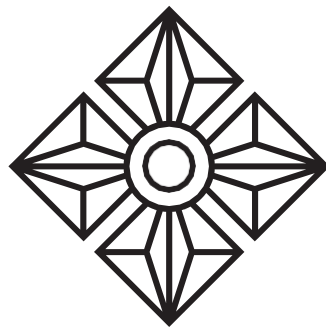




Saint Saviour Catholic Academy

**2022 - 2025**  
**STRATEGIC PLAN**

*Saint Saviour Catholic Academy*



## **INTRODUCTION**

Under the leadership of Dr. Thomas Chadzutko, Superintendent of Catholic Schools, and in consultation with the leadership of the Diocese of Brooklyn, a *Strategic Plan for Preserving the Vision* was developed to guide the planning and implementation of strategic initiatives within the Catholic Academies in the Diocese of Brooklyn. In 2014, Dr. Chadzutko engaged Catholic Education Consultants (CEC) to facilitate the development of data-driven strategic plans for the Catholic Academies of the Brooklyn diocese. With the help of CEC, St. Saviour Catholic Academy adopted its inaugural strategic plan in 2015. The five domains addressed by SSCA in the initial plan were:

1. Catholic Identity
2. Academic Excellence
3. Enrollment and Marketing
4. Governance and Leadership
5. Finance

In 2018, the Board of Trustees of SSCA embarked on the creation of a new strategic plan for the three years 2019-2022, updating the previous five domains but also adding three additional domains for Development, Personnel and Building and Grounds. In the fall of 2022, the Board of SSCA again updated the current strategic plan. The new plan encompasses 2022-2025. This document gives some background to the methodology of the original three-year action plan and further explains our current methodology moving forward.

## **METHODOLOGY**

The Saint Saviour Catholic Academy mission statement, the Diocese of Brooklyn *Strategic Plan for Preserving the Vision*, and the inaugural strategic plan of SSCA served as foundational documents for this strategic planning process.

The strategic planning goals were then, and are still, informed by the Saint Saviour Catholic Academy mission statement as well as the demonstrated needs of the school. This plan has been reviewed to ensure that the contents are in alignment with the Academy's mission. Our now-expired plan was in place during the COVID-19 pandemic from March of 2020 until today. As the world has changed, so too have some of our strategic objectives. Education, in particular, was hard hit by the pandemic and virtual learning. This strategic plan is just the beginning of efforts to address the needs of our community. We anticipate our efforts to address those concerns will be ongoing.

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To begin the current process, the Strategic Plan Committee of the Board began a first review of the current plan's goals to determine which are still relevant in addition to new initiatives that are important for the Academy now. Those goals and objectives were then shared with the Principal, the full Board, and invited administrative staff. A final review of all goals and objectives occurred and the Strategic Plan for 2022-2025 was adopted by the Board of Trustees in September 2022.

## **STRATEGIC PLAN DOMAINS**

This section recognizes the Strategic Planning Committee Chair, Pat Alberto, and Committee Trustees Greg Arte and Carisima Koenig. It also lays out the following eight domains:

Catholic Identity  
Academic Excellence  
Enrollment and Marketing  
Governance and Leadership  
Finance  
Development  
Building and Grounds  
Personnel

## **MISSION STATEMENT AND OVERVIEW OF DOMAIN TASK FORCE RESULTS**

This section of the report includes the mission statement and presents a summary of the key elements that constitute each of the eight domains and provides an overview of the goals and objectives included in the plan. It is important to remember that the following goals and objectives are intended to be implemented over the next three years.

## **SAINT SAVIOUR CATHOLIC ACADEMY MISSION STATEMENT**

*Saint Saviour Catholic Academy prepares students from Nursery to Grade 8 for higher education. In accordance with Catholic values, we educate students in mind, body and spirit. Within a culturally diverse community we create an environment where each child discovers a unique enthusiasm for learning, academic excellence, and social responsibility to reach his or her highest potential.*

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## **CATHOLIC IDENTITY**

Goal 1: Identify new opportunities to integrate Catholic values and religious traditions into our progressive environment.

- Objective A: Offer a 1-day retreat for middle school students. (2024)
- Objective B: Continue to enhance mental health awareness curriculum. (Ongoing)
- Objective C: Increase parent involvement/engagement in school activities, including fundraising efforts. (2024)

Goal 2: Increase service efforts with local community institutions.

- Objective A: Initiate service program with local community institutions such as New York-Presbyterian Brooklyn Methodist Hospital and/or Prospect Park Alliance. (2023)
- Objective B: Review aligned parish opportunities for students to support community initiatives and promote SSCA activities in bulletins. (Ongoing)

## **ACADEMIC EXCELLENCE**

Goal 1: Challenge students to reach his or her highest potential.

- Objective A: Continue to offer more academic course offerings as part of afterschool. (2024)
- Objective B: Evaluate and enhance analysis of academic performance skills/tools. (2024)
- Objective C: Support learners' educational futures and career planning efforts including early communications with students/parents regarding post-8th grade opportunities. (2019)
- Objective D: Enhance middle school focus on math performance and reporting opportunities and successes to Board. (2023)
- Objective E: Expand at-risk literacy program to broader level. (2023)
- Objective F: Whole student focus to include more afterschool sports. (2023)
- Objective G: Consider hiring consultant to assess digital learning environment and student use of digital information for learning (research, problem solving, original work, creation, and collaborative work projects). (2024)

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Goal 2: To gain insight to constituents' views regarding academic challenge of students.

Objective A: Perform appropriate surveys, collection, and analysis of a range of feedback to inform decision making toward academic improvements and afterschool program. (Ongoing)

## **MARKETING**

Goal 1: Establish additional marketing strategy for Early Childhood Program.

Objective A: Create name and identity of early childhood division and execute marketing strategy to counter Pre-K competition. (2023)

Goal 2: Improve marketing efforts leading to increased enrollment.

Objective A: Identify and execute opportunities to market for increased enrollment in post-pandemic era. (Ongoing)

Objective B: Consider enhanced advertising strategies to create more awareness of our school. (Ongoing)

Objective C: Add constituent testimonials to our website and other marketing materials. (Ongoing)

Objective D: Create a marketing and development communications calendar and better communicate our message to the community via letters from the administration or a newsletter, as examples. (2023)

Objective E: Create Marketing materials for school entrance area/lobby in partnership with the Building and Grounds Committee. (2023)

Objective F: Develop additional Value Statements to describe SSCA. (2023)

Objective G: Identify website enhancement and advertising opportunities. (2023)

## **DEVELOPMENT**

Goal 1: To improve annual fund results and increase grant money received.

Objective A: In post-pandemic era, evaluate grant availability and priorities. (2023)

Objective B: Determine and deploy best annual fund approach for academic year. (Annually)

Objective C: Identify local businesses and/or suppliers and engage them to help support funding efforts. (Ongoing)

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Objective D: Continue to cultivate new and build stronger relationships with key donors. (Ongoing)

Objective E: Identify and support best funding opportunities for rooftop playground. (2024)

Objective F: Embark on a capital campaign for rooftop playground. (2023-24)

Objective G: Identify a major donor(s) for the rooftop playground. (2022-2024)

Objective H: Create SSCA Alumni Association and identify alumni chair. (2024)

## **FINANCE**

Goal 1: Maintain Academy fiscal health while meeting current and future demands.

Objective A: Identify strategies to return to pre-pandemic balanced budgets. (2023)

## **BUILDING AND GROUNDS**

Goal 1: Create a visually vibrant space and an effective and safe building environment.

Objective A: Identify deferred maintenance needs over a rolling three-year period. (2025)

Objective B: Oversee design and construction initiatives. Consider plans for rooftop playground and front office renovation. (2023-24)

Objective C: Focus on sustainable and other eco-friendly opportunities. (2023)

Objective D: Consider additional air-cooling opportunities and air-venting upgrades for school building. (2022; ongoing)

Objective E: Install privacy dividers in boys' bathroom per DISJ recommendation. (2022)

Objective F: Evaluate security of our building, both physically and procedurally, to ensure unauthorized people do not gain access to the premises. (2024)

Goal 2: Maintain a multi-year technology plan.

Objective A: Evaluate and further expand SSCA technology equipment including evaluation of infrastructure and phone system. (Annually)

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## **PERSONNEL**

Goal 1: Continue to offer professional development opportunities to improve teaching practices and student performance.

Objective A: Consider Administrative Team Retreat or all Faculty Spiritual Retreat. (2024)

Objective B: Continue teacher-observing-teacher process as part of professional growth. (Ongoing)

Objective C: Monitor completed professional development for faculty and staff and identify new opportunities. (Ongoing)

Goal 2: To recruit and retain best personnel.

Objective A: Implement student teacher program to support teachers and to create a potential hiring pool. (Ongoing)

Objective B: Identify opportunities to encourage diverse candidates to apply to our school. (2023)

Objective C: Evaluate and improve effectiveness and efficiency of staff utilization model. (2023)

Objective D: Review teacher/staff salary scales and salaries for appropriateness or updating. (2024; ongoing)

Objective E: Perform succession-planning analysis for key leadership positions. (2023)

Goal 3: Continue to work toward a fully NYS certified faculty. (2025)

Goal 4: Continue to evaluate staffing needs.

Objective A: Review academy administration performance evaluations. (2023)

## **GOVERNANCE AND LEADERSHIP**

Goal 1: Direct and support initiatives to maintain role as a model of modern Catholic education.

Objective A: Continue to report to Board on school attendance for 3-year rolling period. (Annually)

Objective B: Consider applying for the Blue Ribbon Program. (2024)

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Objective C: Continue to provide Board with 5-year rolling report on enrollment numbers per grade with written rationale for variations. (Annually)

Objective D: Provide written report to Board on reasons for student departures apart from 8<sup>th</sup> grade graduation; responsive action to be developed as appropriate. (2022; annually)

Objective E: Focus on Board and Committee membership and succession. (Ongoing)

## **CONCLUSION**

The work of the Strategic Planning Committee reflects the best thinking of many people who believe in the value of Catholic education and want those benefits for all students at Saint Saviour Catholic Academy.

The strategic directions set forth in this plan provide a clear pathway for Saint Saviour Catholic Academy for the next three years. To realize the full benefit of the plan, it will require sustained leadership from the Board of Trustees and the ongoing involvement of stakeholders. The Board of Trustees will need to establish sub-committees that align with specific directions to guide plan implementation and monitor progress.

The work accomplished through the strategic planning process has resulted in a well-defined foundation to build upon the traditions of the past and create a unified direction to sustain and revitalize Catholic school education at Saint Saviour Catholic Academy.

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