



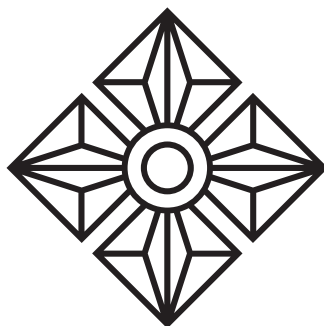
Saint Saviour Catholic Academy

STRATEGIC PLAN

Saint Saviour Catholic Academy

Submitted to:

Dr. Thomas Chadzutko
Superintendent of Schools
Diocese of Brooklyn



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 SSCA embarked on the creation of a new strategic plan for the three years 2019-2022, updating the previous five domains but also adding two additional domains for Development and Building and Grounds. 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.

To begin the process, directors 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, faculty and parents. This discussion continued throughout the winter of 2018.

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A final review of all goals and objectives occurred and the Strategic Plan for 2019-2022 was adopted in March 2019. It is presented here for approval by the Superintendent of Schools, Dr. Thomas Chadzutko.

STRATEGIC PLAN DOMAINS

This section recognizes the Strategic Planning Committee co-chairs, Pat Alberto and Lenae Guarna. It also lays out the seven domains. The original plan had five domains:

Catholic Identity
Academic Excellence
Enrollment and Marketing
Governance and Leadership
Finance

To these domains, we have added:

Development
Building and Grounds

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 seven 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.

CATHOLIC IDENTITY

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

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Objective A: Integrate mental health and anti-bullying awareness into religious curriculum. (2020)

Objective B: Offer a 1-day retreat for middle school students. (2021)

Goal 2: To 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. (2021)

ACADEMIC EXCELLENCE

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

Objective A: Provide more academic course offerings as part of afterschool. (2021)

Objective B: Continue to develop more sophisticated data analysis of performance and application skills. (2020)

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. (2020)

Objective E: Expand at-risk literacy program to broader level. (2019)

Objective F: Increase grammar and organizational writing focus to better prepare students for high school and beyond. (2021)

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. (2019/Annually)

Goal 3: To create a multi-year technology plan.

Objective A: Evaluate and further expand SSCA technology equipment including infrastructure, phone system, instructional resources, student and parent usage. (2020)

Objective B: Further develop technology usage and incorporate deeper into curriculum. (2021)

Objective C: Provide professional development relating to SSCA Technology Program/usage. (2019)

Objective D: Consider hiring external source to re-assess digital learning environment and student use of digital information for learning (research, problem solving, original work, creation and collaborative work projects). (2019)

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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. (2020)

Goal 2: To improve marketing efforts leading to increased enrollment.

Objective A: Work with Diocese to identify/implement opportunities that have lead to success by other academies to increase enrollment. (2020)

Objective B: Better communicate our strengths to the public. Consider a better advertising strategy to create more awareness of our school (2019; ongoing).

Objective C: Add constituent testimonials to our website and other marketing materials. (2020)

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 (2021).

Objective E: Better educate our community and marketing of our in-house financial aid opportunities. (2019).

DEVELOPMENT

Goal 1: To improve non-tuition revenues.

Objective A: Research and apply for grants. (2019)

Objective B: Identify businesses to support funding efforts. (2019)

Objective C: Cultivate new and/or stronger relationships with key donors. (2020)

Objective D: Improve annual fund and other mailing addresses and databases. (2021)

Objective E: Create Alumni Association and identify alumni chair. (2021)

Objective F: Consider embarking on a capital campaign. (2020)

Objective G: Identify a major donor(s) for the playground. (2019-20)

FINANCE

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

Objective A: Develop Investment Plan. (2019)

Objective B: Participate in audit as part of Absolute Charter effort. (2019)

BUILDING AND GROUNDS

Goal 1: To create a visually vibrant space and safe building environment.

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Objective A: Identify deferred maintenance needs over a rolling three-year period. (2020)

Objective B: Oversee design and construction initiatives. Consider plans for playground. (2019)

Objective C: Focus on sustainable and other eco-friendly opportunities. (2021)

Objective D: Consider additional air-cooling opportunities for school building. (2020)

PERSONNEL

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

Objective A: Institute teacher-observing-teacher process as part of professional growth. (2019)

Goal 2: To recruit and retain best personnel.

Objective A: Implement student teacher program to support teachers and to create a potential hiring pool. (2020)

Objective B: Seek best staff utilization model including exploration of hiring of a business manager or senior executive assistant to support principal. (2020)

Objective C: Review teacher/staff salary scales; adjust and aim to reach agreed upon ranges within appropriate timeframe. (2019; ongoing)

Objective D: Identify appropriate incentive opportunities to support recognition and retention. (2020)

Objective E: Perform succession-planning analysis for key leadership positions. (2021)

Goal 3: To continue to work toward a fully NYS certified faculty.

Goal 4: Re-evaluate staffing needs. (Ongoing)

Objective A: Review all job descriptions to ensure the academy administration and faculty are properly staffed. (2020)

GOVERNANCE AND LEADERSHIP

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

Objective A: Report on school attendance, providing clarity to Board regarding comment in recent accreditation report statement regarding inconsistent school attendance. (2019)

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Objective B: After completing Absolute Charter process, consider applying for the annual Blue Ribbon Program. (2021)

Objective C: Institute 5-year rolling report to Board on enrollment numbers per grade. Consider appropriate responsive actions. (2019)

Objective D: Annual written report to be provided to Board on reasons for student departures apart from 8th grade graduation; responsive action to be developed as appropriate. (2020)

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 Directors and the ongoing involvement of stakeholders. The Board of Directors 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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