Diocese of Brooklyn
Office of the Superintendent ~
Catholic School Support Services

PRESERVING THE VISION

Annual Report 2019
Mission Statement

The mission of Catholic education within the Diocese of Brooklyn is to lead those entrusted to its care to find salvation in Jesus Christ.

Mission Statement of The Office of the Superintendent ~ Catholic School Support Services

The mission of the Office of the Superintendent ~ Catholic School Support Services is to provide support, guidance, services and direction to all engaged in the ministry of Catholic school education. It is through this mission that we will assist Pastors, Directors and Principals in the attainment of the stated goals found in *Preserving the Vision*. The Office of the Superintendent proactively engages secondary schools, Catholic academies, parish schools, Boards, parishes and deaneries to ensure that quality Catholic education is sustained and enriched across the Diocese of Brooklyn. Each school community is entrusted with providing an excellent academic education and forming the whole child as it simultaneously advances the evangelizing mission of the Catholic Church.

The Office of the Superintendent works to implement and support all of the initiatives associated with *Preserving the Vision*.  

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Office of the Bishop
Roman Catholic Diocese of Brooklyn

January 2020

Dear Brothers and Sisters in Christ,

The June 17, 2019 issue of The Tablet, the official newspaper of the Diocese of Brooklyn, included a letter I wrote to the faithful of the Diocese in which I acknowledged reaching my 75th year and my responsibility to submit my formal resignation to our Holy Father, Pope Francis. In that letter, I recognized the cultural diversity which is a characteristic of the Diocese of Brooklyn and the tremendous development in Brooklyn and Queens since 2003 when I was appointed Bishop of Brooklyn.

The ministry of Catholic education reflects that cultural diversity and the development activities which have dramatically changed the demographics of the Diocese in Brooklyn and Queens. This document is the ninth Annual Report for Preserving the Vision Strategic Plan for Catholic Education within the Diocese of Brooklyn. It reflects the accomplishments and challenges of its eleventh year and highlights the ethnic diversity in Brooklyn and Queens and changes in recent years.

In January 2019, during Catholic Schools Week, I was pleased to visit two Catholic academies in Queens; Saint Gregory the Great in Bellerose and Saint Margaret’s in Middle Village. Those visits gave me the opportunity to recognize the accomplishments of the students and thank pastors, principals, Board Directors, and parents for their dedication to the Catholic academies and to Catholic education. There is no doubt that their existence and success is due to these good people.

In October of 2019, I was privileged to participate in a Summit on Catholic Education at the Immaculate Conception Center in Douglaston. The theme was Foundation for Life and highlighted the successes of the Catholic academies and parish schools and the challenges faced by them. The success of the Summit was due to the leadership and diligence of Auxiliary Bishop James Massa, Vicar for Education, Dr. Thomas Chadzutko, Superintendent of Catholic School Support Services, and our dedicated staff members. The presentations at the Summit were given to an overflow crowd of pastors, principals, Board Directors, and parents.

The past year has been a remarkable and challenging journey that has reflected the needs, wishes, and accomplishments of the Catholic academies and parish schools within the Diocese in Brooklyn and Queens. The major goal of the original Strategic Plan in 2008 was the transition of all parish schools to an academy model with a two-tiered governance structure, i.e., a Board of Members, the primary sponsors of the academy with responsibility to appoint the Directors and ensure the Catholic identity of the academy, and the Board of Directors which serves as the governing body of the academy and its immediate supervising body.

In 2019, we engaged Fordham University’s Graduate School of Education to assist us in the development of a “white paper” on Catholic education within the Diocese of Brooklyn. It is my intent to share this information with the faithful of the Diocese in the spring of 2020.

The Diocese also engaged Meitler consultants to study our ever-changing demographics and to assist us in planning for the future of Catholic education. Studies have been completed for the following sections of the Diocese: Flatbush/East Flatbush, Williamsburg/Greenpoint and Long Island City/Astoria.

The 2017-2018 school year was the first year of a new three-year Strategic Plan, building on the successes and challenges of the previous one and anticipating the needs of the future. The new Plan was devised using the resources of outside experts and with broad-based consultation involving all those involved in Catholic elementary school education within the Diocese. Our clergy and laity, administrators and teachers, parents, and community leaders all participated in the study which led to the revised Strategic Plan. The successful planning and implementation of the new Plan are due largely to the extraordinary involvement and leadership of Bishop Massa and Dr. Chadzutko. I extend my gratitude to both of them, as well as the appreciation of all those involved in Catholic education within the Diocese in Brooklyn and Queens.

My sincere gratitude is also extended to the pastors and administrators of the Diocese of Brooklyn for their commitment to Catholic education. I am grateful to the dedicated laypeople who serve on the Boards of Directors as well as the principals, teachers, and staff of the Catholic academies and remaining parish schools who work with our students, day after day, to ensure quality religious and academic education. My sincere thanks are extended to our parents, who have rightly chosen a Catholic education for their children and understand what such a quality education means for the future of their children. Last but certainly not least, I offer my deep appreciation of and thanks to the faithful of the Diocese of Brooklyn for their ongoing support of the ministry of Catholic education in Brooklyn and Queens.

Asking the Lord to extend His choicest blessings upon each of you and each of our Catholic academies and parish schools, I am

Sincerely in Christ,

Most Reverend Nicholas DiMarzio, Ph.D, D.D.
Bishop of Brooklyn
January 2020

Dear Partners in Catholic Education,

The Preserving the Vision Strategic Plan for Catholic Education within the Diocese of Brooklyn 2017-2020 will be concluded in August 2020. It is the third renewal of strategic plans since Preserving the Vision was promulgated in 2008.

The dynamism and flexibility of Preserving the Vision as a living document are most apparent in the realization that six priorities in the 2011-2014 plan grew to eleven priorities in the 2014-2017 strategic plan. A change in structure in the 2017-2020 plan resulted in further expanding the priorities to forty-four Essential Elements. However, the basic intentions of the strategic plans have remained: to maintain the Catholic identity of the Catholic Academies and parish schools; to ensure the academic excellence of the Catholic academies and parish schools; to establish and maintain the two-tiered governance structure in the Catholic academies; to establish financial standards/benchmarks and support for the Catholic academies and parish schools; to increase enrollment by vigorous marketing initiatives.

The 2017-2020 Strategic Plan expanded to include an examination of the environment and facilities of the Catholic academy and parish school buildings. Parents of the current generation are increasingly focused on the school environment as a criterion for their selection of a school for their children. We further added ongoing advocacy at the city and state levels to enhance the resources available to our students and their faculties and to draw on any newly available services from either governmental agencies or the private sector. As is apparent in this Preserving the Vision Annual Report, the intentions to strengthen Catholic education have remained the same, even as the strategies have greatly expanded.

Pastors of parish schools, Catholic academy Boards of Directors, principals and parents benefit from the services provided by the Office of the Superintendent ~ Catholic School Support Services. I want to extend my sincere appreciation to Dr. Thomas Chadzutko and the entire staff of that Office for the ongoing support and encouragement given to the leadership of the Catholic academies, parish schools and parishes that host them. As Preserving the Vision 2017-2020 comes to a conclusion I look forward to the next Strategic Plan to ensure that strong Catholic education is always available to the children of the Diocese.

Sincerely in Christ,

Most Reverend James Massa, Ph.D, D.D.  
Auxiliary Bishop of Brooklyn  
Vicar for Education
January 2020
Dear Colleagues in Catholic Education,

The 2019 Annual Report for Preserving the Vision
Strategic Plan for Catholic Education within the
Diocese of Brooklyn is the ninth report in the series and
reflects the activities and accomplishments of Catholic
educators in the last half of the 2018-2019 school year
and the first half of 2019-2020. It continues to report
on the Essential Elements of the Strategic Plan and the
strategies used for their implementation. As we have
found in previous years, the Strategic Plan is a living
document, and strategies can and will be adapted to meet the ongoing and, perhaps,
changing needs of the students, teachers and administrators.

In order to meet those changing needs, a new position was established in May
The Director of Enrollment Management and Financial Assistance will serve as the
liaison with Futures in Education and work directly with the Catholic academy and
parish school leadership. In order to provide assistance to principals and the Chairs
of Marketing Committees, the Marketing Team of the Office of the Superintendent ~
Catholic School Support Services partnership with the DeSales Media Corporation.
They will work on-site with Catholic academy and parish school representatives.

The partnership between the Office of the Superintendent ~ Catholic School Support
Services and the Catholic Foundation has been expanded to include an initiative to
explore the possibility of obtaining grants from sources outside the Diocese that
would benefit the Catholic academies and parish schools. There has been outreach to
the newly established Mother Cabrini Foundation for funding to enhance and expand
the initiatives of the Department of Education — the Diocese of Brooklyn Program for
the Development of Human Potential (PDHP) which provides guidance counselors and
crisis intervention services upon request. A new Director of PDHP was appointed in
2018. In addition, PDHP now partners with Catholic Charities.

There are some remarkable achievements to report:

- Forty-two STEM (Science, Technology, Engineering, Math) Labs have been installed
  in Catholic academies and parish schools through the generosity of the St. Elizabeth
  Ann Seton Trust.
- The Mount Carmel Early Childhood Center is filled to capacity.
- A Diocesan Curriculum in Math and English/Language Arts, which supports the
  New York State Department of Education New Generation Learning Standards,
  was completed and implemented in every Catholic academy and parish school in
  September 2019.
- Futures in Education distributed over $12,000,000 in scholarships to over 5,000
  students.
- The DeSales Media Group awarded over 2,000 Chrome Books and iPads to
  students in the Catholic academies and parish schools.
- Beginning principals continue to benefit from a newly established Mentoring
  Program.
- An updated Office of the Superintendent ~ Catholic Schools Support Services
  website has been launched with the assistance of the DeSales Media Group, as well
  as a Facebook and Instagram marketing campaign focusing on Catholic education
  within the Diocese of Brooklyn.
• Excellence by Design has been expanded.
• The Consortium between Catholic high schools and Catholic academies and parish schools continues.
• A new and comprehensive evaluation process for second-year principals has been implemented.
• Professional Development Guidelines for principals and teachers have been updated.
• The Office of the Superintendent ~ Catholic School Support Services has adopted the Marzano Supervision Process for Teachers.
• Specific professional development days for the teachers have been designated throughout the academic year.
• Catholic academies continue to pursue accreditation through AdvancED.
• Catholic academies continue to pursue an Absolute Charter through the New York State Board of Regents.
• The Office of the Superintendent ~ Catholic School Support Services is partnering with Fordham University’s Graduate School of Education to develop a “white paper” on the future of Catholic education within the Diocese of Brooklyn.
• The Office of the Superintendent has started to digitalize the archives of all of its documents on Option C.

Efforts to ensure the quality of Catholic education and meet the needs of principals, teachers and students continue:

• A first-time workshop in “Active Shooter Training” conducted by the New York City Police Department took place for principals and teachers.
• Workshops in the Dignity for All Students Act (DASA) and Anti-Bullying were conducted and for all principals and teachers in compliance with New York State requirements.
• The Diocese continues to cooperate with the New York State Department of Education in the Equivalency of Instruction initiative.
• Training for teachers in the Marzano method of evaluation continues.
• New York State testing now takes place in Grades 4, 6 and 7 instead of 4, 6 and 8; the reason is explained in the Academic Excellence section of this Report.
• The Academy Advisory Committee continues to meet with me and is taking on an expanded leadership role.
• The Office of the Superintendent began a newsletter for principals and teachers in September.

So much has been accomplished and so much continues to be done. This could not happen without the dedication and hard work of so many people. Bishop DiMarzio continues to give strong support to the academies and parish schools and is always available for encouragement and advice. Bishop Massa is a role model to all in his total commitment to Catholic education and the teaching of the Faith. The Catholic academies and parish schools could not function without the diligent efforts of the pastors and Boards of Directors. The principals work tirelessly to ensure religious and academic excellence in their Catholic academies and parish schools; the teachers open up the joys of learning to their students. Parents make many sacrifices to ensure that their children are exposed to Catholic education. The staff of the Office of the Superintendent ~ Catholic School Support Services bring their knowledge and expertise to motivate and guide our Catholic educators. To all, I extend my sincere gratitude and prayerful best wishes.

Sincerely,

Thomas Chadzutko

Thomas Chadzutko, Ed.D
Superintendent of Schools ~ Catholic School Support Services
Map
Parishes, Catholic Academies and Parish Schools within the Diocese of Brooklyn

1. Blessed Sacrament Catholic Academy
2. Brooklyn Jesuit Prep
3. Good Shepherd Catholic Academy
4. Holy Angels Catholic Academy
5. Midwood Catholic Academy
6. Our Lady of Grace Catholic Academy
7. Our Lady of Perpetual Help Catholic Academy of Brooklyn
8. Our Lady of Trust Catholic Academy
9. Queen of the Rosary Catholic Academy
10. St. Anselm Catholic Academy
11. St. Athanasius Catholic Academy
12. St. Bernadette Catholic Academy
13. St. Bernard Catholic Academy
14. St. Brigid - St. Frances Cabrini Catholic Academy
15. St. Catherine of Genoa - St. Therese of Lisieux Catholic Academy
16. St. Edmund School
17. St. Ephrem Catholic Academy
18. St. Francis of Assisi Catholic Academy
19. St. Gregory the Great Catholic Academy
20. St. Joseph the Worker Catholic Academy
21. St. Mark Catholic Academy
22. St. Patrick Catholic Academy
23. St. Peter Catholic Academy
24. St. Saviour Catholic Academy
25. St. Stanislaus Kostka Catholic Academy
26. Salve Regina Catholic Academy
27. Visitation Academy
Preserving the Vision
Strategic Plan 2017-2020

Recognizing the successful completion of the original Preserving the Vision Strategic Plan, promulgated in 2008 with the support of the Preserving the Vision Advisory Committee, the goals of the newly established Preserving the Vision Education Commission are to actively and diligently pursue academic excellence, long term financial viability and the goals of the New Evangelization as proclaimed by Pope Benedict XVI. The Essential Elements of Preserving the Vision Strategic Plan 2017-2020 are designed to continue this evangelizing mission while enabling our students to reach their God-given potential.

Essential Elements

CATHOLIC IDENTITY

Essential Element 1.
Ensure the hallmarks of the Catholic academies and parish schools are:
• Rooted in the evangelizing, Christ-centered educational mission of the Church.
• Living witnesses of the Catholic faith and its values.
• Teaching catechesis effectively in every classroom.
• Cherishing and drawing from the gifts, strengths and contributions which all cultures and faith traditions bring.
• Valued as an essential mission of the Diocese of Brooklyn and its aligned parishes.

Essential Element 2.
Embody within the Catholic high schools a culture and a community that fosters a deep and personal faith in and relationship with Jesus Christ, and promotes living a life according to Catholic Gospel values while welcoming students of other faiths.

Essential Element 3.
Value Catholic high school education as an important mission and ministry of the Diocese of Brooklyn.

Essential Element 4.
Provide liturgical, prayerful and sacramental experiences for all students in Catholic high schools, leading to a lifelong commitment to the Church.

Essential Element 5.
Maintain a Christian service-learning program in each Catholic high school.

ACADEMIC EXCELLENCE

Essential Element 1.
Ensure excellence that nurtures the intellectual, social, emotional and developmental needs of students, within the context of faith formation, in order to reach their full potential.

Essential Element 2.
Plan, implement and maintain evolving technology and supporting infrastructure to complement curriculum, instruction, assessment and communication at all levels.

Essential Element 3.
Foster the collaboration of leadership among the Catholic academies, parish schools, Catholic high schools, the Diocese and institutions of higher education to ensure quality education in the Pre-Kindergarten to Grade 12 continuum of learning.
Essential Element 4.
Provide for high quality, innovative educational programs at each Catholic high school.

Essential Element 5.
Integrate effective technology throughout the curriculum at each Catholic high school.

GOVERNANCE

Essential Element 1.
Build strong academy Boards of Directors and parish school Advisory Board leadership through effective development, recruitment, selection, formation, support and accountability.

Essential Element 2.
Ensure the implementation of the Preserving the Vision Strategic Education Commission leadership which provides counsel in the areas of strategic planning, marketing, institutional advancement, communication and financial planning.

Essential Element 3.
Ensure the recognition of the Bishop’s reserved powers as described in Canon Law in each Catholic high school.

Essential Element 4.
Recruit and retain highly qualified Catholic school administrators at each Catholic high school in accordance with governance and sponsorship guidelines and with the support of the Office of the Superintendent ~ Catholic School Support Services.

Essential Element 5.
Maintain a highly qualified Board of Directors/Trustees at each Catholic high school.

LEADERSHIP

Essential Element 1.
Provide the oversight and service needed to effectively implement the Preserving the Vision Strategic Plan by means of adequate staffing and counsel of the Office of the Superintendent ~ Catholic School Support Services.
Essential Element 7. Provide assistance to the Catholic high schools for implementation of the strategic plan.

Essential Element 8. Ensure each high school will develop its own three-year comprehensive strategic plan.

Essential Element 9. Collaborate to help ensure the viability and sustainability of Catholic secondary education within the Diocese of Brooklyn.

OPERATIONAL VITALITY MARKETING

Essential Element 1. Market the values and benefits of Catholic school education aggressively to convey a strong message and image, and ultimately maintain and build enrollment.

Essential Element 2. Maintain a school-specific marketing/branding plan at each Catholic high school.

OPERATIONAL VITALITY ENROLLMENT MANAGEMENT

Essential Element 1. Optimize the number of students through effective enrollment management focused on recruitment, admissions and retention initiatives that ensure a diverse student body.

Essential Element 2. Aggressively and effectively market Catholic high school education in collaboration with the Office of the Superintendent ~ Catholic School Support Services to enhance the image of Catholic high schools, build enrollment and attract essential funding.

Essential Element 3. Maintain a comprehensive enrollment management plan at each Catholic high school.
OPERATIONAL VITALITY

FINANCE

**Essential Element 1.**
Expand existing and cultivate new models of funding and support for the Catholic academies and parish schools to ensure their vitality and long-term growth.

**Essential Element 2.**
Ensure the financial health of the Catholic academies and parish schools by means of key performance measures, financial management best practices and fiscal accountability.

**Essential Element 3.**
Establish and enhance local development initiatives to serve as a key source of revenue.

**Essential Element 4.**
Ensure that sufficient financial assistance is available across a broad range of financial need through strategic allocation of funds.

**Essential Element 5.**
Utilize funding from the Saint Elizabeth Ann Seton Trust for tuition support, special scholarships and program enhancement.

**Essential Element 6.**
Base Catholic high school financial decisions on current data and future projections.

**Essential Element 7.**
Expand the sources and distribution of tuition assistance at each Catholic high school.

**Essential Element 8.**
Ensure collaboration among the Catholic high schools in those areas which will reduce expenses and increase revenue.

**Essential Element 9.**
Maintain a written, comprehensive Institutional Advancement plan at each Catholic high school.

ADVOCACY

**Essential Element 1.**
Engage stakeholders at all levels of the Diocese to vigorously participate in political advocacy with federal, state and local officials to secure all possible benefits for the Catholic educational community.

**Essential Element 2.**
Continue the collaboration of the Catholic high schools and the Office of the Superintendent ~ Catholic School Support Services with the Diocesan Office of the Vicar for Communication to engage in political advocacy and outreach.

ENROLLMENT AND FACILITIES

**Essential Element 1.**
Ensure that the learning environment addresses the health, safety and security of all who engage with the Catholic academies and parish schools.

**Essential Element 2.**
Plan and maintain Catholic academy and parish school facilities in cooperation with the Diocese of Brooklyn, and in compliance with diocesan and governmental policies and directives.

**Essential Element 3.**
Ensure a safe and attractive environment and maintain facilities at each Catholic high school.

SERVICES

**Essential Element 1.**
Expand and create partnerships with local, state, federal, corporate and diocesan offices to secure essential entitlement services and support for quality Catholic education.
Catholic Identity

We are a diverse family coming together to celebrate our faith and prepare our children for their future.

A parent from Saint Saviour Catholic Academy, Brooklyn

As the second year of Preserving the Vision 2017-2020 came to an end, the Catholic Identity of Catholic academies and parish schools within the Diocese of Brooklyn remained the primary focus of their educational programs, both cognitive and affective. A spiritual retreat for principals, held in January, highlighted their role as Catholic leaders and celebrated those who were observing milestones of service. In June, Bishop Massa officiated at a Teacher Recognition Day. He celebrated Mass for those in attendance and affirmed the role of Catholic school teachers as ministers of the Faith and instruments of evangelization. The opening meeting for principals and assistant principals, held in Resurrection-Ascension Catholic Academy on August 29th, focused on the “Principal as a Catholic School Leader” and the multitude of related issues. The Annual Rosary Rally on October 30th at the Co-Cathedral of St. Joseph was attended by students and staff from a number of Catholic academies and parish schools.

The Catholic identity of Catholic academies and parish schools continued to be evaluated through the Catholic School Accreditation Association (CSAA,) a partnership between the Diocese of Brooklyn and Fordham University. The goal of this evaluation is to ensure the ongoing quality of the religion program in those academies that are seeking accreditation through the New York State Board of Regents. Six academies received this accreditation in 2018 and six academies were awarded accreditation in 2019. A third cohort of five academies began the process leading to accreditation in September 2019. The commendations and recommendations from the accreditation process verify that the religion programs within the academies are true to the teachings of the Catholic Church. The by-laws of CSAA were updated in 2019 by its Board of Directors and can be found at www.catholicschoolsbq.org/preserving-the-vision.

The Summit on Catholic Education, hosted by Bishop DiMarzio and held at the Immaculate Conception Center in October, reflected Bishop DiMarzio’s strong commitment to Catholic education and the New Evangelization. This Summit’s theme, FOUNDATION FOR LIFE, presented an analysis of the educational and fiscal situation of the Catholic academies and parish schools within the Diocese of Brooklyn and an outlook for the future to an overflowing crowd of pastors, principals, teachers and Board Directors. It highlighted that, as Catholics, we are people of hope and although we may have fewer buildings, the quality of the religious and academic education offered in our Catholic academies and parish school will remain the best.

Memories of the September 11, 2001, attack on the World Trade Center remain strong to all within the Diocese of Brooklyn. Numerous first responders, who were our parishioners and parents from Catholic Academies and parish schools were lost that day. As happens each year, the 18th anniversary of the attack was commemorated with special liturgies and prayer services in the Catholic academies and parish schools.

The Catholic identity of the Catholic academies and parish schools was most apparent as pastors, pastoral associates, and deacons, visited their aligned Catholic academies or parish schools during opening week in September. Students, staff and parents attended Masses and prayer services to invoke blessings of the Holy Spirit for a successful school year.

**Essential Element One.**

Ensure the hallmarks of the Catholic academies and parish schools are:

- Rooted in the evangelizing, Christ-centered educational mission of the Church.
- Living witnesses of the Catholic faith and its values.
- Teaching catechesis effectively in every classroom.
- Cherishing and drawing from the gifts, strengths and contributions which all cultures and faith traditions bring.
- Valued as an essential mission of the Diocese of Brooklyn and its aligned parishes.
Strategies:

- The Office of the Superintendent ~ Catholic School Support Services continues to partner with aligned pastors and the Secretariat for Evangelization and Catechesis to ensure the strong Catholic identity of each Catholic academy and parish school. The Secretariat provides a number of spiritual and professional development resources for principals and teachers. The theme of its Fourth Annual Catechetical Summit, held in September, was “Baptized and Sent: The Church of Christ on Mission in the World.” Bishop DiMarzio celebrated mass at the Summit.

- The Diocesan religion curriculum, The Seed is the Word of God, continues to be used in each classroom.

- Workshops and retreat opportunities, provided for principals and Board of Directors, focused on the spiritual growth of the participants.

- The Catholic School Accreditation and Principal Evaluation processes continued to emphasize the faith formation of all students. CSAA Standards can be found on www.catholicschoolsbq.org/preserving-the-vision.

- All principals and teachers continue to be required to obtain Catechist Certification by participation in the Diocesan Living and Leading in Faith administered by the Secretariat for Evangelization and Catechesis. Ten hours of approved faith formation is required each year and may be obtained by attending workshops or participating online. The Secretariat provided the 2019-2020 Secretariat for Evangelization and Catechesis Guidebook which advertised the course listings. These courses included: Introduction to Catechesis, Introduction to the Bible, Sacraments, Creed, Morality and Prayer. The Secretariat publishes a Handbook at the beginning of the school year with a listing of live and online courses. The Secretariat also published its Annual Report in September.

- All Catholic academies and parish schools must conform to the Diocesan Canonical Alignment of parishes to academies and Norms for Parish Affiliation. The alignment and Norms can be found on www.catholicschoolsbq.org/preserving-the-vision.

- Each academy has submitted the Pastoral Assistance Plan; the Office of the Superintendent ~ Catholic School Support Services collaborates with aligned pastors in its implementation. The template for the Plan can be found at www.catholicschoolsbq.org/preserving-the-vision.

- The Diocesan Religion Assessment, administered by the Secretariat for Evangelization and Catechesis, is expected to be administered in each Catholic academy and parish school.
• The Office of the Superintendent ~ Catholic School Support Services, in partnership with Fordham University, engaged in the Catholic School Accreditation (CSAA) process. Six academies received accreditation in 2018; six received accreditation in 2019; five academies started the process in September 2019.

• The academies which have received CSAA accreditation have submitted Action Plans which reflect action steps on the commendations and recommendations received from the accreditation process. A template for the Action Plan is provided to the academies to ensure that the Plan is thorough and complete and can be found at www.catholicschoolsbq.org/preserving-the-vision.

• The Office of the Superintendent ~ Catholic School Support Services continued to communicate and collaborate with host and aligned pastors to actively support the role of the parishes in supporting and encouraging faculties and families in their personal faith journeys and their relationship with Jesus Christ.

• Catholic academy and parish school leadership continued to provide opportunities for parents and guardians in adult faith formation and support them as the primary educators of their children in the faith.

• All Catholic academies and parish schools continue to be required to follow the norms of the Diocese of Brooklyn concerning the Celebration of First Sacraments for Children and Youth. The norms can be found at www.catholicschoolsbq.org/preserving-the-vision.

• Students of other faiths are required to participate in all religious instruction and activities.

• Catholic academies and parish schools continue to give strong support to the Propagation of the Faith by conducting fundraising activities for it.

• Catholic academies and parish schools have annual spiritual retreats for faculty and staff.

• The Catholic culture of Catholic academies and parish schools continues to be apparent through prayer activities (May crowning, Stations of the Cross, the Rosary, prayers for special intentions among others,) recognition of the Liturgical Seasons (Advent, Lent, Easter and Ordinary Time) and service activities which benefit the community.
Academic Excellence

Canon Law requires that Catholic schools maintain a quality of instruction equal to or better than other schools. The concept of equivalency of instruction has taken on increased importance during 2019 as the New York State Department of Education (NYSDOE) has proposed increasing oversight of the education taking place in non-public schools. This oversight may include monitoring the days of instruction, the quality of instruction and educational outcomes. The Catholic academies and parish schools within the Diocese of Brooklyn have a history of performing equal to or better than the majority of public schools within Brooklyn and Queens. However, because of the proposed increased scrutiny from the NYSDOE, the Office of the Superintendent ~ Catholic School Support Services, in January 2019, established protocols to ensure compliance of all Catholic academies and parish schools with the expectations of the NYSDOE. *Steps to Complying with New York State Equivalency of Instruction* comprehensively outlines the responsibilities of the Catholic academies and parish schools and the role of the Office of the Superintendent of Schools ~ Catholic School Support Services in overseeing and providing guidance to Catholic academy and parish school leadership.

www.catholicschoolsbq.org/preserving-the-vision

A Curriculum Committee, chaired by the Associate Superintendent for Curriculum and Supervision, was established early in 2019. The Committee, comprised of seven academy and parish school principals, collaborated on Mathematics curriculum mapping based on the NYSDOE Next Generation Math Standards and the Diocesan Framework for Math. The Committee prepared a template to allow Math teachers to crosswalk the Standards with their current Math materials. The template was piloted by one EPAC group in the Spring of 2019 and was introduced in additional Catholic academies and parish schools in September 2019.

The Diocese of Brooklyn continues to partner with the Cognia Accreditation Process (formerly AdvancEd) for accrediting Catholic academies and parish schools. This process is conducted concurrently with CSAA to ensure quality of instruction in the entire educational program. As with CSAA, six Catholic academies obtained accreditation in 2018, six more received accreditation in May 2019 and eleven Catholic academies started the process in September 2019.

Catholic Academies and parish schools that have completed a Strategic Plan annually compose a Continuous Improvement Plan based on recommendations, academic goals and Catholic Identity goals from the Plan and expectations of the Pastoral Assistance Plan. The Continuous Improvement Plan is a guide to the identification of the goals, the steps to be taken to achieve them, the resources needed and the evidence to show that the goals have been achieved.

**Essential Element 1.**

Ensure excellence that nurtures the intellectual, social, emotional and developmental needs of students, within the context of faith formation, in order to reach their full potential.

**Strategies:**

- The Office of the Superintendent ~ Catholic School Support Services continues to partner with Catholic and secular colleges and universities to assist teachers and principals to attain New York State Certification, as well as to provide guidance to teachers in the comprehensive education of their students. During 2019, the partnerships with Molloy College, St. John’s University, Manhattan College, Fordham University and Stony Brook University provided more than 3000 hours of workshops and graduate-level courses.
- Professional development programs for new teachers are being created to address issues relevant to Catholic academies and parish schools.
Professional Development opportunities for principals and teachers, scheduled with both school year and summer schedules, included additional training in the Marzano Teacher Observation Protocol, the English New Learner and Literacy programs, Next Generation ELA and Next Generation Math Standards, The Pillars of STEM facilitated by LabLearners using technology for differentiation facilitated by EduCate and The Wilson Foundation’s program for early grade reading and spelling.

Teacher coaches in Math and ELA continue to be provided, on request from Catholic academies or parish schools, by Fordham University and the Houghton-Mifflin Publishing Company.

The Marzano Teacher Observation Protocol is a comprehensive research based model influenced by the work of the cognitive psychologist Anders Eriksson. Eriksson’s research found that individuals improve with definitive goals and expert feedback. It also shows that the use of a common vocabulary and specific instructional practices promote continued professional growth. Principals and teachers from Catholic academies and parish school have attended training workshops in the use of the Marzano Focused Teacher Evaluation Model which contains four domains: Standards Based Planning; Standards Based Instruction; Conditions for Learning; and Professional Responsibilities. The Professional Responsibilities domain involves planning, teaching, assessing and other teacher-related tasks. Professional development in the Marzano model is ongoing for principals and teachers. Links to videos pertaining to the Marzano program can be found at www.catholicschoolsbq.org/preserving-the-vision.

The Office of the Superintendent ~ Catholic School Support Services continues to support and provide strong and comprehensive professional development opportunities for principals and teachers. The Office published Guidelines for Professional Development within the Diocese of Brooklyn in January 2019 as well as Standards for Effective Professional Development. These documents were prepared to ensure the quality of workshops and courses provided for principals and teachers. www.catholicschoolsbq.org/preserving-the-vision.

The focus of the Aquinas Scholars Program, after a thorough review by the Office of the Superintendent ~ Catholic School Support Services, was recreated during 2019. The new concept is based on a culture of equity that every child has a gift or talent and every child should have the opportunity of participate in the program. Aquinas Scholars is an enrichment program, open to all. All Catholic academies and parish schools have been given the opportunity to participate and receive funding for their own programs by submitting a proposal for an in-school, cross curricular, creative program for all students within the academy. The program must culminate in a school-wide project. The Saint Elizabeth Ann Seton Trust provided grants of $2,900, $9,600 and $20,750 which were awarded to three Catholic academies in the Spring of 2019. A new round of applications was offered in September 2019 with support from the Trust amounting to $200,000.

As mentioned in the Catholic Identity section of this Report, the Diocesan Secretariat for Evangelization and Catechesis continues to provide professional development in the area of religious education for principals and teachers as they obtain the various levels of Catechist Certification.
The Office of the Superintendent ~ Catholic School Support Services is undertaking a study of Special Education within the Diocese facilitated by the Meitler consultants. A Special Education Advisory Committee has been convened to work with Meitler consultants. Committee members include representatives of local colleges, principals and teachers. A survey is being designed which will gather information from parents and families concerning special education needs. The Meitler consultants are initiating consultation with the Andrew M. Greeley Center for Catholic Education at Loyola University of Chicago to review models of special education, best practices and resources needed.

The Mount Carmel Early Childhood Center continues to be fully enrolled with a waiting list.

The Office of the Superintendent ~ Catholic School Support Services is undertaking another study to assess the Early Childhood needs of the Diocese. The Meitler consultants are facilitating that study as well.

The Office of the Superintendent ~ Catholic School Support Services continues to make use of the NYSDOE testing program as one means of evaluating student academic progress. The percentages in the following graphs reflect that change.

For many years, the best practice was to test Catholic academy and parish school students in grades 4, 6 and 8. The state does not provide test results until August each year, so 7th grade results were considered to be of more value to the teachers. After consultation with principals and staff, the Superintendent made the decision to administer State tests in grades 4, 6 and 7, starting in 2019. The results in the following graphs reflect that change.
NYSED English Language Arts (ELA) Exam Comparisons

NYSED Test Scores in Math Exam Comparisons

Legend:
- New York State (includes all Public and Charter Schools in NY State - no Nonpublic Schools data)
- New York City (only NY City Public Schools – no Charter Schools, no Nonpublic Schools data)
- Diocese of Brooklyn Catholic Academy and Parish School (Academies and Schools within the Diocese with appropriate grade levels tested)
The graphs indicate the percentage of students in Catholic academies and parish schools compared to students in public schools in New York City and New York State in Grade 4, Grade 6 and Grade 7 ELA. The graphs show that 3.3% of students in Catholic academies and parish schools scored lower than New York State public school students in Grade 6 math and .2% lower than New York City public school students. A small percentage, 1.1% of New York State public school students scored higher in Grade 7 Math; and 3.3% of Catholic academy and parish school students scored higher than public school students in New York City in Grade 7 Math.

Students who do not achieve New York State Learning Standards receive Academic Intervention Services (AIS) to assist them. These remedial services may take place during the school day or in an after-school program and must commence no later than October 30th each year.
Another resource used by the Office of the Superintendent ~ Catholic School Support Services to evaluate student progress is the TerraNova test. The TerraNova is a norm-based test administered to all students in grades 3 through 8 in October of each year. The results indicate student achievement, measure student growth from year to year and identify areas of strengths and weaknesses for each student and each class. A pilot program to administer the TerraNova tests in grades Kindergarten, one and two was conducted in May 2019.

- These graphs indicate the results of the TerraNova test administered in October, 2018 and October, 2019. The results are in percentiles which indicate the number of students who score the same as or above other students in the United States in the same grade who take the same test.

- The results of the NYSDOE tests and the TerraNova are key factors in the NYSDOE Equivalency of Instruction initiative.
In 2019, the Institute provided twenty-three Catholic academies with coaches to work with a teacher in each Catholic academy who will then be its technology resource and implement the technology plan for the Catholic academy.

Through the DeSales iPad initiative, the Catholic Television Network (CTN) provided 2,060 iPads to twenty-seven Catholic academies in the 2018-2019 school year with an additional four Catholic academies receiving iPads in September, 2019.

Each Catholic academy and parish school is expected to use all available funding to support their technology needs including Diocesan resources and the federal e-rate program. The basis for e-rate funding is the school year, not the calendar year. The amount committed by e-rate to Catholic academies and parish schools for the 2018-2019 school year was $501,008.61; of this, $308,407.26 was dispersed.

The Office of the Superintendent – Catholic School Support Services provided four e-rate workshops for Catholic academy and parish school principals.

The Diocesan Technology Institute provided additional services to the Catholic academy and parish school communities. Diocesan subscriptions were made available for three cloud-based instructional resources: Mathletics; Learn360; and Education City. DeSales sponsored a variety of special projects to encourage technology integration: Mathbowl; Grammarthon; The Great Diocesan Read-a-Loud; Dial-a-Priest; and Summer Fun Challenge.

The Diocesan Technology Institute managed the recognition of Diocesan Valedictorians/Salutatorians at Catholic School Night at MCU Park and continued the Focus School model of visits to Catholic academies and parish schools by CTN Instructional Media Specialists. It installed the DialPad phone system into five academies: Good Shepherd CA; Our Lady Queen of Martyrs CA; St. Margaret CA; St. Rose of Lima CA; and St. Mark CA.

Essential Element 2:
Plan, implement and maintain evolving technology and supporting infrastructure to complement curriculum, instruction, assessment and communication at all levels.

Strategies:
- The Office of the Superintendent – Catholic School Support Services continues to partner with the Diocesan Technology Institute to provide technological resources and support for Catholic academies and parish schools. The goal of the Institute is to train one teacher from each Catholic academy or parish school to develop and implement a technology plan that integrates technology across the classroom.

In 2019, the Institute provided twenty-three Catholic academies with coaches to work with a teacher in each Catholic academy who will then be its technology resource and implement the technology plan for the Catholic academy.

The Office of the Superintendent – Catholic School Support Services provided four e-rate workshops for Catholic academy and parish school principals.

DeSales/CTN managed a grant opportunity that leveraged the Federal e-rate program with a monetary grant so that selected Catholic academies received a managed Cisco WiFi infrastructure at no cost. Seven Catholic academies were wired in the summer of 2019: Holy Trinity CA; Sacred Heart CA Glendale; St. Adalbert CA; St. Ephrem CA; St. Patrick CA; St. Rose of Lima CA; and St. Stanislaus CA. After e-rate funding, the monetary grant from the Diocesan Technology Institute was in excess of $550,000.

The Diocesan Technology Institute provided additional services to the Catholic academy and parish school communities. Diocesan subscriptions were made available for three cloud-based instructional resources: Mathletics; Learn360; and Education City. DeSales sponsored a variety of special projects to encourage technology integration: Mathbowl; Grammarthon; The Great Diocesan Read-a-Loud; Dial-a-Priest; and Summer Fun Challenge.

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Governance

Lay leadership through the Board of Directors is essential to the continuous success of Catholic education within the Diocese of Brooklyn.

Academy Advisory Committee

As the Diocese of Brooklyn completes the second year of Preserving the Vision Strategic Plan 2017-2020 and anticipates its final year, the Office of the Superintendent ~ Catholic School Support Services has commissioned the Graduate School of Education of Fordham University to compose a white paper which will thoroughly evaluate Preserving the Vision. Fordham staff composed surveys which were sent to pastors, principals, teachers and parents in the Catholic academies and parish schools. These surveys contained questions related to the two-tiered governance structure of the Catholic academies which was the primary goal of Preserving the Vision. They were sent to pastors and principals in May 2019 and to teachers and parents in September. Fordham University experts collated responses and prepared an analysis based on the responses which will be presented to Bishop DiMarzio in January 2020. The responses and analysis will form the basis for the next steps in planning the future of Catholic education within the Diocese of Brooklyn. Meitler consultants are conducting the research and broad-based consultations which will lead to a new Strategic Plan to be in place by September 2020.

Preliminary findings indicate a population shift within the boroughs of Brooklyn and Queens. This shift is demanding a creative vision for the future of Catholic elementary education within the Diocese of Brooklyn. Another finding shows the necessity of re-evaluating the committee structure of the Catholic academy Boards of Directors with particular focus on Marketing and Development. The Director for Enrollment Management and Financial Assistance conducted a special marketing workshop for Catholic academy Boards of Directors. This workshop included reviewing registration packets and best practices.

Preserving the Vision 2017-2020 has provided for the successful formation of sixty-eight Catholic academies with two-tiered governance structures. Qualified and dedicated laypeople have partnered with pastors to provide effective leadership for the Catholic academies and the five remaining parish schools. The Office of the Superintendent ~ Catholic School Support Services continues to concentrate on the goal of obtaining New York State Absolute Charters for the Catholic academies.

All Catholic academies possess a Provisional Charter from the New York State Board of Regents which allows them to operate with all the rights and privileges of an educational entity in New York State. In order to continue in existence, the Catholic academy must meet requirements for and apply for an Absolute Charter from the State within three to five years. Requirements to obtain an Absolute Charter can be found at www.catholicschoolsbq.org/preserving-the-vision.
In 2018 Bishop DiMarzio formed a commission of diocesan officials to further promote the viability of Catholic education within the Diocese of Brooklyn. This commission assumed the task of composing a document which highlights “Principles of Catholic Education” to be used as the foundation of the Diocesan Education Commission. The final report on these principles will be presented to Bishop DiMarzio in 2020.

**Essential Element 1:**
Build strong Catholic academy Boards of Directors and parish school Advisory Board membership through effective development, recruitment, selection, formation, support and accountability.

**Strategies:**
- The Office of the Superintendent ~ Catholic School Support Services, in collaboration with the Academy Advisory Committee, sponsored round table discussions, on a Deanery basis, with Board leadership to enhance their experience and education. In 2019, these discussions focused on vision, development, marketing and succession planning.
- Advertisements to recruit Board Directors were placed on the diocesan website, in parish bulletins and the diocesan newspaper. Board Directors are dedicated volunteers who are committed to the ministry of Catholic education within the Diocese of Brooklyn.
- Twelve orientation programs for new Directors were conducted – six in Brooklyn and six in Queens.
- In-service programs for Board secretaries were conducted, as well as orientation for the treasurers/finance chairs of the Boards of Directors.
- Seven mentors, appointed by the Superintendent of Catholic School Support Services, provided support and advice to Boards of Directors.
- Board officers met three times with the Office of the Superintendent ~ Catholic School Support Services and the Catholic Foundation to discuss pertinent issues related to Catholic education within the Diocese. These issues included marketing, development and parental engagement.
- A new Academy Governance Manual is being planned.
- Meitler consultants have been engaged to fully evaluate the Catholic Academy Governance Model.

**Essential Element 2:**
Ensure the implementation of the Preserving the Vision Strategic Plan through the Preserving the Vision Education Commission leadership which provides counsel in the areas of strategic planning, marketing, institutional advancement and financial planning.
Strategies:

• At the request of Catholic academy Directors, an Academy Advisory Board was established to provide advice and guidance to the Office of the Superintendent ~ Catholic School Support Services.

• The Catholic Academy Advisory Committee is composed of representatives from every Deanery within the Diocese.

• Catholic Academy Advisory Committee members have taken on the responsibility of hosting round table discussions for Board Directors.

• The Catholic Academy Advisory Committee will have a prominent role in consultation for the new Strategic Plan. The Catholic Academy Advisory Committee will have a prominent role in consultation for the new Strategic Plan. The key planning questions in the consultation for the Plan are:

  • What are two or three key issues a plan for Catholic academies and parish schools needs to address at this point for them to be healthy and sustainable for the long term?

  • How might the way the Catholic academies function and operate need to change so that in five to ten years from now they are thriving?

  • What factors are most important to excite people about the future of Catholic education within the Diocese of Brooklyn?

  • The Office of the Superintendent ~ Catholic School Support Services has enhanced communication with Board officers through the use of Constant Contact.
Leadership

The wisdom of the Preserving the Vision Strategic Plan is most evident in the structure and levels of Leadership expected in the Catholic academies. The two-tiered Boards provide for strong governance and the promotion of policies and practices which will enable the success of the Catholic academy. The principal, who is the educational leader of the Catholic academy, implements Board policies, is responsible for overseeing the religious and academic programs, and supervises the teaching staff of the Catholic academy. The Office of the Superintendent ~ Catholic School Support Services recognizes the importance of Catholic academy and parish school leaders and is diligent in providing professional development opportunities for all those involved. Orientation sessions are held for all newly assigned Board Directors and subsequent workshops are held to update Directors on educational and Diocesan policies. A series of regional round table discussions were held allowing Directors from different academies to meet and share challenges and achievements. The District Superintendents serve as the liaison between Catholic Academy Boards of Directors and pastors of parish schools. The Saint Frances Cabrini Program continues to provide comprehensive professional development for first, second and third-year principals. Cabrini I is the professional development initiative for new principals and principals new to the Diocese. After two intense days of instruction in August, the principals meet with the District Superintendents to become acquainted with the administrative policies and practices expected of Catholic academy and parish school principals. The District Superintendents visit new principals on a regular basis and are available to them at all times. Cabrini II for second-year principals and Cabrini III for third-year principals concentrate on academic excellence, supervision of instruction, and municipal and state laws and regulations which affect Catholic and other non-public schools. Most importantly, the Saint Frances Cabrini Program emphasizes the Catholic Identity of Catholic academies and parish schools and how the example of their leadership influences and affects the entire community.

Essential Element 1.

Provide the oversight and service needed to effectively implement the Preserving the Vision Strategic Plan by means of adequate staffing and counsel of the Office of the Superintendent ~ Catholic School Support Services.
Essential Element 3.
Build strong Catholic leadership by means of effective cultivation, recruitment, selection, formation, support and accountability of Catholic academy and parish school principals.

Strategies:
• The Office of the Superintendent ~ Catholic School Support Services continues to recruit, screen and approve principal candidates and provide appropriate professional development for them. Ten candidates were approved and hired as principals for the 2018-2019 school year and sixteen were approved and hired for the 2019-2020 school year.
• The Pre-Cabrini Program, in collaboration with Fordham University, assists principal candidates in attaining the credentials needed for New York State certification.
• The Office of the Superintendent ~ Catholic School Support Services has engaged the services of a third-party vendor to review the credentials of principal applicants to ensure the hiring of qualified personnel.
• Catholic academy Boards of Members and Directors and parish pastors interview and hire only qualified principal candidates who have followed the approval process mandated by the Office of the Superintendent ~ Catholic School Support Services.
• A new evaluation process for second-year principals was fully implemented in 2018 and continued in 2019. This is a two-day process that involves consultation with all members of the school community including Catholic academy and parish school governance.
• The Office of the Superintendent ~ Catholic School Support Services conducted an audit of principals to ensure compliance with New York State certification requirements.
• Principals in need of New York State certification were provided with School Building Leadership (SBL) courses through Fordham University.

Strategies:
• A Director of Enrollment Management and Financial Assistance and an additional Administrative Assistant were added to the staff of the Office of the Superintendent ~ Catholic School Support Services to further serve the needs of Catholic academy and parish school leadership.

In addition to the oversight of the District Superintendents, beginning principals have the services of a mentor to assist them in administrative tasks.

In addition to the scheduled three visits a year, the District Superintendents occasionally drop in to visit their assigned Catholic academies and parish schools. They are available to assist and advise principals when needed.

A new evaluation process for second-year principals was implemented in 2019.

Consultants continue to be utilized, as needed, to support the work of the Office of the Superintendent ~ Catholic School Support Services.

Essential Element 2.
Comply with and adhere to the policies and procedures of the Administrative Manual.

Strategies:
• Catholic academy Boards of Directors and parish school Advisory Boards continue to have the responsibility to ensure the implementation of and adherence to all diocesan, city and state policies and procedures.
• Boards of Members continue to ensure that Catholic academy Boards of Directors and principals adhere to the Administrative Manual. The Office of the Superintendent ~ Catholic School Support Services provides similar oversight for pastors and principals of parish schools.
• Through the Participation Agreement with the Office of the Superintendent ~ Catholic School Support Services, the adoption of the Administrative Manual by Catholic academy Boards and parish school leadership is required.
• The creation of a succession plan to ensure continuity of educational leadership continues to be expected of Catholic academy Boards of Directors.

• Catholic academy and parish school principals are expected to recruit qualified and credentialed Catholic teachers to serve in the schools.

• The Office of the Superintendent ~ Catholic School Support Services continues to provide professional development opportunities for the teachers in Catholic academies and parish schools.

• The scheduling of professional development days on Catholic academy and parish school calendars has been standardized across the Diocese.

• EPAC Chairpersons were empowered to plan and schedule professional development sessions for the teachers within their areas. During 2019 these sessions focused on Differentiation, Integration of Technology in all academic areas, STEM, Math and Literacy.

• Each Catholic academy and parish school is expected to be visited at least three times by the District Superintendent during each school year. A formal principal evaluation process is in place.

• As explained in the Academic Excellence section of this Report, the Marzano Supervision Model has been adopted by the Office of the Superintendent ~ Catholic School Support Services for use by principals in the formal evaluations of teachers. Training in the Marzano Model has been provided for both principals and teachers. Formal classroom observations, with a subsequent written assessment, are conducted by the principal at least four times during the first year of a teacher’s employment. All other teachers are observed formally at least twice a year.

• Workshops are provided annually for principals, assistant principals and lead teachers. In addition to sessions on Marzano, professional development opportunities during 2019 included: the proper protocol for mandated reporting to Child Protective Services; an update on relevant legal issues; issues of teacher personnel; a workshop on Active Shooter Training conducted by the Parish Corporation.

**Essential Element 4.**
Provide guidance, vision, direction and vitality through effective strategic planning.

**Strategies:**

• The Office of the Superintendent ~ Catholic School Support Services continues to provide support and resources to Catholic academy Boards of Directors and parish school Advisory Boards in the development of a comprehensive three-year Strategic Plan using *Preserving the Vision* 2017-2020 as its foundation and guide.

• In collaboration with Catholic Education Consultants, the Office of the Superintendent ~ Catholic School Support Services provided assistance to academies in the development of an effective Strategic Plan based on the National Standards and Benchmarks published by the Loyola University of Chicago.

• Strategic Plans continue to be reviewed until the Catholic Academy begins its accreditation process. Strategic Plans are then updated based on the findings of accreditation.

**Essential Element 5.**
Increase the level of communication and collaboration among Catholic academy Boards of Directors.

**Strategies:**

• The Office of the Superintendent ~ Catholic School Support Services continues to convene annual meetings for Catholic academy Boards of Directors to share updates on relevant educational and governmental activities.

• The Office of the Superintendent ~ Catholic School Support Services has initiated meetings of Boards of Directors on a regional basis to discuss matters of common interest.

• The Office of the Superintendent ~ Catholic School Support Services continues to partner with Saint John’s University through the Saint Vincent de Paul Leadership Program to provide in-service to Boards of Directors.
The need for strong marketing initiatives has become increasingly more apparent in recent years. The Office of the Superintendent ~ Catholic School Support Services has responded to this need with creativity and vigor. The Marketing Coordinator has reached out to the Catholic academy and parish school communities and offered hands-on assistance to the Chairs of Board Marketing Committees and principals. Increased attention has been given to the role of social media in marketing. In addition to maintaining and updating the Diocesan website (catholicschoolsbq.org), assistance has been given to Catholic academies and parish schools on maintaining and updating websites, Facebook, Instagram and Twitter pages. Ongoing collaborative efforts continue between the Office of the Superintendent ~ Catholic School Support Services, Futures in Education, Change Strategies, One18Media, and DeSales Media Group. Monthly newsletters are sent to the academy Boards of Members and Directors, parish school pastors, Catholic academy and parish school principals, parents and teachers. Net TV, Nuestra Voz and The Tablet continue to play important roles in marketing outreach.

The Office of the Superintendent ~ Catholic School Support Services has added a Director for Enrollment Management and Financial Assistance to the staff. This emphasizes the close relationship between marketing initiatives and enrollment. The Director works closely with the Marketing Coordinator in preparing and distributing marketing materials for the Catholic academies and parish schools.

**Essential Element 1.**
Market the values and benefits of Catholic school education aggressively to convey a strong message and image, and ultimately maintain and build strong enrollment.

**Strategies:**
- The Marketing Coordinator has developed and continues to assist marketing committees and principals.
- Back-to-school ads were placed in the Tablet and CNG (Community News Group) newspapers.
- The Marketing Coordinator created and managed a new Office of the Superintendent ~ Catholic School Support Services website with outline, content and updates catholicschoolsbq.org
- Catholic academy and parish school “success stories” were put on the website and social media.
- The Marketing Coordinator collects “success stories” and then filters them out to the appropriate points of contact for coverage. Stories are pushed to the Diocesan Press Office who then shares the information with their contacts. Currents TV continues to cover stories as they see fit.
- As of September 2019, our Catholic academies and parish schools began getting coverage from NY1, News12, Fox 5, and NTD (New Tang Dynasty/Chinese TV).
- Catholic Schools Week visits by the bishops to Catholic academies and parish schools were covered by Currents TV and the Tablet. Photos of the visits were put on the Office of the Superintendent ~ Catholic Schools Support Services website.
- Catholic Schools Week videos from three academies were included in a video which will be produced to promote the branding of Catholic education.
- Social media and website ads were prepared for summer 2019 distribution.
- In July 2019, the Marketing Coordinator started the social media pages of Facebook (Catholic Schools of Brooklyn and Queens), Instagram (@Catholicschoolsbq), and Twitter (@catholicschlsbq).
- The Marketing Coordinator, on request, assisted the Marketing Committees of Catholic academies and parish schools.

Promoting Catholic education is the responsibility of all engaged in the mission and ministry of Catholic education.
schools to develop and implement comprehensive marketing plans.

• The Marketing Toolbox continues to be used in Catholic academy and parish school marketing initiatives.

• Parishes aligned to Catholic academies continue to provide links on the parish websites to the academies.

• Marketing Committees continue to be encouraged to network within their communities to enhance partnerships and seek new resources.

• The Marketing Coordinator continues to research and identify best marketing practices which will appeal to the diverse cultures in Brooklyn and Queens.

• The Director for Enrollment and Financial Management partners with the Marketing Coordinator in the preparation of promotional videos and other materials.

• The Office of the Superintendent ~ Catholic School Support Services continues to explore and expand partnerships with Catholic colleges and universities with the goal of assistance in developing effective diocesan and local Catholic academy and parish school marketing plans.

• The Foundation for Life Campaign was launched at the Catholic Education Summit 2019.

• DeSales Media has taken over creative pieces and ads for ongoing campaigns throughout the year.

• One18Media is a third-party vendor who has been used for social media campaigns, creation of landing pages, and inquiries. The landing page has a form that generated prospective parents that the Marketing Coordinator receives and pushes out to the appropriate Catholic academies or parish schools.

• Website audits have been conducted throughout all Catholic academies and parish schools by the Marketing Coordinator. The Marketing Coordinator has visited each individual Catholic academy and parish school to sit with the principals and go through all the appropriate steps to make sure websites are active and attractive.
Enrollment Management

The full enrollment of the Catholic academies and parish schools within the Diocese of Brooklyn continues to be a major initiative of the Office of the Superintendent ~ Catholic School Support Services. In order to keep the Catholic academies and parish schools available to all parents who wish to provide a Catholic education for their children, every effort is taken to maintain reasonable tuition levels. In spite of extraordinary efforts by Futures in Education to provide financial aid to those families who request it, research conducted during the 2018-2019 school year indicated that the majority of the children who leave before graduation do so for financial reasons. (The Finance Section of this Report will fully explain the financial aid initiatives that are available.) As mentioned in the Marketing section of this Report, the Office of the Superintendent ~ Catholic School Support Services added a Director of Enrollment Management and Financial Assistance to the staff. This Director works closely with DeSales Media Group, the Marketing Coordinator and Futures in Education to fully engage all available resources in the task of increasing enrollment in Catholic academies and parish schools.

The enrollment data which follows shows the number of students who attended Catholic academies and parish schools in the 2018-2019 and 2019-2020 school years. They indicate a 5% decrease in enrollment for the past two years.

**STUDENTS ENROLLED IN PRE-KINDERGARTEN through Grade 8 2018-2019**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>PreK</td>
<td>4811</td>
</tr>
<tr>
<td>K</td>
<td>2688</td>
</tr>
<tr>
<td>G 1</td>
<td>1928</td>
</tr>
<tr>
<td>G 2</td>
<td>1970</td>
</tr>
<tr>
<td>G 3</td>
<td>2014</td>
</tr>
<tr>
<td>G 4</td>
<td>2020</td>
</tr>
<tr>
<td>G 5</td>
<td>2076</td>
</tr>
<tr>
<td>G 6</td>
<td>2305</td>
</tr>
<tr>
<td>G 7</td>
<td>2316</td>
</tr>
<tr>
<td>G 8</td>
<td>2307</td>
</tr>
</tbody>
</table>

**STUDENTS ENROLLED IN PRE-KINDERGARTEN through Grade 8 2019-2020**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>PreK</td>
<td>4403</td>
</tr>
<tr>
<td>K</td>
<td>1843</td>
</tr>
<tr>
<td>G 1</td>
<td>1818</td>
</tr>
<tr>
<td>G 2</td>
<td>1773</td>
</tr>
<tr>
<td>G 3</td>
<td>1832</td>
</tr>
<tr>
<td>G 4</td>
<td>1919</td>
</tr>
<tr>
<td>G 5</td>
<td>1930</td>
</tr>
<tr>
<td>G 6</td>
<td>2018</td>
</tr>
<tr>
<td>G 7</td>
<td>2172</td>
</tr>
<tr>
<td>G 8</td>
<td>2234</td>
</tr>
</tbody>
</table>
This chart indicates the ethnic diversity of the Catholic academies and parish schools within the Diocese of Brooklyn. It is important to note that children of Hispanic heritage are included in the Black, White and Two or More Races categories. So a separate chart presents a five-year analysis of the numbers of Hispanic students who attend the Catholic academies and parish schools.

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Native American</td>
<td>20</td>
</tr>
<tr>
<td>Asian</td>
<td>1079</td>
</tr>
<tr>
<td>Black</td>
<td>2422</td>
</tr>
<tr>
<td>Native Hawaiian / Pacific Islander</td>
<td>28</td>
</tr>
<tr>
<td>White</td>
<td>6620</td>
</tr>
<tr>
<td>Two or more races</td>
<td>900</td>
</tr>
<tr>
<td>Unknown</td>
<td>536</td>
</tr>
<tr>
<td>Total</td>
<td>11605</td>
</tr>
</tbody>
</table>

It is important to note that students who are included in the Asian category come from several different countries. Our Asian population comes from the Philippines, China, Japan and Korea. Similarly, our Black population includes African Americans, Haitians and Nigerians.

<table>
<thead>
<tr>
<th>Year</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-16</td>
<td>8293</td>
</tr>
<tr>
<td>2016-17</td>
<td>8215</td>
</tr>
<tr>
<td>2017-18</td>
<td>7679</td>
</tr>
<tr>
<td>2018-19</td>
<td>7413</td>
</tr>
<tr>
<td>2019-20</td>
<td>7019</td>
</tr>
</tbody>
</table>
Essential Element 1.

Optimize the number of students through effective enrollment management focused on recruitment, admissions and retention initiatives that ensure a diverse student body.

Strategies:

• The leadership of Catholic academies and parish schools will annually distribute a Parent Satisfaction Survey to each family in order to empower parents to engage in their children’s education.

• Through the Futures in Education Program, $7,270,771 in scholarship funds were awarded to 4,690 students during the 2018-2019 school year. This was an increase in the amount awarded in 2017-2018 when $6,501,568 were awarded to 4,263 students.

• Option C is the student information management system presently being used to collect student data from academies and parish schools within the Diocese. The Office of the Superintendent ~ Catholic School Support Services is now investigating the possibility of updating the management system and has received proposals from three companies. A decision on which management system to use will be made early in 2020.

• Catholic academy and parish school leadership continue to be encouraged to identify and develop relationships with community leaders with special emphasis on the ethnic diversity of the area.

• Principals of academies and parish schools continue to focus on the retention of their students by the use of early intervention activities and parent satisfaction surveys. Exit interviews are conducted with parents whose children are leaving a Catholic academy or parish school. As was mentioned in the Marketing Section of this report, the majority of families leave for financial reasons.

• The Office of the Superintendent ~ Catholic School Support Services continued to partner with the diocesan Catholic Migration Office and similar agencies in order to obtain materials which are appropriate for each Catholic academy and parish school.

• Evangelization scholarships continue to be available to the children of each parish within the Diocese of Brooklyn. 462 scholarships were awarded during the 2018-2019 school year.

• Early Childhood and Pre-K for All programs continued to be a strong focus of recruitment and enrollment activities for the staff of the Office of the Superintendent ~ Catholic School Support Services and leadership of academies and parish schools. The Mount Carmel Early Childhood Center is at full capacity with enrollment of 83 students, ages two through four, in the 2019-2020 school year. Parents of the four-year-olds are encouraged to consider neighboring Catholic academies or parish schools for their children to attend Kindergarten.

• The Office of the Superintendent ~ Catholic School Support Services continues to partner with the Diocesan Secretariat for Evangelization and Catechesis to develop strategies for the evangelization of unchurched Catholic children by bringing them to parish-based faith formation or to a Catholic academy or parish school.
Finance

Catholic schools, and those sponsored by other religious denominations, are in a unique position in the United States, the only country in the western world which does not provide aid for these institutions. For this reason, the academies and parish schools within the Diocese of Brooklyn depend on tuition income, active fund raising activities and donations from benefactors to cover expenses. Because of the limits on income, the leadership of the academies and parish schools are extraordinarily diligent in budget preparation and financial planning. The diocesan Office of Fiscal Management (OFM) assists the leadership in several ways. It provides templates for budget preparation and end-of-year reports and reviews these documents when completed. It recommends qualified accountants and bookkeepers to the academies and parish schools upon request as well as preparing Financial Recovery Plans if needs be. The five-year model for financial planning developed by the Peter J. Tobin College of Business of Saint John’s University continues to be used by academies for long-range business planning.

OFM continues to provide assistance to the academies that are going through a formal financial audit in preparation for applying for an absolute New York State Charter. Six Catholic academies received that assistance during the 2018-2019 school year and six continue to receive it during the 2019-2020 school year.

The Diocese of Brooklyn continues to provide several sources of supplementary funding for Catholic academies and parish schools. As mentioned in the Enrollment section of this Report, Futures in Education and the Evangelization Scholarship Program award scholarships to qualified families. The Elizabeth Ann Seton Trust awarded $6,553,053 in grants to enhance and enrich learning opportunities in the Catholic academies and parish schools during 2018-2019. $7,168,400 is expected to be awarded during the 2019-2020 school year. Additional grants have been received from the Mother Frances Cabrini Foundation, the Achilles Foundation, the Kramer Foundation and the Children’s Scholarship Fund. Reimbursements received by Catholic academies and parish schools from the New York State Mandated Services Program in 2018-2019 amounted to $9,444,789. This includes fundings from the Comprehensive Attendance Program.

Essential Element 1.

Expand existing and cultivate new models of funding and support for the academies and parish schools to ensure their viability and long-term growth.

Strategies:

- A compilation of metrics for development activities for academy Boards of Directors and parish school leaders was developed by the Office of the Superintendent ~ Catholic School Support Services and the Futures in Education Foundation. This compilation, as well as a plan for each Catholic academy and parish school to build third-source funding streams, is to be used for their financial planning.
- The Futures in Education Foundation continues to serve as the lead agency for acquiring and awarding tuition assistance funding.
- Plans are in place to develop criteria and a process for awarding tuition assistance to families of broad economic situations.

Essential Element 2.

Ensure the financial health of the academies and parish schools by means of key performance measures, financial management best practices and fiscal accountability.

Strategies:

- The Office of the Superintendent of Schools ~ Catholic School Support Services continues to collaborate with the Office of Fiscal Management in promoting Embassy Schools. Academies or parish schools which are designated as Embassy Schools are allowed to operate with a financial deficit that is reasonably sustainable through charitable assistance and development. The goal of this program is to foster the Church’s overall goal to make Catholic elementary school education affordable and accessible to all children, including those from financially disadvantaged families. Sixteen Embassy Schools were designated during the 2018-2019 school year, and sixteen have been named for the 2019-2020 school year. For a Catholic academy or parish school to qualify for Embassy School status, the following criteria must be met:
  1) The percentage of students in attendance who came from families at or below the poverty level as indicated by either the United States Census Bureau or by New York State requirements for Medicaid has to exceed 70% of the total student body.
2) The number of students who were eligible to receive assistance from charitable sources, such as Futures in Education, and had applied for such assistance has to exceed 90% of the total student population.

3) The Catholic academy or parish school must have availed itself of 90% of all available government assistance (New York State Loan Programs, Mandated Services, Transportation Services, the No Child Left Behind Title Programs, E-rate, state funded Drug and Alcohol Prevention Programs, the National School Lunch Program).

4) The Catholic academy or parish school has to be located in a region of poverty.

5) 85% or more of the student population should profess the Catholic faith.

6) The Catholic academy or parish school has shown measurable academic growth based on standardized assessments, and there is a Professional Development Plan for the teachers based on the academic needs of the students.

7) There is a deferred maintenance report on file for the Catholic academy or parish school building.

- Every Catholic academy and parish school continues to operate with a realistic annual budget using the guidelines provided by the Office of Fiscal Management.

- Academy Boards of Directors continue to provide Quarterly Financial Reports for their Board of Members. These reports are then sent to the OFM for review.

- The OFM continues to recommend qualified accountants and bookkeepers to Catholic academies and parish schools and conducts training for them.
- Following through on a recommendation from the Office of the Superintendent ~ Catholic School Support Services, academy Board of Directors continue to plan and budget for fair and just compensation for all personnel.
- Academy Board of Directors continue to schedule regular financial audits as required for an Absolute Charter from New York State.

**Essential Element 3.**
Establish and enhance local development initiatives to serve as a key source of income.

**Strategies:**
- The Office of the Superintendent ~ Catholic School Support Services continues, on request, to provide assistance to academy Boards of Directors and parish school Advisory Boards to plan and grow effective development strategies.
- The Office of the Superintendent ~ Catholic School Support Services continues to recommend the sharing of qualified development personnel between and among Catholic academies and parish schools.
- The establishment of an endowment fund for each academy and parish school has not been realized but still remains a strongly recommended goal.

**Essential Element 4.**
Ensure that sufficient financial assistance is available across a broad range of financial need through strategic allocation of funds.

**Strategies:**
- The Office of the Superintendent ~ Catholic School Support Services continues to collaborate with the Catholic Foundation to establish a plan to include financial aid for middle income families. When the plan is in place, it will be adjusted as needed to provide year-to-year stability of aid for parents.
- The Catholic Foundation of Brooklyn and Queens continues its long-standing partnership with the Children’s Scholarship Fund which matched $1.2 million in scholarship grants to students in Catholic academies, parish schools and high schools in the 2018-2019 school year.
- The majority of Catholic academies and parish schools have established Tuition Review Committees.

**Essential Element 5.**
Utilize funding from the Saint Elizabeth Ann Seton Trust for tuition support, special scholarships and program enhancement.

**Strategies:**
- The Saint Elizabeth Ann Seton Trust awarded $6,553,053 in awards to Catholic academies and parish schools during the 2018-2019 school year. The awards were based on proposals written by principals which outlined the intended use of the funds. At the end of the school year, each principal sent a report to the Trustees of the Trust relating the outcomes of the awards. It is anticipated that $7,168,400 will be awarded to Catholic academies and parish schools during the 2019-2020 school year.
Advocacy

Advocacy is not just the responsibility of parents and teachers, but of all members of the Catholic community. The entire Catholic community should be encouraged to advocate for parental choice and personal and corporate tax credits which will help parents to fulfill their responsibility in educating their children.

(United States Conference of Catholic Bishops, 2005)
elected officials and New York State Education Department staff to increase awareness of the important role of Catholic schools within the State and to advocate for just and equitable funding for them.

Bishop DiMarzio continues to host two legislative breakfasts each year for elected officials in order to highlight the importance of Catholic education in New York State and City. The Superintendent of Catholic School Support Services, as well as representatives from Catholic Charities and the communications offices, are active participants in the Catholic Communications Council. The Council is a partnership between the Diocese of Brooklyn and the Archdiocese of New York which confronts issues of importance to the Catholic community within New York City.

The Associate Superintendent for Personnel continues to serve as liaison between the Office of the Superintendent – Catholic School Support Services and the New York City Department of Education (NYCDOE). The NYCDOE is the Local Educational Agency which is responsible for implementing federal and state programs in non-public schools. The Associate Superintendent for Personnel also represents the Diocese of Brooklyn on the Standing Committee of Religious and Independent Schools. This Committee is comprised of representatives from the Diocese of Brooklyn, the Archdiocese of New York, Jewish Day Schools, the Islamic School Association, the Lutheran School Association, the Greek Orthodox Archdiocese, as well as other religious and independent schools. The Committee meets regularly with representatives from the NYCDOE in order to advocate for fair and equitable implementation in non-public schools of the federal Every Student Succeeds Act which administers Title programs.

**Essential Element 1.**

Engage stakeholders at all levels of the Diocese to vigorously participate in political advocacy with federal, state and local officials to secure all possible benefits for the Catholic educational community.

**Strategies:**

- Academy Boards of Directors and parish school Advisory Boards have been informed of their responsibility in leading parents in advocacy efforts when called upon to do so.
- The Office of the Superintendent – Catholic School Support Services continues to attend gatherings and meetings with state and local government officials.
- All academy and parish school staff and parents continue to be connected to the Action Alert network of the New York State Catholic Conference of Bishops.
- All academy and parish school communities continue to be kept informed of advocacy efforts and are expected to cooperate in supporting them.
- The Office of the Superintendent – Catholic School Support Services continues to collaborate with the diocesan Office of Vicar for Communications and the New York State Catholic Conference of Bishops in areas of school choice and aid to students.
Environment and Facilities

A continuing challenge for the Catholic academies and parish schools within the Diocese of Brooklyn is the aging infrastructure of their buildings, the youngest of which is more than 60 years old. Catholic academy Boards and parish school Advisory Boards are encouraged to consult with the Rocklyn Asset Corporation for expert advice when major repairs are needed. Roof repairs or replacement of aging boilers are two of the major problems faced by parish and Catholic academies.

The issue of security continues to be of major importance to the Catholic academy and parish school leadership. The New York City Department of Education provides on-site security guards for non-public schools with enrollments of 300 students or more. The New York State Department of Education provides grants to pay for other security measures such as indoor and outdoor camera networks.

Through ongoing advocacy, nursing staff is available to all Catholic academies and parish schools within the Diocese of Brooklyn.

Catholic academy and parish school principals continue to establish partnerships with local police precincts and their Neighborhood Coordinator Officer (NCO.) The Crime Prevention Officer in each precinct will, on request, visit a Catholic academy or parish school to determine the security there and whether additional security measures are needed. The Office of the Superintendent ~ Catholic School Support Services works closely with Catholic Charities of the Diocese of Brooklyn which has partnered with the Office of Homeland Security and the Office of Emergency Management concerning the processing of immigrants.

Essential Element 1.

Plan and maintain academy and parish school facilities in cooperation with the Diocese of Brooklyn, and in compliance with diocesan and governmental policies and directives.

Strategies:
- The Office of the Superintendent ~ Catholic School Support Services continues to partner with the Rocklyn Asset Corporation to oversee Catholic academy and parish school facility leases and licensing agreements.
- The leadership of each Catholic academy and parish school, Boards of Directors, host pastors and principals, in cooperation with the Office of the Superintendent ~ Catholic School Support Services, will ensure compliance with all appropriate directives of the New York City Departments of Education, Health and Buildings, the New York City Fire Department and the New York State Department of Education.
- Four workshops were provided for principals, assistant principals and lead teachers which provided training in Fire and Emergency Conductor; a Certificate of Fitness was given to the attendees.
- In consultation with the Rocklyn Asset Corporation, Catholic academies and their host parishes continue to develop plans to address maintenance, repair and renovation issues.
- Catholic academy and parish school leadership continue to be encouraged to establish a capital fund that addresses long-range improvement projects.
- Rocklyn Asset Corporation continues to be available to Catholic academy and parish school leadership in identifying facility needs and in creating facility improvement plans.
- Each Catholic academy and parish school has a Crisis Management Plan which is updated annually.
- All Catholic academy and parish school staff and volunteers are approved by the Diocesan Office of Safe Environment and maintain the requirements of VIRTUS training.
- All Catholic academies and parish schools continue to adhere to the health and safety policies and practices of the New York City Department of Health Articles 43 and 47, the New York City Fire Department, the Office of the Superintendent ~ Catholic School Support Services Administrative Manual, and the Participation Agreement.
- In 2018, all principals and teachers were provided with DASA training.
Several federal and state legislative initiatives provide services to non-public school students on an equitable basis with public school students and are mentioned in the Academic Excellence, Finance and Environment and Facilities sections of this Report. Not yet highlighted is the Program for the Development of Human Potential (PDHP) which provides guidance and support services in the areas of substance abuse prevention and crisis situations to the academies and parish schools. PDHP was established as a result of the federal Safe and Drug-Free Schools Act. Federal funds are funneled to local educational agencies through the New York State Office of Alcoholism and Substance Abuse Services. PDHP provides counselors to Catholic academy and parish schools for crisis intervention, student counseling and substance abuse prevention activities. Of increased importance are services provided concerning bullying, cyberbullying and vaping. Through a grant from the Mother Cabrini Health Foundation, additional counselors have been provided to serve Catholic academies and parish schools.

**Essential Element 1.**

Expand and create partnerships with local, state, federal, corporate and diocesan offices to secure essential entitlement services and support for quality Catholic education.

**Strategies:**

- As mentioned in the Advocacy section of the Report, the Office of the Superintendent ~ Catholic School Support Services continues to liaise with various government offices and officials to ensure that all services which are intended for non-public schools are provided to the Catholic academies and parish schools.
- The Office of the Superintendent ~ Catholic School Support Services continues to provide guidance to Catholic academy and parish school principals to ensure that students eligible for government-funded services receive those services. In addition, the Office provides oversight to ensure that the funding is used effectively for student-related programs and professional development for principals and teachers.
- PDHP partners with Catholic Charities in Brooklyn & Queens for additional health-related services.
- The Office of the Superintendent ~ Catholic School Support Services provided teachers and principals with training on the Dignity for All Students Act (DASA) as mandated by the New York State Education Department.
Conclusion

The ongoing success of *Preserving the Vision* is due to the dedicated priests and laypeople who have committed themselves to its implementation. Bishop DiMarzio continues to give his strongest support and encouragement to the Catholic academies and parish schools. Bishop Massa is always available for consultation and wise advice. Dr. Chadzutko continues to provide strong and competent leadership to the staff of the Office of the Superintendent ~ Catholic School Support Services who are totally committed to Catholic education. Board Members and Directors are working diligently in the day-to-day operations of the Catholic academies, as pastors continue to do for their parish schools. Our dedicated principals, teachers and staff members are in place, every day, to ensure the best possible education for our students. The parents who have chosen our Catholic academies and parish schools sacrifice each day to provide their children with a Catholic education. All are participating in the apostolic mission of the Church.

The efforts of *Preserving the Vision Strategic Plan 2017-2020* are drawing to a close. This Annual Report is a compilation of the progress that has been made to ensure Catholic elementary school education within the Diocese of Brooklyn in 2019, but we realize that we must plan for the future. The Office of the Superintendent ~ Catholic School Support Services has engaged an outside consultant to do an evaluation of *Preserving the Vision* with broad-based consultation with all constituent groups. Pastors, Boards of Members and Directors, Catholic academy principals and teachers, parents and students will all have input into what has happened and what the future should bring. We feel confident that the next version of *Preserving the Vision* will establish the framework for continued Catholic education for those parents who want a strong, value-based education for their children.

AD MULTOS ANNOS