

# CATHOLIC BOARD OF EDUCATION

## STRATEGIC PLAN: The Way Forward

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2009 - 2014

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## Table of Contents

Foreword	3
Mission Statement	4
Philosophy	6
Summary	5
Catholic Board of education Schools	6
Goals	7
Parental and Stakeholders Involvement	7
Issues of Viability	8
Retention and Recruitment of Teachers	8
Curriculum	9
Technology	10
Maintenance	11
Finance	12
Fundraising	12
Appendix A – Notes From Meeting With Fr. Bowler	13
Appendix B – Draft School Viability Policy	20
Appendix C—Draft Profile of the Bahamas Catholic School Graduate	27

# MISSION STATEMENT

Catholic Education is more than information and facts. It is a process of learning and formation. It views the person as a whole with intellectual, physical and spiritual dimensions. It is grounded in a wide view of the person and the world which involves a way of living, valuing, judging and acting. Most importantly, it is rooted firmly in the principles of the Gospel and aspires to advancing the Reign of God.

# PHILOSOPHY

All schools under the jurisdiction of the Catholic Board of Education (The Board) are grounded upon the fundamental principles of Christianity and the teachings of the Roman Catholic Church. All instruction within the Catholic Schools, therefore, must be rooted in the spiritual and moral precepts of the Church while meeting the highest academic standards. All teachers are expected to live and work in harmony with the religious aims and purposes of the Archdiocese of Nassau.

The Board believes that all persons are created in the image and likeness of God and that through the vehicle of its educational system that image will be respected and given the opportunity to reach its fullest potential in each person. All teachers must therefore be concerned with academic and intellectual development with an equal concern for the spiritual, mental, physical and social growth and development of those persons entrusted to their care. This concern is fundamental to the teaching and instilling of good Christian values into our youngsters as we prepare them to take their rightful places in our Bahamian community. All teachers are therefore reminded that each and every child placed before them is a unique person endowed with God-given sanctity and rights.

Religious education is an integral part of the daily school curriculum. Students leaving Catholic schools should have, according to their psychological and academic understanding, a good knowledge of the Scriptures, both literal and interpretative, Sacraments, respect for the dignity of their own bodies, respect for the dignity of other persons and respect for the environment. In short they are to have a sound understanding their faith. All students must participate in religious instruction and Church liturgies including the celebration of the Mass. Persons serving in Catholic Schools presuppose and participate in maintaining an environment in which Gospel principles and the teaching of Christian values, judgments and actions consistent with these prevail. They identify themselves as people willing to believe and profess those Christian values and principles demonstrated in such an environment.

All employed in the Catholic School System are expected to manifest not only academic and intellectual excellence, but are a living testimony to the philosophy that makes the Catholic Schools unique.

## Summary

Since 2005 the Archdiocese of Nassau – Bahamas Catholic Board of Education has been reviewing the development and viability of schools within its jurisdiction. This review has resulted in the composition of a Strategic Plan - The Way Forward, which will be used to direct the focus in all of The Board's primary and secondary school. This blueprint for reform outlines the goals, objectives and strategies of the plan and the responsible parties needed for its implementation. The Strategic Plan – The Way Forward, places emphasis on eight key areas which include parents and stakeholders, viability and sustainability, recruitment and retention of teachers, curriculum development, the integration of technology and improving financial resources. To target these key areas, The Bahamas Catholic Board of Education has committed to the following goals:

1. *Increasing the involvement of parents and stakeholders by incorporating the interest, support, and commitment of parents, parishes, alumni and others in the community.*
2. *Ensuring the viability of schools by strengthening the teaching and learning experiences of students and administrators, establishing an effective student/teacher ratio and enhancing the general efficiency and operation of The System.*
3. *Recruiting and retaining quality teachers by determining an ideal complement of teachers and administrators required to support the school system at an optimum and improving the pool of persons from which the CEC can draw from by offering improved salaries, benefits and professional development opportunities.*
4. *Providing superior curriculums in all areas that effectively integrate intellectual, spiritual, social, emotional and physical development and identifies the expected characteristics of a primary school leaver and secondary school graduate.*
5. *Integrating the use of technology into all aspects of administration, curriculum and instruction by providing hardware, software and quality professional development to all within the school community.*
6. *Satisfactorily maintaining all buildings, infrastructure, grounds, furniture and equipment used by The Bahamas Catholic Board of Education Schools.*
7. *Improving the financial resources and management of Catholic education by implementing corporate governance guidelines, centralized accounting software package and procurement activities and seeking additional avenues to expand revenue to support the key objectives.*
8. *Supplementing the revenue of Catholic education by establishing an Endowment Fund of at least \$2M annually and implementing a \$200,000 annual fundraiser that will contribute to the fund.*

## BAHAMAS CATHOLIC BOARD OF EDUCATION SCHOOLS

Name of School	Year Established	Type	Location	# of Staff	# of Students
<b>New Providence</b>					
<i>St. Bede</i>	1946	Primary	<i>Sutton Street off Kemp Road</i>	18	200
<i>St. Cecilia</i>	1956	Primary	<i>Third &amp; Fourth Street, The Grove</i>	25	400
<i>Sts. Francis &amp; Joseph</i>	1889, 1932 <i>Amalgamated</i> 1979	Primary	<i>Boyd Road</i>	37	440
<i>Our Lady</i>	1927	Primary	<i>Deveaux Street</i>	33	375
<i>St. Thomas More</i>	1954	Primary	<i>Madeira Street</i>	32	420
<i>Xavier's Lower</i>	1955	Primary	<i>West Bay Street</i>	33	390
<i>Aquinas College</i>	1956	High School	<i>Gladstone Road</i>	50	500
<b>Family Island</b>					
<i>St. Francis de Sales</i>	1964	<i>Comprehensive (PK—Gr. 12)</i>	<i>Marsh Harbour, Abaco</i>	26	330
<i>Every Child Counts</i>	1998	<i>Special Needs</i>	<i>Marsh Harbour, Abaco</i>	14	100
<i>Holy Name</i>	1943	Primary	<i>Bailey Town, Bimini</i>	7	72
<i>St. Anne</i>	1957	Primary	<i>Rock Sound, Eleuthera</i>	6	65
<i>Mary, Star of the Sea</i>	1960	Primary	<i>Freeport, Grand Bahama</i>	39	355
<i>St. Vincent de Paul</i>	1957	<i>Gr. 2—6</i>	<i>Hunter, Grand Bahama</i>	7	54
<i>Grand Bahama Catholic High</i>	1966	High School	<i>Freeport, Grand Bahama</i>	35	360

## Goals and Objectives

*The following Strategic Plan 2009 – 2014 seeks to give focused attention to the following goals and objectives*

**GOAL 1: Parental and Stakeholders Involvement - To incorporate the interest, support and committed involvement of parents, parishes, alumni and the communities of Catholic Schools in the wellbeing of the schools and the Catholic Board of Education.**

Strategies have been developed and are being implemented to accomplish the following objectives outlined below.

- 1.1 To establish vibrant Parent Teachers Associations at each School.
- 1.2 To have standardized PTA Constitutions
- 1.3 To have programs in place that inform of progress, accomplishments
- 1.4 To have programs in place that involve the regular scheduled presence of parish priest in the school
- 1.5 To encourage the establishment of Alumni Associations
- 1.6 To liaise with the community for the development of the school, its facilities and programs.

***Goal 2: Issues of Viability - To make Catholic schools in The Bahamas the “school of choice” by providing a high quality learning experience, always reflecting the core values contained in the philosophy and mission of the Catholic Board of Education.***

Strategies have been developed and are being implemented to accomplish the following objectives outlined below.

- 2.1 To establish Pre-Kindergarten programs as a part of primary schools.
- 2.2 To enhance quality of the teaching and learning experience throughout the school network.
- 2.3 To ensure access to all eligible Catholic and non-Catholic students.
- 2.4 To ensure all schools in the Catholic network remain viable.
- 2.5 To ensure that teachers and administrators are of the highest quality.
- 2.6 To enhance the financial administration of the educational network
- 2.7 To strengthen the schools financially with the assistance of the community at large including parents, teachers, school administrators, principals and other stakeholders.
- 2.8 To enhance the general efficiency and operation of the Administration and Governance of the System.
- 2.9 To strengthen the Catholic Education Centre

***Goal 3: Recruitment and Retention of Teachers - To substantially increase the number of persons applying for and appointed to teaching positions with the Catholic Board of Education and to substantially decrease the attrition rate over the ensuing five year period.***

Strategies have been developed and are being implemented to accomplish the following objectives outlined below.

- 3.1 To determine the ideal complement of teachers and administrators required to support the school system at an optimum.
- 3.2 To improve the pool of persons from which the CEC can draw potential teachers and administrators.
- 3.3 To upgrade technological competencies of administrators and teachers across the school system.
- 3.4 To improve salaries and benefits packages for teachers and administrators to make them more attractive, resulting in the improvement of recruitment and retention patterns.

**Goal 4: Curriculum - To provide a superior curriculum that effectively integrates intellectual, spiritual, social, emotional and physical development.**

Strategies have been developed and are being implemented to accomplish the following objectives outlined below.

4.1 To align outcomes and skills from the K – 6 Language Arts & Mathematics curriculum guides with the standards and benchmarks currently in use.

4.2 To develop a PK – 12 Curriculum in all other disciplines consisting of aims and objective, content, practical skills, attitudes of character and stewardship, the relevant instructional methods, support material to accompany it, and professional development programs that will meet the needs of an ever changing global society.

4.3 To develop a primary and high school curriculum that will produce graduates who are: Christian leaders; effective communicators; proficient problem solvers; self directed workers and thinkers, culturally aware in a global world; knowledgeable of worldwide issues; cooperative team members; stewards of the environment; healthy; financially adept; efficient technology users and responsible citizens.

**Goal 5: Technology - To integrate the use of technology into all aspects of curriculum instruction and administration so that its use extends opportunities and potential for all staff and students.**

Strategies have been developed and are being implemented to accomplish the following objectives outlined below.

- 5.1 To have a clear set of technology goals that is evaluated annually.
- 5.2 To integrate the use of technology into all aspects of curriculum instruction and administration so that its use extends opportunities and potential for all students and staff.
- 5.3 To inspire at least 75% of teachers to use technology everyday in some of the following areas: research, lesson planning, multimedia, data interpretation, communications and collaboration. Teachers will share the information about technology uses with their colleagues.
- 5.4 To maintain personnel to assure effective integration of technology
- 5.5 To provide quality technology professional development to all teaching staff to improve student learning.
- 5.6 To sustain professional development including coaching, modeling best practices and system-based mentoring.
- 5.7 To sustain professional development including coaching, modeling best practices and system-based mentoring.
- 5.8 To provide students and staff with access to ongoing technical support with a high level of service.
- 5.9 To maintain internet connected computer labs with 15 – 30 computers and individual classrooms with 3 computers and laptop for each teacher.
- 5.10 Strive to make timely in-school technical support available with clear information on how to access support so that technical problems will not cause major disruptions to curriculum delivery or administrative responsibilities.
- 5.11 To provide a communications network that will connect all classrooms, schools and offices through direct connectivity to the internet in all rooms in all schools.
- 5.12 Provide servers for secure storage, backups, e-mail and web so that students, teachers and parents have access to educational resources from home and school.
- 5.13 Develop classroom applications of e-learning to include course, projects and virtual field trips.
- 5.14 To ensure that students and parents have access to on-line educational information and resources outside of the school day.

***Goal 6: Maintenance—To maintain all Catholic School buildings, infrastructure, grounds, furniture and equipment in satisfactory operating condition, resulting in prolonged life expectancy and ultimately save on future unnecessary spending; also to identify and prioritize deficiencies to assist with budgeting for required repairs and/or up-***

6.1 Identify a facilities manager who will be responsible for directing the overall operations, maintenance and security of the physical plants .

6.2 Implement steps for the organization and oversight of the school maintenance program.

6.2 To perform a preliminary inspection to establish the current state of the building structure, roof, exterior, interior, plumbing, electrical and grounds.

6.3 Design a maintenance plan for each building used by each CBE school

**Goal 7: Finances - To improve the financial resources and management of Catholic education.**

Strategies have been developed and are being implemented to accomplish the following objectives outlined below.

- 7.1 To improve the timeliness of budget preparation and approval.
- 7.2 To obtain independent audit of the financial statements on an annual basis.
- 7.3 To implement corporate governance guidelines.
- 7.4 To review and update policies and procedures related to accounting and finance.
- 7.5 To document key controls at CBE and at the schools
- 7.6 To implement centralized accounting software package.
- 7.7 To centralize all procurement activities
- 7.8 To implement benchmarking system to monitor school operational performance.
- 7.9 To implement balanced budgets for schools throughout the system.
- 7.10 To seek additional avenues to expand revenue to support key objectives

**Goal 8: Fundraising - To finance the relocation of Aquinas College, establish an Educational Endowment Fund of at least \$2M and an annual fundraiser to supplement annual expenses of the School System.**

Strategies have been developed and are being implemented to accomplish the following objectives outlined below.

- 8.1 To develop timetable and budget for Aquinas College relocation.
- 8.2 To raise at least \$3.5 million for the relocation of Aquinas College.
- 8.3 To work with the archdiocesan capital campaign to generate sufficient funds to meet goal.
- 8.4 To supplement financial shortfall for Family Island Schools by soliciting funds from investors.
- 8.5 To establish fundraising activities that will contribute at least \$200,000.00 annually to the endowment fund.