

Message from the Superintendent



Who are we, and why are we here?

Each person who works in the Office for Catholic Schools shares a common vision: *to support the*

principals in their efforts to fill our Catholic schools with students and educators who will change the world!

We pray that our work supports the schools in the four goal areas of the Strategic Plan: nurturing a strong Catholic identity, building leadership capacity to achieve academic excellence, marketing to all families for access to our programs, and supporting financial practices.

Our mission flows from the Archbishop's mission for our Archdiocese:

The Ministries of the Archdiocese of Seattle continue the work of Evangelization for encounter with Christ, who calls and sends missionary disciples, and who Himself provides lifelong formation and nourishment in the Church.

From this it follows that the work of our schools is to form missionary disciples who will go forth to discover the Kingdom of God!

What has this year been about? Briefly, we:

- Carefully structured the mission and work of the OCS to support the mission of the Archbishop's "Mission Statement"
- Continued our commitment to the Strategic Plan, *From Strength to Strength*, so that our work strives to realize the goals and actions of the Plan
- Organized all principal gatherings as opportunities for learning and closer communication among the Executive Principals, their regions, and all principals
- Created partnerships in the Archdiocese to access the wisdom of the many ministries of our Church

- Developed leadership in the classrooms, schools and the regions to better support student learning
- Built deeper meaning into the Accreditation process for all schools as the ongoing protocol to develop excellent, faith-filled communities

Next year, expect our meetings to be even more accessible as we offer additional regional learning experiences in each of our goal areas.

We thank the Archbishop for his belief in our Catholic schools. May we all be challenged and affirmed by the statement that I see on the walls of our schools:

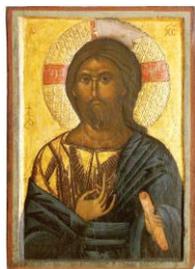
*Be it known to all who enter here that Christ is the reason for this school.
He is the unseen but ever-present teacher in the classroom.
He is the model of its faculty and the inspiration of its students.*

Amen! Let us pray for a summer of rest and rejuvenation in hopeful preparation for 2018-19!

Goal 1: Strengthening Catholic identity

Forming teachers as catechists

The year began with Phase One of the Christ in the Classroom catechetical

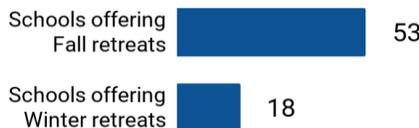


certification program focused on the Four Great Mysteries. Forty-nine schools participated.

The program continued in the winter with a second

Foundation retreat to help students better understand Scripture and

Christ in the Classroom statistics, 2017-18



Tradition. Thirteen schools participated with principal-led retreats.

Feedback from these retreats was overwhelmingly positive. Teachers reported high levels of satisfaction with the content and format of the retreats

and high levels of personal readiness to implement their learning in classrooms with students.

Igniting missionary discipleship

The Missionary Discipleship Institute (MDI) is growing! This program helps students encounter the lives of their neighbors on the margins, allow themselves to be disturbed, and discern a response. This year, 17 elementary schools committed to MDI.

Goal 2: Building leadership capacity to achieve academic excellence

Forming teachers as instructional leaders

The OCS launched two teacher leadership programs this year: the GRACE Program (Guiding Regionally, Advancing Catholic Education) for elementary school teachers, and the High School Instructional Leadership Program for high school department chairs.



At the elementary level, **114** teacher

leaders led over **500** staff meetings to advance academic excellence and spent a total of **50** hours participating in collaborative leadership trainings.

At the secondary level, **41** high school department chairs participated in 4 full day leadership trainings facilitated by the University of Washington Center for Educational Leadership. They applied the skills they learned to provide instructional coaching to teachers in their content areas. Both programs will continue next year, and a second cohort of **40** additional high school leaders will be inducted in Fall 2018.

Teacher Leader Focus



Anna Hunthausen is a GRACE Teacher Leader at St. Patrick School in Tacoma and a graduate of the Leadership Academy. She received tuition assistance from Fulcrum to earn her principal certification at St. Martin's

Forming school leaders

In the third year of the Leadership Academy, **15** aspiring administrators participated in **15** hours of leadership training in the areas of spiritual, academic, managerial and strategic leadership. Four graduates of the Leadership Academy will be serving as principals in the Archdiocese beginning this fall.

The Fulcrum Foundation supported **13** aspiring leaders from **10** different elementary and high schools, with Educational Leadership grants to pursue a degree/certificate program with our higher education partner programs.

Partnering to build leadership capacity in schools

The OCS and the Fulcrum Foundation collaborated to develop a 7-year financial plan to build leadership capacity.

The plan calls for expanded programming, including targeted recruitment of diverse leadership candidates, the development of a principal intern program, the implementation of new principal coaching and mentoring opportunities, and the expansion of existing teacher leadership programs.

Measuring achievement and using data

The Strategic Plan calls for a common Archdiocesan assessment of student achievement.

Two years ago, OCS launched the Measures of Academic Progress (MAP), an online assessment of mathematics,

reading, language usage and science. We ask schools to assess all students in Grades 2 through 8 in the fall and spring, with an optional winter testing window. This year, **60** elementary schools participated in the assessment.

On average, our students achieve at high levels. Last year, our students tended to outperform their peers across the country in both public and Catholic schools. In the future, when we have more data, we'll include more growth reports.

MAP training offered to school personnel



To help the schools understand how to use the data, we offered **10** regional trainings in October and February. There we taught **203** teachers and principals how to read reports and lead data-driven staff meetings in their schools.

Aspiring Leader Focus



Dylan Pouley is a Leadership Academy participant. Dylan serves as Assistant Principal at Assumption-St Bridget School in Seattle.

Goal 3: Marketing to all families to expand access to Catholic education

Helping the schools market

One of the biggest challenges for Catholic schools nationwide has been declining enrollment. Research conducted both locally and nationally has pointed to a lack of awareness among prospective families, meaning that many families may never realize that a Catholic school may be right in their neighborhood.

The OCS has been a pioneer in recent years in raising awareness among parent audiences, motivating greater numbers of families to visit campuses



and websites, and partnering with local schools to ensure that families are welcomed and enrolled!

These efforts have resulted in significant gains among schools that had previously struggled with enrollment.

Moving Forward & new website

The OCS is now marketing to support all Catholic schools. Part of this effort includes the launch of a new website MyCatholicSchool.org!

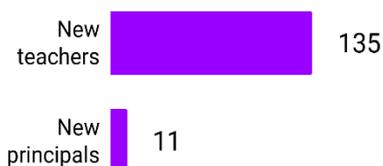
Goal 4: Supporting operations and wise stewardship and thriving schools

Hiring and training teachers and principals

We helped schools find **135** new teachers for the 2017-18 school year, then held a full-day New Teacher Workshop in August to introduce them to the OCS staff with presentations and activities.

We worked with local parish pastors and search committees to advertise principal openings, vet candidates, participate in interviews, and guide salary decisions for **11** new principals located between Longview and Everett. We held a full day New Principal Workshop in June introducing them to the OCS staff and areas of support.

School personnel hired in 2017-2018



Evaluating principals

We employed five experienced and former principals to guide conversations and goals for Principal Evaluations for **23** principals with their Pastors. The

meetings were held at the school site and plans for **24** evaluations will be completed in the 2018-19 school year, beginning a cycle of every-other-year for all principals.

Supporting parents, principals and pastors

We answered over **867** phone calls from principals asking questions, parents with concerns for their students, pastors having questions or seeking support for challenges with school policies. We also responded to over **1,000** emails from principals, pastors and current or prospective parents seeking information.

Revising policy

Ongoing review and revision of

OCS support to schools in 2017-18



Catholic School Policies in the areas of: Organization, Curriculum, Personnel, Student Welfare and Safety, and Management, completed annually by August.

Training schools in strong governance

We completed regional workshop trainings of all School Commission / Parent Club leadership groups.



Assumption-St Bridget School

Providing innovative technology

This was the OCS Technology Task Force's third year of collaboration with the Fulcrum Foundation. The resulting school classroom network modernization projects brought nine schools IT industry standard, high performance Internet access to classrooms. Fifty-eight E-Rate grants were awarded totaling \$160,000. The OCS provided schools project management, engineering, design, and implementation as needed.

Preview of plans for next year

Catholic identity	Building leadership for academic excellence	Marketing for access to Catholic education	Wise stewardship and thriving schools
<p>Launch 1st year implementation of CIC Level One for teachers of Religion and elementary school principals; Provide Fall CIC Foundation Leadership Retreat; Provide Winter CIC Foundation local retreat with accompanying resources for all school leaders; Provide "practice" CIC Retreats regionally to support principals as the 'spiritual leader of the school'.</p> <p>Assist elementary and secondary school leaders in activating all Catholic Identity standards and help schools track two of the Catholic Identity standards each year; note and promote best practices.</p> <p>Build inclusive schools through MDI, Diversified Learners, MOU - GU implementation, and partnership with Centro Rendu (PAM Program).</p> <p>Analyze data patterns locally and archdiocesan-wide through the lens of the ACRE data based on participation of all elementary schools.</p> <p>Support school office staff with on-going communication and access to resources that enhance mission.</p>	<p>Provide continued leadership development training to GRACE teacher leaders (5 full days) and HS Department Chairs (4 full days)</p> <p>Develop a shared vision and understanding of high quality teaching using the CEL 5D Framework and the electronic platform for classroom walkthroughs, providing regular training opportunities to principals and teacher leaders</p> <p>Deepen principal and teacher ability to use MAP data to drive instruction by offering 4 full day workshops in addition to training integrated into GRACE meetings</p> <p>Convene a committee to conduct a Social Studies curriculum review and publish a toolkit of helpful Social Studies resources</p> <p>Publish and distribute the newly-created Early Learning Toolkit and offer trainings on enclosed resources</p> <p>Provide trained mentors for identified principals using a new principal evaluation tool</p>	<p>Partner with local schools to increase enrollment through key activities based on the operations calendar</p> <p>Expand pilot advertising efforts to include a greater number of school through own means or subsidized assistance with increased use of google analytics</p> <p>Launch new website providing access to important resources for parents, teachers and administrators</p> <p>Provide six professional development opportunities for principals or development directors that assist in enrollment activities according to the operations calendar</p>	<p>Use the operations calendar, increase understanding of effective budgeting practices as an underpinning to school priorities</p> <p>Provide ongoing development and greater understanding of policies as the guidebook for schools</p> <p>Develop acumen regarding the Importance of wise stewardship of all funding sources as each relates to budget: Title Funds, E-Rate, Fulcrum Foundation funding,</p> <p>Establish a technology resource page on the new website</p> <p>Provide technical assistance and support to schools for technology projects</p> <p>Manage the E-Rate and Fulcrum Foundation Technology Grant Application</p>



Reflection time and Building Community



Final Mass celebrated at All Principal Retreat in the Cathedral in the Woods

Teacher feedback from the Christ-in-the-Classroom Scripture and Tradition school retreats:

"As a non-Catholic, this retreat was very informative. It allowed me to feel more knowledgeable in both scripture and the Catholic faith and be able to implement my understanding into my own class. The discussion of the Bible was beneficial as I feel more comfortable talking about the different books of the Bible and what happens in each book or chapter."

"I am ready to apply this concept in class. In my lesson design for the discipline of biology, I provided the space for the students to think, speak and inquiry about the Mystery of Life. In the process, students reflect in the practices and behaviors that are appropriate to protect our life-supporting System."

"It really cemented my own Catholic education and called to mind my previous learnings that lay dormant. I gained new understanding about Catholic church teaching."