

De Sales 115



*St. Francis de Sales
Catholic Academy*

*Strategic Plan
2022-2027*



Table of Contents

Letter to Stakeholders3
Methodology4
Mission5
Catholic Identity6
Academic Excellence7
Finance and Development8
Enrollment and Marketing9
Governance and Leadership10
Resource Planning11
Strategic Planning Committee and Thank You.....12





Dear St. Francis de Sales Catholic Academy Stakeholders,

During the 2021-22 academic year the St. Francis de Sales Catholic Academy Administration and Board of Trustees embarked on the process of developing a Strategic Plan for our Academy. The purpose of this plan is to ensure the legacy, history of, and success of our students for years to come. Through an extensive evaluation of the current environment of St. Francis de Sales Catholic Academy, we have developed goals and objectives that we feel address both the areas of opportunity and growth as well as the evolution of Catholic education.

The committee focused on six domains when developing the Strategic Plan: Catholic Identity, Academic Excellence, Finance and Development, Enrollment and Marketing, Governance and Leadership, and Resource Planning.

The goals and objectives found within this Strategic Plan are designed to assist us in continuing our emphasis on providing a faith-filled, challenging educational environment across all grade levels that establishes a solid foundation for each and every child's future success.

This Strategic Plan would not have been possible without the tremendous support and assistance from the greater St. Francis de Sales Catholic Academy community. To all those individuals who took the time to assist us with this plan, we say thank you for your continued support of our Academy. We would especially like to say thank you to the members of the Strategic Planning Committee for their commitment and dedication to the successful completion of this project.

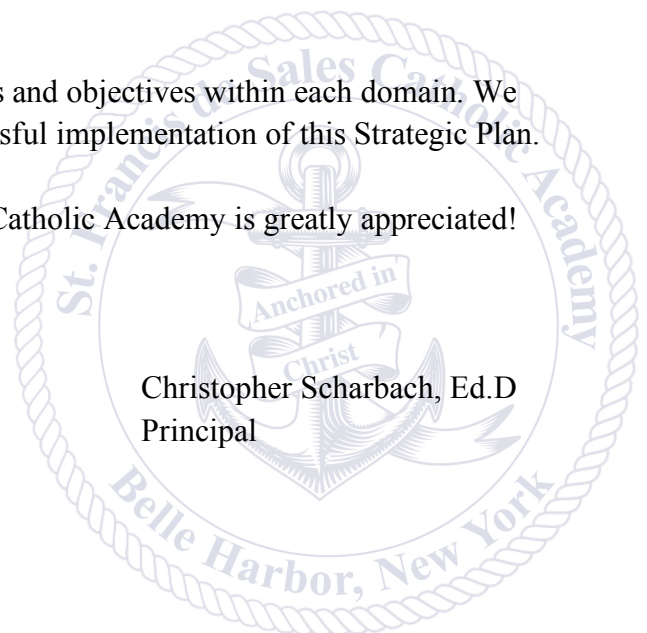
We ask that you take the time to review the goals and objectives within each domain. We appreciate your continued prayers for the successful implementation of this Strategic Plan.

Your continued support of St. Francis de Sales Catholic Academy is greatly appreciated!

Sincerely in Christ,

Keith Sullivan
Chair of the Board of Trustees

Christopher Scharbach, Ed.D
Principal





Methodology

This Strategic Plan is the result of nine months' worth of contemplation, discussion, and prayer. Because of the dedication of many of the St. Francis de Sales Catholic Academy Board of Trustees members, school administrators, faculty, staff, parents, and members of the community, this plan was formed.

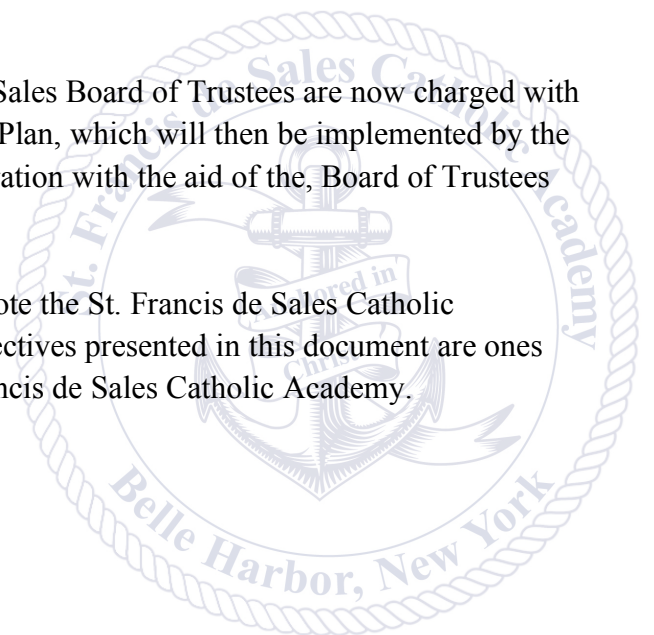
On the recommendation of the Diocese of Brooklyn and the approval of the St. Francis de Sales Board of Trustees, a Strategic Planning Committee was established and first met in March 2022. At this initial meeting, the committee began creating a "road map" for both the immediate and long-term future of St. Francis de Sales Catholic Academy. They wanted this plan to have a defined time frame, be easily communicated, and clearly implemented. They also considered the current climate of Catholic education today and decided on the following domains:

- **Catholic Identity**
- **Academic Excellence**
- **Finance and Development**
- **Enrollment and Marketing**
- **Governance and Leadership**
- **Resource Planning**

The final committee consisted of members of the school board, school administrators, parents, and community members. Each member of the Strategic Planning Committee was on a subcommittee in order to develop the goals and objectives for each domain. In the spring of 2022, these subcommittees thoughtfully developed the goals and objectives outlined in this Strategic Plan.

The Diocese of Brooklyn and the St. Francis de Sales Board of Trustees are now charged with reviewing, revising, and approving the Strategic Plan, which will then be implemented by the St. Francis de Sales Catholic Academy administration with the aid of the, Board of Trustees faculty, and staff.

The Strategic Plan was designed to further promote the St. Francis de Sales Catholic Academy mission and vision. The goals and objectives presented in this document are ones full of hope and promise for the future of St. Francis de Sales Catholic Academy.





Mission Statement

The St. Francis de Sales Catholic Academy family is committed to academic excellence, Christian service to others, and providing a Christ-centered, safe, and engaging environment where students can grow spiritually and academically towards a faith-filled future.

Anchored in Christ

Saint Paul says, “We have this hope as anchor for the soul, firm and secure.”

At St. Francis de Sales Catholic Academy our hope, based on the unfailing promises of our God, is why our school is here and why we focus our efforts to grow in the knowledge of God!

Being anchored in Christ helps us always to remember and praise God for the many blessings He has given us personally and as a school community.





Catholic Identity

Goal #1 - To encourage active participation in all Academy families in the celebration of the Eucharist in their home parish

Objective A: Create a sense of community between all Academy families and their home parish by establishing a school/ parish liaison system

Objective B: To support parents in their mission as their child's first teachers of the faith

Objective C: To express our relationship with Jesus through the celebration of the Eucharist on Sundays and Holy Days of Obligation

Objective D: Establish a Catholic Heritage Committee and work with our local parishes to create written and visual histories of our current and former local parishes and Catholic school

Goal #2 - Assist students on their personal faith journeys in order to foster strong personal relationships with Jesus Christ, minister to others, and live out their vocation

Objective A: To expand community service in our own community

Objective B: Offer opportunities for students to consider the vocations to which God calls them, including religious vocations

Objective C: Through an understanding of the liturgy, encourage respect, reverence, and participation during school Masses

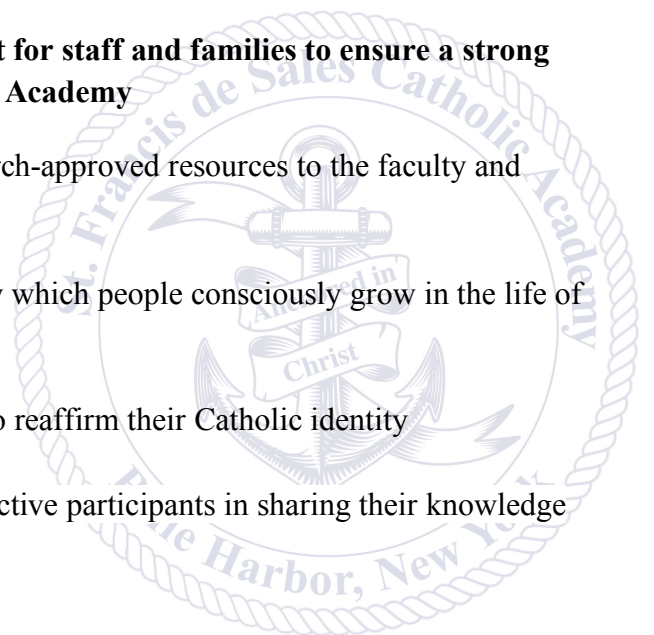
Goal # 3 - Provide adult ministry development for staff and families to ensure a strong future involvement of the Catholic laity in the Academy

Objective A: To increase the availability of church-approved resources to the faculty and staff

Objective B: To nurture the faith of our adults by which people consciously grow in the life of Christ through prayer, reflection, and experience

Objective C: To offer families the opportunity to reaffirm their Catholic identity

Objective D: To encourage teachers to become active participants in sharing their knowledge of the liturgy, sacraments, and our faith





Academic Excellence

Goal #1 - Develop and maintain a rigorous instructional curriculum designed to prepare diverse learners for school and life and to maximize student growth and achievement for all

Objective A: Establish an English Language Arts curriculum, benchmarks, and assessments to be used consistently across grade levels and evaluate this system with an ongoing curriculum review protocol

Objective B: Cultivate a literate community by fostering writing across all academic disciplines where all teachers are viewed as instructors of writing

Objective C: Cultivate a literate community in which reading for pleasure enables students to grow academically and where all teachers view themselves as teachers of reading

Objective D: Increase differentiated instructional resources to enhance learning outcomes for individual students, small groups, and whole classes

Objective E: Increase the use of integrated technology throughout the curriculum by expanding available resources and drafting a plan for future use to enhance student achievement

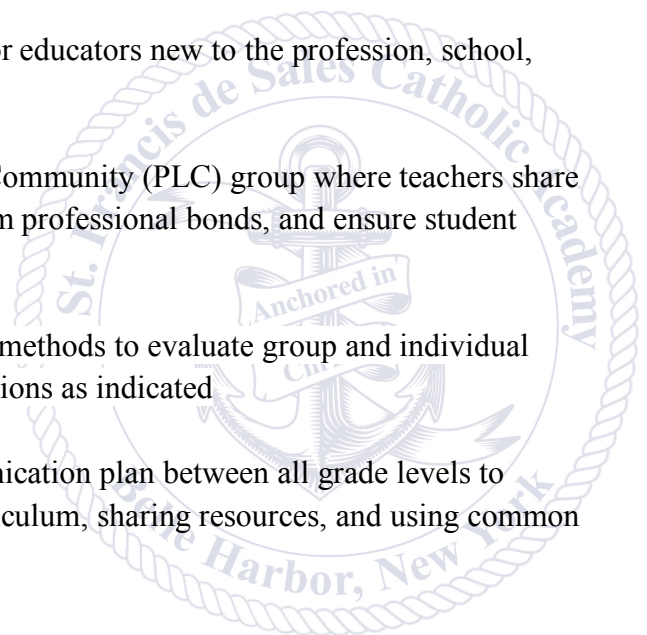
Goal #2 - Provide high-quality professional development opportunities to help guide instructional decisions and enhance the educational outcomes for all students

Objective A: Create a teacher mentor program for educators new to the profession, school, and/or the subject/grade level

Objective B: Establish a Professional Learning Community (PLC) group where teachers share their expertise in order to grow as educators, form professional bonds, and ensure student academic success

Objective C: Use data from multiple assessment methods to evaluate group and individual achievement to drive instructional program decisions as indicated

Objective D: Establish and implement a communication plan between all grade levels to ensure success in transition by coordinating curriculum, sharing resources, and using common instructional language





Finance and Development

Goal #1 - Ensure future financial stability through sound financial practices and data-driven projections

Objective A: Establish a monthly budget tracking process to better assess progress toward financial goals

Objective B: Establish a pricing model for tuition that strikes the balance between operating costs and affordability

Objective C: Develop a formalized process and scale for providing financial aid to families in need

Goal #2 - To better engage the Board of Trustees, the broader Academy family, and community influencers in the implementation of additional sources of revenue funding

Objective A: Broaden the base of contributors to the fundraising efforts

Objective B: Establish an endowment fund and identify uses for its proceeds

Objective C: Explore other alternatives to traditional fundraising initiatives such as matching funds, Day of Giving, and business partnerships





Enrollment and Marketing

Goal #1 - Improve communication between and among all academy stakeholders

Objective A: Increase the frequency of social media posts and print media articles to highlight the positive happenings of the Academy

Objective B: Encourage an equal distribution of social media posts across all grade levels throughout each academic year to highlight special projects and themes

Objective C: Utilize social media to highlight and celebrate the dedication and talent of the Academy's staff and faculty

Goal #2: Develop a target-specific marketing strategy to expand and retain enrollment

Objective A: Spotlight our academic and extracurricular achievements to entice new families

Goal # 3: Cultivate and enhance the relationship with Academy families

Objective A: Diversify the pool of involved families in school-wide events

Objective B: Honor and recognize a parent (current or alumni), at a new large school fundraiser

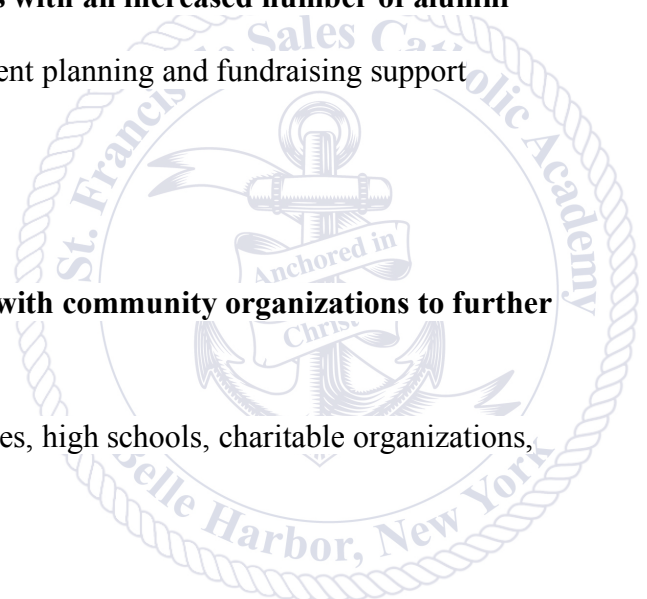
Goal #4: Develop and strengthen relationships with an increased number of alumni

Objective A: Establish an alumni network for event planning and fundraising support

Objective B: Enhance our alumni database

Goal #5: Establish and enhance partnerships with community organizations to further expand our presence in the community

Objective A: Build connections with local colleges, high schools, charitable organizations, public libraries, etc.





Governance and Leadership

Goal #1 - Focus on teaching and learning that is authentically Catholic and academically excellent, under the guidance of the administration and leadership team

Objective A: Cultivate leadership opportunities for faculty

Objective B: Develop a needs assessment and yearly plan for staff development

Objective C: Administration will lead teachers in the focus of the instruction of 21st Century Skills with strategies that respect and support all learning styles

Objective D: Research and implement innovative, exemplary programs

Goal #2 - Define and enhance the role of the Board of Trustees to assist in advancing the mission and vision of St. Francis de Sales Catholic Academy

Objective A: Encourage board members to take a leadership role in advancement opportunities

Objective B: Strengthen the relationship with aligned pastors and with their assistance work more closely with religious education leaders to promote Catholic education

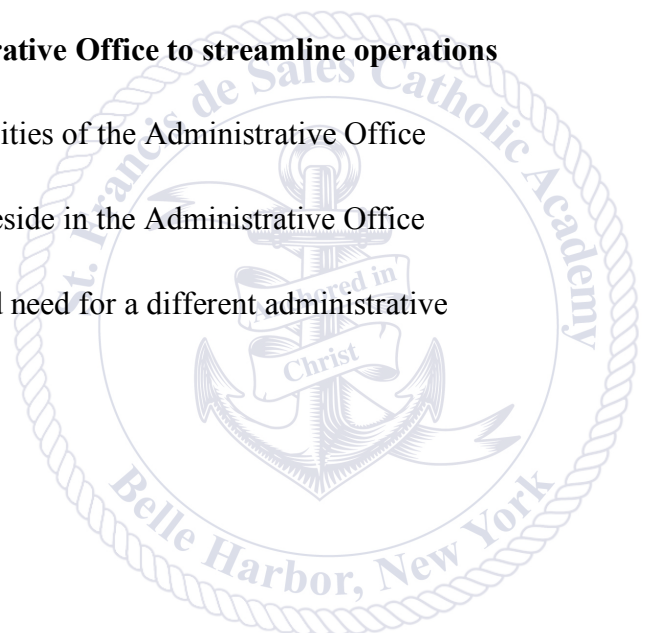
Objective C: Continue to use the Diocesan guidelines to identify new members of the Board of Trustees and develop a formal orientation and job description for the board

Goal # 3- Cultivate and enhance an Administrative Office to streamline operations

Objective A: Determine the roles and responsibilities of the Administrative Office

Objective B: Identify additional roles that may reside in the Administrative Office

Objective C: Explore the financial feasibility and need for a different administrative leadership model





Resource Planning

Goal #1 - Review and evaluate the need for improvements to the existing school building and grounds

Objective A: Assess and maintain security infrastructure, including doors and cameras, fire system, classroom phones, and crisis emergency plans

Objective B: Secure air conditioning for all classrooms, offices, and faculty rooms

Objective C: Upgrade the flooring on the third floor

Objective D: Replace the risers, curtains, and lights of the stage in the school gymnasium

Objective E: Assess and maintain the custodial services of the school grounds including during the school day, nighttime cleanup, and vacation deep cleanings

Goal #2 - Ensure that our facilities reflect a strong Catholic identity and a sense of history and pride in our Catholic heritage and tradition, and ensure our Catholic identity is ever-present and visible to students, staff, parents, and visitors

Objective A: Conduct annual facilities check to ensure that consistent signs of our faith are present

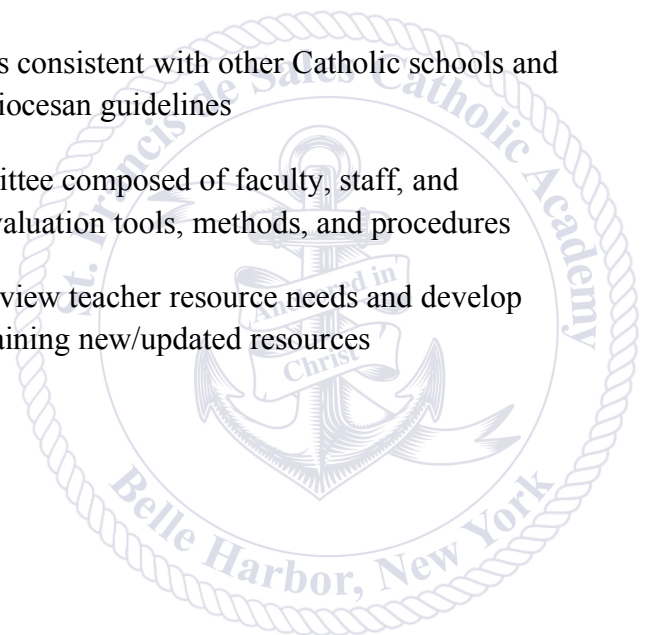
Objective B: Create and maintain a schedule for painting and maintaining our exterior statues and crosses

Goal #3 - Develop programs to attract, evaluate, and retain quality faculty, staff, and administration

Objective A: Develop a teacher wage scale that is consistent with other Catholic schools and ensures that all teachers are consistent with the diocesan guidelines

Objective B: Develop a Human Resource Committee composed of faculty, staff, and administrators to review and update employee evaluation tools, methods, and procedures

Objective C: Establish procedures to regularly review teacher resource needs and develop methods for identifying funding sources and obtaining new/updated resources





Strategic Planning Steering Committee

Strategic Plan Chairperson

- Mrs. Maureen Hayes

Strategic Planning Steering Committee Members

- Mrs. Patricia Attanasio
- Mrs. Lorraine Agoglia
- Rev. Jeremy Canna
- Ms. Danielle Farragher
- Mrs. Danielle Gannon
- Mrs. AnneMarie Greene
- Mrs. Lisa Hayden
- Mrs. Theresa Johnson
- Mrs. Marguerite Kazalski
- Mr. Desi McGowan
- Mr. Peter Mullen
- Ms. Nancy Re
- Dr. Christopher Scharbach
- Mr. Keith Sullivan
- Rev. William Sweeney

Thank You

Thank you to everyone who contributed to the development of this Strategic Plan. We are dedicated to utilizing these goals and objectives to continue to grow St. Francis de Sales Catholic Academy as a premier school with the highest quality education, opportunities, and character development.

