

**COVENANT TO EDUCATE
RE-IMAGINING CATHOLIC SCHOOLS
MAP TO THE STRATEGIC PLAN
Commencing August 2009**

Phase One: Initiating the Concept of a Covenant to Educate

- 1. Outreach to Others to Gain Support for Re-Imagining the Catholic School Structure and Creating a Unified and Linked Community (target dates: August – September)**
 - a. Selection of Support Team to manage the initial process with/for the Superintendent**
 - i. Request for Proposals initiated.
 - ii. Selection of the support organization on recommendation of the Superintendent to the Board.
 - iii. Discussions with selected organization to set process, timetables, resource needs including people, purpose and outcomes required.
 - iv. Initiate the process to convene the Task Force.
 - b. Conversations with individuals throughout the Diocese, including:**
 - i. Diocesan Leaders
 - ii. School Community Leaders: individual and/or regional meetings
 1. Principals
 2. Pastors
 3. School Board presidents
 4. Teachers
 5. School Office Staff
 6. Parents
 7. Students
 - iii. Leaders in the Larger Community
 1. Individuals from the Gap Analysis
 2. Other leaders, including those in business, who are knowledgeable about Catholic education and have the ability to influence change and acceptance of it.

- 2. Establishing and Initiating the Task Force to Create and Implement the Re-Imagining of Catholic Schools (target dates: September-October)**
 - a. Establishing the Purpose of the Work**

Mission: to develop a strategic plan focused on “re-imagining” the present Diocesan Catholic School structure by creating a Community of Catholic Schools that are linked to each other in order to support the growth and on-going sustainability of Catholic education in the Diocese. The resulting Community of Catholic Schools will deliver a clearly defined and branded Catholic education that is built upon excellence.

b. Convening a Task Force to define and set direction for the process to Re-Imagine the current structure

- i. Work with the support organization/Superintendent to create the Task Force to include:
 1. Setting the size of the group, desired skills, the process of selection, the right mix.
 2. Choosing the Chair and the Facilitator
 3. Selecting meeting place, communication strategies, outreach to prepare the newly selected members, the launch date.
 4. Defining the Task Force's work to include the product-the Strategic Plan; the focus on the Vision Statement and Beliefs Statement; and the format of what is required—goals and objectives that will produce the agreed upon outcomes, and implementation strategies will be established as outcomes once goals and objectives are created and approved.
 5. Defining a reporting process between the Superintendent, the facilitator and the support organization in order to make decisions that will enable the strategic plan process to move ahead.
 6. Setting the process for select the members, to include:
 - a. People from the Diocese
 - b. People from the Catholic School Community, to include teachers, pastors, and principals
 - c. People of influence from the community
 - d. People from the School Office
 - e. People from the Board
 7. Setting in motion the outreach to the newly appointed members before the first task force meeting. Conversations to include:
 - a. The purpose of their work
 - b. The outcome of their efforts
 - c. The environment in which this will take place
 - d. Material needed to be reviewed before the first meeting

c. Launch the Task Force:

- i. Working with the Facilitator/Superintendent:
 1. Make meeting arrangements to include:
 2. Set time, place, date, and materials to be shared
 3. Set the opening agenda with the facilitator
- ii. Initiate communications to bring the task force together:
 1. Invite the Bishop to the first meeting to initiate the Re-imagining of Catholic Education in the Diocese.
 2. Begin the work of developing the Strategic Plan.

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- d. Update the Bishop, School Board, and other school leaders including, but not limited to, school board members, parents, teachers pastors and principals. Also consider using the Catholic Schools website and emails to keep interested people informed.

Phase Two: Constructing the Covenant to Educate - Re-Imagining the Structure, Creating the Unified and Linked Community and Implementing It (target dates: September – January 2010)

1. Communication

a. The Superintendent's opening day message (September)

- i. Settle on the theme(s) needed to place the message of change and future success before the internal and external communities.
- ii. Share the Superintendent's opening day message with all parts of the Catholic Community to launch an understanding of the Re-imagining process and the expected outcomes in the larger Communities that are served by the Catholic Schools.
- iii. Share the Bishop's position on/support for this process in the Evangelist and in parish bulletins as part of the Superintendent's message to the Catholic Community
- iv. Based on the opening day message, set regional School meetings led by the Superintendent and the chair of the Task Force to inform about the process and to reinforce the message of the intent to re-form Catholic schools, and to encourage dialogue about the process with those who attend.

b. A central communications strategy and outreach effort

- i. Continually update via print media, Catholic Schools website, visual media, "customer" bases inside and outside of the Catholic School community of progress and next steps.
- ii. Continue to build support for Re-forming the structure through networking opportunities, presentations, and other events.

2. The Development of the Strategic Plan: the task force at work (target dates: October – January 2010)

a. The steps to achieve the Plan

- i. Approve the purpose and expected outcomes of the work to be done.
- ii. Set in place an approved Vision/Beliefs statement.
- iii. Determine the Structure and system for a Re-imagined Catholic school paradigm.
- iv. Develop Goals and Objectives for the Strategic Plan to reflect the Vision/Beliefs statement and the expected outcome for a Re-Imagined Catholic school structure and system.

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- v. Present the initial Strategic Plan with its Goals and Objectives to the Superintendent and Bishop for review and approval.

b. Fully developing the Strategic Plan

- i. Working with a person (or persons) involved with the Task Force and Catholic School Office Staff, complete the plan by adding and filling in information under the headings of:
 1. Action Items (what activities are undertaken to achieve the objective).
 2. Stakeholders (who needs to be involved).
 3. Process outcomes (what will be the result).
 4. Accountability and Evaluation (what are the measureable outcomes to demonstrate impact and success).

Note: Timetables will be added by the Implementation Team in Phase Three
- ii. The fully developed Strategic Plan, hereinafter referred to as “the Blueprint,” submitted to the Superintendent and to the Board for approval at the February 2010 meeting. If approved by the Board, submitted to the Bishop for approval.

Phase Three: Solidifying the Covenant to Educate - Achieving and Marketing the New Unified and Linked Community (target dates: March 1 – June 1)

1. Communicating and Implementing the Blueprint of the new Unified and Linked Community.

a. Implement a similar outreach process to that used in Initiating the Process in Phase One 1 (a).

b. Implementing the Blueprint

- i. Establish an Implementation Team to oversee the implementation of the Blueprint
 1. Set a process for selecting the mixed Team and Chair.
 2. Convene the team with a specific purpose, direction, timetables and reporting lines
 3. Communicate the work of this team widely to keep lines of communication open and buy-in in place
- ii. Purpose/responsibility of the Implementation Team’s work:
 1. Begin the work of operationalizing the Blueprint.
 - a. Possible Structural changes and strategies may include, but not be limited to:
 - i. creating new initiatives for attracting and working with partners:
 1. An Advisory Board of people of influence
 2. Business/higher ed partnerships linked to specific schools
 3. Alumni and parent partnership

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3. Work with a sub-group of the implementation team to assist the Superintendent in launching the approved changes by beginning of the 2010 academic year.
2. **Ensuring Success**
 - a. The Superintendent meets in regularly scheduled/separate meetings with the School Board, school leaders and a representative of the Bishop to assess progress and determine course corrections as necessary. Problem areas are assessed and corrected.
 - b. The School Office, under the Superintendent's leadership, works with individual schools to ensure that all aspects of the Strategic Plan are being put into place and are operating.
 - c. Communications flow regularly into the Catholic Community and larger community to underscore the change and progress achieved

Phase Four: Sustaining and Developing the Covenant to Educate - Marketing for Growth (Ongoing)

1. **Structure a centralized marketing and branding effort that move the approved Implementation plan forward:**
 - a. Determine the message(s) that is consistent inside and outside the Catholic community
 - b. Ongoing public messages from the Bishop and the Superintendent.
 - c. Utilize the tools of internet, media, email, websites, presentations to carry the message of Re-imagine, Community and growth
 - d. Focus on problem areas where acceptance is weak to bring a change of mindset to the people involved
 - e. Enforce the message of Re-imagine and growth through the Bishops/priests in parishes throughout the Diocese
 - f. Create small core teams of "supporters" to carry the message personally. These include core teams comprised of administrators, religious, teachers, people of influence
2. **Establishing and maintaining robust partnerships with others, in formal and informal structures, to assist with the delivery of a clearly defined and branded Catholic education that is built upon excellence.**
 - a. Business leaders
 - b. Catholic school alumni
 - c. Community leaders
 - d. Higher education representatives
 - e. Diocesan leaders
 - f. Leaders in the parish and Diocesan school communities
 - g. Media
3. **Stabilizing and growing the student population**
 - a. Recruitment strategies that build upon a robust K-12 constituent system.

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- b.** Commitment of partners, identified above, to bring about awareness of the clearly defined and branded Catholic Education that is built upon excellence.
- 4. Stabilizing the Financial Underpinnings**
 - a.** Coordinating development strategies
 - b.** Coordinating tuition policies
 - c.** Coordinating grant writing activities
 - d.** Assessing the financial responsibility of parish communities with and without schools