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## **6.100 GENERAL ADVANCEMENT**

### **6.101 ADVANCEMENT PROGRAMS**

#### *POLICY*

*Approved: September 1, 2009*

Each school shall develop, maintain, and support a comprehensive advancement program.

#### *PROCEDURE*

*Approved: September 1, 2009*

*Revised: May 19, 2011*

Advancement programs require that the school's key leaders have an understanding of both the advancement concept and the philosophy of Catholic school education. The leadership must be committed to the advancement concept and lead the entire school community in its implementation and execution.

Schools are expected to participate in advancement workshops offered by the Office of Catholic Schools.

Schools are expected to implement a comprehensive marketing plan.

Schools are expected to maintain a donor management software system in support of their advancement programs in order to effectively reach out to and steward their donors and donor prospects.

#### Parish Schools

*The Advancement Program Manual for Catholic Elementary Schools, Archdiocese of Hartford*, outlines the structure and the steps for implementation and maintenance of a comprehensive Elementary Advancement Program. The Catholic Alumni Partnership (CAP) University Binder provides additional, comprehensive resources to support Catholic elementary school Advancement programs.

The Principal is the chief educational administrator of the parish school and an integral part of the parish community. The Principal assumes a primary responsibility for the implementation, execution, and enhancement of the school's advancement program. In cooperation with the Pastor, the school board, advancement staff, and team volunteers, the Principal ensures that the program succeeds in advancing the school toward fulfilling its mission and goals.

**6.101****ADVANCEMENT PROGRAMS (CON'T)**

The parish schools' advancement programs shall encompass public relations, student recruitment, constituency relations, and fund development with primary emphasis on the annual fund.

The Pastor may incorporate the elementary schools advancement program into a larger parish development effort.

## 6.102

### LONG-RANGE STRATEGIC PLANNING

#### *POLICY*

*Approved: September 1, 2009*

Every school shall prepare, and then annually update, a formal written, long-range three/five-year strategic plan.

Archdiocesan grants and other funds providing operational support shall be awarded only to schools that have a long-range strategic plan on file with the Office of Catholic Schools.

#### *PROCEDURE*

*Approved: September 1, 2009*

The parish school strategic planning process shall be initiated by the Principal who, in collaboration with the Pastor, shall lead the parish school board, faculty and advancement team in the creation of the plan.

The Archdiocesan high school strategic planning process shall be initiated under the leadership of the Chief Administrator and developed with input from the school board, administration, and faculty.

Schools shall use the format and procedures outlined by the Office of Catholic Schools.

The school's strategic plan must include strategies designed to develop conditions that educational research has shown are associated with effective schools.

The long-range strategic plan shall contain information from historical, current, and future perspectives on the school's philosophy, mission statement, Catholic identity, quality education, school advancement, and accessibility.

Schools shall prepare a case statement, the narrative embodiment of the school's strategic plan, which presents the rationale for the very existence of the institution as well as for its growth and strengthening. It presents clearly the ways the school wants to improve its service to society and the resources required to do so.

School case statements, prior to distribution, shall be reviewed and approved by the Office of Catholic Schools to ensure total compliance.

The school's strategic plans and accompanying case statements, revisions, and updates must be on file at the Office of Catholic Schools.

The Office of Catholic Schools shall be made available for consultation in any facet of the strategic planning process.

**6.103**

**CAPITAL FUNDS**

*POLICY*

*Approved: September 1, 2009*

In parish schools, solicitation of capital funds requires the written approval of the Archbishop.

In Archdiocesan high schools, solicitation of capital funds requires the recommendation of the Superintendent and the written approval of the Archbishop.

## 6.104

### CAPITAL CAMPAIGNS

#### *POLICY*

*Approved: September 1, 2009*

Parish corporations may conduct school capital campaigns only with the recommendation of the Superintendent *and the* written consent of the *Archbishop*.

Archdiocesan high schools must secure the written consent of the Archbishop through the Superintendent. Prior to campaign approval, a request for a feasibility study must be submitted to the Superintendent for consideration and consent. Utilizing a campaign consulting firm requires prior approval of the Superintendent.

#### *PROCEDURE*

*Approved: September 1, 2009*

A capital campaign is a planned effort to solicit major gifts for a specific goal or objective within a specified period of time.

Approval for a capital campaign first requires that a proposed campaign plan be submitted to the Superintendent. Subsequently, the Superintendent's recommendation shall be forwarded to the Archdiocesan Fiscal Office and then to the Archbishop for his approval. The plan must include the following:

- Capital project description, goals, and objectives
- Feasibility study
- Project financials, including cost estimate and gift and pledge schedules
- Solicitation action plan and timeline

Once a capital campaign is underway, the Archdiocesan high schools are required to submit quarterly campaign progress reports to the Superintendent.

**6.105            ADVANCEMENT CONSULTANTS**

*POLICY*

*Approved: September 1, 2009*

The hiring of outside advancement/development consulting firms requires prior permission of and written approval by the Superintendent.

*PROCEDURE*

*Approved: September 1, 2009*

The Office of Catholic Schools shall provide the service of advancement consultation to those schools requesting such assistance.

**6.106****CORPORATE/FOUNDATION SUPPORT***POLICY*

*Approved: September 1, 2009*

Solicitation of major corporations by schools is generally restricted to matching gifts, unless there is an existing relationship between the school community and the corporation.

*PROCEDURE*

*Approved: September 1, 2009*

A proposal for corporate/foundation support from an individual school shall be reviewed by the Director of School Advancement and approved by the Superintendent prior to submission. This guidance serves as a “clearing house” for solicitations of corporate and foundation support.

**6.107**

**PLANNED GIVING**

*POLICY*

*Approved: September 1, 2009*

Each school shall establish a planned gifts program.

*PROCEDURE*

*Approved: September 1, 2009*

The administration of planned gifts for Catholic schools is the responsibility of the Pastor, Principal, and school board in parish schools, and the Chief Administrator and school board in the Archdiocesan high schools.

The Archdiocesan Development Director serves as the central officer for consultation and management of the program, including production and distribution of all literature, (i.e., newsletters, brochures, proposals, and presentation of seminars.)

All negotiations relative to planned giving instruments shall be handled according to the guidelines established by the Archdiocesan Director of Development.

## 6.108

### ANNUAL FUNDS

#### *POLICY*

*Approved: September 1, 2009*

Schools shall conduct an annual fund program to support the school's operating expenses each year.

#### *PROCEDURE*

*Approved: September 1, 2009*

The school's annual fund program should not be suspended during a parish or school capital campaign to maintain essential support for operating expenses. In mounting the annual fund, adjustments by constituency can be made to complement the capital campaign.

The Office of Catholic Schools is available to consult on major gift solicitations in order to maximize the giving potential of prospective donors.

#### Parish Schools

Active solicitation of major donors for the annual fund should be formalized within the framework of the Archdiocesan Advancement Program for Elementary Schools. Prospects shall include alumni, parents, parents of alumni, grandparents, parishioners, businesses, and friends.

#### Archdiocesan High Schools

Active solicitation of major donors for the annual fund must be a formal component of the Archdiocesan Secondary School Advancement Program. Prospects shall include alumni, parents, parents of alumni, grandparents, businesses, and friends. Businesses and friends should be approached with respect to the individual school's territorial lines.

## 6.109

### ENDOWMENT FUNDS

#### *POLICY*

*Approved: September 1, 2009*

Endowment funds for the benefit of the school and its programs shall be established with the approval of the Pastor in parish schools and the Superintendent in Archdiocesan high schools, and invested in the Parish Asset Common Trust or the *Hartford Investment Trust Fund*.

#### *PROCEDURE*

*Approved: September 1, 2009*

An endowment is defined as a pool of assets restricted and designed to be held in perpetuity. The income from those assets is designated for a specific purpose by donor intent.

Guidelines for the establishment of a parish school endowment fund are outlined in *The Advancement Program Manual for Catholic Elementary Schools, Archdiocese of Hartford*.

Parishes/schools considering the establishment of an educational endowment trust fund shall contact the Archdiocesan Fiscal Office for an appointment to discuss specific details/requirements prior to taking any formal action.

Endowment funds shall be deposited with the Hartford Investment Trust, which provides a depository for gifts and bequests of all kinds. The Fiscal Office shall serve as a receptacle for receiving and managing those gifts restricted to specific schools within the Archdiocese of Hartford according to donor intent.

**6.110 TRUST FUNDS**

*POLICY*

*Approved: September 1, 2009*

By Archdiocesan policy, parish school endowment funds may be established as trusts and not as foundations. Each trust requires a separate federal employer's identification number.

**6.111****MARKETING***POLICY*

*Approved: September 1, 2009*

Each school shall develop and implement a marketing strategy that makes the school known to families with school age children in order to increase and/or maintain enrollment levels.

*PROCEDURE*

*Approved: September 1, 2009*

Periodic school reports shall be requested from the Office of Catholic Schools for enrollment forecasting, inquiry tracking, and other marketing data.

## 6.112

### SCHOOL WEBSITE

#### *POLICY*

*Approved: September 1, 2009*

Schools shall maintain a website that promotes the school, provides information to prospective parents and the wider community, and acts as a communication tool between the school and home.

Schools shall have written authorization from the parent/guardian before posting photos and videos on the school's or any Archdiocesan website.

If advertising is used for a site, a disclaimer must be included on the site indicating that the school does not endorse any advertiser on the website.

Content submitted to the site should comply with state, federal, and international copyright law, and must have appropriate permissions as needed.

#### *PROCEDURE*

*Approved: September 1, 2009*

Release forms authorizing publication of photos and videos shall be developed by the Office of Catholic Schools.

Schools which change their websites or create new sites should communicate to all of their constituents what changes are occurring.

The Principal/Chief Administrator or his/her appointed designate, is ultimately responsible for the content and the approval of content for the website. Similarly, Principals/Chief Administrators are responsible for the decision whether or not to allow advertising on their school site.

**6.200            ADVANCEMENT OPERATIONS FOR ARCHDIOCESAN  
                     HIGH SCHOOLS**

**6.201            THE ADVANCEMENT FUNCTION OF THE SCHOOL BOARDS**

*POLICY*

*Approved: September 1, 2009*

Archdiocesan high school boards are expected to support a comprehensive advancement program through active participation.

*PROCEDURE*

*Approved: September 1, 2009*

The school board is responsible for establishing a long-range strategic plan, which drives the school advancement program. The board, in conjunction with the President/Principal, develops the objectives and strategies required to meet the planning goals. The advancement plan is executed under the leadership of the President/Principal, and with the support of board members, advancement staff, and volunteers.

**SECONDARY SCHOOL ADVANCEMENT STAFFING***POLICY**Approved: September 1, 2009*

The Secondary School Advancement Program shall be staffed by an Advancement Director, supported by additional personnel as required, subject to the approval of the Superintendent. In the President/Principal model, the President is the Chief Advancement Officer. Hiring of advancement personnel shall follow the procedures set forth by the Office of Catholic Schools.

*PROCEDURE**Approved: September 1, 2009**Revised: May 17, 2010*

Candidates for the position of Advancement Director and all other advancement personnel, including for public relations/communications, alumni relations, and admissions/recruitment, must be interviewed and pre-approved by the Office of Catholic Schools.

School board members shall be included in the search process for the Advancement Director with the final decision to be made by the Chief Administrator of the school.

The Office of Catholic Schools shall conduct advancement consultations to review and assess each Archdiocesan high school's progress in achieving yearly advancement goals.

Secondary school advancement personnel shall attend advancement workshops conducted by the Office of Catholic Schools, and other in-service programs designed to assist them in their respective areas of responsibility.