

# **DIOCESAN SCHOOL BOARD STRATEGIC PLAN**

**2026-2030**

**Updated 4/23/2025**

## **Mission Statement**

The mission of the Board is to support the Roman Catholic Diocese of Phoenix 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 in operating 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 that 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.

### **MARKETING/COMMUNICATION**

This committee finds ways to share good news of Catholic education via social media. It 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. Assis schools and their local school boards in promoting Catholic Identity through various resources and activities.****Action Plan**

<b><u>Action</u></b>	<b><u>Responsible Committee</u></b>	<b><u>Due Date</u></b>	<b><u>Status</u></b>
Offer breakout sessions on Catholic Identity at the Local School Board (LBS) In-Services.	Catholic Identity In-Service	Annually in the Fall	Ongoing
Assist the Nomination and In-Service Committee in seeking speakers for the LBS In-Service.	Catholic Identity In-Service Nomination	Annually in the Fall	Ongoing
Research resources on Catholic Identity and distribute as appropriate	Catholic Identity	Annually	Ongoing as appropriate
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 the purpose and mission of the theme of the year.**

**Action Plan**

<u><b>Action</b></u>	<u><b>Responsible Committee</b></u>	<u><b>Due Date</b></u>	<u><b>Status</b></u>
Share resources with the LBS's that support the theme of the year and include ways they may be involved at the local level.	Catholic Identity	Annually, at the 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**

<b><u>Action</u></b>	<b><u>Responsible Committee</u></b>	<b><u>Due Date</u></b>	<b><u>Status</u></b>
Organize prayer partners annually	Catholic Identity	September	Ongoing
Provide Advent and Lent reflections to DSB members	Catholic Identity	Annually during Advent and Lent	Ongoing
Plan a reflection with an outside speaker or a visit to a charity for one DSB meeting a year	Catholic Identity	Annually	Ongoing
Provide opportunity for a brief prayer reflection at the 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 in operating effectively and efficiently.**

**Objective 1. Educate and support Local School Boards and the Diocesan School Board on procedures and management practices for effective board operations.**

**Action Plan**

<u>Action</u>	<u>Responsible Committee</u>	<u>Due Date</u>	<u>Status</u>
Provide orientation for new School Board members at the local and Diocesan levels.	N/IS	Annually, at the start of the school year	Ongoing
Host an annual Fall In-Service event, providing training and information on board procedures and management practices.	N/IS	Annually in the fall	Ongoing
Continually evaluate the existing Leadership Manual for new, relevant, and improved information and introduce it through updated manual releases.	N/IS	Annually	Ongoing
Promote the Leadership Manual through annual In-Service events and local school board contacts.	N/IS	Annually	Ongoing
Welcome new board members and help prepare them for the new school year. Assign them a board member as their mentor for the first year.	N/IS	Annually	Ongoing

**Goal 2. Assist local school boards in operating 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 principals to come and share information about their schools at a DSB meeting.	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 needs through In-Service surveys.	N/IS	Annually	Ongoing
Create and share a calendar of DSB activities for the upcoming year in August of each year.	N/IS	Annually in August	Ongoing
Provide yearly communications to LSB presidents at the In-Service on relevant information to help them manage their local boards.	N/IS	Annually in September	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 the previous year's budget and determine the budget for the current year.	NOH	Annually, in the spring	Ongoing
Establish a goal for the amount of scholarship money to be raised.		Annually, in the spring	Ongoing
Establish a goal for obtaining underwriters.		Annually, in the spring	Ongoing
Establish a subcommittee that will determine the criteria for the disbursement of funds raised from the NOH. This criteria will be presented to and approved by the NOH committee.		Annually, in the spring	Ongoing



**Goal 3. Pursue affordable Catholic education.**

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

**Action Plan**

<b><u>Action</u></b>	<b><u>Responsible Committee</u></b>	<b><u>Due Date</u></b>	<b><u>Status</u></b>
Advise/assist with the planning and implementation of the 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 the Arizona Catholic Conference representative to DSB meeting.	Legislative Action Network	Annually	Ongoing

**Goal 3. Pursue affordable Catholic education.**

**Objective 3. Annually review and recommend to the Bishop the Diocesan High School budgets and tuition rates to ensure fiscal stability.**

**Action Plan**

<b><u>Action</u></b>	<b><u>Responsible Committee</u></b>	<b><u>Due Date</u></b>	<b><u>Status</u></b>
At least once per calendar quarter, review financial statements from each Diocesan High School to ensure stability and appropriate fiscal management. This includes a review of Balance Sheets, Income Statements, cash flow, debt structure, and cash positions.	Finance	Annually in the Fall	Ongoing
Review school audit findings and make applicable recommendations to the Bishop and/or Diocesan Finance Audit Committee.	Finance	Annually in the Fall	Ongoing

**Goal 3. Pursue affordable Catholic education.**

**Objective 4. Support the expansion and improvement of Catholic school facilities through updates to the Board.**

**Action Plan**

<b><u>Action</u></b>	<b><u>Responsible Committee</u></b>	<b><u>Due Date</u></b>	<b><u>Status</u></b>
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

**Goal 4. Enhance overall communications about Catholic schools.**

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

**Action Plan**

<b><u>Action</u></b>	<b><u>Responsible Committee</u></b>	<b><u>Due Date</u></b>	<b><u>Status</u></b>
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	Ongoing	Completed/ ongoing
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

**Goal 4. Enhance overall communications about Catholic schools.**

**Objective 2. Collaborate with the Diocesan Office of Communications and local schools to improve marketing strategies within school communities and the Diocese.**

**Action Plan**

<b><u>Action</u></b>	<b><u>Responsible Committee</u></b>	<b><u>Due Date</u></b>	<b><u>Status</u></b>
Promote Catholic Schools through our social media web page, Catholic Sun, and Catholic Radio.	Marketing	Ongoing	Ongoing
Assist with the revisions to the Catholic Schools 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	Ongoing	Ongoing

**Goal 4. Enhance overall communications about Catholic schools**

**Objective 3. Evaluate current technologies to provide enhanced communication tools to local schools, empowering their communication with stakeholders.**

**Action Plan**

<b><u>Action</u></b>	<b><u>Responsible Committee</u></b>	<b><u>Due Date</u></b>	<b><u>Status</u></b>
Provide best practices to Catholic Schools to support communication and evangelization using technology.	Marketing	Annually	Ongoing
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><b>Action</b></u>	<u><b>Responsible Committee</b></u>	<u><b>Due Date</b></u>	<u><b>Status</b></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 the fall	Ongoing

**Goal 5. Promote and celebrate excellence in Catholic education.**

**Objective 2. Develop and promote cultural diversity within the Catholic school community.**

**Action Plan**

<b><u>Action</u></b>	<b><u>Responsible Committee</u></b>	<b><u>Due Date</u></b>	<b><u>Status</u></b>
Increase the diversity of the DSB through the annual new member recruitment activities.	N/IS	Annually	Ongoing



