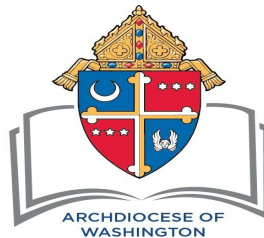




Welcome

Hospitality	9:00 - 9:30 am
Prayer, Welcome and Getting Started	9:30 - 10:00 am
Catholic Identity	10:00 - 10:45 am
Academic Excellence	10:45 - 11:30 am
Enrollment and Affordability	11:30 - 12:15 pm
Governance and Wrap up	12:15 - 12:30 pm



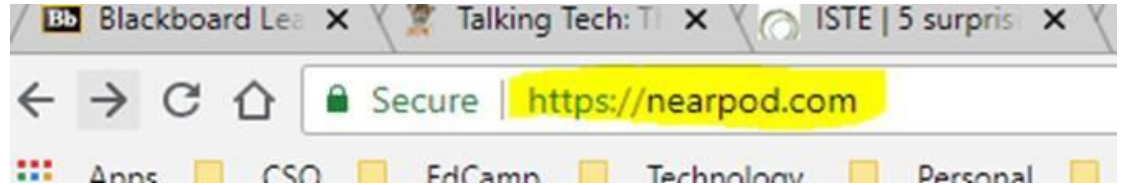
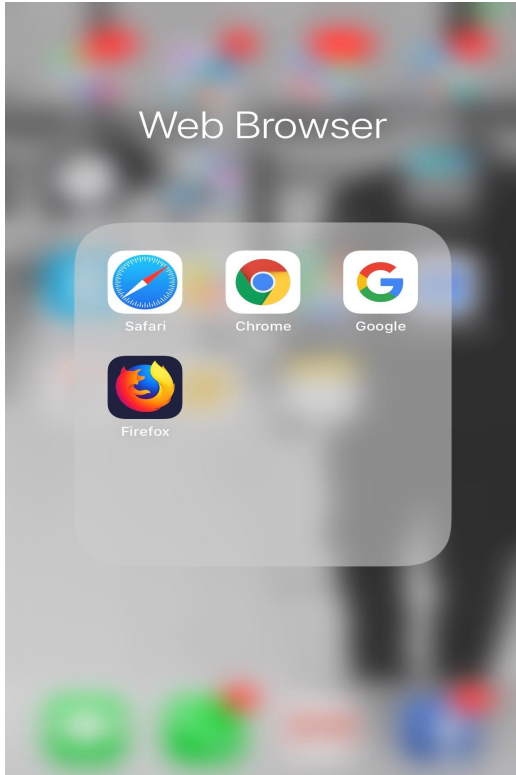
ARCHDIOCESE OF WASHINGTON
CATHOLIC SCHOOLS
ANNUAL DATA SUMMIT

JUNE 22, 2018

BILL RYAN
KELLY BRANAMAN
WENDY ANDERSON
WENDI WILLIAMS
LAURA ROLAND

How to Access Today's Slides

1. Open the **Web Browser** on your device
2. Type **Nearpod.com** into the URL



3. Locate the **code** in the upper left-hand corner of the screen



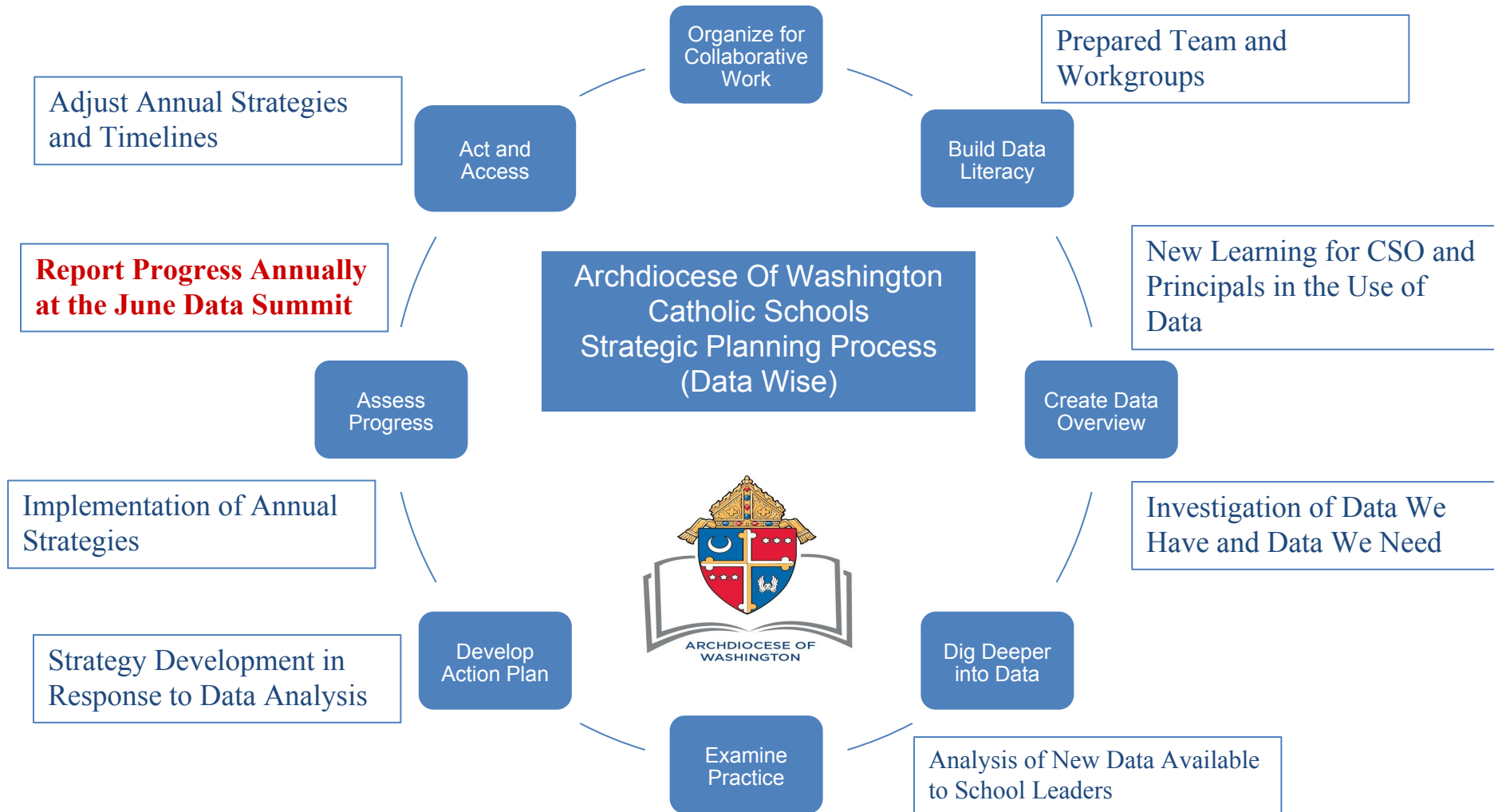


2017 - 2022

ARCHDIOCESE OF WASHINGTON CATHOLIC SCHOOLS

STRATEGIC PLAN TIMELINE

	FALL 2017	SPRING 2018	FALL 2018	SPRING 2019	FALL 2019	SPRING 2020	FALL 2020	SPRING 2021	FALL 2021	SPRING 2022
Catholic Identity	GOAL	Every Catholic school embodies Catholic identity authenticated by its mission.	Objective 1.1: All school communities fully teach and promote tenets of the Catholic faith and efforts of evangelization in safe, faith-filled learning environments permeated with Gospel values and virtues. Objective 1.2: All school communities exemplify strong measures of mission and Catholic identity as determined by students' understanding and knowledge of the Catholic faith.							
			Objective 2.1: Archdiocesan schools offer rigorous curriculum aligned with ADW standards and inclusive of Gospel Values. Objective 2.2: Archdiocesan students are engaged in quality instruction from effective faculty who are adept at using instructional and assessment practices that promote academic growth for all learners. Objective 2.3: Archdiocesan students meet individual targets in math and reading. Objective 2.4: Archdiocesan schools have the capacity to provide faith formation and academically excellent education to a diverse population of students.							
Academic Excellence	GOAL	All archdiocesan students experience learner-centered instruction that engages them in learning and prepares them for the 21st century.	Objective 3.1: All archdiocesan schools will develop and achieve annual enrollment targets to improve financial stability. Objective 3.2: Archdiocese of Washington will annually brand and market Catholic education to support local schools' student recruitment and retention efforts. Objective 3.3: Archdiocesan schools will annually utilize the school budgeting processes provided by the CSO in accordance with ADW budgeting policies and procedures. Objective 3.4: Archdiocese of Washington will increase public and private sources of funding to support CSO programs and tuition assistance. Objective 3.5: Archdiocesan schools will annually implement an advancement program to achieve fundraising goals.							
			Objective 4.1: All archdiocesan school principals are strong spiritual, instructional and managerial leaders/professionals. Objective 4.2: The Superintendent for Catholic Schools and pastors or principal administrators regularly collaborate on the oversight of Catholic school operations and evaluations. Objective 4.3: To use the practices of the Archdiocese of Washington Synod, all policies in the Policy for Catholic Schools will be reviewed and revised as needed every five years. Objective 4.4: The Catholic Schools Office collaborates with pastor and principal teams to strengthen the connections between parishes and Catholic schools. Objective 4.5: The Catholic Schools Office responds, identifies, and assesses the effectiveness of various governance models to advance the mission, effectiveness and operational vitality of every archdiocesan Catholic school. Objective 4.6: Archdiocesan school advisory boards, and home school associations, in partnership with school leadership, help to advance the mission of Catholic schools in the Archdiocese of Washington. Objective 4.7: Catholic schools and the Catholic Schools Office staff regularly communicate, planning, governance and the effectiveness of plans related to Catholic identity, academic performance, finances, technology, and facilities.							
Enrollment	GOAL	Archdiocese of Washington schools achieve aggregate enrollment targets through improved operational vitality.	Objective 5.1: Archdiocese of Washington Catholic Schools Strategic Plan will be fully implemented by 2022. Objective 5.2: Annual accreditation continuous improvement plans for schools are of increasing high quality and include detailed action items that are aligned with strategies in the Archdiocesan and local schools' strategic plans. Objective 5.3: Archdiocesan and local school leadership use varied data systems for annual analysis, decision making, and strategic planning.							
			Objective 6.1: All archdiocesan schools have effective spiritual, instructional, and managerial leadership.							
Governance	GOAL	All archdiocesan schools have effective spiritual, instructional, and managerial leadership.	Objective 7.1: Archdiocese of Washington Catholic Schools Strategic Plan will be fully implemented by 2022. Objective 7.2: Annual accreditation continuous improvement plans for schools are of increasing high quality and include detailed action items that are aligned with strategies in the Archdiocesan and local schools' strategic plans. Objective 7.3: Archdiocesan and local school leadership use varied data systems for annual analysis, decision making, and strategic planning.							
			Objective 8.1: All archdiocesan schools have effective spiritual, instructional, and managerial leadership.							
Strategic Planning	GOAL	All strategic planning and related decision making that impact Catholic schools will be informed by the use of data and a commonly agreed-upon improvement protocol.	Objective 9.1: Archdiocese of Washington Catholic Schools Strategic Plan will be fully implemented by 2022. Objective 9.2: Annual accreditation continuous improvement plans for schools are of increasing high quality and include detailed action items that are aligned with strategies in the Archdiocesan and local schools' strategic plans. Objective 9.3: Archdiocesan and local school leadership use varied data systems for annual analysis, decision making, and strategic planning.							
			Objective 10.1: All archdiocesan schools have effective spiritual, instructional, and managerial leadership.							





Data Review Today

Faith Knowledge Assessment

- Faith
- Liturgy and Sacraments
- Morality
- Prayer
- Living in Christian Community
- Evangelization and Apostolic Life

Scantron

- YOY Reading
- YOY Mathematics



Data Review Today

Enrollment Data

- 2017-2018 Retention Rate Analysis
 - ADW ES vs. ADW Aggregate
 - ADW ES vs Regional Aggregate
- 2018-2019 ADW ES Projected Enrollment
 - 2018-2019 Projected vs. 2017-2018 Actual
 - 2018-2019 Projected vs. 2018-2019 Budget
- Enrollment Diversity
 - 2017-2018 Enrollment Census vs. 2016 Parish Census

ELEOT Data

- Equitable Learning Environment
- High Expectation
- Supportive Learning Environment
- Progress Monitoring and Feedback
- Well Managed Learning
- Digital Learning
- Catholic Identity Integration



Are you a school that is lucky to have the results you have?

High Results - Low Understanding of Root Causes - No Specific Plan - Replication of Success Unlikely

Are you a school that is leading the way?

High Results - High Understanding of Root Causes - Very Specific Plan - Replication of Success Highly Likely

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Are you a school that is losing ground?

Low Results - Low Understanding of Root Causes - No Specific Plan - Current Plan is not Working - Continued Lack of Progress Likely

Are you a school that is learning to turn your results around?

Low Results - High Understanding of Root Causes - Very Specific Plan - Replication of Success Highly Likely



Are you a school that is lucky to have the results you have?

Are you a school that is leading the way?

ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data

Are you a school that is losing ground?

Are you a school that is learning to turn your results around?



Are you a school that is lucky to have the results you have?

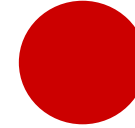


Retention Rate

Are you a school that is leading the way?



Faith Knowledge Assessment



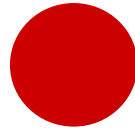
Catholic Identity Survey



Scantron - Reading

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Are you a school that is losing ground?



ELEOT

Are you a school that is learning to turn your results around?



Enrollment



Diversity



Scantron - Mathematics



Plotting Your Data



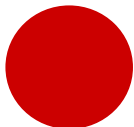
Catholic Identity



Academic Excellence



Enrollment and Affordability



Governance



School A

School A has an enrollment of 215 students. The school is monitoring the enrollment closely in the early grades where there seems to be an increase in PreK and K interest. The school leadership knows there has been a steady increase in baptisms over the past few years and is marketing heavily in the parish and neighborhood child care centers. The school has embarked on a new social media campaign for enrollment of new families.

Previously years the school held at an 82% retention rate. The current retention rate for the school is at 86% as compared to the ADW Aggregate of 89%. The ADW target remains at 92% retention.

Since the inception of the Enrollment Forcaster in 2016-2017, the school has closely monitored retention at each grade level. The school has made a marked effort to reach out to all families that do not re-register and have invited all non-returning families to complete an exit survey.



Are you a school that is lucky to have the results you have?

High Results - Low Understanding of Root Causes - No Specific Plan - Replication of Success Unlikely

Are you a school that is leading the way?

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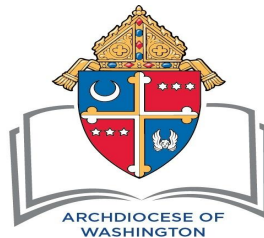
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Are you a school that is losing ground?

Are you a school that is learning to turn your results around?



Retention Rate



ARCHDIOCESE OF WASHINGTON
CATHOLIC SCHOOLS
ANNUAL DATA SUMMIT



CATHOLIC IDENTITY
LAURA ROLAND



Catholic Identity

Goal: Every Catholic school embodies Catholic identity authenticated by its mission.

Objective 1.1: All school communities fully teach and promote tenets of the Catholic faith and efforts of evangelization in safe, faith-filled learning environments permeated with Gospel values and virtues.

Objective 1.2: All school communities exemplify strong measures of mission and Catholic identity as determined by student's understanding and knowledge of the Catholic faith.



Catholic Identity Strategies

- . Catholic Identity Committee
- . Enhanced growth of the whole child for archdiocesan schools
- . Staff faith formation for all schools
- . Discipleship and family formation for all schools
- . Growth model assessment for all schools
- . Catholic identity measures and resources for all schools
- . Catholic identity visits for all schools



Goal 1 – Catholic Identity

Every Catholic school embodies Catholic identity authenticated by its mission.

Data Summary: The results of the annual *Faith Knowledge Assessment* for the past six years indicate basic proficiency overall in students’ understanding of the Catholic faith particularly in the areas of Knowledge of the Faith and Morality, and underscores the results of the *Catholic Identity Program Effectiveness Surveys* that “schools provide academically rigorous Catholic religion programs.”

The data from over 8,700 student test-takers, annually, in grades 3 through 8 indicates that roughly **74%** of current students are proficient in their understanding of grade-level religion standards. The data suggests that areas in need of improvement in religious instruction include Living in the Christian Community and Evangelization. Ongoing review of the religion curriculum and instruction, including catechist faith formation, and the alignment of standards, assessment, curriculum and instruction are also identified continued focus areas.

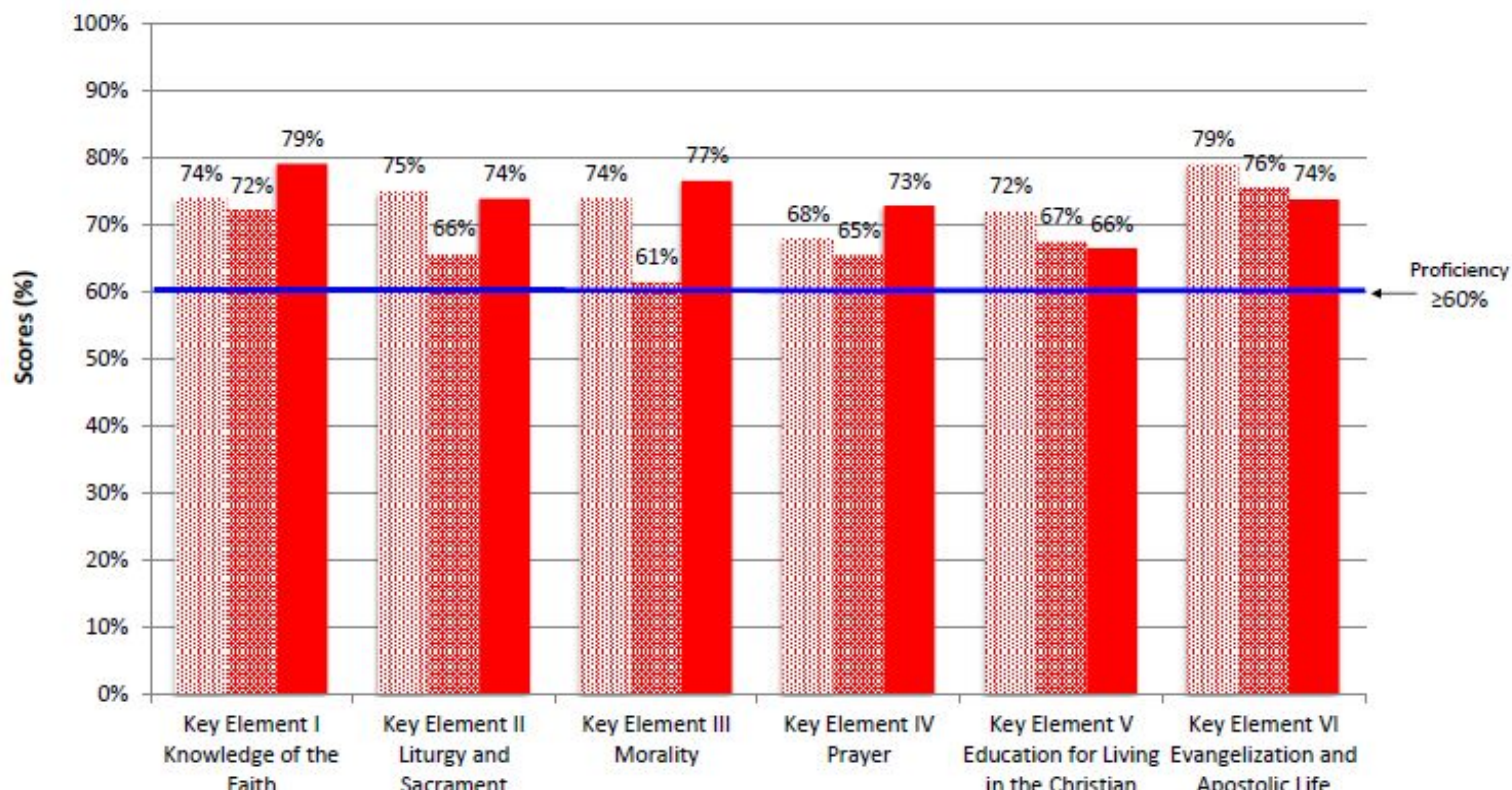


Archdiocese of Washington Catholic Schools
2018 Faith Knowledge Assessment
Overall Score by Key Elements of the Religion Curriculum
(*Forming Disciples for the New Evangelization*)

2016

2017

2018





Catholic Identity – Guiding Questions

How does your FKA data look year over year?

Are you growing or declining in any particular area by element?

Are your trends similar or different than the ADW aggregate?

Have you made a concentrated effort to improve the results in any one area?

E.g, new textbook series, teachers catechetically certified, etc.



Are you a school that is lucky to have the results you have?

High Results - Low Understanding of Root Causes - No Specific Plan - Replication of Success Unlikely

Are you a school that is leading the way?

High Results - High Understanding of Root Causes - Very Specific Plan - Replication of Success Highly Likely

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Goal 1 – Catholic Identity

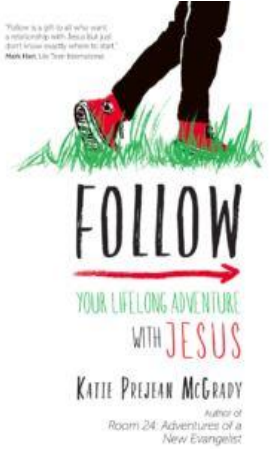
Every Catholic school embodies Catholic identity authenticated by its mission.

2018-2019 theme: **Dignity of the Whole Child**

*As **Pope Francis** reminds us, “To be saints is not a privilege for the few, but a vocation for everyone.” We are, by nature of our vocation as Catholic educators, called to uphold and affirm the dignity of the whole child, guiding them towards holiness and ultimately, becoming a saint!*

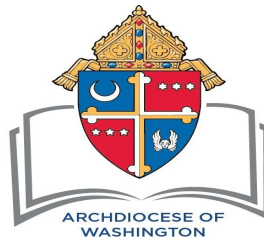
Beginning of school year social media: **#ADWSAINTS**

Fall 2018 Collaboration Day Keynote: **Ms. Katie Prejean McGrady**



www.katieprejean.com

@katieprejan



ARCHDIOCESE OF WASHINGTON
CATHOLIC SCHOOLS
ANNUAL DATA SUMMIT



ACADEMIC EXCELLENCE
WENDY ANDERSON



Academic Excellence

Goal: All archdiocesan students experience learner-centered instruction that engages them in learning and prepares them for the 21st century.

Objective 2.1 : Archdiocesan schools offer rigorous curriculum aligned with ADW standards and inclusive of Gospel Values.

Objective 2.2: Archdiocesan students are engaged in quality instruction from effective faculty who are adept at using instructional and assessment practices that promote academic growth for all learners.

Objective 2.3: Archdiocesan students meet individual targets in math and reading.

Objective 2.4: Archdiocesan schools have the capacity to provide faith formation and academically excellent education to a diverse population of students.



Academic Excellence Strategies

- Teacher evaluation tool and archdiocesan and school level
- Data-driven professional development
- Academic standards revision process
- Assessment resources and coaches
- Special education capacity
- Catholic identity instructional integration



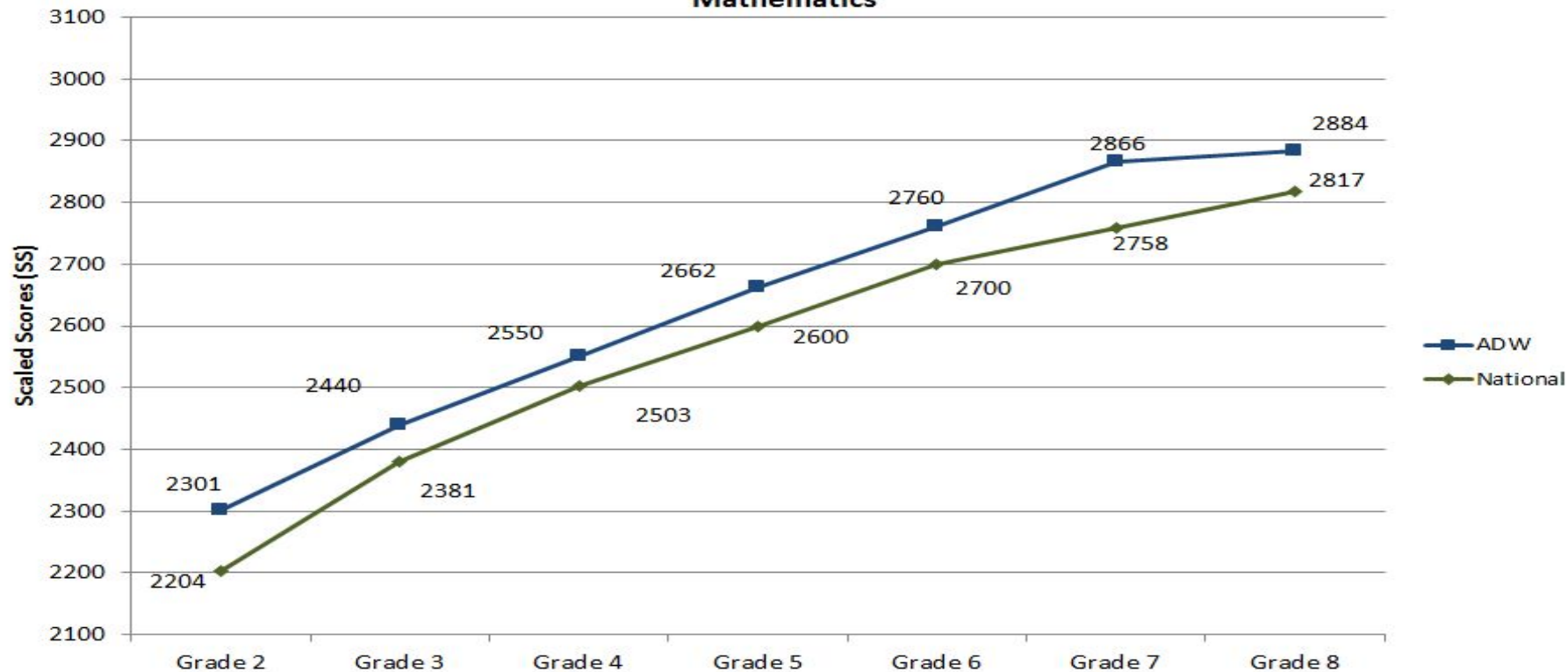
Goal 2 – Academic Excellence

All archdiocesan students experience learner-centered instruction that engages them in learning and prepares them for the 21st century.

Data Summary: The results of the *Scantron Performance Series* for the past six years demonstrate strong academic performance in both reading and mathematics at all grade-levels with average scores well above the National average. The performance trends of roughly 10,000 students have consistently shown that increased enrichment and differentiation effectively support the growth of all learners.

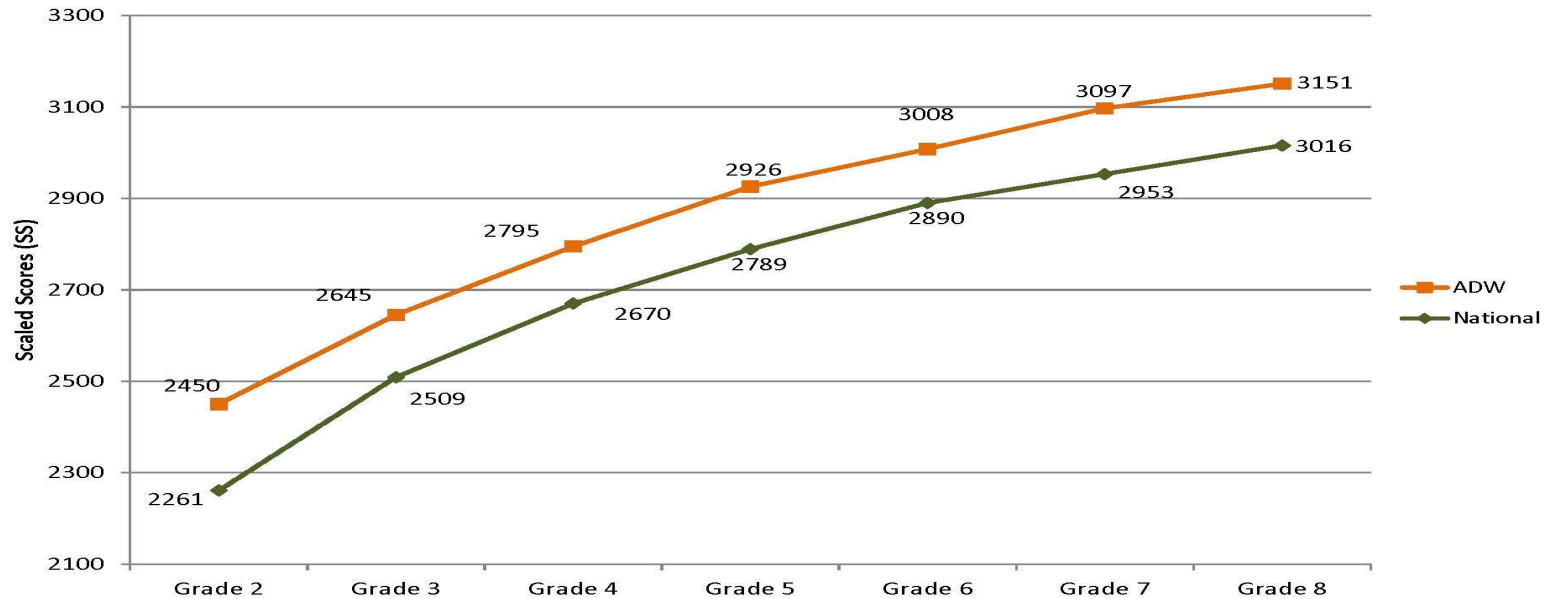
The marked difference in reading and mathematics outcomes, with 66% of students scoring above the National average in Mathematics and 75% of students scoring above the National average in reading, underscores the need for greater focus on mathematics curriculum and instruction, use of formative and summative assessment data, ongoing differentiation, and further enrichment.

**Archdiocese of Washington
Catholic Elementary Schools
2017-18 Scantron Performance Series, EOY Test
ADW Mean Scaled Scores v. National Mean Scaled Scores
Mathematics**



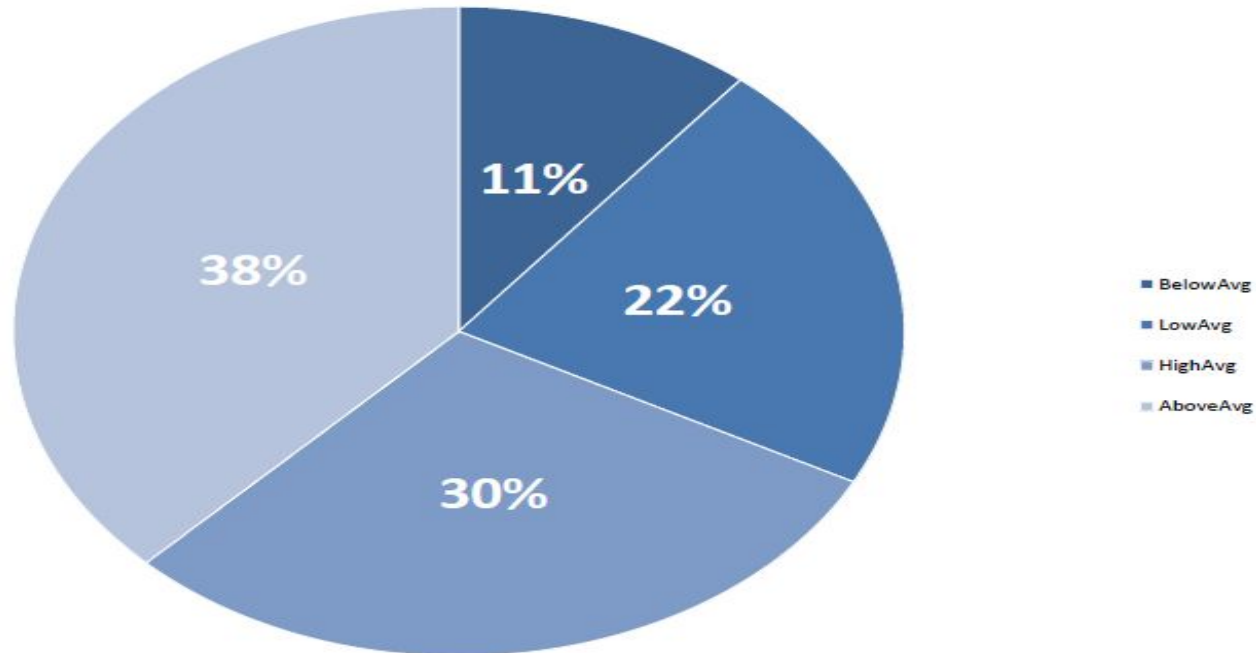


**Archdiocese of Washington
Catholic Elementary Schools
2017-18 Scantron Performance Series, EOY Test
ADW Mean Scaled Scores v. National Mean Scaled Scores
Reading**



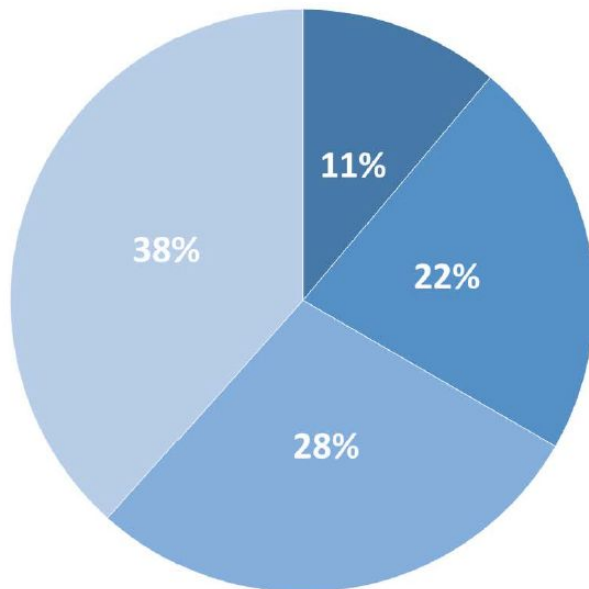


**Archdiocese of Washington
Catholic Schools
2017-18 Scantron Performance Series, EOY Test
Student Performance by Quartile
Mathematics**



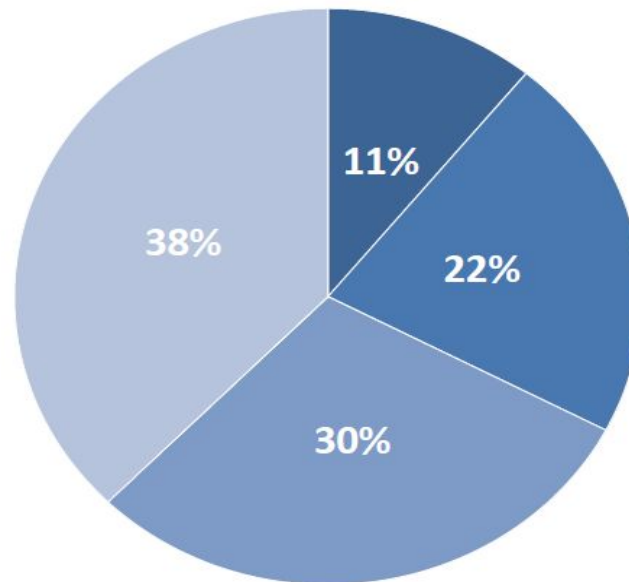


Archdiocese of Washington
Catholic Schools
2016-17 Scantron Performance Series, EOY Test
Student Performance by Quartile
Mathematics



■ BelowAvg
■ LowAvg
■ HighAvg
■ AboveAvg

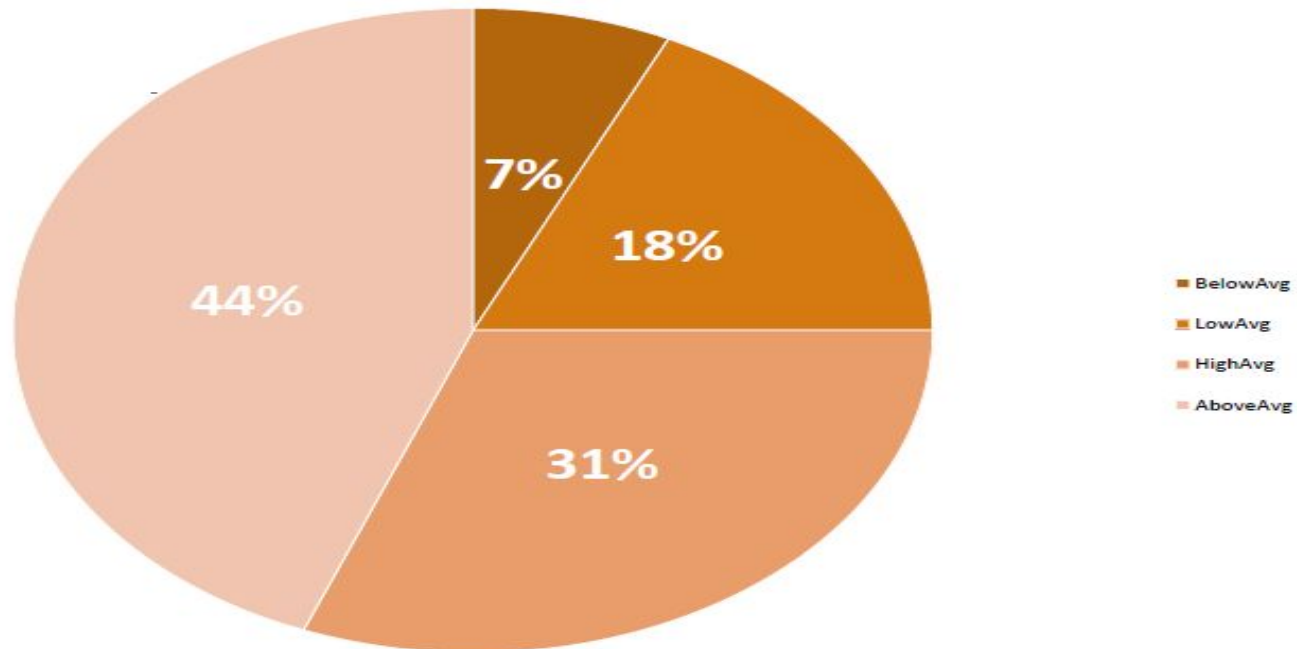
Archdiocese of Washington
Catholic Schools
2017-18 Scantron Performance Series, EOY Test
Student Performance by Quartile
Mathematics



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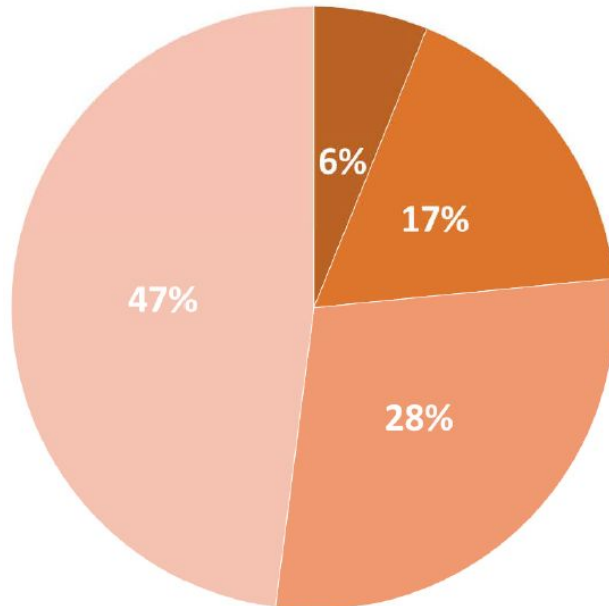


**Archdiocese of Washington
Catholic Schools
2017-18 Scantron Performance Series, EOY Test
Student Performance by Quartile
Reading**



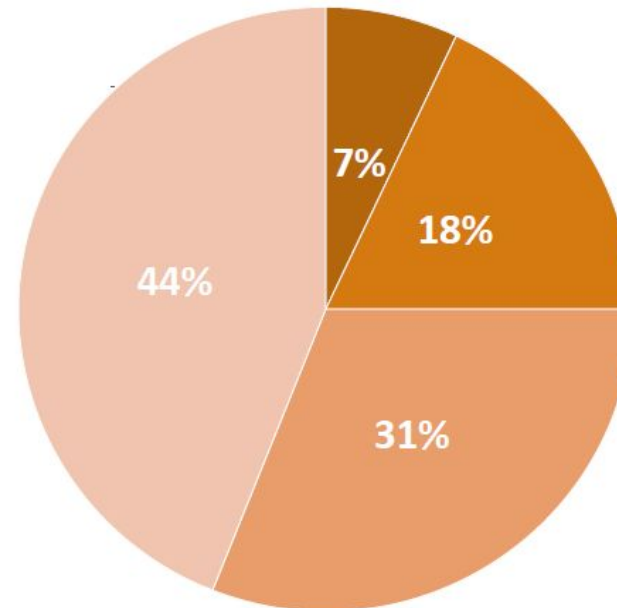


Archdiocese of Washington
Catholic Schools
2016-17 Scantron Performance Series, EOY Test
Student Performance by Quartile
Reading



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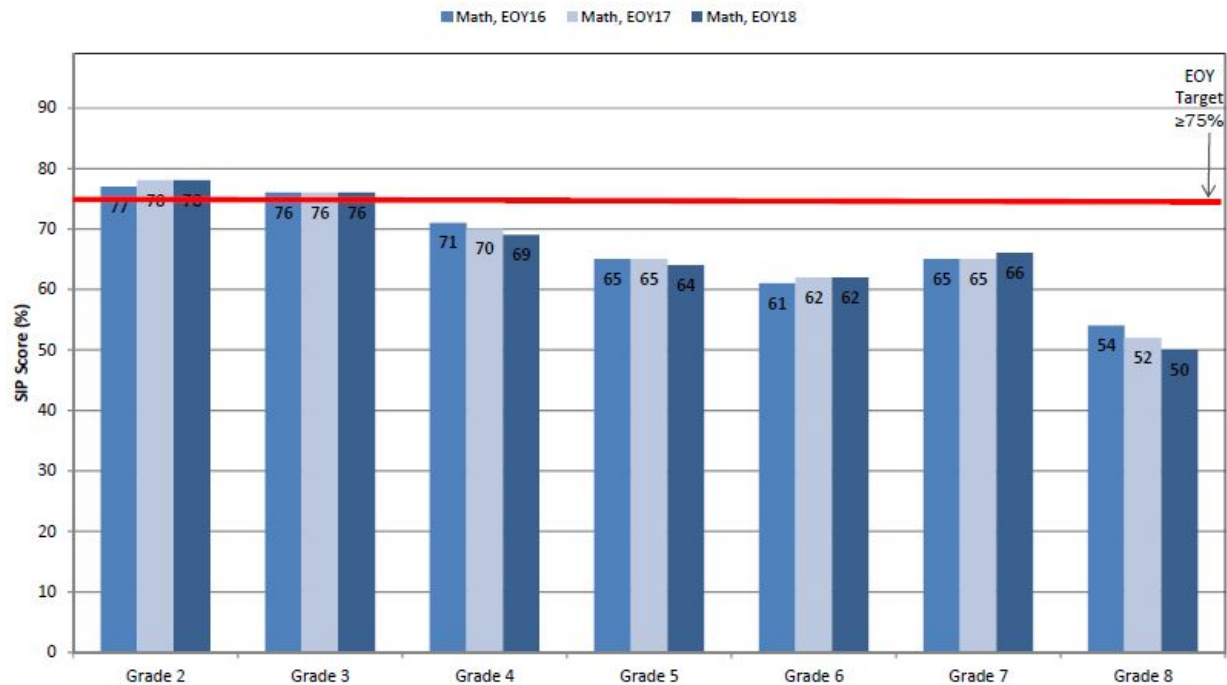
Archdiocese of Washington
Catholic Schools
2017-18 Scantron Performance Series, EOY Test
Student Performance by Quartile
Reading



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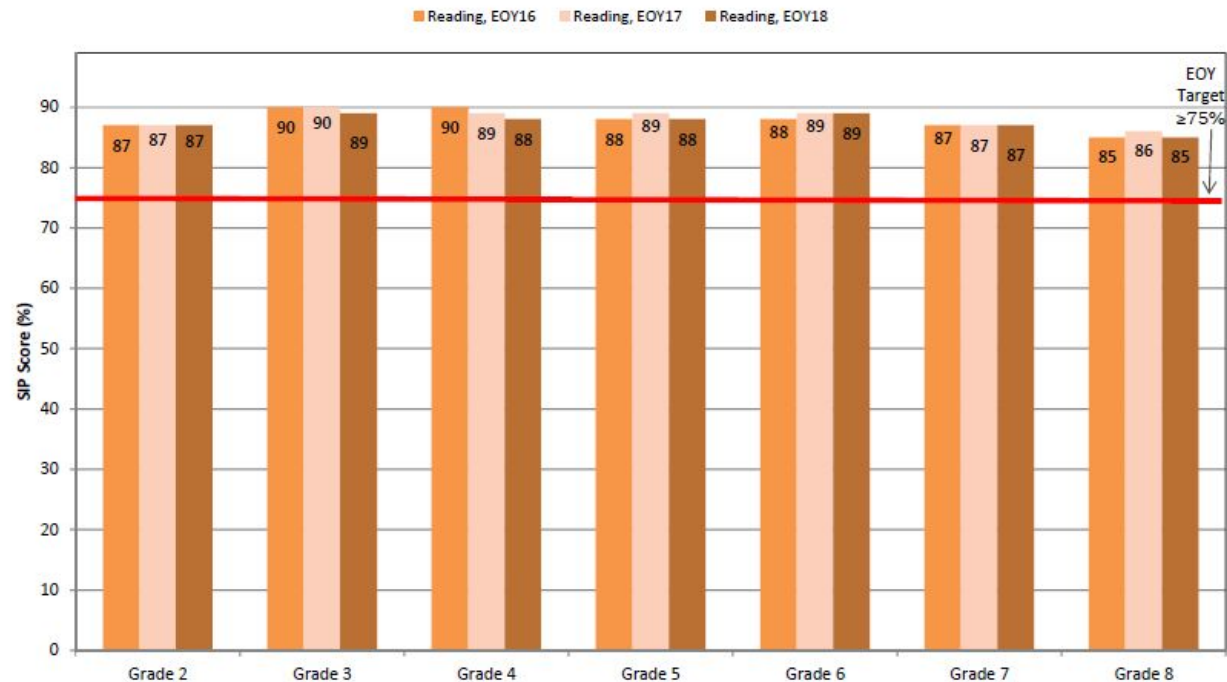


Archdiocese of Washington
Catholic Elementary Schools
2017-18 Scantron Performance Series
Overall Standards Item Pool Scores (SIP-%)
Mathematics



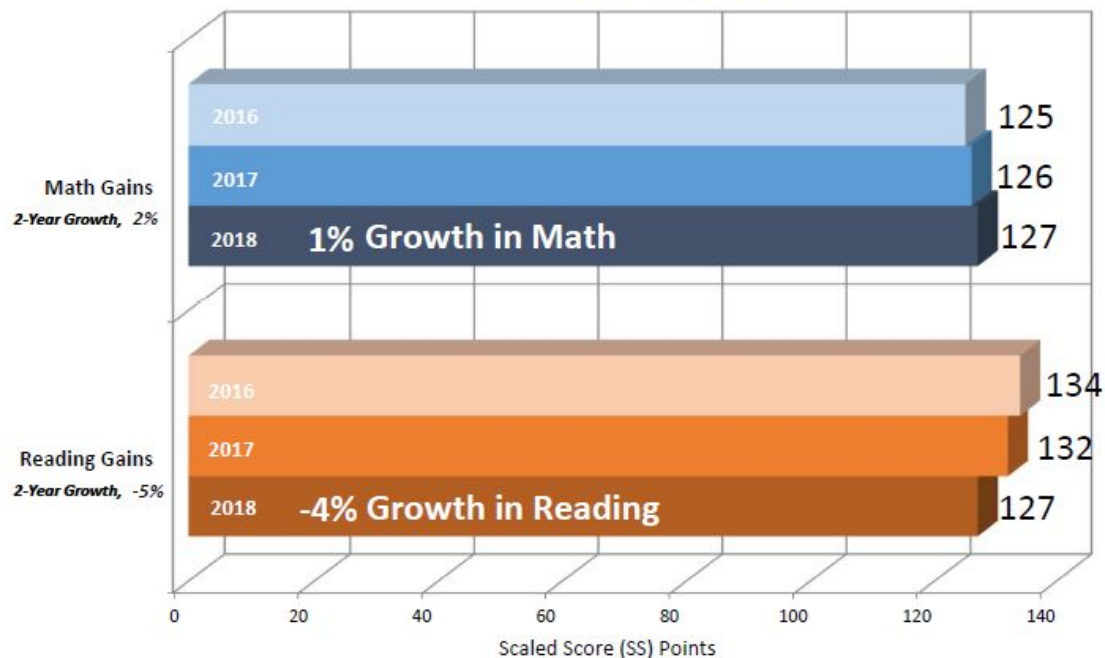


Archdiocese of Washington
Catholic Elementary Schools
2017-18 Scantron Performance Series
Overall Standards Item Pool Scores (SIP-%)
Reading





Archdiocese of Washington
Catholic Schools
2017-18 Scantron Performance Series
YOY Overall Growth
Mathematics and Reading





Academic Excellence - Guiding Questions

How does your Scantron data look year over year?

Are you growing or declining in any particular area?

Are your trends similar or different that the ADW aggregate?

Have you made a concentrated effort to improve the results in any one area?



Are you a school that is lucky to have the results you have?

High Results - Low Understanding of Root Causes - No Specific Plan - Replication of Success Unlikely

Are you a school that is leading the way?

High Results - High Understanding of Root Causes - Very Specific Plan - Replication of Success Highly Likely

ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data

Are you a school that is losing ground?

Low Results - Low Understanding of Root Causes - No Specific Plan - Current Plan is not Working - Continued Lack of Progress Likely

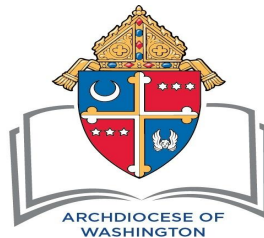
Are you a school that is learning to turn your results around?

Low Results - High Understanding of Root Causes - Very Specific Plan - Replication of Success Highly Likely



Scantron Next Steps (Over the Summer)

- Full Packet of Scantron Data is being emailed to principals next week.
- Blue Ribbon Letters will be generated from spring scores by September 1, 2018
- Resources will be provided for management and printing school level reports
- Official image copies of school assessment data will be generated for local school websites by September 1, 2018



ARCHDIOCESE OF WASHINGTON
CATHOLIC SCHOOLS
ANNUAL DATA SUMMIT



AFFORDABILITY AND ENROLLMENT
WENDI WILLIAMS



Affordability / Enrollment

Goal: Archdiocese of Washington schools achieve aggregate enrollment targets through improved operational vitality.

Objective 3.1: All archdiocesan schools will develop and achieve annual enrollment targets to improve financial viability.

Objective 3.2: Archdiocese of Washington will annually brand and market Catholic education to support local schools' student recruitment and retention efforts.

Objective 3.3: Archdiocesan schools will annually utilize the school budgeting processes provided by the CSO in accordance with ADW budgeting policies and procedures.

Objective 3.4: Archdiocese of Washington will increase public and private sources of funding to support CSO programs and tuition assistance.

Objective 3.5: Archdiocesan schools will annually implement an advancement program to achieve fundraising goals.



Affordability / Enrollment Strategies

- ADW elementary school growth
- Budget workgroup recommendations
- 3-Year Marketing Plan for the archdiocese and local schools
- Latino enrollment initiative
- Enrollment Forecaster Project
- Development program training
- Catholic Alumni Donor Program



Goal 3 – Affordability / Enrollment

Archdiocese of Washington schools achieve aggregate enrollment targets through improved operational vitality.

The 2017-2018 enrollment data, which includes 1) total enrollment, 2) retention, 3) census, 4) and year-over-year comparison data, has been evaluated to determine the target for individual school growth in enrollment. The three-year marketing plan is specifically focused on helping schools achieve their enrollment goals. Year-two of the marketing plan has three priority outcomes: increase overall enrollment; increase total number of applications for admission in archdiocesan elementary schools, and increase diversity in archdiocesan elementary schools relative to parish census data.

Specific retention targets have been identified for each school based on their current retention rate, and the current aggregate archdiocesan retention rate of 89%. Achievement of the retention target will be the focus of each school's retention program. The target for the aggregate archdiocesan retention rate is 92%.



Data Review for Enrollment and Affordability

1. 2017-2018 Retention Rate Analysis
 - ADW ES vs. ADW Aggregate 89%
 - ADW ES vs Regional Aggregate
 - ADW ES vs Strategic Plan Goal 92%
2. 2018-2019 ADW ES Projected Enrollment Assessment
 - 2018-2019 Projected vs. 2017-2018 Actual
 - 2018-2019 Projected vs. 2018-2019 Budget
3. Enrollment Diversity Analysis
 - 2017-2018 Enrollment Census vs. 2016 Parish Census

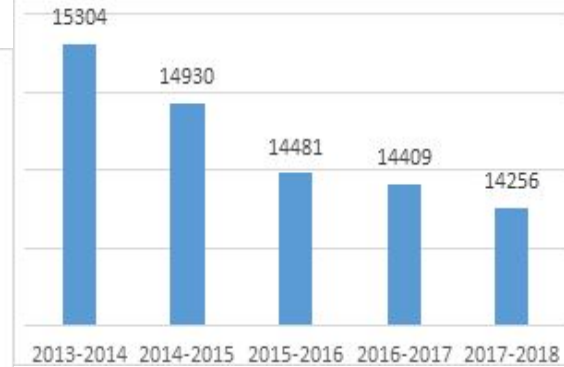
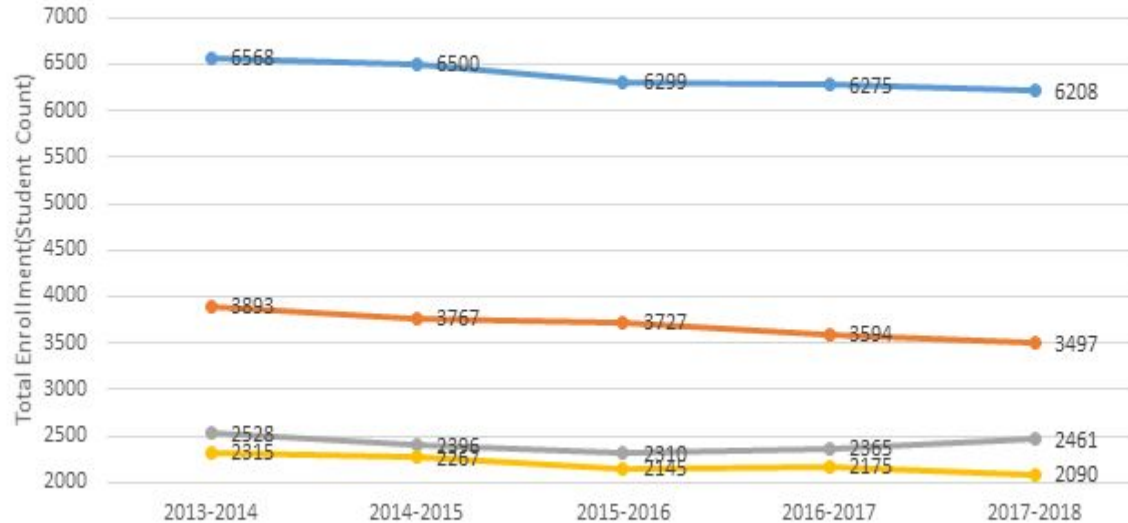


Retention Data

	DC	MC	PG	SoMD	Total
2017-2018	91%	90%	86%	88%	89%
2016-2017	90%	90%	86%	88%	89%
2015-2016	86%	90%	88%	90%	89%



Archdiocese of Washington Catholic Schools ADW Elementary Schools -5 Year Enrollment Trend



5 Year Trend:

DC..... +1.4%
MC.....-5.6%
PG.....-6.2%
So.MD.....-2.2



Goal 3 - Affordability

ADW ES Retention Rate Rankings	2016-2017 Total Schools	2017-2018 Total Schools
92% - 100%	18	18
88% - 91.9%	14	17
83% - 87.9%	15	10
78% - 82.9%	4	4
Below 79.9%	1	3
	52	52



Affordability/Enrollment - Guiding Questions

2017-2018 Retention Rate Analysis

- >92% - does your school have a defined retention strategy; what aspects of the strategy do you think most significantly support this outcome;
- <88% - are there population trends in your area that contribute to this trend; does your school have a defined retention strategy; what aspects of the strategy should you enhance to improve the outcome

2018-2019 Projected Enrollment

- Is enrollment growth a strategic priority for your school?
- Is your school tracking to achieve the budgeted enrollment for 18-19?
- If your school isn't tracking to achieve budgeted enrollment, what can your team do during the summer months to change the outcome? What aspects of your enrollment management strategy for 18-19 will positively impact 19-20?

Enrollment Diversity

- Are your parish and school census data comparable?
- What strategies are in place to support enrollment diversity and help ensure parish and school census data are comparable?



Are you a school that is lucky to have the results you have?

High Results - Low Understanding of Root Causes - No Specific Plan - Replication of Success Unlikely

Are you a school that is leading the way?

High Results - High Understanding of Root Causes - Very Specific Plan - Replication of Success Highly Likely

ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data

Are you a school that is losing ground?

Low Results - Low Understanding of Root Causes - No Specific Plan - Current Plan is not Working - Continued Lack of Progress Likely

Are you a school that is learning to turn your results around?

Low Results - High Understanding of Root Causes - Very Specific Plan - Replication of Success Highly Likely



Affordability/Enrollment Next Steps

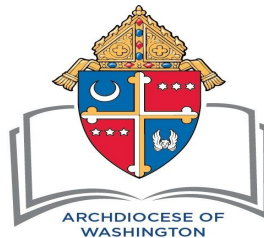
Archdiocese of Washington schools achieve aggregate enrollment targets through improved operational vitality.

Future data review will include:

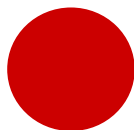
Budgeted Tuition Income vs. Actual Tuition Income

EOY Budget Data - Income and Expense Alignment

Budgeted Advancement vs. Actual Advancement



ARCHDIOCESE OF WASHINGTON
CATHOLIC SCHOOLS
ANNUAL DATA SUMMIT



GOVERNANCE
KELLY BRANAMAN



Goal 4 – Governance

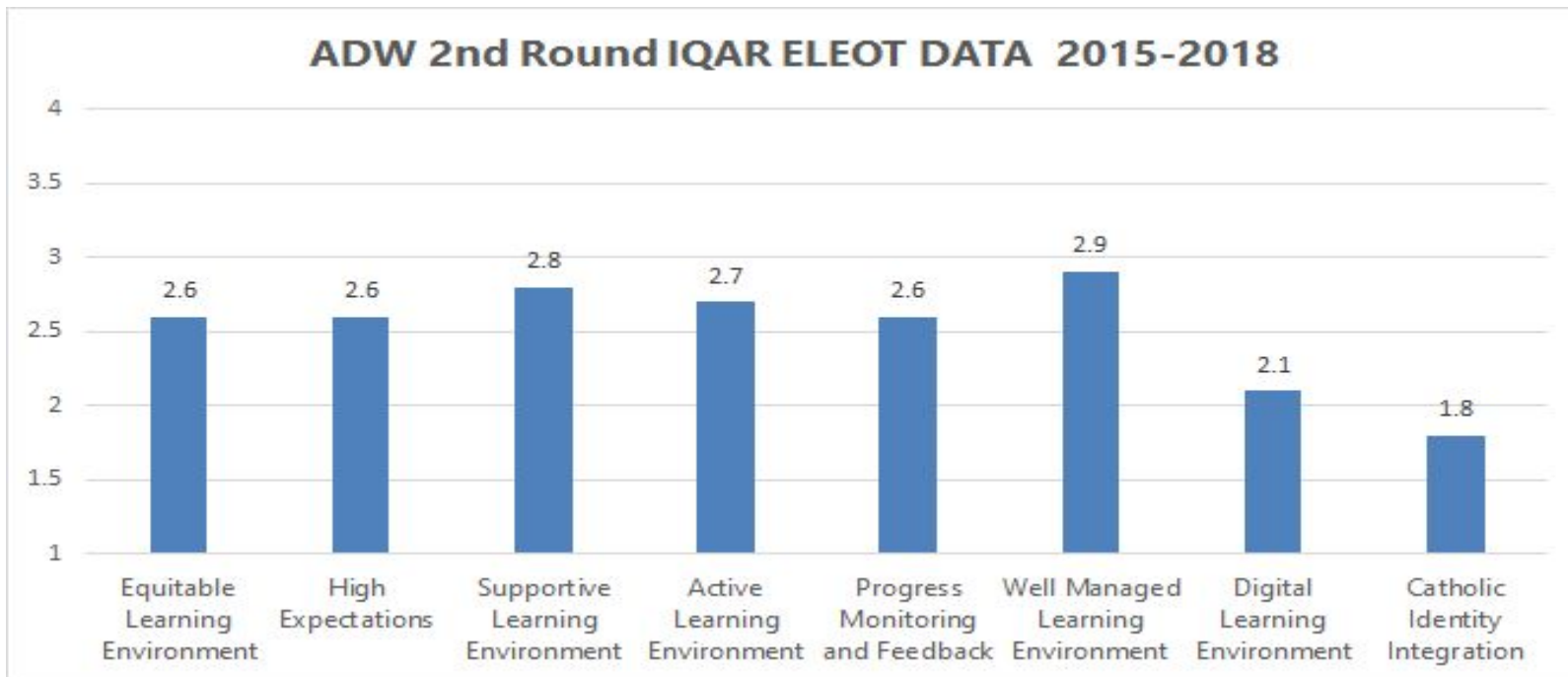
All archdiocesan schools have effective spiritual, instructional, and managerial leadership.

Data Summary: The *Effective Learning Environment Observation Tool* (ELEOT) was designed by AdvancED as required element in our national accreditation process. The Archdiocese of Washington Catholic Schools Office used the ELEOT as part of the Internal Quality Assurance Review (IQAR) school visits from 2015-2018.

Results of 812 classroom observations reveal that teachers are very supportive of student learning and classrooms are well managed. Areas for improvement include the need to increase students' use of technology and the integration of Catholic teachings across the curriculum.

Goal 4 – Governance

All archdiocesan schools have effective spiritual, instructional, and managerial leadership.





Are you a school that is lucky to have the results you have?

High Results - Low Understanding of Root Causes - No Specific Plan - Replication of Success Unlikely

Are you a school that is leading the way?

High Results - High Understanding of Root Causes - Very Specific Plan - Replication of Success Highly Likely

ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data

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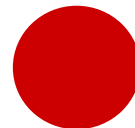


Retention Rate

Are you a school that is leading the way?



Faith Knowledge Assessment



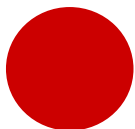
Catholic Identity Survey



Scantron - Reading

ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Data - ADW Aggregate Date - ADW Aggregate Data

Are you a school that is losing ground?



ELEOT

Are you a school that is learning to turn your results around?



Enrollment



Diversity



Scantron - Mathematics



Reflection

- What are the + / △ of this activity?
- Does this type of process assist you in prioritizing your strengths and areas of growth?
- How do you envision using this with your staff or school advisory board?