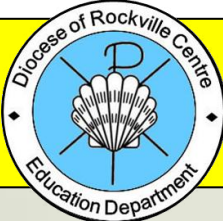


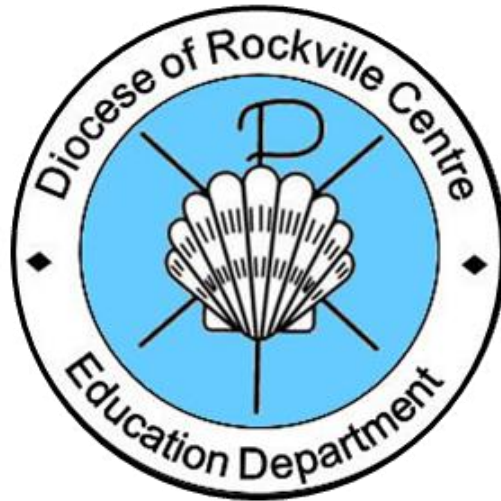
The Diocese of  
**ROCKVILLE CENTRE**

September 2011



**Strategic Plan for Catholic Elementary Schools**





*Mission Statement for Elementary Schools  
of the  
Diocese of Rockville Centre*

The Mission of the Catholic Schools in the Diocese of Rockville Centre is to foster an environment of spiritual and intellectual growth by integrating Catholic tradition and faith throughout the educational process. This is accomplished by the promotion of Gospel values as proclaimed and taught by the Catholic Church, lifelong service, global awareness, and academic excellence that prepares our students to be compassionate, as well as critical and creative thinkers in an ever changing society.

Graduates of our Catholic elementary schools have been given a strong foundation in the Catholic faith and are academically prepared to continue their education. They are expected to communicate effectively, work both independently and collaboratively, make choices that lead to personal and professional success, and be compassionate individuals who will become leaders in the Church and civic community.



DIOCESE OF ROCKVILLE CENTRE  
OFFICE OF THE BISHOP

September, 2011

Dear Brothers and Sisters in Christ:

Since the first Catholic school opened in New Orleans in 1727, Catholic schools have played an integral part in the education and development of the students in our nation. When Blessed Pope John Paul II stopped at New Orleans during his visit to the United States in 1987 he said, "Catholic schools are a gift to the nation and a gift to the Church." Catholic schools have also been vital to education in New York since 1800, actually pre-dating public schools in New York State. The Catholic elementary and secondary schools in the Diocese of Rockville Centre have been a gift to the people of Long Island, and we are committed to continuing to offer Catholic elementary schools that are academically excellent and spiritually engaging as well as affordable and accessible.

Our schools are dedicated to high academic performance, developing the whole person, and passing on the faith to the next generation. In my visits to the schools, I have been so impressed by the dedicated administrators, teachers and parents who are doing all they can to enrich the lives of our students and our Church. Our Catholic schools continue to be a place where students are academically and spiritually enriched and the investments that parents make in their children's lives continue to pay huge dividends.

Throughout the history of our Diocese, we have periodically studied the Catholic elementary schools and made changes as needed to ensure the quality and the long-term sustainability of Catholic education in our Diocese. As the environment in which we operate continues to change, we are once again undertaking this task.

In June of 2010, I convened a group of dedicated individuals to form the Bishop's Advisory Committee for Catholic Education consisting of members of the Elementary Education Commission, the Tomorrow's Hope Foundation, Diocesan administration and pastor representatives. These individuals shared their knowledge, experience and energy to develop a Strategic Plan for the future of Catholic elementary schools in the Diocese of Rockville Centre. This Strategic Plan will help us to identify and take advantage of the many opportunities that lie ahead in order to provide Catholic education that is academically excellent and spiritually engaging as well as affordable and accessible. We need to commit ourselves to working together for the good of all the students in our schools and those who will come to be educated in the future.

I am most grateful for the work of all involved in our schools, the members of the Education Department and the many individuals from the Elementary Education Commission and the Tomorrow's Hope Foundation who have given so generously of their time and talent. I also acknowledge and express my deep gratitude for all of those stakeholders in our Catholic school communities who have given their time and their wisdom in the many focus groups and planning sessions held throughout the Diocese during the development period of this plan. Your collective contribution to Catholic education is vital to building God's kingdom here on Long Island.

May God continue to bless the work of Catholic school education in the Diocese of Rockville Centre. I ask all of you to pray that the plans we make for the future will help us to continue our mission of educating the youth of this Diocese in the faith.

With my prayers and best wishes, I am

Sincerely yours in Christ,

Bishop of Rockville Centre

# Diocese of Rockville Centre Strategic Plan for Catholic Elementary Schools

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## **Executive Summary**

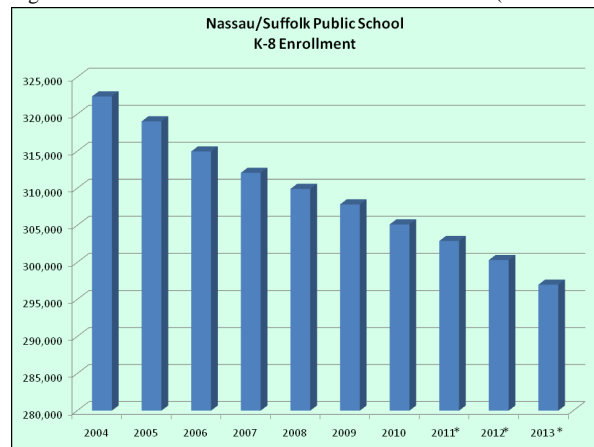
Catholic education is essential to the future of the Church on Long Island. Our schools play a vital role in the life of the Church and the Community, and the Diocese is committed to extending their legacy of academic excellence and commitment to the faith in the long-term interest of students and their families. The purpose of creating this Strategic Plan is to ensure that Catholic schools are as fiscally strong, sustainable, affordable, and accessible as possible for students today and in the future. We have examined the challenges and opportunities facing us, created benchmark goals that are measurable and attainable and provided strategies to achieve success.

Catholic education on Long Island pre-dates the founding of the Diocese of Rockville Centre in 1957. By the 1960s, the Diocese had 92 elementary schools with 78,000 students, reflecting Long Island's rapid population growth. In the following decades, enrollment began to decline and parishes had difficulty providing the level of financial support required by the schools. In the late 1980s, the Diocese undertook its first review of the schools and has conducted several studies since that time (see Appendix A for a detailed history). The Diocese regards this tradition of thoughtful self-examination and review as vital to its ability to respond effectively to the challenges and changes that each new decade brings.

Following the recommendations of the 2004 Catholic Elementary School Study, the Elementary Education Commission of the Diocese of Rockville Centre and the Tomorrow's Hope Foundation were formed. The Elementary Education Commission has worked closely with the schools to improve programs and promote effective and efficient management best practices. The Tomorrow's Hope Foundation has worked to ensure the excellence and continuance of Catholic schools on Long Island by increasing awareness of the value of a Catholic school education and by providing scholarship and program funding for the needs of students and schools. Since its inception in 2005, the Tomorrow's Hope Foundation has distributed more than \$8.4 million in aid, assisting over 6,100 children, and continues to provide approximately \$2 million in scholarship aid annually, as well as support for programs and emergency facility repairs.

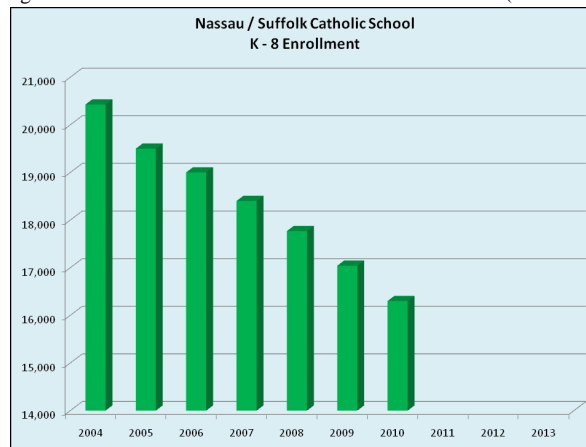
Today, the Diocese educates almost 32,000 students from nursery school through 12<sup>th</sup> grade. In recent years, enrollment has decreased in large part due to the changing demographics of our Diocese, the difficult economic environment on Long Island, and the increased secularization of American society. The decrease in enrollment in Catholic elementary schools mirrors that of the public schools in Nassau and Suffolk Counties. Given the projected decline in enrollment for public school districts, it is safe to assume that if nothing is done, Catholic school enrollment will continue to decline. (see Figures 1 and 2) The data gives us a clear mandate: as our public schools look at ways to consolidate and reorganize so too must we if we expect to thrive in the future.

Figure 1: Nassau/Suffolk Public School Enrollment K-8 (2004-2013\*)



\*projected enrollments  
Source: Western Suffolk BOCES Bi-County Public School Enrollment Report, March 2011

Figure 2: Nassau/Suffolk Catholic School Enrollment K-8 (2004-2010)



Source: Diocese of Rockville Centre Education Department Enrollment Reports 2004-2010

In June 2010, the Bishop’s Advisory Committee on Catholic Education was formed to connect the plans, work, and effort of the Diocese, the Elementary Education Commission, and the Tomorrow’s Hope Foundation. This committee heeds Pope Benedict XVI’s appeal to priests and religious not to abandon the school apostolate, but rather renew their commitment to schools.

The Advisory Committee’s charge is to work with the Diocesan Education Department to develop and foster the implementation of a comprehensive strategic plan to support the long term sustainability, growth, and excellence of Catholic elementary schools on Long Island. The Bishop’s Advisory Committee on Catholic Education will continue, beyond the publication of this plan, to be a forum where Diocesan leaders, pastor representatives, and representatives of the Tomorrow’s Hope Foundation and the Elementary Education Commission can come together to monitor and guide the implementation process.

This Strategic Plan presents goals and strategies necessary to attain a future in which Catholic schools on Long Island are fiscally secure, academically excellent, and fully engaged in promoting Catholic faith and values. Each school must be able to provide an excellent – and sustainable – Catholic education program. As a result of the demographic, social, and financial realities facing both public and private schools, there may be some painful decisions regarding school reorganizations, mergers, or closings that must be made as part of the implementation of this plan. As we move forward, it is essential that all of us who are interested in preserving and enhancing our schools – the religious and laity, principals and teachers, parents and students – work together toward the long-term goal of the continuation of quality Catholic elementary schools on Long Island.

The committee identified critical issues through a review of previous studies done in this Diocese, along with an historical analysis of the regionalization process experienced by the Diocese, an appraisal of the health of our current system of schools, and a study of best practices being implemented in other dioceses. To crystallize further the direction of the plan, independent analyses of strengths, weaknesses, opportunities, and threats were conducted by the Education Department and the Education Commission; focus groups of principals, pastors, parents, and teachers were consulted, and elements of the draft plan were reviewed by cluster groups, representing diverse constituencies within the Diocese. The strategic elements and the

associated statements that follow provide the framework for implementation committees as they work to support and strengthen Catholic education.

### ***Strong Catholic Identity***

In the Diocese of Rockville Centre, Catholic identity is the defining characteristic and essential element in Catholic schools. The central ministry is to infuse an excellent academic program with Catholic teaching on faith and morals, a commitment to serving others, and a sense of the sacred. Rooted in the traditions of the Catholic Church, Catholic schools graduate students who are faith-filled and committed to living the Gospel message as proclaimed and taught by the Catholic Church.

### ***Educational Excellence***

Schools in the Diocese of Rockville Centre continue to build on the tradition of academic excellence that has historically been one of our strengths. We all share a vision of maintaining the highest standards of performance and improving academic programs.

### ***Effective Organization and Governance***

A well organized and effective system of shared governance coordinates leadership at the parish, regional, and Diocesan levels and promotes the consistent implementation of policy. Stakeholders work collaboratively to ensure the viability and vitality of Catholic schools in the Diocese of Rockville Centre that we want to be geographically accessible, affordable, academically excellent, and distinctly Catholic.

### ***Collaborative Leadership***

Collaborative leadership at the Diocesan, parish, and school levels promotes the viability and vitality of our schools. The synergistic leadership of pastors and principals in the Diocese of Rockville Centre fosters successful schools that work closely with teachers, parents, and students. A commitment to Catholic school education must be a priority for all involved.

### ***Responsible Stewardship***

The Catholic community of the Diocese of Rockville Centre demonstrates its commitment to the mission of Catholic schools as an apostolic ministry of the Catholic Church through the effective development and management of resources. Leaders throughout the Diocese maximize the time, talent, and treasure available to secure the future of Catholic schools. All are called to collaborate in this mission.

### ***Vibrant and Effective Communications***

Catholic schools in the Diocese of Rockville Centre are engaged and well respected in their communities and have vibrant and effective means of communicating their success with families, alumni, and the wider community. Leaders are called to commit resources in order to meet the challenge of making schools better known, appreciated, and supported. The increased profile of

our schools helps parents see the value of Catholic elementary schools and encourages more parents to choose this opportunity for their children.

~

These key elements form the basis of the Strategic Plan that will enable us to provide Catholic elementary education that is academically excellent and spiritually engaging, as well as affordable and accessible. The development and implementation of the Strategic Plan will help the Catholic elementary schools of this Diocese maintain their place as a strong anchor in the Catholic continuum of education. Their role as a foundation for Catholic high schools and Catholic colleges is vital. As we examine trends locally and regionally, it is evident that a vision for Catholic education that spans the entire educational life of students needs to be created. It is the hope of the Bishop's Advisory Committee on Catholic Education that this Strategic Plan for elementary schools will help lay the groundwork for future discussions, planning, and development.

The implementation of this plan begins immediately. One of the keys to success will be the annual assessment of progress in meeting each of the strategic goals. In order to monitor and inform the process of implementation, surveys of parents, teachers, principals, and pastors will be conducted to measure the degree to which each of the strategies is being implemented in our schools and in our Diocese. Although our challenges are great, we will achieve them if we commit ourselves to working together to enhance our schools in ways that will enable them to enjoy a secure, sustainable, and distinguished future. It is our responsibility to meet the current challenges not only for the children enrolled in our schools today but for future generations as well.



## Rationale for Catholic Schools

As we look to the future of Catholic Elementary Schools in the Diocese of Rockville Centre, we recognize the importance of this apostolic commitment both academically and spiritually. Since the 1960s, each decade has seen a major piece of research that indicated students in Catholic schools consistently outperform their public school counterparts in measures of academic achievement. As DeFiore, Convey, and Schottloffel state, “The effectiveness of Catholic schools has been a consistent finding of educational research and coverage in the media for more than a quarter of a century.”<sup>1</sup>

This success goes beyond the realm of academics and extends to faith formation and service. According to the National Conference of Catholic Bishops (2002), the goals of a Catholic school include: a set of educational goals that are distinctive, a school identity rooted in Gospel values, a study of culture, and a sense of respect, and a sharing responsibility with the church. One goal is to educate academically, socially, and in all other areas to ensure the student’s personal and professional success in the world. The second goal is to transmit the faith to the next generation.<sup>2</sup> Study after study indicates that students who attend Catholic school demonstrate better command of religious knowledge than students in parish religious education programs. Further, students who attended Catholic schools for at least eight years were more likely to participate in the life of the church on a consistent basis.<sup>3</sup> These are the realities that have prompted church leaders to support the mission of Catholic schools and to encourage even greater support on the part of the Catholic community as a whole. To sum up their position, the United States Conference of Catholic Bishops state, “Our vision is clear: Our Catholic schools are a vital part of the teaching mission of the Church... We must respond to challenging times with faith, vision and the will to succeed because the Catholic schools’ mission is vital to the future of our young people, our nation, and most especially our Church.”<sup>4</sup>

The development and implementation of the Strategic Plan will help the Catholic elementary schools maintain their place as a strong anchor in the Catholic continuum of education. Their role as a foundation for Catholic high schools and Catholic colleges is vital. While it is a given that the vast majority of our elementary students continue on to Catholic high schools, a recent survey demonstrated that 42% of all Catholics who attended a Catholic college completed all or most of their education at Catholic schools. Further, 79% of current Catholic students at a Catholic college or university said they had attended a Catholic elementary school.<sup>5</sup> This is an important consideration given the desire on the part of Catholic colleges and universities to maintain their Catholic identity during this period when there is a nationwide decline in the number of Catholic students attending Catholic colleges and universities.<sup>6</sup> Given this fact, we intend to forge partnerships with Catholic colleges and universities to support the development of a Catholic Education Network from nursery through higher education.

As we examine trends locally and regionally, it is evident that a vision for Catholic education that spans the entire educational life of students needs to be created. It is the hope of the Bishop’s Advisory Committee on Catholic Education that this Strategic Plan for elementary schools will help lay the groundwork for future discussions by working to strengthen the Catholic elementary schools that make up the foundation of this Catholic Education Network.

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<sup>1</sup> DeFiore, L., Convey, J., and Schottloffel, M. *Weathering the Storm* (Virginia: NCEA, 2009) p. 3

<sup>2</sup> National Conference of Catholic Bishops (2002)

<sup>3</sup> DeFiore, Convey, and Schottloffel, p. 5

<sup>4</sup> *Renewing Our Commitment to Catholic Elementary and Secondary Schools in the Third Millennium*, (USCCB, 2005)

<sup>5</sup> D’Antonio, William V., James D. Davidson, Dean R. Hoge, and Mary L. Gautier. *American Catholics Today: New Realities of their Faith and their Church*, (Lanham, MD: The Rowman & Littlefield Publishers, Inc., 2007)

<sup>6</sup> *The American Freshman: National Norms for Fall 2005, 2006, 2007, 2008, 2009, & 2010*

# Strategic Plan

*A vision for the future of Catholic elementary schools  
in the Diocese of Rockville Centre*

## *Strong Catholic Identity*

In the Diocese of Rockville Centre, Catholic identity is the defining characteristic and essential element in Catholic schools. The central ministry is to infuse an excellent academic program with Catholic teaching on faith and morals, a commitment to serving others, and a sense of the sacred. Rooted in the traditions of the Catholic Church, Catholic schools graduate students who are faith-filled and committed to living the Gospel message as proclaimed and taught by the Catholic Church.

### Goals and Strategies:

1. All adults in the Catholic school community will demonstrate a shared responsibility to promote the mission and Catholic identity of the school.
  - a. Pastors and Principals will support and encourage participation in faith formation programs for all adults (i.e. parents, teachers, and staff) in the school community to deepen the faith of Catholic parents, while at the same time familiarizing parents of other faiths with the Catholic faith.
  - b. The schools in consultation with the Education Department will plan days of prayer and/or retreat programs for school personnel.
  - c. Schools will involve parents in the faith formation of their child.
  - d. School staff and families of students will be encouraged to take an active role in the liturgical, social, and evangelical ministries of their parish.
  - e. The Education Department will provide support for advocacy in matters relating to Catholic education to principals, pastors, and parents.
  - f. Students of other faiths will continue to be welcomed as part of the mission of evangelization of the church. Procedures will be in place to ensure an understanding of Catholic beliefs and traditions. Principals will discuss requirements for participation in coursework and attendance at school-wide religious activities.
  
2. Religious instruction will be approached both as a core academic subject and as an underlying belief structure that is woven into all facets of curriculum and instruction. Students will be taught to use the framework of faith as the lens with which to think critically about the world around them.
  - a. The Education Department will select an assessment tool to evaluate effectiveness of religious instruction and to provide data to enable schools to improve programs.
  - b. All teachers will be required to take Diocesan required coursework and will attain the necessary training certificates.
  - c. The Education Department and school administration will provide staff development to ensure that Catholic tradition, practice, and social teaching will be woven into the contents of the core curriculum of all academic subjects.
  - d. Students will continue to be taught the structure and importance of the Mass and will continue to be given frequent opportunities to attend and participate in liturgies.
  - e. School administration and teachers will provide opportunities for students to engage in meaningful service to the parish and local community.

3. With an understanding that Catholic identity must extend beyond the walls of the school; students, families, and school personnel will be visible signs of the school's commitment to Catholic identity.
  - a. Pastors, principals, and directors of religious education will work collaboratively to create opportunities for Catholic school students and families to become actively involved in the life of the parish, especially through attendance at Mass.
  - b. Pastors, principals, and teachers will create a culture in which the regular reception of the Sacraments is expected for Catholic families enrolled in the school.
  - c. Pastors will provide leadership in the faith formation and sacramental life of the schools.
  - d. Families and school personnel will be encouraged to participate actively in the life of their parish.

## *Educational Excellence*

Schools in the Diocese of Rockville Centre continue to build on the tradition of academic excellence that has historically been one of our strengths. We all share a vision of maintaining the highest standards of performance and improving academic programs.

### Goals and Strategies:

1. Administrators and teachers will demonstrate a commitment to their faith, be academically well prepared, technologically adept, and professionally competent and will possess the appropriate New York State certification.
  - a. As the instructional leaders of their schools, principals will demonstrate mastery of pedagogical methods, data driven instruction, and an ability to create technology infused curriculum that meets the needs of diverse learners.
  - b. Each school will review credentials of faculty and staff to ensure compliance with New York State certification and Diocesan requirements. In areas of noncompliance, a plan leading to compliance will be created and approved by the Education Department.
  - c. Ongoing and strategically planned professional development will be available for teachers, both at a Diocesan level and at the school level.
  - d. Principals and Diocesan administration will work collaboratively to plan and establish requirements for teacher development.
  - e. The new teacher orientation program will be reviewed annually to ensure maximum efficacy.
  - f. Teachers will be required to demonstrate proficiency in various methods of instructional technology.
  - g. Teachers will complete appropriate training in Catholic faith development as determined by the Education Department.
  - h. Throughout the Diocese, principals, teachers, and staff will form a variety of professional learning communities that are characterized by a shared mission aligned with school and Diocesan priorities.
  
2. As they endeavor to educate the whole child, schools will provide students with a challenging and diverse curriculum, utilizing 21<sup>st</sup> century skills and rich in opportunities for exploration and growth. Curriculum will be aligned with New York State mandates and Diocesan guidelines.
  - a. A periodic review of curriculum in each school will ensure alignment, both vertically and horizontally, with Diocesan and New York State mandates.
  - b. School-wide curricular benchmarks will meet or exceed Diocesan guidelines and New York State standards.
  - c. Schools will engage in the continuous process of evaluation and implementation of curricular enhancements.
  - d. Schools will offer a variety of extracurricular and co-curricular opportunities in alignment with students' needs and interests.
  - e. Schools will offer grade appropriate opportunities in World Languages and the arts.
  - f. Schools will follow Diocesan mandates as they relate to curricular pacing, student assessment, and parental notification of student progress.

- g. Schools will analyze student performance data to determine efficacy of curricular programs and will use data to inform decisions in regards to curricular changes and enhancements.
    - h. Principals will meet with the appropriate representative from the Education Department to review data analysis and to discuss school improvement planning.
    - i. Testing data will be shared with parents annually.
3. Teachers will employ instructional techniques that are based on pedagogical best practices and that meet the needs of diverse learners to prepare them for active participation in the global community.
  - a. Teachers will employ appropriately differentiated instruction to meet the diverse learning needs and styles of students.
  - b. The Education Department will leverage partnerships with area Catholic colleges and universities to develop professional development opportunities aimed at the improvement of instructional delivery.
  - c. All schools will take full advantage of services provided by the local public school district. School leaders will be trained in aspects of federal and state law as they apply to special education.
  - d. Teachers will analyze student performance data to inform the instructional process.
  - e. Teachers will use multiple measures to assess student achievement and progress.
  - f. The instructional delivery will incorporate appropriate instructional technology. Teachers will receive training in the integration of technology in the classroom. Principals will develop methods to ensure the implementation of training.
4. Students will learn in classroom environments that are clean, healthy, and educationally appropriate.
  - a. School facilities will be maintained, and cleanliness and safety will be priorities.
  - b. A schedule for the ongoing review of school facilities will be created to ensure health, safety, and overall well being of students.
  - c. Appropriate areas will be provided for science, physical education, and the arts.
  - d. Modifications will be made as needed to allow for the integration of technology into instructional practice.
  - e. Classroom materials, equipment, and furniture will be age/grade level appropriate.
5. Schools will participate in a planning process that continuously moves the school forward. Improvement plans will parallel Middle States and technology plan goals.
  - a. Schools will create school improvement plans that are reviewed, updated, and shared with the school community annually.
  - b. Improvement plans will outline target goals, timelines, professional development requirements, and funding sources.
  - c. Improvement plans will address short and long term facility issues and needs.

## *Effective Organization and Governance*

A well organized and effective system of shared governance coordinates leadership at the parish, regional, and Diocesan levels and promotes the consistent implementation of policy. Stakeholders work collaboratively to ensure the viability and vitality of Catholic schools in the Diocese of Rockville Centre that we want to be geographically accessible, affordable, academically excellent, and distinctly Catholic.

Goals and Strategies:

1. The Education Department, in conjunction with the Diocesan Elementary Education Commission, will assess the viability of Catholic schools in the Diocese to evaluate each individual school's ability to provide, and sustain into the future, a quality Catholic educational program.
  - a. The Education Department and the Diocesan Elementary Education Commission will work with school leaders to review a number of factors to determine a school's strength.
  - b. Recommendations for reconfigurations, mergers, or closures will be made so that suitable Catholic school options can be explored for students in the 2012-2013 school year.
  - c. The Education Department and the Diocesan Elementary Education Commission will work with schools to ensure a smooth transition for students.
  
2. With an understanding of the specialized nature of schools and the concern for academic excellence and strong Catholic identity, a shared governance model will be adopted to strengthen Catholic schools in the Diocese. To ensure uniform and coordinated policy, administrative oversight of the school will be shared by the Education Department and the pastors (and the executive board in a regional school).
  - a. Schools may retain their current status of parish or regional school.
  - b. Hiring and dismissal of principals will be done in a collaborative process. The Superintendent of Schools will provide a vetted pool of candidates for the selection of principals and will provide criteria for the hiring and dismissal of principals. Pastors (or executive board of a regional school) will appoint and dismiss principals based on criteria provided by the Superintendent of Schools. The regional vicar is responsible to see that hiring/dismissal criteria are in place and being followed.
  - c. Principals will be supervised by the Education Department and formally evaluated annually. A member of the Education Department will meet and discuss evaluations with the principal and pastor.
  - d. The parish pastor or the executive pastor will provide oversight for the spiritual development and evangelical ministry of the school.
  - e. The parish pastor or executive pastor, the principal, and the appropriate parish/school committees will work together to develop and submit balanced budgets that meet the educational and spiritual needs of students.
  - f. School Boards will receive training to ensure quality input in developing policy and will be active contributors in school leadership in accordance with Diocesan guidelines.

3. The Education Department and the Diocesan Elementary Education Commission will review and develop appropriate models to maximize efficacy and minimize cost in providing services such as tuition collection, procurement, professional development, and marketing.
  - a. Current practices employed by the Diocesan Finance Office will be reviewed to determine how they can be best adapted for use in schools.
  - b. School practices will be reviewed to foster collaboration and cooperation among schools.
  - c. Options for cost savings will be reviewed to determine what services and/or programs can be shared by multiple schools.
  
4. The Education Department, in consultation with the Diocesan Finance Office and the Diocesan Elementary Education Commission will work to ensure that sound fiscal policies are in place and adhered to in all schools.
  - a. The Education Department will use the resources available to it through the Diocesan Finance Office to monitor fiscal policies and performance at all schools.
  - b. The budget process will be reviewed to ensure that resources are being maximized and processes are streamlined for efficiency.
  - c. A coordinated effort will be utilized to ensure accountability, transparency, and open communication.
  - d. The Education Department, in consultation with the Diocesan Elementary Education Commission, will establish budgetary requirements for the approximate percentage of revenue derived from tuition and fees, subsidy, and development, fundraising, and grants.
  - e. Tuition and fee policies of schools will be reviewed with the goal of reducing disparities among neighboring schools.
  - f. Best practices of other dioceses will be periodically reviewed to assure that the Rockville Centre Diocese employs the most effective financial structure and models in support of Catholic elementary school education. To meet this end, a task force will study alternative models of governance.



## *Collaborative Leadership*

Collaborative leadership at the Diocesan, parish, and school levels promotes the viability and vitality of our schools. The synergistic leadership of pastors and principals in the Diocese of Rockville Centre fosters successful schools that work closely with teachers, parents, and students. A commitment to Catholic school education must be a priority for all involved.

Goals and Strategies:

1. Leadership at the Diocesan level will support and enable the efforts of parish and school leadership.
  - a. The Bishop, Auxiliary Bishops, Vicar General, Superintendent of Schools, and all other members of the Diocesan administration will pledge to continue their firm support for Catholic schools in the Diocese.
  - b. The Coordinator of Finance for Elementary Schools will work with schools and parishes to evaluate and/or develop a financial plan for the effective financial management of the schools.
  - c. Finance and Human Resource policies as they relate to schools will be reviewed, benchmarked against best practices from other dioceses, and uniformly implemented with the assistance of the Coordinator of Finance for Elementary Schools and the Assistant Superintendent for Personnel.
  - d. The Education Department will provide updates to reflect new standards and best practices for integrating technology in the schools and will inform schools of local, state, and national issues related to Catholic education.
  - e. The Diocesan Elementary Education Commission will work in support of the Superintendent to ensure the quality of Catholic Education.
  - f. The Education Department, in conjunction with the Diocesan Elementary Education Commission, will continue to monitor the viability and vitality of schools.
2. Leadership at the parish level will support the efforts of diocesan and school leadership.
  - a. Pastors and parish staff will continue to pledge their firm commitment to Catholic education, whether a school is located on parish property or not.
  - b. Pastors and parish staff will work with diocesan leadership to support principals and school staff.
  - c. As leaders of the spiritual community, pastors will work with the principal to ensure the Catholic identity of the school and to find creative ways to engage students and parents in their home parishes.
  - d. Pastors will work with principals to promote their parish or regional school.
3. Principals and other school building leaders will demonstrate a commitment to excellence and will create an environment where continuous improvement, focused on student success, is the norm.
  - a. Principals and school building leaders will be appropriately certified and will demonstrate required competencies to lead as visionaries and manage operations effectively.
  - b. Principals and school building leaders will demonstrate a well rounded knowledge of curriculum and current educational trends, and will implement best practices.

- c. Principals and school building leaders will take advantage of professional development opportunities offered to them.
  - d. Principals will be trained to monitor data trends in enrollment, testing, and finance and will share that data with pastors, parents, and the community as appropriate.
  - e. Principals will receive professional development to help them address curricular needs discovered through the analysis of data.
  - f. Principals will demonstrate proficiency in technology as it relates to instruction, communication, and public relations.
  - g. Principals will work with pastors and parish staff to promote Catholic school education.
4. Leaders at the school, parish, and diocesan level will ensure the complete implementation of the Diocesan Child Protection Policy.
- a. Diocesan and parish officials will distribute information on policies and procedures to schools, and share materials for successful implementation of diocesan policies.
  - b. Schools will share the Diocesan Child Protection Policy with all employees and volunteers.
  - c. Schools will perform background checks on all employees and volunteers following the procedures set forth by the Diocese.
  - d. Schools will ensure that all employees and volunteers have completed the required Virtus training.
  - e. Parishes and schools will work together to ensure that school environments are safe and that school curriculum appropriately teaches students about personal safety.
  - f. Schools will follow appropriate reporting procedures as outlined in the Diocesan Child Protection Policy.

## *Responsible Stewardship*

The Catholic community of the Diocese of Rockville Centre demonstrates its commitment to the mission of Catholic schools as an apostolic ministry of the Catholic Church through the effective development and management of resources. Leaders throughout the Diocese maximize the time, talent, and treasure available to secure the future of Catholic schools. All are called to collaborate in this mission.

### Goals and Strategies:

1. All parishes will continue to contribute to the ministry of Catholic education.
  - a. Parish contributions will be in compliance with a diocesan wide assessment policy.
  - b. The Diocesan Finance Office and the Education Department will continue to seek ways to keep costs down while at the same time promoting a fair and equitable system for all parishes.
  - c. Funds collected through the non-school assessment will be redistributed to schools in a fair and balanced system using defined criteria that maximizes the impact of resources.
2. Alumni will be encouraged to become more engaged in the life of the school
  - a. The Education Department, in conjunction with the Tomorrow's Hope Foundation, will seek resources to maximize the development of an involved and supporting alumni base.
  - b. Schools will host events aimed at attracting and informing alumni.
  - c. School personnel will receive training on building alumni relationships and establishing formal alumni giving programs.
  - d. Schools will update alumni databases (using information from Catholic Alumni Partnership) to enable them to communicate with alumni about school related news and events.
  - e. Alumni will be encouraged to support Catholic school advocacy efforts.
3. The Tomorrow's Hope Foundation will continue its mission of ensuring the excellence, as well as the continuance of Catholic schools on Long Island, by increasing awareness of the value of a Catholic school education and by providing scholarship and program funding for the needs of students and schools.
  - a. The Tomorrow's Hope Foundation will continue to develop initiatives and programs to fund their goal of providing \$5 million annually to fund scholarships.
  - b. The Foundation will continue to cultivate and steward a philanthropic base of support for Catholic schools by enhancing previously established efforts (Annual "Stars for Students" scholarship gala, "Adopt A Student" and "Adopt A School" programs) and developing new initiatives (development and execution of a comprehensive planned giving program and solicitation of private foundations).
  - c. The Foundation will continue to develop and grow the existing endowment fund for Catholic elementary education.
  - d. The Foundation will collaborate with the Diocese, parishes, and principals to support the ongoing public relations and marketing efforts of the schools and to leverage the work of the Catholic Alumni Partnership in order to engage alumni more fully.

- e. The Foundation will continue to employ a criteria-reference method to distribute financial aid to families with a demonstrated need.
  - f. The development office of the Tomorrow's Hope Foundation will be assisted by a development committee to support the fundraising and development goals of the strategic plan.
  - g. The Foundation will keep administrative costs below the Standards for Charity Accountability, established by the Better Business Bureau, in order to demonstrate good stewardship and accountability.
  - h. The Foundation will publish an annual report and periodic newsletters in order to promote transparency.
4. The Education Department will assist schools in the creation or expansion of development and grant programs in each school.
- a. Training will be provided for school leaders in the area of fundraising and development.
  - b. Fundraising, development, and grant revenue will be a required component of each school's budget and net proceeds will meet an established diocesan wide requirement as established by the Diocesan Elementary Education Commission.
  - c. A review of school participation in federal, state, and, local funding opportunities will be conducted to ensure that schools are receiving the maximum benefit of government monies and eligible student services provided by the public school district.
  - d. The Education Department will publish periodic newsletters.
5. A Catholic education network will be created to provide a continuum of Catholic education and to provide students and families with a return on their investment in choosing Catholic schools.
- a. Financial aid and scholarship opportunities will be explored with Catholic colleges and universities for students who have successfully completed Catholic elementary and high school.
  - b. A mutually beneficial Catholic network of schools will be created to provide a continuum of Catholic school education opportunities for students from nursery through higher education.

## *Vibrant and Effective Communications*

Catholic schools in the Diocese of Rockville Centre are engaged and well respected in their communities and have vibrant and effective means of communicating their success with families, alumni, and the wider community. Leaders are called to commit resources in order to meet the challenge of making schools better known, appreciated, and supported. The increased profile of our schools helps parents see the value of Catholic elementary schools and encourages more parents to choose this opportunity for their children.

### Goals and Strategies:

1. The Education Department, in conjunction with the Diocesan Communication Office, will dedicate staffing resources to help schools improve their marketing process and materials.
  - a. The Education Department will oversee the creation of a Diocesan wide marketing plan for Catholic schools.
  - b. Schools will prepare and execute marketing plans as part of their planning process.
  - c. Each school will review, articulate, and document its enrollment procedures starting with the first inquiry.
  - d. Resources provided by the Tomorrow's Hope Foundation will be leveraged to provide effective and ongoing marketing.
2. Schools will utilize various means to communicate school news and events.
  - a. Schools will publish periodic newsletters with the guidance (as necessary) of the Education Department and Diocesan Communication Office.
  - b. Schools will utilize parish bulletins to publicize school news and events.
  - c. The Education Department will work with Telecare and The Long Island Catholic to make diocesan communication vehicles more effective in promoting Catholic schools.
  - d. Schools will work with representatives of the Education Department to create and maintain dynamic, appealing, interactive, and informative websites.
  - e. The Diocesan Communication Office and representatives from the Education Department will work with schools to develop templates for press releases, advertisements, and marketing materials.
3. Schools will be involved in the local community.
  - a. School leaders will continually involve students, faculty, and staff in parish and community events.
  - b. Schools will be represented at select meetings of community, religious and civic organizations based on what they believe will best advance the profile of their school (e.g., Rotary, Knights of Columbus, Chamber of Commerce, etc.).
  - c. Schools will host periodic community or civic events to bring people into the schools. Students will participate in events (e.g., chorus singing national anthem, etc.).

## APPENDIX A - HISTORY & OVERVIEW

In 1957, Pope Pius XII founded the Diocese of Rockville Centre and appointed the Most Reverend Walter Kellenberg as its founding Bishop. In keeping with the mandate of American Bishops in 1884 that “no parish is complete until it has schools adequate for its children,” Bishop Kellenberg had as one of his chief priorities, the goal of providing a system of quality Catholic schools.<sup>7</sup> This meant quickly expanding the number of schools that were inherited from the Diocese of Brooklyn (about 70). In the first 10 years, the young Diocese saw its enrollment in Catholic schools rise dramatically, increasing by over 30,000 students to a total of over 78,000 in 92 elementary schools.<sup>8</sup> At the same time, Bishop Kellenberg held a major capital campaign to build four high schools. These high schools are still in operation; two are diocesan and two are operated by religious communities.

In the Diocese of Rockville Centre, this period of growth and expansion continued into the late 1960s but then, following a trend seen nationwide, enrollment dropped precipitously. In fact, in the 10 years following the Second Vatican Council, enrollment dropped by more than 40%.<sup>9</sup> In the late 1960s, Catholic schools nationwide registered almost 50% of the school age children who were Catholic, but by the mid 1990s, that number had dropped to about 18% of Catholic school age children.<sup>10</sup>

After sustaining periods of declining enrollment through the 1970s and 1980s, pastors approached Bishop McGann in the mid 1980s about the amount of subsidy they were paying for their schools. In order to gain a clearer and more complete understanding of the Catholic school situation, the Diocese hired Meitler Consulting Firm to conduct a study of the elementary schools. In 1988, Meitler presented a report outlining the major concerns facing the schools regarding funding, recruitment, and retention of students.

To address these concerns, Bishop Markiewicz and a task force were appointed to create a plan to address the impact of rising costs on the ability of the Diocese to keep the system operating as it was into the future. The task force was unable to find a way for schools to continue as they were, so Bishop McGann asked Monsignor Charles Swiger to chair the Action Committee for Catholic Education (ACCE) to consider alternatives for the future of Catholic schools.

The ACCE presented its report in May 1990, making recommendations that were very different from previous reports. It recommended that the Diocese be divided into 27 regions and that each region form a Regional Planning Board, which was to devise plans for Catholic schools in the region. A Director of Regional School Planning was appointed and met with and monitored the 27 regions.

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<sup>7</sup> Pastoral Letter of the Third Plenary Council of Baltimore (1884).

<sup>8</sup> Leonard, Joan de Lourdes. *Richly Blessed: The Diocese of Rockville Centre* (NY: Diocese of Rockville Centre, 1991)

<sup>9</sup> Cheeseman, Steven. *An Analysis of the Early Implementation Phase of a Change Process* (Michigan: UMI, 2005)

<sup>10</sup> Youniss, J. and Convey, J. Ed. *Catholic Schools at the Crossroads* (NY: Teachers College Press, 2000)

One of the assumptions, and later recommendations of ACCE I, was that parishes could no longer afford to fund Catholic education alone; it was the responsibility of the whole Church. Parishes that did not support their own parish school or contribute to a regional school would contribute to Catholic elementary education through a non-school subsidy payment each quarter.

Based on the recommendations of the Regional Planning Boards, twenty-two schools closed in June, 1992 and 10 regional schools opened that September. In the analysis of ACCE I, it was clear that the Diocese needed to reduce the number of schools to 50 if it was going to be able to meet the financial needs of schools and parishes. That reduction did not happen. After this period of regionalization, the schools saw an increase in enrollment and tuition revenue and thus parishes were able to meet the financial needs of the schools. This positive trend continued through the 1990s.

The 2000-2001 school year saw the first decline in elementary school's enrollment in over nine years. By 2003, the Bishop and Superintendent of Schools were very concerned that even though there was an increase in high school enrollment, the numbers of students enrolled in elementary schools had begun to decrease. In an attempt to understand the decline, Robert Shea, a consultant from Dallas, was hired in 2004 and a study group was formed to conduct a review of the schools. Surveys were done with pastors, principals, parents with children in Catholic elementary schools, and parents who did not have children in Catholic schools. A summary of the report shows that pastors and parents with students enrolled in Catholic schools acknowledged and appreciated the spiritual, moral, and value centered environment created by our schools and felt that their students demonstrated academic success. On the other hand, parents who chose not to enroll students in Catholic schools indicated cost, fewer academic/curricular options, and limited resources to address special needs of students as the main reasons for their decision.

In light of these findings, the study group and consultant made two major recommendations: First, to form a commission to improve school programs and promote the effective and efficient management of schools and second, to form a foundation that would raise funds to support enrollment and programs in the diocesan schools. Thus, the Elementary Education Commission of the Diocese of Rockville Centre and the Tomorrow's Hope Foundation were formed. These two organizations have worked in support of the Education Department and the Superintendent of Schools in an effort to ensure that a quality Catholic Education is available and affordable for those who desire it. The Elementary Education Commission has worked closely with the schools to share best management practices, monitor financial and enrollment data, and take corrective actions when necessary. In keeping with its mission, the Tomorrow's Hope Foundation has worked to ensure the excellence, as well as the continuance, of Catholic schools on Long Island by increasing awareness of the value of a Catholic school education and by providing scholarship and program funding for the needs of students and schools. The Tomorrow's Hope Foundation has distributed over \$8.4 million in aid, assisting 6,100 children, since its inception in 2005. It continues to be successful in raising the funds to provide approximately \$2 million in scholarship aid annually, as well as, to provide support for programs and emergency facility repairs.

The success of these efforts notwithstanding, there are still major challenges facing our schools, the biggest of which lies in the changing demographics of our Diocese. To assist us in getting a clearer picture of the demographic challenges facing the Diocese, the Education Department contracted with Dr. Jonathan Hughes of St. John’s University in 2008. His work with the Superintendent of Schools helped to paint a picture of the future of our schools that very much mirrored the future of public schools as well. The fact that Catholic school enrollment nationwide has decreased by over 20% is exacerbated in this Diocese by the decline in school age enrollment in Nassau and Suffolk Counties. As Table 1 shows, over the next five years that trend is expected to continue with a projected overall decline of 7.6% in school age population. The data gives us a clear mandate: as our public schools look at ways to consolidate and reorganize so too must we if we expect to thrive in the future.

**Table 1: Projected Change in population 2010 - 2015**

<b>Township</b>	<b>5-9 year olds</b>	<b>10-14 year olds</b>
Huntington	-7.1%	-9.6%
Oyster Bay	-8.3%	-13.2%
North Hempstead	-5%	-11.7
Hempstead	-7.2%	-12.2
Babylon	-5.5%	-7.4%
Smithtown	-6.4%	-7.2%
Islip	-5.2%	-7.2%
Brookhaven	-3.1%	-5.9%
Riverhead	1.7%	-1.1%
Southampton	-1.7%	-4%
Easthampton	-1.6%	-4.9%
Southold	-0.2%	-4.7

Source: Dr. Jonathan Hughes, St. John’s University

In addition to the drastic changes in population, our communities are faced with effects of a recession and an uncertain economic future. Finally, our schools continue to be impacted by the increased secularization of American society. Taken together, these key elements of our times, though out of our control, require us to look at our schools in a new way to ensure a vital and vibrant system of Catholic schools.

Understanding the need for continuous improvement, and committed to the future of our schools, Bishop Murphy created the Bishop’s Advisory Committee on Catholic Education in June 2010. This committee was made up of members of the Elementary Education Commission, the Tomorrow’s Hope Foundation, the Education Department, the Diocesan Finance Department, pastors, and key members of the Diocesan administration. The committee was charged with the task of creating a strategic plan to ensure the long term sustainability, affordability, and growth of Catholic Education on Long Island.

The timeline that was followed for the development and will be followed for the implementation of this strategic plan is shown below. Though specific dates are highlighted as benchmarks, continuous communication with the Bishop’s Office, the Education Commission, the



Tomorrow's Hope Foundation, the Education Department, and the Finance Department helped to ensure the committee's success in developing a comprehensive strategic plan. This model of open and frequent communication will continue throughout the implementation process.

**June 2010** – Bishop Murphy forms Bishops Advisory Committee on Catholic Education (BACCE)

**July 2010** – First meeting of BACCE

**July 2010 - November 2010** – BACCE gathers research needed to begin plan

**January 2011** – Announcement that Bishop Murphy has formed a committee, the BACCE, to put together a strategic plan to ensure the viability, affordability, and sustainability of Catholic schools.

**January 18, 2011** – Draft strategic elements presented to planning committees for review and comment (committees look for consensus on the vision, not the implementation)

**February 2011** –Representatives of Pastors and Principals review draft elements of strategic plan for comment

**March 2011 – July 2011**– BACCE reviews, and edits as needed, the strategic plan in light of feedback received from focus groups and planning committees

**March 2011** – Marketing committee begins to meet to discuss the roll out and implementation of strategic plan

**July 2011** – Final revisions made and plan presented to Bishop for final revision

**July 2011** - Appropriate implementation committees formed to begin developing specific measures of success for goals

**September 2011** – Strategic Plan is presented to pastors and principals, and is published

**September 2011** – Implementation phase begins

**Late Fall 2011** –Vitality studies completed

**Early Winter 2011**- Recommendations for reconfigurations, mergers, or closures

**Winter 2011** – Reconfigurations, mergers, and/or closures announced

**September 2012** – Full implementation of plan

**September 2012**–Surveys will be conducted to determine the degree of implementation of the Strategic Plan at each school.

**September 2013** –Modifications or adjustments to plan goals will be announced in light of continuing reviews of progress on measures of success and adjust planning

APPENDIX B: Implementation Survey

(survey to be delivered and completed online using survey monkey)

School: \_\_\_\_\_ (drop down menu in online version)

Relationship with school: \_\_\_Parent \_\_\_Pastor \_\_\_Teacher \_\_\_Principal \_\_\_Board Member

Years associated with school \_\_\_\_\_

Directions: Using the scale that follows each stated strategy, indicate the degree to which you believe the strategy has been implemented. A score of 4 indicates that the strategy has been completely implemented, while a score of 1 indicates that you believe that no steps have been taken to implement this strategy. A response of N/O (not observed) indicates that the respondent has not observed or does not know if the strategy has been implemented.

1	All adults in the Catholic school community demonstrate a shared responsibility to promote the mission and Catholic identity of the school.	4	3	2	1	N/O
2	The Pastor(s) and Principal support and encourage participation in faith formation programs for all adults (i.e. parents, teachers, and staff) in the school community to advance the faith of Catholic parents while at the same time familiarizing parents of other faiths with the Catholic faith.	4	3	2	1	N/O
3	The school involves parents in the faith formation of their child.	4	3	2	1	N/O
4	The Education Department provides support for advocacy in matters relating to Catholic education to principals, pastors, and parents.	4	3	2	1	N/O
5	Students of other faiths are welcomed as part of the mission of evangelization of the church.	4	3	2	1	N/O
6	Religious instruction is approached both as a core academic subject and as an underlying belief structure that is woven into all facets of curriculum and instruction.	4	3	2	1	N/O
7	The Education Department and school administration provide staff development to ensure that Catholic social teaching is woven into the contents of the core curriculum of all academic subjects.	4	3	2	1	N/O
8	Students are taught the structure and importance of the Mass and are given frequent opportunities to attend and participate in liturgies.	4	3	2	1	N/O
9	School administration and teachers provide opportunities for students to engage in meaningful service to the parish and local community.	4	3	2	1	N/O
10	With an understanding that Catholic identity must extend beyond the walls of the school, students, families, and school personnel are visible signs of the school's commitment to Catholic identity.	4	3	2	1	N/O
11	The pastor(s), principal, and director of religious education work collaboratively to create opportunities for Catholic school students and families to become actively involved in the life of the parish, especially through attendance at Mass.	4	3	2	1	N/O
12	The pastor(s), principal, and teachers create a culture in which the regular reception of the Sacraments is expected for Catholic families enrolled in the school.	4	3	2	1	N/O
13	Administrators and teachers demonstrate a commitment to their faith, are academically well prepared, technologically adept, professionally competent.	4	3	2	1	N/O
14	Teachers possess appropriate NYS certification.	4	3	2	1	N/O

15	Ongoing and strategically planned professional development is available for teachers.	4	3	2	1	N/O
16	Teachers demonstrate proficiency in various methods of instructional technology.	4	3	2	1	N/O
17	Teachers complete appropriate training in Catholic faith development.	4	3	2	1	N/O
18	As they endeavor to educate the whole child, the school provides students with a challenging and diverse curriculum utilizing 21 <sup>st</sup> century skills and rich in opportunities for exploration and growth.	4	3	2	1	N/O
19	The school engages in the continuous process of evaluation, improvement, and implementation of curricular enhancements.	4	3	2	1	N/O
20	The school offers a variety of extracurricular and co-curricular opportunities in alignment with students' needs and interests.	4	3	2	1	N/O
21	Testing data is shared with parents annually.	4	3	2	1	N/O
22	Teachers employ instructional techniques that are based on pedagogical best practices and that meet the needs of diverse learners to prepare them for active participation in the global community.	4	3	2	1	N/O
23	Teachers employ appropriately differentiated instruction to meet the diverse learning needs and styles of students.	4	3	2	1	N/O
24	The school takes full advantage of services provided by the local public school district in order to best service students.	4	3	2	1	N/O
25	Teachers analyze student performance data to inform the instructional process.	4	3	2	1	N/O
26	Students learn in classroom environments that are clean, healthy, and educationally appropriate.	4	3	2	1	N/O
27	School facilities are maintained and cleanliness and safety are priorities.	4	3	2	1	N/O
28	Appropriate areas are provided for science, physical education, and the arts.	4	3	2	1	N/O
29	The school utilizes a planning process that continuously moves the school forward.	4	3	2	1	N/O
30	The school has improvement plans that are reviewed, updated, and shared with the school community annually.	4	3	2	1	N/O
31	The pastor(s) provide oversight for the spiritual development and evangelical ministry of the school.	4	3	2	1	N/O
32	The pastor(s) work with the principal to develop and submit balanced budgets that meet the educational and spiritual needs of students.	4	3	2	1	N/O
33	School Boards receive training to ensure quality input in determining policy and are active contributors in school leadership.	4	3	2	1	N/O
34	Sound fiscal policies are in place and adhered to in the school.	4	3	2	1	N/O
35	The school works to ensure accountability, transparency, and open communication.	4	3	2	1	N/O
36	Leadership at the diocesan level supports and enables the efforts of parish and school leadership.	4	3	2	1	N/O
37	Leadership at the parish level supports the efforts of diocesan and school leadership.	4	3	2	1	N/O
38	Pastors and parish staff work with diocesan leadership to support the principal and school staff.	4	3	2	1	N/O
39	As leaders of the spiritual community, the pastor(s) work with the principal to ensure the Catholic Identity of the school and to find creative ways to engage students and parents in their home parishes.	4	3	2	1	N/O

40	Pastors work with the principal to promote the school.	4	3	2	1	N/O
41	The principal and other school building leaders demonstrate a commitment to excellence and create an environment where continuous improvement focused on student success is the norm.	4	3	2	1	N/O
42	The principal and other school building leaders demonstrate a well rounded knowledge of curriculum and current educational trends.	4	3	2	1	N/O
43	The principal demonstrates proficiency in technology as it relates to instruction, communication, and public relations.	4	3	2	1	N/O
44	The principal works with pastors and parish staff to promote Catholic school education.	4	3	2	1	N/O
45	Leaders at the school, parish, and diocesan level ensure the complete implementation of the Diocesan Child Protection Policy.	4	3	2	1	N/O
46	The school performs background checks on all employees and volunteers.	4	3	2	1	N/O
47	The school ensures that all employees and volunteers have completed the required Virtus training.	4	3	2	1	N/O
48	The parish(es) and school work together to ensure that school environments are safe and that school curriculum appropriately teaches students about personal safety.	4	3	2	1	N/O
49	The parish(es) contributes to the ministry of Catholic education.	4	3	2	1	N/O
50	Alumni are encouraged to become more engaged in the life of the school.	4	3	2	1	N/O
51	The Tomorrows Hope Foundation employs a criterion referenced method to distribute financial aid to families with a demonstrated need.	4	3	2	1	N/O
52	Training is provided for school leaders in the area of fundraising and development.	4	3	2	1	N/O
53	Fundraising, development, and grant revenue are a component of the school's operating budget.	4	3	2	1	N/O
54	The school prepares and executes a marketing plan.	4	3	2	1	N/O
55	The school has an established enrollment procedure starting with the first inquiry.	4	3	2	1	N/O
56	The school utilizes various means to communicate school news and events.	4	3	2	1	N/O
57	The school utilizes parish bulletins to publicize school news and events.	4	3	2	1	N/O
58	The school maintains a dynamic, appealing, interactive, and informative website.	4	3	2	1	N/O
59	The school is involved in the local community.	4	3	2	1	N/O
60	The school continually involves students, faculty, and staff in parish and community events.	4	3	2	1	N/O

Appendix C: The Bishop's Advisory Committee for Catholic Education

Rev. Msgr. Robert Brennan  
Vicar General and Moderator of the Curia  
Diocese of Rockville Centre

Sister Joanne Callahan, OSU  
Superintendent  
Diocese of Rockville Centre

Robert B. Catell  
*Tomorrow's Hope Foundation*  
Chairman - Advanced Energy Research  
& Technology Center  
Stony Brook University

Steven Cheeseman, Ed.D.  
Associate Superintendent  
Diocese of Rockville Centre

Reverend John M. Derasmo  
Pastor, St. James Church  
Seaford

Thomas F. Doodian  
Chief Financial Officer  
Diocese of Rockville Centre

Joseph Geoghan  
*Chair, Education Commission*  
Former General Counsel  
Union Carbide

Maureen Hannan  
Coordinator of Finance for the  
Elementary Schools  
Diocese of Rockville Centre

Eileen Kilbride, Ed.D.  
*Education Commission*  
Principal, St. Joseph's School  
Garden City

Reverend Michael T. Maffeo  
Pastor, St. Joseph's Church  
Ronkonkoma

Kevin T. Murphy  
Director of Diocesan Administration  
Diocese of Rockville Centre

Anthony J. Nastasi  
*Tomorrow's Hope Foundation*  
President  
Nastasi & Associates, Inc.

Peter Quick  
*Tomorrow's Hope Foundation*  
Partner  
Burke & Quick Partners Holdings LLC

Lewis S. Ranieri  
*Chair, Tomorrow's Hope Foundation*  
Chairman and President  
Ranieri & Co., Inc.

James Riley, Jr.  
*Tomorrow's Hope Foundation*  
Retired Managing Partner  
Goldman Sachs New York

Reverend Charles Romano  
Pastor, St. Raymond of Penyafort Church  
East Rockaway

Brian T. Shea, Chair  
*Tomorrow's Hope Foundation*  
Chief Executive Officer  
Pershing LLC

Ryan Sheehan  
*Tomorrow's Hope Foundation*  
Ranieri & Co., Inc.

Carol Needham Taylor  
*Education Commission*  
Attorney  
Pasta, Needham, & Taylor, Esqs.

Appendix D: Strategic Planning Focus Group Participants

*The following people have participated in one of the focus group discussions and have provided feedback that helped the BACCE develop goals and strategies in the identified area.*

<b>Catholic Identity</b>	<b>Educational Excellence</b>	<b>Stewardship</b>	<b>Marketing, Public Relations, and Enrollment</b>	<b>Organizational Structure and Governance</b>	<b>Leadership</b>
Gene Arlotta	Sr. Kathleen Carlin	Biagio Arpino	Vincent Albrecht	Margaret Augello	Vincent Albrect
Leona Arpino	Paul Clagnaz	Msgr. Steven Camp	Celeste Checchia	Christine Bendish	Margaret Augello
Christine Bendish	Alexandra Conlan	Veronica Danca	Sr. Linda Joseph Chichi	Sr. Kathleen Carlin	Christine Bendish
Sr. Helen Ann Charlebois	JoAnn DiNardo	Lorraine Del Genio	Msgr. Thomas Costa	Gerald Cattaro	Msgr. Thomas Coogan
Paul Clagnaz	Lois Farinacci	Stephen DeSimone	Sr. Joanne Deegan	Robert Catell	Veronica Danca
Fr. John Derasmo	Elizabeth Frangella	Mary Earvolino	Michelle DiBenedetto	Paul Clagnaz	Sr. Antoinette DeAveiro
Leeann Graziose	Jane Harrigan	Sr. Kathleen Gallina	Nan Doherty	Joanne Fitzgerald	Sr. Mary Dowden
Constance Jenkins	Wendy Hofmann	Sr. Ruthanne Gypalo	Sean Dolan	Fr. Gerard Gentleman	Elizabeth Frangella
Eileen Kilbride	Fr. Edward Kealey	Sr. Kerry Handal	Anna Guardino	Kerry Kahn	Joseph Geoghan
Juneen Leech	Eileen Kilbride	Maureen Hannan	Sr. Kerry Handal	Sr. Maureen McDade	Sr. Patricia Koehler
Donna Montella	Anne Lederer	Jane Harrigan	Maureen Hannan	Fr. Joseph Mirro	Louise Krol
Barbara Mucciolo	Elizabeth Lynch	Constance Jenkins	Christine Hendriks	Joanne O'Brien	Maria Martinez
Helen Newman	Sr. Lorraine McDonald	Michael McMorrow	Cammy Lubrano	Dorothy Onysko	F.J. McCarthy
Sean O'Connell	Kathleen Moran	Lewis Ranieri	Richard McMahan	Roseann Petruccio	Msgr. Francis Midura
Jane Peters	Jeanne Morcone	James Riley	Mary Murphy	Cecelia Rando	Jeanne Morcone
Msgr. Peter Pflomm	Sr. Mary Ann Noonan	Maureen Scaduto	William O'Sullivan	Fr. Gerard Ringenback	William O'Brien
Msgr. Paul Rahilly	Eileen Oliver	Denise Seck	Kathleen Razzetti	Paul Sperry	Jane Peters
Tara Sottnik	Darci Ramsdell	Brian Shea	Glenn Tyranski	Michael Taglich	Carol Taylor
Sr. Catherine Stare	Kathleen Razzetti	Ryan Sheehan	Norma Whitley		
Cecilia St. John	Sr. Kathy Schlueter	Sr. Susan Snyder			
Barbara Vaupel	Rita Ann Swift	James Thompson			
Shannon Whittier	Christine Teisch				

Appendix E: The Elementary Education Commission of the Diocese of Rockville Centre

Linda Britton  
Teacher  
Sachem Central Schools

Rev. Msgr. Robert Brennan  
Vicar General and Moderator of the Curia  
Diocese of Rockville Centre

Sister Joanne Callahan, OSU  
Superintendent  
Diocese of Rockville Centre

Gerald M. Cattaro, Ed.D.  
Director, Educational Leadership,  
Administration, and Policy  
Chair, Catholic Leadership Institute  
Fordham University

Steven Cheeseman, Ed.D.  
Associate Superintendent  
Diocese of Rockville Centre

Nan M. Doherty  
Principal, St. John the Baptist DHS  
West Islip

Sean Dolan  
Director of Communication  
Diocese of Rockville Centre

Thomas Doodian  
Chief Finance Officer  
Diocese of Rockville Centre

Reverend Gerard Gentlemen  
Pastor, Church of The Holy Family  
Hicksville

Joseph Geoghan, Chair  
Former General Counsel  
Union Carbide

Sister Kerry M. Handal, CSJ  
Director of Vocations  
Sisters of St. Joseph, Brentwood, NY

Maureen Hannan  
Coordinator of Finance for the  
Elementary Schools  
Diocese of Rockville Centre

Eileen Kilbride, Ed.D.  
Principal  
St Joseph's School, Garden City

Sister Patricia Koehler, OP  
Curriculum, Instruction and  
Technology Supervisor  
Nassau BOCES

Jeanne Morcone  
Principal  
Trinity Regional School, East Northport

Kevin T. Murphy  
Director of Diocesan Administration  
Diocese of Rockville Centre

Joanne O'Brien, Ed.D.  
Associate Dean and  
Director of Graduate Education Programs  
Division of Education  
Molloy College

Reverend Edward Sheridan  
Pastor, Church of St. Rosalie  
Hampton Bays

Ryan Sheehan  
Tomorrow's Hope Foundation  
Ranieri & Co., Inc.

Carol Needham Taylor  
Attorney  
Pasta, Needham & Taylor, Esqs.

John T. Walsh  
Former Vice President  
Citibank Global Finance

## Appendix F: The Tomorrow's Hope Foundation

Paul F. Amoruso Managing Director Oxford & Simpson	Michelle DiBenedetto Director, Public Outreach Long Island Housing Partnership	Peter Quick Partner Burke & Quick Partners Holdings LLC
Drew Bogner, Ph.D. President Molloy College	Joseph A. Fabrizi Executive Vice President Cushman & Wakefield, Inc.	Lewis S. Ranieri, Chair Chairman and President Ranieri & Co., Inc.
Rev. Msgr. Robert J. Brennan Vicar General and Moderator of the Curia Diocese of Rockville Centre	Joseph E. Geoghan Former General Counsel Union Carbide	James Riley Jr. Retired Managing Partner Goldman Sachs New York
Sister Joanne Callahan, OSU Superintendent Diocese of Rockville Centre	Kathleen Giamo President The Giamo Group	Daniel A. Rizzi Partner Nixon Peabody LLP
Bernadette Casey Smith President William & Sophia Casey Foundation	Mary Ryan Gonzalez Attorney	Maureen T. Scaduto Associate Director Cultural Institutions Retirement System
Robert B. Catell Chairman - Advanced Energy Research & Technology Center Stony Brook University	James C. Herrmann President James C. Herrmann & Associates, LTD	Brian T. Shea Chief Executive Officer Pershing LLC
Paul Clagnaz Principal St. Brigid/Our Lady of Hope Regional School, Westbury	Hon. Rick Lazio Member of Congress (1993-2001)	Salvatore F. Sodano Senior Executive Adviser to the President Sorin Distinguished Teaching Fellow Hofstra University
Colleen Colasacco Art Teacher St. Patrick's School, Bay Shore	Kevin Lessing Director of Food Service Management Lessing's	Paul Sperry President IDP Consulting, LLC
Richard J. Conniff Chief Operating Officer /Fund Manager RXR Realty LLC	Frank P. Liantonio Executive Vice President Cushman & Wakefield, Inc.	Michael Taglich Co-Founder, President & Chairman Taglich Brothers
Hon. Alfonse M. D'Amato Managing Director Park Strategies, LLC	George Malhame Co-CEO Malhame/Regine Press & Malco Inspirational Gifts	Peter D. Tamsen Attorney Peter D. Tamsen, P.C.
John A. Danzi Principal LI Hotels LLC	Randolph Manning Associate Dean of Academic Affairs – Business & Technology Suffolk County Community College	Edward Travaglianti President, Long Island TD Bank
Kathleen Deegan Dickson Partner Forchelli, Curto, Deegan, Schwartz, Mineo, Cohn & Terrana, LLP	F.J. McCarthy, CCIM President Site Selection Advisory Group, Inc.	Christopher Tully President Preston/ Tully Group
Daniel Denihan Managing Director Tenth Avenue Holdings, LLC	Most Reverend William Murphy Bishop of Rockville Centre Diocese of Rockville Centre	Glenn Tyranski Senior Vice President, Financial Compliance NYSE Regulation
Stephen V. DeSimone, P.E. President & CEO DeSimone Consulting Engineers, PLLC	Anthony J. Nastasi Nastasi & Associates, Inc.	David Winchester Chief Learning Officer Clean TechRocks, LLC



Appendix G: The Education Department of the Diocese of Rockville Centre

Sister Joanne Callahan, OSU, M.S., P.D.  
Superintendent of Schools

Steven Cheeseman, M.A., P.D., Ed.D.  
Associate Superintendent of Schools

Biagio M. Arpino, M.S., P.D.  
Assistant Superintendent for Personnel

Sister Antoinette DeAveiro, OP, M.S.  
Assistant Superintendent for Elementary Schools

Elizabeth Frangella, M.A., P.D., Ed.D.  
Assistant Superintendent for Curriculum, Instruction, and Assessment

Maureen Hannan, M.B.A.  
Coordinator of Finance for the Elementary Schools

Sister Lorraine McDonald, OP, M.S., P.D.  
Assistant Superintendent for Elementary Schools

Kathleen A. Razzetti, M.S., C.A.S.  
Assistant Superintendent for Public Policy, Government Programs and Student Services

Norma Whitley, M.A.  
Assistant Superintendent for Educational Technology

# NOTES

# NOTES

More information on the Strategic Plan can be found at [www.drvc.org](http://www.drvc.org)

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