

PRESERVING THE VISION

STRATEGIC PLAN
2017–2020



CATHOLIC EDUCATION WITHIN THE DIOCESE OF BROOKLYN

DIOCESE OF BROOKLYN AND QUEENS

PRESERVING THE VISION

Essential Elements for Viable and Vibrant Catholic Academies,
Parish Schools and Catholic High Schools

STRATEGIC PLAN
2017–2020

MISSION STATEMENT

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

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Office of the Bishop

Diocese of Brooklyn

310 Prospect Park West
Brooklyn, New York 11215

December 2017

Dear brothers and sisters in Christ,

As mentioned in previous letters, when the Diocese of Brooklyn implemented the first *Preserving the Vision Strategic Plan* in September of 2008, the stated long-term goal for the Catholic Schools and Academies in Brooklyn and Queens was 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." Nine years later, we continue our commitment to the mission in this update of the *Strategic Plan*.

This 2017-2020 version of the *Strategic Plan* is the result of diligent efforts of Meitler Associates, the Office of the Superintendent-Catholic School Support Services and the *Preserving the Vision Education Commission*. The process to develop this *Strategic Plan* was enhanced by broad consultation with our priests, administrators of the Academies and parish schools and the directors of the Academy boards. While maintaining our strong commitment to the future of our Catholic Academies, the *Strategic Plan* reflects the contemporary challenges which we face in ensuring that future. The constantly changing ethnic demographic of our Diocese in Brooklyn and Queens, the economic diversity of our parishioners, the on-going challenge of educational and administrative technology are all addressed in this *Strategic Plan* with strategies to meet those challenges.

The majority of the parish elementary schools within the Diocese in Brooklyn and Queens have transitioned to the academy model governed by dedicated Members (Pastors of the Aligned Parishes) and the Directors of the Academies. We continue to identify and encourage qualified persons to become Academy Directors, as we provide the support services which will ensure their success. We recognize the financial challenges which face each one of our Academies and seek new and creative resources to meet these challenges.

As always, I am very grateful for the leadership provided by Auxiliary Bishop James Massa, Moderator of the Curia and Vicar for Evangelization and Higher Education, and Dr. Thomas Chadzutko, Superintendent for Catholic School Support Services. Their commitment to Catholic education and to the success of *Preserving the Vision* have been guiding forces in this endeavor. With God's help, the Diocese of Brooklyn will continue to make Catholic education available to all families in Brooklyn and Queens who wish their children to attend a Catholic School or Academy in Brooklyn and Queens.

With every best wish, I am

Sincerely in Christ,

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



OFFICE OF THE MODERATOR OF THE CURIA
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December 2017

Dear Partners in Catholic Education,

A new chapter in the history of Catholic Education within the Diocese of Brooklyn now begins as we implement *Preserving the Vision Strategic Plan 2017-2020*. The living witness of the success of the previous strategic plan exists in the seventy-five Catholic academies which now provide Catholic elementary school education to children. This success is due to the diligence and dedication of so many people. Our pastors continue to bring the teachings of Jesus Christ to the academy communities. The staff of the Office of the Superintendent~Catholic School Support Services, under the leadership of Dr. Thomas Chadzutko and Br. Ralph Darmento, has brought us, step by step, to the strong position in which we find ourselves today. The dedicated religious and laity who form our Boards of Directors have brought knowledge and wisdom to the day-to-day challenge of governing the Academies. Our committed principals and teachers guarantee the quality of the religious and academic education provided to our students.

This *Strategic Plan* is the result of a year of planning and broad based consultation. All the stakeholders in Catholic education within the Diocese of Brooklyn have had the opportunity to review the various drafts of this *Strategic Plan*, comment on their content and make suggestions for inclusion. The insights of many are enabling us to meet the educational, financial and demographic challenges of future years.

We look forward to meeting these challenges, and others which are sure to arise, to ensure the formation of our students in the Catholic faith and to enable them to reach their full potential.

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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December 2017

Dear Colleagues in Catholic Education,

This *Preserving the Vision Strategic Plan 2017-2020* comes to you with a strong and solid history. The Diocese of Brooklyn now continues its mission of strong commitment to Catholic elementary and secondary education within the Diocese of Brooklyn with an expanded vision for the future. With the implementation of *Preserving the Vision* in September, 2008, the Diocese of Brooklyn creatively and courageously has maintained its steadfast dedication to educational excellence in the Catholic tradition while pursuing its original vision to engage clergy and laity in the formation of Academies with a two-tier governance model with leadership authority to those Academy Members and Directors on the local level. The success of the Academy model continues to be the foundation of our future efforts to not only maintain Catholic education but over the next three years enhance Catholic education.

The transition to Academies and the maintenance of their Catholic Identity remain the two most successful initiatives of *Preserving the Vision*. We must continue to address, with all the resources available, the challenge of enrollment; this includes both bringing new students into the Academies and retaining them after they begin their education. Given the socio-economic diversity of the Diocese, finances and the need of many of our students for financial aid to poor and middle class parents continue to challenge us. The constant flow of recent immigrants to our Diocese challenges our educators to provide the best possible Catholic education to all students. Our aging school buildings and the directive to make sure they are adequate and safe for our students and staff, coupled with the need to make sure they are fully equipped with the most up-to-date technology are an additional challenge for the Diocese of Brooklyn.

All these challenges and others are the Essential Elements of this new *Strategic Plan*. The Essential Elements, and the Strategies to meet and deal with them, provide the Diocese of Brooklyn (Office of the Superintendent~Catholic School Support Services) and its staff with the Vision for the future.

I offer profound gratitude to Bishop DiMarzio for his ongoing and enthusiastic support for *Preserving the Vision*, both in the past and for the future. Bishop Massa has been a true colleague in his support of this *Strategic Plan* and for all Catholic education within

the Diocese of Brooklyn. Our Pastors and Board Directors continue to devote time and energy to the success of the Academies; our principals continue to provide the dynamic leadership which enables the Academies to function successfully. Our teachers and parents are working diligently in support of the religious and educational mission of the Academies. All these, working cooperatively and collaboratively with the staff of the Office of the Superintendent~Catholic School Support Services, are responsible for the successes we have achieved and will achieve in the future.

Sincerely,

Thomas Chadzutko

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

INTRODUCTION

In developing a comprehensive, overarching long-term plan for Catholic education within the Diocese of Brooklyn and Queens, a number of distinct and focused plans have been created that look to an enhanced and vibrant future. These initiatives include a plan for the expansion of early childhood and pre-school programs in specific geographic areas, a comprehensive plan for Catholic high school education, a plan focusing on programs for students with special learning needs and a plan moving the academies and parish schools to new levels of excellence. Each of these essential educational areas has been integrated as part of the greater plan of Preserving the Vision for Catholic education at all levels – early childhood and pre-school, elementary and secondary. This is a continuum of excellence to better serve the children that come to us as they live and learn in order to reach their God-given potential.



CATHOLIC IDENTITY

As emphasized in the *Preserving the Vision Strategic Plans* of 2011-2014 and 2014-2017, the Catholic identity of the academies and parish schools within the Diocese of Brooklyn and Queens is the primary reason for their existence. We repeat the statements from those reports: “Catholic education forms each child intellectually, morally, spiritually and physically in a way that reflects the life and teachings of Jesus” and “The Catholic school forms part of the saving mission of the Church, especially for education in the faith.” The goals and strategies of the two previous plans were precise and relevant to the work of the Church as evidenced in the programs which take place daily in each academy and parish school.

This work continues with the Essential Elements and Strategies of the *Preserving the Vision Strategic Plan 2017-2020*. The emphasis on Evangelization continues as we educate an increasingly diverse ethnic, cultural and socio-economic community in the academies and remaining parish schools within the Diocese while remaining true to our Catholic faith and identity. We continue to include the entire Catholic community in the mission of education within the Diocese of Brooklyn and Queens; pastors, Boards of Directors, principals, teachers and parents are all included in the collegiality and outreach needed to fulfill our mission.

Essential Element 1.

Ensure the hallmarks of the academies and parish schools are:

- Rooted in the evangelizing, Christ-centered, educational mission of the Church.
- Living witnesses of the Catholic faith and its values.
- Teaching catechesis effectively in every classroom.

- Cherishing and drawing from the gifts, strengths and contributions which all cultures and faith traditions bring.
- Valued as an essential mission of the Diocese of Brooklyn and Queens and its aligned parishes.

Strategies:

- A. The Office of the Superintendent~Catholic School Support Services, with the support of the host and aligned pastors and Secretariat for Evangelization and Catechesis, will provide definition, direction and support for the academies and parish schools regarding their role in the evangelizing mission of the Church.
- B. Each academy and parish school will integrate the dimensions of Catholic identity (mission, faith formation, religious instruction, worship and prayer, service, moral formation) into all aspects of the life and culture within the academies and parish schools.
- C. Each academy and parish school will implement a religion curriculum which is a priority in the academic program as a major subject with equal instructional time as all major subjects. The curriculum will both guarantee a systematic transmission of the faith and will be enriched with the traditions of different cultures.
- D. Principals and teachers will be expected to be active in their Catholic faith, living and teaching by the values and tenets of the faith, and with the staff and academy Boards of Directors, deepen their faith commitment daily.
- E. The collegial role of the academies, parishes (religious education programs and other parish ministries), parish schools and diocesan offices in the faith formation of students and adults will be renewed and affirmed on a regular basis.



- F. All academy and parish school teachers will meet appropriate catechetical preparation and certification (i.e., “Living and Leading By Faith”) regardless of classes or courses they teach. The Office of the Superintendent~Catholic School Support Services, in collaboration with the Secretariat for Evangelization and Catechesis, will clarify and monitor the process and procedures related to this preparation and certification.
- G. Canonical alignment, the statement of and norms for parish affiliation, will focus on the centrality of the relationship between the academies or parish schools and the parishes.
- H. Appropriate assessment and monitoring processes, including but not limited to, the Catholic School Accreditation Association, which includes the Catholic Identity Self-Assessment, the Pastoral Assistance Plan and the Diocesan Religion Assessment, will be implemented by the academies and parish schools to ensure an ongoing focus on strong Catholic identity.
- I. Host and aligned pastors will partner closely with the academies and parish schools to encourage and foster a personal faith journey and relationship with Jesus Christ and active support for parish/church life among all families, faculty and staff.
- J. Opportunities for adult faith formation will be promoted and expanded with parents and guardians to empower and support them as primary educators of their children in their faith.
- K. Each academy and parish school will implement the diocesan Religion curriculum and meet the required standards present in the “Catechism of the Catholic Church” and the diocesan “The Seed is the Word of God.”
- L. Each academy and parish school will follow the norms of the Diocese of Brooklyn and Queens, “Celebration of First Sacraments for Children and Youth.”
- M. Students of other faiths will be required to participate in religious instruction and religious activities; these expectations will be communicated clearly to parents prior to enrollment.
- N. Host and aligned parish pastors will be actively engaged with their academies and parish schools through the utilization of the Pastoral Assistance Plan to highlight opportunities.
- O. The Office of the Superintendent~Catholic School Support Services will secure opportunities for training and in-service on cultural awareness, practices and personal/educational approaches for boards, principals, academy and parish school faculty, staff and volunteers.

Essential Element 2.

Embody within the Catholic high schools a culture and a community that fosters a deep and personal faith in relationship with Jesus Christ, and promotes living a life according to Catholic Gospel values while welcoming students of other faiths.

Strategies:

- A. Each high school, to ensure that Jesus Christ is known and loved by its students, will implement the United States Conference of Catholic Bishops (USCCB) guidelines for Catholic schools to teach the Word of God, worship prayerfully, serve selflessly and build a community of faith.
- B. Each high school sponsored by a specific Religious Order will maintain its specific charism, identity and vision of the founder while also identifying itself with mission and ministries of the Diocese of Brooklyn and Queens.
- C. Each high school should maintain a comprehensive Campus Ministry Program which includes (when/where feasible):
- Presenting sacramental opportunities (see Essential Element 4)
 - Providing retreat experiences for each grade level



- Promoting an environment enriched by prayer
 - Partnering with the school's Religion Department
 - Participating in activities sponsored by the Diocesan Youth Ministry Program.
- D. Teachers in all disciplines should be encouraged to participate in the professional development opportunities provided by the Diocese of Brooklyn and Queens' Secretariat for Evangelization and Catechesis (www.bqonlineformation.org).
- E. Each high school will provide a comprehensive Religion curriculum in accordance with United States Conference of Catholic Bishops' guidelines.
- F. Each high school is encouraged to provide opportunities for appropriate parental involvement in the faith formation of its students. These opportunities could include invitations to sacramental celebrations at the school, special family liturgies and instructional events, such as seasonal presentations during Lent or Advent.
- G. Each high school should provide an orientation to Catholic culture and traditions for non-Catholic students in order to make them more comfortable in understanding and participating in religious activities. Similarly, Religion teachers will be encouraged to take advantage of the presence of non-Catholics in their classes in order to familiarize Catholic students with differences among religions and prepare them for a diverse post-secondary world.

Essential Element 3.

Value Catholic high school education as an important mission and ministry of the Diocese of Brooklyn and Queens.

Strategies:

- A. Best practices for establishing, maintaining and strengthening connections between the high schools and area parishes will be identified by each high school. These connections include timely and meaningful communication, sharing of resources and invitations to social, liturgical and cultural events.
- B. Information on the effect of Catholic school education on vocations, adult religious practices, parish participation and parish financial contributions will be gathered and reviewed by each high school. This information will be utilized in developing talking points and stories which will be used to educate priests and parishioners about the importance and value of Catholic high schools.
- C. Clergy from parishes in proximity to a Catholic high school should be invited to contribute to that high school's sacramental and prayer life by concelebrating at all-school Masses and participating in Reconciliation and all-school prayer services.
- D. High schools should encourage parents to avail themselves of opportunities to participate in the religious formation of their children and to be participating members of their parish or faith community. Schools will work with parishes to facilitate this and other opportunities for evangelization.

- E. The Bishop and the Vicar for Evangelization and Higher Education and Moderator of the Curia will regularly promote the importance of Pre-Kindergarten to Grade Twelve Catholic education for the Church in general and in particular, the Diocese of Brooklyn and Queens.
- F. Meetings of high school leaders with pastors and directors of parish youth ministry programs would build understanding and support for high school-age Catholic education.

Essential Element 4.

Provide liturgical, prayerful and sacramental experiences for all students in Catholic high schools, leading to a lifelong commitment to the Church.

Strategies:

- A. Multiple opportunities for sacramental experiences should be provided throughout the school year at every high school:
- All-school Masses celebrating Holy Days and significant school events
 - Daily or weekly Masses before the start of the school day
 - Reconciliation opportunities during Advent and Lent
 - Preparation for the Sacrament of Confirmation
- B. Students should be encouraged to participate in their parish faith community. Fundamental expectations will be to attend Mass on Sunday, with additional encouragement for students to become involved in parish activities and ministries.

Essential Element 5.

Maintain a Christian service learning program in each Catholic high school.

Strategies:

- A. Meaningful service opportunities for students should be provided in an age-appropriate, developmental structure. Consider increasing activities in intensity and with a broadening global focus until senior year, when seniors will be expected to more fully engage in experiences outside their normal environment.
- B. Written reflection on service activities should be included as a component of the service program and the Religion and/or English curriculum.
- Identify the skills desired for the reflection component of the service program.
 - Scope and sequence the skills needed for quality written and oral theological reflection and insert into the respective curricula.
 - Include reflection as a fundamental component of high school service experiences.
- C. Catholic social teaching should be taught in an age-appropriate manner across the curriculum and emphasized as foundational to the service learning program.

ACADEMIC EXCELLENCE

This section of the two previous *Preserving the Vision Strategic Plans* opened with the following statement:

The expectation that all students will be challenged to reach their greatest potential is the hallmark of all Catholic schools.

The Essential Elements and Strategies of this 2017-2020 *Preserving the Vision Strategic Plan* acknowledge the responsibility of academies and parish schools to address the academic and intellectual needs of all their students. A strong academic curriculum, based on New York State Learning Standards, is in place. A multitude of professional development workshops are offered annually to keep teachers updated and to enhance the teaching/learning process within each classroom. The staff of the Office of the Superintendent~Catholic School Support Services diligently researches new and updated resources to

assist principals in supervising a comprehensive education in each academy and parish school.

The use and variety of technology has grown dramatically since the first *Preserving the Vision Strategic Plan* was promulgated. Educational software is being replaced by online opportunities; various computer applications provide content and variety for the classrooms; academies and parish schools are challenged to update their infrastructure to accommodate the increasing number of computers and other devices now available to students. Desktop computers are being replaced by laptops and the use of handheld devices is a common practice.

Education in the sciences has taken on new importance in educational programs throughout the United States. Programs in Science, Technology, Engineering and Math (STEM) have been enhanced to update both content and pedagogy in classrooms. The Diocese of Brooklyn and Queens has responded by installing STEM Labs in regional centers throughout the Diocese for the use of neighboring academies and parish schools. The following Essential Elements and Strategies focus on providing the best possible contemporary academic education for all of our students.

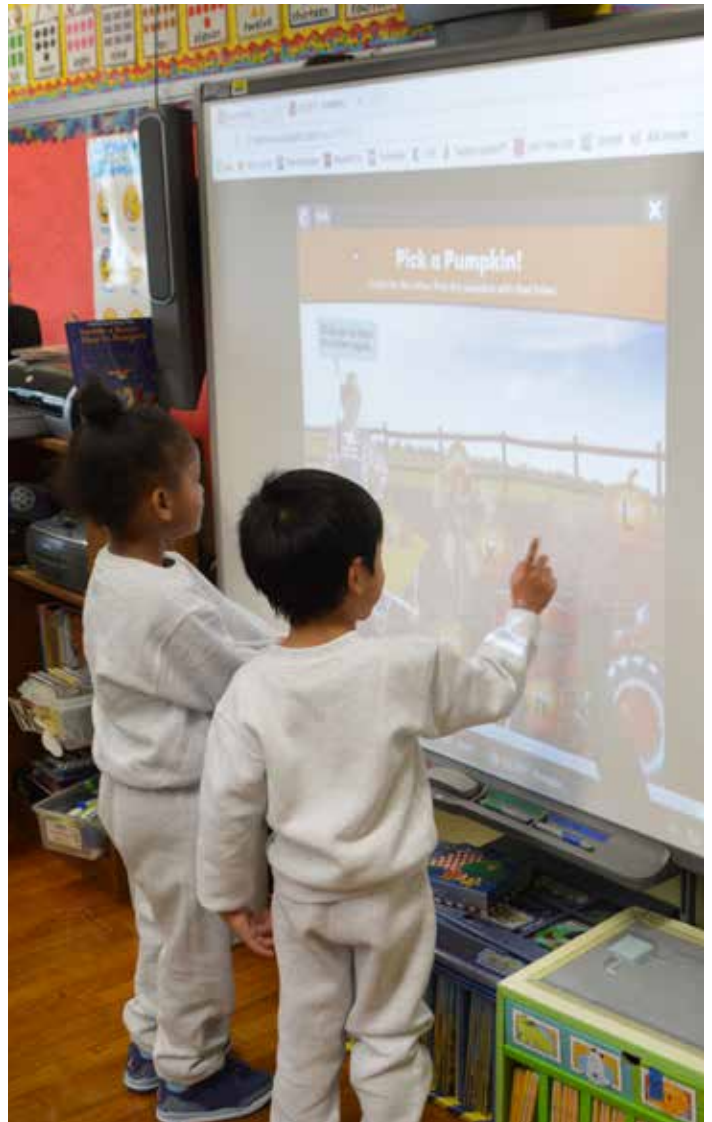


Essential Element 1.

Ensure excellence that nurtures the intellectual, social, emotional and developmental needs of students, within the context of faith formation, in order to reach their full potential.

Strategies:

- A. Each academy and parish school will meet or exceed New York State Learning Standards.
- B. Each academy and parish school will provide a rigorous curriculum that is standards-based, challenging, compatible with diverse student needs and abilities, and focused on content and skills for the future.
- C. Each academy and parish school will engage in an ongoing process of evaluation and the attainment of accreditation using common learning standards, and supervision and evaluation processes.
- D. Academy and parish school administrators will establish, and faculty members embrace, a culture of professional development that impacts teaching and learning in each classroom.
- E. Each academy and parish school on an annual basis will identify at least two goals related to improving student achievement and strengthening the academic program; an annual staff development plan will be prepared which supports the recommendations of the Office of the Superintendent~Catholic School Support Services as noted in the academic review letter.
- F. Each academy and parish school, supported by the Office of the Superintendent~Catholic School Support Services, will enhance their professional development programs focusing on:
 - methodologies of effective teaching and learning outcomes
 - appropriate use of technology
 - student mastery of content material
 - assessment strategies using multiple measures of student progress
 - implementation of instructional best practices.
- G. Appropriate accommodations in teaching methodologies and assessments will be provided for students with special learning needs as well as for high-performance students who need to be challenged.
 - a. The Office of the Superintendent~Catholic School Support Services will identify and engage an “expert of experts” to lead a diocesan-wide special learning needs program to assist principals and special needs/resource faculty.
 - b. The Office of the Superintendent~Catholic School Support Services will establish partnerships with local colleges and universities as “experts of experts” to provide direction, expertise, educational programs and workshops for special learning needs.
 - c. All academies and parish schools will provide special learning needs enrollment and program data to the Office of the Superintendent~Catholic School Support Services for analysis, planning and implementation of professional development, resource allocation and personnel training.
 - d. Academies and parish schools, if unable to establish a special learning needs program, will plan as a cluster or region to provide direction and secure necessary resources and services for students.
 - e. The Office of the Superintendent~Catholic School Support Services will adopt diocesan-wide standards, benchmarks and protocols for the admissions, testing and evaluation, identification of need, and acquisition of services for special learning needs students at each academy and parish school.
 - f. Classroom accommodations and modifications for special learning needs students will be based on diocesan standardized testing and evaluative tools to ensure measurable, quantified evidence of need on the part of a student.
 - g. The Office of the Superintendent~Catholic School Support Services will insist upon and provide sustained professional development for all teachers within the Diocese regarding the education and success of special learning needs students in the classroom.
 - h. Principals will ensure the inclusion of special learning needs students in regular classroom instruction without traditional pull-out or separate programs.





- i. The Office of the Superintendent~Catholic School Support Services will assess how special learning needs government-funded services and monies are being used successfully with students and in a cost-effective manner.
- j. The academies and parish schools or clusters of academies and parish schools will contract with literacy and math specialists to ensure early identification and intervention with young children who may require services for special learning needs.
- k. The Office of the Superintendent~Catholic School Support Services will collaborate with the Secretariat for Evangelization and Catechesis and the Diocesan Religious Education Special Needs Commission to share professional development and training opportunities, resources and support.
- l. The Office of the Superintendent~Catholic School Support Services, in collaboration with the Secretariat for Evangelization and Catechesis, will create or develop a relationship with a foundation to financially support special learning needs programs and training for the academy and parish religious education teachers.
- H. Each academy and parish school will continue the use of the TerraNova and New York State testing programs in conjunction with a variety of assessment processes to evaluate student progress on learning outcomes and make appropriate instructional adjustments as needed.
- I. Each academy and parish school will regularly provide parents with detailed information on student progress.
- J. Each academy and parish school will employ the diocesan teacher performance evaluation process based on diocesan guidelines and standards.
- K. Teachers will plan and implement interactive teaching/learning strategies that take into account diverse learning styles and a variety of methodologies to address higher order thinking skills.
- L. Each academy and parish school, in collaboration with the Office of the Superintendent~Catholic School Support Services, will develop and implement standards of excellence for strong enrichment and extra-curricular programs to complement the holistic development of each student.
- M. Each academy and parish school should explore, identify and implement an area of distinction or innovation (e.g., STEM, STEAM, STREAM, the arts, humanities, languages, music, etc.) in their educational program that distinguishes them from other school options, demonstrates superior benefits for students and serves to attract enrollment.
- N. Counseling services will be made available (e.g., on staff, shared among academies and parish schools, contracted service, local community support) for student or family issues.
- O. The Office of the Superintendent~Catholic School Support Services will identify, support, monitor and evaluate the effectiveness of appropriate resources that support academic excellence for the academies and parish schools.

Essential Element 2.

Plan, implement and maintain evolving technology and supporting infrastructure to complement curriculum, instruction, assessment and communication at all levels.

Strategies:

- A. A diocesan-wide technology committee will be established to study and advise academies and parish schools in the research, application and use of technology in teaching and administration/operations; as well as develop a vision on why and how technology will enhance operations, teaching and learning.
- B. Each academy and parish school will develop and implement a technology plan that provides:
 - A vision and rationale on why and how technology will be used to support, complement and enhance student learning
 - Adoption and implementation of International Society for Technology in Education (ISTE) standards
 - Statements of compliance with diocesan policies and practices regarding the appropriate use of technology to ensure the personal safety, privacy and dignity of all
 - Integration of technology into all curricular areas
 - A focus on digital citizenship with faculty, staff, students and parents
 - Decisions on hardware and software in consultation with the Diocesan Technology Committee and the Office of the Superintendent~Catholic School Support Services information technology staff
 - Timeline and budget for technology maintenance, replacement and upgrading
 - Training and education on the appropriate and effective use of technology in the classroom for integration into instruction and assessment
 - Each academy and parish school will be prepared to administer New York State assessments online by the date prescribed by the New York State Education Department
- C. Infrastructure necessary to support evolving technology for the academies and parish schools will be assessed to ensure effective use of available funding (e.g., academy investment, e-rate, diocesan support).
- D. Required diocesan student information/management systems will be accessible and integrated into the daily operations of the academies and parish schools to ensure that appropriate and correct data is maintained in line with the policies and procedures found in the Administrative Manual.
- E. Each academy and parish school will identify, demonstrate and share best practices in the innovative use of technology in teaching and learning.
- F. Each academy and parish school will strive to transition from use of computer labs to the more contemporary environment of media resource centers and mobile technology.
- G. Each academy and parish school, supported by the Office of the Superintendent~Catholic School Support Services, will explore virtual courses or programs to expand learning opportunities for students.

Essential Element 3.

Foster the collaboration of leadership among the academies, parish schools, Catholic high schools, the Diocese and institutions of higher education to ensure quality education in the Pre-Kindergarten to Grade 16 continuum of learning.

Strategies:

- A. The Office of the Superintendent~Catholic School Support Services will provide leadership and advocacy to strengthen and expand relationships between and among the academies, parish schools, Catholic high schools and Catholic, public and private universities and colleges.



- B. Each academy and parish school, with the Catholic high schools, will seek ways to collaborate in articulating strategies and processes to align curriculum with a college-preparatory/career focus.
- C. The Office of the Superintendent~Catholic School Support Services will lead a regional planning process to identify, develop and continue innovative programs that fit the mission and goals of the academies, parish schools and high schools (e.g., language immersion, dual language, blended learning, virtual classrooms, arts education, STEM, co-curricular activities, advanced coursework, etc.).
- E. Multiple forms of assessments should be utilized to analyze and measure student achievement and improve the instructional program. Student progress toward learning outcomes will be a factor in the ongoing supervision and evaluation of administrators and teachers.
- F. The Office of the Superintendent~Catholic School Support Services will provide assistance to the high schools regarding data use and management and the use of assessment data such as New York State Regents and other assessments used by the high schools to determine school-wide academic trends and interventions.

Essential Element 4.

Provide for high quality, innovative educational programs at each Catholic high school.

Strategies:

- A. Strategies, such as curriculum mapping and articulation, should be developed and maintained to assure academic alignment within the school's curriculum and to foster development of student academic skills necessary for upper level courses.
- B. The professional development program should be thematic in nature, allowing for participants to deepen their knowledge of a topic and focus on topics relevant to a quality classroom such as current brain research, classroom methodologies and technology innovations.
- C. Partnerships should continue to be developed with local Catholic colleges and universities. These partnerships will seek to:
 - Promote teaching in Catholic high schools and aggressively recruit potential teachers from these colleges and universities.
 - Provide opportunities for School of Education students to participate in the teaching experience (observations, internships and student teaching) in Catholic high schools.
 - Provide professional development and access to advanced degrees for Catholic high school teachers.
 - Create and research ways to enhance secondary curriculum development.
- D. Each high school should review its overall curriculum to ensure alignment with appropriate Catholic and state standards and to ensure a 21st Century global approach. Model schools and programs throughout the United States could be researched and visited to provide guidance and direction. High schools within the Diocese of Brooklyn and Queens should find opportunities to collaborate with other Catholic high schools within the Diocese to further this approach.
- G. Opportunities should be provided for academically talented students, such as Advanced Placement courses, the International Baccalaureate curriculum, online access for advanced courses, blended learning and dual credit opportunities, etc. Consider possibilities for collaborative academic programs developed by the high schools.
- H. Academic interventions should be developed to ensure that students who struggle academically are successful. For example:
 - Support and direction for teachers to utilize differentiated instruction in classrooms.
 - A formal resource program.
 - Tutoring programs and/or after school support programs.
 - Support through Guidance and Counseling for motivational issues, Individualized Education Programs (IEP) accommodations, study skills, etc.
 - Information and opinions from students and alumni (via surveys, focus groups, etc.) could be solicited to determine the effectiveness of teaching and the curriculum.

Essential Element 5.

Integrate effective technology throughout the curriculum at each Catholic high school.

Strategies:

- A. A written, comprehensive technology plan should be maintained, continually updated and include appropriate funding for current hardware, software and training.
- B. Appropriate professional development should be provided for teachers to implement new hardware and software applications.
- C. Online opportunities could be provided for current high school students desiring specialized courses.

GOVERNANCE

Since all but eight parish schools have been transitioned to the academy model with a two-tiered governance structure, the Diocese of Brooklyn and Queens now will concentrate on providing support for the Boards of Directors in the effective leadership of each academy. A process is in place to recruit strong lay leaders to sit on the Boards. Orientation sessions are provided to explain the duties and responsibilities for those approved by the Bishop to be Directors. A member of the Office of the Superintendent~Catholic School Support Services' staff has direct responsibility for these sessions as well as providing workshops for experienced Directors.

For eight years, the original *Preserving the Vision Advisory Committee* provided guidance to diocesan officials in the implementation of the *Preserving the Vision Strategic Plans*. Because of the success and diligent efforts of the Advisory Committee, Bishop DiMarzio formed its successor, the *Preserving the Vision Education Commission*, in 2016. The Commission continues the work of the Advisory Committee but with additional decision making authority.

Essential Element 1.

Build strong academy Boards of Directors and parish school Advisory Board leadership through effective development, recruitment, selection, formation, support and accountability.

Strategies:

- A. The Boards of Members, with the academy Boards of Directors, will uphold and implement the bylaws of the academy corporation and the "Academy Governance Manual" policies and procedures with particular emphasis on the nomination, seating and training of potential directors.
- B. Academy Boards of Directors will sign and implement the "Participation Agreement" as required by the Boards of Members.
- C. The Office of the Superintendent~Catholic School Support Services will create and employ an orientation program for pastors new to a Board of Members as well as ongoing in-service for all sitting members.
- D. The Office of the Superintendent~Catholic School Support Services will create and employ an orientation program for pastors new to a parish school as well as ongoing in-service for all parish school advisory board members.
- E. Academy Boards of Directors will establish and effectively engage working committees (nomination, finance, marketing, development, school life, facilities) to provide support and resources for board initiatives and to identify, cultivate and recruit potential members to serve on the board itself.
- F. On an annual basis, the Office of the Superintendent~Catholic School Support Services will create a formal and ongoing orientation and formation program for new and sitting directors and will continue to provide updated resources and materials through the diocesan website portal for Academy Directors.
- G. Directors, as part of their formation and orientation, will visit their academy while it is in session.



- H. Employed annually, the diocesan assessment process for academy and parish school board members and self-evaluation for academy Boards of Directors and parish school advisory board members will continue to be based on an established rubric.
- I. The role and responsibilities of the Board of Directors' mentors will be reviewed on a regular basis.
- J. Each academy Board of Directors will conduct an annual State of the Academy meeting for parents and other stakeholders to share information on test results, enrollment, finances and marketing. Each parish school will conduct a similar annual meeting to share information on test results, enrollment, finances and marketing.
- K. The Office of the Superintendent~Catholic School Support Services will work with the Boards of Directors to ensure the Boards are effectively managing their academies.
- L. The Office of the Superintendent~Catholic School Support Services will lead the redesign of the nomination, orientation and training procedures for the Boards of Directors.

Essential Element 2.

Ensure the implementation of the *Preserving the Vision Strategic Plan* through the *Preserving the Vision Education Commission* leadership which provides counsel in the areas of strategic planning, marketing, institutional advancement, communication and financial planning.

Strategies:

- A. The mandate of the *Preserving the Vision Education Commission* is to provide counsel and monitor the implementation of the *Preserving the Vision Strategic Plan* with the Office of the Superintendent~Catholic School Support Services.
- B. Following a suitable evaluation, the *Preserving the Vision Education Commission* will be re-envisioned and renewed to better provide advice and counsel to the Office of the Superintendent~Catholic School Support Services in the areas of strategic planning, marketing, institutional advancement, communication and financial planning.
- C. Members of the Education Commission, appointed by the Bishop of the Diocese of Brooklyn and Queens, will continue to be selected for their expertise and influence.

Essential Element 3.

Ensure the recognition of the Bishop's reserved powers as described in Canon Law at each Catholic high school.

Strategies:

- A. Canon Law requires the Ordinary of each Diocese to approve a school as Catholic (Canon 803), oversee religious instruction (Canon 804) and to ensure academic quality (Canon 806).

- B. To support the mission and Catholic identity of each Catholic high school, an annual meeting will be held with representatives of the school's administration and Board of Directors/Trustees with representatives of the Diocesan Office of the Superintendent~Catholic School Support Services, the Diocesan Finance Office and the Moderator of the Curia. Topics to be discussed include the school's Catholic identity, enrollment trends and financial viability.

Essential Element 4.

Recruit and retain highly qualified Catholic school administrators at each Catholic high school in accordance with governance and sponsorship guidelines and with the support of the Office of the Superintendent~Catholic School Support Services.

Strategies:

- A. Principals will be aware of their role in identifying and encouraging the next generation of Catholic high school leaders. They should identify and invite current teachers with demonstrated leadership potential to consider participation in the leadership of the school.
- B. The Office of the Superintendent~Catholic School Support Services will inform each high school of professional development opportunities for high school administrators.
- C. The Office of the Superintendent~Catholic School Support Services has initiated and will continue to strengthen partnerships with Catholic institutions of higher education (e.g., Fordham University, St. John's University, St. Francis College, St. Joseph College, Manhattan College and Molloy College) to collaborate in assisting potential principal candidates in securing the academic credentials and attitudes required to be a Catholic school administrator.

Essential Element 5.

Maintain a highly qualified Board of Directors/Trustees at each Catholic high school.

Strategies:

- A. Each Catholic high school will maintain a current set of by-laws for its Board of Directors/Trustees.
- B. Each Board of Directors/Trustees is encouraged to invite a representative of the Diocese to be a member of the Board.
- C. Each Catholic high school Board of Directors/Trustees should operate with an active and comprehensive committee structure. Examples of committees include: Executive, Finance/Audit, Advancement, Mission Effectiveness, Facilities and Membership.

LEADERSHIP

The Diocese of Brooklyn and Queens continues to recruit qualified principals for its academies and parish schools. All principals within the Diocese are practicing Catholics who either have or are in the process of acquiring New York State certification as school administrators. The Office of the Superintendent~Catholic School Support Services provides comprehensive professional development for all principals. Orientation for new principals is provided each year through the Saint Frances Cabrini program.

As this 2017-2020 *Preserving the Vision Strategic Plan* begins, the Office of the Superintendent~Catholic School Support Services has been reorganized to reflect the expanding

needs of the Diocese. Three District Superintendents will assume responsibility for the supervision and evaluation of academies and parish schools. This will enable other staff members to expand their outreach in the areas of religious education, curriculum, testing, marketing and technology and provide workshops for principals and teachers in these areas.

Essential Element 1.

Provide the oversight and service needed to effectively implement the *Preserving the Vision Strategic Plan* by means of adequate staffing and counsel of the Office of the Superintendent~Catholic School Support Services.

Strategies:

- A. Adequate staffing and organization of the Office of the Superintendent~Catholic School Support Services is a priority for the Diocese of Brooklyn and Queens.
- B. Consultants will be utilized, as needed, to support the ongoing efforts of the Office of the Superintendent~Catholic School Support Services.



Essential Element 2.

Comply with and adhere to the policies and procedures of the diocesan “Administrative Manual.”

Strategies:

- A. Boards of Directors, parish school advisory boards and principals are responsible for and will ensure appropriate implementation of and adherence to all diocesan and academy policies and procedures.
- B. Boards of Members will provide oversight of diocesan and academy policies to ensure that Boards of Directors and principals comply with the “Administrative Manual.” The Office of the Superintendent~Catholic School Support Services will provide oversight of diocesan and parish school policies to ensure pastors and principals comply with the “Administrative Manual.”

Essential Element 3.

Build strong Catholic leadership by means of effective cultivation, recruitment, selection, formation, support and accountability of academy and parish school principals.

Strategies:

- A. The Office of the Superintendent~Catholic School Support Services will recruit, screen and approve principal candidates and provide avenues of professional development for them.
- B. Academy Boards of Directors will hire and nurture potential academy leaders with the approval of the Boards of Members and the Office of the Superintendent~Catholic School Support Services. Parish schools will hire and nurture potential school leaders with the approval of the pastor and the Office of the Superintendent~Catholic School Support Services.
- C. The Office of the Superintendent~Catholic School Support Services, through the Advancing Excellence by Design process, will continue to provide recommendations and support to the principals in their effectiveness as instructional leaders.
- D. Partnerships among the Catholic colleges and universities and other professional agencies with the Office of the Superintendent~Catholic School Support Services will continue to provide educational leadership formation and opportunities to prepare potential Catholic school administrators.
- E. The academy Boards of Directors, in collaboration with the Office of the Superintendent~Catholic School Support Services, will create a succession plan to ensure continuity of administrative leadership.
- F. The Office of the Superintendent~Catholic School Support Services will review and revise, as needed, the principal recruitment and selection processes.
- G. As instructional leaders, the academy and parish school principals will recruit qualified and credentialed teachers and will

provide professional development for them through the resources of the Office of the Superintendent~Catholic School Support Services.

- H. Annual principal evaluations will be conducted by the Office of the Superintendent~Catholic School Support Services according to a predetermined schedule.
- I. Mentoring and peer coaching for new principals will be provided through the Office of the Superintendent~Catholic School Support Services. A principal-partner or mentor will be provided to a new principal for the first three years of her/his leadership. Principals in place will avail themselves of these opportunities as needed or required.

Essential Element 4.

Provide guidance, vision, direction and vitality through effective strategic planning.

Strategies:

- A. The Office of the Superintendent~Catholic School Support Services will provide the resources and tools necessary for each Board of Directors and parish school advisory board to develop an academic strategic plan for their academy or parish school.
- B. Each academy and parish school will create a three-year, comprehensive strategic plan, using the diocesan *Preserving the Vision* plan as its foundation and guide.
- C. On an annual basis, academy and parish school strategic plans will be reviewed and updated.





Essential Element 5.

Increase the level of communication and collaboration among the Boards of Directors.

Strategies:

- A. The Office of the Superintendent~Catholic School Support Services will convene an annual meeting of the Boards of Directors and parish school advisory boards to share relevant information, best practices of leadership, and policies/procedures essential to board leadership.

Essential Element 6.

Recognize and address the need for effective leadership in Catholic high schools.

Strategies:

- A. Personnel policies will be clearly identified in the employee handbooks and will be consistent with diocesan, religious congregation or sponsorship guidelines.
- B. Student/family handbooks will identify all rules, regulations, policies and procedures that apply to student expectations and behavior. Every family will formally acknowledge receiving a copy of the handbook.

- C. Safe environment policies will be clearly identified in both employee and student/family handbooks. The Diocese and school administration will ensure that all staff and volunteers meet and maintain the requirements of VIRTUS training and the procedures of Safe Environment, including background checks.

Essential Element 7.

Provide assistance to the Catholic high schools for implementation of the strategic plan.

Strategies:

- A. The Office of the Superintendent~Catholic School Support Services' liaison to high schools will ensure regular meetings occur for specific administrative positions in secondary schools (Presidents, Principals, Assistant Principals, Chaplains, Business Managers and Advancement Directors).
- B. The Office of the Superintendent~Catholic School Support Services will assist in the implementation of the goals of this strategic plan and communicate progress to each high school within the Diocese.
- C. The Office of the Superintendent~Catholic School Support Services' liaison for high schools will visit each high school annually to discuss that school's progress with the strategic plan.



Essential Element 8.

Ensure each high school will develop its own three-year comprehensive strategic plan.

Strategies:

- A. Prior to the creation of a strategic plan, the school should compile relevant data from the past five years related to enrollment, feeder schools, demographics, finances and facilities. The data collected should lead to the compilation of a situation analysis.
- B. Using the school's situation analysis, the school should create a comprehensive strategic plan with goals and action steps to achieve each goal, which should address key areas of school life, for example:
 - Catholic Identity
 - Academics
 - Enrollment Management
 - Staffing
 - Facilities
 - Finances
 - Advancement
 - Leadership and Governance
- C. An implementation schedule will be prepared to organize the activities of the action steps and to ensure completion of the plan's goals.

Essential Element 9.

Collaborate to help ensure the viability and sustainability of Catholic secondary education within the Diocese of Brooklyn and Queens.

Strategies:

- A. The Office of the Superintendent~Catholic School Support Services will maintain ongoing communication with leadership of the Religious Orders and Boards of Directors/Trustees of the sponsored schools that operate and administer the high schools concerning their long-term plans and commitments to the institutions.
- B. The Office of the Superintendent~Catholic School Support Services should support the Religious Orders and Boards to ensure leadership succession plans are in place.
- C. If a Catholic high school within the Diocese closes, the Office of the Superintendent~Catholic School Support Services will coordinate a dialogue among proximate Catholic high schools to explore options to ensure students have a viable option for Catholic high school education.

OPERATIONAL VITALITY

Marketing

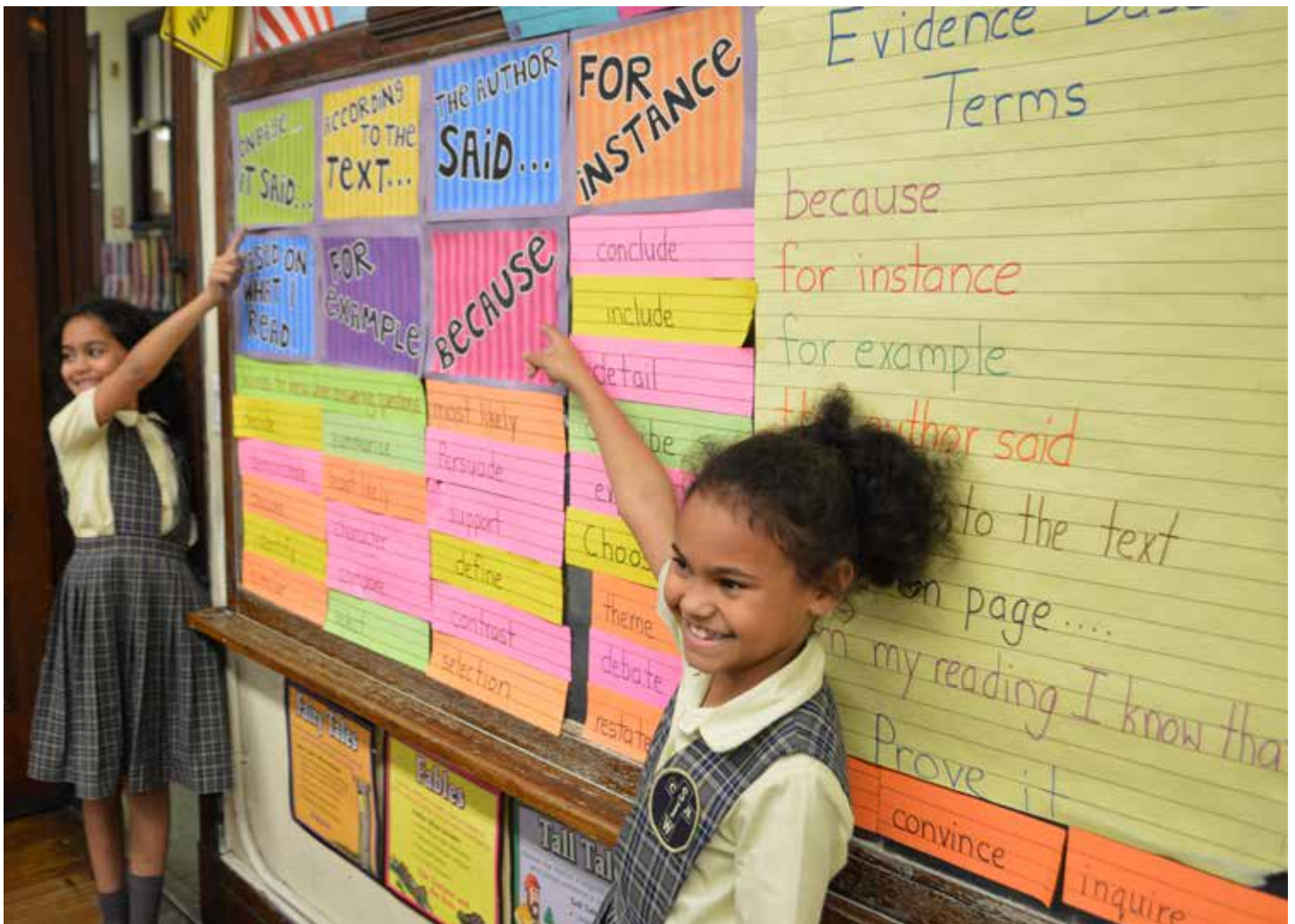
The *Preserving the Vision Strategic Plans* of 2011-2014 and 2014-2017 each opened the Marketing section with the following sentence:

It is imperative for each academy and parish school to have a complete and comprehensive plan for marketing and outreach to their surrounding communities.

The “imperative” remains as a focus of this Strategic Plan! Strong marketing outreach, both on diocesan and local levels, is necessary to inform the

public of the quality education provided by the academies and parish schools within the Diocese of Brooklyn and Queens and to increase enrollment. The Marketing Committee of the *Preserving the Vision Education Commission* provides valuable advice for marketing on the diocesan level; a staff member from the Office of the Superintendent~Catholic School Support Services has responsibility for assisting academies and parish schools with their marketing efforts.

Increased emphasis has been given to the importance for each academy and parish school Board to have a Marketing Committee which will plan and implement its marketing outreach. Support for this effort is provided by the Office of the Superintendent~Catholic School Support Services while some consideration is being given to contracting with a professional marketing firm to assist in diocesan efforts.



Essential Element 1.

Market the values and benefits of Catholic school education aggressively to convey a strong message and image, and ultimately maintain and build enrollment.

Strategies:

- A. The Office of the Superintendent~Catholic School Support Services, by means of an appropriately funded diocesan marketing campaign, will engage professional expertise to aggressively market Catholic education to convey a strong value message, emphasize academic excellence and Catholic values to position the academies and parish schools in building and sustaining enrollment.
- B. The Marketing Committee of each academy and parish school, under the direction of the Board of Directors or parish school advisory board, and in consultation with the principal, will develop and implement a comprehensive and funded marketing plan to build a strong public image and attract enrollment.
- C. The Office of the Superintendent~Catholic School Support Services, in collaboration with DeSales Media Corporation, will review and revise the diocesan Marketing Tool Box. Staff from the Office of the Superintendent~Catholic School Support Services will provide assistance and guidance to academy and parish school Marketing Committees to devise and implement multilingual marketing materials.
- D. The Office of the Superintendent~Catholic School Support Services will provide training to assist each academy and parish school with creative strategies to inform and inspire constituents about the benefits and opportunities of Catholic education within each unique academy and parish school and the value they provide for the cost.

- E. Pastors of parishes aligned to academies will be required to provide a link on the parish website to the academy's website and, in turn, each academy will provide a link on their website to aligned parishes.
- F. The Boards of Directors, parish school advisory boards, and Marketing Committees will reach out in their local communities to enhance partnerships and engage new resources.
- G. Academies and parish schools will actively engage host and aligned pastors, faculty, staff and parents in promoting Catholic school education in each parish while supplying necessary resources provided by the Office of the Superintendent~Catholic School Support Services, DeSales Media and the Catholic Foundation (e.g., promotional materials, talking points, etc.) for them to do so.
- H. Appropriate social media and technology will be used by the Office of the Superintendent~Catholic School Support Services, academies and parish schools, in collaboration with DeSales Media, to market the availability and benefits of a Catholic school education.
- I. Best marketing practices will be identified and employed to attract and successfully appeal to the diverse cultures and demographics the academies and parish schools are encountering.
- J. The Office of the Superintendent~Catholic School Support Services, with each academy and parish school, will investigate the potential of identifying, employing and sharing marketing coordinators in the deaneries to provide expertise, resources and best marketing practices.
- K. The Office of the Superintendent~Catholic School Support Services will explore and expand partnership opportunities with Catholic colleges and universities to assist with direction, resources and training in developing effective diocesan and local academy and parish school marketing plans.



Essential Element 2.

Maintain a school-specific marketing/branding plan at each Catholic high school.

Strategies:

- A. A marketing and communication plan should be developed at each high school, detailing the strategies that will be employed to promote the specific strengths and advantages of that school and the methods by which that information will be communicated to internal constituencies (parents, alumni, etc.) and to families with elementary school-aged children.
- B. The Marketing Coordinator for Academies and Schools in the Office of the Superintendent~Catholic School Support Services will provide leadership, direction and assistance to high school administrators in developing local marketing plans.
- C. Each school should ensure that its website contains not only information relevant to current families, but also content directed toward potential students and the enrollment process.
- D. Individual school marketing efforts should be coordinated with the Diocesan Marketing Team to maximize visibility and build a unified and comprehensive program.

Enrollment Management

The Diocese of Brooklyn and Queens continues to recognize the need to increase the number of students within its academies and parish schools. This challenge has been a focus of the two previous *Preserving the Vision Strategic Plans* and remains of prime importance. The educational and fiscal future of academies and parish schools depends on their ability to be fully enrolled.

The student population within the Diocese of Brooklyn and Queens represents its ethnic diversity and the transient nature of the population. The Essential Elements and Strategies in this section provide guidance to academy and parish school principals in the application process for students with special consideration to those who may not be literate in the English language. Student retention and regular communication with parents are also important aspects in maintaining adequate enrollment.

Essential Element 1.

Optimize the number of students through effective enrollment management focused on recruitment, admissions and retention initiatives that ensure a diverse student body.

Strategies:

- A. The Office of the Superintendent~Catholic School Support Services will establish and promulgate diocesan admissions standards, guidelines and an application screening process to guide academies and parish schools in their application and admissions procedures to ensure the needs of each child can be addressed.
- B. A comprehensive, year-round enrollment management plan will be developed or enhanced at each academy and parish school addressing recruitment, admissions and retention activities.
- C. On an annual basis, the academies and parish schools will initiate an opportunity to empower parents to engage in their child's education by means of a satisfaction survey.
- D. The Diocese of Brooklyn and Queens, the academies and parish schools will continue to increase accessibility to Catholic school education to families for whom cost is a significant challenge, through financial assistance, scholarships and other means of support.





- L. The Office of the Superintendent~Catholic School Support Services, in cooperation with the Secretariat for Evangelization and Catechesis, will develop strategies to evangelize unchurched Catholic children and their families and to engage them in a faith formation program, academy or parish school.

Essential Element 2.

Aggressively and effectively market Catholic high school education in collaboration with the Office of the Superintendent~Catholic School Support Services to enhance the image of Catholic high schools, build enrollment and attract essential funding.

Strategies:

- A. The Office of the Superintendent~Catholic School Support Services will support the development and implementation of a diocesan-wide comprehensive marketing plan for Catholic secondary education. Elements of the plan would include:
- Clear and consistent messaging about the advantages and benefits of Catholic school education within the Diocese of Brooklyn and Queens
 - Corporate identity with common logo and tagline to build brand recognition in the marketplace
 - A media campaign to broaden public awareness of Catholic high schools and increase student enrollment.
- B. The diocesan marketing program should have long-term funding and a consistent long-term message, since the program impact becomes evident only after two to three years of consistent communication about the value and benefits of Catholic high school education.

Essential Element 3.

Maintain a comprehensive enrollment management plan at each Catholic high school.

Strategies:

- A. An enrollment management plan should be developed that addresses all areas of enrollment: marketing, recruitment, admissions and retention.
- B. Each high school should set up a data/tracking system that captures information from first contact with a potential student or family through actual enrollment and attendance at the school. This data will be used by the high school to study long-term recruitment, admission and attendance trends.
- C. Each high school should develop and utilize satisfaction surveys on a regular basis with parents, students and alumni.
- D. Each high school should develop recruiting and retention strategies with faculty, staff, administration, coaches and its governing board to ensure all are aware of their role in the process.

- E. Effective use of the data management system, diocesan and academy information, community demographics, parish demographics and enrollment trends will be used to consistently assess potential markets and enrollment by the academies and parish schools.
- F. Academy and parish school leadership will identify and develop relationships with leaders in the predominantly cultural community to enlist their support and assistance in increasing the number of families enrolling in the academy or parish school.
- G. Parent and student ambassador programs at each academy and parish school will serve as effective liaisons within parishes, neighborhoods, childcare programs, etc., to promote Catholic school education.
- H. The academies and parish schools will enhance student retention by means of best practices (e.g., effective exit interviews, early intervention activities, parent satisfaction surveys, etc.).
- I. The Office of the Superintendent~Catholic School Support Services, in collaboration with the Catholic Migration Office and other agencies, will assist the academies and parish schools to employ appropriate resources and materials that are culturally appropriate and effective in enrollment management.
- J. The academies and parish schools will promote and expand the scope of the Evangelization Scholarships as an important resource in building enrollment.
- K. Early Childhood Education and PreK for All programs will be explored, established or expanded where local demographic trends support their potential. Key components of these programs will include appropriate facilities to accommodate the increasing number of children, outreach to growing immigrant communities and new residents, collaboration among neighboring academies and parish schools and effective marketing programs.

Finance

The financial issues facing diocesan academies and parish schools are a major challenge to each Board of Directors and to the Diocese of Brooklyn and Queens. The following Essential Elements and Strategies reflect the goals of the two previous plans and the knowledge gained from their implementation. The Diocesan Office of Fiscal Management continues to provide advice and support to the Finance Committees of the Boards.

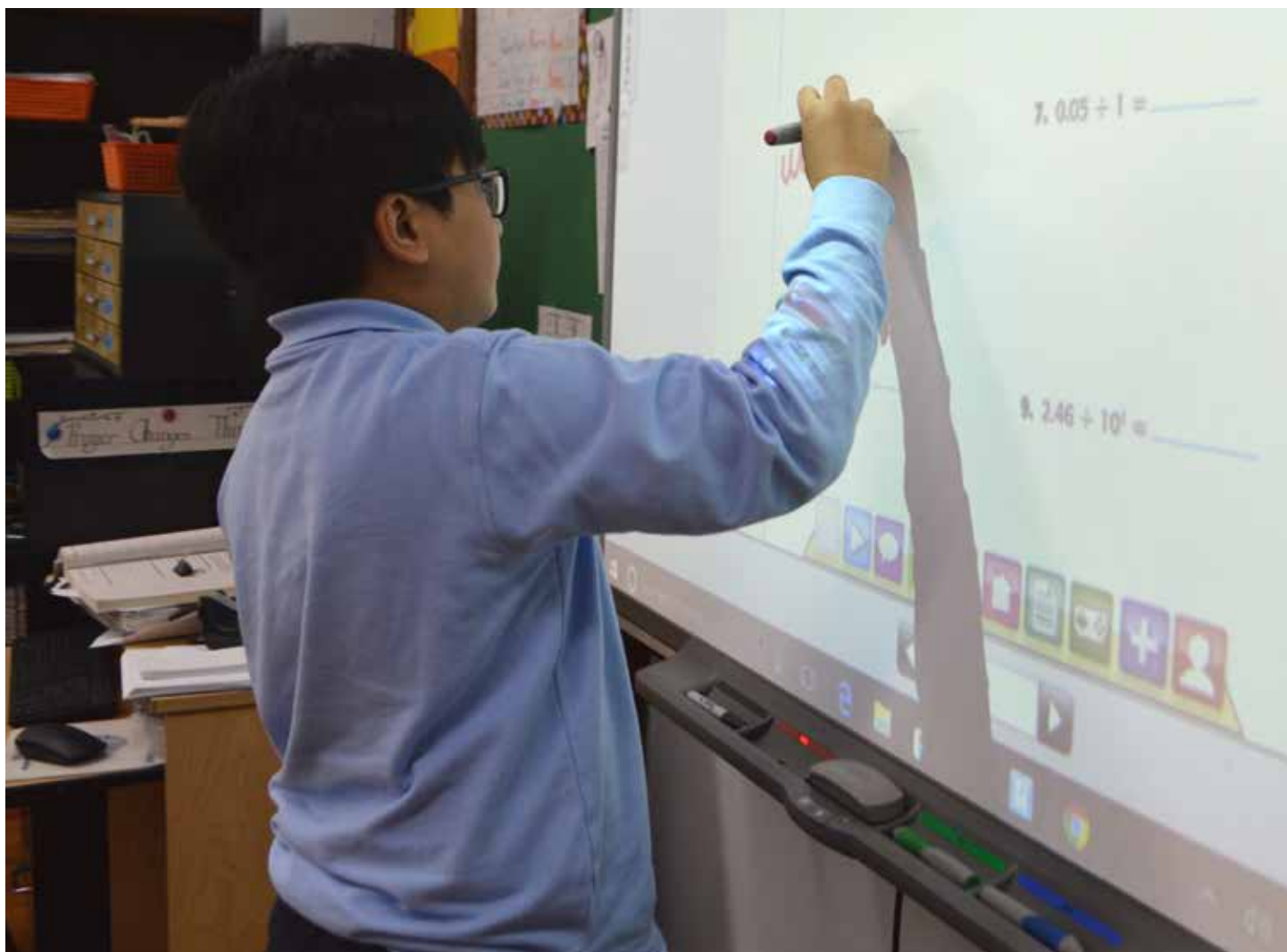
The Office of the Superintendent~Catholic School Support Services continues to partner with other diocesan agencies to enhance the possibilities of financial support for students. Adherence to these Essential Elements and Strategies is necessary for the financial stability of the academies and parish schools.

Essential Element 1.

Expand existing and cultivate new models of funding and support for the academies and parish schools to ensure their viability and long-term growth.

Strategies:

- A. The Futures in Education Foundation will continue to serve as the lead agency for acquiring and awarding tuition assistance funding.
- B. Academy Boards of Directors and parish school leaders, in collaboration with the Office of the Superintendent~Catholic School Support Services and Futures in Education Foundation, will establish development metrics and expand local initiatives to build third-source revenue streams.
- C. The Office of the Superintendent~Catholic School Support Services, in cooperation with the Futures in Education Foundation, will develop criteria, a model and process for strategically awarding tuition assistance that makes Catholic school education available to families of broad economic situations.



D. The academies and parish schools, with assistance of the Office of the Superintendent~Catholic School Support Services, will explore the possibility of engaging with the Catholic Alumni Partnership to expand the alumni base for the academies and parish schools.

Essential Element 2.

Ensure the financial health of the academies and parish schools by means of key performance measures, financial management best practices and fiscal accountability.

Strategies:

- A. In collaboration with the Office of the Superintendent~Catholic School Support Services, the Office of Fiscal Management will employ financial performance measurements and key metrics to regularly assess the sustainability of each academy and parish school.
- B. Each academy and parish school will operate with a realistic annual budget utilizing diocesan accounting, budgetary preparation and timely submission and accountability procedures as authorized by the Office of Fiscal Management.
- C. Each academy and parish school will prepare a three-year financial projection using the template provided by the Office of the Superintendent~Catholic School Support Services. The projections will be used to guide decisions on such issues as staff salaries, tuition levels and development goals. The financial plan will form the basis for budget preparation each year.
- D. The Boards of Directors will be accountable to their Board of Members and provide financial statements on a quarterly basis. The parish schools will be accountable to the pastor and parish Finance Council with financial statements on a monthly basis. Quarterly reports must be submitted to the Office of Fiscal Management. The Office of Fiscal Management will review and analyze the reports with recommendations for the Boards and parishes.
- E. The Diocesan Office of Fiscal Management will ensure each academy and parish school has a qualified bookkeeper or accountant on staff or as contracted service. The Office of Fiscal Management will assist, install and provide training to bookkeepers. The Office of Fiscal Management will also assist with accounting and bookkeeping when necessary.
- F. In cooperation with the Diocesan Office of Fiscal Management, the Office of the Superintendent~Catholic School Support Services will initiate financial planning and management sessions with academy and parish school principals, bookkeepers and accountants.
- G. Boards of Directors, supported by the Office of the Superintendent~Catholic School Support Services, will plan and budget for fair and just compensation for personnel.

- H. The academies and parish schools will establish a benchmark (e.g., National Catholic Educational Association guidelines) relating per pupil cost to published tuition rates and the average tuition collected.
- I. The Boards of Directors of each academy will plan for regular financial audits as required for an absolute charter from the State of New York.

Essential Element 3.

Establish and enhance local development initiatives to serve as a key source of revenue.

Strategies:

- A. The Office of the Superintendent~Catholic School Support Services will provide direction and assistance to Boards of Directors, parish school advisory boards and principals on establishing or growing an effective development program.
- B. Academies and parish schools will contract or share qualified personnel to lead and direct their development programs.
- C. Academy Boards of Directors and parish school advisory boards will work to set up and/or grow an endowment fund for their academy or parish school.

Essential Element 4.

Ensure that sufficient financial assistance is available across a broad range of financial need through strategic allocation of funds.

Strategies:

- A. The Office of the Superintendent~Catholic School Support Services, in cooperation with the Catholic Foundation, will adjust the financial assistance allocation process to include segmenting family income levels and allowing for an equitable level of assistance for middle class families.
- B. The allocation process for financial assistance will be reviewed and adjusted as needed to provide year-to-year stability of scholarship or assistance funding for families.
- C. Each academy and parish school will establish a Tuition Review Committee.



Essential Element 5.

Utilize funding from the Saint Elizabeth Ann Seton Trust for tuition support, special scholarships and program enhancement.

Strategies:

- A. The Office of the Superintendent~Catholic School Support Services will engage the Saint Elizabeth Ann Seton Trust in addressing the financial need of the academies and parish schools in tuition support, scholarships and enhancements.
- B. Each academy and parish school will follow the application policies and procedures for funding from the Saint Elizabeth Ann Seton Trust and will report the use of these funds to the trustees on an annual basis.

Essential Element 6.

Base Catholic high school financial decisions on current data and future projections.

Strategies:

- A. A three to five-year financial projection should be developed and updated each year with realistic estimates of tuition increases, Advancement potential and operating expenses.

- B. Long-range compensation projections should be prepared using data from comparable schools. Research should also be conducted into successful merit-based compensation programs in other Catholic schools.

Essential Element 7.

Expand the sources and distribution of tuition assistance at each Catholic high school.

Strategies:

- A. Tuition assistance policies should be reviewed and updated. Schools will employ “strategic tuition assistance,” whereby school-funded aid is directed toward families of various income levels, merit-based scholarships are used to shape a desirable student body and metrics, such as the ratio of school-funded tuition assistance to total tuition and fee revenue.
- B. The Diocese of Brooklyn and Queens will be asked to increase the goal of the Diocesan Annual Appeal to include funds designated for Catholic high school tuition assistance.
- C. The Diocesan Office of Development will be asked to consider options to provide for Brooklyn and Queens Catholic high schools tuition assistance.



Essential Element 8.

Ensure collaboration among the Catholic high schools in those areas which will reduce expenses and increase revenue.

Strategies:

- A. A committee representing high schools from both boroughs should be formed to consider professional development opportunities that are of benefit to all teachers and could be conducted at a central location.
- B. The administration of high schools within the Diocese of Brooklyn and Queens should review specific purchasing opportunities in which volume would reduce cost. Possibilities include insurance, school supplies, technology needs and facility and grounds maintenance.
- C. Advancement Directors should discuss the potential for cooperative grant applications to foundations for multi-school initiatives such as professional development, marketing, specialized staffing and tuition assistance.
- D. Academic administrators should review possibilities of sharing staff and resources for specialty courses with traditionally low enrollments or student activities. Schools geographically near each other could employ a transitional teacher or transfer

students between buildings. Single-gender schools could form coeducational choirs, sponsor coeducational service activities or offer coeducational classes where appropriate.

- E. The Office of the Superintendent~Catholic School Support Services will work with the Catholic high schools and public school districts to maximize federal title funding.

Essential Element 9.

Maintain a written, comprehensive Institutional Advancement plan at each Catholic high school.

Strategies:

- A. The Institutional Advancement plan should include strategies for identifying and cultivating major donors and developing and expanding an Annual Appeal. The plan will also provide strategies for a major gifts component, special events and planned giving.
- B. Assistance for the development and maintenance of an Institutional Advancement plan should be provided by the Diocesan Advancement Office.
- C. Professional development opportunities should include local and national organizations and be developed in collaboration with Futures in Education.

Advocacy

It is important that federal, state and local elected officials be kept informed of the importance of Catholic schools within their communities. While diocesan officials have been active in this area for many years, it is increasingly necessary for all members of the diocesan educational community to be involved. Many times, elected officials have to be reminded that the parents who send their children to religious schools are tax-paying citizens.

Essential Element 1.

Engage stakeholders at all levels of the Diocese to vigorously participate in political advocacy with federal, state and local officials to secure all possible benefits for the Catholic educational community.

Strategies:

- A. The Office of the Superintendent~Catholic School Support Services, in collaboration with the Office of the Vicar for Communication, will continue to promote and provide relevant information regarding school choice and advocacy from the New York State Catholic Conference.
- B. The Office of the Superintendent~Catholic School Support Services will continue to attend gatherings and meetings with local and state government representatives.

- C. All academy and parish school stakeholders, including aligned parishes, will know and have means to contact their state and local government representatives in advocating for Catholic education.
- D. Boards of Directors and parish school advisory boards will understand and assume their role in leading parent involvement in advocacy efforts for Catholic education.
- E. All academy and parish school communities will participate in advocacy requests.

Essential Element 2.

Continue the collaboration of the Catholic high schools and the Office of the Superintendent~Catholic School Support Services with the Diocesan Office of the Vicar for Communication to engage in political advocacy and outreach.

Strategies:

- A. The Office of the Superintendent~Catholic School Support Services will continue to assign a full-time staff member to engage in political advocacy.
- B. Lobbying efforts will be coordinated through the Office of the Superintendent~Catholic School Support Services. Individual school leadership will be solicited for assistance when appropriate.
- C. Academies and parish schools will be encouraged to establish a grass-roots network composed of parents, alumni, friends, benefactors and community leaders to assist in presenting the case for government funding.



Environment and Facilities

The academies and parish schools within the Diocese of Brooklyn and Queens exist in aging buildings which must be kept in structurally reliable and safe condition. Security issues, not addressed in the first *Preserving the Vision Strategic Plan*, have arisen in recent years. Diocesan officials and Boards of Directors continue to recognize their responsibility to protect the safety and health of students and staff.

Essential Element 1.

Ensure that the learning environment addresses the health, safety and security of all who engage with the academies and parish schools.

Strategies:

- A. Each academy and parish school will have a Crisis Management Plan approved by the Office of the Superintendent~Catholic School Support Services.
- B. All staff and volunteers must be approved by the Diocesan Office of Safe Environment and complete and maintain the requirements of VIRTUS training.
- C. The Office of the Superintendent~Catholic School Support Services, in partnership with various local and state agencies, will provide appropriate training on school safety for principals, faculty, staff, students and parents.
- D. Each academy and parish school will implement and make full use of available funding for internal and external security measures and procedures to ensure the safety of all within and around the school facility (e.g, security guards, perimeter fencing, video security, building access, emergency procedures, crisis management procedures, etc.).
- E. The academies and parish schools adhere to the health and safety policies and procedures of the New York City Department of Health, Articles 43 and 47, Administration Manual and the Participation Agreement.





Essential Element 2.

Plan and maintain academy and parish school facilities in cooperation with the Diocese of Brooklyn and Queens, and in compliance with diocesan and governmental policies and directives.

Strategies:

- A. Rocklyn Asset Corporation, in collaboration with the Office of the Superintendent~Catholic School Support Services and the host parish and academy, will oversee academy and parish school facility lease and licensing agreements.
- B. The Boards of Directors and parish school advisory boards, in cooperation with host pastors, school administrators and the direction of the Office of the Superintendent~Catholic School Support Services, will ensure compliance with appropriate directives and guidelines of the Department of Health, Department of Buildings, State Department of Education and local fire ordinances.
- C. Each academy and host parish, in consultation with Rocklyn Asset Corporation, will develop a plan to address facility maintenance, repair, and renovation issues.
- D. Academies and parish schools will strive to secure sufficient revenue to address internal facility maintenance and improvements (i.e., retain percentage of annual operating expense for capital fund.)
- E. Technical assistance for academies and parish schools in identifying and creating their facility improvement plan can be provided by the Rocklyn Asset Corporation upon request.

Essential Element 3.

Ensure a safe and attractive environment and maintain facilities at each Catholic high school.

Strategies:

- A. Each high school should conduct a facilities audit to determine areas of strength and need.
- B. Each high school should create a facility master plan and update it on a regular basis (minimum every two years) as needs and programs change in the future.
- C. As part of the facility master plan, criteria should be developed to determine priorities. These criteria could include, among others:
 - Address any/all health and safety issues
 - Meet the long-term needs of the school curriculum and programs
 - Have the potential to attract additional long-term support and donations
 - Have a positive impact on enhancing the school's image and marketing capability
- D. Every high school should have a Crisis Management Plan.

Services

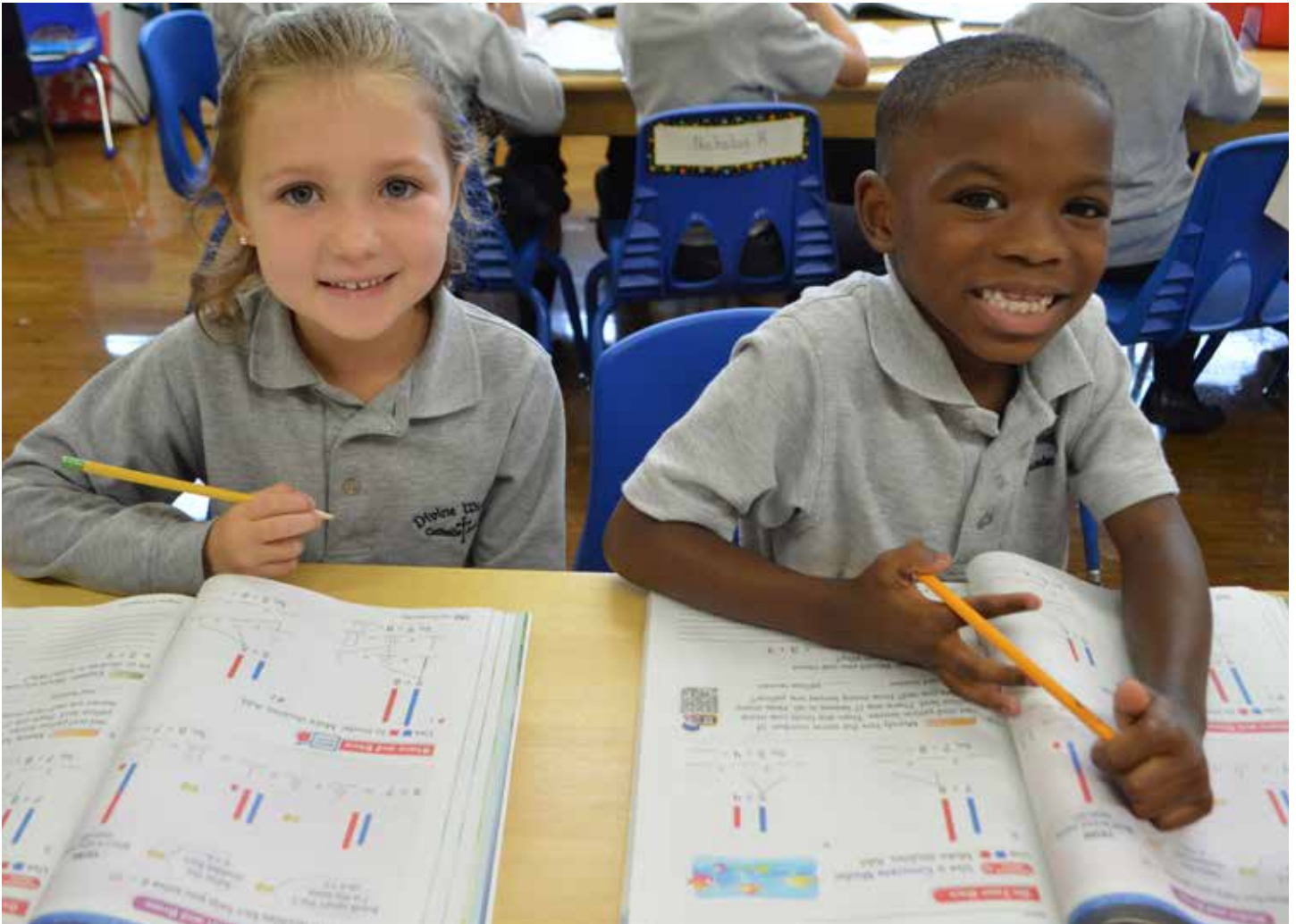
There are federal and state initiatives which provide benefits to students in non-public schools on an equitable basis with those in public schools. The Diocese of Brooklyn and Queens continues to recognize its responsibility to obtain the maximum benefits available.

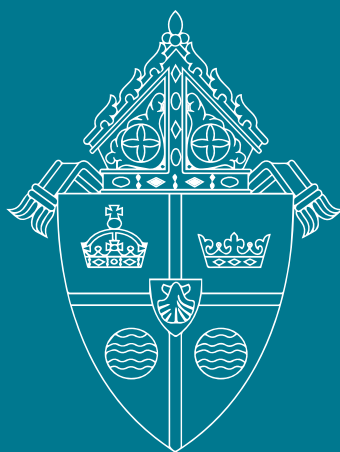
Essential Element 1.

Expand and create partnerships with local, state, federal, corporate and diocesan offices to secure essential entitlement services and support for quality Catholic education.

Strategies:

- A. The Office of the Superintendent~Catholic School Support Services will continue to partner and collaborate with various government agencies and diocesan departments/offices to sustain funding, services and resources for the academies and parish schools.
- B. The Office of the Superintendent~Catholic School Support Services will provide oversight to ensure all principals appropriately identify children eligible for government-funded services and effective use of this funding for appropriate student-related programs and principal/faculty professional development opportunities.





CATHOLIC EDUCATION WITHIN THE DIOCESE OF BROOKLYN
www.dioceseofbrooklyn.org