

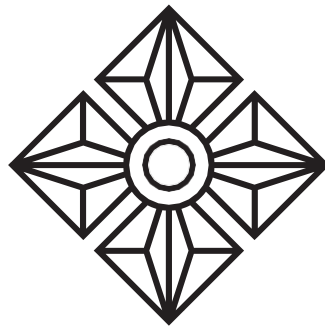


Saint Saviour Catholic Academy

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 falls of 2022 and 2023, the Board of Trustees of SSCA again updated the current strategic plan. The updates modify the 2022-2025 plan to account for goals and objectives achieved and to change target dates, where necessary. 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 2019-2022 plan modified some of our strategic objectives due to the impacts of the pandemic, which impacts continue to inform our modifications in our current 2022-2025 strategic plan. We anticipate our efforts to address those concerns will be ongoing.

The Board has continued to review the existing goals and objectives to determine which are still relevant and have added new initiatives that are important for the Academy now. Those goals and objectives were then shared with the principal, the board, and invited administrative

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staff. The Strategic Plan for 2022-2025 was adopted by the Board of Trustees in September 2022 and revised by that body in 2023.

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. (2025)

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 with particular attention to math performance in middle school and report progress to the Board. (2024)

Objective C: Expand at-risk literacy program to broader level. (Ongoing)

Objective D: Whole student focus to include more afterschool sports. (Ongoing)

Objective E: 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). (Ongoing)

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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. (2025)

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. (2024)

Objective E: Create Marketing materials for school entrance area/lobby in partnership with the Building and Grounds Committee. (2025)

Objective F: Identify website enhancement and advertising opportunities. (Ongoing)

DEVELOPMENT

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

Objective A: In post-pandemic era, evaluate grant availability and priorities. (2024)

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: 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. (2024)

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: Continue project management for key design initiatives and development of the rooftop playground and front office renovation. (2023-25)

Objective C: Form a subcommittee to focus on sustainable and other eco-friendly opportunities. (2025)

Objective D: Re-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 communication 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. (2024)

Objective C: Evaluate and improve effectiveness and efficiency of staff utilization model. (2025)

Objective D: Review teacher salary scales and work on staff salary scale. (Ongoing)

Objective E: Perform succession-planning analysis for key leadership positions. (2024)

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. (2024)

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 3-year rolling report on enrollment numbers per grade with written rationale for variations and description of reasons for student departures outside 8th grade graduation. (Annually)

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

Objective E: Board to maintain ongoing oversight of Compliance and Financial Controls. (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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