

DIOCESAN SCHOOL BOARD STRATEGIC PLAN 2021-2025

Updated 4/5/2021

Mission Statement

The mission of the Board ("Mission") is to support the Roman Catholic Diocese of Phoenix ("Diocese") and the Bishop in the faith formation of children in the diocesan Catholic schools, leading them to an encounter with the living Christ, integrating faith throughout an educational process that promotes academic excellence, moral values, and lifelong service.

General Purpose

To further its Mission, the Board advises and consults with the Catholic Schools Office of the Diocese ("Catholic Schools Office") and the duly-appointed Superintendent of Catholic Schools of the Diocese ("Superintendent"), and recommends appropriate policies to assist the Superintendent and the Bishop in meeting the Canon Law responsibilities regarding the establishment and direction of the Catholic schools throughout the Diocese (collectively, the "Schools").

Goals

1. To promote strong Catholic identity by supporting the Diocese and the Bishop in the faith formation of children in Diocesan Catholic schools.
2. To assist local school boards to operate effectively and efficiently.
3. To pursue affordable Catholic Education.
4. To enhance overall communication about Catholic schools.
5. To promote and celebrate excellence in Catholic education.

DIOCESAN SCHOOL BOARD COMMITTEES

CATHOLIC IDENTITY

This committee facilitates the nourishment of the spiritual dimension of the Board's work and gives Diocesan School Board members the time and opportunity to pray together, to reflect on the Scripture, to share faith and to celebrate the Eucharist. It serves as a model to local school boards on the importance of keeping the Catholic faith in board operations through various resources and activities. The committee is also an advocate for matters pertaining to our faith.

EXECUTIVE (Required per DSB Constitution)

This committee consists of Diocesan School Board Officers – President, Vice President, Secretary, Past President and (optional) one member at large. Its responsibilities include developing the vision and strategy for the Board, advising the Bishop and Superintendent, setting the agenda for the monthly Board meetings and evaluating the effectiveness of the Board.

Legislative Action Network (LAN)

This committee gathers information on state and federal legislation which impacts Catholic Schools. With the guidance and direction of the Arizona Catholic Conference, the committee communicates with the Diocesan School Board and the media (Diocesan Communications Office) on legislative issues and promotes advocacy for Catholic Schools and school choice. CPAN works directly with the Arizona Catholic Conference on the annual Catholic Schools Week Rally and Mass.

FINANCE (Required)

This committee reviews the Diocesan high school budgets, financial statements, enrollment reports, annual audits and consulting services used to ensure strong financial health and internal controls of the schools. The committee reviews high school capital projects, long term financing, loan submissions, IT software (such as accounting and payroll) and financial contingency plans. It also aids in the analysis of Diocesan teacher and administrative salaries.

MARKETING/COMMUNICATION

This committee finds ways to share good news of Catholic education via social media. It coordinates and promotes Catholic Schools Week events, and positive communication between the schools and the Diocese.

NOMINATION/IN-SERVICE/LSB NETWORKING (Required)

This committee organizes regularly-scheduled in-service meetings for Catholic schools in the Diocese of Phoenix. It provides orientation for new Diocesan School Board members, advertises for prospective Board applicants, interviews them, and makes recommendations to the Superintendent. This committee is designed to work with individual school boards to facilitate networking meetings within the Diocese; these meetings foster the sharing of best practices, challenges, and successes among all the school boards.

NIGHT OF HOPE COMMITTEE

This committee consists of a Chair/Co-Chairs as well as members of both the Diocesan School Board and the Catholic community-at-large. Its purpose is to plan the annual Night of Hope event, in celebration of Catholic schools in the Diocese of Phoenix. The primary purpose of this event is to raise money to provide scholarships to students seeking a Catholic education.

Goal 1. Promote Strong Catholic Identity.

Objective 1. Assist schools and their local school boards in promoting Catholic identity through various resources and activities

Action Plan

| <u>Action</u> | <u>Responsible Committee</u> | <u>Due Date</u> | <u>Status</u> |
|--|------------------------------|-------------------------|------------------------|
| Offer breakout sessions or round table discussions on Catholic Identity at Local School Board (LSB) in-services | Catholic Identity | Annually in fall | Ongoing |
| Assist Nomination and In-service committee in seeking speakers for LSB in-services | Catholic Identity | Annually in fall/spring | Ongoing |
| Research resources on Catholic Identity and distribute as appropriate | Catholic Identity | Annually | Ongoing as appropriate |
| Provide content monthly to CSO for newsletter with resources or reflections to aid in promoting Catholic Identity. | Catholic Identity | Monthly | Continuous |
| Continue to work on a list of best practices that encourage family Sunday Mass attendance | Catholic Identity | Ongoing | Continuous |

Goal 1. Promote Strong Catholic Identity.

Objective 2. Celebrate and educate school families on purpose and mission of the theme of the year (e.g. Year of Mercy).

Action Plan

| <u>Action</u> | <u>Responsible Committee</u> | <u>Due Date</u> | <u>Status</u> |
|--|------------------------------|-----------------------------|---------------|
| Share resources with the LSB's that support the theme of the year and include ways they may be involved at the local level | Catholic Identity | Annually in fall in-service | Ongoing |

Goal 1. Promote Strong Catholic Identity.

Objective 3. Annually provide opportunities to strengthen and nourish the spiritual dimension of the Diocesan School Board members and their work.

Action Plan

| <u>Action</u> | <u>Responsible Committee</u> | <u>Due Date</u> | <u>Status</u> |
|--|------------------------------|------------------------|---------------|
| Organize prayer partners annually | Catholic Identity | September | Ongoing |
| Provide Advent reflections to DSB members | Catholic Identity | Annually during Advent | Ongoing |
| Plan a reflection with outside speaker or visit to a charity for one DSB meeting a year | Catholic Identity | Annually | Ongoing |
| Provide opportunity for a brief prayer reflection at beginning of DSB meetings | Catholic Identity | Monthly | Ongoing |
| At Diocesan School Board meetings, seek and share information and resources for the formation of DSB members | Catholic Identity | Monthly | Ongoing |

Goal 2. Assist local school boards to operate effectively and efficiently.

Objective 1. Educate and support local school boards and the Diocesan School Board on procedures and management practices for effective board operation.

Action Plan

| <u>Action</u> | <u>Responsible Committee</u> | <u>Due Date</u> | <u>Status</u> |
|--|-------------------------------------|----------------------------------|----------------------|
| Provide orientation for new school board members at both the local and Diocesan level | N/IS | Annually at start of school year | Ongoing |
| Host annually a Fall and Spring in-service event, providing a means to share training and information on board procedure and management practices | N/IS | Annually in fall and spring | Ongoing |
| Continually evaluate the existing Leadership Manual for newly relevant or improved information to introduce through a new manual release | N/IS | Annually | Ongoing |
| Through local school board contacts and annual in-service events, promote the policies and practices of the Leadership Manual | N/IS | Annually | Ongoing |
| Plan a DSB Retreat at the beginning of each year to welcome new board members and prepare for the new school year by reviewing school board member assignments and responsibilities. | N/IS | Annually August | New |

Goal 2. Assist local school boards to operate effectively and efficiently.

Objective 2. Engage and communicate with local school boards, understand their successes and challenges, and provide support and resources for continued operational improvement.

Action Plan

| <u>Action</u> | <u>Responsible Committee</u> | <u>Due Date</u> | <u>Status</u> |
|---|-------------------------------------|------------------------|----------------------|
| Invite officers and executive staff of local school boards to attend DSB meetings (2 or 3 per school year) | N/IS | Annually | Ongoing |
| Provide outreach to the local school boards through individual assignments for each Diocesan School Board member | N/IS | Annually | Ongoing |
| Gather information on LSB performance and needs through in-service surveys or LSB visits | N/IS | Annually | Ongoing |
| Create and share in September of each year an annual report on the DSB activities for the prior school calendar year | N/IS | Annually in September | Ongoing |
| Provide quarterly communications in conjunction with the Marketing Committee to LSB presidents on relevant and timely information to help them manage their local board | N/IS & Marketing | Quarterly | Ongoing |

Goal 3. Pursue affordable Catholic education.

Objective 1. Annually review and evaluate the Night of Hope budget with a focus on increasing scholarship awards.

Action Plan

| <u>Action</u> | <u>Responsible Committee</u> | <u>Due Date</u> | <u>Status</u> |
|---|------------------------------|-----------------------------|-----------------------------|
| Review previous year's budget and determine budget for current year | NOH | Annually in spring | Ongoing |
| Establish a goal for the amount of scholarship money to be raised | NOH | Annually in the spring | Ongoing |
| Establish a goal for obtaining underwriters | NOH | Annually in the spring | Ongoing |
| Establish a sub-committee that will determine criteria for the disbursement of funds raised from the Night of Hope. This criteria will be presented to and approved by the Night of Hope Committee. | Catholic Schools Office/NOH | Annually in the spring | Ongoing |
| Engage in activities for Catholic School Support "365" | NOH | Ongoing throughout the year | Ongoing throughout the year |

Goal 3. Pursue affordable Catholic education.

Objective 2. Collaborate with the Arizona Catholic Conference in supporting an increase in school choice initiatives.

Action Plan

| <u>Action</u> | <u>Responsible Committee</u> | <u>Due Date</u> | <u>Status</u> |
|--|-------------------------------------|------------------------|----------------------|
| Advise/assist with planning and implementation of annual Catholic Schools Week Rally | Legislative Action Network | Annually | Ongoing |
| Communicate with federal and state legislators/staff | Legislative Action Network | Annually | Ongoing |
| Support Arizona Catholic Conference in school choice measures that promote accessibility and affordability of Catholic education | Legislative Action Network | Annually | Ongoing |
| Annually, invite Arizona Catholic Conference representative to DSB meeting | Legislative Action Network | Annually | Ongoing |
| Connect with Catholic parent advocacy groups across the nation | Legislative Action Network | Annually | Ongoing |

Goal 3. Pursue affordable Catholic education.

Objective 4. Annually review and recommend to the Bishop the Diocesan High School budgets and tuition rates to ensure fiscal stability.

Action Plan

| <u>Action</u> | <u>Responsible Committee</u> | <u>Due Date</u> | <u>Status</u> |
|--|------------------------------|------------------|---------------|
| At least one time per calendar quarter, review financial statements from each Diocesan High School to ensure stability and appropriate fiscal management. This includes review of Balance Sheets, Income Statements, cash flow, debt structures and cash positions | Finance | Annually in fall | Ongoing |
| Review school audit findings and make applicable recommendations to the Bishop and/or Diocesan Finance Audit Committee | Finance | Annually in fall | Ongoing |
| Visit one or two high school finance committee meetings per year. | Finance | Annually | Ongoing |

Goal 3. Pursue affordable Catholic education.

Objective 5. Analyze and recommend administrative and teacher compensation ranges to the Diocesan Compensation Committee.

Action Plan

| <u>Action</u> | <u>Responsible Committee</u> | <u>Due Date</u> | <u>Status</u> |
|--|------------------------------|------------------------|---------------------------|
| Analyze available teacher and principal salary information and recommend updates to the salary lanes | Finance | November – Annually | Begins August Annually |
| Solicit feedback from high school principals regarding the impact of salary lanes on hiring and retention of staff | Finance | August Annually | Ongoing |

Goal 3. Pursue affordable Catholic education.

Objective 6. Support the expansion and improvement of Catholic school facilities through updates to the Board.

Action Plan

| <u>Action</u> | <u>Responsible Committee</u> | <u>Due Date</u> | <u>Status</u> |
|--|-------------------------------------|------------------------|----------------------|
| Encourage DSB attendance at major school celebrations such as dedications, blessings and groundbreaking ceremonies | Executive | Annually | Ongoing |
| Receive regular reports on special school building/remodel projects from the Catholic Schools Office (CSO) | Executive | Semi-Annually | Ongoing |
| Celebrate and plan a mass at the beginning and end of the school year. | Executive | Annually | Ongoing |
| Celebrate life by recognizing DSB members' birthday dates | Executive | Monthly | Ongoing |
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Goal 4. Enhance overall communication about Catholic schools.

Objective 1. Provide schools with the tools to develop and/or improve a comprehensive marketing plan.

Action Plan

| <u>Action</u> | <u>Responsible Committee</u> | <u>Due Date</u> | <u>Status</u> |
|---|-------------------------------------|------------------------|----------------------|
| Review and update the Web-Based Marketing Guide for Catholic Schools, a resource to help schools develop a marketing, recruitment, and retention plan for their communities | Marketing | May 2022 | Initiated |
| Help schools develop, update, enhance and/or execute a marketing strategy to address their specific needs | Marketing | ongoing | Initiated |
| Continue research and sharing of best practices | Marketing | Annually | Ongoing |

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| Goal 4. Enhance overall communication about Catholic schools. |
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Objective 2. Collaborate with the Diocesan Office of Communications and local schools to improve marketing strategies within school communities and the Diocese.

Action Plan

| <u>Action</u> | <u>Responsible Committee</u> | <u>Due Date</u> | <u>Status</u> |
|--|------------------------------|-----------------|---------------|
| Promote Catholic Schools through The Catholic Sun-and Catholic Radio | Marketing | Ongoing | Ongoing |
| Promote Catholic Schools through Social Media channels | Marketing | Ongoing | Ongoing |
| Assist with the revisions to the Catholic Schools Office Website. Create a list of suggested improvements. | Marketing | Annually | Ongoing |
| | | | |
| Assist schools in targeting areas of (fundraising, enrollment, etc.) marketing to the internal and external publics through collaborating with the Diocesan Office of Communications | Marketing | Annually | Ongoing |
| Determine what information should be translated into Spanish to assist schools in being more welcoming to the Latino population | Marketing | Ongoing | Initiated |
| | | | |

Goal 4. Enhance overall communication about Catholic schools.

Objective 3. Evaluate current technologies to provide enhanced communication tools to local schools empowering their communication to shareholders.

Action Plan

| <u>Action</u> | <u>Responsible Committee</u> | <u>Due Date</u> | <u>Status</u> |
|---|---|-----------------|---------------|
| Provide best practices to Catholic Schools to support communication and evangelization through the use of technology. | Marketing | Annual | Pending |
| | | | |
| Share current events and issues relating to Catholic education with DSB members | Executive Legislative Action Network | Monthly | Ongoing |

Goal 5. Promote and celebrate excellence in Catholic education.

Objective 1. Share resources and opportunities encouraging schools to self-nominate for Awards of Excellence.

Action Plan

| <u>Action</u> | <u>Responsible Committee</u> | <u>Due Date</u> | <u>Status</u> |
|---|-------------------------------------|------------------------|----------------------|
| Consult regularly with the Catholic Schools Office to address resources and opportunities that allow schools to nominate themselves for recognition | Nomination/In-Service | Annually in fall. | Ongoing |
| Develop criteria for Local School Board Award of Excellence | Nomination/In-Service | April 2022 | Ongoing |
| Work with "The Catholic Sun" and local media to celebrate awards and recognition. Discover opportunities through LSB contacts and quarterly principal contact | N/IS Marketing | Annually | Ongoing |

Goal 5. Promote and celebrate excellence in Catholic education.**Objective 2. Develop and promote cultural diversity within the Catholic school community.****Action Plan**

| <u>Action</u> | <u>Responsible Committee</u> | <u>Due Date</u> | <u>Status</u> |
|--|-------------------------------------|------------------------|----------------------|
| Provide as a focus topic for Fall in-service | N/IS | Annually | Ongoing |
| Develop strategy for LSBs to utilize for the recruitment of new members with diverse backgrounds | N/IS | Annually | Ongoing |
| Increase the diversity of the DSB through the annual new member recruitment activities | N/IS | Annually/January | Ongoing |

Goal 5. Promote and celebrate excellence in Catholic education.**Objective 3. Promote programs for exceptional learners.****Action Plan**

| <u>Action</u> | <u>Responsible Committee</u> | <u>Due Date</u> | <u>Status</u> |
|--|-------------------------------------|------------------------|----------------------|
| Through the fall in-service meeting, further educate local school board members about the successful inclusion programs already progressing in Catholic schools, of current efforts toward inclusion, and future goals and assistance for Catholic schools in the area of inclusion. | Exceptional Learners | Annually | Ongoing |
| Through school board contacts, promote events and resources that help parents and educators of students with exceptional needs | Exceptional Learners | Monthly | Ongoing |
| Appoint a committee to develop a Diocese of Phoenix Handbook for Exceptional Learners in Catholic Schools | Exceptional Learners | Completed | Completed |
| | | | |