort Worth, TX 76164

www.ascsfw.org

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EXECUTIVE SUMMARY

The School Strategic Planning Committee developed this Plan as a roadmap to guide the continued success and growth of All Saints Catholic School. The Plan includes the school's Mission, Philosophy, Critical Issues, Goals, and Action Plans. These elements provide a framework to provide direction to the school community for the next five years.

The Long Range Plan identifies priorities based on the following areas that support the Catholic School National Standards and Benchmarks 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 strategic action plan, developed by administrators and faculty, with input from the Local School Advisory Council and its Committees, will provide an outline for ongoing accountability and ensuring that the school continues moving forward realizing its long range vision by 2019.

The Long Range Plan is defined by improvement of the following five critical areas.

1. Catholic Identity
2. Enrollment
3. Staffing
4. Financial Sustainability
5. Technology

Strategic planning is a fluid process, and as such, this Plan will continue to be evaluated and updated based on completion of annual strategic action plan goals.

MISSION

To provide a Catholic education built on a foundation of ministry, respect, and academic excellence to a community of diverse families.

SCHOOL PHILOSOPHY

In a Christ-centered atmosphere, compassion and respect contribute to the quality of academic excellence. All Saints Catholic School strives to:

Deeply know God

Through His message in the Gospel readings

Sincerely serve God

Through service to the community

Openly love God

In each and every member of the community

Worship God

Daily in our lives

SCHOOL HISTORY

Mount Carmel School

Mount Carmel School was originally opened in 1900 at 2021 Clinton Ave. as a school for boys and girls which was the Lydon home. The school was run by the Sisters of Charity the Incarnate Word. In 1913 the cornerstone was laid where the school is currently located at 2006 North Houston. The school operated independently from the parish, but maintained a close relationship with the church. It schooled children from elementary to high school until 1958. That was also the last year that sisters resided at the school led by Sister Kary Edward, Superior, Sister M. Kiaran, Assistant, Sisters Aloysia Henry (music teacher), Gregoria Treas and John Bernard. On May 31, 1958 the school closed under the name of Mount Carmel Academy.



All Saints Academy

All Saints Academy was dedicated at 2115 Belle Ave. in the Rosen Heights area on the north side of Fort Worth, on December 10, 1905. The ceremony was officiated by the Rev. M. A. Mckeough, Rev. R.M. Nolan of Gainsville, and Rev. J.P. Lynch of Dallas. The structure was a two and a half story brick structure measuring 54x50 feet at a cost of about \$12,000.00. The school was run under the direction of the Sisters of Charity of the Incarnate Word, Mother Superior Adolf and 4 sisters In 1925 All Saints Academy closed to merge with a neighboring school known as Mount Carmel Academy located on 2006 North Houston Street. In 1957 All Saints Parish was merged with the San Jose Parish, the San Jose School eventually closed as part of that merger. In 1958 the Sisters of the Incarnate Word sold the school to the All Saints Parish and the new school name became All Saints Parochial School also known as All Saints Catholic School.



FOCUS AREAS

The School Strategic Planning Committee identified five key focus areas in which the school faces significant opportunities for growth or challenges: Catholic identity, enrollment, staffing, financial sustainability, and technology. These are the most important choices and situations the school will deal with in the next five years.

FOCUS AREA 1: CATHOLIC IDENTITY

Catholic Identity was identified as an area that the school could experience a greater area of growth. By building Catholic Identity the school can help support and strengthen the foundation of Catholic values and teachings that a Catholic school provides to its students and families.

FOCUS AREA 2: ENROLLMENT

2010-2011	71 students
2011-2012	115 students
2012-2013	117 students
2013-2014	128 students
2014-2015	144 students

There has been steady increase of growth in enrollment. This is significant because Catholic school enrollment as a whole across the Diocese has been on a decline, especially in inner city areas. The school hopes to sustain this yearly upturn, if not increasing it, to ensure the viability of enrollment and retention for the school.

FOCUS AREA 3: STAFFING

Hiring and retaining quality staff is crucial to establishing effective instruction and meeting the needs of All Saints Catholic School students. In 2013, teachers were paid 65% to that of the beginning salary of a local public school teacher. If the school is going to continue to focus on academic growth, then staffing needs to be a high priority with emphasis on closing the salary gap to recruit and retain high quality teachers.

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.

FOCUS AREA 5: TECHNOLOGY

Technology is an important element of 21st century skills. In order to meet the needs of the 21st century, teachers must become masterful 21st century teachers. A technology plan needs to be established strategically adding resources and professional development to support this focus area.

GOALS AND OBJECTIVES

Catholic Identity

Goal 1: *Strengthen the school and parish relationship*

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: *Increase understanding and appreciation of our Catholic heritage, faith traditions, and Gospel Values*

Objectives:

1. Create and maintain a yearly Catholic Identity document that plans and outlines Catholic identity school-wide activities for each school calendar year
2. Identify and establish school partnerships with select organizations to create deeper social justice ministry relationships
3. Promote Christ-like attitudes and behavior among students, coaches, staff, and parents in school and extracurricular programs.
4. Teach, encourage, and expect full participation in the Liturgy.

Enrollment

Goal 1: *Sustain 10% enrollment yearly increase, reaching 231 students by the 2018-2019 school year*

Objectives:

1. Take steps to 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.

Marketing, Public Relations, and Development

Goal 1: ***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 that adapts and grows according to the needs and available resources of the school.
2. Better communicate the scope and role of development and advancement to the school community.
3. Hire a Development Coordinator to head the subcommittee and lead the school's efforts in this area

Goal 2: ***Enhance the school's reputation and standing within the larger Fort Worth community***

Objectives:

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

Educational Programs

Goal 1: ***Increase academic rigor in school curriculum***

Objectives:

1. Establish a PK3 Montessori program
2. Transition moving students up one grade level in math beginning with PK4
3. Create an individualized teacher professional development plan
4. Consistency with Diocesan curriculum planning
5. Continue to maintain and update textbooks as necessary

Goals 2: ***Transition to a Two Way Immersion School***

Objectives:

1. Become a partner school with Boston College Two Way Immersion Network for Catholic Schools
2. Create transition plan for moving to a Two Way Immersion School for the 2015-2016 school year
3. Increase bilingual activities to encourage and support biliteracy and biculturalism

Staffing

Goal 1: ***Recruit, develop and retain qualified personnel committed to the school mission and philosophy***

Objectives:

1. Maintain a competitive compensation and benefits package for professional and paraprofessional staff members through diocesan collaboration with a goal of 80% to local public school compensation.
2. Establish an onboarding process for new staff, providing new staff members with a mentor and support system during their first year of employment.
3. Create an Annual Staff Development Plan providing on- and off-site professional and spiritual development opportunities for faculty and staff.
4. Achieve and maintain an acceptable retention rate for professional faculty members.

Finances

Goal 1: ***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. Expand financial assistance to enhance the school's capacity to attract and retain a diverse base of qualified students regardless of family economic means.
4. Payoff school loan.

Facilities

Goal 1: ***Maintain school maintenance needs and grounds***

Objectives:

1. Establish a maintenance and upkeep plan taking into consideration increases for AC replacement and other maintenance items as they reach the end of their life spans.
2. Renovate playground area with updated equipment and seating areas.
3. Beautify and maintain school grounds as needed.

Goal 2: ***Construction of new building needs***

Objectives:

1. Construct school masonry sign to give better presence of school grounds and front entrance.
2. Explore awning options to connect PK building to main building.
3. Explore marquee options to increase school activities and awareness in community.

Community Relations

Goal 1: ***Examine ways in which All Saints 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 in both English and Spanish
2. Encourage and recognize volunteers that partner with the school to enhance academic, extracurricular, fundraising, and enrichment programs.
3. Provide increased parent education in areas such as discipline, the school budget, vocations, guidance and counseling, and our Catholic faith.
4. Foster appreciation within the school community of our cultural diversity.

Technology

Goal 1: ***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. Actively seek grants and other funding sources for enhancing technology within the school.