

# Opening Doors

*Strategic Plan 2016 through 2020*

BISHOP DUNNE CATHOLIC SCHOOL



## Mission

*Bishop Dunne Catholic School empowers students to explore, inquire, lead, and serve through a college preparatory education in a joyful community of faith.*

## Cornerstone Philosophy

Bishop Dunne Catholic School is a contemporary school of choice grounded in Catholic values. A college preparatory curriculum combines an individualized academic program with innovative, technology-driven instruction, extracurricular opportunities, and social responsibility, producing students driven to achieve in an inclusive learning environment.

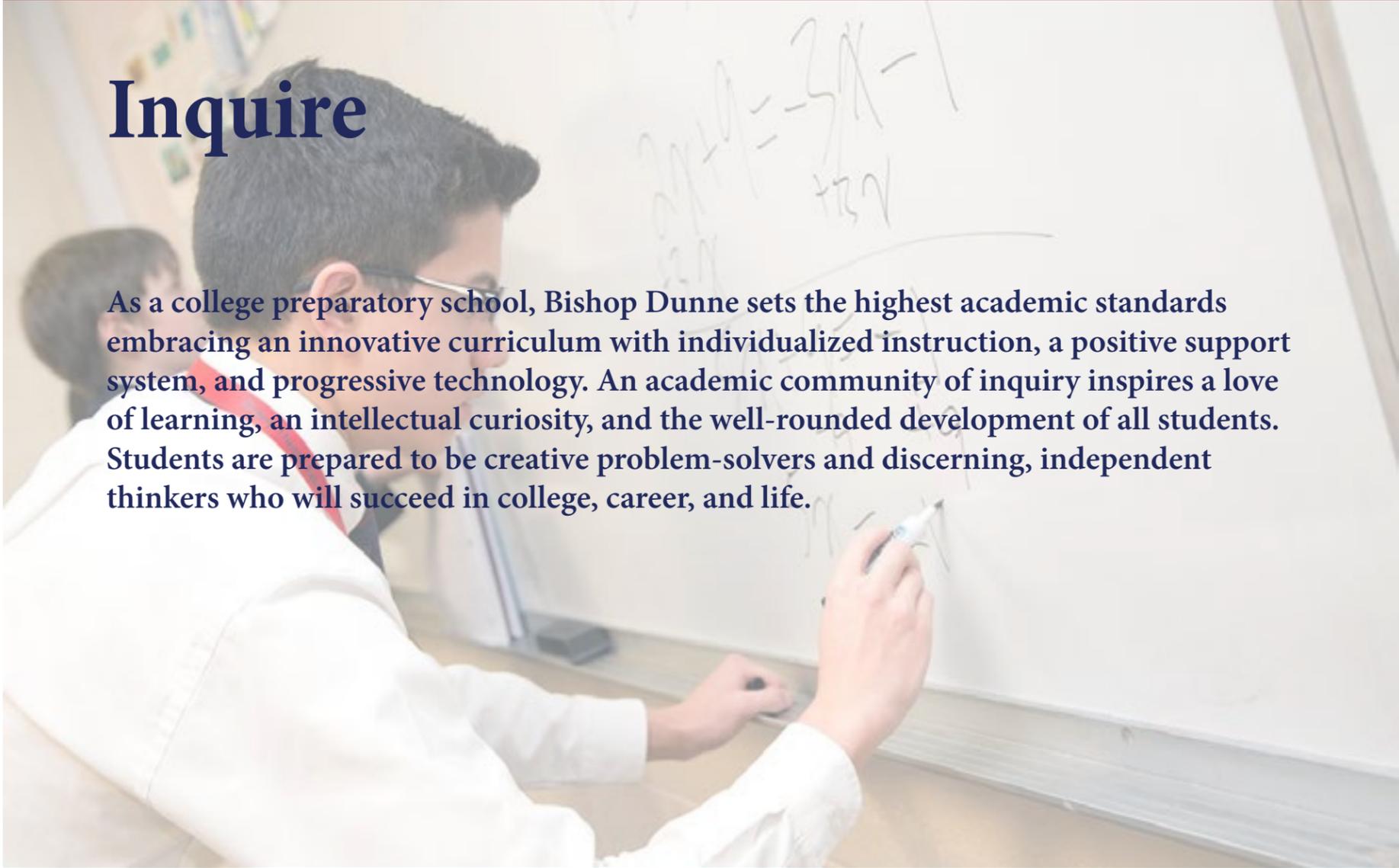
The four central directions of our school guide students to **explore, inquire, lead and serve.**



# Explore

Students explore a progressive curriculum in an innovative and creative environment with Catholic values as their compass. Exploration through a strong extracurricular program develops enthusiastic spirit, the challenge of competitive sports, and collaborative teamwork; and a commitment to the arts engenders self-expression, a love of culture, and an appreciation of beauty and joy. Discovery learning through mission trips, travel programs, field work, internships, scientific projects, world language immersion, and collaborative studies with museums, nature centers, and research centers teaches students to explore and to become resourceful global citizens.

EXPLORE ⊕ INQUIRE ⊕ LEAD ⊕ SERVE



# Inquire

As a college preparatory school, Bishop Dunne sets the highest academic standards embracing an innovative curriculum with individualized instruction, a positive support system, and progressive technology. An academic community of inquiry inspires a love of learning, an intellectual curiosity, and the well-rounded development of all students. Students are prepared to be creative problem-solvers and discerning, independent thinkers who will succeed in college, career, and life.

EXPLORE ⊕ INQUIRE ⊕ LEAD ⊕ SERVE

# Lead

Bishop Dunne is dedicated to building relational and team leadership through active involvement in the students' local and global community, fellowship, social justice advocacy, and community service. Students are taught to be involved citizen leaders who work with integrity and perseverance; treat people with compassion, justice, and respect; and demonstrate leadership and initiative by taking responsibility for one's own actions in a courageous and honorable manner.

EXPLORE ⊕ INQUIRE ⊕ LEAD ⊕ SERVE

# Serve

The Bishop Dunne family performs faithful acts of service together with communal prayer and meaningful community involvement which promotes social awareness and activism, with particular concern for those coping with hardship. The community is dedicated to social justice, human worth and dignity, and environmental stewardship, promoting responsible choices and ethical principles and a commitment to what is right and good. Serving others is an integral part of a Bishop Dunne education and instills a lifetime formation of character and spirituality.

EXPLORE ⊕ INQUIRE ⊕ LEAD ⊕ SERVE

# *A Renewed Strategic Vision*

Bishop Dunne has proudly taken its place as one of the premier learning institutions of Dallas, providing quality, Catholic, college preparatory education to the leaders of tomorrow. Bishop Dunne's rigorous curriculum and technology leadership have ensured a virtually 100% college acceptance rate for our graduates, while at the same time embracing community, social justice, and the core values of our founding orders: tradition, integrity, service, faith, and excellence. With much accomplished and much already underway, this strategic plan further strengthens a solid and successful program.

Bishop Dunne Catholic School's comprehensive strategic plan provides for a future that acknowledges the existing strength of Bishop Dunne while opening doors to higher standards of excellence. The strategic plan has been created through a cohesive, community-wide process and the result is an ambitious map for the future. The 2016-2020 Strategic Plan, *Opening Doors*, includes six major goals with separate and detailed action items: reinforcing academic excellence; accelerating use of innovative technology; providing extensive learning resources and additional training in leadership; increasing awareness of social justice and service; undertaking facilities upgrades; and improving financial health.

## *Introduction*

Bishop Dunne Catholic School has been in a position of strength for many years and its accomplishments are vital to Catholic education and to our community.

Academically, the school provides a rigorous and individualized college preparatory Catholic education to a diverse group of students. Bishop Dunne's unique challenge is to provide an accelerated curriculum of advanced and college level classes while also supporting students with differentiated learning assisted by a robust, structured mentoring and tutoring system that encourages students to challenge themselves more fully, to know their learning styles and aptitudes, and to be pro-active participants in the education process. As a leader in instructional technology integration, Bishop Dunne produces students who are uniquely prepared as digitally skilled global leaders in the 21st century.

Bishop Dunne families reflect the face of modern-day America with a great diversity among the student body in ethnicity, culture, and socio-economic status. The racial and ethnic makeup of the school is 37.9% African-American; 28% Hispanic; 20.5% Caucasian; 10.1% bi-racial; 1.8% Asian; and 1.7% American Indian/Alaska Native.

Many of our students are the first in their family to graduate from high school and attend college. The 2016 graduating senior class of 97 students earned over \$12.5 million in college merit scholarships. The effectiveness of our school program is evidenced by an increase in the number of students enrolled in the Advanced Placement classes and students' improved scores in AP exams. Advanced Placement, ACT, and SAT scores are well above the national norms, especially for African-American and Hispanic students. Bishop Dunne routinely produces students who receive merit scholarships based on their PSAT National Merit Scholarship Qualifying test scores.

Financial need for Bishop Dunne families has grown with \$1.5 million distributed in 2016-2017. Of Bishop Dunne's current community of 607 students, 48% receive tuition assistance. Many of these Bishop Dunne families have very limited resources to contribute to annual funds and campaigns.

A demographic study of our student population illustrates some of the challenges Bishop Dunne successfully tackles: 41% of our students in the freshmen class will be first generation college-attendees; 27% of our student population lives in a household that qualifies as low-income, near poverty, or at poverty; and 16% are native Spanish speakers who speak Spanish at home. Eighty-three percent of the freshman class have not previously experienced academic rigor, however, with high expectations, dedicated faculty, and intensive tutoring and enrichment programs, virtually 100% of our seniors graduate to college.

Bishop Dunne meets a vital and growing need as the only Catholic, college preparatory school located south of I-30 in Dallas County, and the communities we serve are among the most socioeconomically diverse and fast-growing in Dallas County. Development of the Trinity Groves and Bishop Arts District, and the opening of the University of North Texas-Dallas, along with Mayor Rawlings' GrowSouth initiative, have established Oak Cliff "as the next hot neighborhood," according to Charles Wells *The Wall Street Journal*.

This strategic plan has been developed to help engage, re-focus, and inspire our community to think and act strategically. It lays a foundation of broad goals and strategic objectives upon which the school will grow and flourish in spite of challenges. The next four years will be exciting ones for Bishop Dunne Catholic School as we implement these goals. We value the input and support of our community and look forward to the full implementation of this plan. We know that it will guide us as we continue to value, educate, and form students in the Catholic faith tradition.



Kate Dailey  
President



# Overarching Themes

Bishop Dunne aims to be a regional and national leader in secondary and middle school Catholic education, providing a rigorous and creative educational program to a broad spectrum of the southern Dallas community so that students can achieve their dreams. Academic excellence and achievement are measured by the success of all our students, not just the most academically gifted.

Bishop Dunne's comprehensive strategic plan provides for completed renovation plans, long-term facility needs, advances in science, math, and technology programs, and financial stability. To fund the plan, the school and its supporters must make a major commitment to grant writing, building endowments, and planned giving.

To achieve our vision, we must focus on our core themes: honor and character; intellectual engagement and rigor; universal inclusion and diversity; an innovative and forward-looking environment; and stewardship and sustainability. We will advance these themes over the next four years through six strategic goals

The goals of this strategic plan are focused on people and programs, but the achievement of these objectives requires resources to strengthen current operations and facilities. Our future master plan will respond to the evolving needs of today's learners and leaders by promoting a dynamic and innovative environment to support the academic, co-curricular, and spiritual mission of the school.

# School History

In 1961, Bishop Dunne Catholic School began under the name Our Lady of Good Counsel High School. The Sisters of St. Mary of Namur had established two girls' high schools in Dallas; Our Lady of Good Counsel Academy in Oak Cliff in 1901 and St. Edward's Academy in East Dallas in 1912. At the request of the Diocese of Dallas, the Sisters agreed to close the two high schools and invite students from them to be part of a new entity, a diocesan sponsored high school.



The Sisters staffed the girls' section of the institution, while the Brothers of the Sacred Heart staffed the boys' section of the school. In 1965, the name of the school was officially changed to Bishop Dunne in honor of one of the first bishops of Dallas and, in 1969, the school became coeducational. The Sisters remained in administrative or teaching capacity at Bishop Dunne until 1992, residing in a convent on the grounds of the school. In 1998, a middle school was restored to Bishop Dunne and the school name became Bishop Dunne Catholic School.

# Previous Capital Projects

The school has undertaken ambitious capital improvements each summer including asbestos abatement, electrical upgrades, plumbing repairs, HVAC improvements, furniture replacement, roofing repairs, gutter and fascia replacement, landscaping, security upgrades, and cosmetic improvements. Technology integration, a wireless environment, and computer labs--approximately \$1.5 million over 10-years, have also been supported with grant funding. Over the years there have been several major capital improvements, all provided by grant funding.



**Classroom Renovation and Addition:** Completed 2006 - \$1.77 million  
Two new middle school classrooms

were added between the 100 hallway and the gym, thereby enclosing the access to the gym. At this time, the gym lobby and the locker rooms were renovated.



**Cafeteria Renovation and New Boilers:** Completed 2011 - \$450,000  
New boilers were

installed and the cafeteria extended with new furniture and a garden area.

**Brothers' Residence: Completed 2006 - \$61,000**

The brothers' residence was demolished after an asbestos abatement and a practice field created in its place.



**Gym Renovation:** Completed 2007 - \$723,000

The gym roof was replaced, the floor removed and

replaced with a top level playing floor, bleachers installed, and new lights and a sound system installed. The roof had previously been replaced at a cost of \$75,000.



**Athletic Fields and Field House: Completed 2008 - \$3,405,000**

A new free-standing building, incorporating

a multi-purpose room, locker rooms, weight room, public restrooms, and concession stand was built. The football field was re-crowned and a six-lane track built.



**Chemistry Lab, Environmental Science Lab, Animal Well-Being Lab:** Completed 2016 - \$750,000

The three labs have been renovated and brought up to college standards for dual credit and Advanced Placement classes in order to promote our science courses.



**Rebooting on Rugged: Completed 2015 - \$6,700,000**

An extensive renovation project was completed with major funding from the Diocese of Dallas and included: new HVAC system; new sprinkler system; renovated classrooms with electrical, technology, lighting, and

acoustic upgrades; renovated chapel and auditorium; and moisture remediation.

## Opening Doors to Academic Excellence

**Goal 1: Strengthen and extend our tradition of academic excellence and innovative instructional technology to increase competitiveness and build self-sufficiency**

- ➊ Create challenging and comprehensive curricula that is collaborative, creative, inter-disciplinary, technology-rich, and student-centered with leadership in Science Technology Engineering Math (STEM) initiatives and fine arts and instructional models and strands that address all learning styles
- ➋ Expand college preparatory programs and academic rigor through Advanced Placement, college dual enrollment and articulation curricula, and national standards in order to ensure 100% student acceptance to the college of choice with a positive college graduation and success rate
- ➌ Continue leading edge, innovative, interactive, cost-effective, robust, accessible, and supportive technological programs for learning, research, student services, and administration in an environment that provides individuals with opportunities to achieve competence through experience with maker space labs, drones and robotics, and inquiry-based learning
- ➍ Provide professional development for faculty to practice skills and strategies to support all students in the classroom in an increasing technology-rich and distractible world
- ➎ Achieve enrollment growth to 700 students by 2020.
- ➏ Increase current financial aid ratios as we grow student enrollment to meet our mission
- ➐ Exceed current academic results - including meeting or exceeding national SAT score averages – with high quality teaching defined by rigor, relevance, and support

## Opening Doors to College and Job Readiness

### *Goal 2: Initiate programs to raise academic performance and develop marketable skills so that students are college and career ready*

- ➊ Fulfill the importance of the role of the Learning Resource Center in providing qualified support for children with learning differences in order for them to be successful in study, college, and life
- ➋ Increase educational programs, personnel, and funding for the Learning Resource Center to support at-risk and first generation-to-college students helping them to become college ready and successful
- ➌ Further analyze data to better understand foundational weaknesses of entering freshmen in order to formulate action plans for students before they reach Bishop Dunne and while students are at Bishop Dunne
- ➍ Expand intensive summer enrichment programs and classes for incoming freshmen
- ➎ Maintain and introduce career-specific courses that promote marketable skills and support internships so that students become viable components of the workforce while in college and after college
- ➏ Maintain excellent record of providing first generation-to-college students a pathway for success in college and life by extending support system to alumni, especially first generation-to-college students, and by continuing successful professional pathways and reinforcing community
- ➐ Enhance outreach to sister Catholic elementary schools through articulation agreements, professional development, and student enrichment programs to strengthen academic foundation
- ➑ Understand Bishop Dunne graduates' pathways, specifically with regard to field of study, curriculum alignment, academic growth, and life skills and align data to school goals, environment, and curricula

## Opening Doors to Athletics and Fine Arts

### *Goal 3: Build first-class art, dance, music, theater, and athletic programs*

- ➊ Enhance student development in fine arts by providing more opportunities and classes for student engagement in theater, art, music, and dance
- ➋ Hire dedicated fine arts teachers and include fine arts facilities planning in the master plan
- ➌ Develop scholar-athletes with a pride in academic achievement and real opportunities for college merit scholarships
- ➍ Promote women's athletics and achievements
- ➎ Ensure that health and well-being of athletes is the highest priority in the program
- ➏ Assess needs of the athletic program and improve, modify, and expand facilities and fields to ensure that the scholar athletic program and physical education program have competitive facilities
- ➐ Build a viable and competitive athletic program where students' skills are developed along with a sense of community, honor, enjoyment, and personal achievement

## Opening Doors to a Competitive Future

*Goal 4: Strengthen current operations and facilities and build a future master plan that is responsive to the evolving needs of today's learners and leaders by promoting a dynamic and innovative environment to support the academic, co-curricular, and spiritual mission of the school*

- Continue capital improvements and improve energy efficiency to reduce operational expenses in alignment with Pope Francis's encyclical on the environment
- Complete restoration of parking lot to ensure safety and improved traffic flow, accommodate capacity, and improve drive-up appeal
- Enhance teaching environment, academic performance, and community wellness with renovation and planning
- Complete initiated campus enhancements: sprinkler system, cafeteria and kitchen, chapel, campus ministry office, and fencing
- Maintain and improve facility safety and longevity
- Increase annual investment in preventive maintenance to ensure the reliability and longevity of the facilities and systems
- Replace windows to ensure HVAC and energy efficiency and building shell integrity
- Initiate a master plan, including capacity study and future facility enhancements to increase market competitiveness and academic achievement
- Modernize and renovate science labs to facilitate student-directed learning and experimentation in STEM (Science, Technology, Engineering, and Math)

## Opening Doors to Faith

*Goal 5: Integrate Catholic social justice teaching in all aspects of campus life*

- Ensure that social justice issues, Catholic teaching, virtues, and values and community service are the very fabric of school life with social media campaigns, guest speakers, modeling, and infusion within the curriculum
- Initiate regular meetings with priests, deacons, and seminarians of the Diocese to enable them to embrace their role as leaders in developing and supporting mutual relationships between schools and their associated parishes, and to be visible and available within the school
- Promote peace and social justice through educational opportunities, guest speakers, selected readings and author visits, networking, political activism, and field and mission trips
- Enhance a spirit of community in a warm, safe, nurturing environment enriched with dignity, respect, mentoring, and a commitment to becoming artisans of peace
- Promote an integration and celebration of faith and life, ensuring that Catholic values are embraced and reflected throughout all the school's programs
- Promote a school culture that is welcoming and accepting of all cultures, where faculty and staff are role models who integrate faith with daily living
- Provide clarity and promote pride in our Catholic mission based on our founding orders' charisms, with the entire school community understanding and supporting the mission
- Value and involve parents as partners in the religious and academic education of their children, and communicate the invitation and expectation that parents participate in the faith formation of their children and the life of their respective faith community
- Offer frequent opportunities for prayer, worship, retreats, the Sacrament of Reconciliation, and liturgical experiences in a distinctly Catholic environment assuring that worship is at the heart of our Catholic identity, with visible symbols throughout the school, a pervasive culture of service and stewardship, and with Gospel teachings and faith values integrated throughout the curriculum
- Promote positive collaboration with parents for the best spiritual, physical, and academic development of our young people
- Identify and implement ways to highlight the call to the priesthood and religious life, and promote vocations within the Diocese
- Establish community service for all grade levels as well as careful, systematized reflection upon, and learning from, these experiences, while teaching humility, responsibility and respect for others, and ensuring that dedication to service is an essential part of our culture
- Mentor and nurture students and promote peer opportunities for guiding growth and development
- Teach respect where, as a human being created in God's image and likeness, every individual is to be afforded respect by others, as reflected in speech and actions
- Teach and promote character education and values throughout the curriculum
- Maintain a Campus Ministry Office in the heart of the school, with a full-time Campus Minister in an administrative position to promote fellowship, mission, service, respect, and spirituality.

# Opening Doors to Strong Governance and Leadership and Operational Vitality

## *Goal 6: Secure Bishop Dunne's long-term role as the core Catholic education asset in South Dallas and ensure Bishop Dunne's ability to aggressively pursue our mission*

-  Continue to develop business practices and relationships to ensure long term viability of the school through sound fiscal planning, institutional advancement, marketing, and facility management
-  Build a strong board of leaders and supporters with business, financial, legal, educational, and marketing expertise
-  Develop a comprehensive marketing, advertising, and transportation strategy
-  Strengthen Diocesan and community participation in envisioning and working for the institution's future in line with the Diocesan strategic plan
-  Create and maximize a culture of philanthropy and stewardship in our community and increase and revitalize efforts to ensure grant writing and fundraising are a major component of income for the school in order to provide excellent teaching, enrich academic opportunities, and have competitive facilities
-  Revitalize efforts to ensure grant writing and fundraising are a major component of income for the school
-  Grow the school's endowment to provide financial flexibility and keep tuition affordable
-  Enhance external communication and increase alumni and alumni parents' involvement
-  Build a one-year tuition reserve to ensure the ability to meet our mission and attract/retain the best students
-  Increase financial aid reserves to better serve needy families who want a Catholic, college preparatory education in southern Dallas
-  Actively recruit new students by developing coordinated marketing initiatives for target audiences
-  Strengthen communications between the school and the parish communities through communication, events, and shared service opportunities
-  Create a master plan that addresses the need for innovative and state-of-the-art library of the future, updated science labs, renovated fine arts center, extra classrooms, student wellness and community center, campus ministry center, offices, storage, athletic facilities, cafeteria, guidance and health services suite, and grounds and parking.