



PRESERVING THE VISION

STRATEGIC PLAN
2014 - 2017

CATHOLIC EDUCATION IN THE DIOCESE OF BROOKLYN



CATHOLIC EDUCATION
IN THE DIOCESE OF BROOKLYN



PRESERVING THE VISION

STRATEGIC PLAN
2014-2017



Office of the Bishop

Diocese of Brooklyn

310 Prospect Park West
Brooklyn, New York 11215

November, 2013

Dear Friends in Christ,

Two years ago the Diocese of Brooklyn launched the *Preserving the Vision Strategic Plan* for its elementary schools. It was an ambitious endeavor which formalized the strategic planning process begun three years previously, in 2008. In March of 2013, the *Preserving the Vision* Advisory Committee, upon reviewing the activities of the previous sixteen months, decided that an update of the Strategic Plan was appropriate. This document is the outcome of that update and review.

Another factor which motivated the review process was the initiative of Pope Benedict XVI to promote evangelization. "The New Evangelization for the Transmission of the Christian Faith," published as an outcome of the Synod of Bishops convened in the autumn of 2011, has provided this update with a focus on the roles of evangelization, lay leadership and ethnic diversity in Catholic education.

My sincere appreciation is extended to Bishop Frank Caggiano, Vicar General of the diocese as this document was prepared and Sister Angela Gannon, CSJ, Secretary for Catholic Education and Formation during the same period of time. Their wisdom and support contributed greatly to the scope of this work. Gratitude goes, as well, to Dr. Thomas Chadzutko, Superintendent of Schools ~ Catholic School Support Services, and his staff for the professional expertise and dedication which enabled this update to be produced. The input of the *Preserving the Vision* Advisory Committee was invaluable; many thanks to the dedicated members of this group.

Preserving the Vision continues and our Catholic schools continue to serve the faithful of the Diocese of Brooklyn. I know you join your prayers with mine for their growth and future success.

Sincerely in Christ,

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



OFFICE OF THE SUPERINTENDENT ~ CATHOLIC SCHOOL SUPPORT SERVICES

ROMAN CATHOLIC DIOCESE OF BROOKLYN

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November, 2013

Dear Friends of Catholic Education,

The two years since the *Preserving the Vision* Strategic Plan was implemented have been both rewarding and challenging. The leadership of academies and schools identified and addressed issues of importance to their future. The cooperation of pastors, Board Members and directors and principals has been key to the success of the plan. Yet, as carefully as the Strategic Plan had been prepared, its implementation has shown that there were gaps in the process. A process of consultation with academy and school leadership, as well as with members of the *Preserving the Vision* Advisory Committee, has resulted in highlighting aspects which were missing from the original plan. Because of this, the following priorities have been added to the original six:

- Priority 7. Academies and schools within the diocese will give strong support to the New Evangelization initiatives of the universal church in order to meet the challenges which today's society and changing cultures are posing to the faith.
- Priority 8. Academy and school 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. Academy and school 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 school buildings within the Diocese will be diligently maintained.

Strategies have been added to implement these priorities.

This revised Strategic Plan addresses important and relevant issues for the Diocese of Brooklyn, its academies and schools. The staff of the Office of the Superintendent ~ Catholic School Support Services continues to serve academy and school leadership in this most important work. With God's help, we will succeed.

Sincerely,

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



**CATHOLIC EDUCATION
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**CATHOLIC EDUCATION
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A. MISSION

The mission of Catholic education for the Diocese of Brooklyn is to lead those entrusted to its care to find salvation in Jesus Christ. This commitment is reflected in results of the survey conducted by the Office of the Superintendent ~ Catholic School Support Services in the early winter of 2011. The pastors, Board Members and principals who responded to the survey identified Catholic identity as the issue of greatest importance to the school communities they represent. The first twenty months of implementation of the Strategic Plan has reinforced Catholic Identity as the primary issue in Catholic education in the Diocese of Brooklyn.

The Catholic elementary academies and schools within the Diocese of Brooklyn strive to educate the whole child spiritually, academically, morally, emotionally, socially and physically in partnership with parents. This allows the Catholic academy or school to educate and evangelize students for the Church's mission in the world.

To enable schools within the Diocese of Brooklyn to fulfill this mission, the following Strategic Plan continues to be implemented with the support and direction of Bishop Nicholas DiMarzio. The Superintendent of Schools, Dr. Thomas Chadzutko, with the guidance of Bishop Frank Caggiano and Sister Angela Gannon, first developed the plan. The goal continues for full implementation of the Strategic Plan by 2017. This document continues to update the 2008 Strategic Plan for the schools, *Preserving the Vision*, and its correlation with the diocesan strategic planning process, *Christ Jesus Our Hope*.

This plan continues to emphasize the original six priorities and, with the experience gained since the plan was implemented, has added five additional and relevant priorities.



PRIORITY 1.

Strengthening the Catholic identity and academic excellence of the 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.

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

PRIORITY 5.

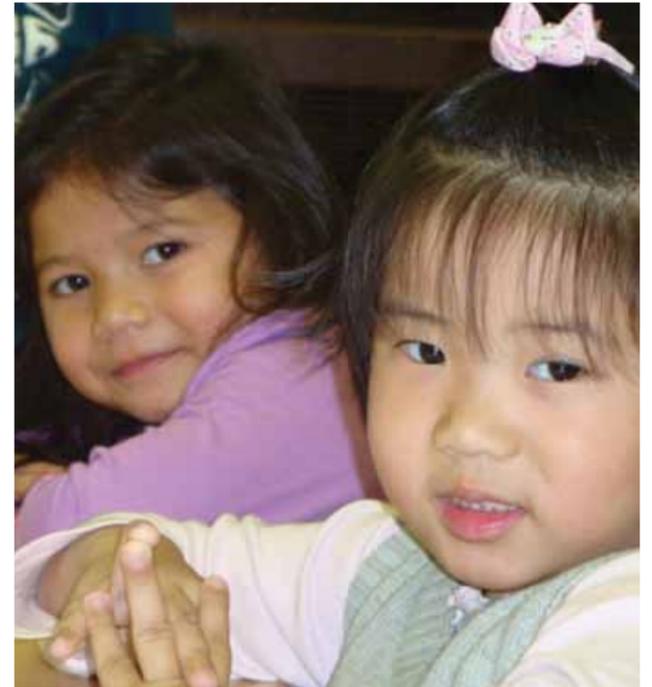
Utilizing up-to-date technology to enhance instruction which will reflect 21st century learning skills, improve marketing efforts and facilitate effective communication with parents and between schools and the diocese.

PRIORITY 6.

Academies and schools within the diocese will participate in the diocesan parish strategic planning process, *Christ Jesus Our Hope*, in order to strengthen the connections between schools, academies and the home parishes of their students.

PRIORITY 7.

Academies and schools within the diocese will give strong support to the New Evangelization initiatives of the universal church in order to meet the challenges which today's society and changing cultures are posing to the faith.



PRIORITY 8.

Academy and school 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.

Academy and school 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 school buildings within the diocese will be diligently maintained.

The successful implementation of this plan for the Catholic academies and schools within the Diocese of Brooklyn, *Preserving the Vision*, will enable them to accomplish these priorities.

**CATHOLIC EDUCATION
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**B. CATHOLIC
IDENTITY**

INTRODUCTION

The Catholic identity of the academies and schools within the Diocese of Brooklyn is the primary reason for their existence. As emphasized in *Preserving the Vision, 2010-2011 Annual Report*, Catholic education “...forms each child intellectually, morally, spiritually and physically in a way that reflects the life and teachings of Jesus...”

The goals and strategies in the November, 2011 Strategic Plan, have proven to be accurate in focus and very few changes have been made in this revision. However, there is added emphasis on the New Evangelization first defined by Pope John Paul II and strongly enforced by Popes Benedict XVI and Francis I. It is necessary to strongly emphasize the connection between academy and school families and their home parishes. Strategies in this area have been revised to place additional focus on these connections.

GOAL 1.

Each 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.

STRATEGIES

- 1.1.** All principals and teachers will be active members of the Catholic Church and adhere to its tenets as identified in the *Parish and Academy Personnel Handbook. (Updated 2005)*
- 1.2.** All academies and schools will regularly participate in the *Catholic Identity Self Assessment Process* developed by the diocese and will continually strive to strengthen their Catholic identity.
- 1.3.** All academies and schools will implement the diocesan curriculum standards for religion, *The Seed is the Word of God*, and use textbooks approved by the USCCB in conformity with *The Catechism of the Catholic Church*.
- 1.4.** The teaching of religion and the faith formation of our students will be a priority in each academy and school as set forth in the directives of the administrative manual.
- 1.5.** As called for in the Church’s emphasis on the New Evangelization, all academies and schools will implement a religion curriculum which both guarantees a systematic transmission of the faith and is enriched with the traditions of different cultures.

GOAL 2.

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

STRATEGIES

- 2.1.** Pastors and pastoral staff will be encouraged to maintain open communication and appropriate involvement with the academies and schools which their parishioners attend and include information about them in the parish bulletins.
- 2.2.** Each academy and school will develop and maintain a meaningful connection with area parishes, especially the home parishes of its students.
- 2.3.** Each academy and school will invite and expect parents to be partners in the religious education and faith formation of their children and actively participate in the life of their home parish.

GOAL 3.

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

STRATEGIES

- 3.1.** Academies and schools will ensure that every Catholic family with an enrolled student has a *Statement of Parish Affiliation* on file with the school. This completed statement will be part of the registration process.
- 3.2.** Academies and schools will cooperate with parishes to inform parents of the norms regarding the proper place for the celebration of the first Sacraments which is in their primary worshipping community and of the “proximate preparation” requirement.
- 3.3.** Academies and schools will make every effort to communicate and collaborate with pastors and parish Directors of Faith Formation to effectively enact the norms.

GOAL 4.

All academies and schools will ensure the implementation of diocesan *Norms for Parish Affiliation* for their students. The March 3, 2013 revision of these norms will be implemented beginning in the 2014-2015 school year.

STRATEGIES

- 4.1.** Signed affiliation forms will be on file for all students.
- 4.2.** Academy and school principals will inform each pastor of the students who claim affiliation with his parish.
- 4.3.** Academy and school principals will be thoroughly briefed on the revision of the *Norms*.

GOAL 5.

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

STRATEGIES

- 5.1.** All students and their families will be treated with respect and valued as part of the academy or school community.
- 5.1.** As per diocesan guidelines, each academy and school will require students of other faiths to participate in religious instruction and religious activities. These expectations will be clearly communicated prior to enrollment.

C. ACADEMIC EXCELLENCE

INTRODUCTION

The expectation that all students will be challenged to reach their greatest potential is the hallmark of all Catholic schools. This statement continues to influence the goals and strategies for academies and schools within the diocese. Very important in this revision is the recognition and importance of the New York State Common Core Learning Standards which were not in effect twenty-two months ago. These standards now give strong guidance to Catholic educators in strengthening the educational programs in academies and schools within the diocese, and are reflected in the following 8 goals and strategies.

GOAL 6.

Each academy and school will provide a high quality holistic Catholic educational program which 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.

STRATEGIES

- 6.1.** Each academy and school will implement the New York State Common Core Learning Standards as required by the Office of the Superintendent ~ Catholic School Support Services and will strive to meet and exceed these standards.
- 6.2.** Each academy and school will achieve and maintain accreditation by a diocesan-approved accrediting agency.
- 6.3.** As part of the yearly review and update of its strategic plan, each academy and school annually will identify at least two goals related to improving student achievement and strengthening the academic program. Current testing data (formative and summative) will be analyzed to identify these goals and to assess the progress of students and academic programs toward meeting them.
- 6.4.** Each academy and school will inform all stakeholders of the educational goals identified in its strategic plan.
- 6.5.** Protocols will be put in place to implement and monitor the progress of these goals.
- 6.6.** Each year, academies and schools will inform parents of student and school performance as evidenced by the New York State testing program and TerraNova testing results.

6.7. Each academy and school will participate in diocesan professional development opportunities.

6.8. Academy and school teachers will be instructed in the process to integrate Catholic teachings into all academic disciplines.

GOAL 7.

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

STRATEGIES

- 7.1.** Academies and schools, the Office of the Superintendent ~ Catholic School Support Services and the Department of Education of the Diocese of Brooklyn will work together to ensure proper placement and appropriate availability and use of resources for students with special needs.
- 7.2.** Teachers will employ differentiated instructional techniques to enable their students to meet or exceed Common Core Learning Standards.
- 7.3.** Professional development opportunities will assist teachers to utilize Common Core instructional strategies.
- 7.4.** Academies and schools, in cooperation with the Office of the Superintendent ~ Catholic School Support Services will form partnerships and create initiatives that expand opportunities for academically talented students such as, but not limited to, participation in the Aquinas Society of the Diocese of Brooklyn.



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.

STRATEGIES

- 8.1.** All schools and academies will follow the guidelines of the International Society for Technology in Education (ISTE) NETS for Administrators, Teachers and Students.
- 8.2.** All academies and schools will maintain a federally approved technology plan.
- 8.3.** All academies and schools will be prepared to administer New York State assessments online by the 2014-2015 academic year or the date prescribed by the New York State Education Department.
- 8.4.** All academies and schools will be CIPA (*Children's Internet Protection Act*) compliant through the implementation of the I-Safe internet safety curriculum and the maintenance of a school-wide acceptable use policy.
- 8.5.** All teachers will participate in ongoing professional development opportunities to maintain and enhance technological skills and knowledge.

GOAL 9.

Each Catholic academy and school 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.

STRATEGIES

9.1. Each academy and school will integrate formative assessment tools on a daily basis throughout their academic program to determine if students are meeting the New York State Common Core Learning Standards and to plan instructional strategies.

9.2. Each school and academy will issue a mid-trimester Progress Report. The Report Card of Academic Achievement will document and evaluate student achievement each trimester throughout the academic year.

9.3. Each academy and school will participate in the New York State Testing Program for specified grade levels and analyze and interpret the reports to monitor and improve student achievement and academic programs.

9.4. Each academy and school will administer the TerraNova Common Core standardized test in Grades 3-8 and utilize the TerraNova Common Core testing reports online. The online reports will be analyzed by the principal and faculty to develop a school-wide improvement plan for their school's English Language Arts and Mathematics curriculum as well as to focus on the individual needs of students.



9.5. Each academy and school will participate in scheduled professional development opportunities for the New York State Testing Program and the TerraNova Common Core Testing Program.

9.6. All academies and schools will utilize available computer-based assessment tools to facilitate student learning, instruction and academic achievement.

CATHOLIC EDUCATION IN THE DIOCESE OF BROOKLYN PRESERVING THE VISION STRATEGIC PLAN

D. FINANCE

INTRODUCTION

Financial matters continue to challenge academies and schools within the diocese. The majority of financial goals and strategies remain the same and have been successfully implemented because of the strong support of the diocesan Office of Fiscal Management. A new goal which focuses on future financial planning has been added at the suggestion of colleagues who recognize the wisdom in thinking ahead in this matter.

GOAL 10.

A five-year financial plan will be developed and updated annually to ensure the financial stability of each academy and school. The financial plan will be used by each academy and school to develop an annual budget.

STRATEGIES

10.1. Each academy and school will prepare a five-year financial projection using the template provided by the Office of the Superintendent ~ Catholic School Support Services. The projections will be used to guide decision making throughout the year for such items as setting salaries, tuition levels and development goals. The financial plan will form the basis for the annual budget of each academy or school.

10.2. Each academy and school will operate with a realistic budget using the standard chart of accounts provided by the diocesan Office of Fiscal Management. Each year a preliminary budget, a revised budget and a year-end financial report will be submitted to the diocesan Office of Fiscal Management.

10.3. Accurate and timely year-to-date budget vs. actual income/expense reports and balance sheets will be provided monthly to and monitored by the pastor or Board of Directors and principal.

10.4. As part of its strategic plan, each academy and school will develop a business plan which includes an annually updated 3-year financial projection. This projection will be beneficial when determining salary and tuition levels, preparing the annual budget and setting development goals. The template for the business plan will be provided by the Office of the Superintendent ~ Catholic School Support Services.

10.5. Academies and schools will present and discuss an overview of the approved budget and year-end reports with parents each year. Guidelines about what to include in the overview will be provided by the Office of the Superintendent ~ Catholic School Support Services.

10.6. The diocesan Office of Fiscal Management, in conjunction with the Office of the Superintendent ~ Catholic School Support Services, will provide oversight and support for the financial functions of the academies.

10.7. Each academy and school will establish a tuition review committee.

GOAL 11.

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

STRATEGIES

11.1. As part of its strategic plan, each school and academy will have a development plan with clear and reasonable goals for annual net revenue from development efforts.

11.2. Each academy and school will conduct an annual appeal.

11.3. Efforts in conjunction with the *Catholic Alumni Partnership* (CAP) should continue. This will enable academies and schools to expand their potential donor base.

11.4. Academies and schools will participate in the development training opportunities provided by the diocese.

11.5. Principals will be invited and encouraged to participate in the entrepreneurial leadership professional development series through Fordham University.

GOAL 12.

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.

STRATEGIES

12.1. All parishes will contribute to the Saint Elizabeth Ann Seton Trust according to the trust agreement.

12.2. Each year all academies and schools will be expected to inform the trustees of the Saint Elizabeth Ann Seton Trust and how the funding they received from the Trust was used.

GOAL 13.

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.

STRATEGIES

13.1. These efforts will be coordinated through the Office of the Superintendent ~ Catholic School Support Services and the diocesan Office of Government Affairs.

13.2. Collaborative efforts with outside agencies including the New York State Catholic Conference, the Catholic Community Relations Board and other appropriate partners will be supported.

13.3. Academies and schools will be encouraged and assisted to establish a grass roots network of parents to participate in advocacy efforts.

CATHOLIC EDUCATION IN THE DIOCESE OF BROOKLYN PRESERVING THE VISION STRATEGIC PLAN

E. ENROLLMENT

INTRODUCTION

The educational and fiscal future of academies and schools within the diocese depends on their ability to have a full complement of students in the classrooms. This statement is as true today as it was in November, 2011, when included in the original Strategic Plan. The original goals and strategies remain and continue to reflect the need to be constantly aware of the enrollment trends of the academies and schools within the diocese.

GOAL 14.

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

STRATEGIES

14.1. All parishes will be expected to actively encourage parents to consider enrolling their children in a Catholic academy or school.

14.2. Academies and schools will accept students with an Individualized Educational Service Plan as well as English Language Learners based on the ability of the academy or school to provide appropriate support, personnel and resources.

14.3. Academies and schools will engage, inform, manage, and drive the efforts of the parents to continually be involved in recruitment efforts.

14.1. Every member of the academy or school community will be made aware of his/her role and responsibility regarding recruitment.

GOAL 15.

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

STRATEGIES

15.1. Schools and academies will engage, inform, manage and drive the efforts of the parents to continually be involved in retention efforts.

15.2. Teachers and administrators will be encouraged to communicate regularly with parents to praise positive efforts and to keep them well-informed on progress the school is making towards the strategic plan.

15.3. At least once a year, schools and academies will ask parents to complete a satisfaction survey and indicate their willingness to recommend the school or academy to others. The results will be used to identify problematic areas and inform recruitment and retention efforts.

15.4. Every member of the school or academy community will be made aware of his/her role and responsibility regarding retention.

15.5. Each academy and school will conduct exit interviews with families withdrawing before graduation to determine their reasons for leaving. New families will be interviewed to learn their reasons for enrolling. The results will be documented and used to inform marketing, enrollment, and retention goals.

GOAL 16.

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

STRATEGIES

16.1. The Diocese of Brooklyn will explore creative models to achieve tuition free academies and schools for students below the poverty level such as the Pope John Paul II Catholic Family Academy.

16.2. The diocese will actively support the efforts of The Catholic Foundation and Futures in Education to provide increased funding for tuition assistance and school initiatives.



16.3. Individual academies and schools will provide some local tuition assistance funding for middle income families, especially those who can afford to pay 60% to 80% of the tuition charged, but not 100%. This is a strategic use of tuition assistance funds which benefits families and the academy or school.

16.4. The diocese will actively support the efforts of The Catholic Foundation and Futures in Education to provide increased funding for tuition assistance and school initiatives.

GOAL 17.

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

STRATEGIES

17.1. Academies and schools will identify and develop relationships with leaders in the predominant cultural community(ies) in the area to enlist their support and assistance in increasing the number of families from that community who consider enrolling in a Catholic academy or school.

17.2. Academies and schools, along with The Office of the Superintendent ~ Catholic School Support Services, will use all resources available to them to carefully examine both: demographics in their geographic areas, and perceptions of the many and varied local cultural groups. Data and formal/informal and primary/secondary research will be utilized for effective marketing planning.

17.3. Academies or schools identified as having the potential to enroll a significant Latino population will implement the findings and recommendations of the ACE Consulting Report to Support Efforts to Recruit Latino Students for the Diocese of Brooklyn.

17.4. A coach will be available to assist these academies and schools in their efforts to increase Latino enrollment.

17.5. Peer to peer outreach will be emphasized.



17.6. Academies and schools serving or desiring to serve Catholic families for whom English is not their native language will develop bilingual marketing materials and identify at least one person in the community who is able to dialogue with families in their native language.

17.7. Academies and schools will celebrate the multicultural customs, feast days, etc., of the families in the community.

F. MARKETING

INTRODUCTION

It is imperative for each academy and school to have a complete and comprehensive plan for marketing and outreach to their surrounding communities. The National Catholic Educational Association convened a Financial Summit on Catholic Schools in March, 2011. Two of the outcomes of the Summit are reflected in the goals of our current plan:

- 1) A plan for increased enrollment;
- 2) A public relations initiative to “prove the value of the schools to increasingly disconnected prospects...”

Marketing strategies which recognized the crucial need for vigorous outreach to our academy, school and diocesan communities were initiated during the early stages of *Preserving the Vision*. The results of the Survey conducted in the winter of 2011 show that 79.7 percent of parish school respondents indicated that marketing, development, recruitment and retention goals were in place.

Fifty-nine percent of academy respondents indicated that marketing and development goals were in place, while 45.5 percent stated that recruitment and retention goals had been established.

A marketing team was appointed by the Office of the Superintendent ~ Catholic School Support Services during the first phase of *Preserving the Vision*. Its efforts have been expanded and they will continue to work with academies and schools to implement the following goals and strategies.

GOAL 18.

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

STRATEGIES

18.1. Define a cohesive moral-centric brand promise that can be elevated for all Catholic academies and schools within the Diocese of Brooklyn in order to meet enrollment goals.

18.2. Because the New Evangelization is not indifferent to the process of secularization, a moral-centric brand promise also aims to uphold Catholic academies and schools as witnesses in the secular world, understanding its challenges and possibilities.

18.3. In order to maximize effectiveness and clarity, marketing and branding messaging at the diocesan, academy and school levels will be presented to all diocesan constituencies in a “single minded” manner and delivered with “one voice.” Academies, schools and various offices within the diocese will work collaboratively to ensure this consistent branding and messaging.

18.4. Specific marketing resources will be identified and committed to fund an integrated marketing communications program with the goal of branding Catholic education within the Diocese of Brooklyn and to support individual academy and school recruitment activities.



GOAL 19.

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

STRATEGIES

19.1. Schools and academies will maintain a website which will provide information for families searching for an appropriate academy or school for their children.

19.2. A new or enhanced template for academy and school websites will be developed to provide a consistent global look while maintaining a personal and local feel.

19.3. Because the New Evangelization calls for “the ability to use well the languages and the instruments of today that are available for communication in the global village,” (Rome Reports, Proposition 18 on the New Evangelization) the Office of the Superintendent ~ Catholic School Support Services will support academies and schools by recommending website development options for those in need, and providing guidance and training for continued website maintenance.

19.4. A school search microsite (<http://mybq.catholicsschool.com>) offers organized search functionality and information for all elementary academies and schools within the diocese. This website also links to the diocesan homepage and social media accounts for connections to the wider community.

19.5. “Education in the wise and constructive use of social media is an important means to be utilized in the New Evangelization” (Rome Reports, Proposition 18). Academies and schools will utilize Facebook and Twitter to post updates to parents and the larger community, as well as to socially connect with businesses and the Office of the Superintendent.



STRATEGIES

20.1. The Office of the Superintendent ~ Catholic School Support Services will create a ‘marketing toolbox’ document that includes marketing strategies, tools, tactics and best practices which are employed by academies and schools within the diocese. The document will be updated annually.

20.2. The diocesan marketing team will help academies and schools to leverage the ‘marketing toolbox’ in choosing specific marketing tactics in order to develop a marketing plan based on the diocesan template. (Appendix G)

20.3. Academies and schools will execute their marketing strategies to meet enrollment goals. They will employ their marketing plans in a twelve month time period followed by a review of progress.

20.4. Each academy and school will outline and communicate to staff the protocol for follow-up on all inquiries by families of potential students. Academy and school leaders will provide an ongoing and sustained presence to current and potential families so that recruitment and retention opportunities are not lost.

20.5. Academies and schools will take advantage of opportunities to serve the community (e.g., Pre-K, summer programs, concerts, sports events, etc.).

20.6. Each Board of Directors or advisory board will establish a subcommittee to work collaboratively with the principal and the diocesan marketing consultants to increase effective enrollment and marketing efforts. These committees will participate in ongoing training provided by the diocese.

20.7. Academies will engage, inform, manage and motivate the efforts of their parents, students and parish communities to be continually involved in recruitment and retention efforts.

19.6. Pastors of parishes with schools will be required to provide a link between their parish website and the school’s website.

19.7. Pastors of parishes aligned to academies will be required to provide a link on the parish website to the academy’s website.

GOAL 20.

Each academy and school 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.

CATHOLIC EDUCATION IN THE DIOCESE OF BROOKLYN PRESERVING THE VISION STRATEGIC PLAN

G. GOVERNANCE

INTRODUCTION

The foundation of *Preserving the Vision* continues to be the transition of all parish elementary schools to the academy model by 2017. The two-tiered governance model exemplified by the academies highlights the importance of collaboration between and among the clergy and interested laity. In November, 2011, seventeen academies had been formed. In September, 2013, there are thirty-four academies. This successful initiative continues with strong focus on total transition by September, 2017.

GOAL 21.

All schools will transition to academies by 2017.

STRATEGIES

21.1. Parish and school leadership will work with the Office of the Superintendent ~ Catholic School Support Services to educate constituent groups about the rationale and future benefits of the academy model.

21.2. Local parish and school leadership will collaborate with the Office of the Superintendent ~ Catholic School Support Services to identify and recruit potential directors for academy Boards.

21.3. Each Board of Members will ensure that its Board of Directors has the variety of skills and experience needed such as marketing, finance, development, etc., as set forth in the academy by-laws. Directors will have a strong commitment to Catholic education and be living witnesses to the evangelical work of the Church.

21.4. Each parish and its school will cooperate with the Office of the Superintendent ~ Catholic School Support Services to ensure a successful transition to the academy model according to the identified timeline. Experience indicates that at least 18 months of preparation and education are necessary for a successful transition.

21.5. Prospective academy principals and Boards of Directors will participate in the Saint Vincent de Paul Program, a partnership with Saint John’s University. Before a prospective director can be approved for service on a Board, he/she must attend the orientation session provided by the Diocese of Brooklyn.

21.6. Academies and schools will collaborate with the Office of the Superintendent ~ Catholic School Support Services to clarify and communicate the roles of members, directors and principals in the academy governance model. These are con-

tained in the manual for academy governance, but need special emphasis and explanation especially with regard to how these roles differ from those in the parish model.

21.7. Academies and schools will collaborate with the Office of the Superintendent ~ Catholic School Support Services through the use of Dio-Net and e-portal.

21.8. The services of adequately trained mentors will be assigned to the academies.

GOAL 22.

Each parochial school will have an active advisory board.

STRATEGIES

22.1. The role and responsibility of advisory board members will be clearly articulated by diocesan and pastoral leadership

22.2. Advisory board members will be expected to participate in training provided by the Office of the Superintendent ~ Catholic School Support Services to further their understanding of the advantages of academies and the transition process and be living witnesses to the faith.

22.3. Advisory boards will be encouraged to foster collaboration and communication with other Catholic schools, academies and parishes in their geographic area.

GOAL 23.

Each academy and school will regularly update its strategic plan.

STRATEGIES

23.1. Academies and schools will analyze their strategic plans on an annual basis using the most current available data and resources to identify areas of concern and, if necessary, will revise the plan to address these issues and improve sustainability.

23.2. The strategic plan will be reviewed as part of the annual visit from the Office of the Superintendent ~ Catholic School Support Services.

GOAL 24.

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.

STRATEGIES

24.1. Each Catholic academy and school within the diocese will sign the *Participation Agreement* as directed by the diocesan bishop.



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.

STRATEGIES

25.1. Adequate staffing of the Office of the Superintendent will continue to be a priority for the Diocese of Brooklyn.

25.2. Consultants will be utilized to support the work of the Office of the Superintendent.

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.

STRATEGIES

26.1. Members of this committee will be selected for their expertise and influence and appointed by the bishop of the Diocese of Brooklyn.

26.2. The mandate of this committee is to monitor the implementation of the *Preserving the Vision Strategic Plan* and the plan for the Office of the Superintendent ~ Catholic School Support Services.

H. LEADERSHIP

INTRODUCTION

The necessity for strong and dedicated leadership continues to be recognized in the goals and strategies of the Strategic Plan. Goals and strategies remain the same but more emphasis has been placed on the expectation that school leaders will have appropriate credentials. Academy and school administrators are expected to possess New York State certification as school administrators. As always, all school administrators must be practicing Roman Catholics.

GOAL 27.

The Diocese of Brooklyn will recruit qualified Catholic administrators, both religious and lay, who possess New York State certification as school administrators for the academies and schools of the diocese. Diocesan staff will provide the professional support to enable administrators to exercise effective spiritual and academic leadership.

STRATEGIES

27.1. Under the direction of the Superintendent, a consistent process will be utilized to screen all candidates for administrative positions in academies and schools within the diocese.

27.2. All pastors and Boards of Directors will hire principals approved by the Office of the Superintendent ~ Catholic School Support Services.

27.3. New principals and principals new to the Diocese of Brooklyn will be required to participate in an orientation and mentoring process through the Saint Frances Cabrini Institute. Principals moving from one school to another within the diocese will be invited and encouraged to participate.

27.4. All administrators will be required to participate in ongoing professional development through the Saint John Neumann Principals' Professional Development Program of the Diocese of Brooklyn.

GOAL 28.

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

STRATEGIES

28.1. The Catholic school or academy principal, by written statements and personal example, will clearly articulate the Catholic mission of the academy or school and its role in forming children in the Faith.

28.1.1 The religion curriculum will conform to *The Catechism of the Catholic Church* and recognize the authority of the Magisterium.

28.1.2 Religion is a major academic subject. It will be taught by qualified teachers and be assigned the same amount of instructional time as all academic subjects.

28.1.3 The academy and school communities will regularly participate in the celebration of the Eucharist. Other devotions will take place which will reflect the Liturgical Calendar and the cultural diversity of the participating parishes.

28.1.4 The Catholic academy or school will diligently strive to provide an excellent Catholic education for all students.

28.2 Qualified and credentialed teachers will be recruited for each academy and school.

28.2.1 The written curriculum in each academic discipline will reflect current diocesan guidelines and New York State Common Core Learning Standards.

28.2.2 Current and relevant instructional materials will be chosen in consultation with the teaching staff.





28.2.3 The teaching staff will be observed both formally and informally on a regular basis. Written reports which result from formal evaluations will be shared with each teacher and become part of the teacher's professional file.

28.2.4 An annual staff development plan will be implemented in each academy and school. It will identify and assess the academic needs of the students and will be used to encourage the professional development of the teaching staff.

28.2.5 Full utilization of Academic Intervention Services will assist low performing students to meet New York State Common Core Learning Standards.

28.2.6 Longitudinal assessment data will be maintained for each student and regularly analyzed to evaluate student performance.

28.3 The Catholic academy or school principal will ensure that administrative and educational technological advancements are used to full advantage in each school and academy.

28.4 The Catholic academy or school principal will collaborate and cooperate with all relevant governing bodies and diocesan agencies.

28.4.1 The principal will comply with all policies and practices recommended by the Office of the Superintendent ~ Catholic School Support Services.

28.4.2 The principal will work collaboratively with the parish school pastor and/or the academy Board of Directors in the formation and implementation of guidelines and procedures.

28.4.3 The principal will actively participate in the academy or school strategic planning process and diligently implement its recommendations.

28.5 The Catholic academy or school principal will collaborate with the parish school pastor and/or academy Board of Directors in budget preparation and sound fiscal management.

GOAL 29.

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

STRATEGIES

29.1. There will continue to be annual outreach to experienced teachers in academies and schools within the diocese to consider the position of academy or school principal. Appropriate informational sessions will prepare candidates for this important ministry through the Saint Frances Cabrini Institute ~ Aspiring Principals Discernment Program.

CATHOLIC EDUCATION IN THE DIOCESE OF BROOKLYN PRESERVING THE VISION STRATEGIC PLAN

I. POLITICAL ADVOCACY

INTRODUCTION

This section on political advocacy is new to the Strategic Plan. Although diocesan staff has been active in this area for a number of years, more emphasis now is being given to the role of all members of the academy and school communities. The members of these communities are tax paying citizens who must be given recognition by elected officials. The social justice teachings of the Catholic Church guide us in this area.

GOAL 30.

The Office of the Superintendent ~ Catholic School Support Services will continue to collaborate with the Office of the Vicar for Communication 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 Catholic school students as tax paying citizens. Academy and school communities will be expected to participate in these initiatives.

STRATEGIES

30.1. The Office of the Superintendent ~ Catholic School Support Services will continue to dedicate a full time staff member to engage in the area of political advocacy.

30.2. All academy and school communities will continue to be informed about political action efforts through their principals who will be the contact person for these issues.

30.3. All academy and school communities will be aware of the names and contact information of their local, state and federal legislators and their positions concerning aid for parents in religious schools.

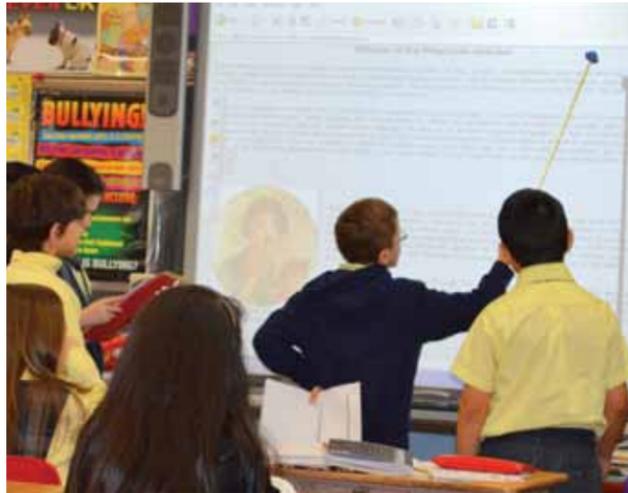
30.4. All academy and school communities will be represented at the annual Public Policy Day sponsored by the New York State Catholic Conference of Bishops.

CATHOLIC EDUCATION
IN THE DIOCESE OF BROOKLYN
**PRESERVING THE VISION
STRATEGIC PLAN**

J. SCHOOL SAFETY

INTRODUCTION

Recent horrific events have taken place in schools in our country. This new section of the Strategic Plan recognizes the responsibility of our academy and school communities to protect students and staff to the best of their abilities.



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 academy and school communities.

STRATEGIES

31.1. Academy and school physical plants will be reviewed on a regular basis by Rockland Realty in order to ensure their viability.

31.2. Every academy and school must have a Crisis Management Plan approved by the Office of the Superintendent ~ Catholic School Support Services.

31.3. All staff and volunteers must be approved by the diocesan Office of Safe Environment and subsequently complete and maintain the requirements of VIRTUS training.

31.4. All academies and schools must utilize a parent alert system.

31.5. The parent and student handbooks in all academies and schools will contain precise statements concerning the consequences of bullying, including, but not limited to, cyber-bullying.



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