

<b>Office of Catholic Schools 2011-2012 Goals</b>		
	CEA = Chief Educational Administrator SUPT = Superintendent ASCI = Asst. Superintendent for Curriculum Instruction DOD = Director of Development FB= Foundation Board TLC = Teacher Licensure/Certification RM = Risk Management OF = Office of Finance DASB = Diocesan Advisory school Board EDA = Executive Director of Advancement ADD = Assistant Director of Development DHE = Director of Hispanic Education	
<b>Goals</b>	<b>Responsible</b>	<b>Progress</b>
<b>Mission and Catholic Identity</b>		
<b>1.0</b>	<b>Continue to work with pastors and other diocesan leaders to support Catholic Schools</b>	
1.1	Continue to build relationships with the Office of Catholic Education and various ministries of the Pastoral Center, parish, the Catholic school communities, by helping to ensure collaboration in the areas of formation, development, and effective partnerships	CEA, SUPT, ASCI, DHE
1.2	Continue to seek opportunities to meet with pastors to communicate the status of Catholic Schools <ul style="list-style-type: none"> <li>Create an annual written report on the state of Catholic Schools</li> </ul>	CEA, OF
1.3	Identify new pastor/ principal teams to participate in the Pastor/Principal Institute	SUPT
1.4	Encourage religion teachers, religion coordinators, campus ministers, and principals to participate in the Sullivan Conference, Youth Ministry Events, and other OCE activities	SUPT, ASCI
<b>2.0</b>	<b>Each School strengthens its Catholic Identity and Christ Centered Mission</b>	
2.1	Ensure compliance to the high school religion curriculum guidelines as stated by the USCCB	SUPT
2.2	Seek additional opportunities to enhance the Catholic Culture within the school by implementing a spiritual solution for bully prevention	ASCI

<b>3.0</b>	<b>Continue partnerships with other OCE related departments - Christian Formation and Youth Ministry</b>		
3.1	Continue to seek opportunities to develop closer relationships between parishes and Catholic schools <ul style="list-style-type: none"> <li>Determine the need for regional meetings with pastors and principals</li> </ul>	CEA, SUPT, ASCI	
3.2	Continue to support Segura Initiative by meeting with pastors and church leaders in an effort to strengthen the current program and advance it other areas of the diocese	CEA, DHE	
3.3	Work with Catholic Extension Society to provide resources for improving Catholic Schools and Hispanic formation by creating partnerships	CEA, DHE	
<b>4.0</b>	<b>Schools deepen their faith commitment and live the commitment in their daily lives</b>		
4.1	Explore the possibility of providing scholarships to religion teachers interested in advancing their formation through LEMI and the University of Dayton	CEA SUPT, ASCI	

<b>Marketing and Enrollment</b>			
<b>1.0</b>	<b>Catholic Schools are marketed effectively to build strong images, publicize the values and benefits, develop advancement efforts and increase enrollment.</b>		
1.1	Explore hiring an in-house person to handle marketing efforts	CEA, SUPT, ASCI,	
1.2	Redesign Diocesan Website for OCS	CEA, SUPT, ASCI	
1.3	Continue to improve diocesan school marketing efforts by exploring contracted services and a potential marketing campaign	CEA, DSAB	
1.4	Continue to develop media contacts	CEA, DSAB	
1.5	Effectively utilize the Blue Ribbon recognition as a marketing tool	CEA, SUPT, ASCI	
1.6	Expand Segura Initiative by working with Spanish Language media, small group gatherings, and meeting with parish leadership	CEA, DHE,	
1.7	Enhance recruiting within the Segura Initiative by bridging cultural awareness between Hispanic and Angelo communities	DHE, ASCI, SUPT	
<b>2.0</b>	<b>Schools implement aggressive marketing programs</b>		
2.1	Continue to resource Richmond and Tidewater and Richmond schools by providing marketing support. Extend to Southwest if feasible	CEA, ASCI, DASB	
2.2	Serve as a resource, with Diocesan Advisory School Board, for developing school marketing plans <ul style="list-style-type: none"> <li>• Plan meetings with individual schools about effective marketing plans</li> <li>• Encourage schools with well established marketing plans to partner with schools needing more help with their plans</li> <li>• Consider Catholic community-wide event to increase visibility within local communities</li> <li>• Consider a Catholic Middle School community service day</li> </ul>	DASB, CEA	
2.3	Focus on Online marketing, including a review of websites usability - Father Dan's contact, actual site development on ad hoc basis	DASB, CEA	
<b>3.0</b>	<b>Staffing and leadership in OCS</b>		
3.1	Develop updated viability profile for all schools and apply the metrics	SUPT	
3.2	Continue Enrollment committees & monitor progress particularly in the high schools	SUPT	
3.4	Develop a diocesan-wide satisfaction survey	SUPT, DSAB	
3.5	Explore opportunities to develop a systematic admissions process at the school level	CEA, SUPT, DSAB	

<b>Academic Excellence</b>		
<b>1.0</b>	<b>Each School focuses on teaching and learning that is authentically Catholic and academically excellent.</b>	
1.1	Revise Office of Catholic Schools Policy Handbook	SUPT, ASCI
1.2	Encourage administrators to pursue Blue Ribbon recognition	SUPT, ASCI
<b>2.0</b>	<b>Academic programs will meet the needs of students enrolled in the schools and the Office of Catholic Schools will provide leadership in the area of curriculum development.</b>	
2.1	Provide opportunities for teachers to collaboratively engage in innovative projects through the efforts of the Technology Committee	ACI
2.2	Continue to implement processes of intervention for students with special needs including remediation and acceleration <ul style="list-style-type: none"> <li>Build on the professional development provided to all teachers, by developing and implementing comprehensive program for special needs students involving both accelerated and remedial instruction and developing evaluation tool for determining progress</li> </ul>	ASCI
2.3	Upgrade the academic program at challenged schools	ASCI, SUPT
2.4	Continue to monitor how the TAT program is being implemented at each school.	ASCI, SUPT
2.5	Review and update Consensus Curriculum <ul style="list-style-type: none"> <li>Music</li> <li>French</li> <li>Latin</li> </ul>	ASCI
2.6	Explore the development of diocesan-wide pre-reading program	ASCI
2.7	Investigate virtual classroom opportunities to enhance academic programs	ASCI, SUPT
<b>3.0</b>	<b>Schools will engage in a continuous process of evaluation, improvement, and accreditation.</b>	
3.1	Continue to identify and share best practices related to school improvement and program excellence	SUPT
3.2	Continue to seek professional partnerships with educational leaders and colleges to assist in the improvement process in each region (VCU, VA Tech, UR, ODU, and UVA, Norfolk State)	ASCI, SUPT

3.3	Prepare for SACS district visit	SUPT, CEA, ASCI	
4.0	<b>Principals will serve as instructional leaders in their schools.</b>		
4.1	Develop a diocesan-wide instrument for teacher evaluation	SUPT	
4.2	Provide legal training for administrators on teacher evaluation	SUPT	
4.2	Continue to require all faculties to be state certified or a plan to become state certified	SUPT, TLC	

School Ownership and Governance			
<b>1.0</b>	<b>Catholic Schools in the Diocese will implement governance structures that effectively reflect and support the mission of the school.</b>		
<b>1.1</b>	Continue to hold regional meetings with pastors associated with Catholic schools and heads of schools as a means of encouraging collaboration	CEA, SUPT, ASCI	
<b>1.2</b>	Continue to provide guidance for local school boards to work more effectively by providing on-going training on strategic planning and the role of a working board in recruitment, development, legislative advocacy, etc	SUPT, DASB	

<b>School Funding</b>			
<b>1.0</b>	<b>New and expanded sources of revenue will be acquired. Create a plan for raising funds at the diocesan level.</b>		
1.1	Continue the diocesan-wide capital campaign	CEA, FB, DASB, EDA	
1.2	Continue to establish or expand relationships with local/state business leaders/owners.	CEA, FB, DASB, EDA	
1.3	Continue to grow the McMahon Parater Foundation	CEA, DOD, FB, OF, EDA, DSAB	
<b>2.0</b>	<b>All parishes in the diocese will participate in supporting the ministry of Catholic school education.</b>		
2.1	Communicate how the Parish-Sharing Plan will operate to pastors and parish leadership	CEA, OF, DASB	
2.2	Continue to work with pastors to assist in campaign efforts	CEA	
2.3	Initiate diocesan –wide Catholic/Non-Catholic tuition rates	CEA, SUPT, OF, DASB	
<b>3.0</b>	<b>OCS and the Office of Finance assist the schools in becoming better fiscal planners and managers.</b>		
3.1	Continue to assist each school to conduct a strategic assessment of its staffing levels relative to enrollment and program needs to ensure cost effectiveness and adequate quality student services	SUPT, OF	
3.2	Continue to intervene in any school that may show an operating deficit at any time during the school year, fails to have a balanced budget, or is unable to pay its bills	CEA, SUPT, OF	
3.3	Remind schools to take advantage of economies of scale, related to volume: purchasing, trash, utilities	SUPT, OF, DOD	
3.4	Explore centralized payroll/accounting	SUPT, OF, CEA	
3.5	Evaluate the current financial assistance formulas and system and evaluate the dates of the two-cycle system	CEA, OF, SUPT, DASB	
3.6	Conduct a comprehensive analysis of school finances	SUPT, OF, CEA	
3.7	Review and recommend teacher and administrative salaries for the coming year	DSAB, CEA, SUPT	
3.8	Discuss accounting for financial assistance at schools and developing policies and procedures for offering financial assistance when financial assistance is exhausted	CEA, DSAB	
<b>4.0</b>	<b>Tuition assistance in each school will be adequately funded and administered</b>		
4.1	Determine a plan for distributing monies received through parish assessments effectively to the schools and develop criteria for distribution	CEA, OF, SUPT, DSAB	
4.2	Develop an effective system for determining appropriate tuition assistance and what Segura families can pay	CEA, OF, DHE	

Legislative			
<b>5.0</b>	<b>Each school will advocate for legislative action to provide alternative sources for revenue for schools</b>		
<b>5.1</b>	Continue to work with Virginia Catholic Conference on school tax credits	CEA, SUPT, ASCI DASB	
<b>5.2</b>	Increase the number of Catholic school families who have access to the VCC web alerts	DSAB, CEA, SUPT	
<b>5.3</b>	Continue to Seek services through NCLB Title Programs. <ul style="list-style-type: none"> <li>• Continue to work with LEA's to facilitate relationship building</li> <li>• Work with the Catholic Diocese of Arlington to leverage best practices</li> <li>• Work with the state board of education to investigate a third party liaison</li> <li>• Research the process to change the status of non-bypass districts</li> <li>• Ensure the schools are receiving the funding and services under IDEA</li> <li>• Ensure calculations of allocated funds comply with the formula for set-aside funding</li> </ul>	ASCI CEA	
<b>5.4</b>	Work with Mid-Atlantic Consortium for regional advocacy matters.	CEA, SUPT, ASCI	
<b>5.5</b>	Investigate other third party providers for e-Rate	ASCI, SUPT	
<b>5.6</b>	Continue to develop relationships with local legislators, State Superintendent, VCPE to advocate for Catholic Schools	CEA, SUPT, ASCI	

Development /Advancement			
<b>1.0</b>	<b>Provide direction and assistance to school administrators and local school boards regarding how to establish and grow an effective development program.</b>		
<b>1.1</b>	Continue to conduct a development/advancement audit at each school each year <ul style="list-style-type: none"> <li>Ensure each school submits a Development Plan based on best practices outlined in the Elements of a Development Plan document</li> </ul>	SUPT, ADD	
<b>1.2</b>	Continue to monitor school development plans <ul style="list-style-type: none"> <li>Audit the development plans and provide hands-on assistance to schools in most need</li> </ul>	SUPT, ADD	
<b>1.3</b>	Survey schools to determine development progress & areas in need of support	SUPT, ADD	
<b>1.4</b>	Provide support necessary to assist schools in improving development processes	SUPT, ADD, CEA	
<b>1.5</b>	Investigate planned giving as an additional source of funding	DASB, CEA	
<b>1.6</b>	Continue to seek opportunities for diocesan school-wide grants and foundation connections	ADD, SUPT, CEA	
<b>1.7</b>	Provide training for administrators on grant writing	SUPT	
<b>1.8</b>	Create development teams by region to support Segura Initiative	DHE, CEA, ADD, DSAB	
<b>1.9</b>	Work with Executive Director of Advancement to ensure McMahon Parater monetary goals are met	CEA, EDA	
<b>2.0</b>	Work with Assistant Director of Development to ensure that monetary goals to support tuition assistance to Segura families are met	CEA, ADD, DHE	

<b>Office of Catholic Schools</b>		
<b>1.0</b>	<b>Office of Catholic Schools will be adequately staffed.</b>	
	Continue the collaborative structure in the Office of Catholic Education	CEA
<b>2.0</b>	<b>Facilities audit plan needed</b>	
<b>2.1</b>	Conduct a facilities audit of all schools to provide a strategic assessment	SUPT, DASB, RM
<b>2.2</b>	Develop process for review of school facilities plans, deferred maintenance schedule, issues to be addressed <ul style="list-style-type: none"> <li>• Ensure each school has a facilities management committee coordinating with parish leadership as appropriate.</li> </ul>	SUPT, DASB, RM OF
<b>2.3</b>	Ensure each school has an updated crisis management plan.	SUPT
<b>2.4</b>	Ensure every school complies with EPA regulations concerning asbestos	SUPT
<b>2.5</b>	Convene a facilities panel to develop criteria for eventual capital improvement funding	CEA, DSAB, OF
<b>2.6</b>	Explore seeking counsel to discern the need for cosmetic improvements for Catholic schools	CEA, DSAB, SUPT, OF