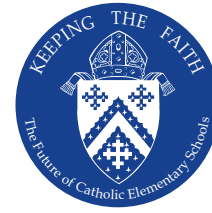




**+EDWARD C. MALESIC**  
*“Serve the Lord with Gladness”*



## *Keeping the Faith*

### 2023 STRATEGIC PLAN FOR ELEMENTARY EDUCATION

*Jan. 30, 2023*

It is with extraordinary joy and much hope that I share our Keeping the Faith Strategic Plan for our treasured Catholic elementary schools.

My expectation is that this plan will solidify our Catholic elementary schools to continue to be irresistibly Catholic, academically excellent, operationally sound and geographically accessible throughout our diocese for many years to come.

The mission of our parishes and schools is to provide opportunities for worship, evangelization and service that help to bring every man, woman and child ever closer to Christ.

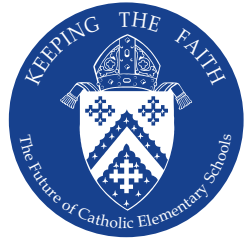
I am asking that over the next few years, each parish in our diocese seeks to formally associate itself with a Catholic school. This will look different throughout the diocese, but I believe that it will be vital for us to ensure that Catholic school education is an integral part of every parish.

Our diocese is at an inflection point specific to the future of our schools. I believe it is the right time to reflect deeply and creatively on the vision, strategy and operational norms of Catholic schools in the Diocese of Cleveland, to deepen and renew the commitment to our mission of forming young souls and to chart a significant positive course for the future.

In the coming months and years, we look forward to implementing – in partnership with you – our plans for Keeping the Faith, resulting in a strong and secure future for our Catholic schools.

*+Edward C. Malesic*

**Bishop of Cleveland**



# Keeping the Faith

The purpose of the strategic plan is to strengthen the system of elementary Catholic education to keep irresistibly Catholic, academically excellent, operationally sound and geographically accessible schools where demand exists. It aims to build on the strong history and success of Catholic education by ensuring an approach of excellence and continuous improvement. It endeavors to create pathways to the future that encourage communities to collaborate and enable schools to innovate in order to sustain excellence in mission. The plan consists of 27 strategic goals in six critical areas of focus.

## CATHOLIC IDENTITY

- Articulate common vision, language and approach for the diocese that communicates our identity as Catholic schools and standards for faith formation and education.
- Develop a faith and mission formation program for onboarding and ongoing support of all Catholic school employees, students and families.
- Establish a diocesan position responsible to ensure fidelity to the standards for Catholic identity, mission and culture and faith formation within each school.

## ACADEMIC EXCELLENCE

- Articulate a common vision, language and approach for the diocese that communicates high expectations for curriculum, instruction, assessment and school culture.
- Share school quality information with increased transparency.
- Ensure the adoption of a standards-based curriculum in all schools.
- Facilitate the use of research-based core instructional practices to support all students' intellectual engagement and virtues.
- Implement best practices for using assessment data to ensure robust academic growth of all learners.
- Support students' social and emotional needs to foster the spiritual, academic and personal growth of each student.
- Empower schools to explore innovative educational models to meet the needs of their communities.

## LEADERSHIP AND TALENT

- Develop a robust centralized recruitment strategy featuring practices designed to attract qualified, talented, diverse, candidates supportive of and committed to the Catholic faith.
- Enhance the onboarding process for priests and other leaders that includes clear communication of roles and responsibilities.
- Develop and implement formal programs to assist principals with their professional development in all phases of their careers.
- Build a comprehensive principal pipeline to recruit, support, evaluate and promote principalship in Catholic elementary schools.

## FINANCE

- Develop guidance for allocation of parish and diocesan resources to Catholic school education.
- Develop a global funding strategy for all diocesan elementary schools that defines best practices for setting tuition, financial aid, maximizing available public funding, endowments and fundraising.
- Develop comprehensive cost models to guide parishes and schools in balancing operating costs.
- Develop teacher and administrator compensation tables to recommend salary ranges for attracting high-quality educators and leaders.
- Develop best practices for raising funds.
- Conduct comprehensive facilities assessments in all diocesan schools.
- Establish a school vitality assessment to evaluate schools, and where necessary, form improvement plans.

## GOVERNANCE

- Articulate the means by which every parish will support a school pastorally and/or financially.
- Develop an updated menu of governance options for schools and parishes, including potential new models.
- Develop a process for parishes and schools to explore local needs and assess potential changes through reorganization, collaborative partnerships, mergers or closure.
- Establish a Diocesan Advisory Board for Elementary Catholic Education to be consultative to the bishop of Cleveland.

## MARKETING

- Build the capacity of all elementary schools for effective local marketing by providing leadership and support from a new diocesan-level marketing position.
- Develop and implement a comprehensive marketing plan for Catholic education in the diocese, with an emphasis on elementary schools.

For further information, contact:

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