

Office of Catholic Schools 2008-2009 Goals

Goals	Responsible	Progress
Mission and Catholic Identity		
1.0 Strongly encourage families to enroll in Catholic Schools		
1.1 Diocesan-wide marketing plan will be developed.		
1.2 Develop a plan that educates and encourages pastors and other diocesan leaders to actively promote and support Catholic Schools.		
1.3 Financial assistance at the diocesan and local levels will be increased.		
2.0 Each School strengthens its Catholic Identity and Christ Centered Mission		
2.1 SACS: Develop a mission statement for the schools of the diocese and integrate the vision into all future planning processes.		
2.2 Establish benchmarks of Catholic identity for schools. Collaborate to ensure accountability in implementing all requirements and benchmarks.		
2.3 Constituencies will know and be able to express the mission statement and philosophy of the school		
2.4 Assess policies and procedures annually or every two years to reflect Catholic faith-based education and values.		
2.5 Study and practice of Catholic values and lifestyle will be integrated into all curricular and extracurricular areas.		
2.6 Each school will assess itself utilizing the ACRE test and the accreditation standards.		Completed and ongoing
2.7 Teachers of Religion understand and follow the approved Religion curriculum for grades K to 12.		
3.0 Schools partner with school and parish families and one another to carry out their mission.		
3.1 Develop a collaborative plan of sacramental preparation between parishes and schools.		
3.2 Schools plan and schedule activities that involve students and staff in parish worship, sacramental preparation, and service projects.		
3.3 Each school will work with parish(es) to bring Catholic students and families into full participation in the sacramental life of the Church.		
3.4 Schools encourage vocational awareness.		
CSA = Chief School Administrator SUPT = Superintendent ASCI = Asst. Superintendent for Curriculum Instruction ASOP = Asst. Superintendent for Operational Planning DOD = Director of Development TLC = Teacher Licensure/Certification RM = Risk Management FM = Facilities Management		

4.0	Schools deepen their faith commitment and live the commitment in their daily lives		
4.1	Ensure teachers of religion have the necessary credentials to be catechists and heads of schools are prepared to be spiritual leaders of their schools.		
4.2	Provide effective opportunities for adult retreats, liturgies, prayer, formation, etc.,		
4.3	New teachers participate in an orientation program stressing the ministry of the teacher in a Catholic school.		
5.0	Students hear the message of the Gospel, are challenged to follow the example of Jesus Christ , and develop a personal, life-long commitment to Him		
5.1	Each school will ensure that school life and learning are focused on worship, word, community, and service.		
5.1	High schools develop connection with their graduates and college campus ministry programs.		
6.0	Schools are open to, welcoming and respectful of other faith traditions and those who benefit from the		
6.1	Other faith traditions will continue to be welcomed.		

Marketing and Enrollment		
1.0	Catholic Schools are marketed effectively to build strong images, publize the values and benefits, develop advancement efforts and increase enrollment.	
1.1	Develop a diocesan-wide marketing/recruitment plan.	
1.2	Develop a survey instrument to assist schools in using exit interviews to track reasons for student attrition.	
1.3	Require schools to develop and submit retention plans when required by OCS.	
2.0	Schools implement aggressive marketing programs	
2.1	Require principals and school boards to develop, implement and evaluate a marketing and recruitment program at the local school level.	
2.2	Encourage schools in proximity to collaborate on the preparation and implementation of a marketing program.	
2.3	Require that each school submits a marketing plan to OCS	
2.4	Serve as a resource for developing school plans	
2.5	Encourage and support use of up-to-date websites and professional media.	
2.6	Develop template for schools to build web site.	
3.0	Staffing and leadership in OCS fosters effective marketing of Catholic Schools at all levels.	
3.1	Provide marketing leadership, coordination of diocesan-wide marketing efforts, marketing advice, coordination and training.	
3.2	Develop template for marketing materials.	
3.3	Seek professional marketing leadership and expertise, possibly as a contracted service.	

Academic Excellence			
1.0	Each School Focuses on teaching and learning that is authentically Catholic and academically excellent.		
1.1	Collect and analyze student performance data as a means of improving curriculum and instruction.		
1.2	Develop ways to market the success of the academic program through standardized test results, graduation rates, and success in high school.		
1.3	Continue to review, refine and implement effective curriculum processes, incorporate research-based, effective teaching and learning strategies.		
2.0	Academic programs will meet the needs of students enrolled in the schools.		
2.1	Provide services of qualified specialists. Explore shared resources.		
2.2	SACS Develop processes for focused intervention for students with special needs including remediation and acceleration.		
3.0	Schools will engage in a continuous process of evaluation, improvement, and accreditation.		
3.1	Continue to undergo the school improvement accreditation process of Southern Association of Colleges and Schools.		
3.2	Share best practices related to school improvement and program excellence.		
3.3	Develop professional partnerships with educational leaders and colleges to assist in the improvement process.		
3.4	Focus on building/enhancing educational excellence, school improvement and innovation.		

4.0	Principals will serve as instructional leaders in their schools.		
4.1	Provide regular pre-service and in-service training for principals.		
4.2	Establish partnership with local colleges and instructional leaders.		
4.3	Identify potential candidates in the diocese who are interested in school administration and show leadership potential, and provide appropriate support and training.		
4.4	Formally assess heads of schools to evaluate their job performance and active participation in professional development.		
4.5	Require heads of schools to formally supervise and evaluate teachers.		
4.6	SACS Develop plans for high schools to evaluate and use data more effectively: develop secondary assessments, track AP frequency distributions and benchmark data, SATS, PSAT.		
4.7	A Require all faculty to be credentialed or be on a plan to become credentialed, and maintain and improve licensure tracking system.		
5.0	Office of Catholic Schools will provide leadership in the area of curriculum development.		
5.1	Provide training for all diocesan teachers in the area of differentiated instruction.		
5.2	Investigate the feasibility of programs that have the potential to provide a special niche for schools and attract new students.		
5.3	SACS Develop professional development programs on analysis and synthesis of assessment data.		
5.4	SACS Research and develop a plan to implement curriculum for the advanced learner.		
5.5	Revise the religion and math curricula.		
5.6	Collaborate with heads of schools to track and encourage educational program development at the local school level.		

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	Roles, responsibilities & authority of governance leaders are written clearly stated, well understood and clearly implemented		
1.2	Hold meetings with pastors associated with Catholic schools and heads of schools as a means of encouraging collaboration.		
1.3	Provide training to ensure each school has an active, qualified Board.		
1.4	Conduct regional and individual school board training		
2.0	New structures of collaboration or governance will be researched and implemented.		
2.1	Encourage schools to meet to consider forming collaborative relationships.		
2.2	Meet with Norfolk School Leadership to explore collaborative possibilities.		
2.3	Assist heads of schools with the development and implementation of plans regarding: recruitment, retention, development, instructional and academic program development, and spiritual and educational leadership.		
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	Plan to conduct a diocesan-wide major campaign.		
1.2	Establish or expand relationships with local/state business leaders/owners.		
1.3	Utilize foundation board leadership to access other community and business leaders		
1.4	Investigate and establish a Catholic schools Foundation.		
1.5	Re-assess Concilium Dinner to re-examine its purpose and assess its effectiveness in the future.		
1.6	Coordinate and plan development efforts at the diocesan level, with appropriate coordination and planning of local development activities.		
1.7	Identify financial assistance needs for schools and seek avenues of funding.		
1.8	Investigate new means of raising planned giving funds.		

2.0	All parishes in the diocese will participate in supporting the ministry of Catholic school education.		
2.1	Develop a plan together with the Office of Finance to provide additional revenue to schools derived from additional parish support.		
2.2	Determine whether to continue or change the assessment formula.		
2.3	Develop a new formula for parish subsidy to schools. Support from parishes with schools should not exceed 20% to 30% of parish taxable income or 20 % or 25 % of school revenue, and determine implementation feasibility.		
3.0	Finding to adequately staff the OCS will be secured.		
3.1	Develop a budget based on the number of personnel needed to adequately lead and serve schools.		
3.2	Clarify and clearly state lines of authority with regard to financial oversight and communication related to financial procedures, management and accountability.		
4.0	OCS and the Office of Finance assist the schools in becoming better fiscal planners and managers.		
4.1	Provide training annually for all school business managers, bookkeepers, and board finance committee members.		
4.2	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.		
4.3	Assist each school in the completion an assessment of facility needs and current debt to gain a clear financial picture of all school needs.		
4.4	Intervene in any school that may show and operating deficit at any time during the school year, fails to have a balanced budget, or is unable to pay its bills.		
4.5	Incorporate into regular school meetings with heads of schools requirements regarding financial accountability and sound business principles.		
4.2	Require that OCS & OF review all shared budgets		

5.0	Provide direction and assistance to school administrators and local school boards regarding how to establish and grow an effective development program.		
5.1	Hire the position of Development Director.		
5.2	Conduct a development/advancement audit at each school.		
5.3	Determine which schools will be visited and establish visitation schedule		
5.4	Encourage schools in proximity to meet to determine the potential for securing local development leadership and resources.		
5.5	Determine which schools can potentially share development staff and meet with leaders		
5.6	Require that each school create and manage a development plan that makes a clear case for funds and how those funds will benefit the students. School development programs will include the basic concepts: annual fund, marketing/communications, special events, planned giving, endowment, and grant research.		
5.7	Encourage each school to budget for development activities		
6.0	Schools will establish tuition rates that balance affordability with the need to maintain a quality Catholic education.		
6.1	Require that tuition rate hike announcement to parents be accompanied by statements detailing school improvement initiatives.		
6.2	Require that tuition rate increases be supported by initiatives to educate current and potential parents about the total per student cost.		
6.3	Study the feasibility of average tuition rates in schools in close proximity		
7.0	Tuition assistance in each school will be adequately funded and administered.		
7.1	Provide diocesan tuition assistance monies to supplement local school/parish based tuition assistance.		
7.2	Research best practices for administering tuition assistance programs.		
7.3	Revise tuition assistance formulas.		
7.4	Research best practices for administering tuition insurance		
7.5	Develop strategies to grow the principal of tuition assistance endowment funds.		
7.6	Investigate tuition assistance insurance for all diocesan schools.		
7.7	Investigate adopt-a-student effort and bring-a-friend plans, and make available to schools.		
7.8	Make parents aware of tuition assistance programs and any revision in formulas.		

8.0	Each school will advocate for legislative action to provide alternative sources for revenue for schools.		
8.1	Ensure each school appoints a legislative advocate.		
8.2	Collect current list of legislative liaisons		
8.3	Continue to work with Virginia Catholic Conference and Diocese of Arlington.		
8.4	Implement bus bill plan.		
8.5	Look for other legislative efforts.		
8.6	Seek services through NCLB Title Programs.		
8.7	Work with Michelle Doyle on the Federal Program study		
8.8	Work with Mid-Atlantic Consortium for regional advocacy matters.		
8.9	Pursue procurement efforts through eVA & US Communities		
	Office of Catholic Schools		
1.0	Office of Catholic Schools will be adequately staffed.		
1.1	Add director of advancement in 2007-08.		
1.2	Seek to outsource marketing to meet the short-term needs of the schools.		
1.3	Investigate the potential for restructuring the Office to include associate superintendents serving on a regional level.		
2.0	Facilities audit plan needed		
2.1	Conduct a facilities audit of all schools.		
2.2	Develop a definition acceptable facility conditions		
2.3	Develop process for review of school facilities plans, deferred maintenance schedule, issues to be addressed and funding sources.		
2.4	Ensure that each school has a crisis management plan.		