

THE DIOCESE STRATEGIC PLAN

PRESERVING THE VISION

Annual Report
2016–2017



CATHOLIC EDUCATION WITHIN THE DIOCESE OF BROOKLYN



MISSION STATEMENT

THE MISSION OF CATHOLIC EDUCATION WITHIN THE
DIOCESE OF BROOKLYN AND QUEENS IS TO
LEAD THOSE ENTRUSTED
TO ITS CARE TO FIND SALVATION IN
JESUS CHRIST.

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

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Vicar for Evangelization and Higher Education, Moderator of the Curia

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Office of the Bishop

Diocese of Brooklyn

310 Prospect Park West
Brooklyn, New York 11215

October 2017

Dear brothers and sisters in Christ:

As Bishop of Brooklyn, and as we conclude the final year of the original *Preserving the Vision Strategic Plan for Catholic Education within the Diocese of Brooklyn*, it gives me great pleasure to introduce this seventh Annual Report. Many expectations of the Plan, first begun in September, 2008, have been fulfilled. Seventy-five parish schools in Brooklyn and Queens have been transitioned into academies with a two-tier governance model.

Hundreds of qualified lay people are now Directors of the academy Boards and participate in broad-based training for their administrative roles. The educational Mission and Vision of the Catholic Church continues to be the driving force in the success of our educational programs. The Office of the Superintendent-Catholic School Support Services continues to provide guidance and support for principals and teachers to ensure quality religious and academic education.

One important expectation has not been fulfilled. The goal of increased enrollment has not been met in spite of the diligent efforts of diocesan staff and the financial aid which has been available to those families in need. Because of *Preserving the Vision* initiatives, we now have better knowledge of marketing techniques which can and will be used in the future. Consultants from Meitler Associates have collaborated with diocesan staff and conducted broad-based consultations within the Diocese to guide us in establishing the next *Strategic Plan* which will be promulgated later this month. We will continue to do everything possible for the success of Catholic education within the Diocese of Brooklyn.

The successes and challenges of *Preserving the Vision* have been diligently addressed under the leadership of Auxiliary Bishop James Massa, Moderator of the Curia and Vicar for Evangelization and Higher Education, and Dr. Thomas Chadzutko, Superintendent of our Catholic school network. Both have my sincere gratitude for their creativity and leadership which have enabled the success of this *Plan*.

Together we enter another phase of planning for Catholic education in the diocese with a new *Strategic Plan*. Please know that the specific goal remains making Catholic education accessible to all children of Brooklyn and Queens who wish to attend a Catholic school. With God's help, and your continued prayers, this goal will be attained.

Sincerely in Christ,

A handwritten signature in cursive script that reads "Nicholas DiMarzio".

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



**OFFICE OF THE MODERATOR OF THE CURIA
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October 2017

Dear Partners in Catholic Education:

As our diocese marks the ninth and final year of the original *Preserving the Vision* strategic plan, it is appropriate that we pause and acknowledge with gratitude all those who made this journey possible. This year's Annual Report reflects accurately the dedication of diocesan staff, pastors, principals and other lay leaders to implement a model of education that respects both local autonomy and the cultivation of administrative competencies within a network committed to advancing educational excellence and a culture of faith. The accomplishments achieved over this past decade are a tribute to all our colleagues in the diocese, as well as our partners in education and government who appreciate the vital role played by our Catholic academies and schools within the larger educational environment.

In addition to the accomplishments of the academies and remaining parish schools during 2016-2017, this report recognizes the work of the consulting firm that has been preparing the successor strategic plan for *Preserving the Vision*. The consultation process leading to the new plan was broad and comprehensive. A great many meetings were held with the *Preserving the Vision* Education Commission, diocesan staff, pastors, academy boards and principals. Participants were asked to evaluate the success of the previous plan and offer changes to it, with a view to strengthening the Catholic identity, financial stability and innovativeness in our academic programs. Input from these meetings was vital in composing the new plan, which was subsequently reviewed and amended in light of feedback from these various groups. The resulting plan forms a solid foundation for strengthening Catholic education in the Diocese of Brooklyn over the next three years.

Sincere appreciation is extended, in a particular way, Dr. Thomas Chadzutko, Superintendent of Schools, Brother Ralph Darmento, F.S.C., Deputy Superintendent of Schools, and their generous coworkers in the office for providing strong leadership and support to all those involved in this noble enterprise. May *Preserving the Vision* continue to guide into a future filled with promise for all of our children and their families.

Sincerely in Christ,

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



OFFICE OF THE SUPERINTENDENT ~ CATHOLIC SCHOOL SUPPORT SERVICES
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October, 2017

Dear Colleagues in Catholic Education,

The 2016-2017 Annual Report for *Preserving the Vision* continues to demonstrate the extraordinary progress and accomplishments of Catholic education within the Diocese of Brooklyn. As in previous Reports, it reports on the implementation of the priorities and goals of the strategic plan. The transition of the *Preserving the Vision Advisory Committee* to the status of Education Commission went smoothly although the goal of increasing membership was not achieved. That will be a major priority for 2017-2018.

The following are some of the initiatives accomplished this year:

- The preparation of six academies for their Absolute Charter from New York State
- Enrollment decreased only 1%, the smallest decrease in many years
- The opening of The Mount Carmel Early Childhood Center in Williamsburg
- Ten academies received accreditation from AdvancED
- Ten academies are in process for accreditation of their religion programs from the Catholic School Accreditation Association
- The number of Pre-Kindergarten for All programs increased to 45 all of which are compliant with the regulations of the New York City Department of Education
- Twenty-one STEM labs opened in selected academies
- DeSales Media distributed 3000 I-Pads to academies and parish schools and provided relevant professional development for principals and teachers
- DeSales Media provided support to academies to expand WiFi capability
- "Change Strategies" provided consultation for enrollment and marketing to selected academies
- Plans put in place to bring on three additional staff members in the Superintendent's office who will serve as District Superintendents responsible for the supervision and evaluation of principals
- The Evangelization Scholarships initiative was implemented
- Meitler Associates completed the new strategic plan for *Preserving the Vision*
- Initiated the Deanery model of providing Professional Development opportunities to principals and teachers
- Actively addressed prevention of bullying and cyber-bullying on a Diocesan level
- Began the evaluation of the Diocesan Administrative and Governance Manuals
- Engaged the services of the Pacific Institute to begin the process of Mindset for Growth within the Diocese of Brooklyn

It may take a village to raise a child but it takes an entire diocese to oversee successful Catholic education. I extend sincere and particular gratitude to Bishop DiMarzio for his support, encouragement and, oftentimes, his patience. Sincere appreciation goes to Bishop Massa for his collegiality and wisdom; to the pastors and Board Directors who devote so much time and energy to the academies and parish schools; to the principals who work so hard in the administration of their schools; to our teachers who provide supportive learning environments for the students; to the parents who have chosen Catholic education for their children. I want to express sincere gratitude to my colleagues, the staff of the Office of the Superintendent, who work diligently each day for the success of Catholic education within the Diocese.

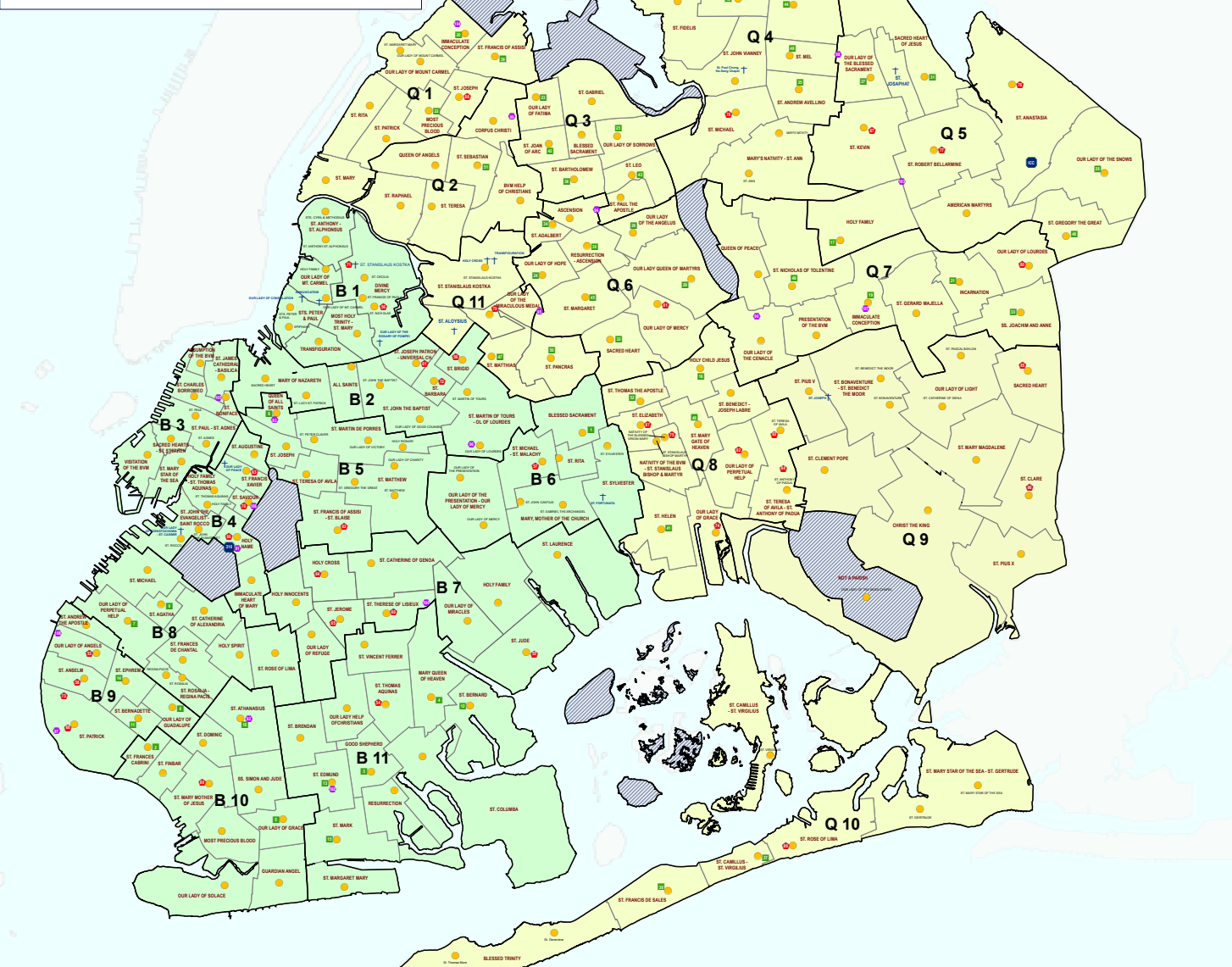
Sincerely,

Thomas Chadzutko

Thomas Chadzutko, Ed.D.
Superintendent of Schools

DIOCESE OF BROOKLYN & QUEENS

Parishes, Worship Sites, Deaneries
Elementary Schools, Academies, Secondary Schools



LEGEND:

- Elementary School
- Diocesan Adm. Offices
- Academy
- Secondary School
- Immaculate Conception Ctr
- + Worship Site
- DEANERIES: B 1, B 2, ETC.

Elementary Schools - Brooklyn		Academies - Brooklyn		Academies - Queens		Secondary Schools	
1	Blessed Sacrament School	46	St. Mary Gate of Heaven School	67	St. Kevin Catholic Academy	87	St. Elizabeth Catholic Academy
2	Catherine Laboure Program	47	St. Mathias School	68	St. Patrick Catholic Academy	88	St. Joseph Catholic Academy
3	Good Shepherd School	48	St. Mel School	69	St. Peter Catholic Academy	89	St. Rose of Lima Catholic Academy
4	Mary Queen of Heavens School	49	St. Nicholas of Tolentine School	70	St. Saviour's Catholic Academy	90	Archbishop Molloy High School
5	Our Lady of Grace School	50	St. Pankras School	71	St. Stanislaus Kostka Catholic Academy	91	Bishop Ford Central Catholic High School
6	Our Lady of Guadalupe School	51	St. Sebastian School	72	The Pope John Paul II Family Academy	92	Bishop Kearney High School
7	Our Lady of Perpetual Help School	52	St. Thomas the Apostle School	73	Visitation Academy	93	Bishop Loughlin Memorial High School
8	Queen of All Saints School	53	Holy Angels Catholic Academy	74	Ave Maria Catholic Academy	94	Cathedral Preparatory Seminary
9	St. Agatha School	54	Milwood Catholic Academy	75	Divine Mercy Catholic Academy	95	Christ the King Regional High School
10	St. Albanas School	55	Our Lady of Trust Catholic Academy	76	Divine Wisdom Catholic Academy	96	Cristo Rey Brooklyn High School
11	St. Bernadette School	56	Queen of the Rosary Catholic Academy	77	Divine Wisdom Catholic Academy	97	Fortmore Hall Academy
12	St. Bernard School	57	Saiva Regina Catholic Academy	78	Most Holy Redeemer Catholic Academy	98	Holy Cross High School
13	St. Edmund School	58	St. Anselm Catholic Academy	79	Notre Dame Catholic Academy of Ridgewood	99	Mt. McCloskey Memorial High School
14	St. Ephrem School	59	St. Brigit Catholic Academy	80	Our Lady of Lourdes Catholic Academy	100	Nazareth Regional High School
15	St. Mark School	60	St. Catherine of Genoa St. Therese of Lisieux Catholic Academy	81	Our Lady of Mercy Catholic Academy	101	St. Agnes Academic High School
16	Holy Child Jesus School	61	St. Francis Cabrini Catholic Academy	82	Our Lady of Perpetual Help Catholic Academy	102	St. Edmund Preparatory High School
17	Holy Family School	62	St. Francis of Assisi Catholic Academy	83	Our Lady's Catholic Academy at 128 Street	103	St. Francis Preparatory High School
18	Holy Trinity School	63	St. Joan of Arc School	84	Our Lady's Catholic Academy at Rockaway Blvd	104	St. John's Preparatory High
19	Immaculate Conception School	64	St. Leo School	85	Sacred Heart Catholic Academy	105	St. Joseph High School
20	Inmaculate Conception School	65	St. Luke School	86	Sacred Heart Catholic Academy	106	St. Saviour High School
		66	St. Margaret School	87	St. Clare Catholic Academy	107	The Mary Louis Academy
				88	St. Clare Catholic Academy	108	Xaverian High School

THE DIOCESAN STRATEGIC PLAN

This seventh Annual Report of *Preserving the Vision*, the strategic plan for Catholic elementary education within the Diocese of Brooklyn and Queens, is the final report for the 2013 revision of the original plan.

This school year began with the extraordinary Summit on Catholic Education which took place on October 18, 2016 in the main chapel of the Immaculate Conception Center in Douglaston. An overflow crowd of more than 700 people attended the event which was hosted by Bishop DiMarzio. Pastors, principals, Boards of Members and Directors, teachers and parents listened as Bishop DiMarzio, Bishop Massa and Dr. Chadzutko shared the accomplishments of academies and parish schools within the Diocese of Brooklyn and Queens as well as their challenges. All of these are explained in this Annual Report. Bishop DiMarzio eloquently stated: "We need to evangelize and the best tool for that is our Catholic schools."

In addition to updates concerning the Priorities and Goals of the plan, this report will comment on the strenuous activity which took place during 2016-2017 in planning for *Preserving the Vision 2017-2020*. After broad based outreach to all constituents of the academies and parish schools, Meitler Associates was again asked to conduct the research and consultation which would develop the new strategic plan.

In the first Annual Report for *Preserving the Vision*, the Executive Summary for the Report stated:

The long-term goal of Preserving the Vision is to perpetuate the mission of Catholic elementary schools by proactively creating a new paradigm of "multiple partnerships" designed to strengthen

every aspect of a Catholic elementary school's life and to transform it into an academy that includes competent lay leadership in its governance. These partnerships will strengthen its long term viability and stability.

The long-term goal has been achieved as seventy-five academies will have opened their doors in September, 2017. In the course of the years, six priorities expanded to eleven and six goals expanded to thirty-one. The original *Preserving the Vision Advisory Committee* became an Education Commission during the 2015-2016 school year.

The eleven original Priorities of *Preserving the Vision* remain.

Priority 1.

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

Priority 2.

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

Priority 3.

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

Priority 4.

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

Priority 5.

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

Priority 6.

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

Priority 7.

Academies and parish schools within the Diocese of Brooklyn and Queens 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 parish 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 of Brooklyn and Queens.

Priority 9.

Academy and parish 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 academy and parish school buildings and the learning environments therein will meet the safety needs of students and staff.

Priority 11.

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

The 2016-2017 school year saw the successful accreditation of ten academies by AdvancED, a national accrediting agency. Accreditation is designed to distinguish institutions adhering to a set of educational standards and is recognized for its ability to effectively drive student performance and continuous improvement in the institutions. Competent and committed educators are the key to sustained improvement. Successful institutions shape a culture of learning collaboration and high expectations for staff and students and weave it into the fabric of the institution. All staff is encouraged to grow through action, experimentation and reflection. Academies and parish schools have the opportunity to receive dual accreditation with AdvancED and the Catholic School Accreditation Association mentioned in the section on Catholic Identity.

CATHOLIC IDENTITY



Both versions of the Preserving the Vision Strategic Plan, and each Annual Report have emphasized the importance of the Catholic identity of the academies and parish schools within the Diocese of Brooklyn and Queens and their role in teaching the faith to our students. While respecting the other faith communities represented by our students, the Catholic faith is taught in every religion classroom and is integrated into the other academic areas. The Superintendent for Catholic School Support Services meets regularly with diocesan Deans to discuss and strategize on the mission of Catholic education within the Diocese of Brooklyn and Queens. The staff of the Office of the Superintendent~Catholic School Support Services held its annual Retreat at the Our Lady of Grace Retreat Center on May 12, 2017. The theme of the Retreat was Vocation, Vision and Voices: Bringing an Easter Spirit to Who We Are and What We Do! The Retreat Director was Reverend John Surreau, Paster of Saint John the Evangelist Parish, Center Moriches, New York.

On October 30, 2016, the twentieth anniversary of his episcopal ordination, Bishop DiMarzio celebrated a special Mass of thanksgiving with priests, religious and lay faithful of the Diocese. The Bishop challenged the Diocese of Brooklyn and Queens to a renewed commitment to encourage vocations and spoke of his wish to declare a Year of Vocations within the Diocese of Brooklyn and Queens. That year started on August 4, 2017 and will run until August 4, 2018. Under the directorship of Father Sean Suckiel, the Diocesan Vocation Office is planning activities on the Diocesan, Deanery and Parish levels and has prepared relevant materials for these activities. He has met with principals and visited academies and parish schools throughout the Diocese. The Vianney Vocation Program will be used

in the classrooms to assist teachers in instructing their students about vocations and to encourage them to be open to God's will in their lives. A vocation themed Junior High Youth Rally will be held monthly. Bishop DiMarzio will visit academies during National Vocation Awareness Week (November 5 – 10, 2017) a week-long celebration dedicated to promoting vocations to the ordained and consecrated lives through prayer and education.

During 2016-2017, ten academies went through the process of accreditation of their Catholic Identity through the Catholic School Accreditation Association (CSAA.) CSAA is an accrediting agency, chartered by the New York State Board of Regents, which has the authority to award accreditation to

religious schools. As an academy or parish school community begins the CSAA accreditation process, it is called upon to ponder, analyze and judge the quality of the religious educational programs provided as compared to the vision and expectations expressed in the academy or parish school Strategic Plan. The CSAA Catholic Identity Self-Assessment Instrument directs the school community through the process of comprehensive self-evaluation in the areas

of Mission and Vision, Catholic Identity and Teaching and Assessment. The Principles applied to each of these three areas are intended to assist in reflective analysis of the participants. Evidence supporting each Principle is required. The intent of CSAA is that the accreditation process will lead to ongoing improvement in the Religion program and the realization that the academy or parish school is true to its Catholic Identity and Mission.

Goal 1.

Each academy and parish school 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.

The academies and parish schools within the Diocese of Brooklyn and Queens continue to strongly enforce this goal. All principals are practicing Catholics as well as the majority of our teachers. *Living and Leading by Faith*, the diocesan catechist formation program, continues to provide catechetical formation for all principals and

teachers. *The Seed is the Word of God*, which provides the content for the religion programs, is based on the *Catechism of the Catholic Church* and follows directives published by the United States Conference of Catholic Bishops. *The Catechesis for Human Sexuality/Family Life Initiative*, implemented by the Diocesan Secretariat for Evangelization continues to be used in grades five through eight. This curriculum guide offers a systematic approach concerning basic life issues consistent with Catholic teaching.

LIVING AND LEADING BY FAITH

Data for 2016–2017

90 workshops offered by the Diocese
6 major events
276 participants in on-line courses
1680 total participants
38 principals/teachers completing Initial Catechetical Formation component



In addition, the Office of the Superintendent ~Catholic School Support Services, principals and teachers share in many other services provided by the Diocesan Secretariat for Evangelization and Catechesis. The participation of Catholic students and their families in the proximate preparation in their parishes for the reception of first Penance, first Eucharist and Confirmation is a major example. Teachers in academies and parish schools may take courses in the Catholic Distance University or the University of Notre Dame Satellite Theological Education Program. The Catholic Youth Organization, Diocesan Youth Day and World Youth Day are coordinated through the Secretariat. Confirmation Masses for Catholic High School students and Confirmation retreats are held annually. The Secretariat provides

a Catholic High School Curriculum with standards and outcomes and resource days for Catholic High School staff.

Over six-hundred students in grades three through eight in Diocesan parish programs of Religious Education, academies and parish schools participated in the Second Annual Diocesan Religion Bee. Students from six academies and two parish schools were winners in the Bee.

The Diocesan Religious Education Assessment, first administered to students in grades three, five and seven during the 2014-2015 school year, continues to be used in academies, parish schools and parish programs of religious education. In collaboration with the Diocesan Secretariat for Evangelization, the assessment is based on the six tasks of catechesis found in the

National Directory of Catechesis: Creed, Sacraments, Morality, Prayer, Evangelization and Evangelization-Witness and Missionary Spirit.

Based on these tasks, the goal of the assessment is to identify the strengths and challenges of the religious education programs in all parishes within the Diocese as well as the program in each academy or parish school. Results from the assessment administered in April, 2017 show that diocesan students generally do very well answering questions related to the Creed but not as well in practicing the corporal and spiritual works of mercy. The test results will be used to continue to improve the religious education programs in the academies and parish schools.

Goal 2.

Academies and parish schools will be valued as an important mission and responsibility of the Diocese of Brooklyn and Queens and its parishes.

All parishes within the Diocese of Brooklyn and Queens contribute to the Saint Elizabeth Ann Seton Fund which is used to give financial assistance to academies and parish schools based on formal requests by the principals. Goal 12 in the Finance section of this Report gives more details on the Fund. The Diocesan newspaper, *The Tablet*, regularly presents articles and stories about events in the academies and parish schools. The Diocesan website has links to the Office of the Superintendent~Catholic School Support Services as well as to all academies and parish schools. Parents and families of students are strongly encouraged to participate actively in their religious formation, to be present at school Liturgies and other religious activities and to be active members of their parish communities. The communities of the parishes aligned to each academy are kept informed about the various activities taking place and are oftentimes invited to attend and participate.

Goal 3.

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

All academies and parish schools continue to adhere to these diocesan norms and work closely with pastors of aligned parishes and the parish Directors of Faith Formation. Catholic students who attend academies

attend the sacramental programs of the parishes which they attend. From the onset of the academy model, principals have submitted the diocesan Request for Pastoral Assistance to the pastors of aligned parishes in order to establish the annual calendar for academy Masses, a schedule for the Sacrament of Reconciliation and to invite the pastors to make regular visits to the academy to meet with the students. A revision of this Request was started during 2016-2017 with completion and subsequent implementation happening during the 2017-2018 school year.

Goal 4.

All academies and parish 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 in the 2014-2015 school year.

Statements of parish affiliation are on file for each student in each academy and parish school. The Norms continue to be implemented. The Diocesan Request for Pastoral Assistance for the Academy was revised and implemented during the 2016-2017 school year. This request process includes statements on the mission, vision and Catholic identity of an academy and outlines the collaboration of the pastors of aligned parishes. It asks for information concerning the activities of faculty, staff, parents and students in the Catholic identity of the academy. The Members of each academy are requested to indicate their participation in academy Masses, sacramental activities, classroom visits, the Annual Celebration of Catholic Identity, prayer services and devotions.

A revised document concerning the *Canonical Alignment of Parishes to Schools and Academies* was promulgated on March 1, 2017

In addition to the designation of parishes which are aligned to specific academies, Bishop DiMarzio enumerated the following role of the pastors:

In addition to being the pastoral presence to the Academy, as a Member of the Academy, the Pastor has the following role:

- To approve any change in the philosophy and mission of the Academy
- To approve, amend or repeal the articles of the incorporation and to approve, amend or repeal the By-Laws of the Corporation
- To appoint the Directors of the Corporation
- To approve the long range strategic plan of the Corporation
- To ensure the financial viability of the Corporation
- To ensure the Catholic Identity of the Corporation and to ensure that the Directors adhere to the tenets of the Catholic Church

Goal 5.

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

Academies and parish schools continue to welcome students of other faiths if seats are available to them. Parents of these students are aware that their children will participate in the religion classes, liturgies and prayer services that are part of the mission of Catholic education.



NICHOLAS DiMARZIO
By the Grace of God and of the Apostolic See
BISHOP OF BROOKLYN



Canonical Alignment of Parishes to School and Academies
March 1, 2017

It was with great effort that we undertook in September 2008 the strategic planning initiative entitled *Preserving the Vision* with the goal of enhancing the mission of our Catholic elementary schools within the Diocese of Brooklyn. Catholic education is of vital importance to the life of the local church, especially in our efforts directed toward the new evangelization. Through the creation of new academies, which employ a two-tier governance structure, we endeavored to strengthen the Catholic Identity of our elementary schools by developing multiple partnerships that would enhance their academic and spiritual dimensions as well as strengthen their financial viability.

Preserving the Vision supports Canon 794: Our schools exist as a profound and effective arm of the pastoral mission of the Church to bring God to all people, especially the young to God. In a more formal sense, the responsibility for making arrangements so that all the faithful have the benefit of a Catholic education is laid upon “pastors of souls” i.e., bishops and parish pastors. A true “pastor of souls” the pastor of the parish is one with the bishop in the responsibility “to arrange all things so that the faithful may enjoy a Catholic education”.

Therefore, in order to concretize the initiatives already undertaken in *Preserving the Vision*, especially concerning the pastoral and sacramental care of our children in Catholic education, I hereby promulgate the following updated alignment of parishes to the academies:

Ave Maria Catholic Academy

Our Lady of Grace (Howard Beach)

Blessed Sacrament Catholic Academy (Brooklyn)

Blessed Sacrament

Divine Mercy Catholic Academy

Nativity of the BVM- St. Stanislaus Bishop and Martyr

Divine Wisdom Catholic Academy

American Martyrs
St. Anastasia
St. Paul Chong Ha-Sang
St. Robert Bellarmine

Good Shepherd Catholic Academy

Good Shepherd
Resurrection

Holy Angels Catholic Academy

Our Lady of Angels
St. Andrew the Apostle

Holy Child Jesus Catholic Academy

Holy Child Jesus
Our Lady of the Cenacle

Holy Family Catholic Academy (Flushing)

Holy Family

Holy Trinity Catholic Academy

Holy Trinity
St. Fidelis

Immaculate Conception Catholic Academy (Jamaica Estates)

Immaculate Conception
Presentation of the Blessed Virgin Mary

Immaculate Conception School (Astoria)

Immaculate Conception

Incarnation Catholic Academy

Incarnation
St. Gerard Majella

Mary Queen of Heaven Catholic Academy

Mary Queen of Heaven

Midwood Catholic Academy

Our Lady Help of Christians
St. Columba
St. Thomas Aquinas (Flatlands)
St. Vincent Ferrer

Most Holy Redeemer Catholic Academy

Mary's Nativity- St. Ann Parish
St. John Vianney
St. Michael (Flushing)

Notre Dame Catholic Academy

Our Lady of Miraculous Medal
St. Aloysius

Our Lady's Catholic Academy

St. Teresa of Avila- St. Anthony of Padua
St. Clement Pope

Our Lady of Fatima School

Our Lady of Fatima
St. Gabriel

Our Lady of Grace Catholic Academy (Brooklyn)

Most Precious Blood
Our Lady of Grace
Our Lady of Solace
Ss. Simon and Jude

Our Lady of Guadalupe Catholic Academy

Our Lady of Guadalupe
St. Frances de Chantal

Our Lady of Hope Catholic Academy

Our Lady of Hope

Our Lady of Lourdes Catholic Academy

Our Lady of Lourdes

Our Lady of Mercy Catholic Academy

Our Lady of Mercy

Our Lady of Perpetual Help Catholic Academy (Brooklyn)

Holy Spirit
Our Lady of Perpetual Help
St. Agatha
St. Catherine of Alexandria
St. Michael
Visitation of the Blessed Virgin Mary

Our Lady of Perpetual Help Catholic Academy (South Ozone Park)

Our Lady of Perpetual Help

Our Lady of Sorrows Catholic Academy

Blessed Sacrament (Jackson Heights)
Our Lady of Sorrows

Our Lady of Trust Catholic Academy

Holy Family (Brooklyn)
Our Lady of Miracles
St. Jude
St. Laurence

Our Lady of the Angelus Catholic Academy

Our Lady of the Angelus

Our Lady of the Blessed Sacrament Catholic Academy

Our Lady of the Blessed Sacrament
St. Josaphat

Our Lady of the Snows School

Our Lady of the Snows

Our Lady Queen of Martyrs Catholic Academy

Our Lady Queen of Martyrs

Queen of All Saints Catholic Academy

Assumption of the Blessed Virgin Mary
Mary of Nazareth
Queen of All Saints
St. Boniface
St. James Cathedral Basilica
St. Joseph Co-Cathedral

Queen of the Rosary Catholic Academy

Divine Mercy
Most Holy Trinity-St. Mary
Our Lady of the Rosary of Pompeii
Ss. Peter and Paul
Transfiguration

Resurrection Ascension Catholic Academy

Resurrection Ascension

Sacred Heart Catholic Academy

Sacred Heart, Cambria Heights
Our Lady of Light
St. Bonaventure - St. Benedict the Moor
St. Joseph
St. Pius V

Sacred Heart Catholic Academy of Bayside

Sacred Heart

Sacred Heart Catholic Academy of Glendale

Sacred Heart

Salve Regina Catholic Academy

Mary Mother of the Church
Our Lady of the Presentation-Our Lady of Mercy
St. Fortunata
St. Michael-St. Malachy
St. Rita (Brooklyn)
St. Sylvester

Saint Adalbert Catholic Academy

Ascension
St. Adalbert

St. Andrew Avellino Catholic Academy

St. Andrew Avellino

St. Anselm Catholic Academy

Saint Anselm

St. Athanasius Catholic Academy

St. Athanasius
St. Dominic
St. Rose of Lima (Brooklyn)

St. Bartholomew Catholic Academy

St. Bartholomew

St. Bernadette Catholic Academy

St. Bernadette

St. Bernard Catholic Academy

St. Bernard

St. Brigid Catholic Academy

St. Brigid
St. Martin of Tours

St. Camillus Catholic Academy

St. Camillus – St. Virgilius

St. Catherine of Genoa ~ St. Therese of Lisieux Catholic Academy

St. Catherine of Genoa
St. Jerome
St. Therese of Lisieux
Our Lady of Refuge

St. Clare Catholic Academy

Christ the King
St. Clare
St. Mary Magdalene
St. Pius X

St. Edmund School

St. Brendan
St. Edmund

St. Elizabeth Catholic Academy

St. Elizabeth

St. Ephrem School

St. Ephrem
St. Rosalia – Regina Pacis

St. Francis of Assisi Catholic Academy

St. Francis of Assisi-St. Blaise
St. Martin de Porres
St. Teresa of Avila (Brooklyn)

St. Francis of Assisi School (Astoria)

St. Francis of Assisi

St. Frances Cabrini Catholic Academy

All Saints

St. Barbara

St. Joseph Patron of the Universal Church

St. John the Baptist

St. Francis de Sales Catholic Academy

Blessed Trinity

St. Francis de Sales

St. Francis Xavier Catholic Academy

Assumption of the Blessed Virgin Mary

Our Lady of Peace

St. Francis Xavier

St. Augustine

St. Charles Borromeo

St. Paul and St. Agnes

St. Gregory the Great Catholic Academy

Holy Cross (Brooklyn)

Holy Innocents

St. Matthew

St. Gregory the Great School

St. Gregory the Great

St. Helen Catholic Academy

St. Helen

St. Joan of Arc School

St. Joan of Arc

St. Joseph Catholic Academy

Corpus Christi

Most Precious Blood

Our Lady of Mount Carmel (LIC)

St. Joseph (Astoria)

St. Patrick (LIC)

St. Rita (LIC)

St. Joseph the Worker Catholic Academy

Holy Name of Jesus
Immaculate Heart of Mary
Mary Star of the Sea (Brooklyn)
Our Lady of Czestochowa-St.Casimir
St. John the Evangelist – St. Rocco

St. Kevin Catholic Academy

Saint Kevin

St. Leo Catholic Academy

St. Leo
St. Paul the Apostle

St. Luke School

St. Luke

Saint Margaret Catholic Academy

St. Margaret

St. Mark Catholic Academy

Guardian Angel
St. Margaret Mary
St. Mark

St. Mary Gate of Heaven Catholic Academy

St. Benedict Joseph Labre
St. Mary Gate of Heaven

St. Matthias School

St. Matthias

St. Mel Catholic Academy

St. Mel

St. Nicholas of Tolentine Catholic Academy

Queen of Peace
St. Nicholas of Tolentine

St. Pancras School

St. Pancras

St. Patrick Catholic Academy

Saint Patrick

St. Peter Catholic Academy

St. Finbar
St. Frances Cabrini
St. Mary Mother of Jesus

St. Rose of Lima Catholic Academy

St. Rose of Lima
St. Mary, Star of the Sea – St. Gertrude

St. Saviour Catholic Academy

Holy Family - St. Thomas Aquinas
Sacred Hearts of Jesus and Mary – St. Stephen
St. Saviour

St. Sebastian Catholic Academy

Blessed Virgin Mary Help of Christians
Queen of Angels
St. Sebastian
St. Teresa

St. Stanislaus Kostka Catholic Academy (Brooklyn)

Annunciation
Our Lady of Consolation
Our Lady of Mount Carmel
St. Anthony-St. Alphonsus
Ss. Cyril and Methodius
St. Mary (LIC)
St. Raphael
St. Stanislaus Kostka

St. Stanislaus Kostka School (Maspeth)

Holy Cross (Maspeth)
St. Stanislaus Kostka
Transfiguration

St. Thomas the Apostle Catholic Academy

St. Thomas the Apostle

SS. Joachim and Anne School


SS. Joachim and Anne



In my role as Diocesan Bishop and, in particular, as moderator of the church's teaching function within the Diocese of Brooklyn (cf. Can. 756 §2), I encourage my brother priests who serve in the aligned parishes of the new academies to zealously provide the pastoral care that is a constitutive element of our Catholic teaching mission, especially as we seek to hand on to a new generation of students and their parents the faith that we received from the Apostles. In particular, to those pastors who serve as members of their respective academies, I ask that you certify on an annual basis the Catholic Identity of the academy entrusted to your care, following the protocol established by the Office of the Superintendent ~ Catholic School Support Services. I also wish to identify to these pastors the important responsibility of providing for a strong pastoral presence in the academies to which their parishes are aligned, most especially through the celebration of Mass and of the Sacrament of Reconciliation.

Pastors that are Members of the Academy are appointed by the Bishop. In addition to being the pastoral presence to the Academy, as a Member of the Academy, the Pastor has the following role:

- To approve any change in the philosophy and mission of the Academy
- To approve, amend or repeal the articles of the incorporation and to approve, amend or repeal the By Laws of the Corporation
- To appoint the Directors of the Corporation
- To approve the election of the Officers of the Corporation
- To approve the appointment of the Principal after receiving the recommendation of the Directors
- To approve the long range strategic plan of the Corporation
- To ensure the financial stability of the Corporation
- To ensure the Catholic Identity of the Corporation and to ensure that the Directors adhere to the tenets of the Catholic Church

This decree shall take effect on March 1, 2017.


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

Given at Brooklyn,

Chancellor
March 1, 2017


ACADEMIC EXCELLENCE

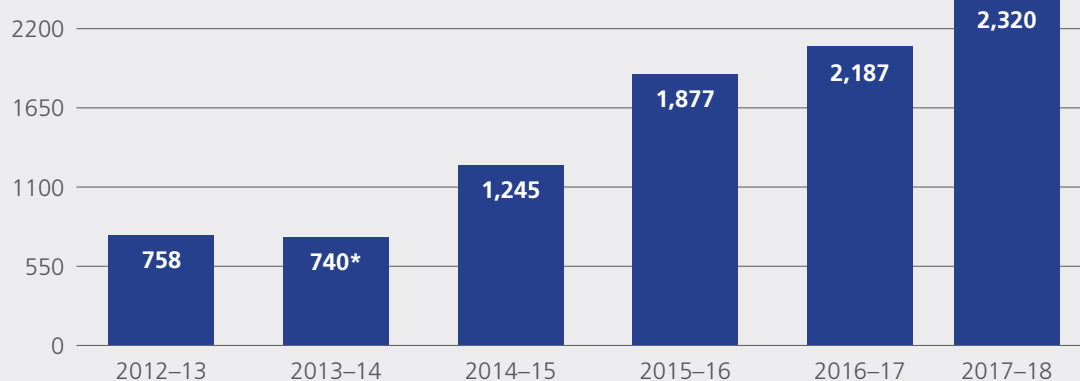


“Essential to the success of the academic program is having the necessary resources available to ensure that the students within the school/academy community receive a high-quality Catholic Education.”

These words, which introduced the Academic section of the first *Preserving the Vision Annual Report* for the school year 2010-2011, have remained relevant in the succeeding years. The resources which continue to be provided to academy and parish school educators include not only educational materials but, most importantly, ongoing professional development for administrators and teachers.

The socio-economic and ethnic diversities of the Diocese of Brooklyn and Queens continue to be reflected within our academies and parish schools with the accompanying educational and financial challenges. The Priorities and Goals of *Preserving the Vision* have provided the guidance for principals and teachers in meeting these challenges.

Students Enrolled in Pre-Kindergarten for All 2012–2017



*Saint Joseph and Dominic Academy closed in June, 2014

The contracts for *Pre-Kindergarten for All* from the New York City Department of Education cover three years at each site with renewal after evaluation of the program. The funding from the Department of Education for the forty-five programs was approximately twenty-million dollars for the 2016-2017 school year. There are no new programs scheduled to open in September, 2017. Increased

emphasis was placed on compliance of all programs with the regulations of the New York City Department of Education. To assist academy and parish school administrators with this compliance process, the Office of the Superintendent-Catholic School Support Services added an Assistant Superintendent for Pre-K for All to the staff.

Goal 6.

Each academy and parish 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.

The collaboration between the Office of the Superintendent-Catholic School Support Services and Saint John's University continued with an enhanced version of the Curriculum Leadership Teams (CLT) model of professional development. Teachers and principals in academies and schools from

the three metropolitan arch/dioceses meet during the summer and on selected Saturdays over the course of the school year to discuss various topics. During 2016-2017 these included: 1) Response to Intervention and how this approach is applied in a classroom to assist children with a variety of learning abilities; 2) Blended Learning in a classroom environment enhanced with technology; 3) Data Driven Instruction which involves analysis of TerraNova and New York State test results in order to understand the educational needs of the students. During 2016-2017 the concentration was on Math instruction and was the first of a three-year initiative to improve Math scores in academies and parish schools. This initiative will continue to focus on standardized test analysis in order to meet the needs of the students.

Collaborations with other higher education institutions continued as well. Professors

from Molloy College have been coaching faculty from seven academies in the areas of curriculum mapping and the teaching of English Language Learners. In the summer of 2017, one-hundred twenty teachers attended a five day Institute at Molloy College which; 1) Had in depth classes on completing curriculum maps aligned to New York State Learning Standards; 2) Showed how to effectively incorporate technology for interactive instruction and assessment; 3) Developed interactive instructional units based on the Universal Design for Learning (UDL) which is a framework for differentiation. UDL offers teachers the opportunity to share goals, classroom resources, teaching methods and assistance based on students' needs; 4) Modeled the design of formative assessments; 5) Discussed the analysis of data in order to plan instruction for all learners; and 6) Explored the integration of cultural awareness into instruction.



Fordham University professors visited several academies and parish schools coaching classroom teachers in English Language Learner instruction. They also participated in the Early Childhood Extravaganza, sponsored by the Office of the Superintendent~Catholic School Support Services, which offered workshops for nursery, pre-kindergarten, kindergarten and first grade teachers in the areas of: Integrating Math and Literature; Practical Strategies from Evidence-based Research to Enhance English Learners Academic Skills; Exploring Early Childhood Assessment Practices; Literacy Development in the Early Grades; and Art in the Early Childhood Classroom.

The student population within the Diocese of Brooklyn and Queens continues to reflect its ever changing demographics. Addressing the cultural diversity of the academies and parish schools is of great importance and necessary resources must be made available to principals and teachers. Through a partnership with Fordham University and through the generosity of a benefactor, the Office of the Superintendent~Catholic School Support Services has formed the Multicultural Education Teacher Leader Academy (METLA.)

The purpose of this initiative is to prepare a cohort of teachers within the Diocese of Brooklyn and Queens to become teacher leaders in multilingual/multicultural education. Candidates in this program will receive an Extension Certificate from Fordham University in Teaching English as a Second Language (TESOL) combined with professional development and mentoring. The mentor assists each teacher in developing a Learning Lab where ongoing professional development is made available for their mainstream colleagues. The focus of METLA is to establish and share best practices for English Language Learners. As part of the Extension Certificate, the teachers within each cohort are involved in study groups and ongoing professional development designed to foster a deepened understanding of multilingual/multicultural education. This is accomplished through problem based learning activities, simulations, action research and structured opportunities for reflection. The initiative takes place over a one year period during which each teacher receives full paid tuition for the fifteen credits leading to the Extension Certificate in TESOL.

Collaboration with Manhattan College provided workshops in Effective

Supervision of Instruction for principals and advising principals in supervising and mentoring first year teachers. This initiative will continue next year.

The Office of the Superintendent~Catholic School Support Services has organized professional development activities on a Deanery basis in consultation with the Elementary Principals Advisory Committee (EPAC). This initiative enables principals of academies and parish schools to work together on themes and content. Utilizing a donation of \$250,000 from a benefactor and in collaboration with Saint John's University, deaneries have entered into the model of *Professional Learning Communities*.

The format for *Professional Learning Communities* involves four phases:

- Data Mining
- Addressing the Academic Needs in the Language Arts and Mathematics Classrooms
- Individualizing Instruction
- Supervision of Instruction

The first phase took place during the 2016-2017 school year. Principals and teachers from academies and parish schools met with a facilitator to analyze the results of standardized tests taken by students in grades three through eight. The analysis looked at the achievement or not of academic growth for each student from one year to the next and to consider what should be done to improve growth.

The second phase will take place during 2017-2018. Principals and a small group of teachers will be exposed to best practices in the Language Arts and Mathematics classrooms as they experience a professional learning community in action. Emphasis will be placed on encouraging the teachers to provide rich educational opportunities which stress skills and knowledge while providing teacher modeling of what comprehension really looks like. Participating teachers will return to their academies or parish schools and will present to their colleagues the model of maintaining high educational standards while, at the same time, reverencing the individual ability of each child.

During year three, the emphasis will be on student comprehension and will enable faculty to observe the participating teachers, now considered "Master Teachers." The experience gained from these observations will be shared with peers facilitating and enhancing their local

professional learning communities. The focus of the observations will be to meet the educational needs of each child since individualization of instruction respects their God-given abilities.

The Professional Learning Community uses the test data for each student as teachers were trained to do in years one and two and uses the skills, knowledge and comprehension training introduced in year two, followed by implementation of best practices and supervision of instruction, as indicated in year three.

During 2016-2017 some deaneries focused on making their academies and parish schools "Google Schools", sharing lessons and ideas and allowing teachers to teach one another. "Google Schools" are those with Google accounts which then receive free web service. This enables teachers and students to collaborate on projects, homework, presentations, research and other initiatives. All members of a Google classroom get a Gmail account which lets them collaborate electronically with one another. Teachers have the ability to collaborate with other teachers on lesson plans, keep their grades online and share them with parents. Using ChromeBooks or Tablets, students can experience self-directing, self-correcting learning experiences.

Other professional development sponsored by the Office of the Superintendent ~Catholic School Support Services focused on STEM (Science-Technology-Engineering-Math) learning (further mentioned in Goal 8) and on best practices in those areas. These plans will continue during 2017-2018 as well as renewed concentration on Faith Formation (STREAM.)

The Universal Design for Learning (UDL), a framework for differentiation of instruction, was explained in professional development sessions for teachers. During these sessions, teachers collaborate on goals, classroom resources and teaching methods based on the needs of students in a heterogeneous classroom.

Advancing Excellence by Design continues to provide an in-depth analysis of academics and fiscal matters for selected academies and parish schools. Seventeen academies went through the process during 2016-2017. Principals met with the Superintendent for Catholic School Support Services and his staff to discuss the data relevant to both the teaching-learning and financial challenges in their academies and parish schools. Recommendations for

teacher professional development, programming changes and funding resources were made to each principal based on the in-depth analysis.

The Catholic high schools within the Diocese of Brooklyn and Queens continue to offer advanced placement courses for their students. These are college level courses which enable students to gain college credit while still in high school. In addition, many of the Catholic high schools offer a consortium model for elementary students in Earth Science and Math A.

The Artist in Residency Program, a collaboration between Stages on the Sound and the Office of the Superintendent~Catholic School Support Services, continues to take place in forty-one academies and parish schools. Teaching artists continue to conduct a fifteen week program for students in grades four, six and eight. During this time, the students write and produce animating video clips and plays. They then perform in their original works as well as in Shakespearean plays. Thus, the students gain first-hand experience in the dramatic arts while enhancing their English and Language Arts skills. Each program culminates with an assembly for each academy/parish school community. Participating students also get tickets to attend the Stages on the Sound annual Christmas show and its Shakespeare production which takes place each spring. The program is partially supported by the Saint Elizabeth Ann Seton Trust with the balance of the fee paid by the academy or parish school. In addition to the forty-one participating academies and parish schools, thirteen additional institutions attended the various performances.

As noted above, forty-five academies and parish schools hosted Pre-Kindergarten for All programs. In addition to these Early-Childhood initiatives, the majority of academies and parish schools have their own classes for three and four year old children. The educational program in these early childhood classrooms, in addition to religious instruction, continues to follow the *Early Childhood Foundations* document provided by the New York State Department of Education. Professional development opportunities offered by the Office of the Superintendent~Catholic School Support Services included workshops for teachers in grades N through two for the young English Language Learner and Technology in the Early Childhood Classroom

A comprehensive *Study of Early Childhood Education*, conducted by Meitler Associates, was completed in the 2015-2016 school year in the Williamsburg and Green Point sections of Brooklyn. One of the outcomes of that study was the opening of The Mount Carmel Early Childhood Center in September, 2016, in Williamsburg. Intended to serve two, three and four year old children, the Center opened with a "Toddler and Me" program for two-year olds. In this program, the children were introduced to the pre-school experience by an early childhood teacher with the security of their parents or caregivers close by. It succeeded in attracting children from the large number of young families who have moved into the Williamsburg community and who are looking for a quality program for their children. The Center will open in September, 2017, with sixty-four two and three year old children and provides a values based, progressive program based on collaboration, exploration and play to motivate a child's natural creativity and develop a lifelong love of learning.

Goal 7.

Academies and parish schools will provide programs for students with a wide range of learning abilities.

The need for creative approaches and ongoing professional development for academy and parish school teachers becomes more apparent as we observe the educational diversity of our students. The Response to Intervention approach to classroom management continues to be used in the classrooms as it provides a practical model for classroom teachers in providing for the educational needs of students with a wide variety of learning abilities. RTI utilizes various assessment and diagnostic techniques to challenge the intellectually gifted as well as those students who need extra support and attention. To accomplish this, it uses a multi-tiered approach for identification of learning needs based on scientifically based classroom instruction and ongoing comprehensive student assessment while implementing differentiated instruction within the classroom. Visiting professors from Molloy College have provided the expertise in training principals in the RTI model.

The Sadlier Publishing Company has provided experts to give workshops in differentiated instruction to teachers. In order to challenge the intellectually gifted in the academies and parish schools, selected students are admitted to the Aquinas Program and become Aquinas Scholars. The Scholar is "... a steward who receives God's gifts gratefully, cultivates them responsibly, shares them in loving justice with others and returns them in loving justice with others and returns them with joy to the Lord." The goals of the Aquinas Societies within the Diocese of Brooklyn and Queens are:

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

Guidelines and the criteria of the Aquinas Society recognize and challenge the diverse gifts of students from all cultures, racial and ethnic backgrounds and socio-economic groups.

Under the direction of the Department of Education, Diocese of Brooklyn, the *Saint Catherine Laboure Program*, which educated children and young adults who were developmentally delayed or who might have had other special educational needs, closed in August, 2017, because of low enrollment and deferred funding resources. The few remaining students, who received individual and small group instruction based on individual educational plans, were placed in other educational programs appropriate to their needs.

Academies and parish schools within the Diocese of Brooklyn and Queens continue to receive federal and state services for students who need assistance in Reading and Math. Titles I, IIA and III provided \$2,275,000 worth of professional development workshops and services for principals and teachers during the 2016-2017 school year.

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.

Technology continues to be of great importance to the educational programs within Diocesan academies and parish schools. Twenty-one academies and parish schools have been given state-of-the-art STEM labs through grants from the Saint Elizabeth Ann Seton Trust. LabLearners, Inc. has partnered with the Office of the Superintendent~Catholic School Support Services to provide labs and professional development coordinating the newly developed New York State Science Standards with the components of STEM for students in grades K through 8. STEM labs in each deanery are available for ongoing professional development for all the teachers within that deanery. The Office of the Superintendent~Catholic School Support Services will oversee the installation of nine additional STEM labs in the 2017-2018 school year.

New York Learns, an on-line program for teachers, assists them in identifying standards to teach, provides resources and multi-media lesson plans for those standards and gives suggestions for remediation if needed by a student or a class. It enables teachers to create curriculum maps and share them with colleagues in other areas of New York State.

The Office of the Superintendent~Catholic School Support Services entered into a partnership with Eduscape, offering teachers the opportunity to become Level 1 Google Certified Educators. One hundred-eighty teachers participated in the first training and are in progress toward certification. Five teachers completed the coursework and passed the certification examination. It is expected that these teachers will function as turn-key trainers in the academies and parish schools within their deaneries.

The New York State Education Department is following through on its plan to convert

all state testing from paper to on-line. Although some public schools and one academy participated on in-line testing in March, 2017, the New York State Department of Education has not provided a deadline for all academies and parish schools to participate.

Participation of academies and parish schools in the federal E-rate program resulted in requests amounting to \$886,408.12 from seventy-five academies and parish schools for the 2016-2017 school year. Of this amount, \$665,403.35 has been approved (75%) with \$506,391.93 disbursed to date. The amount of \$159,011.42 remains to be disbursed.

The Office of the Superintendent~Catholic School Support Services has encouraged the academies and parish schools to utilize e-rate funds for large and complex Wi Fi installations. During the 2016-2017 school year, the Office of the Superintendent~Catholic School Support Services, with the guidance and support of DeSales Media, installed Wi Fi infrastructures in nine academies. These academies used their share of e-rate funding, \$256,354.68, to partially fund the installations; DeSales Media paid for the remainder of the costs. The current goal is to have 80% of the academies and parish schools wired with these new systems within the next two years; to date, thirty-five academies and parish schools have benefited from this initiative.

DeSales Media has provided 3,000 I-Pads for the use of students in academies, parish schools and high schools and offers professional development concerning the use of digital services for principals and teachers.

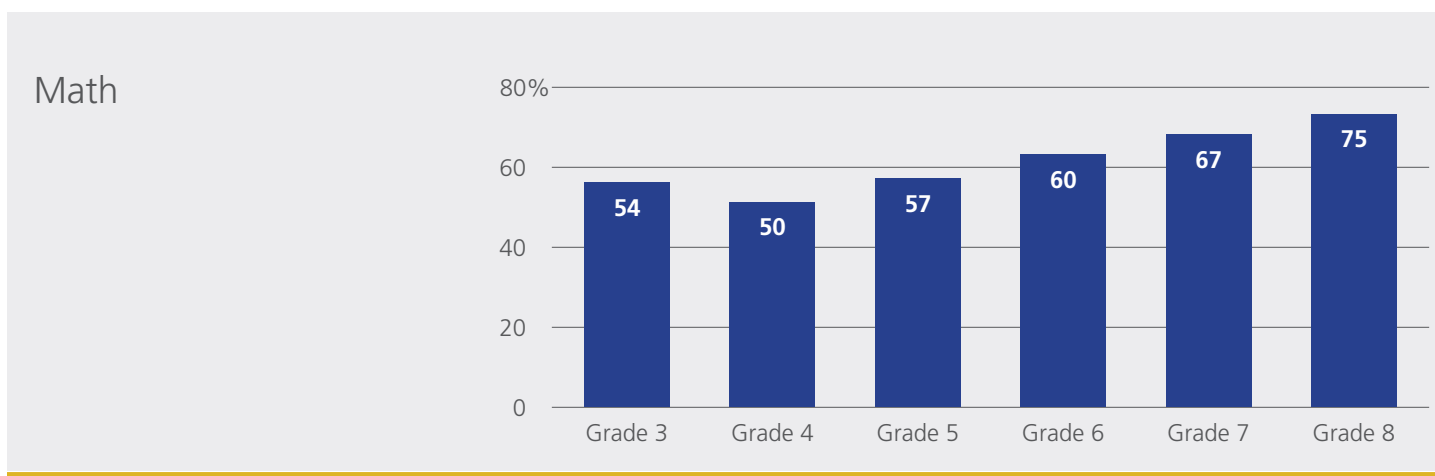
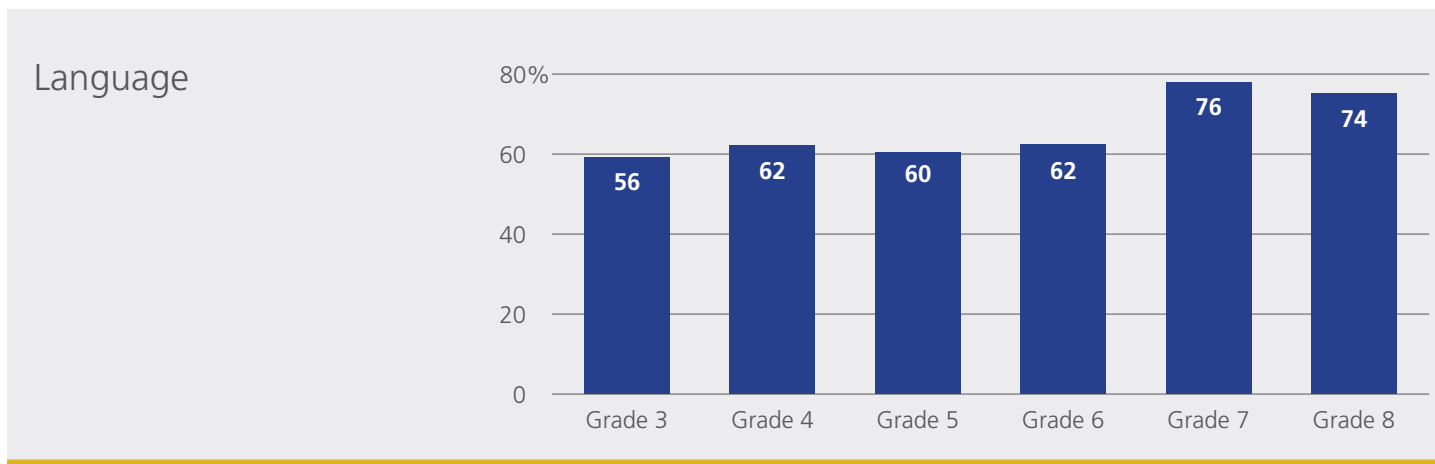
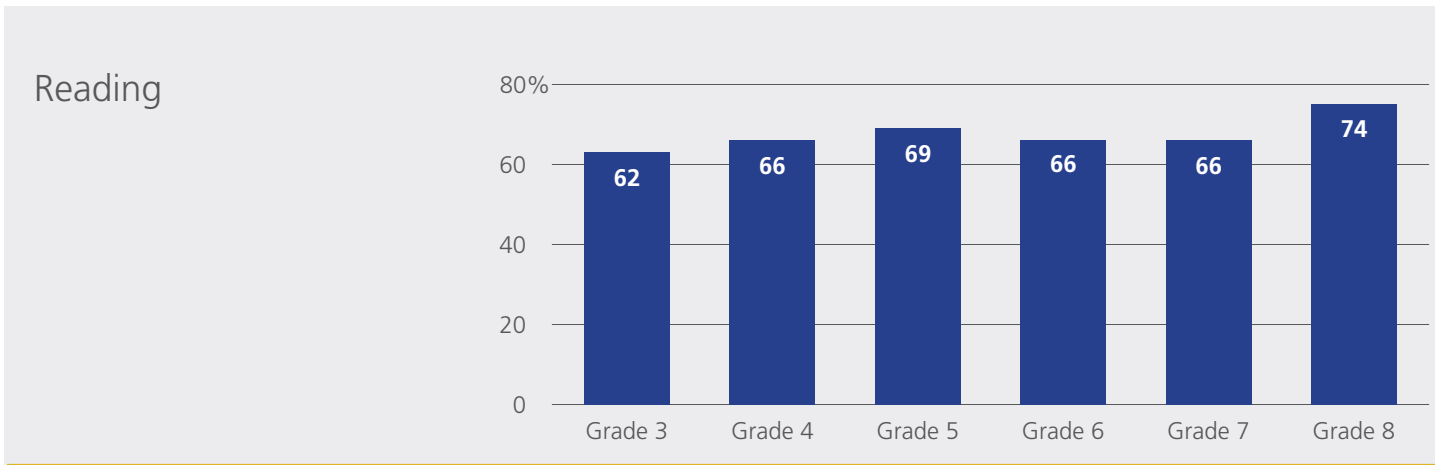
Goal 9

Each academy and parish 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.

Classrooms in academies and parish schools within the Diocese of Brooklyn and Queens continue to utilize a variety of assessments to evaluate student progress. The TerraNova, a norm based testing program, continues to be used in grades three through eight to measure student growth from year to year and to identify areas of strength and weakness for each student and each class. New York State assessments in English Language Arts (ELA) and Math are administered in grades four, six and eight. For the first time, Renaissance Benchmark (STAR360) was implemented in grades one and two to identify student needs in reading and math. In addition to these standardized tests, ordinary classroom activities include formative evaluation as well as unit tests, reading and research assignments, student committee work, book reports and science projects. Parents continue to be kept informed of their children's progress through regularly scheduled parent-teacher meetings and the trimester *Report Card of Academic Achievement*.



The following charts indicate diocesan percentile results in the October, 2016, TerraNova testing program.

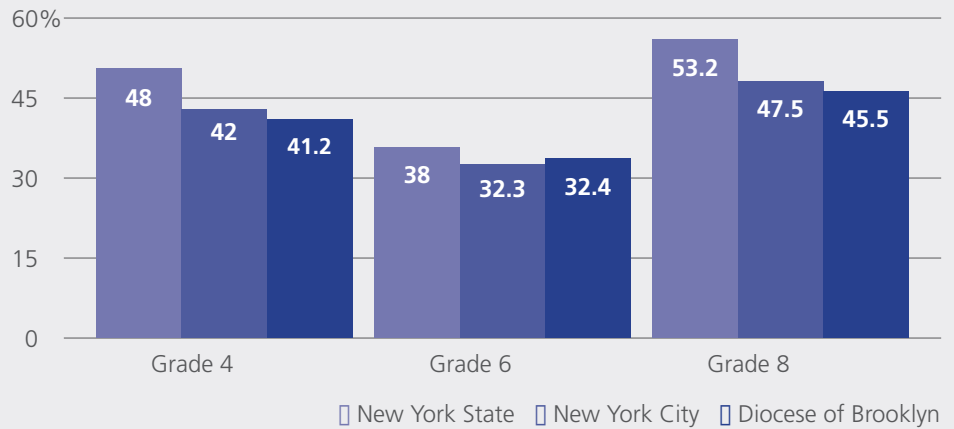


The percentile indicates the percentage of children who scored below, at or above grade level compared to other students in the United States who took the same test. You will note that in the 2016 TerraNova test, students in Diocesan academies and parish schools scored with or above 50 percent of their peers on a national level.



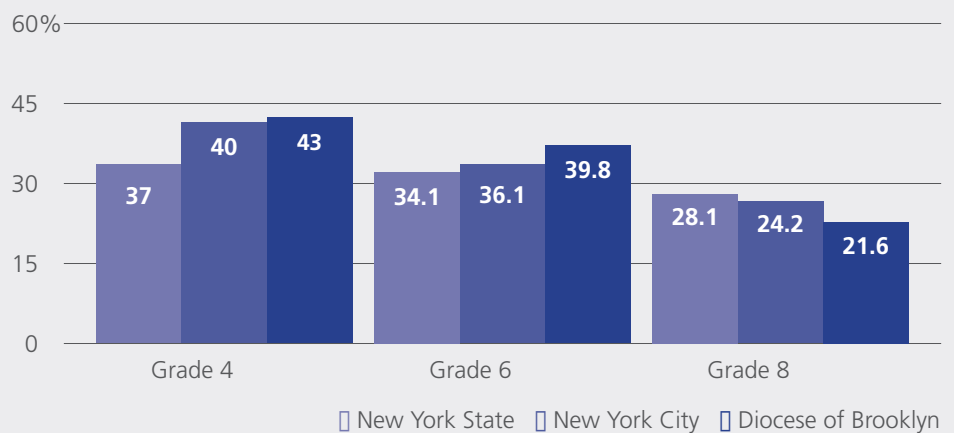
PERCENTAGE OF STUDENTS WHO MET OR EXCEEDED THE PROFICIENCY STANDARDS (LEVELS 3 AND 4) FOR THEIR GRADE IN ENGLISH/LANGUAGE ARTS

Proficiency in 2017
New York State
ELA Test Results



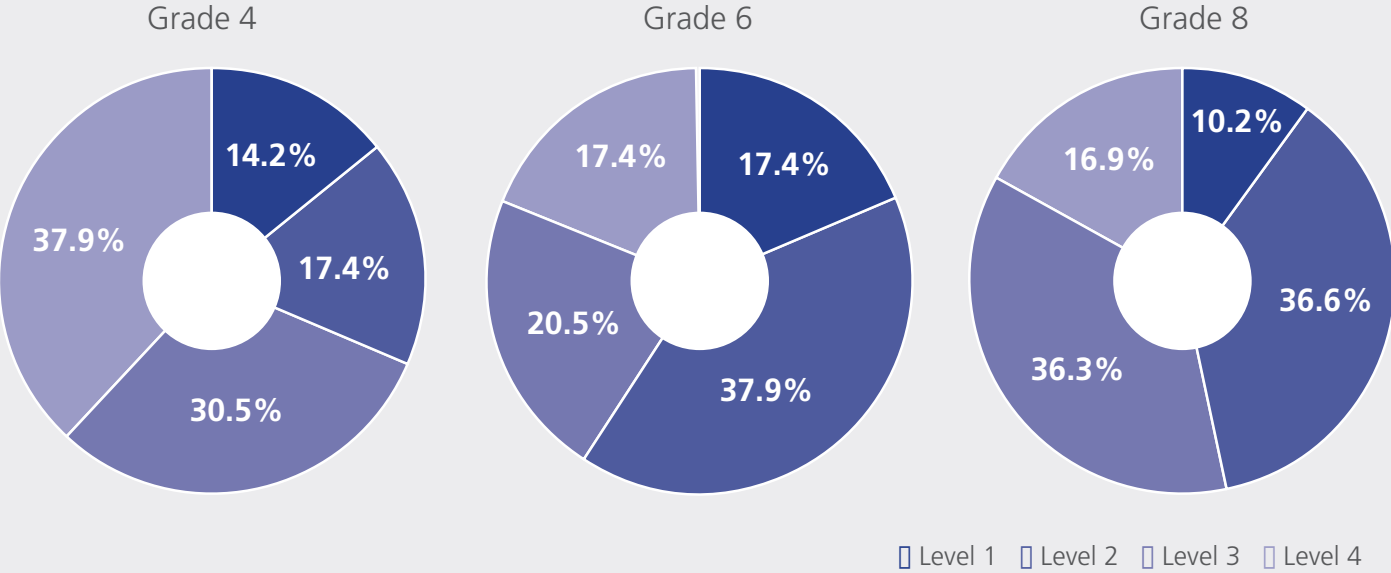
PERCENTAGE OF STUDENTS WHO MET OR EXCEEDED THE PROFICIENCY STANDARDS (LEVELS 3 AND 4) FOR THEIR GRADE IN MATH

Proficiency in 2017
New York State
Math Test Results



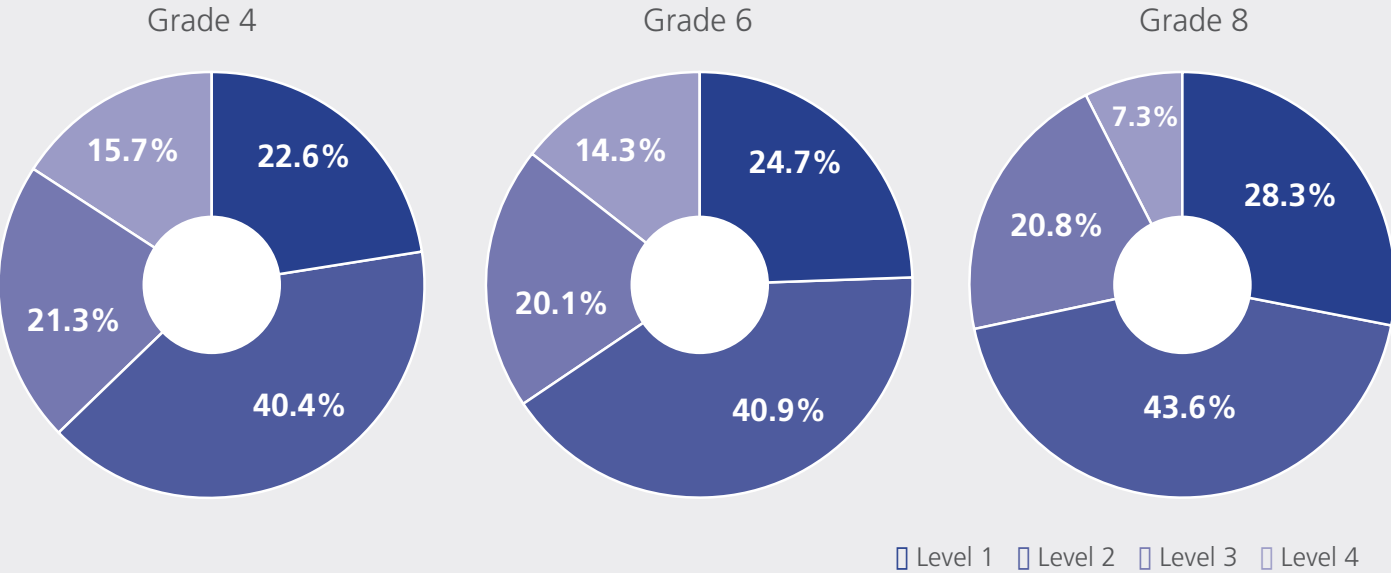
2017 ENGLISH/LANGUAGE ARTS TEST RESULTS BY PERFORMANCE LEVELS IN GRADES 4,6 AND 8 WITHIN THE DIOCESE OF BROOKLYN

New York State ELA Performance Levels within the Diocese of Brooklyn



2017 MATH TEST RESULTS BY PERFORMANCE LEVELS IN GRADES 4, 6 AND 8 WITHIN THE DIOCESE OF BROOKLYN

New York State Math Performance Levels within the Diocese of Brooklyn



FINANCE



Although each academy is an independent educational entity, chartered by the New York State Board of Regents, the Diocese of Brooklyn and Queens continues to provide professional expertise and assistance to Boards of Members and Boards of Directors. Templates for budget preparation and end-of-year reports are available from the Diocesan Office of Fiscal Management (OFM) which also recommends qualified accountants and bookkeepers to the academies and parish schools as needed. The OFM conducts administrative and financial reviews for academies and parish schools and gives resulting reports to the Bishop. It shares “best practices” with Board Chairpersons and Treasurers and works to improve communication between diocesan officials and academies and parish schools in the area of finance. The OFM provides recommendations to Board Chairpersons and Treasurers on how to improve operational effectiveness and management practices and offers suggestions on how to improve the tuition collection process. It has conducted reviews of parish schools which are transitioning to academies and reports concerns and recommendations to diocesan officials.

The OFM will recommend qualified bookkeepers to academy and parish school leadership upon request. Academies and parish schools are encouraged to make use of this service.

The five-year model for financial planning, developed by the Peter J. Tobin College of Business of Saint John’s University, is used by the academies for business planning.

During the 2016-2017 school year, a grant of \$85,000 from the Achilles Foundation was used for English Language Learner programs. FidelisCare awarded a grant of \$95,000 which was used for the same purpose. The Saint Elizabeth Ann Seton Trust awarded grants in excess of two-million dollars for educational purposes.

Goal 10

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

This financial plan continues to be a valuable tool for financial analysis and budget preparation. Academy and parish school Boards are encouraged to establish Tuition Assistance Committees which establish tuition and fee rates as well as policies for tuition collection. They have the authority to recommend a partial deferment of tuition for families with demonstrated financial need and/or arrange for a payment plan which will meet the needs of these families. The Tuition Assistance Committees work collaboratively with Futures in Education to coordinate the scholarship application process.

Goal 11.

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

This goal has been difficult to attain in spite of the diligent efforts of Boards of Directors and principals. The annual fund raising efforts of each academy and parish school, with few exceptions, do not meet the

30% expectation. Development Committees of the institutions have come to realize that they must start to “think outside the box” in conducting creative development activities. The Diocesan Futures in Education Office will be providing on-line training for academy Development Committees during the 2017-2018 school year.

Goal 12.

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

This initiative continues to take place. The goal of the Trust is to strengthen the mission of Catholic elementary school education in any way deemed appropriate by school officials. Funding from the Trust may be used for scholarships and/or for special educational projects. The benefit of the Trust can be seen in science labs, multi-media centers, playgrounds and other local initiatives.

Goal 13.

The Office of the Superintendent~Catholic School Support Services and parish school and academy leadership within the Diocese of Brooklyn and Queens

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

The Superintendent of Schools for Catholic School Support Services, the Associate Superintendent for Government Programs and Services and other Diocesan officials continue to meet with the Departments of Education for New York State and New York City, as well as with elected officials, to ensure that the students in the academies and parish schools receive all the benefits due to them from tax-levy and other government funding. Reimbursements received by academies and parish schools from the New York State Mandated Services Program in 2016-2017 were \$5,521,842 and \$10,278,643 was received from the Comprehensive Attendance Program. As of the end of August, 2017, twenty academies and parish schools were waiting for their claims to be approved by the New York State Office of Grants Management.

As mentioned in Goal 7, government benefits also include various services provided to students in non-public schools. The monetary value of services provided to academies and parish schools within the Diocese of Brooklyn and Queens from the federal Title I program amounted to more than six million dollars. Allocations for professional development programs for principals and teachers through the Title I, Title IIA and Title III programs amounted to \$2,275,000 during 2016-2017.



ENROLLMENT



Recruiting students for the academies and parish schools and their subsequent retention have been goals of Preserving the Vision from its inception. The Diocese of Brooklyn and Queens continues to provide strong scholarship support for qualified students. It has become apparent in recent years that financial need for tuition now exists among the working middle class residents of the Diocese of Brooklyn and Queens as well as among the poor.

The Office of the Superintendent~Catholic School Support Services has engaged the services of Change Strategies to submit regular reports on academy and parish school enrollment as well to advise academies and parish schools on marketing initiatives. These regular reports highlight both successful marketing and enrollment initiatives and those academy and parish schools which need to do more. These reports have become valuable tools for planning purposes. Representatives of Change Strategies have met with principals and administrative assistants to highlight the relationship between data management and the recruitment/enrollment of new students.

Goal 14.

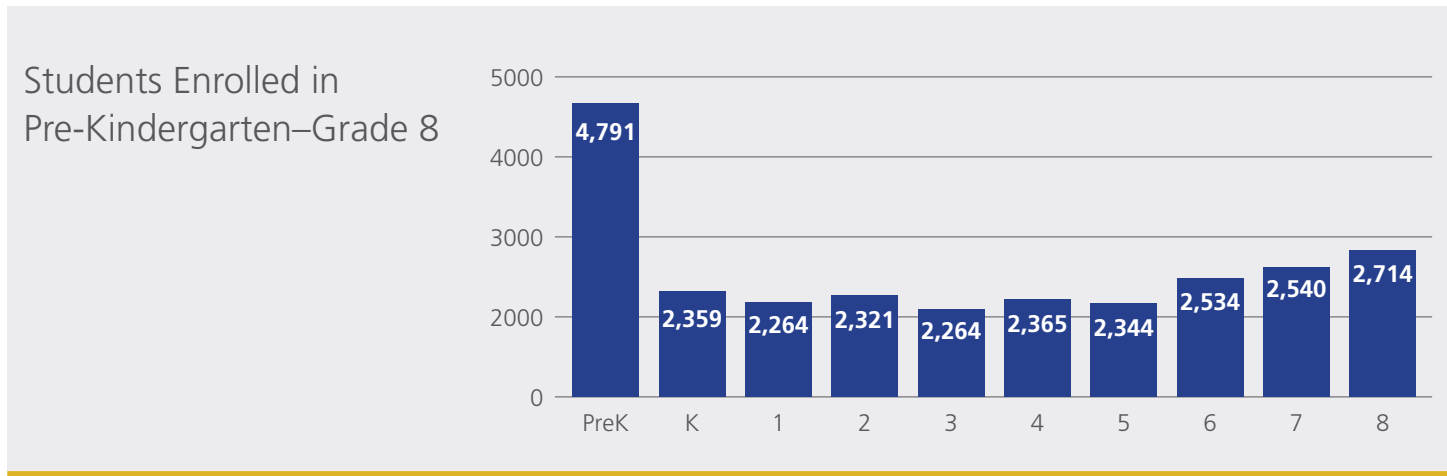
A 10% annual increase in enrollment for academies and parish schools that have not reached capacity will be a priority for all

involved in Catholic education within the Diocese of Brooklyn.

This goal has not been accomplished . Total enrollment for 2016-2017 was 26,287. Enrollment the previous year, 2015-2016 was 26,442 students, a decrease of less than one percent. However, the decrease in the

previous year was seven percent. Kindergarten programs in academies and parish schools do benefit from the Pre-Kindergartens for All in their buildings. (A graph indicating enrollment in this program can be found in the Academic Excellence section of this Report.)

The following graph lists enrollment by grade in academies and parish schools during the 2016-2017 school year.



Goal 15.

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

Academies and parish schools continue to provide services and programs which benefit students and their families. Free and reduced price breakfasts and lunches are available; after-school and summer school programs assist working parents. However, even though generous tuition assistance is available for needy families, it is sometimes not enough. Financial problems remain the major reason students transfer out of the academies and parish schools. Exit interviews of families withdrawing from an academy or parish

schools have highlighted the financial constraints of middle income families and have reminded diocesan officials that financial aid is often needed by this socio-economic group.

Goal 16.

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

The Diocese of Brooklyn and Queens has an extraordinary history of providing tuition assistance to children of families in need. Through the Futures in Education Program \$6,938,166 in scholarship funds were awarded to 4,606 students during the 2016-2017 school year. This was a decrease in the amount awarded and the number of

students in the previous year when \$7,069,755 was awarded to 4,873 students. The 2016-2017 numbers include \$605,630 in tuition assistance to 118 high school students; in 2015-2016, \$684,185 was awarded to 149 high school students.

Goal 17.

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

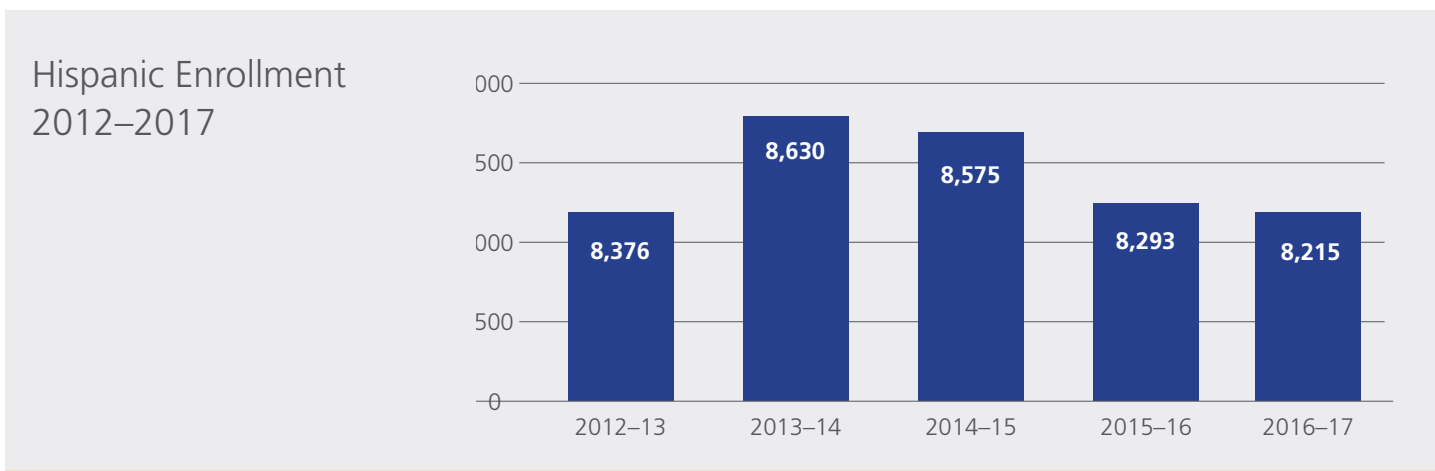


The following graph indicates the ethnic diversity of the elementary students who attend our academies and parish schools:



The graph above does not give all the information we need to adequately address the cultural diversity of the Diocese of Brooklyn. The Asian population including the Philippines, Japan, China and Korea; the members of the Black community include Haitians and Nigerians; the White population includes our Hispanic communities as well as new immigrants from Poland. Our principals address the cultural challenges brought by this extraordinary diversity while benefitting from the English Language Learners (ELL) teachers provided by the New York City Department of Education.

The majority of our immigrant students come from Hispanic communities. The graph below shows the five year history of Hispanic children in our classrooms:



Hispanic students represent thirty-one percent of our elementary school population. Outreach to Hispanic families continues through the Madrinas Program. Latino/a leaders from academies and parish schools with a large Hispanic population meet to collaborate on new ways to serve their communities. They then assist the principals in communicating the value of Catholic education and the existence of scholarship assistance to parents in the surrounding communities.

MARKETING



Marketing initiatives have become much more creative and widespread since the early days of *Preserving the Vision*. A Marketing Task Force played an important role on the original Advisory Committee and continues to provide recommendations on the current Education Commission. The Coordinator of Marketing in the Office of the Superintendent~Catholic School Support Services has updated the Marketing Toolbox and has created a Template Marketing Plan for academies and parish schools to assist in marketing efforts. In addition to diocesan-wide marketing plans, the Coordinator works individually with principals and Board marketing Chairpersons to tailor marketing outreach for each institution. The Office of the Superintendent~Catholic School Support Services, DeSales Media and Change Strategies continue to work collaboratively to facilitate these marketing plans.

The role and importance of social media were not considered as marketing tools in the original *Preserving the Vision* initiatives; they are of utmost importance in the present day. As parents search the internet in their quest for the most appropriate school for their children, it has become imperative for academies and parish schools to have websites that are updated regularly and to have a presence on Facebook and Twitter. At this time, all academies and parish schools have websites and most are on Facebook. In collaboration with the Coordinator of Marketing, DeSales Media and Change Strategies have created ads, campaigns and specific marketing materials to assist Boards and principals in the recruitment and retention of students.

The Pastor/Parish Report is intended to:

- help strengthen pastor engagement in recruitment and relationship building efforts among parishioner students who are either attending Catholic schools or represent prospects for Catholic schools.

- allow a consideration of the current alignment of parish to academy/school for “goodness of fit” of the alignment in terms of the parish supplying Catholic students to its aligned school/academy.

Every pastor within the Diocese of Brooklyn and Queens now has a report containing:

- the number of Catholic students from the parish attending Catholic elementary school in 2017-2018, as well as the number and percentage of parishioner students attending the aligned academy/school.

- Contact information for these students and families.

In collaboration with Change Strategies, the Coordinator of Marketing set several ad campaigns in motion in preparation for the 2017-2018 school year.

DISCOVER AFFORDABLE EXCELLENCE
AT THE CATHOLIC ACADEMIES AND SCHOOLS OF BROOKLYN AND QUEENS
All Families are Welcome

- Faith Formation, Sacrament Preparation
- Individualized Attention
- STEM, Science and Computer Labs
- 1:1 Chromebook and iPad Programs
- Robotics Clubs, Advanced Math Programs
- Art, Music, Dance, Drama, Foreign Language
- Title I, Emotional Literacy, Enrichment Programs

WE'RE SAVING A SEAT FOR YOU!

To learn about the Catholic schools in your community, visit: www.dioceseofbrooklyn.org/schools/find-a-school

INCARNATION CATHOLIC ACADEMY
INSPIRING LIFE LONG LEARNERS GROUNDED IN CATHOLIC FAITH
PROUDLY SERVES
INCARNATION PARISH

2017-18 REGISTRATION IS OPEN

Come explore all the ways your child can benefit from a Catholic education by scheduling a private tour with **Principal Satti Marchan** at **718.465.5066**

- Educational and Cultural Trips
- Fully equipped science & computer labs
- Title I Services
- Spelling, Current Event and Math Bees
- Resource room

8915 Francis Lewis Boulevard Queens Village, NY 11427 incarnationqv.org

TAKE ANOTHER LOOK AT CATHOLIC EDUCATION
Explore how your child can benefit from an education at the Catholic Academies and Schools of Brooklyn and Queens

- Faith Formation, Sacrament Preparation
- Individualized Attention
- STEM, Science and Computer Labs
- 1:1 Chromebook and iPad Programs
- Robotics Clubs, Advanced Math Programs
- Art, Music, Dance, Drama, Foreign Language
- Title I, Emotional Literacy, Enrichment Programs

WE'RE SAVING A SEAT FOR YOU!

To learn about the Catholic schools in your community, visit: www.dioceseofbrooklyn.org/schools/find-a-school

COUNTDOWN TO KINDERGARTEN!

All children who are 5 years old before December 31, 2017 are welcome to register!

Explore how your child can benefit from an education at the Catholic Academies and Schools of Brooklyn and Queens

- Faith-based, Caring Environments
- Personalized Attention
- Early Reading and Math skills
- Art, Music, Technology and more

WE'RE SAVING A SEAT FOR YOU!

To learn about the Catholic schools in your community, visit: www.dioceseofbrooklyn.org/schools/find-a-school

Goal 18.

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

During this school year, customized ads were created by Change Strategies to brand each academy and parish school. The focus of these ads was to actively engage aligned pastors, principals, faculty, staff and parents in the promotion of Catholic education. In addition, Change Strategies will be meeting with academy Marketing Committees in September, 2017, to further advance marketing efforts on the local level.

Goal 19.

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

The Coordinator of Marketing conducted numerous conference calls with Board Chairpersons, Mentors and Marketing Committees to explain and encourage the use of the Marketing Plan Template. Webinars were conducted by DeSales Media Corporation to better explain their role in maintaining websites. They also included social media tips and guidance on effective marketing.

Goal 20.

Each academy and parish 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.

As mentioned above, the Marketing Toolbox has been updated and the Marketing Plan Template has been created for use by marketing committees. The Coordinator of Marketing established the “Summer 2017 Checklist” and social media posts for academies and parish schools to enhance vacation marketing efforts.

TEMPLATE MARKETING PLAN FOR CATHOLIC ACADEMIES & SCHOOLS

Diocese of Brooklyn
April 2017

By: Briana Podlovits

INDEX

- *Executive Summary*
- *Self-Assessment/Situational Analysis*
- *Competitive Analysis & Marketable Traits*
- *Media Audit*
- *Social Media*
- *Branding: Proposed Marketing Strategies, Actions & Tactics*
- *Marketing Messaging*
- *Target Market: Where to Draw in Constituents*

Executive Summary

The executive summary is an important part of a business document. It is simply a brief review of the document, given so the busy people who will read your document know at a glance what actions will probably be needed. The objective of this marketing plan is to engage awareness, as well as sustain and increase enrollment through various forms of marketing. In order to be successful, the academy/school will have to understand their surrounding communities and those they serve.

Self-Assessment/ Situational Analysis

Identify Your Vision, Mission & Goals

- ❖ State your vision & mission.
- ❖ State who you are.
- ❖ State what you stand for.
- ❖ Generate a precise statement.
- ❖ Diagnose your problem spots.
- ❖ Set goals, objectives & 2 actions to take in order to achieve those goals & objectives.
 - Issue/Problem at hand:
 - Goal-
 - How to plan, who needs to be involved.
 - Action Step #1
 - Action Step #2

Organizational Information

- ❖ Let it be known where you are located.
- ❖ State who is in charge (administration).
- ❖ State the current status of enrollment.
- ❖ State your website address.
- ❖ Know how many classes there are per grade.
- ❖ Explain how easy it is to enroll.
- ❖ Financial Assistance Programs should be outlined.

Demographics

- ❖ It is important to know what backgrounds and ethnicities you serve.
- ❖ Everything you may need to know about your surrounding communities and the populations you serve can be found on City-data.com
- ❖ You can find, race, household sizes, income levels, percentage of family households, etc.
- ❖ This will also let you view what other public & private schools are around you.

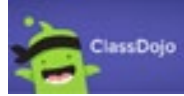
S.W.O.T. Analysis

- ❖ Generate a SWOT analysis to identify your strengths, weaknesses, opportunities, and threats.



Curriculum

- ❖ Prove how much Catholic identity is within the academy/school.
- ❖ State what you have to offer academically.
- ❖ State whether or not students use technology (Chrome Books, iPads, etc) in their learning.
- ❖ Give information on state exams.
- ❖ Make sure parents and teachers have a clear communication on their child's academics and progress. (Something to look into: There is a free app for teachers and parents called [Class Dojo](http://ClassDojo). This app is a clear communication between parents and teachers that allows teachers to encourage students for any skill or value; whether it is working hard, being kind, helping others, etc. Students can showcase and share their learning by adding photos and videos to their own portfolios. Parents can be engaged by sharing photos and videos of successful classroom moments.



Competitive Analysis & Marketable Traits

- ❖ Be aware as to what schools are near you, whether they are public or Catholic.



- ❖ Pick out specifics on what makes your school superior
- ❖ Marketable Traits:
 - o Aligned parishes
 - o Extra-curricular activities
 - o Fine Cut Performing Art programs
 - o Sports clubs
 - o Fairs
 - o Assemblies (For example: Bullying)
 - o Partnerships with local youth groups
 - o Partnerships with high schools & colleges.
 - o Partnerships with local businesses.
 - o School pride- if you have t-shirts, hats, pens, pencils, car magnets, etc.
 - o Financial Assistance Programs



- ❖ You want to stand out from the rest.
- ❖ Tip: Show off your technology labs, smart boards, special programs, updated classrooms, any new projects being worked on, community outreach.



Media Audit

- ❖ The media audit is a multimedia review conducted for the purpose of developing reliable information about the audience levels and audience characteristics of social media, daily newspapers, weekly and monthly publications, the internet.
- ❖ It is imperative to know what media you have. Whether it is social media, newspapers, etc.
- ❖ You need to have a dedicated knowledgeable person who will keep all outlets updated.
- ❖ Figure out what points you are at now, and where you need to be.



Social Media

- ❖ Website (Make sure calendars & pictures of students are current to school year)
- ❖ Facebook (Have a regular school page and alumni page)
- ❖ Instagram (Keep hash-tags the same for every post)
- ❖ Twitter (Keep hash-tags the same for every post)
- ❖ LinkedIn (So businesses & alumni can find you)
- ❖ Youtube (To post videos of events taking place within the academy/school). This is also a great place for parents & alumni to leave positive comments! The amount of views on each video is also available to the public who click on your video.
- ❖ All Handles need to be the same (Handles are the names of the accounts to which people can find you)
- ❖ Use Hash-tags (#)
- ❖ Make sure everything is updated.
- ❖ Post photos and videos.
- ❖ Promote events, special projects, upcoming shows, holiday events.



Branding: Proposed Marketing Strategies & Tactics

- ❖ Strategies to gain awareness:
 - o Being well known in the area through postings of flyers in local businesses.
 - o Boost visitors and tours of school by advertising on social media.
- ❖ Surveys:
 - o You cannot help people if you do not know what they want.
 - o Create exit surveys for when families leave the school.
 - o Create surveys for religious education parents.
 - o Create surveys for current parents this way they can give teacher reviews as well as give suggestions.
- ❖ Parental engagement:
 - o Put emphasis and heavily recruit for HAA & PTA.
 - o Use apps for parents to keep track of their children's success.
 - o Collect direct quotes from parents to encourage a positive word of mouth affect.
- ❖ Banners
 - o Outside of school to show affiliations.
 - o Show presence.
- ❖ School Monthly Newsletters
 - o Messages from the principal.
 - o Gives a community feeling.
 - o Shows unity.
 - o Keeps parents feeling updated and involved in their child's life.
- ❖ Church Bulletins
 - o Shows off the academies/schools to parishioners & school community.
 - o Insert financial aid flyers in.
 - o Insert a list of upcoming events to increase participation & turnout.

Marketing Messaging

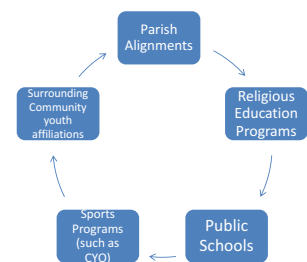
- ❖ Parents want to see what they are getting for their money.
- ❖ Hold gatherings for students and parents to feel like they are getting the "full" experience.
- ❖ Show how this investment is beneficial to their child's future.
- ❖ Address concerns parents may have, such as safety, academics, creative development, etc.
- ❖ The message you are portraying and perception you are creating about the academy/school will gain trust of prospective students and their parents.



Target Market: Where to Draw in Constituents



- ❖ These are the people you are reaching out to.
- ❖ Figure out what their needs are as well as their thought about Catholic Education.
- ❖ Look in places like:



GOVERNANCE



The long term goal of *Preserving the Vision* to create a new paradigm of governance for parish elementary schools has largely been accomplished. With just a few exceptions diocesan parish schools have transitioned to academies with a two-tiered Board of Members and Directors which has the governance authority of the academy. Seventy academies were in place during the 2016-2017 school year with five more scheduled to open in September, 2017. Six academies are now ready to apply for an Absolute Charter from New York State.

In order to receive an Absolute Charter, New York State requires the following information from the institution:

- 1 A description of the curriculum
- 2 The complete list of faculty and staff
- 3 The addresses of all buildings and locations where instruction will take place
- 4 Certificates of Occupancy for all the locations
- 5 A copy of the Department of Health permit from the local municipality
- 6 A copy of the Day Care Permit from the municipality if any pupils are under six years of age
- 7 A copy of the present year budget and for the previous two years if the school has been in operation for several years
- 8 A copy of the tuition schedule
- 9 Admission Policies
- 10 A description of the residential areas from which the students are coming
- 11 The school calendar for the current year
- 12 A copy of the daily instructional schedule
- 13 Policy for Records Retention
- 14 Description of the grade level organization
- 15 Arrangements for transportation of the students
- 16 A description of the snack/lunch program
- 17 A copy of the school brochure, if any
- 18 Assurance from the local public school district that the instruction is educationally equivalent to that offered in local public schools
- 19 The number of students enrolled at each grade level
- 20 A statement of the school's philosophy.

New York State requires that the following program requirements are in place:

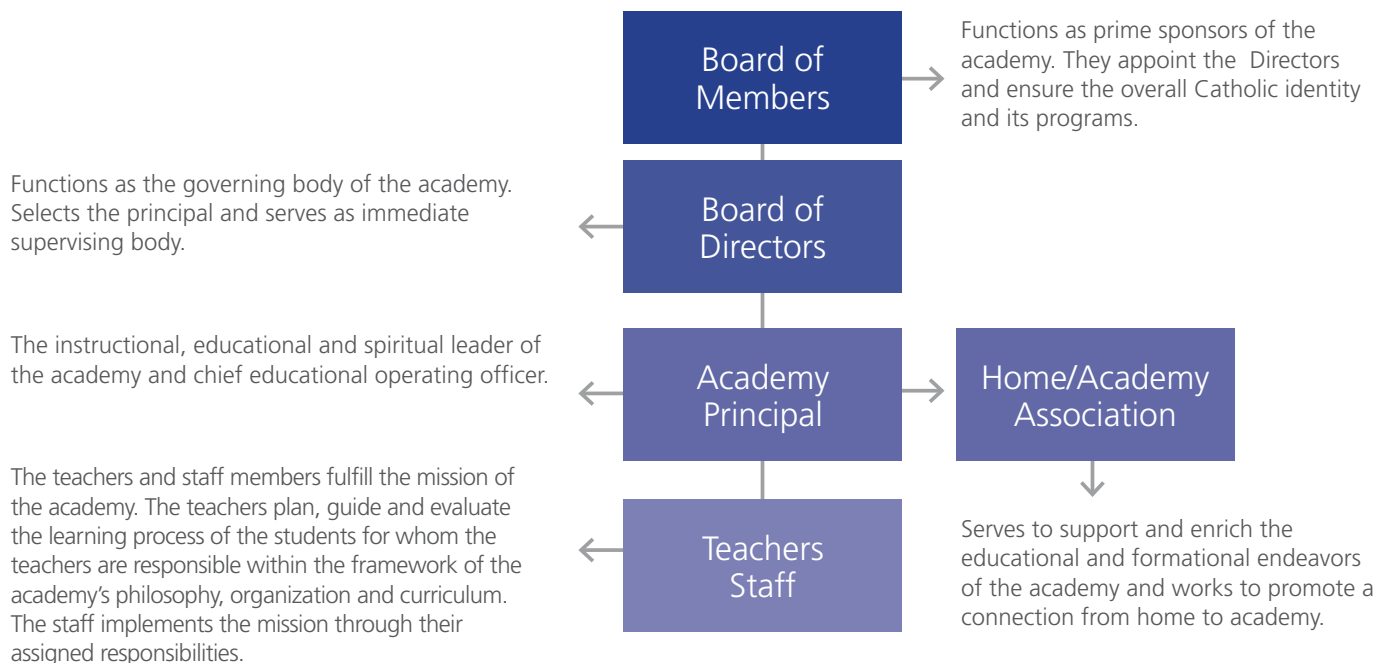
- A nonpublic school must have an Education Corporation, i.e., a Provisional Charter in good standing.
- A nonpublic school must have authorization for each grade level in operation and there must be student enrollment at every grade level.
- A nonpublic school must submit three prior years of audited financial statements.
- A nonpublic school must provide visual documentation of facilities and grounds.

The completion of an external audit will commence early in the 2017-2018 school year in the following academies: Divine Wisdom Catholic Academy, Midwood Catholic Academy, Notre Dame Catholic Academy, Saint Francis of Assisi Catholic Academy, Saint Gregory the Great Catholic Academy and Salve Regina Catholic Academy.

In May, 2015, the Office of the Superintendent~Catholic School Support Services published “Five Observations Regarding the Pastor’s Relationship to his Aligned Academy.” They follow:

1. You guarantee the **Catholic identity and mission** of the academy by your pastoral presence, while also promoting Catholic education throughout the Diocese of Brooklyn.
 - i. Pastoral visits to teach a class, catechize, be present.
 - ii. Supportive of the efforts of Catholic education through word and deed, and encouraging families to consider the Catholic academy for the education of their children.
2. Through the Pastoral Assistance Plan facilitated by the principal, you commit to **celebrating the Eucharist and Reconciliation** and to offering other priestly services deemed appropriate by you and the principal.
 - i. Sharing these priestly services with the pastors and parochial vicars of the aligned parishes.
3. As a Member of the Corporation and in coordination with the Board of Members, you appoint the directors, ratify the hiring of the principal and ensure the of the Board of Directors.
 - i. Nominate candidates for the role of Director.
 - ii. Establish avenues of communication with the principal and the Board.
4. In collaboration with the Board of Members, you **mediate and seek to reconcile** issues that arise between the academy and the Diocese.
5. Specific to the host pastor, you maintain **financial responsibility for the envelope** of the academy building and negotiate a **usage fee** that respects the needs of the parish, academy resources and diocesan guidelines.
 - i. Importance of clear communication and common understanding of the specifics of the lease agreement.
 - ii. Calendar of building use should be maintained and kept current.

Academy Governance Model



SEPTEMBER 2017 ACADEMIES

Blessed Sacrament Catholic Academy

Divine Mercy Catholic Academy

Divine Wisdom Catholic Academy

Good Shepherd Catholic Academy

Holy Angels Catholic Academy

Holy Child Jesus Catholic Academy

Holy Family Catholic Academy

Holy Trinity Catholic Academy

Immaculate Conception Catholic Academy

*Immaculate Conception Catholic Academy in Astoria

Incarnation Catholic Academy

Mary Queen of Heaven Catholic Academy

Midwood Catholic Academy

Most Holy Redeemer Catholic Academy

Notre Dame Catholic Academy

Our Lady's Catholic Academy

Our Lady of Grace Catholic Academy

Our Lady of Grace Catholic Academy of Howard Beach

Our Lady of Guadalupe Catholic Academy

Our Lady of Hope Catholic Academy

Our Lady of Lourdes Catholic Academy

Our Lady of Mercy Catholic Academy

Our Lady of Perpetual Help Catholic Academy – Brooklyn

Our Lady of Perpetual Help Catholic Academy - Queens

Our Lady of Sorrows Catholic Academy

Our Lady of the Angelus Catholic Academy

Our Lady of the Blessed Sacrament Catholic Academy

Our Lady of the Snows Catholic Academy

Our Lady of Trust Catholic Academy

Our Lady Queen of Martyrs Catholic Academy

Queen of All Saints Catholic Academy

Queen of the Rosary Catholic Academy

Resurrection Ascension Catholic Academy

Sacred Heart Catholic Academy of Bayside

Sacred Heart Catholic Academy – Cambria Heights

Sacred Heart Catholic Academy of Glendale

Saint Adalbert Catholic Academy

Saint Margaret Catholic Academy

Salve Regina Catholic Academy

St. Andrew Avellino Catholic Academy

St. Anselm Catholic Academy

St. Athanasius Catholic Academy

St. Bartholomew Catholic Academy

St. Bernadette Catholic Academy

St. Bernard Catholic Academy

St. Brigid Catholic Academy

St. Camillus Catholic Academy

St. Catherine of Genoa ~St. Therese of Lisieux Catholic Academy

St. Clare Catholic Academy

St. Elizabeth Catholic Academy

St. Frances Cabrini Catholic Academy

St. Francis de Sales Catholic Academy

St. Francis of Assisi Catholic Academy

*St. Francis of Assisi Catholic Academy in Astoria

St. Francis Xavier Catholic Academy

St. Gregory the Great Catholic Academy

*St. Gregory the Great Catholic Academy of Bellerose

St. Helen Catholic Academy

St. Joseph Catholic Academy (LIC)

St. Joseph the Worker Catholic Academy

St. Kevin Catholic Academy

St. Leo Catholic Academy

St. Mark Catholic Academy

St. Mary Gate of Heaven Catholic Academy

*St. Matthias Catholic Academy

St. Mel Catholic Academy

St. Nicholas of Tolentine Catholic Academy

St. Patrick Catholic Academy

St. Peter Catholic Academy

St. Rose of Lima Catholic Academy

St. Saviour Catholic Academy

St. Sebastian Catholic Academy

St. Stanislaus Kostka Catholic Academy

*St. Stanislaus Kostka Catholic Academy of Queens

St. Thomas the Apostle Catholic Academy

*Academies scheduled to open in September, 2017.

Goal 21.

All parish schools will transition to academies by 2017.

Eight diocesan parish schools will not have transitioned to the academy model by September, 2017. This decision was made after consultation between and among staff from the Superintendent of Schools~Catholic School Support Services, pastors, principals and other diocesan officials. Of the eight, two will become academies in September, 2018; these are Saint Ephrem School and Our Lady of Fatima School. Ongoing discussion and consultation will take place concerning the remaining five parish schools.

Goal 22.

Each parish school will have an active advisory board.

The remaining parish schools continue to strengthen their advisory boards as they model the structure of the academy boards.

Goal 23.

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

Thirty-seven academies have Strategic Plans which will guide their decision making for a three-year period; these plans are reviewed and updated annually. Ten academies have received accreditation from AdvancED, a national accrediting agency. Twenty-nine academies have completed the Financial Planning Workshop sponsored by Saint John's University, a prerequisite for beginning the strategic planning process. Eight academies are candidates for financial planning in the 2017-2018 school year: Saint Anselm Catholic Academy, Saint Francis de Sales Catholic Academy, Saint Helen Catholic Academy, Ave Maria Catholic Academy, Saint Kevin Catholic Academy, Our Lady of Perpetual Help Catholic Academy (Queens), Good Shepherd Catholic Academy and Saint Bernard Catholic Academy.

The Office of the Superintendent~Catholic School Support Services has a comprehensive plan for guiding academy Boards in writing their Strategic Plans. Under the guidance of the Deputy Superintendent for Academy Governance, representatives from each academy are led through the process of analyzing the

strengths and weaknesses of the academy as well as closely studying its ethnic and socio-economic demographics. The staff of the Office of the Superintendent~Catholic School Support Services meets with Board Directors at least four times during the process. The final Goals, Objectives and Strategies for an academy plan are submitted to consultants for review; if necessary, recommendations for change are sent back to the Directors.

The following academies, formed into Cohorts for the initiative, have completed the strategic planning process:

Cohort I: Midwood Catholic Academy; Our Lady of Trust Catholic Academy; Saint Peter Catholic Academy; Divine Wisdom Catholic Academy; Notre Dame Catholic Academy; Our Lady's Catholic Academy.

Cohort II: Saint Frances Assisi Catholic Academy; Saint Frances Cabrini Catholic Academy; Saint Gregory the Great Catholic Academy; Saint Catherine of Genoa-Saint Therese of Lisieux Catholic Academy; Most Holy Redeemer Catholic Academy; Salve Regina Catholic Academy; Sacred Heart Catholic Academy.

Cohort III: Saint Saviour Catholic Academy; Our Lady of Lourdes Catholic Academy; Saint Elizabeth Catholic Academy; Saint Clare Catholic Academy.

Cohort IV: Saint Joseph the Worker Catholic Academy; Saint Patrick Catholic Academy; Saint Stanislaus Koska Catholic Academy (Brooklyn); Saint Camillus Catholic Academy; Our Lady of the Angelus Catholic Academy; Our Lady of Mercy Catholic Academy.

Cohort V: Holy Angels Catholic Academy; Saint Francis Xavier Catholic Academy; Saint Rose of Lima Catholic Academy; Saint Joseph Catholic Academy; Saint Mel Catholic Academy; Divine Mercy Catholic Academy.

Cohort VI: Saint Anselm Catholic Academy; Saint Francis de Sales Catholic Academy; Saint Helen Catholic Academy; Ave Maria Catholic Academy; Saint Kevin Catholic Academy; Our Lady of Perpetual Help Catholic Academy (Queens).

Cohort VII: Good Shepherd Catholic Academy; Saint Bernard Catholic Academy

Strategic planning is in process now for the following academies: Holy Child Catholic Academy, Immaculate Conception Catholic Academy (Queens), Our Lady of Grace Catholic Academy, Saint Bernadette Catholic Academy and Saint Mark Catholic Academy.

Goal 24.

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

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

- A. The Office of the Superintendent ~Catholic School Support Services will supply the following services as needed and requested by the academy or parish school:
1. Catholic Identity Assessment, Faith Formation Curriculum and Catechist Formation for Principals and Teachers.
 2. Governance Structures and the Professional Development of Members and Directors in the academy Model of Governance.
 3. Curriculum Development Assistance.
 4. Annual Review of the Academy and its Programs.
 5. Principal Personnel Matters (recruitment, mentoring, professional development, grievances, principal specific leave-of-absence guidelines and self-assessment process and evaluation.)
 6. Teacher Personnel Matters (recruitment, mentoring, professional development, grievances, teacher specific leave-of-absence guidelines, self-assessment process and teacher aide personnel matters.
 7. Marketing, Retention and Public Relations.
 8. Diocesan Scholarship Process (Futures in Education.)
 9. Student Assessment and Program Evaluation.
 10. Educational Technology Initiatives.
 11. Government Programs for Students, Teachers and Principals.
 12. Strategic Planning and Accreditation Process.
 13. Partnerships with Catholic Secondary Schools, Colleges and Universities.
 14. Legal Consultation and Services as needed with Wingate, Kearney & Cullen, LLP.

15. Educational Responsibility of the Corporation.

16. Other services and consultation as related to the educational mission.

B. The Diocesan Office of Fiscal Management will supply the following services as needed and requested by an academy or parish 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. Tuition Collection Process as per Diocesan Internal Controls.

3. Annual Financial Statement for the Fiscal Year.

4. Budget of Revenue and Expenditures.

5. Quarterly Financial Reports.

6. Bookkeepers will necessary training as requested.

C. The Diocesan Human Resources Office will supply the following services as needed or requested by an academy or parish school.

1. Employee relations as they relate to all

employee benefits and Policies (Benefits Administration.)

2. Background Screening: HR will provide all necessary documents, conduct screening and notify the employer and applicant, if applicable, of the outcome.

3. Employer Requirements: HR, in compliance with various government entities, will provide required employer labor law posters.

4. Benefits: HR will provide information, guidance and documentation to employer and employees as they relate to all benefits.

5. HR will provide consultation and advice on all non-contracted employee matters to an Academy's Board of Directors.

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

1. DioNet (First Class) installation and configuration.

2. On-site training and day-to-day support for DioNet including remote access.

3. Da-to-day support and coordination with student information services.

4. Archival Services.

5. Coordination of Annual Census.

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

1. The Diocesan Administrative Manual

2. The Principal Personnel Manual Templates

3. The Teacher Personnel Manual Templates

4. The Mandates associated with *Preserving the Vision* issued in September, 2015

5. Academic and Administrative Calendars

6. *Preserving the Vision* Strategic Planning Guidelines

7. Option C (the Diocesan Student Information System)

8. DeSales Emergency Alert System

9. Technology Plan

10. Crisis Management Plan

A revision of the Participation Agreement, begun during the 2016-2017 school year, should be completed and implemented during the 2017-2018 school year.



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.

Following through on the 2015-2016 study of job descriptions assigned to professional and support staff members in the Superintendent's office, the structure of the Office of the Superintendent~Catholic School Support Services has been changed. Effective September, 2017, the academies and parish schools within the Diocese will have been divided into three geographical areas with a newly appointed District

Superintendent responsible for the supervision and evaluation of the academies and parish schools within each area. The three Districts are Brooklyn, Queens East and Queens West. The professional responsibilities of each staff member will be adjusted to ensure adequate support for academy and parish school Boards and principals.

Goal 26.

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

marketing, institutional advancement, communication and financial planning.

The *Preserving the Vision* Advisory Committee successfully transitioned to a Diocesan Education Commission during the 2015-2016 school year. The Commission, with additional authority, continues to advise the Superintendent on matters concerning the implementation of *Preserving the Vision*. The major task of 2016-2017 was being part of the consultation process leading to the new *Preserving the Vision* Strategic Plan 2017-2020. Focus for the 2017-2018 school year will be to recruit additional members for the Commission. The By-Laws of the *Diocesan Education Commission* follow:

BY-LAWS OF THE EDUCATION COMMISSION DIOCESE OF BROOKLYN AND QUEENS

We believe that the mission of Catholic academies and parish schools is to educate young people in the Catholic faith – intellectually, socially and morally. They must seek to strengthen families as the prime place for faith formation. We reaffirm our desire to make Catholic education accessible to all children who desire to attend a Catholic school, regardless of where they live within the Diocese of Brooklyn, financial means or challenges faced by their parents. Our administrations, faculties and staffs are dedicated to providing all entrusted to them with a quality Catholic education. Finally, our academies and parish schools exist to lead our children and parents to active worship in their home parishes. It is this mission that supports the Goals and initiatives associated with *Preserving the Vision*.

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



MISSION OF THE OFFICE OF THE SUPERINTENDENT~ CATHOLIC SCHOOL SUPPORT SERVICES

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

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

LONG TERM GOAL

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

ARTICLE I: NAME

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

ARTICLE II: PURPOSE

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

ARTICLE III: DUTIES

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

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

ARTICLE IV: MEMBERSHIP

Section 1: Members/Chairperson:

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

Section 2: Duration of Term

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

Section 1: Chairperson:

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

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

Section 2: Secretary of the Education Commission

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

ARTICLE V: OFFICERS

ARTICLE VI: MEMBERS

Section 1: Members

The members of the Commission shall have the following responsibilities:

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

ARTICLE VII: COMMITTEES

The standing committees shall be:

1. **NOMINATING COMMITTEE:** Works to identify new membership for the Education Commission
2. **DEVELOPMENT AND GRANTS COMMITTEE:** Identifies new sources of revenue for Catholic educational enterprises.
3. **FINANCE COMMITTEE:** Reviews and analyzes relevant financial reports of the Diocese of Brooklyn, and develops tools and strategies to ensure the long term financial viability of parish schools and academies within the Diocese of Brooklyn.
4. **MARKETING, RECRUITMENT AND RETENTION COMMITTEE:** Identifies ways to further market and promote Catholic education within the Diocese of Brooklyn.
5. **ACADEMIC AFFAIRS COMMITTEE:** Responsible for making recommendations regarding: Catholic Identity and Mission Effectiveness, Academic and Program Excellence, Innovation, Leadership Development for principals and Boards of Directors and Teacher Quality and Retention.
6. **FACILITIES COMMITTEE:** Serves as a resource to the Bishop in determining the safety and long term viability of academy and parish school buildings.

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

ARTICLE VIII: MEETINGS

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

ARTICLE IX: AMMENDING THE BY-LAWS

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



LEADERSHIP



The academies and parish schools within the Diocese of Brooklyn and Queens continue to function under the leadership of principals who are practicing Roman Catholics and who have professional certification from the New York State Department of Education. They have the authority and responsibility to oversee a comprehensive instructional program, infused with the values and teachings of the Catholic Church, which meets the educational needs of all the students.

Goal 27.

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

The recruitment and training of qualified principals for academies and parish schools is the responsibility of the Office of the Superintendent~Catholic School Support Services. The designation of an Associate Superintendent solely for this task is an indication of how important strong leadership is for the success of elementary school education within the Diocese. The Associate Superintendent recruits principal

candidates, reviews and evaluates their credentials and chairs the Principal Screening Committee which interviews qualified candidates. If approved by the Committee, candidates are put on an approved candidates list which is available for pastors and Board Chairs as they conduct searches for principal replacements and who subsequently hire the person they deem most appropriate for their academy or parish school. Nineteen new principals took office in September, 2016; the expected need for September, 2017 is thirteen principal replacements.

The Frances Cabrini Leadership Institute provides training for three cohorts of newly appointed principals. Cohort I, with nineteen first year principals, and Cohorts II and III, with ten second and third year principals, attended sessions on the Supervision of Instruction, Catholic

Identity and Spiritual Leadership.

All staff members of the Office of the Superintendent~Catholic School Support Services, based on their own areas of expertise, participate in the professional development of principals, both newly appointed and experienced. New principals attend a two-day workshop in August each year and then meet monthly with the Associate Superintendent. The Office of the Superintendent~Catholic School Support Services offers continued professional development for all principals through the diocesan Saint John Neumann Professional Development Days. Two of these days took place during the 2016-2017 school year with about 90% of the principals in attendance. On August 30, 2017, all principals and assistant principals were asked to attend a meeting which outlined the Mission, Vision and Goals for

the 2017-2018 school year. Included in the goals were: 1) Concentration on Math instruction and the provision for Math coaches in selected academies and parish schools; 2) Supervision of Instruction; 3) Professional Development opportunities for principals and teachers.

The Office of the Superintendent~Catholic School Support Services conducts a broad based consultative process with pastors and experienced principals in issues pertaining to school administration and leadership. The Pastors Advisory Committee (PAC) is comprised of twelve pastors appointed by Bishop DiMarzio for a term of two years. These pastors represent parishes with schools, parishes without schools and parishes which host academies. PAC Goals for 2016-2017 were: 1) the Mission and Vision for Catholic Education; 2) the Catholic Identity of Academies and Parish Schools; 3) the Preserving the Vision Strategic Plan. There was considerable feedback and discussion concerning the Catholic Education Summit as well as in depth recommendations for the revised Strategic Plan.

The Elementary Principals' Advisory Committee (EPAC) consists of experienced principals who geographically represent academies and parish schools within their areas. They serve as a direct line of communication between their fellow principals and the Superintendent for Catholic School Support Services. Nine members represent diocesan deaneries with three addition members appointed by the Superintendent for Catholic School Support Services. EPAC members serve for a one-year term and are expected meet regularly with the principals whom they represent and send minutes of these meetings to the Superintendent for Catholic School Support Services.

The Fordham University Catholic School Leadership Entrepreneurial Series focused on Catholic Identity and principal leadership as they relate to marketing initiatives for the academy or parish school.

The Office of the Superintendent~Catholic School Support Services has the responsibility of conducting regular evaluations of academy and parish school principals. A pilot project for the revised Principal Evaluation process was implemented during the 2016-2017 school year. Nine principals who had served for two or three years participated in the pilot. The Process included the distribution of

on-line surveys to Board Chairs, teachers, staff and parents. These surveys requested comments on the following items: Catholic Identity, Mission, Vision, Core Values, Ethics and Professional Norms, Equity and Cultural Responsiveness, Curriculum, Instruction and Assessment, Community of Care and Support for Students, Professional Capacity of School Personnel, Professional Community for Teachers and Staff, Meaningful Engagement of Families and Community, Operations and Management and School Improvement. The surveys were followed by a visit to the principal by an Associate Superintendent. A subsequent report, generated after analysis of survey results and findings from the Associate's visit, was sent to the principal and Board Chair. Professional goals for the principal were then discussed by the principal and Board Chair.

Goal 28.

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

The Professional Standards for Educational Leaders, adapted by the Office of the Superintendent~Catholic School Support Services from those published by the National Policy Board of Educational Administration in 2015-2016 were used as a framework for principal job descriptions and contracts during 2015-2016 and further adapted for use during 2016-2017.

Standard 1. Catholic Identity

The principal as spiritual leader collaborates with all stakeholders to develop, articulate and implement the mission of the school fostering a strong Catholic Identity.

Standard 2. Mission, Vision and Core Values

Effective educational leaders develop, advocate and enact a shared mission, vision and core values of high-quality education and academic success and well-being for each student.

Standard 3. Ethics and Professional Norms

Effective educational leaders act ethically and according to professional norms to promote each student's academic success and well-being.

Standard 4. Equity and Cultural Responsiveness

Effective educational leaders strive for equity of educational opportunity and culturally responsive practices to promote each student's academic success and well-being.

Standard 5. Curriculum, Instruction and Assessment

Effective educational leaders develop and support intellectually rigorous and coherent systems of curriculum, instruction and assessment to promote each student's success and well-being.

Standard 6. Community of Care and Support for Students

Effective educational leaders cultivate an inclusive, caring and supportive school community that promotes the academic success and well-being of each student.

Standard 7. Professional Capacity of School Personnel

Effective educational leaders develop the professional capacity and practice of school personnel to promote each student's academic success and well-being.

Standard 8. Professional Community for Teachers and Staff

Effective educational leaders foster a professional community of teachers and other professional staff to promote each student's academic success and well-being.

Standard 9. Meaningful Engagement of Families and Community

Effective educational leaders engage families and the community in meaningful, reciprocal and mutually beneficial ways to promote each student's academic success and well-being.

Standard 10. Operations and Management

Effective educational leaders manage school operations and resources to promote each student's academic success and well-being.

Standard 11. School Improvement

Effective educational leaders act as agents of continuous improvement to promote each student's academic success and well-being.

These Standards form the basis of the Principal's Self-Assessment Instrument which is completed annually by the principal of each academy and parish school. A set of rubrics has been devised for each Standard; the principal is asked to indicate whether his or her leadership style and abilities are: Below Standard, Meets



Standard, Above Standard or Exemplary for each rubric. The principal and Board Chair or pastor may make additional comments at the end of each set of rubrics; both then sign the document before submitting it to the Office of the Superintendent~Catholic School Support Services. The completed document becomes part of the principal's professional file and is used as that person is formally evaluated.

Principals, staff and invited guests attended a special Principals' Recognition Day in June. Fifty principals were present to receive the appreciation of the Office of the Superintendent~Catholic School Support Services on behalf of the Diocese of Brooklyn and Queens for their service to the ministry of Catholic Education within the Diocese.

A similar Teachers' Recognition Day, also held in June, was presided over by Bishop DiMarzio and recognized more than one-hundred teachers in academies and parish schools for their service to the ministry of Catholic Education.

Goal 29.

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

The Office of the Superintendent~Catholic School Support Services continues to conduct the *Saint Frances Cabrini Leadership Institute-Aspiring Principals'*

Discernment Program to identify future principals from the ranks of experienced teachers who work in academies and parish schools. After being identified by their principals as having leadership potential, they attend graduate courses which will lead to a Master's Degree in School Building Leadership at either Fordham or Saint John's Universities. These courses include Catholic Identity, supervision of instruction, strategic planning, school administration and other topics which relate to the professional and efficient operation of a Catholic elementary school. Seven aspiring candidates completed the program in June, 2017; eleven candidates will begin the program in September, 2017.

As noted in Goal 27, the Cabrini Institute also provides professional development opportunities for newly appointed principals.

POLITICAL ADVOCACY



In the United States, education is a “states’ right” with the authority of overseeing education programs assigned to the Department of Education of each state. This authority is then delegated to Local Educational Agencies (LEAs) which are local Boards or Departments of Education in each municipality. The federal government has been involved in elementary and secondary education since 1964 with legislation which allocates funding to the states to help low performing students and to provide professional development opportunities for administrators and teachers. New York State also provides some services to students in religious schools in equity with their public school peers.

These include textbook distribution, library books and computer hardware and software. Bus transportation is provided based on criteria established by each LEA. The New York State Department of Education reimburses non-public schools for performing state mandated activities, such as attendance taking and the administration of state tests. The federal e-rate program, formally called the Universal Services Act and funded by fees charged to their customers by telecommunications companies, provides reimbursement to academies and parish schools for selected technological and communication initiatives.

The Catholic educational community is aware that these services are available through legislation which could, at any time, be revised, changed or declared null. Since our parents are tax paying citizens who have chosen Catholic education for their children, Diocesan staff are aware of the importance of keeping in close contact with legislators on the local, state and national levels in order to preserve the services already provided and, perhaps, to increase them.

Goal 30.

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

The Associate Superintendent for Government Programs and Services continues to serve as liaison between and among federal, state and local educational communities to ensure that all possible publicly funded benefits will come to parish schools and academies. The Office of the Superintendent~Catholic School Support Services continues to work closely with the New York State Catholic Conference of Bishops which represents the Catholic community in Albany.

The Superintendent and staff continue to collaborate with officials from other religious denominations in New York City to discuss and act on matters of mutual interest – both on the local and state levels. There is close and ongoing communication between the Office of the Superintendent~Catholic School Support Services and representatives of the New York State Department of Education

concerning any matter which will benefit the students in academies and parish schools.

The Superintendent for Catholic School Support Services continues to represent the academy and parish school community on the New York City Catholic Community Relations Council. The Council is a partnership between the Diocese of Brooklyn and the Archdiocese of New York which confronts issues of importance to the Catholic community within the City. Representatives of Catholic education, Catholic Charities and the communications offices of both dioceses serve on the Council.



SCHOOL SAFETY



The safety of students and staff is of prime importance. All those associated with the academies and parish schools work diligently to ensure that their buildings are safe and in good repair. The Diocese of Brooklyn and Queens is committed to adhering to the mandates of the *Charter for the Protection of Children and Young People* promulgated by the United States Catholic Conference of Bishops for the safety of children.

Goal 31.

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

It is imperative that our aging school buildings are kept in good condition and meet various codes mandated by the New York City Fire Department, Buildings Department and the Department of Health. Rocklyn Asset Corporation continues to assist pastors, Board Chairs and principals in these efforts. Building audits of parish

schools take place before they transition to academies. These audits include a thorough review of the condition of both the exterior and interior of the buildings and are a factor in the discussions which take place during the transition process.

Each academy and parish school has developed and implemented a Crisis Management Plan. There is zero tolerance for bullying and cyber-bullying; policies and procedures concerning this issue are in place and are stated in the Administrative Manual and Parent/Student Handbooks. All staff and volunteers in academies and parish schools are required to follow diocesan Safe Environment protocols which include background checks, completion of VIRTUS training and adhering to the Diocesan Code of Conduct.

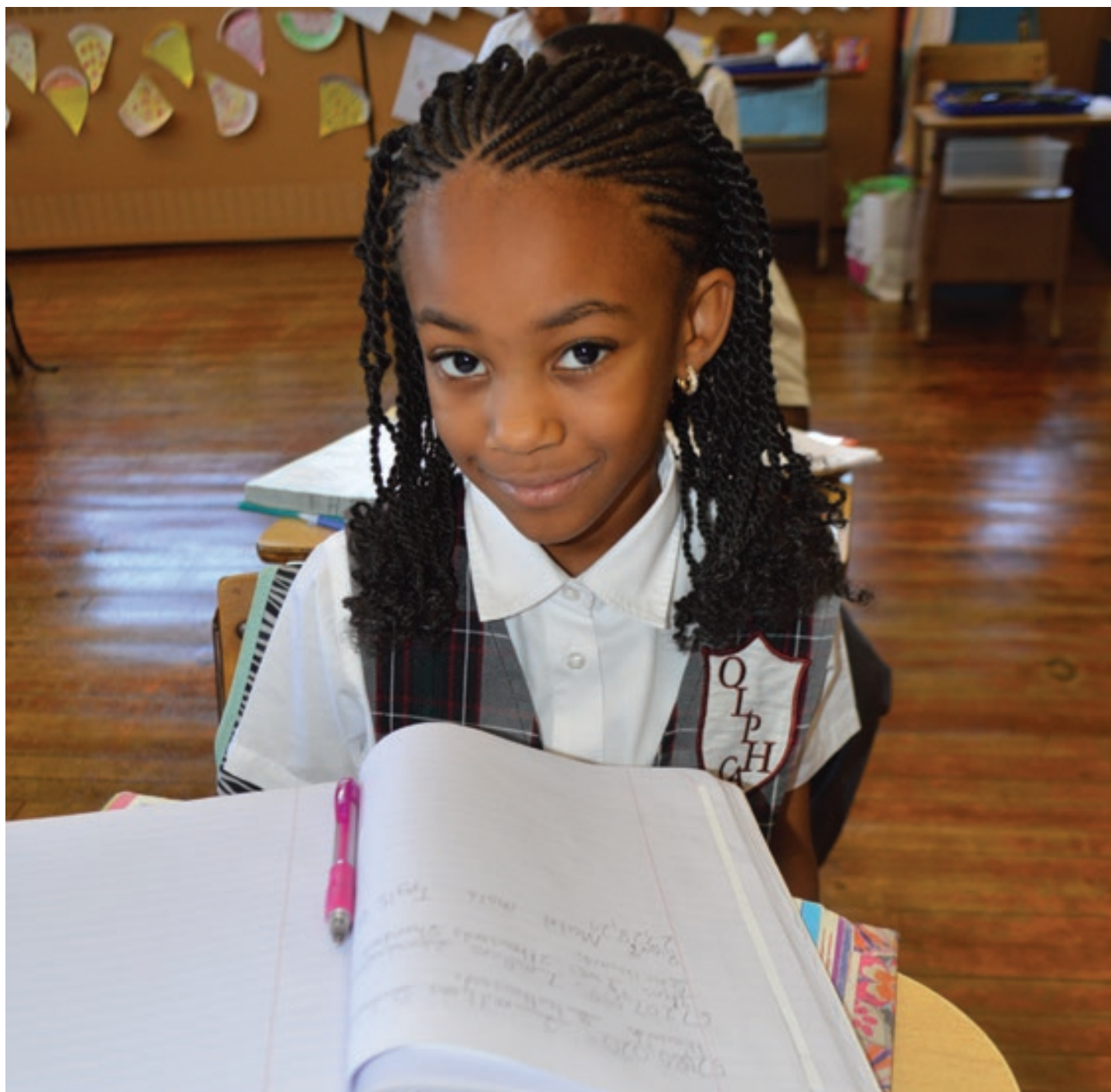
The New York City Department of Education continues to provide school nurses to the majority of academies and parish schools. The nursing services are provided to students with diagnosed medical needs as well as to the general population of students. The diagnosed needs include those students who have acute or chronic health problems. Health education services are provided to students with asthma through the Open Airways for Schools program. In addition, the school nurse follows the Managing Asthma in School Program (MAS) which provides a guide for nurses and attending doctors to ensure controlled asthma management for the students.

School nurses implement the Healthy Options and Physical Activity Program (HOP) to assist children and families in

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

Funding from the Departments of Education of New York State and New York City has become available for academies and parish schools with an enrollment of three-hundred or more students to apply for grants to fund full time security guards. Twenty-five academies and parish schools completed the grant application process during 2016-2017 and obtained the security guards. A new round of the grant application process will take place during 2017-2018.

The Program for the Development of Human Potential (PDHP), sponsored by the Department of Education, Diocese of Brooklyn, and funded by New York State, provides counselors and crisis response teams to academies, parish schools and high schools. During the 2016-17 school year, thirty-six academies or parish schools had counselors on site, 2,833 students were assessed for counseling services and 306 students were seen for ongoing counseling services. PDHP provided Crisis Response Teams for three academies, two parish schools and one high school.



CONCLUSION



In the final year of the second Preserving the Vision Strategic Plan, implementation of its priorities and goals continued as plans were made for the third Strategic Plan. It is important to note that all eleven of the priorities have been implemented and the thirty-one goals have either been attained or are in progress. The Strategic Plan has proven to be a dynamic and living document which has responded to the diverse needs of the diocesan academies and remaining parish schools. In preparation for the 2017-2020 Strategic Plan, the Office of the Superintendent~Catholic School Support Services updated the Mission and Vision of Catholic Education within the Diocese of

MISSION

The Mission of Catholic Education within the Diocese of Brooklyn and Queens is to form children in the knowledge and love of Jesus Christ as celebrated in the Catholic Church, while providing a comprehensive academic education that will help them reach their full human potential and contribute to the common good of our nation and the world.

VISION

The apostolic work of Catholic education for school-aged children has existed and been strongly supported within the Diocese of Brooklyn and Queens for more than one-hundred and fifty years. The ministry of providing strong formation in the Catholic faith to the children of immigrants and their succeeding generations continues to this present day.

The Preserving the Vision Strategic Plan for Catholic Education *within the Diocese of Brooklyn and Queens* has provided, and will continue to do so, the blueprint for ensuring the quality and success for comprehensive religious and academic education for the children of all parents who choose it for them.

From its inception, the primary focus of Preserving the Vision has been to provide affordable, accessible and available education while strengthening the long-term viability and sustainability of academies and parish schools within the Diocese of Brooklyn and Queens and ensuring their religious and academic foundations for the students. This Mission will continue as will the guidance provided by the Essential Elements, Goals and Strategies found in Preserving the Vision 2017-2020 as inspired by strong and dedicated Diocesan and local leadership.

The challenges continue! The successful initiatives must continue to be encouraged; those goals not yet attained must be approached in more creative ways. The dedicated Catholic educators of the Diocese of Brooklyn and Queens, in continued partnership with pastors, Boards of Directors and parents, will continue to work diligently to provide quality Catholic education for the students entrusted to their care. We approach the future with optimism as we look forward to the implementation of the third *Preserving the Vision Strategic Plan*.

AD MULTOS ANNOS!





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