

PRESERVING THE VISION

Annual Report
2015–2016



CATHOLIC EDUCATION WITHIN THE DIOCESE OF BROOKLYN

MISSION STATEMENT

The mission of Catholic education within the Diocese of Brooklyn is to lead those entrusted to its care to find salvation in Jesus Christ.

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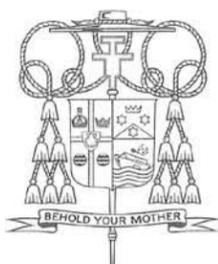
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Office of the Bishop

Diocese of Brooklyn

310 Prospect Park West
Brooklyn, New York 11215

October, 2016

Dear brothers and sisters in Christ:

It is my pleasure to present the *Preserving the Vision Annual Report 2015-2016*. I am sure that the report will inform you of the many and varied activities which have taken place this past year in the implementation of the comprehensive Strategic Plan for elementary school education within the Diocese of Brooklyn. The seventh year of the Plan is now part of the rich history of our Diocese in Brooklyn and Queens.

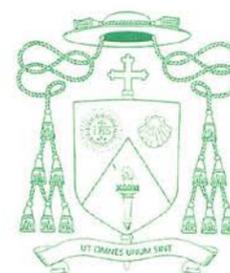
A major accomplishment of the 2015-2016 academic year was the transition of the original *Preserving the Vision Advisory Committee* to an *Education Commission* with oversight authority for diocesan academies and parish schools. The success of the transition process is due to the leadership of Bishop James Massa, Moderator of the Curia and Vicar for Evangelization, and Dr. Thomas Chadzutko, Superintendent of Schools. Both have my sincere gratitude as well as the appreciation of all those involved in Catholic education within Brooklyn and Queens. Fifty-seven academies now exist within the Diocese of Brooklyn with two-tiered governance structures. The Boards of Directors are comprised of dedicated lay people who offer their time and expertise for the academies. I am very grateful to them for their valuable assistance.

The 2016-2017 school year is the final year of the original *Preserving the Vision Strategic Plan*. Plans are already in place to conduct an evaluation of the *Plan* and prepare for the future. The consultation will be broad-based and include representation from all those involved in Catholic elementary school education in the Diocese of Brooklyn. As always, the goal of the evaluation and future planning is to make Catholic education available to all children who wish to attend a Catholic school or academy in Brooklyn and Queens.

Asking for your prayers for the successful completion of these important endeavors and with every best wish, I am

Sincerely in Christ,

Most Reverend Nicholas DiMarzio, Ph.D, D.D.
Bishop of Brooklyn



OFFICE OF THE AUXILIARY BISHOP

Most Reverend James Massa, Ph.D, D.D.
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November 2016

Dear Partners in Catholic Education,

The conclusion of another pastoral year fills me with gratitude for our Catholic academies and parish schools within the Diocese of Brooklyn. The strong commitment and generosity shown by those responsible for Catholic elementary education is deeply impressive. Pastors, Board Members and Directors, principals, and teachers draw on the expertise and vision of Dr. Thomas Chadzutko and the staff of the Office of the Superintendent - Catholic School Support Services.

The diocesan strategic plan for Catholic elementary school education, *Preserving the Vision*, continues to provide the framework for ongoing renewal of our academies and remaining parish schools. We are now entering the eighth and final year of the original plan and are looking to new goals and objectives beyond 2017. A consulting firm has been brought in to guide us in this process. Broad based consultation with all stakeholders in our academies and parish schools is providing us with hard data and individual perspectives on how to meet the challenges that lie ahead in the critical areas of educational technologies, instructional methods, financial stability and changing demographics in our city.

The annual review and evaluation of *Preserving the Vision* has shown that it is a living document that stays true to its originating principles and attentive to changing circumstances in our educational environment, Catholic and public, around the city. We look forward to meeting the challenge of providing an educational option that marries academic excellence with formation in the beliefs and values that flow from a commitment of Jesus Christ and his Church.

May God bless Catholic education in Brooklyn and Queens.

Most Reverend James Massa, Ph.D., D.D.
Auxiliary Bishop of Brooklyn
Vicar for Evangelization and Higher Education



OFFICE OF THE SUPERINTENDENT ~ CATHOLIC SCHOOL SUPPORT SERVICES

ROMAN CATHOLIC DIOCESE OF BROOKLYN

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October 2016

Dear Colleagues in Catholic Education,

This sixth *Preserving the Vision* Annual Report continues the practice of sharing the progress and accomplishments of the diocesan strategic plan for elementary parish school and academies. As Bishop Massa has stated in his letter, the plan has become a living document and reflects not only the changing demographics of the Diocese of Brooklyn but exciting advancements in educational administration, curriculum and pedagogy.

Anticipating the eighth and final year of *Preserving the Vision*, plans for a formal evaluation process were established in 2015-2016 and will be implemented during the early months of the 2016-2017 school year. Here are other initiatives which took place this year:

- In order to enhance the school accreditation process, a partnership was established between the Catholic School Accreditation Association and AdvancED.
- An outside consulting group, Meitler Associates, has continued studies of Special Education and Early Childhood programs within the Diocese. A strategic plan for these programs will result from the studies and be implemented.
- Legal corporations have been established for all Pre-Kindergarten for All Programs (formerly UPKs) funded by the New York City Department of Education.
- Planning was completed for a new Early Childhood Center which opened in September, 2016, at Our Lady of Mount Carmel parish in Williamsburg.
- In order to continue providing excellent service to the parish schools and academies within the Diocese, the structure of the Office of the Superintendent~Catholic School Support Services was evaluated. Revised job descriptions and staff assignments were implemented in September, 2016.
- The Elizabeth Ann Seton Trust has expanded its outreach to include funding for Evangelization scholarships, a "Greek and Latin Roots" program in the humanities, Advancing Excellence by Design (workshops in pedagogy and curriculum for principals and teachers,) an Artists in Residency Program, and the adoption of NY Learns, an on-line program for teacher professional development, among others.
- A pilot program in regional marketing took place in three neighborhoods, one in Brooklyn and two in Queens.

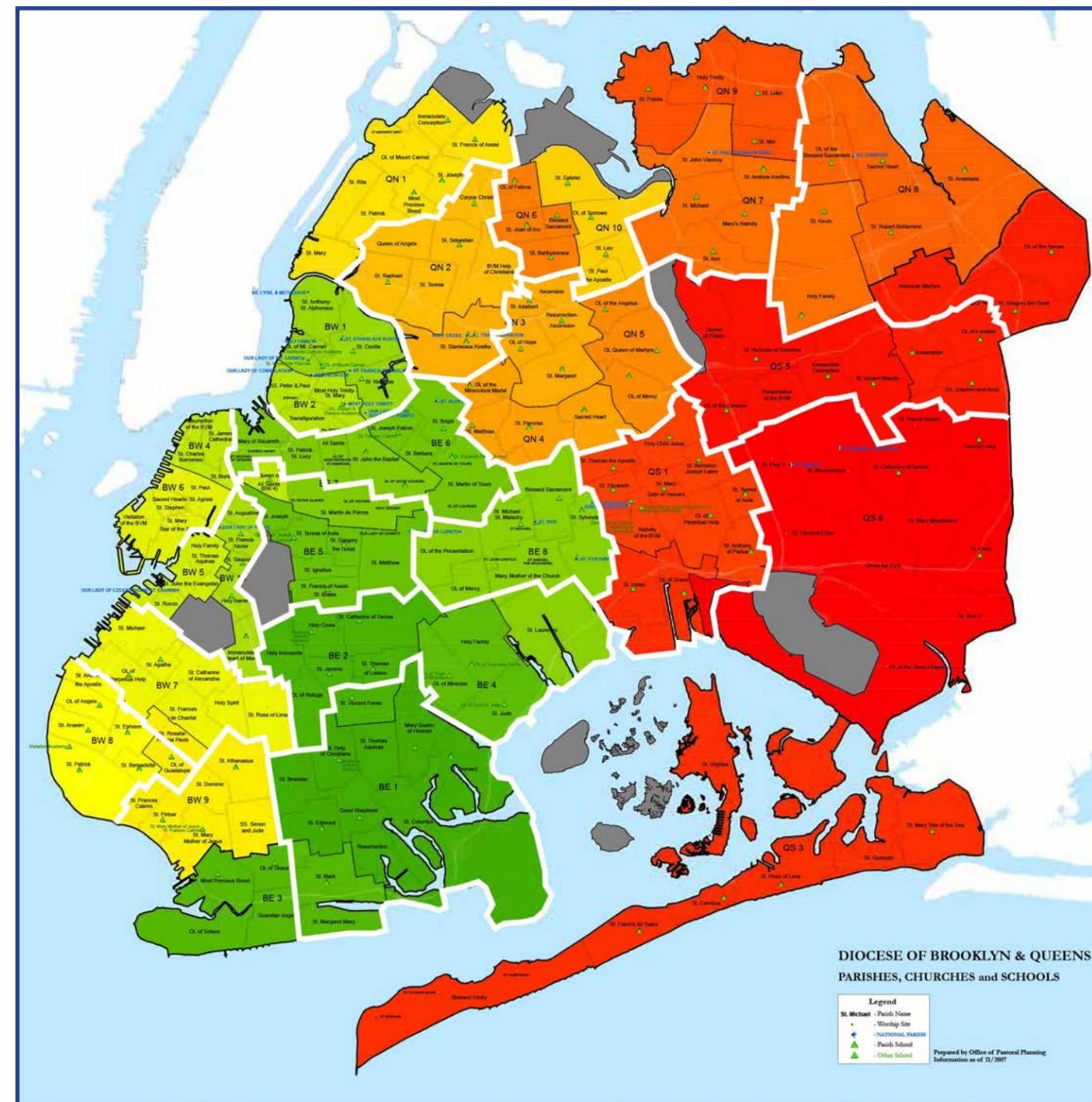
The parish schools and academies within the Diocese of Brooklyn continue to integrate the "National Standards and Benchmarks for Effective Catholic Elementary Schools" (published by the Loyola University of Chicago.)

Of major importance during 2015-2016 was the transition of the *Preserving the Vision* Advisory Committee to an Education Commission with increased decision making oversight. Membership on the Commission will increase during 2016-2017.

I extend sincere gratitude to all who have influenced the success of Catholic education within the Diocese of Brooklyn: to Bishop DiMarzio for his ongoing wisdom, support and encouragement; to Bishop Massa for his extraordinary collegiality and knowledge; to the pastors and Board Directors who devote so much of their time and effort to the parish schools and academies; to the principals who work tirelessly to ensure the excellence of their parish schools and academies; to the teachers who are the positive role models for their students; to our parents who have chosen Catholic parish schools and academies as the best possible educational setting for their children; and, of course, to the staff of the Office of the Superintendent who are dedicated to the success of Catholic education within the Diocese.

To all, heartfelt thanks.
Sincerely,

Thomas Chadzutko, Ed.D
Superintendent of Schools~Catholic School Support Services



THE DIOCESAN STRATEGIC PLAN

PRESERVING THE VISION

ANNUAL REPORT 2015–2016

This is the sixth Annual Report of *Preserving the Vision*, the strategic plan for the academies and parish elementary schools within the Diocese of Brooklyn, and the third which reports on the 2013 revision of the original plan.

From its inception, the primary focus of *Preserving the Vision* has been to strengthen the long term viability and stability of Catholic elementary school education within the Diocese of Brooklyn. This process has included the inclusion of talented and committed lay persons in the governance of academies which reflect the diverse nature of their member parishes. The two-tiered Board structure ensures the participation of pastors and diocesan staff as well as the laity. The Members and Directors of the Boards work together to strengthen the academic programs, oversee the finances, engage in vigorous marketing initiatives and engage in any activities which will ensure future success. The seventy academies which will open in September, 2016, are proof of the successful implementation of the strategic plan.

The eleven priorities of *Preserving the Vision* continue to provide the framework for the plan as it enters its eighth and final year of implementation.



Priority 1.

Strengthening the Catholic identity and academic excellence of the parish schools and academies within the Diocese of Brooklyn with particular attention to the implementation of New York State Common Core Learning Standards.

Priority 2.

Increasing enrollment through effective marketing and outreach to the diverse communities within the Diocese of Brooklyn.

Priority 3.

Attracting new sources of funding to increase the dollars available at the local and diocesan levels for operating revenue and tuition assistance.

Priority 4.

Transitioning all parish schools to academies by 2017 and ensuring that the academies are vibrant institutions providing an excellent Catholic education.

Priority 5.

Utilizing up-to-date technology to enhance instruction which will reflect 21st century learning

skills, improve marketing efforts and facilitate effective communication with parents and between parish schools and academies and the Diocese.

Priority 6.

Parish schools and academies within the Diocese of Brooklyn will participate in the diocesan parish strategic plan, Christ Jesus Our Hope, in order to strengthen the connections between parish schools, academies and the home parishes of their students.

Priority 7.

Parish schools and academies within the Diocese of Brooklyn will give strong support to the New Evangelization initiatives of the universal Church in order to meet the challenges that today's society and changing cultures are posing to the faith.

Priority 8.

Parish school and academy leadership, in partnership with the Superintendent of Schools~Catholic School Support Services, will vigorously participate in political advocacy with state and local officials in order to bring all possible benefits to the Catholic educational community of the Diocese.

Priority 9.

Parish school and academy leadership will collaborate with Catholic high school principals and Board members, as well as with colleagues in higher education, in order to ensure quality Catholic education in the P-16 continuum.

Priority 10.

All school buildings and the learning environments therein will meet the safety needs of students and staff.

Priority 11.

The stability of the infrastructure of parish school and academy buildings within the Diocese of Brooklyn will be diligently maintained.

CATHOLIC IDENTITY



LIVING AND LEADING BY FAITH

Data for 2015–2016

- 116** workshops offered by the Diocese
- 15** major events
- 393** participants in on-line courses
- 2,845** total participants
- 96** approved Instructors
- 32** principals/teachers completing Initial Catechetical Formation
- 41** principals/teachers completing Ongoing Catechetical Formation
- 13** principals/teachers completing Enrichment Catechetical Formation

The *Catholic Identity Assessment Process*, revised in the 2013–2014 school year continues to be used as a measure of the quality of the religion program in parish schools and academies. The *Catechesis for Human Sexuality/Family Life Initiative* for use in grades five through eight continues to be implemented and monitored by the Diocesan School of Evangelization.

The four original Catholic Identity Goals, with the addition of a fifth in the revision of 2013–2014, remain of major importance to the purpose of Catholic education and the parish schools and academies within the Diocese of Brooklyn. They unashamedly teach and practice the Catholic faith for all of their students, while giving obvious respect to other religions and faith communities. The National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools, published by Loyola University of Chicago in 2013, continue to provide guidance for all aspects of Catholic education. They state, “An excellent Catholic school is guided and driven by a clearly communicated mission that embraces a Catholic Identity rooted in gospel values, centered on the Eucharist, and committed to faith formation, academic excellence and service.” The diocesan *Norms for Parish Affiliation*, revised during the 2014–2015 school year, were implemented this year.

Goal 1.

Each parish school and academy will be an effective vehicle of evangelization as they join with the universal Church in initiatives which support the New Evangelization. They will provide ongoing faith formation for students and their families through the teaching of

Catholic doctrine and fostering the development of faith that is living, conscious and active.

Catholic Identity continues to be the driving force of diocesan parish schools and academies. *The Seed is the Word of God*, based on the *Catechism of the Catholic Church*, is the primary catechetical guide for religious instruction on all grade levels. The religion textbooks used in all classrooms have been approved by the United States Catholic Conference of Bishops.

Supplementary educational materials and resources have been provided to all principals and teachers for use with the students.

All parish school and academy principals are practicing Roman Catholics as well as the majority of the teachers. Although there are some non-Catholic teachers in the classrooms, religion is taught on a daily basis only by Catholic teachers. The diocesan *Living and Leading by Faith* program continues to provide catechetical formation for all principals and teachers.

Goal 2.

Parish schools and academies will be valued as an important mission and responsibility of the Diocese of Brooklyn and its parishes.

Pastors, other parish priests and, oftentimes, pastoral associates continue to be closely involved with the parish schools and academies for which they are responsible. Schedules of parish school and academy Masses, worship, sacramental opportunities and sacramental preparation are an important part of the calendar. Parents and families of students are strongly encouraged to actively participate in their religious formation, to be present at school masses and other religious activities and to be active members of their parish communities which are kept informed about the various activities of parish schools and academies.



Goal 3.

All parish schools and academies will follow the norms of the Diocese of Brooklyn, *Celebration of First Sacraments for Children and Youth*.

All parish schools and academies continue to adhere to these diocesan norms and to work closely with pastors and parish Directors of Faith Formation. Catholic students who attend either parish schools or academies follow the sacramental programs of the parishes which they attend. While principals of parish schools are responsible to their pastors, principals of academies are expected to keep in close communication with the pastors of the parishes to which the academy is aligned. At the beginning of each school year, they submit the **Request for Pastoral Assistance** to those pastors who are Members of the Academy Board. This request contains an invitation to the pastors to celebrate or concelebrate scheduled academy Masses, a schedule for the Sacrament of Reconciliation with the

request for priests to participate, an invitation to the academy's Annual Celebration of Catholic Identity and an invitation to attend special prayer services and other academy events. The pastors are especially invited to make regular visits to the academy to speak to the students.

Goal 4.

All parish schools and academies will ensure the implementation of *diocesan Norms for Parish Affiliation* for their students. The March 3, 2014 revision of these norms will be implemented in the 2014–2015 school year.

The diocesan *Norms for Parish Affiliation* continue to be implemented.

Goal 5.

While maintaining their distinctive Catholic Identity, parish schools and academies will welcome students of other faiths.

In 2005, the Bishops of the United States published the statement "*Renewing Our Commitment to Catholic Elementary and Secondary Schools in the Third Millennium*." It states... "Catholic schools should be available to students who are not Catholic and who wish to attend them. This has been a proud part of the history of Catholic schools in the nineteenth and twentieth centuries. We must continue this outreach in the new millennium." Parish schools and academies within the Diocese of Brooklyn continue to accept students of other faiths if seats are available for them. Parents of these students agree that their children will participate in the religion classes, liturgies, service and prayer activities which are part of the regular program of Catholic education.



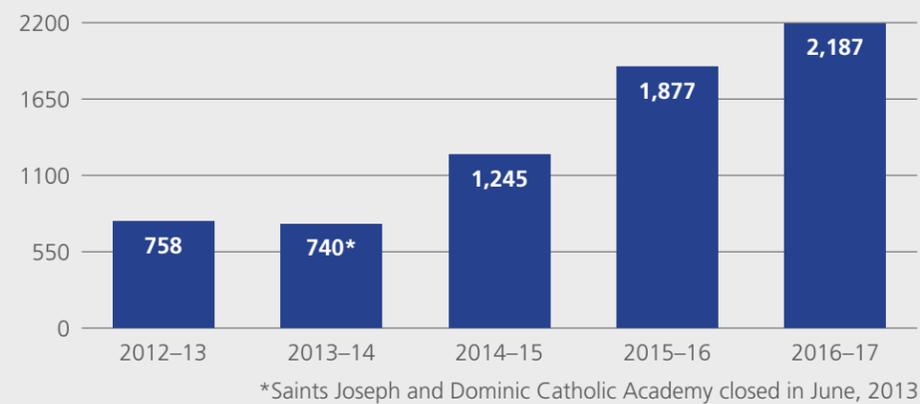
ACADEMIC EXCELLENCE

Standard seven of *The National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools* states: "An excellent Catholic school has a clearly articulated, rigorous curriculum aligned with relevant standards, 21st century skills, and gospel values, implemented through effective instruction." The parish schools and academies within the Diocese of Brooklyn continue to implement the priorities of *Preserving the Vision* with the expectation that all students will receive a quality academic education integrated with Catholic values and virtues.

Free *Pre-Kindergartens for All* for four-year old children were hosted in thirty-six parish schools and academies during 2015–2016. These programs served 1,877 students. It is expected that an additional nine new programs will open in September, 2016 with 310 students. All these are funded by the New York City Department of Education. Most parish schools and academies schedule religion classes either before or after the daily sessions. The following graph shows *Pre-Kindergarten for All* (initially called Universal Pre-Kindergarten) in parish schools and academies for the past five years.



Students Enrolled in Pre-Kindergarten for All 2012–2017



Goal 6.

Each parish school and academy will provide a high-quality, holistic Catholic educational program that integrates the Common Core Learning Standards with Church teachings, recognizes the individual needs of students, integrates technology and implements the assessment procedures needed to ensure this Goal.

The Office of the Superintendent~Catholic School Support Services recognizes the need for ongoing professional development for principals and teachers and provides a variety of workshops in collaboration with local colleges and universities. Saint John's University has provided professors to work with the Curriculum Leadership Teams (CLT) which have been formed in seventy-two parish schools and academies. These teams are comprised of the principal, and at least one ELA and one Math teacher. They meet for one week in August and then for refresher sessions during the school year. University professors and diocesan staff members coordinate and conduct these sessions which involve

presentations on relevant educational issues. During 2015–2016 these included: The role of Curriculum Leadership Teams in the school; Standards trace – Staircase of Complexity; Elements of a Unit Plan; Deconstructing Standards to Create Objectives; Models of Instruction leading to Summative and Formative assessments; Evaluation of Unit plans; Integrating Catholic Identity; Academic vocabulary; Essential questions; Special Education; the newly implemented New York State Social Studies Curriculum.

Other professional development opportunities took place. A professor from Manhattan College conducted three

workshops focused on teaching principals how to establish Professional Learning Communities in their parish schools and academies. The Gilder-Lehrman Foundation has provided workshops for teachers in various aspects of American History. During 2015–2016, these included: the American Revolution; Westward Movement; The Cold War; the American Civil War; and the Civil Rights Movement.

The Office of Superintendent~Catholic School Support Services again sponsored A **Celebration of Catholic Education**, held this year on January 15, 2016, at Terrace in the Park in Queens. Six hundred twenty-five principals and teachers attended workshops on such topics as Catholic Identity, Differentiation of Instruction in Math and Vocabulary, Music in the Classroom, Internet Apps for Various Devices, TerraNova Testing and the Common Core among others.

Twenty parish schools and academies are involved in **NYLEARNS** which provides technological tools and resources for use in the classroom. Teachers and students utilize iPads and Chromebooks for instruction, go on virtual field trips and use internet programs to enhance instruction. In addition, teachers received Chromebooks for use with the **ILIT** program, a literacy program purchased with Title III funds. This resource makes more than 10,000 books available to students.

The Annual Tech Expo, also coordinated by Superintendent's staff, was held in October, 2015. One-hundred and eighty attendees

participated in workshops which provided updates in technology for both classroom and technology teachers. The workshops included opportunities to design computer programs and learn about Robotics.

The Catholic high schools within the Diocese continue to offer advanced placement courses for their students. These are college level opportunities which enable the students to gain credit toward their college educations. While enrichment activities are offered to intellectually gifted students in all our parish schools and academies, selected students are admitted to the long-established **Aquinas Program** and become Aquinas Scholars. The Scholar is "...a steward who receives God's gifts gratefully, cultivates them responsibly, shares them in loving justice with others and returns them with joy to the Lord." Diocesan guidelines and criteria of the **Diocesan Aquinas Society** recognize and challenge the diverse gifts of students from all cultures, racial and ethnic backgrounds and socioeconomic groups.

Another program used in twenty-four diocesan parish schools and academies to challenge gifted and talented students is **Go Quest** (The Renzulli Learning Program.) This is an enrichment program which combines the pedagogy of differentiated instruction with project-based learning in order to challenge and encourage each student's abilities. The practice of differentiated instruction also provides a tool to satisfy the educational needs of students with various learning styles. **Go**

Quest is based on more than thirty years of research conducted by Dr. Joseph Renzulli and Dr. Sally Reis from the University of Connecticut.

The **Artist in Residency Program**, a collaboration between Stages on the Sound and the Superintendent's office, continues to take place in forty-one parish schools and academies. Teaching artists conduct a fifteen week program for students in grades four, six and eight during which the students write and produce animating video clips and plays. They then perform in their original works as well as in selected Shakespearean plays. The students gain first-hand experience in the dramatic arts while enhancing their English and Language Arts skills. Each program culminates with a parish school/academy assembly for the school community. Participating students also get tickets to attend the Stages on the Sound annual Christmas show and its annual Shakespeare production which takes place in the Spring. The program is partially supported by the Saint Elizabeth Ann Seton Trust with the balance of the fee being paid by the parish school or academy.

As mentioned above, thirty-six parish schools and academies hosted the New York City funded Pre-Kindergarten for All Programs, with nine more scheduled to open in September, 2016. In addition to these Early-Childhood initiatives, the majority of our parish schools and academies have their own classes for three and four year old children. The comprehensive Study of Early



GOALS OF AQUINAS SOCIETIES WITHIN THE DIOCESE OF BROOKLYN

1. Develop student gifts and talents.
2. Enhance academic programs through self-directed learning skills.
3. Expand divergent thinking through inquiry based activities.
4. Incorporate thematic teaching.
5. Provide opportunities for enriched learning experiences that help students to interact appropriately with other students, teachers and adults with expertise in particular areas of interest.
6. Develop interdisciplinary skills.

Childhood Education in the Diocese which started last year, continued in the 2015–2016 school year in the Williamsburg and Green Point sections of Brooklyn. The Goals of the study are: 1) To identify the early education needs of the Diocese; 2) To determine how our parish schools and academies are meeting those needs; and 3) To determine how the programs can be expanded and enriched.

The educational program in early childhood classrooms, in addition to religious instruction, continues to be the Early Childhood Foundations document provided by New York State. Diocesan staff continues to observe the programs in each parish school and academy and to offer advice and guidance to principals and teachers. The hope for the future is to establish magnet programs, such as a pre-school focused on

the Arts, one with an emphasis on technology, dual language programs and the like. Phase 2 of the Early Childhood Study culminated during the 2015–2016 school year with comprehensive planning for the Our Lady of Mount Carmel Early Childhood Center for three and four year old students, scheduled to open in September, 2016, in Williamsburg. The educational program for the Center will include collaboration, exploration and play to motivate a child’s natural creativity and develop a lifelong love of learning. There will also be an option for a “Toddler and Me” program in which two-year old children will be introduced to the Pre-school experience by an early childhood teacher with the security of their parents or caregivers close by. The intent is to attract the children of the large number of young families who have moved into the

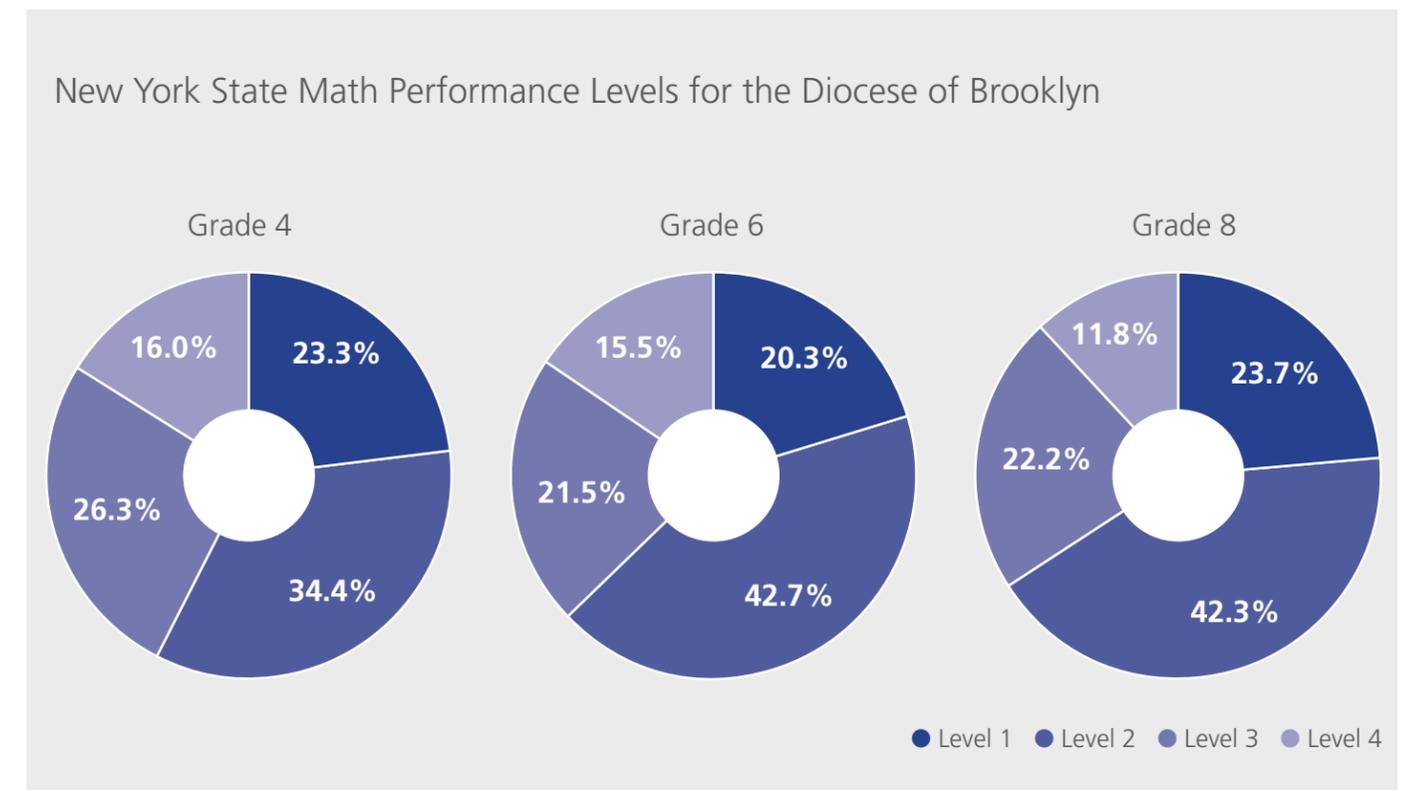
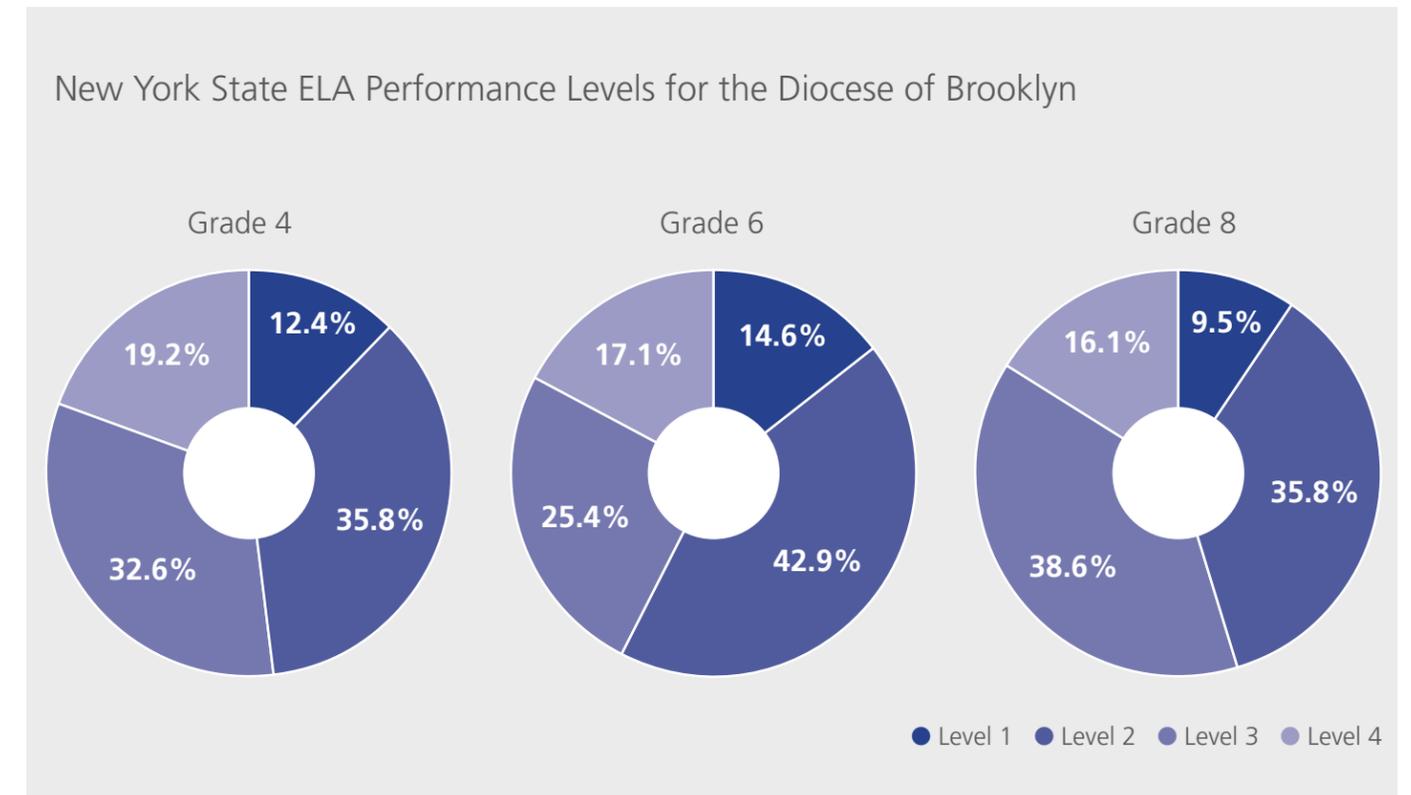
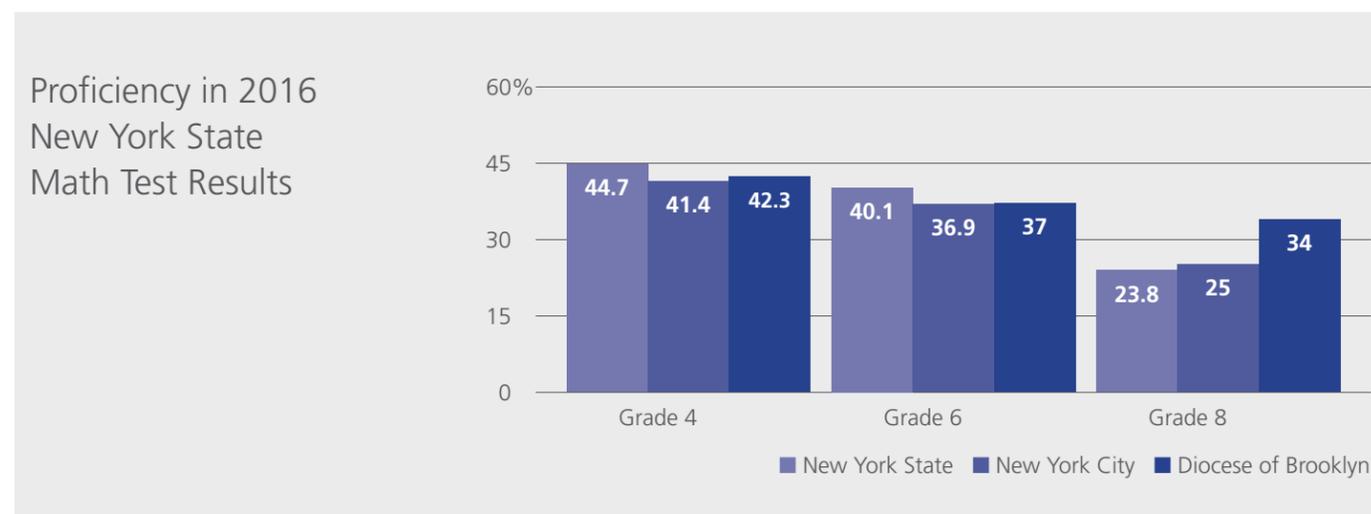
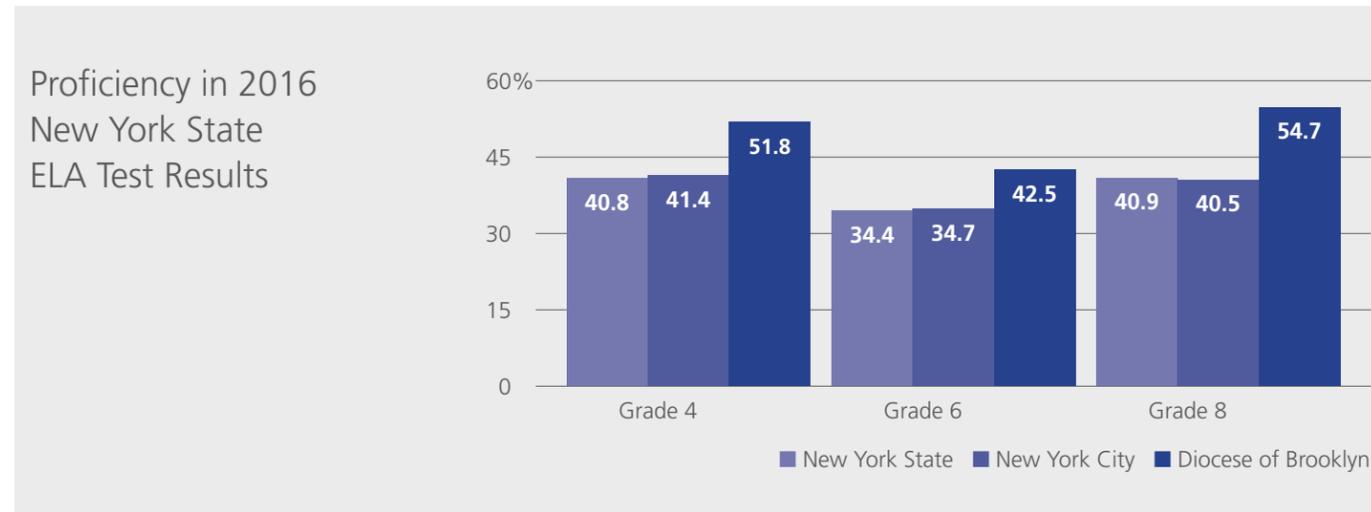
Williamsburg community and who are looking for a quality program for their children.

The parish schools and academies of the Diocese of Brooklyn participate in two separate and disparate standardized testing programs: 1) New York State tests in English Language Arts (ELA) and Math, based on the New York State Common Core Learning Standards, which are administered in grades four, six and eight; 2) the TerraNova tests in Reading, Language Arts and Math which are administered in grades three through eight and are nationally normed.

The graphs below show 2015–2016 diocesan results in ELA and Math when compared with New York State and New York City public schools.

The following set of charts show the achievement of diocesan students in ELA and Math. The results show the heterogeneous nature of our parish school

and academy populations. Students who are on Levels three or four are performing at or above state standards.



There is concern among some parents in the State about the need and/or validity of the state testing program and have chosen to “opt out” of the tests. According to the New York State Education Department, 22% of eligible students in the state did not participate in the testing program in 2015–2016. Only 2% of students in the parish schools and academies within the Diocese did not participate.

The New York State tests administered within parish schools and academies are scored by committees of teachers and principals, with the results then sent to the New York State Instructional Warehouse (IDW) where they are analyzed for both mastery of academic facts and possible deficiencies. IDW then sends to each parish

school and academy a report for each student. These reports are used by principals and classroom teachers to determine each student’s strengths and weaknesses and to plan appropriate educational programs. The reports link New York Common Core Learning Standards to test questions. This allows teachers to adjust instruction to the needs of the students and enables principals to allocate resources and provide professional development for teachers in designated areas.

While the New York State tests are criterion based, the TerraNova tests are normed based with administration in public and private school systems around the country. Test results from both the New York State

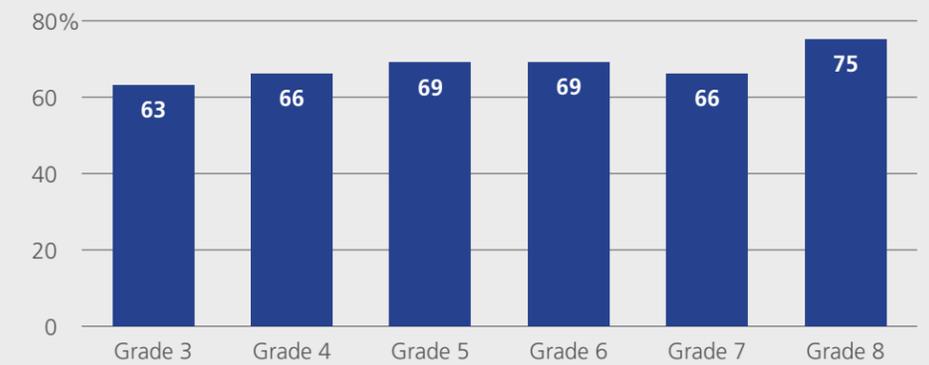
program and TerraNova are used by diocesan principals and teachers as diagnostic tools to determine the academic needs and abilities of the students; these analyses are then reflected in the content and methodologies used in classroom teaching. Thanks to a generous grant from the Saint Elizabeth Ann Seton Trust, all parish schools and academies now have access to the *TerraNova Online Reports*.

Parents are kept well informed concerning how their children perform on these tests and receive individual student results from both testing programs. Teachers and parents discuss the results when necessary or at the request of the parents.

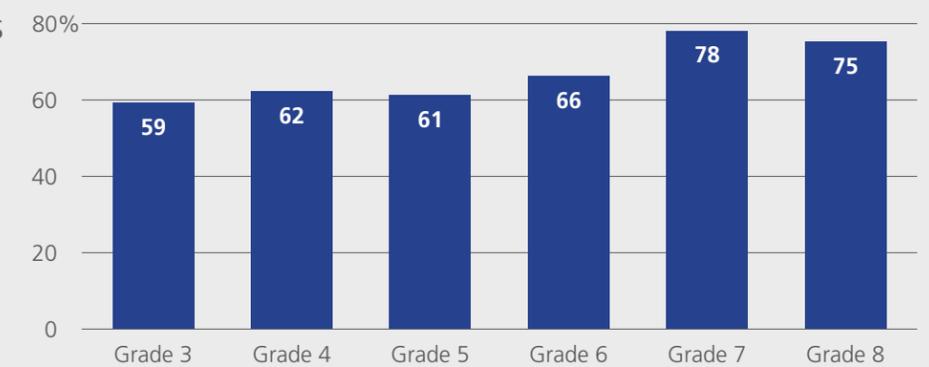


Diocese of Brooklyn 2015 TerraNova Test Results in Percentiles

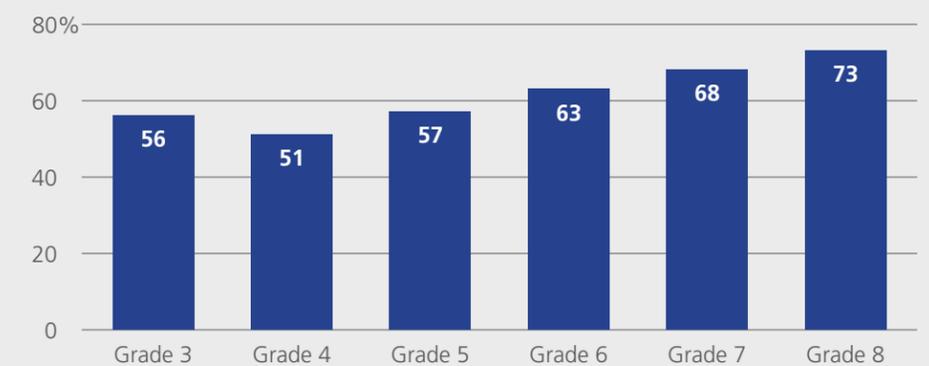
Reading Composite Scores



Language Composite Scores



Math Composite Scores





The Office of the Superintendent~Catholic School Support Services recognizes the need for on-going professional development for principals and teachers. As various test results are used diagnostically, teachers must be made aware of various methods and techniques which will lead to the success of the academic program in each classroom. During the 2015–2016 school year, the Superintendent’s office sponsored 158 professional development workshops for principals and teachers with more than 2,700 attendees.

The **Katherine Drexel Professional Development Program** has now become **Advancing Excellence by Design**, an initiative in continuing the professional growth of diocesan educators. Meeting the individual needs of our students has become increasingly more important as the parish schools and academies admit students with diverse educational challenges. The Goal is for each teacher to build a carefully planned and well-executed program for his or her classroom. Seventeen parish schools and academies took part in the 2015–2016 cohort.

The Office of the Superintendent~Catholic School Support Services has developed the following **List of Benefits for Ongoing Staff Development**:

- Student learning is improved at all levels
- Allows staff to adapt instruction
- Staff are more effective in their roles
- Staff works together to maximize the use of resources for students
- Staff feels valued and shows commitment
- Enables parish schools and academies to keep highly qualified staff
- Students see positive role models for life-long learning

STEPS IN ADVANCING EXCELLENCE BY DESIGN

- Select parish schools and/or academies in each Deanery which would benefit from the program
- Invitations sent to principals
- Principals interviewed; common needs and themes for professional development in each Deanery were established. These might include, but not be limited to: academic intervention services; utilization of Title funds; number of students who need LD, ELL, Speech/Language or Occupational Therapy services; behavioral and/or health related issues; financial issues.

The Office of the Superintendent~Catholic School Support Services will continue to provide professional development opportunities for principals and teachers with the Goal of fostering many forms and levels of engagement, ownership and participation in the teaching-learning process. It is important for educators to share examples of “best” practices, to address curricular and cross-curricular concerns and seek solutions for those concerns. We seek to continue providing opportunities for collaborative problem solving, curriculum development and the sharing of resources and ideas.

Goal 7.

Parish schools and academies will provide programs for students with a wide range of learning abilities.

The **Response to Intervention (RTI)** approach to classroom management, first implemented in parish schools and academies in the 2014–2015 school year, continues to provide a practical model for classroom teachers in reaching students with a spectrum of learning abilities. RTI utilizes various assessment and diagnostic techniques to challenge the intellectually gifted as well as those who need extra

support and attention. It uses a multi-tiered approach to the early identification and support of students with learning and behavioral needs, as well as those who are identified as gifted. This identification is based on high-quality, scientifically based classroom instruction, ongoing comprehensive student assessment while implementing differentiated instruction within the classroom. Visiting professors from Molloy College have presented workshops which trained principals in the RTI model.

At the diocesan Early Childhood Extravaganza, held in November, 2015, two-hundred ten principals and teachers of grades one through three attended workshops focused on differentiation of instruction in Math and Literacy, cultural/linguistic diversity and children with learning disabilities and universal design for learning. These workshops, facilitated by Molloy College instructors, focused on the use of RTI in the early grades. Particular attention was paid to the educational needs of English Language Learners (ELL). Teachers were instructed in how to perform a functional behavior analysis to consider why a student behaves in a certain way. The visiting instructors created a checklist of **Observations for Principals** to assist them in knowing what to look for in an RTI classroom.

Students who require more intensive intervention, as identified by the classroom teacher in consultation with the principal, are referred for comprehensive evaluation by the LEA (the local public school district.) These services are available under the federal Individuals with Disabilities Education Improvement Act of 2004. The evaluation sometimes results in a student receiving an IESP – an educational program which specifically meets the needs of the student and is provided by the public school system.

The **Saint Catherine LaBoure Program** educates children and young adults who are developmentally delayed and have special educational needs. Present enrollment in the program is forty-six students ranging in age from five through nineteen. The students in the LaBoure Program receive both individual and small group instruction. RTI has proven to be an ideal approach in classrooms such as those in the LaBoure Program which have students with disparate learning needs.

Parish schools and academies within the Diocese of Brooklyn continue to receive federal and state services for students who are deficient in Reading and Math. The following chart lists the professional development opportunities made available through government funding to assist principals and teachers and the value of each.



TITLE I

NAME OF WORKSHOP	COST FROM FEDERAL FUNDS
Math, ELA and Technology Coaching	\$370,380
Math Institutes	\$150,010
Response to Intervention Institutes	\$150,010
Early Childhood Institutes	\$162,350

TITLE IIA

NAME OF WORKSHOP	COST FROM FEDERAL FUNDS
School Building Leadership Program	\$167,440
ResponseTo Intervention Coaching	\$148,950
Math and Technology Coaching	\$163,120
UFT Graduate Courses	\$23,056
Technology Institutes	\$24,420
Curriculum Mapping with Materials	\$113,960
Classroom Management	\$114,396

TITLE III

NAME OF WORKSHOP	COST FROM FEDERAL FUNDS
iLit Program	\$159,936
iLit Coaching/Chromebooks/Licenses	\$98,088
Early Childhood Institute with Materials	\$50,000
Sadlier Vocabulary Workshop with books	\$67,999
Literacy First with coaching	\$63,240
SuperKids Workshops with materials	\$188,664

As you will note, the educators in diocesan parish schools and academies benefited from \$2,216,019 in federal and state funding for principal and teacher staff development.

Goal 8.

Technology will be integrated throughout the curriculum to instruct, communicate, collaborate, produce, publish, research and create, thus expanding the educational opportunities offered to the students.

Technological advances have become an integral part of the educational programs in parish schools and academies. It has become a common practice for teachers to enrich their classroom activities by integrating interactive programs and materials available through the internet. This has become possible through the use of SmartBoards, Chromebooks and iPads which are used both for whole group presentations and individual work by the students. As mentioned above, on-line access is imperative for principals to receive the New York State student testing reports from the IDW.

The Office of the Superintendent~Catholic School Support Services has created a library of Webinars for use by principals and teachers.

The New York State Education Department is following through on its plan to convert all state testing from paper to on-line. Some public schools participated in a pilot initiative during 2015–2016. A definitive date for the transition has not yet been announced by State Ed. Participation of parish schools and academies in the federal E-rate program resulted in requests amounting to \$1,258,571.11 for the 2015–2016 school year; \$1,103,637.89 has been approved with \$664,625.29 received.

Goal 9.

Each parish school and academy will evaluate student achievement and the effectiveness of their academic programs by utilizing

multiple measures of evaluation and the reporting tools made available by the Office of the Superintendent~Catholic School Support Services.

It is professionally appropriate for a variety of assessments to be used to evaluate student progress. The standardized testing programs used in parish schools and academies are described above. Ordinary classroom activities include formative assessments, as well as unit tests, reading and research assignments, student committee work, book reports, science projects and other evaluative tools. Parents continue to be kept informed of their children's progress through regularly scheduled parent-teacher meetings and the trimester *Report Card of Academic Achievement*.





Fiscal accountability continues to be a focus of those involved in the education ministry of the Diocese of Brooklyn. The Diocesan Office of Fiscal Management provides expertise and assistance to pastors, Board Chairs and principals in budget preparation and regular review of year-to-date reports. The financial planning template developed by the Peter J. Tobin College of Business of Saint John’s University continues to be the model for long range financial planning for parish schools and academies.

During the 2015–2016 school year, grants in the amount of \$250,000 were received from the Catholic Foundation and were used for the Greek and Latin Roots initiative and Renzulli Learning. Our parish schools and academies received \$90,000 from the Achilles Foundation which was used for NYLEARNS. Fidelis Care awarded a grant of \$150,000 for programs in Curriculum Development for principals and teachers.

Goal 10.

A five-year financial plan will be developed and updated annually to ensure the financial stability of each parish school or academy which will use this plan to develop an annual budget.

The above mentioned financial plan template has proven to be a valuable tool for financial analysis and budget preparation. It assists the academy Boards in implementing the initiatives of their strategic plans, in developing five-year financial forecasts and to assess the impact of enrollment and expense increases vis-à-vis tuition rates and collection.

Tuition Assistance Committees, already formed in a number of our parish schools

and academies, have the task of fully utilizing the scholarship programs provided by the Diocese of Brooklyn. These Committees have the responsibility of monitoring tuition collection. They have the authority to either recommend a partial deferment of tuition for families with demonstrated financial need and/or arrange for a payment plan which will meet the needs of these families.

The Tuition Assistance Committee for each parish school or academy recommends annual tuition policies for approval by the Board. These policies include tuition rates, the method and due dates for payment, other designated fees and the fund raising responsibilities for each family.

Goal 11.

Parish schools and academies will strengthen their development efforts in order to realize at least 30% of operating revenue from advancement efforts by 2017.

In spite of diligent efforts on the part of Boards and principals, this Goal continues to be an elusive one. It has not been reached by any parish school or academy, but efforts remain strong. Many parish schools and academy Boards have formed Development Committees which engage in annual fund-raising activities for the operating budget as well as seeking long range funding for capital and other improvements. The Catholic Alumni Partnership (CAP) has proven to be extraordinarily helpful in identifying parish school and academy graduates who are asked to contribute to their former school. The Committees reach out to the neighboring business communities for support. Several academies have initiated Annual Appeals to augment revenue and establish resources for the future. The Futures in Education Office of the Diocese has been very helpful in establishing guidelines for parish school and academy Development Directors, as well as preparing grants for submission to various foundations.

Goal 12.

All parishes within the Diocese of Brooklyn will continue to contribute to the financial support of Catholic education on an annual basis through the Saint Elizabeth Ann Seton Trust.

As designated by diocesan policy, all parishes within the Diocese of Brooklyn contributed to the Saint Elizabeth Ann Seton Trust during the 2015–2016 school

year. The Goal of the Trust is to strengthen the mission of Catholic elementary school education in any way deemed appropriate by respective school authorities. While special consideration is given to financially assist Catholic students enrolled in the parish schools or academies of their choice, funding also is made available for special parish school or academy projects. This funding has been used for science labs, multi-media centers, playgrounds, technological advancements and a variety of educational initiatives.

The Trust continues to allocate financial assistance to designated “Mission Schools.” These are parish schools or academies which serve a disproportionate number of underprivileged children and are deemed essential to the overall Diocesan commitment to provide Catholic education to the poor. The Mission School designation is reviewed annually.

Goal 13.

The Office of the Superintendent~Catholic School Support Services and parish school and academy leadership within the Diocese of Brooklyn will continue to advocate

and fully utilize city, state and federal funding for students and programs available to religiously affiliated schools.

As mentioned in Goal 30 as well, the Superintendent of Schools and the Associate Superintendent for Government Programs and Services continue to meet regularly with the Departments of Education for both New York City and New York State to ensure that all possible benefits accrue to parish schools and academies from tax-levy and other government funding. The amount of reimbursements received from the New York State Mandated Services Program in 2015–2016 was \$10,087,937; and \$10,854,048 was received from the Comprehensive Attendance Program.

As indicated in Goal 7, direct services from the federal Title I program, administered by the New York City Department of Education, amounted to over \$21,000,000. Professional development programs continue to be provided for principals and teachers through the federal Title I, Title IIA and Title III programs. The amount allocated for those programs in 2015–2016 was \$2,216,019.



ENROLLMENT

2015–2016



The long established practice for Catholic elementary education is to depend on tuition and fees from enrolled students for their fiscal viability. For this reason, *Preserving the Vision* places strong emphasis on the recruitment and retention of students. Recognizing the economic challenges of parents who wish to provide Catholic education for their children, the Diocese of Brooklyn has provided strong scholarship support for qualified students. The Superintendent's office continues to provide seminars and workshops for pastors, Board Directors and principals concerning enrollment strategies.

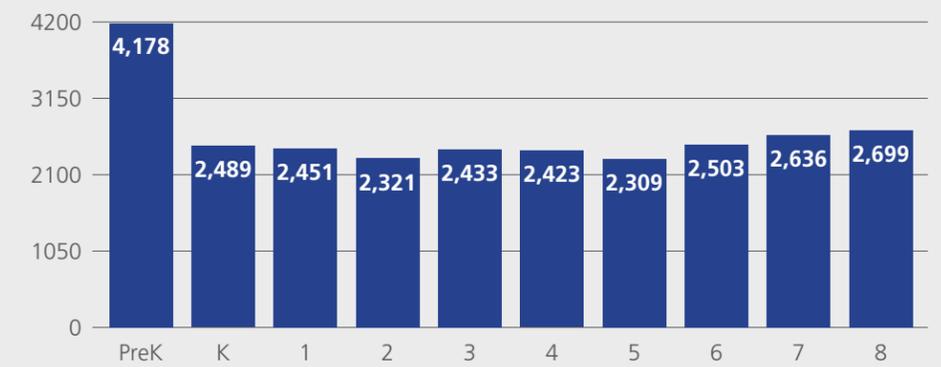
Goal 14.

A 10% annual increase in enrollment for parish schools and academies that have not reached capacity will be a priority for all involved in Catholic education within the Diocese of Brooklyn.

The Goal for a 10% annual increase in enrollment continues to be an elusive one. Total elementary school enrollment for 2015–2016 was 26,442 students; the enrollment for the previous year, 2014–2015, was 28,391, a decrease of 7%. However, there is some indication that the kindergarten programs in parish schools

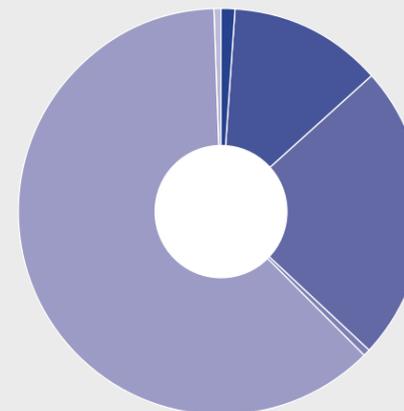
and academies are benefitting from the New York City Department of Education Pre-Kindergartens For All with a number of the students remaining in the buildings to continue their education. The following graph lists enrollment by grade in parish schools and academies during the 2015–2016 school year:

Students Enrolled in Pre-Kindergarten–Grade 8 2015–2016



The parish schools and academies in the Diocese of Brooklyn continue to serve an ethnically diverse population as can be noted in the following chart:

Ethnic Diversity



- 309 students American Indian/Native Alaskan
- 3,260 students Asian
- 6,203 students Black
- 175 students Native Hawaiian/Pacific Islander
- 16,368 students White
- 127 students Two or more races

Of the 26,422 students who attended parish schools and academies in 2015–2016, 6,194 or twenty-three percent were non-Catholic.

Goal 15.

Each parish school and academy will maximize retention among current students by increasing satisfaction among parents and students.

Parish school and academy principals are aware of the surrounding community and the pressures on parents. They continue to provide services and programs which benefit both students and their families. Free and reduced priced breakfasts and lunches are made available, comprehensive after-school programs and summer school activities are some of the initiatives which address the needs of both single parent families and those in which both parents are working. However, even though a large amount of tuition assistance is available to needy families, it is sometimes not enough.

Financial constraints remain the major reason that students transfer out of our parish schools and academies.

Goal 16.

Sufficient tuition assistance will be available to enable students from less economically advantaged families to enroll.

Thanks to the Diocesan Futures in Education Program, \$7,069,755 in scholarship funds were awarded to 4,873 students; this was a decrease in the amount awarded and the number of students from the previous year, 2014–2015, when \$8,352,242 was awarded to 5,644 students. The 2015–2016 numbers include \$684,185 in tuition assistance to 149 high school students; in 2014–2015, \$785,700 was awarded to 149 students



Goal 17.

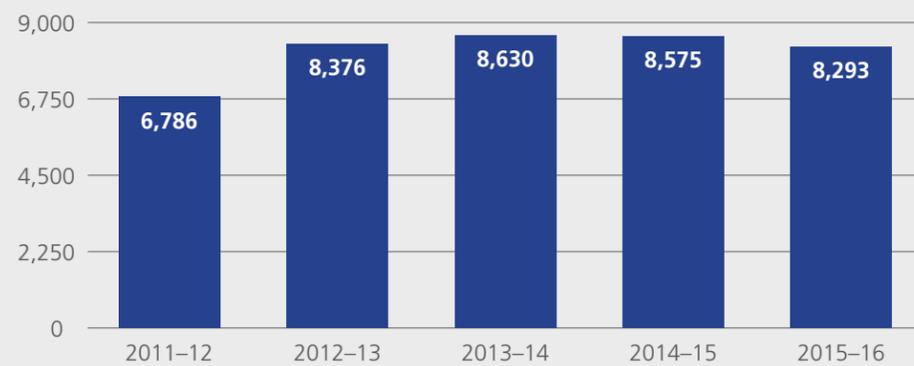
Recognizing that the New Evangelization calls for enculturation as well as the proclamation of the Gospel in urban contexts, each parish school and academy will recognize and reach out to the cultural diversity of the geographic area and surrounding parishes.

Outreach to Hispanic families continues. The **Madrinas** and **Latino Leaders** were invited to a special **Café con Leche** event in April to share with one another and collaborate on new ways to serve the ever growing Hispanic community within the Diocese. These programs assist principals in communicating the value of Catholic education and the existence of scholarship assistance to parents in the surrounding communities. Five year Hispanic enrollment follows:

Hispanic students comprised thirty-one percent of the parish school and academy population in 2015–2016.

The increase in the number of Chinese and other Asian immigrants in Brooklyn and Queens continues. Most Holy Redeemer Catholic Academy in Flushing, where 50% of the students are Chinese, is in the third year of a dual-language program in which students are taught in both English and Mandarin. Other parish schools and academies benefit from the English as a Second Language (ESL) teachers provided by the New York City Department of Education.

Hispanic Enrollment
2011–2016



MARKETING



The 2013–2014 revision of the *Preserving the Vision Strategic Plan* highlighted the need for diocesan, parish school and academy marketing initiatives to be addressed on both global and local levels. The Coordinator of Marketing for the Superintendent’s office has published a Marketing Toolbox for the parish schools and academies. In addition to diocesan-wide marketing plans, the Coordinator works individually with principals and Board marketing Chairpersons to tailor marketing outreach for each institution. The Superintendent’s office and DeSales Media are working collaboratively to facilitate these marketing plans.

The various outlets of social media have become increasingly important in parish school and academy outreach and marketing. Research has shown that contemporary parents use the internet to find and compare various academic possibilities for their children. Most of our parish schools and academies have websites and some are on Facebook. During 2015–2016, principals have received inquiries from all over the world; in September, 2016, students recently arrived from Germany and Australia will be attending a Catholic school within the Diocese of Brooklyn. As mentioned in Goal 19, DeSales Media has updated a number of parish school and academy websites and will continue to do so at the request of the principal.



Goal 18.

The Diocese of Brooklyn will communicate a cohesive narrative that positions its parish schools and academies around a moral-centric brand promise that is relevant and differentiating, thereby developing a strong educational brand and helping to meet enrollment Goals.

The Office of the Superintendent~Catholic School Support Services is overseeing an initiative in which focused marketing activities are happening in three sections of the Diocese: Bushwick, Howard Beach and Cambria Heights/Rosedale. The Boards and principals in these communities plan shared activities for the academies therein. Such things as shared faculty meetings and shared faculty days of prayer take place. The Marketing Coordinator has overseen websites for each community which are updated weekly.

The Community News Group publishes local news in various neighborhoods in the boroughs of Brooklyn and Queens. In anticipation of the 2016–2017 academic year, in late August the Group published a

“Back to School” issue which included an insert of all parish schools and academies. They will be conducting an additional ad campaign, within the CNG network, of the parish schools and academies.

Goal 19.

Parish schools and academies will utilize appropriate use of technology (i.e., school website, social networking, etc.) for recruitment, marketing and communication with all constituencies.

DeSales Media continues the project of redesigning parish school and academy websites. Thirty-five sites are up and running; twenty additional sites were invited into the network during 2015–2016. Ten more are projected to be added early in the 2016–2017 school year. These websites provide clear and concise information to those who are seeking information about Catholic education. The e-commerce function, which allows current families to pay tuition on-line, has been adopted by several academies.

Goal 20.

Each parish school and academy will utilize and be empowered by tools provided to them to develop and execute an enrollment management and marketing plan. The plan will include specific strategies and tactics for promotion, marketing, recruitment and retention in order to meet enrollment Goals.

The Director of Marketing began a “News and Testimonials” initiative which involved parish schools and academies gathering stories, quotes and testimonials from teachers, students and parents. Thus, a database was established which would serve as a resource for various media outlets. Social media for parish schools and academies was enhanced this year as many more stories, videos and content were added to our Facebook and Twitter pages. Several ad campaigns were set in motion as well.

GOVERNANCE 2015–2016



The *Preserving the Vision Strategic Plan* envisioned the transition of all parish elementary schools to the two-tiered academy model of governance by September, 2017. In this next-to-final year of the plan’s implementation, the transition Goal is close to completion. Fifty-seven academies were in operation during the 2015–2016 school year with thirteen scheduled to open in September, 2016. Bishop DiMarzio’s Mandates for *Preserving the Vision*, first implemented during the 2014–2015 school year, remain in place.



These include:

- Each parish school and academy must develop and maintain an enrollment management and marketing plan
- The concept of “non-affiliated tuition” for Catholic students is prohibited; a differential for non-Catholic students may be charged
- Each parish school and academy must be in full compliance with all diocesan-mandated safe environment regulations as outlined in the USCCB Charter for the Protection of Children and Young Persons
- Each parish school and academy that hosts a Universal Pre-Kindergarten

Program (now called Pre-Kindergarten For All by the New York City Department of Education) must be in compliance with Diocesan norms concerning fiscal management

- Each parish school and academy must be in compliance with the Diocesan Participation Agreement
- Each parish school and academy must follow a uniform timeline for financial planning
- Each parish school and academy is required to establish a Tuition Assistance Committee which follows the guidelines issued by the Superintendent’s Office

- Each parish school and academy is required to adopt the strategic planning process as stipulated by the Office of the Superintendent~Catholic School Support Services
- Each parish school and academy is required to maintain accreditation status through the Middle States Association.*
- Each parish school and academy will adopt the diocesan Teacher Personnel Template and Teachers’ Personnel Manual
- Each parish school and academy will formally adopt the diocesan Administration Manual

*The accreditation process now being implemented for parish schools and academies within the Diocese is AdvancEd/Catholic Schools Accreditation Association.

- Each parish school and academy will post an annual calendar for review and approval by the Office of the Superintendent
- Each parish school and academy must have an approved Crisis Management Plan and adhere to the required elements of such plan
- Each parish school and academy is expected to participate in all government programs to the fullest extent possible

There is a formal diocesan *Process to Form an Academy* which was revised in May, 2015, and continues to be implemented. It is an eighteen month process, guided by a member of the Superintendent's staff. The steps include:

1. Beginning the incorporation process which results in a Charter being awarded to the newly formed academy by the New York State Board of Regents.
2. The Members and Directors of the academy are identified by the Moderator of the Curia and approved by Bishop DiMarzio.

3. Orientation sessions take place for the approved Directors during which the academy By-Laws are explained and sub-committees formed.
4. Meetings take place with the host pastor of the new academy.
5. The academy principal and faculty members are recruited and recommended to the Board for approval.
6. Parents are informed about the academy and registration procedures for students are explained.
7. Six months of orientation meetings for Directors take place during which they receive instructions contained in the Manual for Directors.
8. The principal and faculty members are hired.
9. The new academy opens; the Directors meet with faculty, staff and parents; sub-committees are fully established; a Board Mentor is assigned; and the strategic planning process begins.

10. On-going participation in the Saint Vincent de Paul Program is required.

Boards of Directors of all academies are invited to a Spring Convocation which provides attendees with information and direction on best practices for administering a school. The Saint Vincent de Paul program, a partnership with Saint John's University, is an integral part of this convocation.

In May, 2015, the Office of the Superintendent~Catholic School Support Services published "Five Observations Regarding the Pastor's Relationship to His Aligned Academy" which follow:

1. You guarantee the **Catholic identity and mission** of the Academy by your pastoral presence, while also promoting Catholic education throughout the Diocese of Brooklyn.
 - i. Pastoral visits to teach a class, catechize, be present.
 - ii. Supportive of the efforts of Catholic education through word and deed, and encouraging families to consider the Catholic academy for the education of their children.



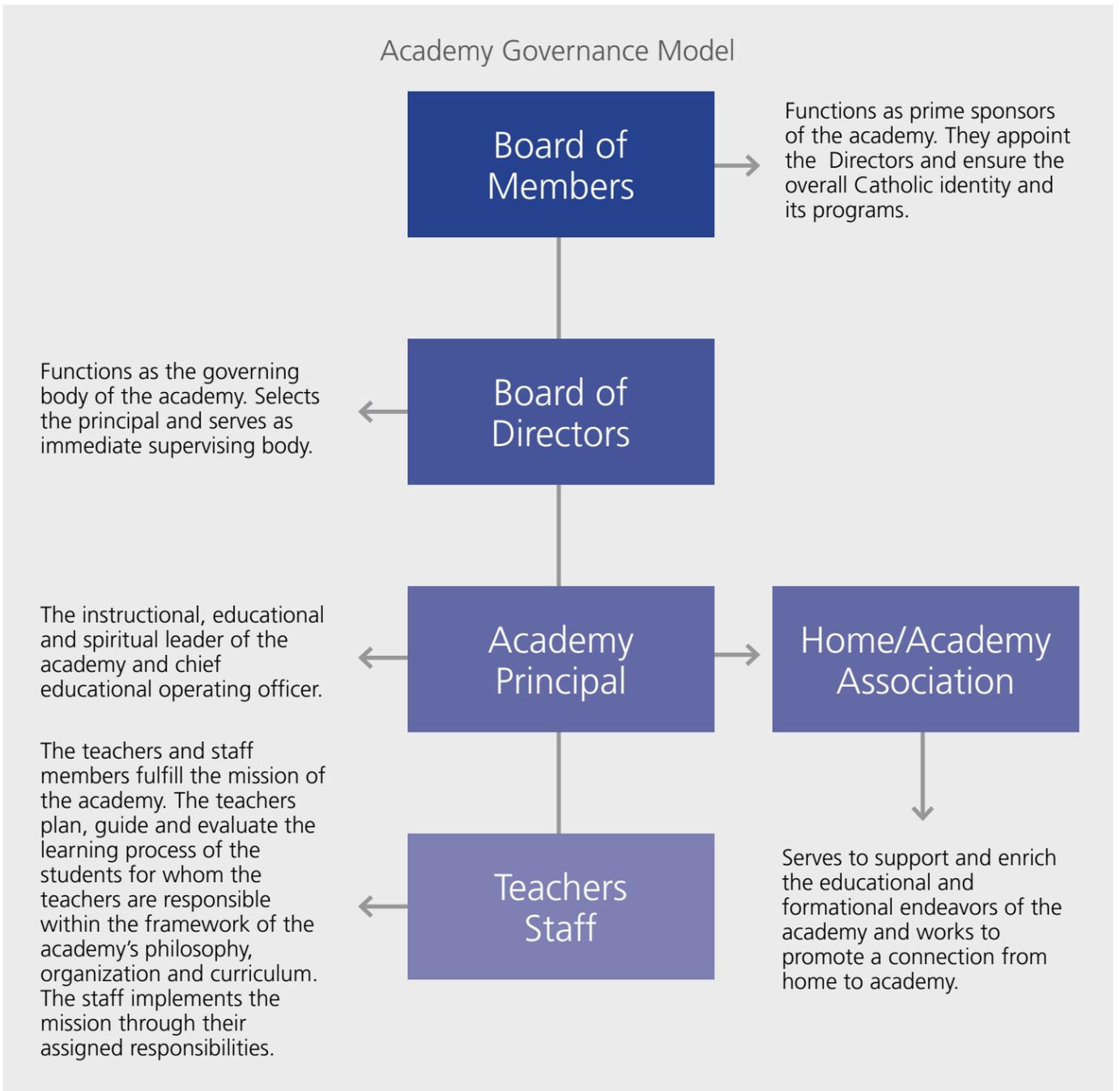
2. Through the Pastoral Assistance Plan facilitated by the principal, you commit to **celebrating the Eucharist and Reconciliation** and to offering other priestly services deemed appropriate by you and the principal.
 - i. Sharing these priestly services with the pastors and parochial vicars of the aligned parishes.
3. As a Member of the Corporation and in coordination with the rest of the Board of Members, you appoint the

directors, ratify the hiring of the principal, and ensure the **effective governance** of the Board of Directors.

- i. Nominate candidates for the role of director
 - ii. Establish avenues of communication with the principal and the Board.
4. In collaboration with the Board of Members, you **mediate and seek to**

reconcile issues that arise between the Academy and the Diocese.

5. Specific to the host pastor, you maintain **financial responsibility for the envelope** of the Academy building and negotiate a **usage fee** that respects the needs of the parish, Academy resources, and diocesan guidelines.
 - i. Importance of clear communication and common understanding of the specifics of the lease agreement.
 - ii. Calendar of building use should be maintained and kept current.



SEPTEMBER 2016 ACADEMIES

Ave Maria Catholic Academy

Blessed Sacrament Catholic Academy

Divine Mercy Catholic Academy

Divine Wisdom Catholic Academy

Good Shepherd Catholic Academy

Holy Angels Catholic Academy

Holy Child Jesus Catholic Academy

Holy Family Catholic Academy

Holy Trinity Catholic Academy

Immaculate Conception Catholic Academy

Incarnation Catholic Academy

Mary Queen of Heaven Catholic Academy

Midwood Catholic Academy

Most Holy Redeemer Catholic Academy

Notre Dame Catholic Academy

Our Lady of the Blessed Sacrament Catholic Academy*

Our Lady of Guadalupe Catholic Academy*

Our Lady of Grace Catholic Academy

Our Lady of Hope Catholic Academy*

Our Lady of Lourdes Catholic Academy

Our Lady of Mercy Catholic Academy

Our Lady of Perpetual Help Catholic Academy (Queens)

Our Lady of Perpetual Help Catholic Academy (Brooklyn)

Our Lady of the Snows Catholic Academy*

Our Lady of Sorrows Catholic Academy

Our Lady of the Angelus Catholic Academy

Our Lady of Trust Catholic Academy

Our Lady Queen of Martyrs Catholic Academy

Our Lady's Catholic Academy

Queen of All Saints Catholic Academy

Queen of the Rosary Catholic Academy

Resurrection Ascension Catholic Academy*

Sacred Heart Catholic Academy (Bayside)*

Sacred Heart Catholic Academy (Cambria Heights)

Sacred Heart Catholic Academy (Glendale)*

Salve Regina Catholic Academy

Saint Adalbert Catholic Academy*

Saint Andrew Avellino Catholic Academy

Saint Athanasius Catholic Academy*

Saint Anselm Catholic Academy

Saint Bartholomew Catholic Academy

Saint Bernadette Catholic Academy*

Saint Bernard Catholic Academy

Saint Brigid Catholic Academy

Saint Camillus Catholic Academy

Saint Catherine of Genoa-Saint Therese of Liseux Catholic Academy

Saint Clare Catholic Academy

Saint Elizabeth Catholic Academy

Saint Frances Cabrini Catholic Academy

Saint Francis de Sales Catholic Academy

Saint Francis of Assisi Catholic Academy

Saint Francis Xavier Catholic Academy

Saint Gregory the Great Catholic Academy

Saint Helen Catholic Academy

Saint Joseph Catholic Academy (Long Island City)

Saint Joseph the Worker Catholic Academy

Saint Kevin Catholic Academy

Saint Leo Catholic Academy

Saint Margaret Catholic Academy*

Saint Mark Catholic Academy

Saint Mary Gate of Heaven Catholic Academy

Saint Mel Catholic Academy

Saint Nicholas of Tolentine Catholic Academy

Saint Patrick Catholic Academy

Saint Peter Catholic Academy

Saint Rose of Lima Catholic Academy

Saint Saviour Catholic Academy

Saint Sebastian Catholic Academy*

Saint Stanislaus Koska Catholic Academy

Saint Thomas the Apostle Catholic Academy

*Academies opened in September 2016



Goal 21.

All parish schools will transition to academies by 2017.

The formation process of parish schools to the two-tiered academy governance model continued during 2015–2016. There were fifty-seven academies with thirteen more scheduled to open in September, 2016. The Goal of the transition of all parish schools by September, 2017, may not be reached. As of August, 2017, thirteen parish schools will not yet have transitioned to academy status. Five of these will become academies the following month. The remaining eight parish schools will undergo continuous evaluation to determine when the transition to academy status will take place.

The recruitment and identification of qualified lay persons to serve as academy Directors continues to be a challenge. Potential Directors are identified through articles and ads in *The Tablet*; active parishioners in the parishes are a reliable resource in the recruiting process. Directors are expected to be practicing Catholics who are committed to Catholic education and

who have particular skills or interests which contribute to the integrity of the Board. The Saint Vincent de Paul program, mentioned above, provides information and training for the Directors. The Superintendent's office provides regular meetings for Board Chairpersons, treasurers and secretaries, as well as an Annual Meeting for Board Members.

The Board Mentor Program completed its second year of service during 2015–2016. These mentors, all professional educators, serve as advisors to the Directors, ensure that the Directors follow diocesan procedures, oversee the Board Assessment Program and are responsible for Board professional development. The mentor serves as liaison with the Superintendent's office and other diocesan agencies to make sure that the academy is receiving all relevant services provided by the Diocese.

Goal 22.

Each parish school will have an active advisory board.

Existing parish schools are still expected to have active Advisory Boards which will provide pastors and principals with advice and support. Participants on these Boards can also be considered as Board Directors when the parish school converts to academy status.

Goal 23.

Each parish school and academy will regularly update its strategic plan.

Parish school strategic plans, completed during the 2013–2014 school year, are expected to be updated annually and may be used as a resource for the more comprehensive strategic plan which is completed after they become academies. To date, twenty-nine academies have completed strategic plans.

Goal 24.

The Bishop of the Diocese of Brooklyn will identify areas of accountability for all parish schools and academies to be included in the *Participation Agreement with the Office of the Superintendent~Catholic School Support Services* to ensure academic excellence and a comprehensive faith formation program.

All parish schools and academies have signed the newly revised Participation Agreement which lists the following services provided by the Superintendent's office:

- A. The Office of the Superintendent~Catholic School Support Services will supply the following services, as needed and requested by the Academy:
 1. Catholic Identity Assessment, Faith Formation Curriculum and Catechist Formation for Principals and Teachers
 2. Governance Structures and the Professional Development of Members and Directors in the Academy Model of Governance
 3. Curriculum Development Assistance
 4. Annual Review of the Academy and its Programs
 5. Principal Personnel Matters (recruitment, mentoring, professional development, grievances, principal specific leave of absence guidelines and self-assessment process and evaluation)
 6. Teacher Personnel Matters (recruitment, mentoring, professional development, grievances, teacher specific leave of absence guidelines, self-assessment process and teacher aide personnel matters)
 7. Marketing, Retention and Public Relations
 8. Diocesan Scholarship Process (Futures in Education)
 9. Student Assessment and Program Evaluation
 10. Educational Technology Initiatives

11. Government Programs for Students, Teachers and Principals
12. Strategic Planning and Accreditation Processes
13. Partnerships with Catholic Secondary Schools, Colleges and Universities
14. Legal Consultation and Services as needed with Wingate, Kearney & Cullen, LLP
15. Educational Responsibility of the Corporation
16. Other services and consultation as related to the educational mission

- B. The Diocesan Office of Fiscal Management will supply the following services as needed and requested by a parish school or academy:

1. Overall review of the Current Accounting System, Accounts Payable, Payroll, Payroll and Tuition Collection and provide recommendations for improving the system for Accounts Payable and Payroll
2. Tuition Collection Process as per Diocesan Internal Controls
3. Annual Financial Statement for the Fiscal Year
4. Budget of Revenue and Expenditures
5. Quarterly Financial Reports
6. Bookkeepers with necessary training as requested

- C. The Diocesan Human Resources office will supply the following services as needed or requested by parish school or academy:

1. Employee Relations: HR will provide guidance to all parties and provide requisite forms for employee relations as they relate to all employee benefits and policies (Benefits Administration)
2. Background Screening: HR will provide all necessary documents, conduct screening and notify the employer and applicant, if applicable, of the outcome
3. Employer Requirements: HR, in compliance with various government entities, will provide required employer labor law posters

4. Benefits: HR will provide information, guidance and documentation to employer and employees as they relate to all benefits
5. HR will provide consultation and advice on all non-contracted employee matters to an Academy's Board of Directors

- D. The Diocesan Office of Information Services will supply the following services, as needed or requested, by a parish school or academy:

1. Dionet (First Class) installation and configuration
2. On-site training and day-to-day support for DioNet including remote access
3. Day-to-day support and coordination with student information services
4. Archival Services
5. Coordination of the Annual Census

The *Participation Agreement* also requires that the following items be adopted as policy by parish schools and academies:

1. The Diocesan Administrative Manual
2. The Principal Personnel Manual Templates
3. The Teacher Personnel Manual Templates
4. The Mandates associated with Preserving the Vision issued September, 2015
5. Academic and Administrative Calendars
6. Preserving the Vision Strategic Planning Guidelines
7. Option C (the Diocesan Student Information System)
8. DeSales Emergency Alert System
9. Technology Plan
10. Crisis Management Plan

Goal 25.

The Office of the Superintendent~Catholic School Support Services will be adequately staffed to provide the oversight and service needed to effectively implement the Strategic Plan.

During the 2015–2016 school year, the Superintendent of Schools conducted a study of the job descriptions of all professional and support staff members as they relate to the implementation of the *Preserving the Vision Strategic Plan*. The study showed that the addition of three staff members to work in the areas of parish school and academy supervision would be of benefit to the *Plan*. Consideration of this initiative will continue during the 2016–2017 school year.

Goal 26.

The *Preserving the Vision Advisory Committee* will provide advice and counsel to the Office of the Superintendent~Catholic School Support Services, especially in the areas of strategic planning, marketing, institutional advancement, communication and financial planning.

The *Preserving the Vision Advisory Committee* successfully transitioned to a *Diocesan Education Commission* in 2015–2016 with a particular Goal of expanding membership of the Commission. The newly developed By-Laws of the Commission follow:

Mission of Catholic Elementary Schools & Academies: We believe that the mission of Catholic parish schools and academies is to educate young people in the Catholic faith – intellectually, socially and morally. They must seek to strengthen families as the prime place for faith formation. We reaffirm our desire to make Catholic education accessible to all children who desire to attend a Catholic school, regardless of where they live in the Diocese of Brooklyn, financial means or challenges faced by their parents. Our administrations, faculties and

staffs are dedicated to providing all entrusted to them with a quality Catholic education. Finally, our parish schools and academies exist to lead our children and parents to active worship in their home parishes. It is this mission that supports the Goals and initiatives associated with *Preserving the Vision*.

Ultimately, the Goal of all Catholic education is to lead those entrusted to its care to find salvation in Jesus Christ. In *Catholic Schools on the Threshold of the Third Millennium* (#11) Pope Saint John Paul II wrote that Catholic schools are "... the privileged environment in which Christian education is carried out. Catholic schools are at once places of evangelization, of complete formation, of enculturation, of apprenticeship in a lively dialogue between young people of different religious and social backgrounds." The mission of our community of Catholic schools and academies within the Diocese of Brooklyn is to concretize Pope Saint John Paul II's thoughts that we know will, if taken seriously, lead us to Christ, the Master Teacher. In the words of Pope Benedict XVII, "Let us bear witness to our faith in such a way that it shines forth as the power of love, '...so the world may believe.' (Jn 17:21)"

Mission of the Office of the Superintendent~Catholic School Support Services: The mission of the Office of the

Superintendent~Catholic School Support Services is to provide support, guidance, services and direction to all engaged in the ministry of Catholic school education. It is through this mission that we will assist the Pastors, Directors and Principals in the attainment of the stated goals found in *Preserving the Vision*. The Office of the Superintendent proactively engages secondary schools, parish elementary schools and academies, boards, parishes and deaneries to ensure that quality Catholic education is sustained and enriched across the Diocese of Brooklyn. Each school community is entrusted with providing an excellent academic education and forming the whole child as it simultaneously advances the evangelizing mission of the Catholic Church.

The Office of the Superintendent works to implement and support all of the initiatives associated with *Preserving the Vision*.

Long Term Goal: Recognizing the successful completion of the original *Preserving the Vision* strategic plan, promulgated in 2008 with the support of the *Preserving the Vision Advisory Committee*, the Goal of the newly established Preserving the Vision Education Commission is to actively and diligently pursue academic excellence, long term financial viability and the Goals of the New Evangelization as proclaimed by Pope Benedict XVI.



ARTICLE I: NAME

The name of this committee shall be the *Preserving the Vision* Education Commission.

ARTICLE II: PURPOSE

The purpose of the Commission is to ensure the long term sustainability of Catholic parish schools and academies within the Diocese of Brooklyn. The Commission shall advance the quality of Catholic education for students by advising the Bishop, through the Moderator of the Curia and the Superintendent of Schools, on all aspects of Catholic education within the Diocese of Brooklyn.

ARTICLE III: DUTIES

The following authority is delegated to the commission, subject to the ultimate canonical rights and duties of the Bishop:

1. To promote the Mission of Catholic Schools and the Mission of the Office of the Superintendent~Catholic School Support Services
2. To provide guidance and feedback regarding the Mission of Catholic schools and the Mission of the Office of the Superintendent~Catholic School Support Services
3. To make further recommendations, where appropriate, regarding the implementation of the initiatives associated with *Preserving the Vision*
4. To provide guidance and feedback regarding the *Preserving the Vision* strategic plan, as well as the strategic plan for the Office of the Superintendent~Catholic School Support Services
5. To review and approve the strategic plans of Catholic schools and academies
6. To provide feedback on key educational issues facing the Catholic schools within the Diocese of Brooklyn
7. To facilitate the strategic planning and accreditation processes for all Catholic parish schools and academies

ARTICLE IV: MEMBERSHIP

Section 1: Members/Chairperson:

1. The Chairperson of the Education Commission shall be appointed by the Bishop.
2. The Moderator of the Curia and the Superintendent of Schools are ex-officio members of the committee and will be active participants in the Education Commission meetings.
3. All members of the Education Commission are appointed by the Bishop.
4. The Education Commission shall consist of no fewer than eleven (11) members and no more than twenty-one (21) members.
5. Members of the Education Commission will consist of representatives with expertise in education, finance, marketing, development and strategic planning.
6. The overall composition of the Education Commission shall reflect the ethnic and cultural diversity of the Diocese of Brooklyn.

ARTICLE IV: MEMBERSHIP (CONT.)

Section 2: Duration of Term:

Each member of the Commission shall hold office for a term of up to three (3) years and until his or her successor has been elected and qualified or until his or her death, resignation, or removal in the manner hereinafter provided. Commission members may serve a total of two (2) consecutive terms and thereafter are eligible after one (1) year. The terms of the Commission members shall be staggered so that no more than one-third (1/3) of terms expire in any year.

ARTICLE V: OFFICERS

Section 1: Chairperson:

The Chairperson of the Education Commission shall have the following responsibilities:

1. To respond administratively to the Moderator of the Curia and the Superintendent of Schools
2. To implement policies and procedures of the Education Commission
3. To develop the agenda for meetings
4. To conduct all meetings
5. To provide reports as requested by the Education Commission
6. To establish the Committees and appoint the Chairperson of each Committee

Section 2: Secretary of the Education Commission:

The Secretary shall have the following responsibilities:

1. To record or cause to have recorded and maintained the minutes of all regular and special meetings
2. To serve as Custodian of the By-Laws
3. To review, approve and present the Minutes and other material as required at the meetings
4. To answer correspondence

ARTICLE VI: MEMBERS

The members of the Commission shall have the following responsibilities:

1. To attend all scheduled meetings of the Education Commission and the appropriate Committee meetings. Two or more consecutive unexcused absences constitute grounds for removal from the Education Commission.
2. To participate in all Commission activities and to contribute to the decision making process.
3. To keep up to date on all matters related to the mission and programs of the Commission.

ARTICLE VII: COMMITTEES

The standing committees shall be:

- 1. Nominating Committee:** Works to identify new membership for the Education Commission.
- 2. Development and Grants Committee:** Identifies new sources of revenue for Catholic educational enterprises.
- 3. Finance Committee:** Reviews and analyzes relevant financial reports of the Diocese of Brooklyn, and develops tools and strategies to ensure the long term financial viability of parish schools and academies within the Diocese of Brooklyn.
- 4. Marketing, Recruitment and Retention Committee:** Identifies ways to further market and promote Catholic education within the Diocese of Brooklyn.
- 5. Academic Affairs Committee:** Responsible for making recommendations regarding: Catholic Identity and Mission Effectiveness, Academic and Program Excellence, Innovation, Leadership Development for Principals and Boards of Directors, and Teacher Quality and Retention.
- 6. Facilities Committee:** Serves as a resource to the Bishop in determining the safety and long term viability of parish school and academy buildings.

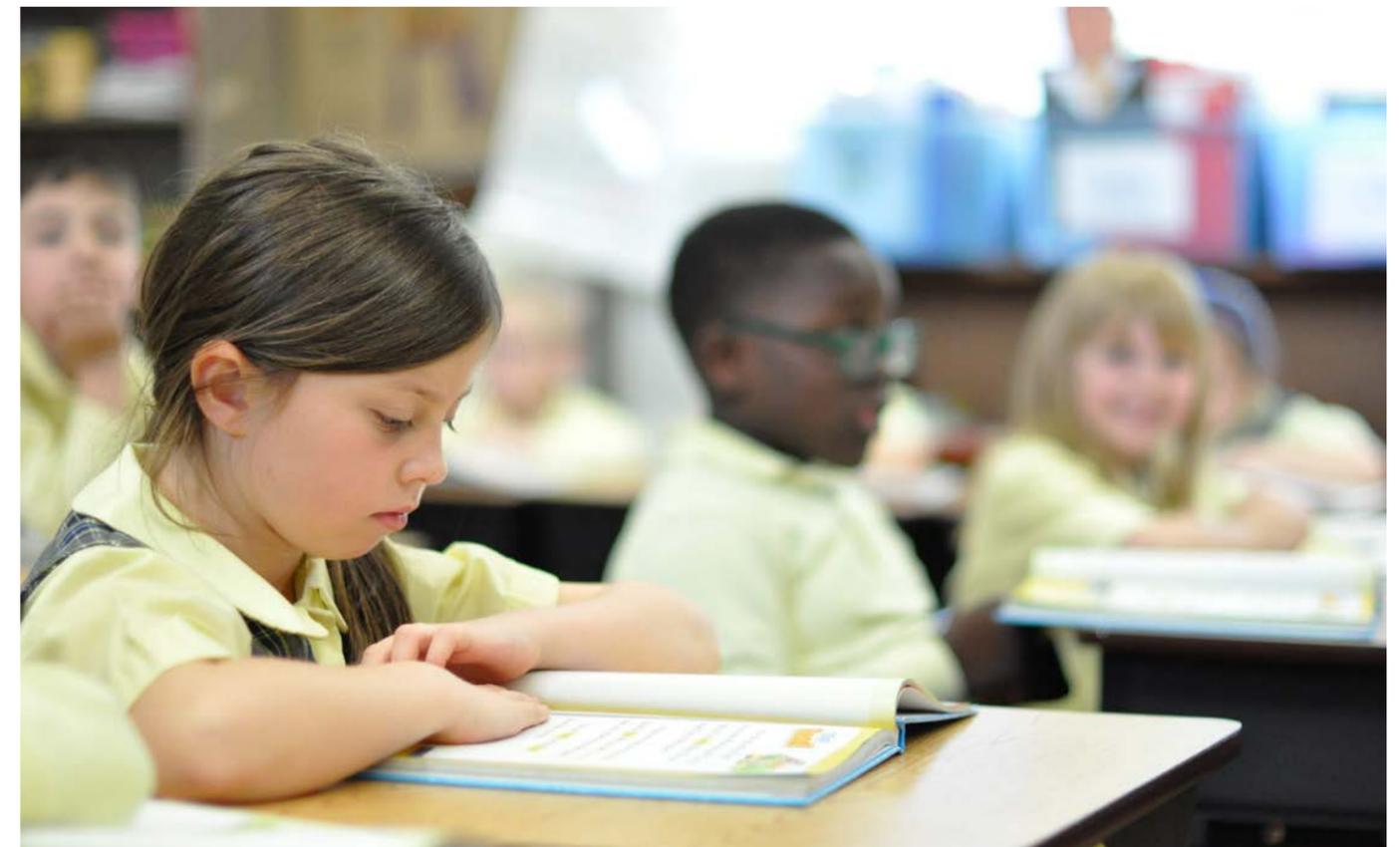
The Executive Committee, under the direction of the Chairperson and consisting of officers and committee Chairs, will meet on an ad hoc basis as needed.

ARTICLE VIII: MEETINGS

- 1.** Regular meetings of the Commission will be held five times annually at a place and time determined by the Chairperson.
- 2.** A special meeting of the Commission for any purpose may be called at any time by the Chairperson.
- 3.** The Chairperson shall chair all meetings of the Commission.

The By-Laws may be amended by the Commission by a two-thirds vote, subject to approval by the Bishop.

ARTICLE IX: AMENDING THE BY-LAWS



LEADERSHIP



The *Preserving the Vision Strategic Plan* for Catholic education within the Diocese of Brooklyn has established a precise and strong model of leadership for its parish schools and academies. A very important aspect of this model is building leadership — the principal. Our Church mandates that school leaders must be practicing Roman Catholics and be exemplary role models for their communities. In addition, our principals must have the appropriate academic credentials recognized by the New York State Department of Education and be knowledgeable in curriculum and pedagogy, the New York State Common Core Learning Standards, mandated testing programs and other forms of assessment. Of prime importance, principals who serve within the parish schools and academies of the Diocese of Brooklyn must be prepared to oversee an instructional program which is infused with the knowledge and values which are faithful to the teachings of the Catholic Church.

Goal 27.

The Diocese of Brooklyn will recruit parish school and academy administrators and provide professional support to enable them to exercise effective spiritual and academic leadership.

The Office of the Superintendent~Catholic School Support Services is responsible for the recruitment and training of qualified principals for parish schools and academies. An Associate Superintendent, appointed by the Superintendent of Schools, is directly responsible for recruiting principal candidates and evaluating their credentials. The Associate Superintendent chairs the Principal Screening Committee

which interviews all candidates. If qualified and approved by the Committee, candidates are referred to pastors and Board Chairs who are looking for new principals. All members of the Superintendent's staff, based on their own areas of expertise, are subsequently involved in the professional development of new and experienced principals.

The Office of the Superintendent~Catholic School Support Services utilizes broad based consultation initiatives in the promulgation and implementation of policies and practices concerning school leadership. The Superintendent meets on a regular basis with the Pastors' Advisory Committee (PAC) and the Elementary Principals' Advisory Committee (EPAC) for discussion on key issues facing Catholic education in the Diocese.

PAC is comprised of twelve pastors from within the Diocese and serves in an advisory capacity to the Superintendent and staff. Appointed by Bishop DiMarzio for a term of two years, these pastors represent parishes with schools, parishes without schools and parishes which host an academy. The issues which were discussed during 2015–2016 included: Teacher and principals salary scales; Principal leadership standards; Principal and teacher evaluation processes; Identifying ways to successfully fill the empty seats in diocesan parish schools and academies; and Identifying ways of "Branding" Catholic education within the Diocese.

Members of EPAC are practicing principals who represent parish school and academy principals within the Diocese of Brooklyn; they serve as a direct line of communication between principals and the Superintendent. Nine EPAC members represent the diocesan Deaneries in addition to three additional

appointees. Members of EPAC are appointed by the Superintendent for a one-year term. They are expected to maintain communication with the parish school and academy principals whom they represent and to provide minutes of local principal meetings to the Superintendent.

The goal of **The Saint Frances Cabrini Leadership Institute-Aspiring Principals' Discernment Program** is to identify future principals from the ranks of teachers who already work in diocesan parish schools and academies and who have been identified by their principals as having leadership potential. In partnership with Fordham and Saint John's Universities, graduate level courses are provided in the areas of Catholic Identity, supervision of instruction, curriculum development, strategic planning, schools administration and other topics which relate to the professional and efficient operation of an elementary school. A Master's Degree in School Building Leadership is conferred on the participant by the attended university at the completion of the required course of study.

In addition, the Cabrini Leadership Institute provides training for three cohorts of newly appointed principals. Cohort I acquaints the first year principal with the services provided by the Office of the Superintendent~Catholic School Support Services; Cohorts II and III focus on the areas of teacher supervision and

instructional leadership within the framework of the Standards developed in the partnerships formed between the Diocese and the universities. A certificate of completion is granted to participating principals upon completion of the program. During the 2015–2016 school year, ten meetings were held for Cohort I with eight attendees; four meetings took place for Cohort II with four attendees; three meetings took place for Cohort III with eight attendees. Although the Institute was intended for novice principals, experienced principals are invited to join if they wish.

The Superintendent of Schools sponsors continued professional development for principals. The Saint John Neumann Principals' Professional Development Days are conducted during each school year; five meetings were held during 2015–2016 with seventy-five principal attendees.

During the 2014–2015 school year, PAC and EPAC members decided that the Interstate School Leaders Licensure (ISLL) Standards would be adopted to reflect the demands of excellence within the parish schools and academies. These Principal Leadership Standards were adapted in 2015–2016 from the *Professional Standards for Educational Leaders* published by the National Policy Board of Educational Administration and are listed below. The Standards continued to be used as a framework for principal job descriptions and contracts during 2015–2016.



Principal Leadership Standards

1. The principal, as Spiritual Leader, collaborates with all stakeholders to develop, articulate and implement the mission of the parish school or academy in fostering a strong Catholic Identity.
2. The principal is an effective educational leader who develops, advocates and enacts a shared mission, vision and core values of high-quality education, academic success and well-being for each student.
3. The principal is an effective educational leader who acts ethically and according to professional norms to promote each student's academic success and well-being.
4. The principal is an effective educational leader who strives for equity of educational opportunity and culturally responsive practices to promote each student's academic success and well-being.

5. The principal is an effective educational leader who develops and supports intellectually rigorous and coherent systems of curriculum, instruction and assessment to promote each student's academic success and well-being.
6. The principal is an effective educational leader who cultivates an inclusive, caring and supportive school community that promotes the academic success and well-being of each student.
7. The principal is an effective educational leader who develops the professional capacity and practices of school personnel to promote each student's academic success and well-being.
8. The principal is an effective educational leader who fosters a professional community of teachers and other professional staff to promote each student's academic success and well-being.
9. The principal is an effective educational leader who engages families and the

community in meaningful, reciprocal and mutually beneficial ways to promote each student's academic success and well-being.

10. The principal is an effective educational leader who manages school operations and resources to promote each student's academic success and well-being.
11. The principal is an effective educational leader who acts as an agent of continuous improvement to promote each student's academic success and well-being.

These standards continue to be emphasized in professional development workshops provided by Superintendent's staff and visiting lecturers through the Saint John Neumann Professional Development Program. Additional workshops were provided to encourage principals in supervising the Response to Intervention (RTI) approach to classroom management and instruction.



Goal 28.

The leadership standards for parish school and academy administrators have been developed and will continue to be implemented.

The standards are listed in above Goal twenty-seven. Professional development for principals also emphasizes the National Standards and Benchmarks for Effective Catholic Elementary Schools published by the Loyola University of Chicago.

The diocesan **Principal Self-Assessment Tool** enables parish school and academy leaders to assess their administrative practices compared with the expectations for principals based on the Standards. Using this self-assessment as a starting

point, principals can identify areas which would benefit from professional development and use it to establish their own **Annual Growth Plan**. The Goal of this process is to develop reflective practitioners who can lead schools toward academic excellence and solid faith formation.

Pastors, Board Chairpersons and principals continued to use the **Principal and Teacher Personnel Handbooks**, revised in the 2014–2015 school year. These include guidelines for faith and moral behaviors, leaves of absence, sick day policy and professional development requirements. The Diocesan **Teacher Performance Standards** continue to be used for teacher evaluation and to guide teachers in setting annual classroom Goals. Principals are required to observe all teachers on a regular basis and conduct a formal written evaluation annually.

Goal 29.

The Diocese of Brooklyn will continue to develop parish school and academy leaders by providing special programs for assistant principals.

Assistant principals may participate in Cohort I of the Cabrini Leadership Institute on the recommendation of his or her principal. As mentioned above, the Institute offers professional development for school leaders.

POLITICAL ADVOCACY



New York State Education Law, as well as various Federal Title programs (as explained in the Academic Excellence section of this Report,) provides equity in selected services for children who attend religious schools. In addition to the academic services, this concept of equity applies to bus transportation, textbook distribution, library books, and computer hardware and software. Parish schools and academies are reimbursed for performing state mandated activities, such as attendance taking and administering state tests. The federal E-rate program provides reimbursement for selected technological and communication initiatives. The Catholic educational community is aware that these services are provided by laws which could be revised or changed. Our parents are tax-paying citizens who have chosen Catholic education for their children. Diocesan representatives are aware of the importance of being in close contact with legislators, both on the state and national level, in order to preserve the services already provided and, perhaps, increase them.



Goal 30.

The Office of the Superintendent~Catholic School Support Services will continue to collaborate with the Office of the Vicar for Communications to continue to engage in political advocacy and outreach to members of city, state and federal legislators to raise their awareness concerning the role of parents and parish school and academy students as tax paying citizens. Parish school and academy communities will be expected to participate in these initiatives.

The Associate Superintendent for Government Programs and Services continues to serve as liaison between and among federal, state and local educational communities to ensure that all possible publicly funded benefits will come to parish schools and academies. The Superintendent's office continues to work closely with the New York State Catholic Conference which represents the New York State Catholic community in Albany. The Diocese of Brooklyn continues to send representatives to the annual Public Policy Day hosted by the NYSCC in the state capital. The Bishops of the state meet with the governor that day while meetings with various legislators are arranged for the other attendees.

The Superintendent and staff continue to work closely with the New York City Department of Education in any matter

which will benefit the students in our parish schools and academies. Regular meetings take place with officials from other religious denominations to discuss and act on matters of mutual interest – both on the local and state levels.

The Superintendent represents the diocesan schools on the Catholic Community Relations Council. The Council is a partnership between the Diocese of Brooklyn and the Archdiocese of New York and consists of representatives from schools, Catholic Charities and communications offices of both dioceses. The Executive Director of the Council meets regularly with New York City elected officials to discuss and promote issues of importance to the Catholic community within the City.



SCHOOL SAFETY



There are two aspects to school safety; 1) to keep our aging parish school and academy buildings in good repair; 2) to adhere to the mandates of the *Charter for the Protection of Children and Young People*, promulgated by the United States Catholic Conference of Bishops for the safety of children.



Goal 31.

The Diocese of Brooklyn will continue to oversee the safety of students and staff by maintaining structurally reliable buildings and ensure that safety is a priority for all in the parish school and academy communities.

Rocklyn Asset Corporation continues to make periodic visits to parish schools and academies to determine their safety and

verify that they meet codes mandated by the New York City Fire Department, Buildings Department and Department of Health. Building audits of selected parish schools take place before their transition to the academy model. These audits include a thorough review of the condition of both the exterior and interior of the buildings and are a factor in the discussions which take place during the transition process.

Each parish school and academy has developed a Crisis Management Plan. There is zero tolerance for bullying and cyber-bullying; policies and procedures concerning this issue are in place and are referenced in Parent Handbooks. All staff

and volunteers in parish schools and academies are required to follow diocesan Safe Environment protocols which include background checks, completion of VIRTUS training and adhering to the Diocesan Code of Conduct.

The New York City Department of Education continues to provide school nurses to the majority of parish schools and academies. The nursing services are provided to students with diagnosed medical needs as well as to the general population of students. The diagnosed needs include those students who have acute or chronic health problems. Health education services are provided to students

with asthma through **Open Airways for Schools** which is offered by the school nurse twice a year. In addition, the school nurse follows the **Managing Asthma in School Program (MAS)** which provides a guide for nurses and attending doctors to ensure controlled asthma management for the students.

School nurses implement the **Healthy Options and Physical Activity Program (HOP)** to assist children and families in developing healthy lifestyles. In addition, the school nurse helps to provide families of students with a Body Mass Index (BMI) of greater than 99% with clinical assessment, health education, counseling and referrals to available resources within the community. The school nurse continues to provide ongoing prevention and/or containment of communicable diseases or environmental threats to the city's school children. Their work is essential to the health and well-being of the students attending parish schools and academies.



CONCLUSION

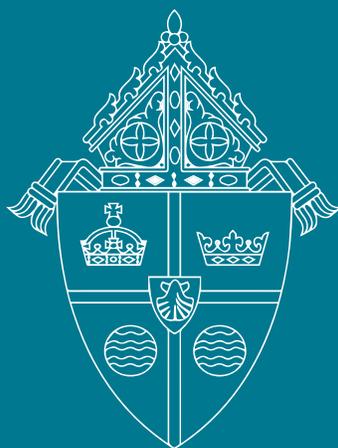


This Annual Report contains a brief but comprehensive synthesis of the activities which took place under the mandates of *Preserving the Vision* in 2015–2016. What cannot be adequately described is the dedication of all those associated with the ministry of Catholic education within the Diocese of Brooklyn. Bishop DiMarzio has given his total support to *Preserving the Vision* and the parish schools and academies. Under the guidance of Bishop Massa and Dr. Chadzutko, this support is reflected in the commitment of the staff of the Office of the Superintendent~Catholic School Support Services, the academy Members and Directors, principals, teachers and parents who sacrifice each day to have their children attend our parish schools and academies. Sincere gratitude must be extended to all involved in the mission of Catholic education.

As the Diocese of Brooklyn prepares for the final year of this second *Preserving the Vision* Strategic Plan and plans for the broad-based evaluation and consultation processes which will lay the ground work for the succeeding plan, it must be noted that one-hundred percent of the Priorities have been implemented and one-hundred percent of the Goals either have been attained or are in progress. Not all Goals have been met; we're still striving for an annual ten percent increase in enrollment! But, we are not discouraged. The original *Preserving the Vision* Advisory Board has evolved into a Diocesan Education Commission with the intent of continuing to engage qualified lay people who will continue to bring intellect and vitality to the planning process. The Mission continues: "...to lead those entrusted to our care to find salvation in Jesus Christ."

AD MULTOS ANNOS!





CATHOLIC EDUCATION WITHIN THE DIOCESE OF BROOKLYN
<http://dioceseofbrooklyn.org/schools/preserving-vision>