Preserving the Vision

Annual Report
2013 - 2014

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

Very Reverend James Massa  
Moderator of the Curia  
Vicar for Evangelization and Higher Education

Thomas Chadzutko, Ed.D.  
Superintendent of Schools

* Indicates staff who assumed responsibilities in August, 2014

** Appointed principal of Saint Nicholas of Tolentine School  
effective August 15, 2014

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**Staff Members**

Anthony Biscione  
Senior Deputy Superintendent

Brother Ralph Darmento, FSC  
Deputy Superintendent for Academy Governance

Anne-Marie Baumis  
Associate Superintendent  
for Government Programs and Services

Elizabeth Frangella, Ed.D.*  
Associate Superintendent for Curriculum

Joan McMaster*  
Associate Superintendent  
for Principal and Teacher Personnel

Diane Phelan  
Associate Superintendent  
for Evaluation of Programs and Students

Robert Lowenberg**  
Associate Superintendent  
for Principal and Teacher Personnel

Barbara McArdle  
Assistant Superintendent  
for Principal Professional Development

Maria Viesta  
Assistant Superintendent for Academy Governance

Michael Greiner*  
Coordinator for Educational Technology and Data

Catherine Kenny  
Special Projects Coordinator  
for Curriculum and Evaluation

Arielle López  
Marketing Coordinator

Yinet Liriano  
Assistant to the Superintendent

Jackie Viesta  
Assistant to the Superintendent

Christy Wolfe  
Assistant to the Superintendent

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November 2014

Dear Colleagues in Catholic Education:

The *Preserving the Vision Strategic Plan* continues to ensure an excellent quality Catholic education for the Diocese of Brooklyn. The enclosed report – the annual report for the 2013-2014 school year – reflects the first important revision of the strategic plan. As we wrote in last year’s annual report, the original 2011 *Strategic Plan* was reviewed, evaluated and updated by the Superintendent’s staff and the *Preserving the Vision* Advisory Committee. The six Priorities designated in the 2011 *Plan* were revised and five more priorities were added. The *Plan* now reflects a more comprehensive analysis of the challenges and needs of Catholic educators in the Diocese. Its twenty-five goals have expanded to thirty-one.

The 2013-2014 school year was one of great academic progress for the academies and schools of the diocese, all of which fully adopted the New York State Common Core Learning Standards. The New York State testing program, which aligns with the Standards, was administered to grades 4, 6 and 8. Strategic planning processes were advanced for the academies. Meitler Associates were contracted to implement a strategic planning process for Catholic high schools within the diocese. The diocesan *Catholic Identity Self Assessment Process* was revised and implemented for all academies and schools. The Saint Frances Cabrini Institute offered an “Aspiring Principals Discernment Program” in order to attract and train competent future leadership for the academies and schools. The Superintendent’s office has implemented an on-line testing program as well as the DeSales Emergency Alert System, which will be used for emergency communications during a crisis.

*Preserving the Vision* and Catholic education continue to have utmost importance for the Bishop of the Roman Catholic Diocese of Brooklyn, Most Reverend Nicholas DiMarzio. His ongoing encouragement and support provide inspiration to all our Catholic educators.

Father James Massa, who succeeded Bishop Frank Caggiano as Moderator of the Curia for the Diocese, has provided wise and prudent leadership for us. We are truly blessed that he is our colleague and guide.

The staff of the Office of the Superintendent ~ Catholic School Support Services is once more pleased to present this Annual Report, 2013-2014, for *Preserving the Vision*. Please consider it to be a tribute to all of you who labor with such diligence for the Catholic Schools of the Diocese. Thank you for all you continue to do for their success.

Sincerely,

*Thomas Chadzutko*

Thomas Chadzutko, Ed.D.
*Superintendent of Schools ~ Catholic School Support Services*
Preserving the Vision, the strategic plan for Catholic education in the Diocese of Brooklyn, was first promulgated by Bishop DiMarzio in October 2011. After eighteen months of implementation, the Preserving the Vision Advisory Committee decided to evaluate the plan based on implementation experiences and feedback from academy and school leadership and Superintendent’s staff. The updated plan, on which this report is based, was promulgated by Bishop DiMarzio in November 2013.

After careful consideration, consultation with Catholic educators, and review by the Advisory Committee, the original six priorities have been rewritten and have been expanded to eleven. The New Evangelization asked for by Pope Francis has been recognized and included; the need for political advocacy is now a priority; collaboration with Catholic high schools and colleges will increase; the importance of safety for students and staff is emphasized; and, the condition of our aging infrastructure is recognized.

**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 academies, schools 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 that 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.
This revision of *Preserving the Vision Strategic Plan* recognizes that the goals and strategies in the original plan were accurate in focus and few changes were necessary. However, emphasis on New Evangelization necessitated the rewriting of the first goal and the addition of a fifth goal.

**GOAL 1.**
Each school and academy will be an effective vehicle of evangelization as they join with the universal Church in initiatives with 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.

The observations in last year’s Annual Report are still relevant and applicable to the 2013-2014 school year as well. All academy and parish school principals are practicing Roman Catholics, as are ninety-eight percent of teachers. The diocesan catechist formation program, Living and Leading by Faith, continues to be attended by all principals and teachers. The Catholic Identity Assessment Process was analyzed and revised by a committee that consisted of pastors, principals and staff from the Superintendent’s office. The National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools, published by the Loyola University of Chicago, provided information for the committee’s work. The revised version was implemented during 2013-2014.

All academies and schools are using textbooks approved by the United States Catholic Conference of Bishops.

The Seed is the Word of God, the religious education guidelines for diocesan schools, was revised during the 2013-2014 school year and continues to serve as the primary catechetical guide for all religion classes. The revised standards and outcomes are based on the Doctrinal Elements of a Curriculum Framework recommended by the United States Conference of Catholic Bishops.

The diocesan Office of Faith Formation was responsible for implementing the newly approved Catechesis for Human Sexuality/Family Life Initiative, for use in the parishes, academies and
schools of the diocese. The Office of Faith Formation provided workshops in March 2014, for diocesan catechists and teachers.

Religion is taught for the same number of hours as all major academic subject areas.

Principals, teachers and students in grades four through eight participate each October in a Rosary Rally presided over by Bishop DiMarzio. The attendees gather to pray for world peace, for an increase in vocations and to call attention to respect for all human life.

The Superintendent’s office sponsors an annual day of spiritual retreat for principals to provide an opportunity to gather for prayer and to be recognized for their roles as educational and spiritual leaders. The staff of the Office of the Superintendent – Catholic School Support Services participated in a retreat conducted by Father Robert Lauder in June. The retreat was held at the Immaculate Conception Center.

Living and Leading by Faith Annual Report 2013-20134

- Workshops offered in the Diocese: 194
- Major Events: 14
- Courses and Seminars offered by Catholic Distance University: 37
- Catholic Distance University Participants: 256
- Approved Instructors: 95
- Principal and Teacher Participants: 2,578

GOAL 2.

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

Pastors, parish priests and, oftentimes, pastoral associates continue to be visible and involved with the academies and schools for which they are responsible. Parish communities are kept informed about the activities of academies and schools.

Academy and school parents are encouraged to be active members of their parishes and to accept their responsibility in the religious formation of their children.

GOAL 3.

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

All academies and schools cooperate with their affiliated parishes regarding the reception of the sacraments for their students. There is close cooperation between principals and parish Directors of Faith Formation to ensure that diocesan norms are met.

GOAL 4.

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

Concentrated efforts are underway to ensure that all Catholic students have Statements of Parish Affiliation on file in their academies and schools. This initiative will continue as the revised Norms are implemented.

GOAL 5.

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

Academies and schools are continuing the long-established practice of welcoming students of other faiths. Although these other faiths are respected, it is understood that all students will participate in the religion classes, liturgies and prayer services that are part of the mission of Catholic education.
Implementation of the New York State Common Core Learning Standards was a top priority for Catholic educators during the 2013-2014 academic year. Staff development opportunities for both principals and teachers continued to emphasize the importance of these standards.

The Saint John’s University Institute for Catholic Schools continued to provide professional support for academy and school staffs and encouraged the formation of curriculum leadership teams in each academy and school. The goal of these teams is to encourage teachers to become self-sufficient and become a strong learning community. Since 2002, the Project TIE initiative (Training Innovative Educators) has sent professors and students from Saint John’s into diocesan academies and schools to assist in math and English/language arts instruction. This is but one example of the collegial relationship between this university and the diocese. Project TIE is presently being conducted in two diocesan academies, St. Brigid and Most Holy Redeemer. The Institute provided a new staff development program, Digging Deeper, for elementary school math teachers as diocesan academies and schools began to fine tune teacher skills in elementary school math.

Diocesan collaboration with Fordham University continued with their role in the Saint Frances Cabrini Program for training effective principals. During this school year, the Fordham entrepreneurial leadership series focused on Catholic Identity.

Saint Joseph’s College continued to provide assistance to a select group of academies and schools in the areas of technology and professional development. Renewed focus on technology in the classrooms has resulted in a coordinator of technology being added to the Superintendent’s staff in August.

GOAL 6.

Each academy and school 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.
2013 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)

<table>
<thead>
<tr>
<th>2013 NYS TESTING PROGRAM</th>
<th>NEW YORK STATE</th>
<th>NEW YORK CITY</th>
<th>DIOCESE OF BROOKLYN</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Includes all Public and Charter Schools in NYS - No Nonpublic Schools data</td>
<td>Only NYC Public Schools or Nonpublic Schools data</td>
<td>Schools within the diocese with appropriate grade levels tested</td>
</tr>
<tr>
<td>Grade 4-ELA</td>
<td>30.3%</td>
<td>27.2%</td>
<td>40.1%</td>
</tr>
<tr>
<td>Grade 6-ELA</td>
<td>29.6%</td>
<td>23.3%</td>
<td>34.4%</td>
</tr>
<tr>
<td>Grade 8-ELA</td>
<td>33.7%</td>
<td>25.4%</td>
<td>41.2%</td>
</tr>
<tr>
<td>Grade 4-Math</td>
<td>36.3%</td>
<td>35.2%</td>
<td>26.1%</td>
</tr>
<tr>
<td>Grade 6-Math</td>
<td>30.6%</td>
<td>28.8%</td>
<td>20.1%</td>
</tr>
<tr>
<td>Grade 8-Math</td>
<td>27.4%</td>
<td>25.7%</td>
<td>18.6%</td>
</tr>
</tbody>
</table>

Diocesan TerraNova Test Results – Fall, 2013 (in national percentiles)

<table>
<thead>
<tr>
<th>GRADE</th>
<th>READING COMPOSITE</th>
<th>LANGUAGE COMPOSITE</th>
<th>MATH COMPOSITE</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>61</td>
<td>60</td>
<td>54</td>
</tr>
<tr>
<td>4</td>
<td>64</td>
<td>65</td>
<td>50</td>
</tr>
<tr>
<td>5</td>
<td>70</td>
<td>64</td>
<td>58</td>
</tr>
<tr>
<td>6</td>
<td>69</td>
<td>67</td>
<td>61</td>
</tr>
<tr>
<td>7</td>
<td>64</td>
<td>76</td>
<td>65</td>
</tr>
<tr>
<td>8</td>
<td>75</td>
<td>75</td>
<td>74</td>
</tr>
</tbody>
</table>

All academies and schools continue to implement the New York State Common Core Learning Standards. The Office of the Superintendent – Catholic School Support Services sponsored 212 professional development workshops for principals and teachers to reinforce concepts and practices necessary to the success of the academic program. Four thousand seven hundred eighteen teachers and principals participated in these workshops.

In addition, the New York City Department of Education sponsored 45 professional development workshop opportunities for 732 participants.

The staff of the Superintendent’s office, realizing their responsibility to keep aware of educational trends, attended 56 workshops provided by such professional organizations as the Association for Supervision and Curriculum Development and the National Catholic Educational Association.

All academies and schools participate in the New York State Department of Education testing program in indicated grades, as well as the TerraNova test, which is the evaluative instrument approved by the Superintendent of Schools office. The following charts report the achievement of students in academies and schools in 2013.
GOAL 7.

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

The diocesan High School Consortium Program encourages dialogue and communication between the Catholic high schools and their feeder elementary academies and schools. During 2013-2014, five high schools have provided a variety of enrichment opportunities for eighth graders.

During this school year, the diocesan Artists in Residence Fine Arts Program has brought visiting artists to work on site with fourth, sixth and eighth grade students at twenty academies and schools. This is sponsored in part by the Saint Elizabeth Ann Seton Trust, with the remaining costs covered by participating academies and schools.

Twenty-five academies and schools participated in the Renzulli Program. This is an enrichment program that encourages the development of each student’s gifts and talents; it combines the pedagogy of differentiated instruction with gifted and talented approaches.

Diocesan academies and schools continue to accept students with special educational needs for whom they have the resources to provide an educational program based on their Individual Educational Profiles (IEPs). Acquiring resources necessary to offer an educational program based on these profiles and student needs continues to be a challenge to our educators. This goal has not been met fully although the intent is to keep striving to attain it.

New York State law requires that religious and private school students receive certain products and services in equity with the public school students in their resident districts.

The Special Education Teacher Support Services (SETSS) program is provided to selected schools
of the diocese with funding provided by the New York City Department of Education. This program provides a special education teacher for eligible students with IEPs. Depending on the student’s educational needs, the services may be provided for as few as three hours per week to as much as fifty percent of each school day and take place on site. Again, depending on the needs, the special education teacher may work directly with the students or may work with the students’ regular classroom teacher to give advice on adjusting the learning environment and/or modifying and adapting instructional techniques and methods to meet those needs.

The Aquinas Society continues to provide resources for students who are academically gifted. The Society provides opportunities for students to work beyond the curriculum. Students who participate are nominated by the academies and schools and must be self-starters who show evidence of initiative and an ability to collaborate. This program usually takes place as an after-school activity.

**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.

The Office of the Superintendent ~ Catholic School Support Services continues to sponsor the Technology Committee, which is comprised of principals, teachers and central office staff who are knowledgeable and qualified in this area. This committee oversees policy and professional development in the area of educational technology. It coordinates the annual Tech Expo, which attracted two hundred teachers at the 2013-2014 event. The Committee also offers educational technology workshops and members provide guidance.

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**TOTAL AMOUNTS FOR PRODUCTS AND SERVICES**

The following table indicates the amount of money for products and services received by the students of the diocese during the 2013-2014 fiscal year:

<table>
<thead>
<tr>
<th>Program</th>
<th>Rate per Pupil</th>
<th>Number of Pupils</th>
<th>Total Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>NYSTL</td>
<td>$58.25</td>
<td>29,322</td>
<td>$1,708,006.50</td>
</tr>
<tr>
<td>NYSSL</td>
<td>$14.98</td>
<td>29,322</td>
<td>439,243.56</td>
</tr>
<tr>
<td>NYSLib</td>
<td>$6.25</td>
<td>29,322</td>
<td>183,262.50</td>
</tr>
<tr>
<td>NYSCH</td>
<td>$11.66</td>
<td>29,322</td>
<td>341,894.50</td>
</tr>
<tr>
<td><strong>Total amount</strong></td>
<td></td>
<td></td>
<td><strong>$2,672,407.08</strong></td>
</tr>
</tbody>
</table>

**Federally Funded Programs:**

Title I Direct Services provided by the New York City Department of Education

Bureau of Nonpublic School Reimbursable Services - $20,000,000

Title I Professional Development - $561,018

Title IIA Professional Development - $586,612

Title III Professional Development - $1,221,773
to academies and schools in building technology infrastructure. Academies and schools are expected to conform to the guidelines provided in the Diocesan Technology Plan.

The DeSales Media Group underwrote an initiative that updated the technology infrastructure in five diocesan academies and the Cathedral Preparatory High School and Seminary. The activities provided included wiring updates, installation of wireless networks and the provision of upgraded network equipment. Ninety-six laptops were given to three of the academies; various items of furniture were given to others. The cost to DeSales, for the 2013-2014 school year, was $475,934.

The Catholic Foundation for Brooklyn and Queens provided technology-related grants totaling $53,500 to five Catholic high schools within the diocese and to the Superintendent’s office for professional development activities; in addition, the Foundation designated grants amounting to $224,755 for twenty-six academies and schools for technology programs.

The diocesan student information system continues to provide the format for student and administrative record keeping – including student progress reports. The New York State Education Department has not yet announced the date when their tests will be administered online. Every academy and school maintains a school-wide acceptable use policy for students and staff. A Coordinator for Educational Technology and Data has been added to the Superintendent’s staff in order to provide additional assistance to principals.

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.

It is of prime importance that each school and academy use formative assessment instruments to assess the quality of its educational program and the achievement of its students. The use of these multiple measurements recognizes that a single test does not provide sufficient information about a student’s achievement. The diocesan testing programs include classroom assessments of both formative and summative natures, the TerraNova Common Core test (a nationally-normed achievement test) and the New York State testing program. The results of the TerraNova and the New York State tests can be found in Goal 6 of this Report. Parents are kept informed of student progress through ordinary communication with teachers and the trimester Report Card of Academic Achievement.
The financial viability of the academies and schools continues to present a challenge to diocesan and school leadership. An additional goal concerning financial planning has been added to this revised plan and has caused renewed focus on the wisdom of future planning. Close attention is paid to budgeting and planning processes with strong guidance given to academies and schools from the Superintendent’s office.

GOAL 10.
A five-year financial plan will be developed and updated annually to ensure the financial stability of each academy and school, which will use this plan to develop an annual budget.

In partnership with the Tobin School of Saint John’s University, a financial plan template has been developed and was piloted in three academies during the 2013-2014 academic year, and will be fully implemented during the 2014-2015 year. It is expected that the Boards of academies and parish schools will establish Tuition Assistance Committees in order to make full use of the scholarship assistance provided by the Diocese of Brooklyn with the goal of helping as many families as possible.

GOAL 11.
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 Superintendent’s office has received a proposal from the Catholic Foundation to assist these initiatives. Diocesan affiliation with the Catholic Alumni Partnership continues and has proven to be effective means of fundraising for the academies and schools.

The diocesan Futures in Education Office has prepared a Development Plan to assist academies and schools. Building on the foundation established by the Catholic Alumni Partnership, the office will assist the academies with their individual fundraising efforts.

Development officers will be assigned to academies to identify prospects, research prospects, qualify prospects, develop solicitation strategy, make asks, close the gift and steward the prospect. These development officers will report directly to the Futures in Education Director of Development and provide periodic reports to the Board of Directors of their assigned academies.
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.

Following through on Bishop DiMarzio’s mandate, all diocesan parishes contributed to the Saint Elizabeth Ann Seton Trust during the 2013-2014 fiscal year. Trust administrators continue to allocate scholarship funds to academy and school families based on need. Due to the generosity and support of the parishes, the Trust was able to provide more than $6,174,568 in direct aid to 87 elementary academies and schools. This aid allowed the academies and schools to provide tuition assistance to families in need, fund new educational initiatives, provide additional resources for the professional development of our teachers and assist the schools in meeting their ongoing financial obligations. In addition, the Trust has designated $834,400 for Religious Education Grants payable over a three-year time period.

GOAL 13.
The Office of the Superintendent ~ Catholic School Support Services and academy and school leadership within the diocese will continue to advocate and fully utilize city, state and federal funding for students and programs available to religiously affiliated schools.

During the 2013-2014 school year, the Associate Superintendent for Government Programs and Services met regularly with representatives from the Departments of Education for New York City and New York State. Diocesan academies and schools benefited from $21 million allocated from federal Title programs, which are administered by the New York City Department of Education. Diocesan academies and schools received a reimbursement of $11,500,000 from the Mandated Services Program administered by New York State. This includes Mandated Services for 2012-2013 ($6.7 million) and CAP (Comprehensive Attendance Program) for 2012-2013, as well as back payments from 2007-2008 and 2009-2010 of $4.8 million. 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.
The educational and financial viability and credibility of diocesan academies and schools is closely related to their enrollment numbers. The Superintendent’s office continues to provide strong support to school leadership to enable increased enrollment, which continues to be an issue of major importance for diocesan academies and schools. The diocesan Marketing Team continues to be available to principals, pastors and Board Chairs for advice and planning. They have updated the *Preserving the Vision* Marketing and Enrollment goals to reflect marketing as a means to reach enrollment goals. An updated comprehensive marketing plan and marketing toolbox

### GOAL 14.

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

Total elementary school enrollment for 2013-2014 was 29,322 students; the enrollment for the previous school year was 30,048 – a decrease of 2.4%.

### Enrollment in Grade Pre-K through Grade 8

(as reported to the NCEA in October, 2013)

<table>
<thead>
<tr>
<th></th>
<th>Catholic</th>
<th>Non Catholic</th>
<th>Unknown</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>American</strong></td>
<td>76</td>
<td>24</td>
<td>0</td>
<td>100</td>
</tr>
<tr>
<td><strong>Indian/Native Alaskan</strong></td>
<td>1,260</td>
<td>1,746</td>
<td>1</td>
<td>3,007</td>
</tr>
<tr>
<td><strong>Asian</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Black</strong></td>
<td>4,068</td>
<td>2,717</td>
<td>18</td>
<td>6,803</td>
</tr>
<tr>
<td><strong>Native Hawaii/Pacific Islands</strong></td>
<td>160</td>
<td>23</td>
<td>0</td>
<td>183</td>
</tr>
<tr>
<td><strong>White</strong></td>
<td>15,681</td>
<td>1,430</td>
<td>29</td>
<td>17,140</td>
</tr>
<tr>
<td><strong>Multi-Racial</strong></td>
<td>1,492</td>
<td>597</td>
<td>0</td>
<td>2,089</td>
</tr>
<tr>
<td><strong>Unknown</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>22,737</td>
<td>6,537</td>
<td>48</td>
<td>29,322</td>
</tr>
<tr>
<td><strong>Hispanic</strong></td>
<td>8,117</td>
<td>728</td>
<td>14</td>
<td>8,859</td>
</tr>
<tr>
<td><strong>Non-Hispanic</strong></td>
<td>14,620</td>
<td>5,809</td>
<td>34</td>
<td>20,463</td>
</tr>
</tbody>
</table>

### GOAL 15.

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

Diocesan parent satisfaction survey has been developed for use by academy and school leader-
ship in addressing the needs and wants of their families. Seventy-one percent of the 2014 eighth-grade graduates went to Catholic high schools.

The number of academies and schools participating in the advertising section published by The Tablet increased; this section focused on student retention and emphasized the success of academy and school students. The Tablet provided an online component for the schools that participated.

**GOAL 16.**
Sufficient tuition assistance will be available to enable students from less economically advantaged families to enroll.

During the 2013-2014 school year, $7,853 million in scholarship funds were awarded to 5,922 students in academies and elementary schools through Futures in Education. In addition, graduating eighth-grade students were offered $13.7 million in merit-based scholarships by diocesan Catholic high schools.

**GOAL 17.**
Recognizing that the New Evangelization calls for enculturation 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.

Outreach to the Latino population is an important factor in the *Preserving the Vision* initiatives. During 2013-2014, formal qualitative research was conducted by Hispanic Research Inc. to further understand the factors that Hispanic families with school-age children in the diocese consider in the selection of a school for their children.

Three focus groups were conducted with Catholic parents who send their children to public, charter and secular private schools. The purpose of these focus groups was to elicit new insights on the barriers that prevent Hispanic families from enrolling their children in Catholic schools.

The Marketing Coordinator in the Superintendent’s office was responsible for implementing the findings of the research. This resulted in further emphasis on the diocesan Madrinas and Latino Leaders programs. These programs were merged to form the Hispanic Promotional Team, which established the goal to do community outreach that would encourage parents to register their children in diocesan academies and schools. The Hispanic Promotional Team Program is currently in eighteen academies and schools. It has sponsored two training and information programs for parents. The Office of the Superintendent ~ Catholic School Support Services has received a $35,000 from the Achelis Foundation to support the initiatives of the Promotional Team. A Team logo has been developed and promotional videos have been produced. The Team will conduct ongoing research to determine its effectiveness and the needs of the Latino community.
Hispanic enrollment in diocesan academies and schools increased 1.5% from the previous year in 2013-2014 and has increased 9% since 2009.

Three additional focus groups were conducted by Hispanic Research Inc. as part of a separate project to poll parents who were new to areas undergoing gentrification. The purpose of this particular initiative was to learn and understand this demographic so that relevant outreach could be made to this community. Teams of graduate students from Saint John’s University collaborated with the diocese to develop action plans in response to the findings of this research.

In September 2013, an innovative curriculum approach that incorporates a dual-language approach was begun in Most Holy Redeemer Catholic Academy in Flushing. The Two-Way Immersion Network for Catholic Schools (TWIN-CS) is coordinated by the graduate department of Education at Boston College. This program involves delivering classroom curriculum in two languages, English and a well-represented minority language. Given the fact that fifty percent of the students at Most Holy Redeemer are Chinese, the second language taught there is Mandarin. TWIN-CS is a national program; only one other participating school is developing the dual language program in Mandarin – and that school is in California.
This *Preserving the Vision* revised plan continues to recognize the importance of vigorous marketing initiatives with the goal of increased enrollment. The Coordinator of Marketing and the Marketing sub-committee of the *Preserving the Vision Committee* have worked diligently to assist school leadership in both maintaining and increasing enrollment. Although the enrollment for 2013-2014 shows a slight decrease (2.4%), it might have been worse without the consistent emphasis on marketing within the diocese.

**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.

The brand identity of diocesan schools was emphasized in three New York Daily News global marketing campaigns during the 2013-2014 school year. The information about participating schools was also made available on the Daily News online home page. The Diocese engaged in radio advertising for the first time; a 2014 “Back to School” segment was aired on WINS in conjunction with the Daily News Back to School advertising campaign. Fifty-six radio spots were broadcast over WINS during the two weeks before school opening.

**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.

With the goal of becoming more accessible, the diocesan website has been redesigned and re-launched; particular attention has been paid to the educational component. The section assigned to the Office of the Superintendent ~ Catholic School Support Services has been integrated with other diocesan services and references to special education and early childhood programs have been added. For greater clarity, the academy and school map has been redesigned and content has been added which includes details on the programs and events available in the academies and schools. An electronic Catholic Elementary Academy and School Guide has been developed which outlines the programs and services provided by each academy and school. The majority of the academies and schools have websites that focus on recruitment of new students and are linked to the websites of affiliated parishes.
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.

Most academy Boards have formed marketing committees that focus on increasing enrollment. The diocesan marketing team, a sub-committee of the Preserving the Vision Committee, serves as a resource for all academies and schools. Its members meet with academy and school marketing committees when asked for advice.

Two marketing workshops for academy boards were offered during the 2013-2014 school year. Those and the newly developed Marketing Toolbox provide guidance for marketing committees in writing marketing plans specifically aimed at the annual 10% increase in enrollment. The Coordinator of Marketing on the Superintendent’s staff visited seventeen academies and schools this year to give assistance in their marketing initiatives. The Coordinator has developed six templates to assist marketing committees with marketing planning, school brochures, press releases, marketing month-to-month, parish bulletins and websites. With the guidance of a member of the Preserving the Vision marketing sub-committee, five academies and schools participated in a marketing project with Saint John’s University marketing students to develop their marketing action plans.
The Preserving the Vision plan to transition all parish elementary schools to the two-tiered academy model of governance continues. The process to form an academy takes eighteen months with steps precisely outlined by the diocese.

1. The beginning of the incorporation process which involves receiving a Charter from the New York State Board of Regents;
2. The governing Board of the academy is identified as Members and Directors are identified by the Moderator of the Curia and the Superintendent of Schools and approved by Bishop DiMarzio;
3. Orientation sessions for the approved Directors during which the academy by-laws are explained and sub-committees formed;
4. Dialogue and meetings with the host pastor of the academy;
5. The academy principal and faculty members are recruited and approved by the Board;
6. Parents are informed about the academy process and a registration process for students is put in place;
7. Six months of orientation meetings for the Directors during which they receive instruction on the Manual for Directors;
8. The principal and teachers 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 is the Saint Vincent de Paul Program is required.

The Boards of Directors were invited to participate in a Fall and Spring Convocation. The Convocations focused on continued professional development for Boards with an emphasis on best practices. Through the continued partnership with Saint John’s University, the Saint Vincent de Paul Program is an integral part of both Convocations.
The thirty-four academies that were in place during 2013-2014 were reduced to thirty-two in June 2013, when two academies closed. The John Paul II Catholic Family Academy and Saint Jerome Catholic Academy closed, after much deliberation with parish leadership, because of extraordinarily large deferred maintenance costs. Because of the generosity of a benefactor, the students who were attending the John Paul II Catholic Family Academy have been given scholarships to cover their tuitions in other Catholic academies or schools through the eighth grade. Because of increased enrollment, Divine Wisdom and Our Lady’s Catholic Academies each expanded to a second campus. Ten new academies opened in September 2014, to bring the total number of academies to forty-two. Queen of the Rosary Catholic Academy made a successful move to a larger facility in the fall of 2013. Six academies completed the strategic planning process facilitated through ACE Consultants (from the University of Notre Dame) in the spring of 2014. Seven additional academies were selected to begin the strategic planning process in January 2014; these will be completed by December 2014.

**THE ACADEMIES THUS FAR:**

Ave Maria Catholic Academy
Divine Mercy Catholic Academy
Divine Wisdom Catholic Academy
Holy Angels Catholic Academy
Holy Child Jesus Catholic Academy*
Holy Trinity Catholic Academy*
Midwood Catholic Academy
Most Holy Redeemer Catholic Academy
Notre Dame Catholic Academy
Our Lady’s Catholic Academy
Our Lady of the Angelus Catholic Academy*
Our Lady of Lourdes Catholic Academy
Our Lady of Mercy Catholic Academy*
Our Lady of Perpetual Help Catholic Academy (Qns)
Our Lady of Perpetual Help Catholic Academy* (Bklyn)
Our Lady of Sorrows Catholic Academy*
Our Lady of Trust Catholic Academy
Queen of the Rosary Catholic Academy
Sacred Heart Catholic Academy
Saint Anselm Catholic Academy
Saint Brigid Catholic Academy
Saint Camillus 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 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 Mel 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
Saint Thomas the Apostle Catholic Academy*
Salve Regina Catholic Academy

*The asterisked academies opened in September, 2014.*
GOAL 21.
All schools will transition to academies by 2017. This major outcome of the Preserving the Vision initiative continues on schedule. As noted above, ten academies have been formed for the 2014-2015 school year with twenty-two more planned to open in September 2015. Diocesan officials continue to oversee the transition process with emphasis being placed on the identification and recruitment of board directors. Board members and principals receive training through the Saint Vincent de Paul Program, which is provided by Saint John’s University. During the school year, the Superintendent’s office conducted regular meetings for board chairs, treasurers and secretaries. The Diocese conducted a recruitment campaign for new board directors with ads in The Tablet and television ads. The members of each board participated in their annual meetings. The manual for academy governance continues to provide the plan for effective academy governance.
The Mentor program, which partners the academies with professional educators, has proven to be a valuable asset for the transition from parish school to academy. Board mentors have monitored the functioning of the two-tier structures, which are responsible for the governance of academies. The mentor serves as adviser to the Board of Directors and, in collaboration with the Superintendent’s office, is able to ensure that the Board has the necessary resources to be successful in the development and implementation of the strategic plan. Of great importance, the mentor has ensured that the directors follow appropriate diocesan procedures and norms.

The mentor oversees the Board Assessment Process and is responsible for implementing a plan of professional development which will address the needs of the Board of Directors and communicates with the Superintendent’s office and other diocesan agencies to ensure that the board and its academy are receiving all relevant services provided by the diocese.

GOAL 22.
Each parochial school will have an active advisory board.
Advisory boards for existing parish schools continue to play an important role in the transition to academies. The recruitment and training of qualified directors for academies and schools continues to be a priority for diocesan staff.

GOAL 23.
Each academy and school will regularly update its strategic plan.
The Superintendent’s office continues to emphasize the importance of strategic planning for each academy and school.
All parish schools completed strategic plans that are used in the regular school evaluation process. Academies have been organized into strategic planning cohorts. The preparation of their strategic plans is facilitated by the Deputy Superintendent for Governance as well as outside consultants. As mentioned previously, the first cohort, consisting of six academies, completed their strategic plans during 2013-2014. These plans have been submitted to the Preserving the Vision sub-committee for review and approval. The second cohort, which consists of seven academies, will complete the strategic planning process early in December 2014.
GOAL 24.
The bishop of the Diocese of Brooklyn will identify areas of accountability for all academies and school 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 of the academies and schools within the diocese have signed the Participation Agreement. As listed in the Participation Agreement, the services provided by the Office of the Superintendent – Catholic School Support Services are:


The diocesan Office of Fiscal Management will supply the following services, as needed by the academy or school:

1. Overall review of the current accounting system, accounts payable, payroll and tuition collection and provide recommendations for improving the system for accounts payable and payroll; 2. Review the tuition collection process as per diocesan internal controls; 3. Review the Annual Financial Statement for the fiscal year; 4. Review the budget of revenues and expenditures; 5. Review the quarterly financial reports; 6. Provide training to bookkeepers where necessary.

The diocesan Human Resources Office will supply the following services, as needed, by the academy or school:

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; 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 employers and employees as they pertain to all benefits; 5. HR will provide consultation and advice on all employee matters to the Academy’s Board of Directors.

The diocesan Office of Information Resources will supply the following services, as needed and requested by the academy or school:

1. DioNet (First Class) installation and configuration; 2. Onsite training and day-to-day support for DioNet including remote access; 3. Day-to-day support and coordination with student information systems; 4. Archival services.
GOAL 25.
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.

In anticipation of the increase in the number of academies and with the guidance and approval of Bishop DiMarzio, the staff of the Office of the Superintendent ~ Catholic School support services was expanded at the end of the fiscal year. An Associate Superintendent for Curriculum and a Coordinator for Educational Technology and Data were added to the staff; the position of Associate Superintendent for Principal and Teacher Personnel has been maintained with the promotion of a former principal. With Academy Governance as a priority and to ensure that the 18 month academy process is closely monitored, the position of Assistant Superintendent for Academy Governance was established. Two members have been added to the support staff.

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.

It seems appropriate, in this Annual Report, to present the topics that were discussed by the Preserving the Vision Advisory Committee at their 2013-2014 meetings:

- Strengthening communication and collaboration between the Catholic elementary schools, high schools within the diocese with neighboring colleges and universities;
- Making Catholic education accessible and affordable to all Catholic families in the Diocese of Brooklyn;
- Promoting greater cultural responsiveness in meeting the needs of the changing demographics of the diocese, particularly among communities of recent immigrants;
- Creating greater involvement in and commitment to parish life among Catholic school families;
- Prioritizing development as a source of Catholic school funding;
- Moving toward long-term financial projections that allow for a variety of elements, especially institutional repairs/deferred maintenance;
- Combining macro and micro approaches to marketing to hone the branding of Catholic schools locally and diocesan-wide;
- Ensuring a holistic approach to Catholic Education that includes fine and performing arts programs, multiple forms of evaluation, individualized learning approaches for diverse populations of students and the integration of technology across the curriculum;
- Making all Catholic academies and school centers of evangelization and community outreach.

The Preserving the Vision Advisory Committee continues to meet six times during the school year. Its twenty-three members come from business and higher education as well as from the ranks of diocesan principals and staff members. Thomas Chadzutko, Ed.D. and Very Reverend James Massa serve as ex-officio members. The five subcommittees continue to be in the areas of strategic planning, finance, marketing, development and academic excellence.
The Office of the Superintendent ~ Catholic School Support Services continues to respond to Church mandates that our school leaders must be practicing Roman Catholics and be exemplary role models for their school communities. In addition to enabling the academies and schools to have strong Catholic identities, the principals have met the challenge of conforming to New York State Common Core Learning Standards with the accompanying testing programs.

GOAL 27.
The Diocese of Brooklyn will recruit academy and school administrators and provide professional support to enable them to exercise effective spiritual and academic leadership.
The implementation of this goal is ongoing.
The Associate Superintendent for Principal and Teacher Personnel is responsible for recruiting and screening candidates for academy and school leadership positions. All academy and school principals must be practicing Roman Catholics and have the appropriate administrative credentials. Pastors and Board Chairs may only interview candidates who have diocesan approval. The Saint John Neumann Principals’ Professional Development Program, coordinated by the Superintendent’s staff, provides ongoing professional development and support for academy and school principals.
The aims of this program are to diligently strive to develop administrators of high performing leadership abilities, to foster a strong Catholic identity and to achieve and maintain academic excellence.

Continuing their own professional acumen is an important goal for all academy and school administrators. During the 2013-2014 academic year, thirty-three academy and school administrators participated in three sessions of the Fordham University Entrepreneurial Series; thirty administrators attended three workshops provided by the Saint John’s University Management Seminar for Principals of Catholic Schools; and sixty academy and school administrators attended ten workshops provided by the Saint John’s University Curriculum Leadership Team.

Principals met twice during the school year for a Convocation that addressed key elements found in the Preserving the Vision Strategic Plan. The 2013-2014 Fall Convocation centered on academic excellence with discussions on: student assessment;
teacher supervision; the New York State Common Core Learning Standards; and teacher professional development. The Spring Convocation focused on leadership, marketing, recruitment and retention, and technology. The three Saint John Neumann Principals’ Professional Days, which were very well attended, featured noted speakers Pam Robbins and Sister Mary Angela Shaughnessy.

As mentioned previously in this report, the Saint Frances Cabrini Aspiring Principals’ Discernment Program has been established to attract qualified Catholic educators within diocesan academies and schools who would be interested in leadership positions.

GOAL 28.
The leadership standards for Catholic academy and school administrators have been developed and will continue to be implemented.

The diocesan leadership standards for Catholic academy and school administrators, which were already in place, were evaluated and revised during 2013-2014. They will be fully implemented during the 2014-2015 school year. Catholic identity continues to be of utmost importance in the leadership standards. The revised standards make specific reference to the New York State Common Core Learning Standards, which now have been integrated into academy and school curriculum content and practices. The Institute for Catholic Education, chaired by the president of Saint John’s University, published a document that will be used in our academies and schools. The “Saint Vincent de Paul Revised Curriculum” (aligned with the National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools) has been written to: “…remind board chairs, board directors and principals that the best Catholic schools are mission-driven, program-effective, well-managed and responsibly governed…”

All teachers continue to be observed and evaluated annually by their principals. In classroom observations, formative and summative test results are part of this evaluation process. An annual staff development plan continues to be expected from all academies and schools.

The principal, as chief educational operating officer, reports to the Board of Directors. However, the principal and Board Chair work in tandem and share both a cordial and professional relationship which fosters communication, advances the mission and nurtures the shared vision for academies and schools.

The importance of the effective use of technology continues to be emphasized in each academy and school. The addition of a Coordinator for Educational Technology and Data to the Superintendent’s staff is intended to assist principals in making the most efficient use of computers and the Internet in the educational programs.

GOAL 29.
The Diocese of Brooklyn will continue to develop academy and school leaders by providing special programs for assistant principals.

Under the direction of the Superintendent’s office, the Saint Frances Cabrini Institute continues to offer programs and workshops for assistant principals in diocesan academies and schools. One graduate of the Institute now serves as a principal in the diocese; several more will be eligible when they complete the program in December 2014.
Our parents are tax-paying citizens who have chosen Catholic education for their children. Diocesan staff continues to challenge elected officials to recognize this and to provide every possible benefit for the children in our academies and schools.

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 Catholic school students as tax paying citizens. Academy and school communities will be expected to participate in these initiatives.

Bishop DiMarzio and New York State’s Catholic bishops joined more than a thousand Catholics in March 2014 for the annual “Catholics at the Capitol” in Albany. The important educational issue which was discussed with state legislators that day was the Education Investment Tax Credit Legislation, which would establish a tax credit to encourage private sector donations, both corporate and individual, for public schools and for tuition assistance to students attending religious and independent schools. This legislation is still pending.

Diocesan academies and schools continue to participate in the E-rate program, a federal initiative that continues to provide funds to all public, private and religious schools towards the advancement of telecommunications and broadband services. An application must be submitted annually by any institution that wishes to receive E-rate funding.

Not all requests for funding are accepted, so the submission of a complete and comprehensive application is of prime importance. Before the March 2013 deadline for the 2014-2015 academic year, diocesan academies and schools submitted applications totaling about $2.8 million; as this report was written, funding commitments have been received in the amount of $804,000 (28% of the requests). E-rate reimbursements to diocesan schools during the 2013-2014 academic year amounted to $822,608.30.
As mentioned previously in this report, the Associate Superintendent for Government Programs and Services serves as liaison between and among the Superintendent’s office, academies, schools and various government agencies and officials. Political advocacy and outreach is of prime importance in this matter; the New York State Catholic Conference is our key resource for communicating relevant issues. It provides a seasonal newsletter, which keeps our Catholic community informed. It organizes and hosts an annual Public Policy Day in Albany and arranges meetings with specific legislators. It has regular meetings that bring together leadership from the eight Catholic dioceses in the State; these meetings are attended by the Superintendent and the Associate.

The New York State Education Department’s Office of Facilities Planning has developed a list of approved safety equipment for schools and will reimburse academies and schools at the rate of $9.70 per child for equipment purchase. Twenty-one diocesan high schools received about $135,000 in these grants, and ninety-two academies and schools received about $294,000. The funds have been used to upgrade safety equipment in academy and school buildings.
This priority has been added to the revised *Preserving the Vision Strategic Plan* to recognize the importance of keeping our aging school buildings in good repair. The Diocese continues to require background checks and VIRTUS training of all employees and volunteers.

**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.

In collaboration with the DeSales Media Group, an emergency alert system has been established for diocesan schools. iPads and appropriate applications have been given to academy and school principals; through this established network, the DeSales Emergency Alert System enables them to distribute critical information to their communities in an instant.

As parish schools are transitioned to the academy model, building audits are done to determine the condition, both interior and exterior, of each building. These reports become part of the transition. Periodic visits to all buildings take place by Rocklyn Realty to ensure safety and that they meet all building codes.

Policies and procedures have been put in place both at the diocesan level and at the local level regarding bullying and cyber-bullying.

Each academy and school has developed and implemented a Crisis Management Plan.

All staff and volunteers are required to follow the Safe Environment protocols which includes background checks, code of conduct and completion of VIRTUS training.
CONCLUSION

This Annual Report is the first to reflect the additions implemented in Preserving the Vision Strategic Plan 2014-2017.

- The eleven Priorities have been implemented
- One-hundred percent of the thirty-one goals are in progress
- The original one hundred seven strategies have increased to one hundred forty and all are in progress.

And so, the vision continues, the challenges continue, and the work continues! The dedicated Catholic educators of the Diocese of Brooklyn have not ignored the challenges, but rather have met and conquered them. The diligent efforts of pastors, board members and directors, principals and teachers are focused on the future of their academies and schools. With God’s help, they will succeed.

Ad Multos Annos!