

# TRANSFORM

LEARNING ★ LEADERSHIP ★ LEGACY



Strategic Plan  
2026

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## Dear DLSA community,

We are pleased to share with you **TRANSFORM: De La Salle Academy's Three-Year Strategic Plan**. Adopted by the Board of Trustees at our October 2022 meeting, TRANSFORM will guide the Academy during the coming three years, which will include De La Salle's 40th anniversary in 2024. TRANSFORM is De La Salle's first comprehensive strategic plan in two decades. It is a vision for the future of our School that honors our past and will ensure our future.

Funded by a generous grant from the Altman Foundation, the strategic planning process was facilitated by Nicole Brittingham Furlonge, Ph.D., co-founder of the LEARNS Collaborative, and professor and director of the Klingenstein Center for Independent and International School Leadership at Teachers College, Columbia University. Inaugurated in the fall of 2021 under the direction of a steering committee composed of Academy trustees and administrators, the planning process sought input from all of the School's constituencies: trustees, faculty and administrators, students and their families, alumni, funders and donors, and educational partners.

Three strategic commitments, **Learning**, **Leadership**, and **Legacy**, emerged during the process and will guide us in creating measurable and attainable goals over the next three years to continue to deliver on our responsibility to provide a transformative experience for middle schoolers and to secure our future in every capacity.

We are grateful for the generosity of time and resources by so many members of our community that led us to this publication. Special thanks are owed to our founder, Brother Brian Carty, FSC; Leslie Schine and Ronald Rolfe, Co-Chairs of the Board of Trustees during this process; our current and former faculty and staff; Nicole Furlonge; the Altman Foundation; our widening community of alumni; and of course, the Board of Trustees, who are continually responsible for ensuring we have the resources to realize our mission.

In closing, we are also grateful for you and the entire DLSA community. The priorities outlined in TRANSFORM are a reflection of your commitment to the School. DLSA will continue to flourish through collaborative care and collective dedication to the mission of our school. We look forward to working with all of you to see this vision enacted.

With appreciation,



Myles B. Amend  
Chair of the Board of Trustees



Angel Rubiel Gonzalez, Ph.D. '99  
Head of School

# HISTORY

Since 1984, De La Salle Academy has been a middle school where children of working families, immigrants, Black, Latinx, Asian communities, and others at the margins of our society can experience a rigorous and caring education that embraces their full selves and provides access regardless of their ability to pay.

# VISION

To support and enhance the experience of every De La Salle Academy student – now and generations from now – as they discover their uniqueness and intellectual passions, explore their curiosity, cultivate relationships, and learn to influence for good their families, communities, nation, and the world in which they live.

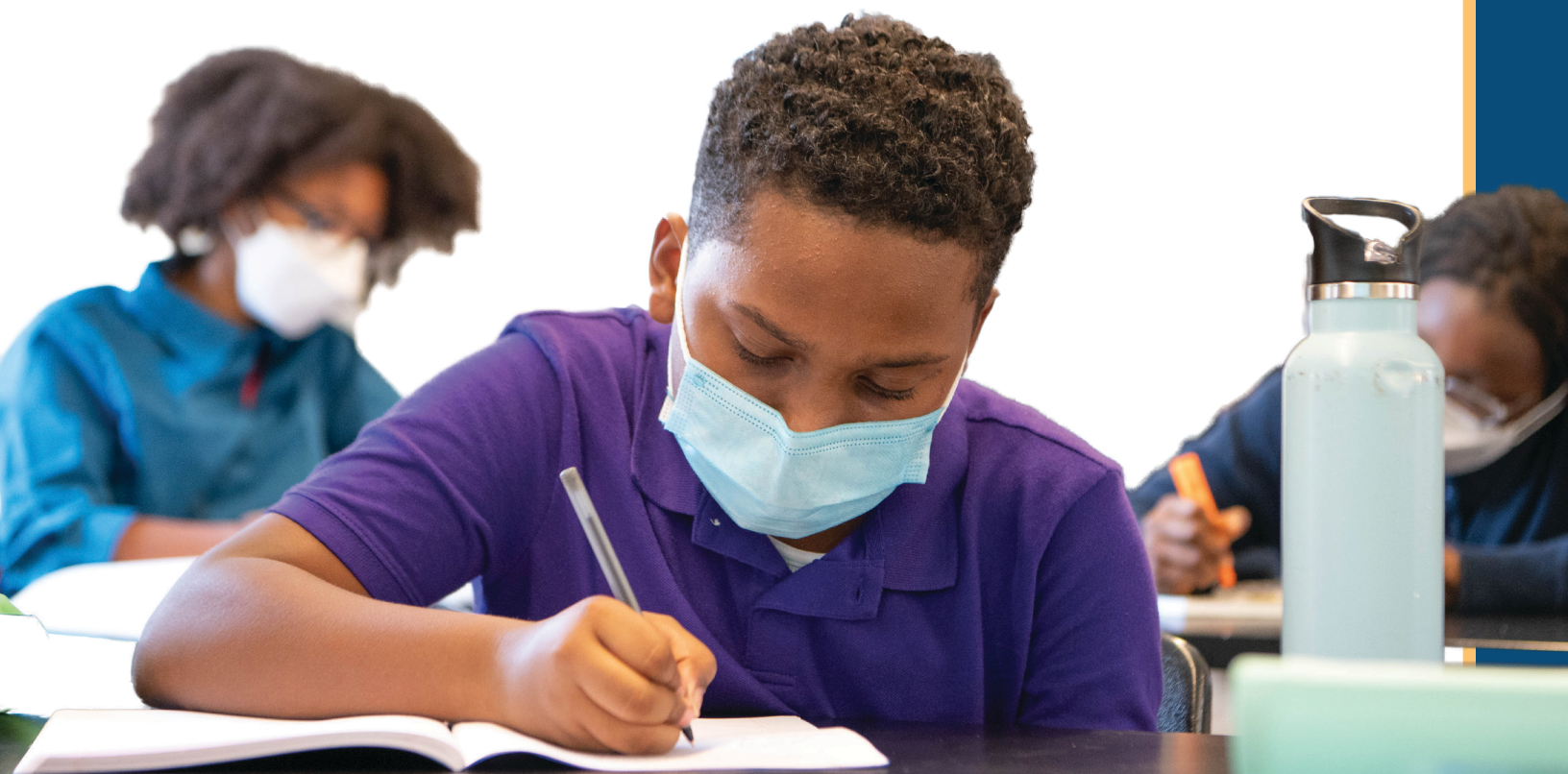
# MISSION

To offer academically talented, economically less advantaged children of diverse backgrounds a life-changing educational experience in grades 6-8, where they are empowered to reach their full potential. With the support of caring and dedicated teachers, students are introduced to an innovative yet challenging academic curriculum, strong core values, character development, and they learn to foster a sense of community. Upon graduation, our youngsters are well-equipped to become the leaders of tomorrow. De La Salle believes in a need-blind admissions process to ensure that students are evaluated based solely on their merits and not on their families' ability to pay.

# OUR FUTURE

**Transform: De La Salle Academy's Strategic Plan** captures important and urgent work – the need for a middle school like DLSA and the need to ensure the Academy's future. The impact of a De La Salle Academy education on the students and families it serves is palpable, deep, and enduring.

Over the next three years, De La Salle Academy will embrace the following three essential and interconnected priorities that aim to sustain our unique and essential school and amplify our purpose. Specific aspirations for each commitment keep central the vision that drives this plan. Initiatives for each priority take the form of questions to open dialogue, prompt active wondering, and to amplify our desire to grow and learn on behalf of the Academy.





# Learning

We aspire to promote individual and collective academic, physical, emotional, ethical, spiritual, and social health and well-being. Knowing that learning occurs best in an environment that values diversity, we will continue to amplify our identity as an independent school predominantly comprised of low and moderate income families and people of color. We will continue to be a diverse and inclusive community that fosters well-being and is committed to the unique and dynamic needs of middle schoolers.



## FOR STUDENTS

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- 1.1 How might we **strengthen** an environment that supports each student's – and our community's – overall identity and well-being?
- 1.2 How might we **articulate** how our curriculum is grounded in research on what middle school scholars need to learn, grow, and flourish?
- 1.3 How might we **partner** with community, city, business, non-profit, and university organizations to strengthen our program offerings to students?

## FOR FACULTY, STAFF, & ADMINISTRATORS

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- 1.4 How might we **design** micro professional learning that begins to ground our curriculum in principles based on cognitive neuroscience, developmental psychology, responsive teaching, restorative justice, and social-emotional learning?
- 1.5 How might we **design** a program that invites students to learn in novel ways?
- 1.6 How might we **communicate** our strengths as a program, mindful of the marketing and fundraising implications of doing so?

## FOR THE BOARD OF TRUSTEES

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- 1.7 How might we, the Board, **continue to extend** our learning and awareness of best practices and research on governance, team building, effective committee work, donor cultivation, and stewardship?

# Leadership

We commit to teaching our students the importance of ethical leadership balanced with one's social-emotional well-being and sense of individual identity and purpose. We will teach and model this work more effectively as we create systems, structures, and practices that support professional learning, sustainable work expectations, and effective Board leadership practice.





## FOR STUDENTS

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- 2.1 How might we **instill** in our students an ethic of engagement and service and equip them with the understandings they need to contribute to their communities throughout their lifetime?
- 2.2 How might we **develop** systems and structures that provide leadership opportunities for our students at school and invite them to offer feedback on their school community?

## FOR FACULTY, STAFF, & ADMINISTRATORS

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- 2.3 How might we **create** systems and structures that allow for a more sustainable leadership load throughout the School?
- 2.4 How might we **nurture** De La Salle Academy faculty, staff, and administrators so that they have time to learn, collaborate, reflect, and receive feedback towards their own growth and, by extension, towards their students' learning?
- 2.5 How might we **provide** meaningful opportunities for parents to volunteer their time and expertise to the School?
- 2.6 How might we **develop**, in collaboration with parents and parents of alumni, a parent or family association that complements the efforts of the Administration and Board?

## FOR THE BOARD OF TRUSTEES

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- 2.7 How might we **implement** best practices related to Board governance, structure, membership, and work in order to serve the Academy more effectively?

# Legacy

Ensuring De La Salle Academy's future as well as sustaining and living the Academy's legacy is a financial commitment and a social responsibility. We commit to restructuring our financial systems and practices, growing financial support of the school, investing in and designing strategic advancement operations, and maximizing our financial resources so that we can steward a fiscally healthy De La Salle Academy into the future.



## FOR THE DE LA SALLE COMMUNITY

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- 3.1 How might we **design** a new financial model for the Academy that (a) maintains our ongoing commitment to being an economically accessible school focused on working families; (b) develops sound fiscal policies and focuses on growing our endowment; (c) identifies new resources for grant funding; (d) increases tuition dollars; and, (e) creates additional revenue streams to ensure the Academy's financial health and stability?
- 3.2 How might we **grow and strengthen** De La Salle Academy's financial health and resources to contribute to the Academy's current programs while ensuring its presence as a school that makes an educational and social difference for middle schoolers in New York City?
- 3.3 How might we **strengthen** our connections to alumni to encourage philanthropic engagement, cultivate new donors, and energize peer-to-peer fundraising towards having a more active culture of philanthropy and stewardship?
- 3.4 How might we **enhance** the value proposition of the school by telling the story of De La Salle Academy as an independent school historically and predominantly of people of color that is accessible to working families in order to generate excitement, engagement and commitment?
- 3.5 How might we **review and revise** where necessary the mission statement of the school to ensure clear articulation and alignment with the Academy's current work and vision for its future?



# DLSA

De La Salle Academy  
332 West 43rd Street  
New York, NY 10036

[www.dslanyc.org](http://www.dslanyc.org)  
212-316-5840

