

Message from the Superintendent



This past Sunday, we celebrated the last Sunday in Christmas, the Baptism of our Lord. We dwell on the importance of our Baptismal call to more deeply become people of faith who preach

the Gospel at all times, more through our actions than our words. For our Schools, our success metrics are based on the growth in many areas. Perhaps the most important metric is based on the questions, how are Catholic schools different than a public school education? What is the value of a Catholic education?

We hope that our students, teachers, alumni and families exhibit the following characteristics:

- Joyful witness to faith in Jesus, as a friend, guide, and model
- Hopeful responsiveness to today's challenges grounded in prayer and love for all God's creation

- Ethical, moral citizens of the world willing to use the God-given gifts to help God's world and our time in it

While these are the hopeful characteristics, how do we offer proof that we are, in fact, achieving this result?

We can look for stories of our current students, our alumni, and our staff members who daily reach beyond themselves and gracefully say "Yes!" to simple daily requests and larger more complex issues. And, I would propose, that we look to our lives. As principals and pastors, your work in Catholic schools and parishes offers the world the best examples of leadership for our times. Just like we hope for "full, active, conscious participation" from our families in parish life, we celebrate and affirm your willingness to go to the mat to help make our schools the best

possible choice for a faith-filled education for families.

Again, the Office for Catholic Schools thanks 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.

As you review the following areas, please know that we are here to serve you. If you have any thoughts, ideas, or concerns, please do not hesitate to call or email. We continue to keep each school and parish leader in our prayers of gratitude and thanksgiving for saying "Yes!" to your ministry.

Strengthening Catholic Identity



School leadership from our 73 Catholic schools attended the Sept. 2018 CIC Leadership Retreat.

School Leadership



This year, the Catechetical Certification Program entitled Christ in the Classroom (CIC) has continued to deepen in its purpose. The Fall CIC Leadership Retreat hosted at Seabek Conference Center in Seabek, WA was strongly attended as Rev. Ronald Nuzzi facilitated deepening our understanding

of the Four Great Mysteries (Incarnation, Paschal Mystery, Trinity, and the Eucharist). 86 school leaders plus all OCS staff engaged in this formation retreat.

The Fall CIC Foundation Local School Retreats initiated in October modeling the same content in a faith setting to the local faculty and school staff. Again, these local retreats are being well-received as

the principal, as the spiritual leader, works respectfully and confidently with their school communities. The 2019 Winter CIC Foundation local retreats are now launching focusing on Missionary Spirit. **Susan Burdett**, our CIC Consultant, is a valuable part of the OCS-CIC planning team designing and crafting appropriate catechetical content to be explored by our Catholic schools.

NEW THIS YEAR: The OCS has entered a formal agreement with the Augustine Institute using the online platform of **SYMBOLON** as the vehicle to secure CIC Level I Catechetical Certification for our teachers of religion and elementary principals. This online tool is affordable, accessible, and allows our teachers and school leaders to complete the certification program as a school community without the need of traveling long distances for training. The first CIC Level I cohort is now launching. The online program can be reasonably achieved within a 9-18 month window. Initial feedback is positive and hopeful as teachers are grateful that the program content is fully aligned to Tasks of Catechesis which serves as the core structure of our PreK-12 Religion standards.

Serving Diversified Learners

This summer, Chancery ministries collaborated to secure 1,000 volunteers to support the Special Olympics USA National Games hosted in Seattle. The members of the Diversified Learners Committee activated our schools to pray, to serve, to support, to volunteer to meet and greet over 4,000 Special Olympics athletes from our 50 states. We were blessed to support the youngest athlete of the Games, **Frannie Ronan**, now 3rd grader at St. Madeleine Sophie Catholic School, Bellevue. Frannie, a gymnast, was truly an Ambassador for

Christ, and a beautiful representative from our Catholic schools. Frannie has touched the hearts of so many across the nation, including **Dr. Tim Shriver**, CEO of Special Olympics International. While all of us are working diligently to open our doors wider to support students with academic needs - profound to gifted - Frannie is teaching us all about academic inclusion and how inclusion change lives, changes communities, and is building the Kingdom of God.



FULCRUM

President Dan Sherman, Principal Martine Romero, faculty, staff, parents and most especially, the students of St. Madeleine Sophie Catholic School.

Igniting Missionary Disciples

The Missionary Discipleship Institute (MDI) continues to deepen its impact in our schools! Through our growing partnership with **MARYKNOLL** and the **MISSIONS OFFICE**, we are excited to witness **27** elementary schools focus deeply on the call of Missionary Discipleship at the 7th grade level. This program inspires **672** students to encounter the lives of their neighbors on the margins through a framework and the injustices that they face; reflect on how the Church responds in love, and the **disturbance** this creates in our own sense of discipleship; and discern, develop, and carry out a missionary response.



From left, Frannie Ronan, 9, and St. Madeleine Sophie Catholic School principal Martine Romero pose with Mariner Moose on Dec. 13. Stephanie Quiroz/staff photo, Bellevue Reporter.

On December 13 2018, **St. Madeleine Sophie School** as recognized nationally as a **Special Olympics Unified Champion School** by the Department of Education and Special Olympics International. St. Madeleine Sophie Catholic School is the first and only elementary school in Washington state to be recognized with this national honor. Special gratitude to Rev. Jim Picton,



7th grade students from St. Monica Catholic School, Mercer Island, serving at the St. Vincent de Paul Georgetown Food Bank.

Feedback from the Christ in the Classroom Foundation Fall Retreats: The Great Mysteries - The Sequel:

It is always a great opportunity to gather together with my colleagues and exchange ideas, pray, celebrate the Eucharist, and have fun. I appreciate all of the work that the OCS puts into this event.

I do appreciate the balance between the intellectual understanding of our theology and the spiritual growth that occurs as we examine our own personal relationship with the Great Mysteries.

My understanding of the Great Mysteries increased significantly - the presenter was engaging and highly knowledgeable - the time was well-planned and organized - the facilities were excellent - and I appreciated the informal time to get to know other school leaders. Thank you for all the efforts to make it happen!

Transformational Leadership

Building Leadership Capacity in the Archdiocese of Seattle Catholic Schools

The Office for Catholic Schools (OCS) and the Fulcrum Foundation collaborate to build leadership capacity by investing in the development of the very people who make our schools a beacon of hope for tomorrow's world. We identify, form, and retain transformational teacher leaders and principals committed to serving Catholic schools.



Building Leadership Capacity 7-Year Plan

The OCS and Fulcrum Foundation launched a Building Leadership Capacity 7-Year Plan this fall. There are 5 areas of focus in the 7-year plan of leadership

development and twelve programs. Below are the realized numbers and/or year for the program to be rolled out.

The Office for Catholic Schools and the Fulcrum Foundation are committed to developing leaders at all levels within the Catholic schools in the Seattle Archdiocese. This leadership model from teacher to principal will distribute the leadership, allow for collaboration in all directions and move the missions of the Catholic schools to meet the needs of all students.

Teachers	Teacher Leaders	Aspiring Leaders	New Principals	All Principals
<ul style="list-style-type: none"> ★ 1-2 Gonzaga interns serving students with differentiated learning needs 2018-2019 (Spring) 	<ul style="list-style-type: none"> ★ 117 Elementary GRACE Teacher Leaders 2018-2019 ★ 89 High School Chairs 2018-2019 	<ul style="list-style-type: none"> ★ ~10-15 Leadership Academy participants yearly 2015-2016 ★ \$138,800 Ed Leadership Grants for 25 leaders since 2005 	<ul style="list-style-type: none"> ★ ~10 new principals to the Archdiocese are inducted yearly 2015-2016 ★ New principal coaching for principals in 1-5 years 2019-2020 	<ul style="list-style-type: none"> ★ 73 schools Christ in the Classroom 2018-2019 ★ ~60 schools/leaders participated in instructional coaching training with UW CEL 2018-2019 ★ 54 schools implementing new online teacher observation and coaching tool 2018-2019

Building leadership capacity to achieve academic excellence

Forming Teachers as Instructional Leaders

We continue to build instructional leadership capacity through the elementary GRACE teacher leader program. **One hundred and seventeen (117)** teacher leaders attended **four** regional trainings in October, collaborating to plan future PLC meetings, learning to use new tools to analyze MAP testing data, and developing a shared vision for student engagement and purpose using the CEL 5D+ rubric. **Ninety-seven percent (97%)** of the teacher leaders who participated in these meetings indicated that the session content and strategies would directly impact their work. We will host **10** additional regional meetings in January and April, and look forward to the 2-day June forum with Aaron Hansen, author of *How to Develop PLCs for Singletons and Small Schools*. Many thanks to our

partners at Fulcrum for helping us award **\$15,375** in scholarship funds to offset teacher sub costs to **27** elementary schools.

At the high school level, we are



developing teacher leaders through the High School Instructional Leadership

Initiative. **43** high school instructional leaders are in their second year of this program, and a new cohort of **46** high school leaders began this fall. So far, each cohort has received **two** full days of training, focusing on effectively implementing targeted feedback related to a teacher's area of instructional focus. Participants are working closely with **1-2** teachers from their departments to provide regular instructional coaching.

Providing High Quality Instructional Resources

In August we published the [Pre-Kindergarten and Kindergarten toolkit](#), which includes Pre-Kindergarten learning standards, assessment tools, Kindergarten screening tools, and resources for family engagement. **Four** webinars and **two** in-person meetings were offered to help teachers understand toolkit resources. In December we convened a committee of **18** teachers and principals to publish a Social Studies toolkit. The committee's work is on track to complete and publish in June.



Partnering to Build Principal Instructional Leadership Capacity

54 schools adopted the E-walk online platform for teacher observations this year. **18** schools received a total of **\$7,560** in scholarship funds from the Fulcrum Foundation, providing access to use of the tool. **8** workshops have been offered across the Archdiocese in partnership with the University of Washington Center for Educational Leadership to help principals learn best practices for providing effective feedback to teachers using the CEL 5D+ rubric that is part of the E-walk platform. As of December, **445** teacher observations have been conducted using the new school, with an average of **8** walkthroughs per school. Principals are learning together by participating in learning walks during their regional principal meetings.



Forming School Leaders

The Leadership Academy, in its fourth year, has **10** aspiring administrators who will participate in **21** hours of leadership training in the areas of spiritual, academic, managerial and strategic leadership. Four graduates of the Leadership Academy are serving as principals in the Archdiocese beginning this fall, joining 6 Leadership Academy principals in their second and third years.

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.

Fulcrum and the Office for Catholic Schools have 6 Catholic universities they are intentionally partnering with in Educational Leadership: Creighton University, Gonzaga University, University of Notre Dame, University of Portland, Saint Martin's University and Seattle University.

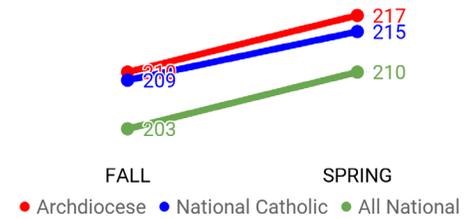
Measuring Student Achievement



This fall marked the third year of a common Archdiocesan assessment of student achievement. **Fifty-eight** schools gave the MAP assessments to **10,396** students in mathematics, reading, language usage and science.

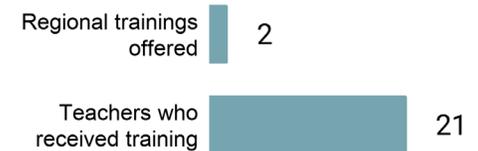
On average, our students achieve at high levels and learn at high rates. At each testing window, our students have tended to outperform their peers across the country in both public and Catholic schools. Our students also learn at comparable rates to their peers.

Fall-Spring MAP Achievement and Growth (Average RIT)



To help schools use their data, in October, OCS offered **two** regional trainings for principals and teachers on MAP data. There, **21** teachers deepened their skills reading reports to help guide classroom instruction.

MAP Data training offered to teachers and principals



Using Data to Inform and Communicate Improvement

To further increase access to data, this fall OCS introduced more than a **dozen** interactive visualizations of MAP and ACRE data. These visualizations help schools better understand and convey their achievement narrative for accreditation and school improvement.

Wise stewardship and thriving schools

Preparing for Hiring and Training New Principals and Teachers

We are surveying current principal and teaching staff to assess numbers for hiring for the 2019-20 school year. Principal search committees are forming for those schools looking to hire new principals beginning in the 2019-20 school year. Principal Search committees are staffed with current school parents and parish leadership, working with the OCS.

Evaluating Principals

The Principal Evaluation tool has been revised to reflect measurement of the National Standards and Benchmarks for Effective Catholic schools. (NSBECS) The OCS employs five experienced former catholic school principals as coaches to guide conversations, self-reflection, and goal setting with the principal. Meetings are held at the school site with the Pastor, Principal and Coach. We will be evaluating 18 principals beginning in January through the end of March. Feedback will be gathered to review the new tool as an effective evaluation and goal setting tool.

Supporting Parents, Principals and Pastors

We continue to answer many phone calls from principals regarding policy and personnel questions, parents with concerns for their students, and pastors having questions or seeking support for school challenges.



Revising Policy

Ongoing review and revision of Catholic School Policies in the areas of: Organization, Curriculum, Personnel, Student Welfare and Safety, and Management, will be published online January 2019.

Training Schools in Good Governance

We continue to offer regional workshop trainings for School Commission / Parent

Club leadership groups, and have completed 2 workshops this Fall, with 1 more scheduled in March.

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.

Utilizing Federal Funding

The OCS worked with schools to pool federal Title IIA funds, which support educator professional development. The high schools pooled **\$22,000** towards the cost of the high school instructional leadership training. The elementary schools pooled **\$16,900** towards the cost of the elementary principal instructional leadership training. These trainings would not be possible without the strategic use of federal funds.