

<b>Office of Catholic Schools 2009-2010 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		
<b>Goals</b>	<b>Responsible</b>	<b>Progress</b>
<b>Mission and Catholic Identity</b>		
<b>1.0 Continue to work with pastors and other diocesan leaders to support Catholic Schools</b>		
1.1 Develop a plan to emphasize the year of the Priests	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	
<b>2.0 Each School strengthens its Catholic Identity and Christ Centered Mission</b>		
2.1 Collaborate to ensure accountability in implementing all requirements and benchmarks.	SUPT	
2.2 Constituencies will know and be able to express the mission statement and philosophy of the school system. <ul style="list-style-type: none"> <li>Insert new mission statement in all correspondence.</li> </ul>	SUPT	
2.3 Continue to emphasize an understanding of Catholic doctrine and faith formation, as evidenced in improved ACRE scores. <ul style="list-style-type: none"> <li>Work with individual schools with low ACRE scores</li> <li>Develop a module on Church History for teachers of religion</li> </ul>	SUPT, ASCI	
2.4 Work with the Office of Christian Formation to oversee the implementation of parish and school religion curriculum for grades Pre-K-8	ASCI	
2.5 Ensure compliance to the high school religion curriculum guidelines as stated by the USCCB	SUPT	
2.6 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	

<b>3.0</b>	<b>Continue partnerships with other OCE departments - Christian Formation and Youth Ministry</b>		
3.1	Plan meeting with parish Youth Ministers and school Campus Ministers to strengthen Catholic school students relationships with their parishes	SUPT, ASCI	
3.2	Continue to seek opportunities to develop closer relationships between parishes and Catholic schools	CEA, SUPT, ASCI	
3.2	Schools encourage vocational awareness	SUPT	
3.3	Begin a dialogue with priests, parish leaders, and schools to help support participation in parish life	CEA, SUPT, ASCI	
<b>4.0</b>	<b>Schools deepen their faith commitment and live the commitment in their daily lives</b>		
4.1	Ensure new teachers of religion complete Pathways 2009	SUPT, ASCI	
4.2	Provide effective opportunities for faculty retreats, liturgies, prayer, formation, etc.	SUPT, ASCI	
4.3	Serve as a resource in conjunction with the Offices of Christian Formation and Youth Ministry for effective retreats, liturgies, prayer, and service opportunities	SUPT, ASCI	
<b>5.0</b>	<b>Schools are open and welcoming to, and respectful of, other faith traditions</b>		
5.1	Encourage schools to hold an orientation for non-Catholic parents to share and clarify Catholic traditions, beliefs and practices	SUPT, ASCI	

Marketing and Enrollment			
<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	Continue to develop marketing materials that can be shared with schools	CEA	
1.2	Continue to develop relationships with local media to promote Catholic schools	CEA	
1.3	Continue to seek opportunities to inform local communities about Catholic schools	CEA	
1.4	Develop a survey instrument to assist schools in using exit interviews to track reasons for student attrition and require its use.	SUPT	
<b>2.0</b>	<b>Schools implement aggressive marketing programs</b>		
2.1	Encourage schools in the Central Region to collaborate on the preparation and implementation of a marketing program.	CEA	
2.2	Serve as a resource, with Diocesan Advisory School Board, for developing school marketing plans	DASB, CEA	
2.3	Encourage and support use of up-to-date websites and professional media.	SUPT, ASCI, DASB	
2.4	Develop a template for schools to build web site.	DASB, ASCI	
2.5	Develop ways to market the success of the academic program through standardized test results, graduation rates, and success in high school.	DASB, CEA, SUPT	
2.6	Plan a marketing training for principals/boards using outside resources	CEA, SUPT, ASCI	
<b>3.0</b>	<b>Staffing and leadership in OCS fosters effective marketing of Catholic Schools at all levels.</b>		
3.1	Evaluate school marketing materials and provide training and support	DASB	
3.2	Under-enrolled schools that cannot achieve an acceptable enrollment enter into discussion with other schools/parishes about restructuring	SUPT	
3.3	Strive to build/maintain a kindergarten to 8 <sup>th</sup> grade enrollment goal of at least 200 students	SUPT	
3.4	Establish enrollment benchmarks for middle and high school	SUPT	

Academic Excellence			
<b>1.0</b>	<b>Each School focuses on teaching and learning that is authentically Catholic and academically excellent.</b>		
<b>1.1</b>	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"> <li>• TerraNova</li> <li>• ACRE</li> <li>• SAT</li> <li>• AP Distribution</li> </ul>	ASCI	
<b>1.2</b>	Revise school policies 300s, 400's, and 500's to reflect Catholic faith-based education and values.	SUPT, ASCI	
<b>2.0</b>	<b>Academic programs will meet the needs of students enrolled in the schools.</b>		
<b>2.1</b>	Implement the plan to share resource teachers among schools	ASCI, SUPT	
<b>2.2</b>	SACS Develop processes for focused intervention for students with special needs including remediation and acceleration. <ul style="list-style-type: none"> <li>• Plan a professional development series using webcam</li> <li>• Plan Teachers' Conference</li> </ul>	ASCI, SUPT	
<b>2.3</b>	Expand Norfolk Project <ul style="list-style-type: none"> <li>• Create professional learning communities within the four Norfolk schools</li> <li>• Develop a plan to export the elements of gifted education to other schools in the Diocese</li> </ul>	ASCI	
<b>2.4</b>	Increase OCS visits to schools	SUPT, ASCI	
<b>2.5</b>	Review and update Consensus Curriculum <ul style="list-style-type: none"> <li>• Health/PE</li> <li>• Fine Arts</li> <li>• Technology</li> </ul>	ASCI	
<b>2.6</b>	Revitalize the TAT process using the Special Needs Taskforce <ul style="list-style-type: none"> <li>• Revise manual and guidelines for addressing special needs students</li> <li>• Establish partnerships with regional colleges/universities</li> </ul>	ASCI	
<b>2.7</b>	Seek grant opportunities to pursue diocesan initiatives for program enhancement	ASCI	
<b>2.8</b>	Explore the development of diocesan-wide pre-reading program	ASCI	
<b>3.0</b>	<b>Schools will engage in a continuous process of evaluation, improvement, and accreditation.</b>		
<b>3.1</b>	Identify and share best practices related to school improvement and program excellence. <ul style="list-style-type: none"> <li>• Develop a professional development plan for principals related to best practices in: development, teacher observation and evaluation, strategic planning, and enrollment, academic programs</li> <li>• Incorporate speaker on Good to Great for September Principals' meeting</li> </ul>	SUPT	
<b>3.2</b>	Develop professional partnerships with educational leaders and colleges to assist in the improvement process in each region.	ASCI	

<b>4.0</b>	<b>Principals will serve as instructional leaders in their schools.</b>		
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"> <li>Principals identify potential leadership in schools,</li> </ul>	SUPT, ASCI	
4.2	Develop a performance appraisal and schedule of teachers for principals.	SUPT, ASCI	
4.3	Develop a process with benchmarks for teacher goal setting and yearly evaluation.	SUPT, ASCI	
4.4	Require all faculties to be state certified or be on a plan to become state certified.	SUPT, TLC	
4.5	Maintain and improve licensure tracking system.	SUPT, TLC	
<b>5.0</b>	<b>Office of Catholic Schools will provide leadership in the area of curriculum development.</b>		
5.1	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 preschools in parishes not served by Catholic Schools	SUPT, ASCI	

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>	Hold meetings with pastors associated with Catholic schools and heads of schools as a means of encouraging collaboration.	CEA, SUPT	
<b>1.2</b>	Provide training to ensure each school has an active, qualified Board.	SUPT, DASB	
<b>2.0</b>	<b>New structures of collaboration or governance will be researched and implemented.</b>		
<b>2.1</b>	Develop a new governance model to replace the President/Principal model		

School Funding			
<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	
1.2	Continue to establish or expand relationships with local/state business leaders/owners. <ul style="list-style-type: none"> <li>• Develop lists of local businesses and vendors</li> <li>• Principals begin communication with local businesses (Catholic and Non-Catholic) <ol style="list-style-type: none"> <li>1. Update what is going on at the school</li> <li>2. Invitations to visit annually</li> </ol> </li> </ul>	CEA, FB, DASB,	
1.3	Assist Principals with developing relationships with local business leaders	DOD	
1.4	Continue to grow the McMahon Parater Foundation	CEA, DOD, FB, OF	
1.5	Re-assess Concilium Dinner and plan an event to highlight Catholic education	CEA, DOD, FB, DASB	
1.6	Coordinate and plan development efforts at the diocesan level, with appropriate coordination and planning of local development activities. <ul style="list-style-type: none"> <li>• Use school by school priority list to bring schools to the next level</li> <li>• Develop a series of Development workshops for school personnel</li> <li>• Identify successful grant opportunities through regional brainstorming sessions.</li> <li>• Write grants at the diocesan level. <ol style="list-style-type: none"> <li>1. Coordinate planning efforts at the diocesan level with efforts at the regional level</li> <li>2. Identify multi school opportunities within a region.</li> </ol> </li> <li>• Provide a template with the elements needed to get a grant proposal</li> </ul>	DOD, CEA, DASB	
1.7	Identify financial assistance needs for schools and seek avenues of funding. <ul style="list-style-type: none"> <li>• Seek avenues of funding for specific needs as identified by the schools for programs, capital, etc.</li> </ul>	DOD, CEA, DASB	
1.8	Investigate planned giving as an additional source of funding	DOD, CEA, DASB	
<b>2.0</b>	<b>All parishes in the diocese will participate in supporting the ministry of Catholic school education.</b>		
2.1	Develop a plan, together with the Office of Finance, to determine how support derived from the offertory increase program will be funneled to schools.	CEA, OF, DASB	
2.2	Determine minimum rate of assessment for parishes with schools.	CEA, OF, DASB	
2.3	Review high school assessments	CEA, OF, DASB	
2.4	Develop a plan to ensure parish assessments aren't decreased	CEA, 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 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 assist each school in the completion of an assessment of current debt to gain a clear financial picture of all school needs.	SUPT, DASB, OF	
3.4	Continue to 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.	CEA, SUPT, OF	
3.5	Standardize a chart of accounts for development and third source income	SUPT, OF, DOD	
<b>4.0</b>	<b>Provide direction and assistance to school administrators and local school boards regarding how to establish and grow an effective development program.</b>		
4.1	Continue to conduct a development/advancement audit at each school each year	DOD	
4.2	Determine which schools will be visited and establish visitation schedule	DOD	
4.3	Continue to monitor school development plans and report to Superintendent	DOD SUPT	
4.4	Require each school to budget for development activities	SUPT	
5.0	Schools will establish tuition rates that balance affordability with the need to maintain a quality Catholic education.		
5.1	Continue to monitor tuition rates at each of the schools	SUPT	
<b>6.0</b>	<b>Tuition assistance in each school will be adequately funded and administered.</b>		
6.1	Continue to increase diocesan tuition assistance monies to supplement local school/parish based tuition assistance.	CEA, FB, DASB	
6.2	Develop a plan that addresses the fact that all parishes are supporting schools	CEA, FB, DASB	
<b>7.0</b>	<b>Each school will advocate for legislative action to provide alternative sources for revenue for schools.</b>		
7.1	Update list of legislative liaisons	SUPT, DASB	
7.2	Continue to work with Virginia Catholic Conference on school tax credits	CEA, SUPT, ASCI DASB	
7.3	Implement bus bill plan.	CEA, ASCI DSAB	
7.4	Seek services through NCLB Title Programs. <ul style="list-style-type: none"> <li>• Continue to work with LEAs to facilitate relationship building</li> <li>• Invite state officials to brief principals of their rights</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> </ul>	ASCI CEA	
7.5	Work with Mid-Atlantic Consortium for regional advocacy matters.	CEA, SUPT, ASCI	
7.6	Pursue the natural gas cooperative initiative	CEA OF	
7.7	Pursue process for eRate funding	ASCI, SUPT	
7.8	Pursue Neighborhood Assistance Program	ASCI	

Office of Catholic Schools			
<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>	SUPT8/21/2009, DASB, RM OF	
<b>2.3</b>	Ensure each school has an updated crisis management plan.	SUPT	