



# PRESERVING THE VISION

ANNUAL REPORT  
2012 - 2013

CATHOLIC EDUCATION IN THE DIOCESE OF BROOKLYN



## **CATHOLIC EDUCATION IN THE DIOCESE OF BROOKLYN**

### **MISSION STATEMENT**

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

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September, 2013

Dear Colleagues in Catholic Education:

This 2012-2013 Annual Report of *Preserving the Vision* for the Catholic elementary academies and schools within the Roman Catholic Diocese of Brooklyn reflects continued implementation of the Strategic Plan which was promulgated in November, 2011.

During 2012-2013, eleven new academies joined the twenty-three academies already in place. Professional mentors were brought on staff to guide and assist principals and Board Directors in academy governance. The evaluation process for principals of the diocese was revised and will be fully implemented during the 2013-2014 school year. The diocesan Director of Faith Formation, in collaboration with the Superintendent of Schools, updated *Celebration of First Sacraments for Children and Youth*, which provide guidelines for parents, academies, schools and parishes for the sacramental life of the students. With the guidance of the Superintendent's staff, implementation of the New York State Common Core Learning Standards took place in all academies and schools. The diocesan Office of Fiscal Management continued to assist pastors and Board Members and Directors in budget preparation and oversight. The diocesan marketing team prepared an updated and thorough marketing plan for academies and schools. And, of major importance, the 2011 Strategic Plan was evaluated and updated by Superintendent's staff and the *Preserving the Vision* Advisory Committee. The revision will be introduced in November, 2013.

Most Reverend Nicholas DiMarzio, Bishop of the Roman Catholic Diocese of Brooklyn, continues to show ongoing encouragement and support. *Preserving the Vision* is an ongoing example of Bishop DiMarzio's deep commitment to Catholic education.

The Most Reverend Frank Caggiano, Vicar General of the diocese, has been a guiding force in *Preserving the Vision*. The entire diocese, and particularly Catholic educators, will miss him as he becomes Bishop of the Diocese of Bridgeport, Connecticut.

*Preserving the Vision* is losing another strong supporter. Sister Angela Gannon, CSJ, Secretary for Catholic Education and Formation, has been assigned to another ministry by her congregation. We will miss her wisdom and strong support.

The staff of the Office of the Superintendent ~ Catholic School Support Services is pleased to present this Annual Report, 2012-2013, for *Preserving the Vision*. Catholic education continues to flourish in the Diocese of Brooklyn. Thank you for your ongoing support of this important work of the Church.

Sincerely,

Thomas Chadzutko, Ed.D

Superintendent of Schools ~ Catholic School Support Services



# THE DIOCESAN STRATEGIC PLAN



One of the long term goals of *Preserving the Vision* was to establish a Strategic Plan which would guide the direction of elementary schools within the diocese from 2011 to 2014. A consulting firm which guides strategic planning for schools and school systems throughout the country was contracted by the diocese to assist in accomplishing this task. As a result of a full year of preparation and broad-based consultation, the *Preserving the Vision Strategic Plan, 2011-2014*, for the schools within the diocese was promulgated by Bishop DiMarzio in October, 2011. It identified six major priorities for the Office of the Superintendent ~ Catholic School Support Services

## **PRIORITY 1.**

Encouraging and enabling academies and schools to assess and strengthen their Catholic identity and academic excellence.

## **PRIORITY 2.**

Assisting all academies and schools in the completion, implementation and ongoing review of their strategic plans.

## **PRIORITY 3.**

Enabling the newly formed academies to successfully transition to the two-tiered governance model with the ability to function effectively; assisting all schools to transition to the academy model by 2017.

## **PRIORITY 4.**

Improving and increasing marketing, public relations and development efforts for academies and schools at both the diocesan and local levels.

## **PRIORITY 5.**

Fostering the increased use of technology to enhance instruction as well as to improve communication between and among academies and schools, parents and the Office of the Superintendent ~ Catholic School Support Services. This includes the planned implementation of a diocesan-wide student information system.

## **PRIORITY 6.**

Providing ongoing resources to administrators and teachers to implement the expectations of the New York State Common Core Learning Standards and to assist all academy and school communities in not only maintaining academic excellence but expanding on what is already excellent by meeting the needs of all students.

The Superintendent of Schools and the staff of the Office of the Superintendent ~ Catholic School Support Services immediately took steps to implement the priorities, goals and strategies of the Strategic Plan. This Annual Report will inform you concerning the implementation of the Plan during the 2012-2013 school year.

## CATHOLIC IDENTITY

**T**he *Strategic Plan 2011-2014* is emphatic concerning the importance of the Catholic identity of each academy and school. The centrality of the faith guides Catholic educators each day as they diligently educate the children of God who have been entrusted to our Catholic schools by their parents. The first four goals of the Plan stress the importance of Catholic identity and provide fourteen strategies to accomplish these goals.

### GOAL 1.

Each academy and school will be an effective vehicle of evangelization and 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.

Continuation of policies and practices already in place in schools within the diocese continued during the 2012-2013 school year. One-hundred percent of principals and ninety-seven percent of teachers are practicing Catholics. Principals and teachers continue to meet the requirements of the diocesan catechist formation program, *Living and Leading by Faith*. The *Catholic Identity Self Assessment Process* has been completed by one-hundred percent of academies and schools. One-hundred percent of the academies and schools are teaching religion based on *The Seed is the Word of God* and use textbooks approved by the United States Catholic Conference of Bishops. Religion is taught in every academy and school for the same number of hours as all major academic areas.

### Living and Leading by Faith Annual Report 2012-2013

- Workshops offered in the Diocese: **201**
- Major Events: **12**
- Courses and Seminars offered by Catholic Distance University: **18**
- Catholic Distance University Participants: **189**
- Approved Instructors: **30**
- Principal and Teacher Participants: **4,892**



## **GOAL 2.**

Academies and schools will be valued as an important mission and responsibility of all parishes in the Diocese of Brooklyn.

Bishop DiMarzio continues to emphasize to pastors the importance of their involvement with the academies and schools attended by their parishioners. The pastors of parishes sponsoring an academy serve on the Board of Members of that academy. As always, pastors of parish schools continue to be responsible for the school and are closely involved with all aspects of the school administration.

Academy and school principals are responsible for making sure that open and ongoing communication takes place with all affiliated parishes. This outreach is done in several ways, including, but not limited to a regular report from the academy or school in weekly parish bulletins. Parishioners are always welcome to visit the academies or schools and are encouraged to do so.

## **GOAL 3.**

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

One-hundred percent of the students have *Statements of Parish Affiliation* on file in their academies or schools. One-hundred percent of academies and schools cooperate with their affiliated parishes regarding the reception of the First Sacraments for their students. All principals collaborate with the pastors and Directors of Faith Formation of affiliated parishes to effectively enact the diocesan norms.

## **GOAL 4.**

Academies and schools will welcome students of other faiths while maintaining their strong Catholic identity.

All students, including students of faiths other than Catholic, participate in all religious instruction, prayer and liturgical events. Principals will interview parents before students are admitted to an academy or school to verify that the parents are aware of this policy. At the same time, every academy and school provides an environment of respect for all religious denominations.





**CATHOLIC EDUCATION  
IN THE DIOCESE OF BROOKLYN**

**ACADEMIC  
EXCELLENCE**

**S**trong commitment to providing the best possible education to all students is a hallmark of all academies and schools within the Roman Catholic Diocese of Brooklyn. That commitment is reinforced each school year by the professional support provided by the Office of the Superintendent ~ Catholic School Support Services. During the 2012-2013 school year, implementation of the New York State Common Core Learning Standards provided the focus for staff development provided by the Superintendent's staff for principals and teachers.

The Saint John's University Institute for Catholic Schools provided professional support in the creation of Curriculum Leadership Teams to oversee the implementation of the Standards and the provision of training for team members. Twenty academies and schools participated in this initiative during 2012-2013. The diocesan Early Childhood Task Force, also in partnership with Saint John's University, continues to provide guidance in establishing strong early childhood programs in the diocese.

**GOAL 5.**

Each academy and school will strive to provide and be recognized for its high quality Catholic educational program.

All academies and schools are implementing the New York State Common Core Learning Standards. The Office of the Superintendent ~ Catholic School Support Services sponsored 110 professional development workshops for principals and teacher to acquaint them with the Standards, relevant pedagogical approaches and other issues which contribute to the professional growth of the educators. One-hundred percent of parish elementary schools presently have Middle States accreditation. Three academies completed an accreditation process through the Catholic Schools Accreditation Association.

All academies and schools administer the TerraNova standardized test, a nationally normed achievement test, in grades three through eight as well as the New York State testing program in designated grades. The following charts indicate the achievement of students in academies and schools within the diocese for 2012.

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## 2012 NEW YORK STATE ENGLISH LANGUAGE ARTS AND MATH TEST RESULTS

### GRADES 4, 6 AND 8 COMPARATIVE CHART

*Percentage of students scoring at levels 3 and 4 (Which meets or exceeds NYS proficiency standards)*

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<b>2012 NYS TESTING PROGRAM</b>	<b>NEW YORK STATE</b> <i>Includes all Public and Charter Schools in NYS - No Nonpublic Schools data</i>	<b>NEW YORK CITY</b> <i>Only NYC Public Schools No Charter Schools or Nonpublic Schools data</i>	<b>DIOCESE OF BROOKLYN</b> <i>Schools within the diocese with appropriate grade levels tested</i>
Grade 4-ELA	59.4%	52.4%	65.8%
Grade 6-ELA	55.7%	45.3%	66.5%
Grade 8-ELA	50.3%	39.0%	60.1%
Grade 4-Math	69.2%	65.7%	71.0%
Grade 6-Math	65.1%	59.3%	63.0%
Grade 8-Math	61.3%	55.2%	60.2%

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#### **DIOCESAN TERRANOVA TEST RESULTS – FALL, 2012** *(in national percentiles)*

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<b>GRADE</b>	<b>READING COMPOSITE</b>	<b>LANGUAGE COMPOSITE</b>	<b>MATH COMPOSITE</b>
3	58.6	49.8	51.1
4	55.9	56.7	42.3
5	62.4	59.5	50.4
6	60.2	57.5	53.5
7	59.4	70.8	62.1
8	64.8	67.2	63.8

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#### **GOAL 6.**

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

Academies and schools within the diocese continue to welcome students with special educational needs and strive to provide an educational program which will ensure an appropriate teaching/learning situation for each student. Professional development opportunities continue to be offered for teachers to enable them to meet the challenges of a heterogeneous student population. The Aquinas Society continues to be an important resource for academically talented students.

#### **GOAL 7.**

The appropriate use of technology will be integrated throughout the instructional program to enhance teaching, learning and communication.

Diocesan educational technology standards are provided in a technology plan which was updated during the 2012-2013 school year. This plan is necessary for the academies and schools to apply for e-rate reimbursements from the New York State Education Department. The diocesan-wide student information system, which was implemented in 2011-12, continues to be used by all academies and schools. It provides on line resources for student and administrative record keeping. This is particularly important since New York State tests will be administered online in the 2014-2015 school year (or an alternative date announced by the New York State Education Department).



### **GOAL 8.**

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

The Office of the Superintendent ~ Catholic School Support Services continues to recruit and screen candidates for administrative positions in academies and schools within the diocese. An Associate Superintendent has this particular and exclusive responsibility. A recruitment ad placed in the Education section of the Sunday New York Times in January, 2013, resulted in twenty responses. These were reviewed carefully and thirteen candidates were invited to for interviews. These thirteen finalists were approved as potential school administrators in the diocese, either as principals or assistant principals and were referred to Board Chairs or pastors upon request.

New academy and school principals and experienced principals new to the Diocese of Brooklyn continue to participate on the orientation and mentoring processes provided by the Saint Frances Cabrini Institute. Ongoing professional development for administrators continues through the Saint John Neumann Principals' Professional Development Program.



**CATHOLIC EDUCATION  
IN THE DIOCESE OF BROOKLYN**

# **FINANCE**

**F**iscal accountability continues to be an important aspect of the education ministry of the Diocese of Brooklyn. The diocesan Office of Fiscal Management continues to work closely with the Superintendent of Schools, Board Chairs, pastors and principals, providing them with invaluable expertise and assistance.

## **GOAL 9.**

Each academy and school will operate with a realistic budget using the standard chart of accounts provided by the diocesan Office of Fiscal Management. Academy and school budget preparation is based on diocesan guidelines and expectations. Ideally, approved budgets and year-end financial reports should be presented to academy and school parents. This particular practice is a change of procedure for many of our academies and schools and has not been implemented as broadly as was intended. Advice and guidelines to assist academy and school leadership in communicating this information to parents will be continued in workshops provided during the 2013-2014 school year.

The Superintendent of Schools has partnered with faculty from the Tobin School of Business at Saint John's University to complete a template for a business plan to be completed by each academy and school.

## **GOAL 10.**

Academies and schools will strengthen their development efforts in order to realize at least 30% of operating revenue from advancement efforts by 2017. Development initiatives continue in all academies and schools within the diocese. The diocesan affiliation with the Catholic Alumni Partnership continues and is very helpful to the academies and schools. The strategic plans prepared by five academies include precise development plans which will be updated annually. Academy and school principals continue to participate in the entrepreneurial professional development series through Fordham University.

## **GOAL 11.**

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



During the 2012-2013 school year there was one-hundred percent cooperation on the part of diocesan parishes in support of the Trust. The Trust provided \$5,258,129 in direct aid to ninety academies and schools. This aid provided tuition assistance to families in need, funded new educational initiatives, provided additional resources for the professional development of our teachers and assisted academies and schools to meet their ongoing financial obligations.

In addition, the Trust provided \$150,000 to six academies and schools affected by Hurricane Sandy, and has approved funding for the TerraNova and New York State testing programs which will be administered in the 2013-2014 school year.

The academies and schools continue to send annual reports to the Trust detailing the use of the funds received.

## **GOAL 12.**

The Office of the Superintendent ~ Catholic School Support Services and academy and school leadership within the diocese will continue to advocate for and fully utilize city, state and federal funding for students and programs available to religiously affiliated schools.

During the 2012-2013 school year, 7,818 students in elementary academies and schools within the diocese received Title I remedial services from the New York City Department of Education through the Federal No Child Left Behind Program. New York State mandated services reimbursements from New York State to the elementary academies and schools amounted to \$5,395,894. In addition, \$1,722,022 was received from New York State by them because of the compulsory attendance program. A staff member from the Superintendent's office serves as liaison between and among city and state agencies. The diocese continues to partner with the New York State Catholic Conference Advocacy Network to elicit support from various state agencies for the benefit of academies and schools within the diocese. Additional information is available on the Conference website: [www.nyscatholic.org](http://www.nyscatholic.org).

**CATHOLIC EDUCATION  
IN THE DIOCESE OF BROOKLYN**

**ENROLLMENT  
AND MARKETING**

**E**nrollment continues to be an issue of major importance for academies and schools within the diocese. The fiscal health of each institution depends, on the whole, on income from tuition and fees. The diocesan marketing team continues to be available to principals, pastors and board chairs for advice and planning and, during this school year, wrote a comprehensive Marketing Plan to be used by all academies and schools. Vigorous marketing, recruitment and retention efforts continued during the 2012-2013 school year. Through the generosity of a benefactor, the John Paul II Catholic Family Academy, continues to offer free tuition to its students.

**GOAL 13.**

Increased enrollment will be a priority for all those involved in Catholic education in the Diocese of Brooklyn.

Total elementary school enrollment for 2012-2013 was 30,048 students; the enrollment for 2011-2012 was 30,755 students.

**ENROLLMENT IN  
GRADE PRE-K THROUGH GRADE 8**

*(as reported to the NCEA in October, 2012)*

	CATHOLIC	NON CATHOLIC	UNKNOWN	TOTAL
<b>AMERICAN INDIAN/ NATIVE ALASKAN</b>	67	21	0	88
<b>ASIAN</b>	1,301	1,790	5	3,096
<b>BLACK</b>	4,174	2,915	31	7,120
<b>NATIVE HAWAII/ PACIFIC ISLANDS</b>	174	77	0	251
<b>WHITE</b>	15,901	1,457	3	17,397
<b>MULTI- RACIAL</b>	1,519	574	3	2,096
<b>UNKNOWN</b>	0	0	0	0
<b>TOTAL</b>	23,126	6,834	78	30,048

**GOAL 14.**

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

Scholarship support from the Catholic Foundation and Futures in Education amounted to \$8,366,761 during 2012-2013. This funding provided financial assistance to 6,159 students. The John Paul II Catholic Family Academy has an active Board and continues to grow one grade at a time. Identification of additional benefactors who would provide tuition free education to poor children remains a priority. More attention has



to be given to plans for individual academies and schools to offer local tuition assistance for middle income families. It is significant that 18% of funds from the scholarship program were awarded to students who were affected by the super storm Sandy which occurred in late October and caused many of our families to lose their homes. Every Catholic school in the southern area of the diocese suffered serious water and wind damage from the storm. Neighboring Catholic academies and schools took in the displaced students until their schools could be repaired – in some cases for many months. Catholic Charities and our parishes provided untold aid to families who became homeless.

**GOAL 15.**

Each academy and school will recognize and reach out to the cultural diversity of the geographic area and surrounding parishes.

Pastors, Board Members and principals of academies and schools within the diocese are aware of the importance of reaching out to the various ethnic groups which live in the parishes and surrounding communities and make a concerted effort to do so. The Latino population is an important component of this outreach. During 2012-2013, a coach was made available to implement the findings and recommendations of the *Ace Consulting Report to Support Efforts to Recruit Latino Students for the Diocese of Brooklyn*. A diocesan committee was formed, under the direction of the Superintendent, to oversee the implementation of the Report. A *Madrinas* program was established in order to reach into the parish communities and encourage parents to register their children in neighboring Catholic academies and schools. The celebration of religious feasts important to the community continues to be a practice of academies and schools. In addition, the Superintendent's office has established a Latino Task Force and formed a Latino Leaders Program.

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**CATHOLIC FOUNDATION AND FUTURES IN EDUCATION**  
**SCHOLARSHIP TOTALS FOR 2012 – 2013**

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SCHOLARSHIP PROGRAM	TOTAL AMOUNT AWARDED	NUMBER OF RECIPIENTS
DIOCESE OF BROOKLYN	\$ 2,102,799.	2,536
BISHOP'S	\$ 3,317,696.	1,917
BE AN ANGEL	\$ 951,738.	602
HIGH SCHOOL	\$ 513,495.	237
HURRICANE SANDY RELIEF FUND /OTHER	\$ 1,481,132.	867
<b>TOTAL</b>	<b>\$ 8,366,761.</b>	<b>6,159</b>



**GOAL 16.**

High priority will be given to effectively marketing Catholic academies and schools within the Diocese of Brooklyn in order to build a strong educational brand throughout the diocese and increase K-8 enrollment by 10% each year so that buildings are fully utilized.

The diocesan marketing team, under the direction of the Superintendent of Schools, has prepared a Marketing Toolbox for use by all academies and schools. The marketing team conducted three workshops for principals and Board Members during the 2012-2013 school year. The majority of academies and schools within the diocese have websites which focus on recruitment of new students and are linked to the websites of the affiliated parishes. Twitter and Pinterest accounts were opened to provide further avenues of communication.

The majority of academy Boards have formed sub-committees which are focused on marketing efforts in order to increase enrollment. A limited number of parish advisory boards have also formed such sub-committees. The diocesan marketing team is a resource for all academies and schools and members are available to give hands-on guidance to marketing sub-committees.

**GOAL 17.**

Each academy and school will develop and execute an enrollment management and marketing plan which includes specific strategies and tactics for promotion, marketing, recruitment and retention in order to increase K-8 enrollment 10% each year.

Because of the newly developed Marketing Toolbox and the workshops provided by the diocesan marketing team, all academies are expected to have a written marketing plan specifically designed to meet the goal of 10% enrollment increase each year till the academy or school is at capacity. This plan will be evaluated each year to determine its effectiveness and modified accordingly. The Marketing Coordinator in the Superintendent's office visited eleven academies and schools during the 2012-2013 school year to give assistance in the formation of marketing plans

**CATHOLIC EDUCATION  
IN THE DIOCESE OF BROOKLYN**

# **GOVERNANCE**

**T**he transition of all parish elementary schools to the two-tiered academy model of governance continues. Thirty-four academies are in place, eleven of which opened on September 1, 2013. Saints Joseph and Dominic Catholic Academy closed in June, 2013, because of declining enrollment and financial insecurity. Queen of the Rosary Catholic Academy moved to new and larger quarters in the summer of 2013.

## **THE ACADEMIES THUS FAR:**

Ave Maria Catholic Academy  
Divine Mercy Catholic Academy  
Divine Wisdom Catholic Academy  
Holy Angels Catholic Academy  
Midwood Catholic Academy  
Most Holy Redeemer Catholic Academy  
Notre Dame Catholic  
Our Lady's Catholic Academy  
Our Lady of Lourdes Catholic Academy\*  
Our Lady of Mercy Catholic Academy\*  
Our Lady of Perpetual Help Catholic Academy  
Our Lady of Trust Catholic Academy  
Pope John Paul II Catholic Family Academy  
Queen of the Rosary Catholic Academy  
Sacred Heart Catholic Academy\*  
Salve Regina Catholic Academy  
Saint Anselm Catholic Academy\*  
Saint Brigid Catholic Academy  
Saint Catherine of Genoa~Saint Therese of Lisieux Catholic Academy  
Saint Clare Catholic Academy\*  
Saint Elizabeth Catholic Academy  
Saint Frances Cabrini Catholic Academy  
Saint Francis of Assisi Catholic Academy  
Saint Francis Xavier Catholic Academy\*  
Saint Gregory the Great Catholic Academy  
Saint Jerome Catholic Academy\*  
Saint Joseph Catholic Academy (Long Island City)  
Saint Joseph the Worker Catholic Academy  
Saint Kevin Catholic Academy\*  
Saint Patrick Catholic Academy\*  
Saint Peter Catholic Academy\*  
Saint Rose of Lima Catholic Academy\*  
Saint Saviour Catholic Academy  
Saint Stanislaus Kostka Catholic Academy

*\*The asterisked academies opened in September, 2013.*





### **GOAL 18.**

All schools will transition to academies by 2017. The goal is on target with thirty-four academies now in place as of September 1, 2013. An Associate Superintendent of Schools has responsibility to oversee the academies. All members of the Superintendent's staff provide support in the transition process. The Saint Vincent de Paul Program, the partnership between Saint John's University and the diocese, continues to offer informational sessions for Board Members and principals. Ninety were in attendance at a conference held in January, 2013, which offered workshops in the areas of leadership, finance, marketing, development and related activities.

Recruitment of Directors for academy Boards continues as diocesan staff looks for qualified lay people to serve in this Church ministry. Outreach to parish and community leaders is an important strategy in identifying Directors who are committed to Catholic education and who have the necessary skills and expertise. There is ongoing support and direction for Board Directors from the Superintendent's office. *The Board Self-Evaluation Process* continues to be used on an annual basis and given to Board Members for review and approval.

### **GOAL 19.**

Each parochial school will have an active advisory board.

Advisory boards to existing parish schools have an important role as the schools transition to academy status. Diocesan staff continues to recruit and train qualified Directors for academy and parish school boards.

### **GOAL 20.**

Each school and academy will develop and/or regularly update its strategic plan.

Five academies successfully completed strategic plans by September 1, 2013. These were reviewed and approved by a sub-committee of the *Preserving the Vision* Committee. The demographic data provided by the diocesan Mission InSite initiative continues to clarify the ethnic and socio-economic nature of surrounding communities. This information is helpful to the academies and schools as they analyze their present status and prepare goals and strategies for future growth. The Superintendent's office continues to provide strong support for the academies in the preparation of these plans. The strategic plans play an important part in the annual review of academies and schools by Superintendent's staff.

### **GOAL 21.**

The Bishop of the Diocese of Brooklyn will identify areas of accountability for all academies and schools 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.

One-hundred percent of the academies and schools within the diocese have signed the participation agreement. The Superintendent's staff continues to provide support services to pastors, Board Members and principals in all areas of governance, academic and religious education. As listed in the Participation Agreement, these services are: **1)** Catholic Identity Assessment, Faith Formation Curriculum and Catechist Formation for Principals and Teachers; **2)** Governance Structures and Professional Development for Advisory Boards; **3)** Curriculum Development; **4)** Annual Review of the Academy or School and its Programs; **5)** Principal Personnel Matters (Recruitment, Mentoring, Professional Development and Evaluation;); **6)** Assistance with Marketing, retention and public Relations; **7)** Diocesan Scholarship Process; **8)** Student Assessment and Program Evaluation; **9)** Educational Technology and Student Information Systems; **10)** Government Programs for Students, Teachers and Principals; **11)** Strategic Planning and Accreditation Processes; **12)** Assistance with Alumni Development; **13)** Foster Partnerships with Catholic Secondary Schools, Colleges and Universities; **14)** Other services and consultation as related to Educational Mission; **15)** Advise on the Educational Responsibility of the Corporation; **16)** Provide Legal Consultation and Services as Needed.

### **GOAL 22.**

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

Ten academies started working on strategic plans during the 2012-2013 school year and five academies completed them. Board Members and principals were given strong support by Superintendent's staff members. Academy mentors gave important assistance in the preparation of the plans. The sub-committee of the *Preserving the Vision* Advisory Committee reviewed all these plans which will be implemented during the 2013-2014 school year. Six academies will begin the strategic planning process during 2013-2014.

### **GOAL 23.**

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 twenty-three member *Preserving the Vision* Advisory Committee included ex-officio members Dr. Thomas Chadzutko and Sister Angela Gannon and represents a broad spectrum of talents and professions. It met six times during the 2012-2013 school year and has been kept thoroughly informed concerning the implementation of the Strategic Plan. Sub-committees for strategic planning, finance and marketing have been formed and give regular reports to the Advisory Committee. Two additional sub-committees were established this year: development and academic excellence. Reports from these sub-committees were given at each *Preserving the Vision* Advisory Committee meeting.

**CATHOLIC EDUCATION  
IN THE DIOCESE OF BROOKLYN**

# **LEADERSHIP**

**T**he expectation that effective Catholic school principals be practicing Catholics and dynamic leaders continues to be a focus of *Preserving the Vision*. They must be exemplary religious educators who oversee a comprehensive education program which meets the needs of all students and which challenges these students to be high achievers. Our principals are expected to increase the effectiveness of their teachers by their own witness in setting goals for the school and by providing ongoing growth opportunities for the staff.

## **GOAL 24.**

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

As noted in Goal 8, the Office of the Superintendent ~ Catholic School Support Services continues to recruit and screen qualified principals for academies and schools within the diocese. The Office provides ongoing mentoring and professional development activities for all principals – those new to the diocese as well as experienced ones. Pastors and Boards of Directors may interview and hire only candidates who have diocesan approval.

## **GOAL 25.**

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

Leadership standards prepared by the Office of the Superintendent ~ Catholic School Support Services have provided the criteria used for the professional evaluations of academy and school principals starting in the 2012-2013 school year. However, the process, a comprehensive evaluation instrument, was not completed for use this year. It will be implemented in the 2013-2014 school year. The Catholic identity of the academy or school, including the religion curriculum and liturgical and prayer activities, continues to be an important part of the evaluation process.

A strong academic program continues to be an expectation for all academies and schools. The New York State Common Core Learning Standards, which were introduced during the 2011-2012 school year, were implemented during 2012-2013. As noted in Goal 5, comprehensive workshops were provided to the Superintendent's staff for all elementary school educators. However, the New York State Education Department has not



fully prepared all components of the Standards. Our Catholic educators will implement these components as they become available.

All teachers continue to be observed and evaluated annually by their principals. Written reports for each teacher are prepared as a result of formal and informal observations. These reports are reviewed at meetings between the teacher and the principal and are used for the professional growth of the teacher. They are kept in the teacher's professional file. The use of student test results, both formative and summative, are reviewed as part of each teacher's annual evaluation process. Prescriptive recommendations, such as the use of differentiated instruction or recommendations for academic intervention services for students, are discussed during these meetings. Although academies and schools regularly establish goals and objectives for each school year, the concept of an annual staff development plan is a relatively new one. Not all academies and schools have such written plans so this mandate will continue to be implemented during the 2013-2014 school year.

Technology continues to play an important role in all academies and schools. The majority of them have SMART boards in the classrooms and teachers have received appropriate instruction in the use of the boards to enhance instruction. Experience shows that students in classrooms which use SMART boards are highly motivated and respond positively to their use. All academies and schools provide instruction in the use of computers for their students. The use of the internet for research has enriched our educational programs. There continue to be strict diocesan guidelines for student use of the internet.

Academy and school principals continue to collaborate and cooperate with their governance structure as well as with the Office of the Superintendent ~ Catholic School Support Services. Diocesan policies and practices are made clear to all in positions of school leadership. Principals continue to collaborate with pastors and Boards of Directors in establishing policies and practices as well as budget preparation. Principals are responsible for implementing these policies and practices as well as being diligent stewards of the financial resources of the academy or school.



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# **CONCLUSION**

**T**he implementation of *Preserving the Vision Strategic Plan 2011-2014* for the Roman Catholic Diocese of Brooklyn continued during the 2012-2013 school year.

- One-hundred percent of the Priorities are being implemented;
- One-hundred percent of the twenty-five goals are in progress; the majority of these are activities which take place each year and have been completed for 2012-2013.
- One-hundred percent of the one-hundred and seven strategies are in progress; sixty-one percent of these are activities which take place each year and have been completed for 2012-2013.

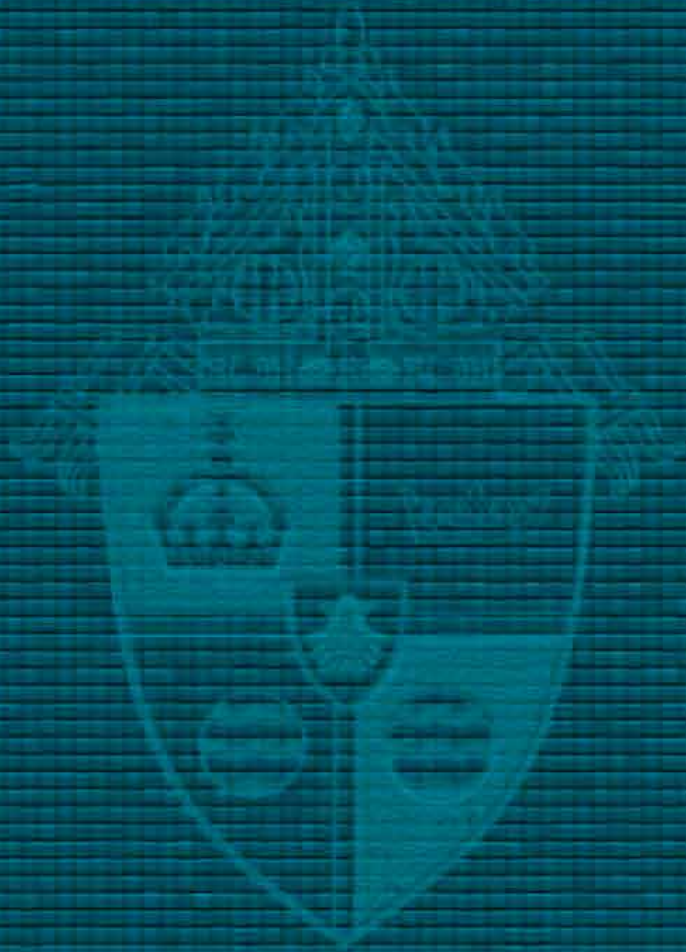
The *Preserving the Vision* Advisory Committee decided to do an evaluation of the Strategic Plan, which was introduced in November, 2011. Consultation on this evaluation took place with Superintendent's staff and the Advisory Committee. As a result, the Plan has been revised and will be officially promulgated in November, 2013. The Annual Report for the next school year, 2013-2014, will reflect the revised Plan.

The momentum continues! Pastors, Board Members, principals and teachers continue to adhere to the goals and practice the strategies enumerated in the Strategic Plan. The success of the Plan is due entirely to these dedicated Catholic educators. Sincere gratitude is extended to these good people.

And so, Catholic academies and schools continue to provide quality Catholic education for the children within the diocese. With God's help, this work will continue for generations to come.

Ad Multos Annos!





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