


# VISION 2030

*"Commit your work to the LORD,  
and your plans will be established."*

**Proverbs 16:3-4**



**A foundation and focus  
overview for becoming  
the exemplary Catholic  
School System in the  
United States.**



**In 2030, the 2020-2021 third graders will be graduating from high school (the Class of 2030). By 2030, the Archdiocese of Baltimore Schools – as a system – will be recognized as the exemplary Catholic School System within the United States.**

### **VISION STATEMENT:**

Catholic schools in the Archdiocese of Baltimore nurture and sustain the God-given gifts of every person, especially students, to be used in service to the Mission of Jesus. (Blue Ribbon Committee, 2010)

### **MISSION STATEMENT:**

Catholic schools in the Archdiocese of Baltimore provide a Christ-centered education that is academically excellent and empowers students to reach their full potential –spiritually, intellectually, physically, socially, and morally. Fostered through robust collaboration among all stakeholders, the mission is accomplished through accountable leadership at all levels, ongoing and coordinated strategic planning, centralized efficiencies, and financial sustainability. (Blue Ribbon Committee, 2010)

### **GUIDING PRINCIPLES:**

- Catholic Schools must exist.
- Catholic Schools must be part of a system.
- All parishes must support Catholic Schools.
- Children of all backgrounds and traditions must be welcomed.
- Financial support must be broadened.
- Catholic Schools must be academically excellent, values-based, and safe.

(Based on Guiding Principles from the Blue Ribbon Committee, 2010)

# OVERVIEW

## PILLARS AND OVERARCHING GOALS

### Mission and Catholic Identity

- Foundation of the System – Catholic Identity
- Foundation of a School – Catholic Identity

### Academic Excellence

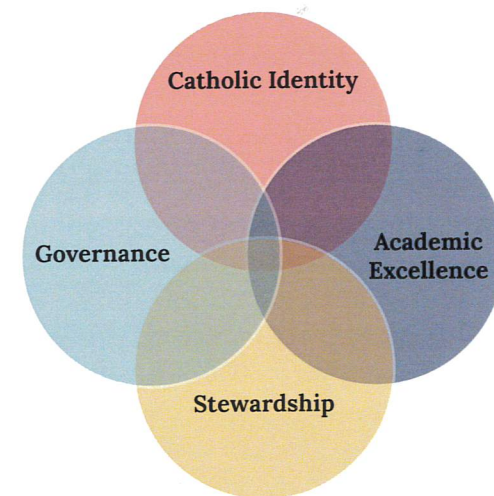
- Aligned Curriculum
- Effective and Supported Teachers
- Effective and Supported Principals
- Engagement in Professional Learning

### Governance

- Collaboration

### Stewardship

- Equal Access/Equitable Support





## Mission and Catholic Identity

### Mission and Catholic Identity Objective 1:

To ensure that Mission and Catholic Identity is clearly communicated and implemented across the system of Catholic Schools.

#### Indicators of Success:

- ✓ A system-wide Mission and Catholic Identity Task Force.
- ✓ Professional development opportunities specific to Mission and Catholic Identity.
- ✓ Evidence that the school's mission statement guides planning and decision-making.
- ✓ Increased number of teachers in process and having completed a catechetical certificate.
- ✓ Improved results on the ACRE Assessment (5th and 8th grade) and survey results.
- ✓ Evidence that a school lives out the mission of forming missionary disciples in collaboration with the pastoral mission of the Church.

### Mission and Catholic Identity Objective 2:

To ensure that each school has a comprehensive clearly articulated Mission and Catholic Identity statement that is its foundation.

#### Indicators of Success:

- ✓ A Mission and Catholic Identity Statement per school that is aligned with the parish.
- ✓ Measurable goals and strategies Re: Mission and Catholic Identity in each school's CIP (Continuous Improvement Plan).
- ✓ Annual Report by the Mission and Catholic Identity Task Force.



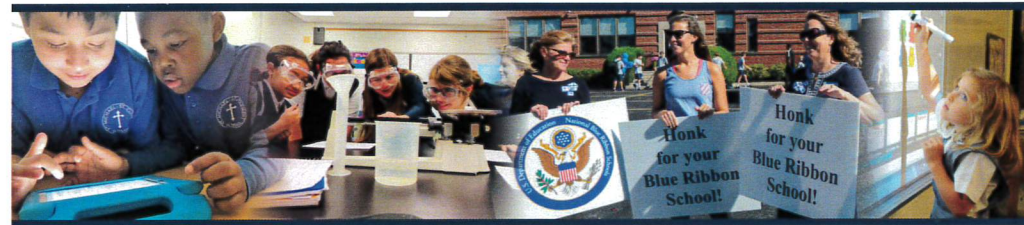
## Academic Excellence

### Academic Excellence Objective 1:

The Catholic school system of the Archdiocese of Baltimore will have an aligned (both vertical and horizontal) PreK-8 and 9-12 curriculum that is implemented across the system.

#### Indicators of Success:

- ✓ A calendar for curriculum development, evaluation, and revision.
- ✓ An audit of the quality of the curriculum and its implementation in schools.
- ✓ Ongoing curriculum revisions based across grade levels and content areas.



### Academic Excellence Objective 2:

Each teacher in the Archdiocese of Baltimore will have the knowledge, understanding, and ability to be a highly effective teacher as measured by the Danielson Framework for Teaching.

#### Indicators of Success:

- ✓ Growth in teacher evaluation ratings.
- ✓ Growth in student achievement metrics.
- ✓ Student and family perceptions of teachers.
- ✓ Increased number of master teachers.
- ✓ Retention rates of certified and effective teachers.
- ✓ Growth in student social emotional formation.



### Academic Excellence Objective 3:

*Each school within the Archdiocese of Baltimore will have a school principal with the knowledge, understanding, and ability to be highly effective.*

#### Indicators for Success:

- ✓ The number of principals who are MSDE certified.
- ✓ Student, family, and teacher perceptions of principals.
- ✓ The growth of each principal as measured by performance on the evaluation framework.
- ✓ The growth of student achievement as measured by standardized tests.

### Academic Excellence Objective 4:

*All instructional staff will become engaged members of a Professional Learning Community (PLC) and/or Professional Learning Network (PLN).*

#### Indicators for Success:

- ✓ Number of schools engaged as a Professional Learning Community (PLC).
- ✓ Number of action research projects completed annually.
- ✓ Amount of collaboration within and across schools in PLC/PLN activities, support, and professional development.



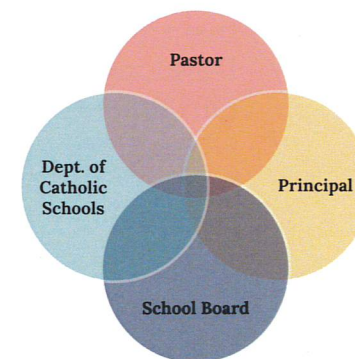
## Governance

### Governance Objective 1:

*Principals, pastors, board members and other members of leadership within the system and within each school will know, understand, and be able to apply the governance model of collaboration.*

#### Indicators for Success:

- ✓ Number of schools implementing the collaborative governance model.
- ✓ Implementation of board policies by each school per diocesan policies and regulations and collaborative governance bylaws.
- ✓ Membership of each school board that represents the diversity of the school's student population, and an understanding of the responsibilities and ethics of serving.
- ✓ Actions of the Department of Catholic Schools, clergy, principals, and school board members reflecting the collaborative governance model.
- ✓ Survey results that demonstrate excellence and improvement in system and individual school collaborative governance.



## Stewardship

### **Stewardship Objective 1:**

*By the conclusion of this ten-year strategic plan, all students, regardless of the school they attend, will have an equal and equitable opportunity to succeed spiritually, academically, and socially.*

#### **Indicators of Success:**

- ✓ Development and implementation of a 10-year capital plan.
- ✓ Favorable comparison of salaries with surrounding school districts.
- ✓ Favorable comparison of instructional technology with surrounding districts.
- ✓ Infrastructure in each school that supports quality teaching and learning.
- ✓ Student financial assistance.

### **Stewardship Objective 2:**

*By the completion of this strategic plan, the school system of the Archdiocese of Baltimore will have an integrated system of finances and budgeting, enrollment management, and marketing to ensure that schools can provide the highest quality of education for all students.*

#### **Indicators of Success:**

- ✓ Development and implementation of a 5-year financial plan/budget per school.
- ✓ Development and implementation of a 5-year enrollment management plan per school.
- ✓ Development and implementation of a 5-year marketing plan per school with quantitative and qualitative measures.

