

Office of Catholic Schools 2010-2011 Goals		
	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	
	Goals	Responsible Progress
	Mission and Catholic Identity	
1.0	Continue to work with pastors and other diocesan leaders to support Catholic Schools	
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	SUPT, ASCI, CEA
1.2	Continue to seek opportunities to meet with pastors to communicate the status of Catholic Schools	CEA
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
2.0	Each School strengthens its Catholic Identity and Christ Centered Mission	
2.1	Continue to ensure accountability in implementing all requirements and benchmarks	SUPT
2.2	Continue to emphasize an understanding of Catholic doctrine and faith formation, as evidenced in improved ACRE scores. <ul style="list-style-type: none"> • Work with individual schools with low ACRE scores • Develop a module on Church History for teachers of religion 	SUPT, ASCI
2.3	Ensure compliance to the high school religion curriculum guidelines as stated by the USCCB	SUPT
2.4	Work with the Offices of Youth Ministry and Christian Formation to provide guidance in implementing the Bishops' Framework for High School religion in parish high school programs	SUPT

3.0	Continue partnerships with other OCE departments - Christian Formation and Youth Ministry		
3.1	Continue to seek opportunities to develop closer relationships between parishes and Catholic schools	CEA, SUPT, ASCI	
3.2	Schools encourage vocational awareness	SUPT	
4.0	Schools deepen their faith commitment and live the commitment in their daily lives		
4.1	Ensure new teachers of religion complete Pathways 2009	SUPT, ASCI	
4.2	Serve as a resource in conjunction with the Offices of Christian Formation and Youth Ministry for effective retreats, liturgies, prayer, and service opportunities and youth programs	SUPT, ASCI	
5.0	Schools are open and welcoming to, and respectful of, other faith traditions		
5.1	Encourage schools to hold an orientation for non-Catholic parents to share and clarify Catholic traditions, beliefs and practices	SUPT, ASCI	
5.2	Partner with Christian Formation to act as a clearinghouse for formation opportunities for school teachers		

Marketing and Enrollment			
1.0	Catholic Schools are marketed effectively to build strong images, publicize the values and benefits, develop advancement efforts and increase enrollment.		
1.1	Continue to seek print & electronic & relationship marketing materials and resources for use in all schools	CEA, ASCI, DASB	
1.2	Partner with Office of Hispanic Apostolate to explore possibilities for making schools accessible to Hispanic students.	CEA	
1.3	Develop a survey instrument to assist schools in using exit interviews and to track reasons for student attrition and require its use.	SUPT	
1.4	Provide and collect mandated exit interviews from each school		
2.0	Schools implement aggressive marketing programs		
2.1	Encourage schools in the Central Region to continue collaboration on the preparation and implementation of a marketing program and seek opportunities to assist other regions	CEA	
2.2	Serve as a resource, with Diocesan Advisory School Board, for developing school marketing plans	DASB, CEA	
3.0	Staffing and leadership in OCS fosters effective marketing of Catholic Schools at all levels.		
3.1	Evaluate school marketing materials and provide training and support	DASB	
3.2	Put in place enrollment management plan for all schools and monitor progress	SUPT	
3.3	Develop updated viability profile for all schools and apply the metrics		

Academic Excellence			
1.0	Each School focuses on teaching and learning that is authentically Catholic and academically excellent.		
1.1	Continue to collect and analyze student performance data as a means of improving curriculum and instruction and intercede in schools where performance is below Diocesan standards <ul style="list-style-type: none"> • TerraNova • ACRE • SAT • AP Distribution 	ASCI	
1.2	Revise Office of Catholic Schools Policy Handbook	SUPT, ASCI	
2.0	Academic programs will meet the needs of students enrolled in the schools.		
2.1	Implement the plan to share resource teachers among schools	ASCI, SUPT	
2.2	SACS Develop processes for focused intervention for students with special needs including remediation and acceleration. <ul style="list-style-type: none"> • 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 and evaluation tool for determining progress • Plan Teachers' Conference 	ASCI, SUPT	
2.3	Develop and disseminate a handbook with recommended best practices for teachers of special needs students and include strategies for teaching advanced students effectively	ASCI	
2.4	Increase OCS visits to schools to twice a year	SUPT, ASCI	

2.5	Review and update Consensus Curriculum <ul style="list-style-type: none"> • Language Arts • Foreign Language • Technology 	ASCI	
2.6	Implement on-line mechanism for teacher sharing <ul style="list-style-type: none"> • Plan meeting between Technology Committee and diocesan Technology Department 	ASCI	
2.7	Explore the development of diocesan-wide pre-reading program	ASCI	
2.8	Add additional HS courses at the MS Advanced Algebra I, Algebra I, Earth Science, Geometry, World History	ASCI	

3.0	Schools will engage in a continuous process of evaluation, improvement, and accreditation.		
3.1	Continue to identify and share best practices related to school improvement and program excellence <ul style="list-style-type: none"> • Develop a professional development plan for principals related to best practices in: development, teacher observation and evaluation, strategic planning, and enrollment, academic programs • Incorporate speaker on <u>Good to Great</u> for September Principals' meeting • Provide speakers and strategies on effective communication skills for principals to become differentiated leaders 	SUPT	
3.2	Continue to seek professional partnerships with educational leaders and colleges to assist in the improvement process in each region	ASCI	
3.3	Develop an updated mentoring program for new teachers & new principals		

4.0	Principals will serve as instructional leaders in their schools.		
4.1	Identify potential candidates in the diocese who are interested in school administration and show leadership potential, and provide appropriate support and training. <ul style="list-style-type: none"> Principals identify potential leadership in schools, 	SUPT, ASCI	
4.2	Continue to require all faculties to be state certified or a plan to become state certified	SUPT, TLC	
5.0	Office of Catholic Schools will provide leadership in the area of curriculum development.		
5.1	Continue to provide training for all diocesan teachers in the area of differentiated instruction	ASCI, SUPT	
5.2	Investigate the feasibility of programs that have the potential to provide a special niche for schools and attract new students	SUPT, ASCI	
5.3	SACS Research and develop a plan to implement curriculum for the advanced learner	ASCI, SUPT	
5.4	Explore the development of academic preschools serving the Richmond area	SUPT, ASCI	

School Ownership and Governance			
1.0	Catholic Schools in the Diocese will implement governance structures that effectively reflect and support the mission of the school.		
1.1	Continue to hold meetings with pastors associated with Catholic schools and heads of schools as a means of encouraging collaboration	CEA, SUPT	
1.2	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	

School Funding			
1.0	New and expanded sources of revenue will be acquired. Create a plan for raising funds at the diocesan level.		
1.1	Continue the diocesan-wide capital campaign	CEA, FB, DASB	
1.2	Continue to establish or expand relationships with local/state business leaders/owners. <ul style="list-style-type: none"> • Develop lists of local businesses and vendors • Principals begin communication with local businesses (Catholic and Non-Catholic) <ol style="list-style-type: none"> 1. Update what is going on at the school 2. Invitations to visit annually 	CEA, FB, DASB,	
1.3	Continue to grow the McMahon Parater Foundation	CEA, DOD, FB, OF	
1.4	Investigate planned giving as an additional source of funding	DOD, CEA, DASB	
2.0	All parishes in the diocese will participate in supporting the ministry of Catholic school education.		
2.1	Review high school assessments (consider current status of assessments, demographics, poll other Dioceses and determine if Blessed Sacrament be added to process).	CEA, OF DASB	
2.2	Work with Diocesan Finance Council to suggest salary levels for fiscal year 2010-2011	CEA, OF, DASB	

3.0	OCS and the Office of Finance assist the schools in becoming better fiscal planners and managers.		
3.1	Continue to provide on-going training annually for all school business managers, bookkeepers, and board finance committee members	SUPT, OF	
3.2	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	
3.3	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	
3.4	Ensure that schools take advantage of economies of scale: purchasing, trash, utilities	SUPT, OF, DOD	
4.0	Provide direction and assistance to school administrators and local school boards regarding how to establish and grow an effective development program.		
4.1	Continue to conduct a development/advancement audit at each school each year	SUPT	
4.2	Continue to monitor school development plans and report to Superintendent	DOD SUPT	

4.3	Continue to monitor tuition rates at each of the schools	SUPT	
5.0	Tuition assistance in each school will be adequately funded and administered		
5.1	Continue to increase diocesan tuition assistance monies to supplement local school/parish based tuition assistance.	CEA, FB, DASB	
5.2	Develop a plan that addresses the fact that all parishes are supporting schools	CEA, FB, DASB	
6.0	Each school will advocate for legislative action to provide alternative sources for revenue for schools		
6.1	Continue to update list of legislative liaisons	SUPT, DASB	
6.2	Continue to work with Virginia Catholic Conference on school tax credits	CEA, SUPT, ASCI DASB	
6.3	Implement bus bill plan.	CEA, ASCI DSAB	
6.4	Continue to Seek services through NCLB Title Programs. <ul style="list-style-type: none"> • Continue to work with LEAs to facilitate relationship building • Invite state officials to brief principals of their rights • Work with the Catholic Diocese of Arlington to leverage best practices • Work with the state board of education to investigate a third party liaison • Research the process to change the status of non-bypass districts 	ASCI CEA	
6.5	Work with Mid-Atlantic Consortium for regional advocacy matters.	CEA, SUPT, ASCI	
6.6	Pursue the natural gas cooperative initiative	CEA OF	
6.7	Continue process for eRate funding	ASCI, SUPT	
6.8	Pursue Neighborhood Assistance Program	ASCI	
6.9	Continue to develop relationships with local legislators, State Superintendent, VCPE to advocate for Catholic Schools		

Office of Catholic Schools		
1.0	Office of Catholic Schools will be adequately staffed.	
	Continue the collaborative structure in the Office of Catholic Education	CEA
2.0	Facilities audit plan needed	
2.1	Conduct a facilities audit of all schools to provide a strategic assessment	SUPT, DASB, RM
2.2	Develop process for review of school facilities plans, deferred maintenance schedule, issues to be addressed <ul style="list-style-type: none"> Ensure each school has a facilities management committee coordinating with parish leadership as appropriate. 	SUPT, DASB, RM OF
2.3	Ensure each school has an updated crisis management plan.	SUPT