

# Innovations in Catholic School Administration

*A partnership between Catholic Extension and Loyola Marymount University  
for Catholic school leadership preparation*

1. Introduction to Catholic Extension
2. Innovations in Catholic School Administration
  - Step 3: Making Time for Teachers
  - School Mission and Vision Planning
  - Increasing Grant Capacity
  - Technology Tools to Make Distance Irrelevant
  - Creating Vision Statements for Educational Institutions
3. The Catholic School Leadership Initiative (and your diocese!)

# Catholic Extension: About Us

- A national Catholic funding organization
- Established in 1905 by Fr. Francis Kelly



Mission: to bring the Church to Catholics in geographically isolated areas who did not have access to church buildings, or the regular presence of Catholic priests



Church at Terry, Montana, built from our plans, and by a designated gift to the Society

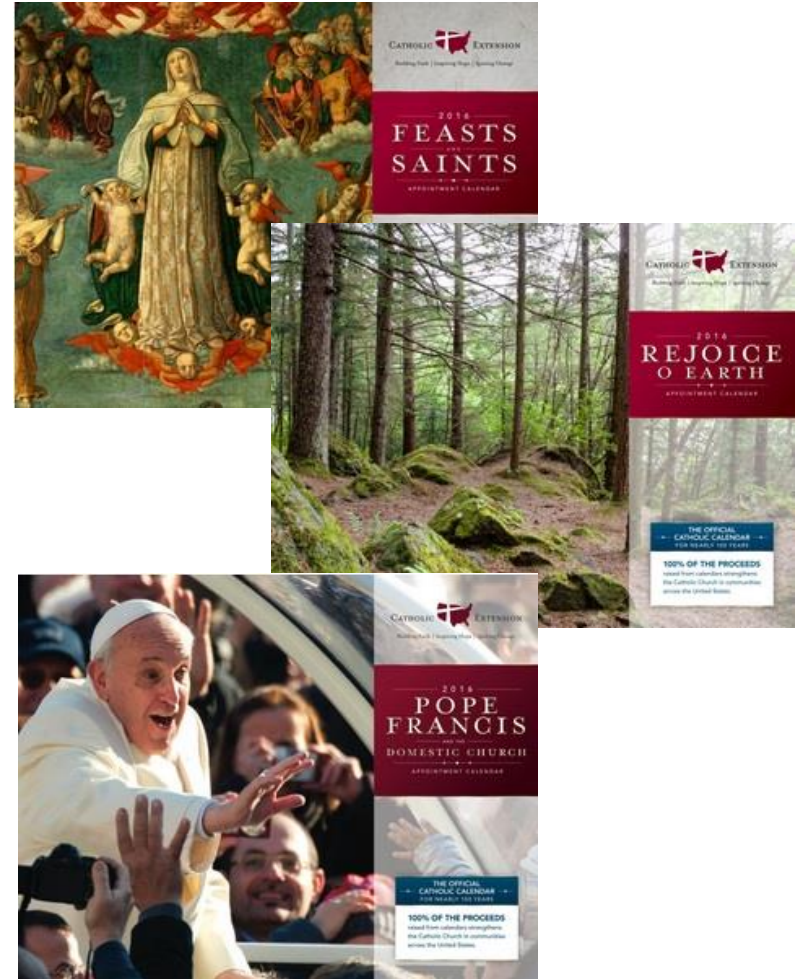
# Catholic Extension: About Us



- Over \$550 million in total funding provided
- All funding is entirely supported through private gifts from our donors
- Today's mission: To continue to grow and strengthen the Catholic Church in the "mission" dioceses of the United States



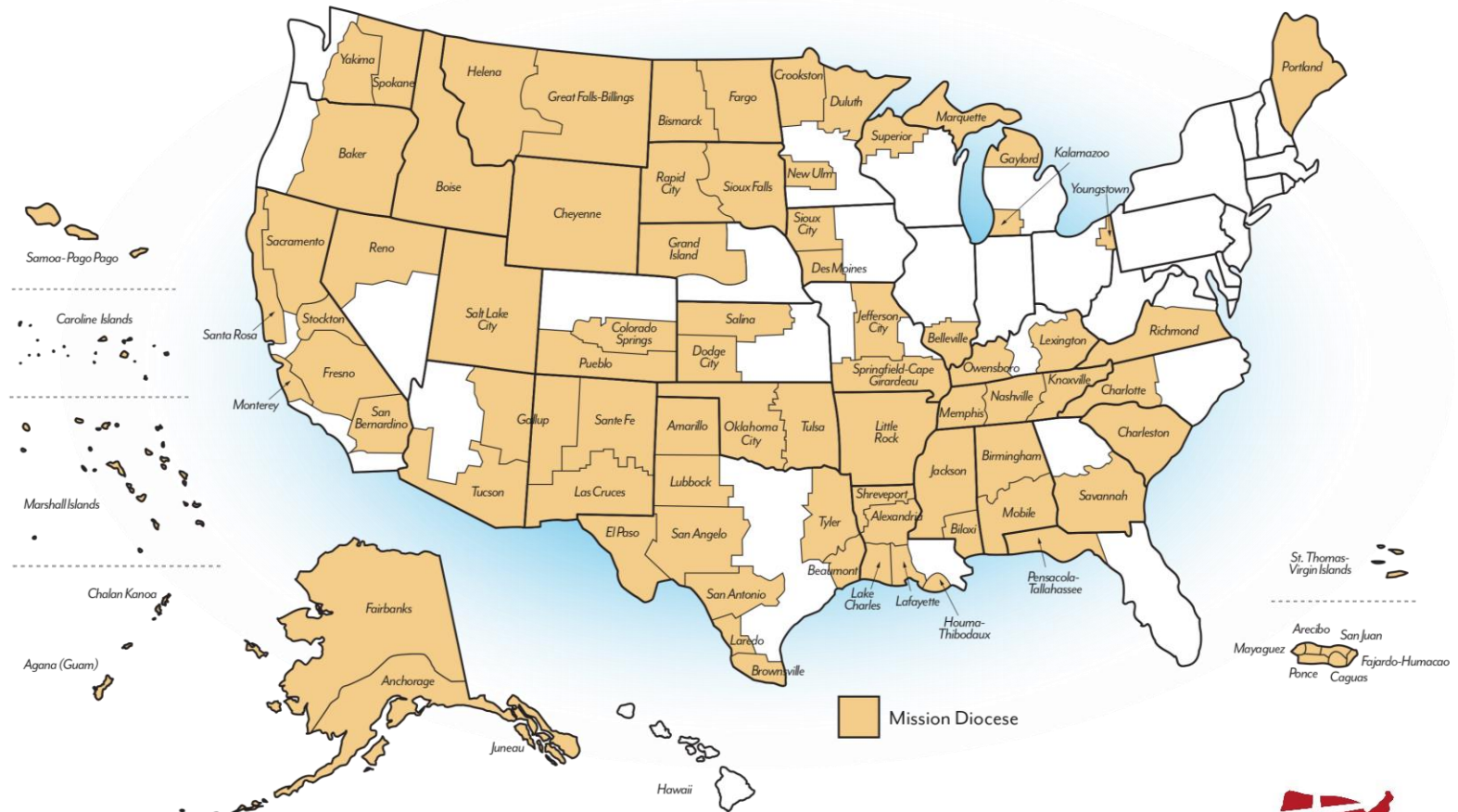
# Catholic Extension: About Us



# Catholic Extension: About Us

94 mission dioceses across the United States

- Isolated and/or under-resourced



# Catholic Extension: About Us

Areas of Catholic Extension support:

- Mission church construction and repairs
- Salary subsidies for priests and women religious at mission parishes
- Seminarian education
- Hispanic ministry
- Campus ministry and youth ministry
- Strategic Initiatives based on donor support





# Catholic Extension: About Us

## Catholic School Leadership Initiative



- Established to help mission dioceses develop and retain promising Catholic school leaders
- 1 Year program
- Certificate in Catholic School Administration
- 15 students per year in a national cohort
- Takeaway: Develop a new project to enhance their own Catholic school or diocese in a strategic area of need



# The LMU Certificate in Catholic School Administration (CCSA)



# The LMU Certificate in Catholic School Administration (CCSA)

Dr. Anthony Sabatino, Clinical Associate Professor  
Department of Educational Leadership  
Center for Catholic Education  
Loyola Marymount University, Los Angeles

## **Certificate in Catholic School Administration (CCSA) program** *Making Distance Irrelevant in Catholic School Leadership Preparation*

The program covers **four major themes** in Catholic school administration; **mission-focused** leadership; **faith and spiritual** leadership; **operational** management; and **instructional** leadership. The integration of faith and professional practice is made relevant through practical experiences that prepare students to grow as Catholic school leaders through **project based learning strategies**. Students learn that assessment, accountability, and transparency can serve well the **mission, vision, and learning outcomes** of every Catholic school that strives to be a **professional learning community**.

# The LMU CCSA

4 Courses – 10 graduate units – 11 months  
One Professor

EDLA 6420 Invitation to Lead (1 unit)

Summer Session 2 - First weekend in August on the LMU campus

EDLA 6430 Mission-focused Leadership in Catholic Education (3 units)

Fall Semester - virtual online

EDLA 6431 Organizational Leadership in Catholic Education (3 units)

Spring Semester – virtual online

EDLA 6432 Instructional Leadership in Catholic Education (3 units)

Summer Session 1 – virtual online

# Meet the CCSA Presenters

## **Diocese of Reno: Step 3: Making Time for Teachers**

Brianne Thoreson (F14)

## **Diocese of Knoxville: School Mission and Vision Planning**

Liz Raudat (F14)

Lisa Maki (F14)

Andy Zengal (F14)

Jane Walker (F15)

Mary Sue Kosky(F15)

## **Diocese of Marquette: Increasing Grant Capacity**

Christy Miron (F15)

Adam Husing (F14)

## **Diocese of Gallup: From Isolation to Collaboration**

Antonio Trujillo (F14)

## **Dioceses of Springfield-Cape Girardeau and El Paso:**

### **Creating an Effective Vision Statement for Educational Institutions**

Bonnie Johnson (F15)

Lisa Zwiesler (F15)

Jessica Brito (F15)

Note: All course content, program outcomes, and student projects are aligned with the NSBECS.

Here some examples of the projects leading to achievement of the desired outcomes of the program.



# STEP 3

## Making Time for Teachers

*A unified professional development and evaluation system based on the National Standards and Benchmarks for Highly Effective Catholic Elementary and Secondary Schools*

**Brianne Thoreson**

# Excellent Catholic School

## Summative Evaluation

Evaluation

Development

Mission

Professionalism

## Formative Evaluation

Basic Skills  
Achievement Skills

Advanced Skills

Excellent Catholic Schools  
Systematic Teacher Evaluation & Preparation

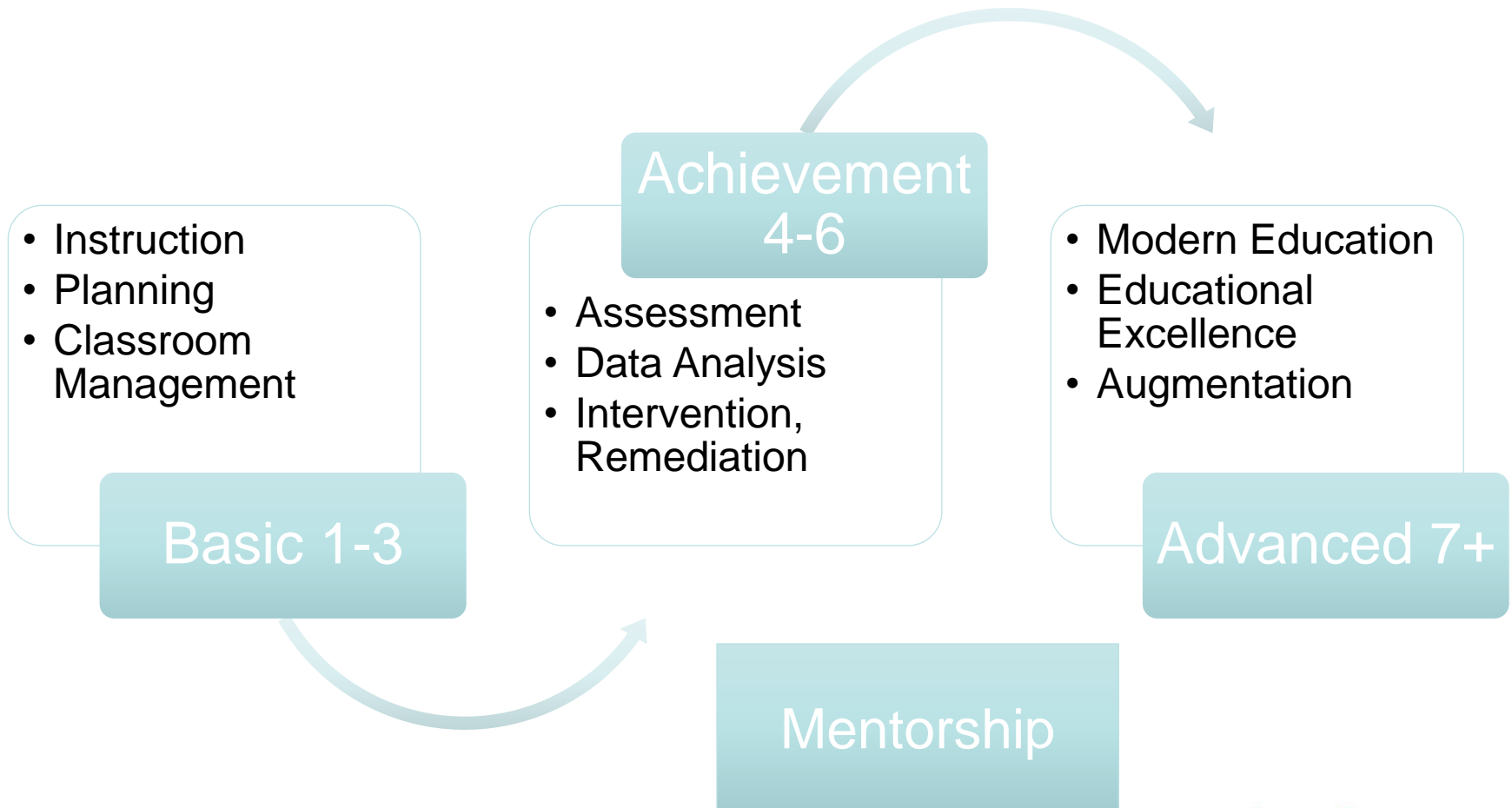
## STEP 3: Making Time for Teachers

# Systematic Teacher Evaluation & Preparation

STEP 3 pairs three elements for successful teacher evaluation and development:

- ① Formative Evaluation
- ② Professional Development based on Formative Evaluation
- ③ Summative Evaluation

# Formative Evaluation





# Formative Evaluation - Sample

**Observation Summary** [Email] [Print] [Close]

**BEC Communication - NSBEC 8** | BEE Engagement - NSBEC 7 | BEEP Evaluation and Planning - NSBEC 8 | BEPP Presentation and Planning - NSBEC 7 | Signatures

**BEC Communication - NSBEC 8**

**BEC1** Communication is clear, constant, and differentiated.

Level of Performance  Unsatisfactory  Opportunity for Growth  Not Observed  Satisfactory  Area of Strength

[Clear Rating](#)

Evidence

**BEC1a** The teacher speaks with students, allows students to speak, and encourages questions or concerns.

Level of Performance  Unsatisfactory  Opportunity for Growth  Not Observed  Satisfactory  Area of Strength

[Clear Rating](#)

Evidence

**BEC1b** Communication with students regarding assignments is written, verbally explained, and posted on classroom sites for parents.

Level of Performance  Unsatisfactory  Opportunity for Growth  Not Observed  Satisfactory  Area of Strength

[Clear Rating](#)

Evidence

**BEC1c** Emails are professional in tone and copied to the administrator when necessary.

Level of Performance  Unsatisfactory  Opportunity for Growth  Not Observed  Satisfactory  Area of Strength

[Clear Rating](#)

Evidence

**BEC1d** Phone calls are returned within 48 hours.

Level of Performance  Unsatisfactory  Opportunity for Growth  Not Observed  Satisfactory  Area of Strength

[Clear Rating](#)

Evidence

**BEC1e** Parent communication is consistent and frequent (immediate upon failing or D grade, immediately upon significant grade change, immediately upon concern).

Level of Performance  Unsatisfactory  Opportunity for Growth  Not Observed  Satisfactory  Area of Strength

[Clear Rating](#)

[Refresh Evaluations](#) 30 Evaluations in list [+ Add New...](#) [Bulk Printing](#)

# Formative Evaluation - Sample

Observation Summary

BEC Communication - NSBEC 8   BEE Engagement - NSBEC 7   BEEP Evaluation and Planning - NSBEC 8   BEPP Presentation and Planning - NSBEC 7   Signatures

**Administrator's Signature**

Admin Signature

**Teacher Signature**

Teacher's Signature

Remove and Unlock Form

*Teacher's signature does not necessarily indicate agreement with the evaluation, only that the teacher is aware of the content. Teachers may submit written rebuttal to this evaluation.*

The form will lock after the teacher signs this document. You will have to remove the teacher's signature to unlock the form.

**Administrator's Remarks:**

**Teacher's Remarks:**

Refresh Evaluations   30 Evaluations in list   + Add New...   Bulk Printing

# Professional Development Community (PDC)

## Ongoing formative component

Based on Formative Evaluation Cycle Groups  
Catholic Teacher Network

## Content

Yearly Professional Development Focus for in-depth  
understanding and professional strength

## Development in Action

Blogging and/or classroom application required as  
part of formation

## Desired Outcomes

Peer leaders

# Summative Evaluation – Sample

## Domain: Mission and Religious Instruction

### Standard 1

***An excellent Catholic school is guided and driven by a clearly communicated mission that embraces a Catholic Identity rooted in Gospel values, centered on the Eucharist, and committed to faith formation, academic excellence and service.***

#### **1.4 The mission statement is visible in public places and contained in official documents.**

- ① The faculty member has the mission statement clearly posted in the classroom for student and visitor observation.
- ② The faculty member uses the mission statement in newsletters and general class documents.

#### **1.5 all constituents know and understand the mission.**

- ① The faculty member teaches the meaning of the mission to students in word and deed.
- ② The faculty member provides opportunities for the students to know and experience the mission.



# Summative Evaluation – Sample

## Domain: Instruction and Student Engagement

**7.2 Standards are adopted across the curriculum, and include integration of the religious, spiritual, moral, and ethical dimensions of learning in all subjects.**

- ① The faculty member details links to teachable Catholicism within lesson plans.
- ② The faculty member includes activities that encourage moral and ethical development within the regular classroom curriculum.

**7.3 Curriculum and instruction for 21st century learning provide students with the knowledge, understanding and skills to become creative, reflective, literate, critical, and moral evaluators, problem solvers, decision makers, and socially responsible global citizens.**

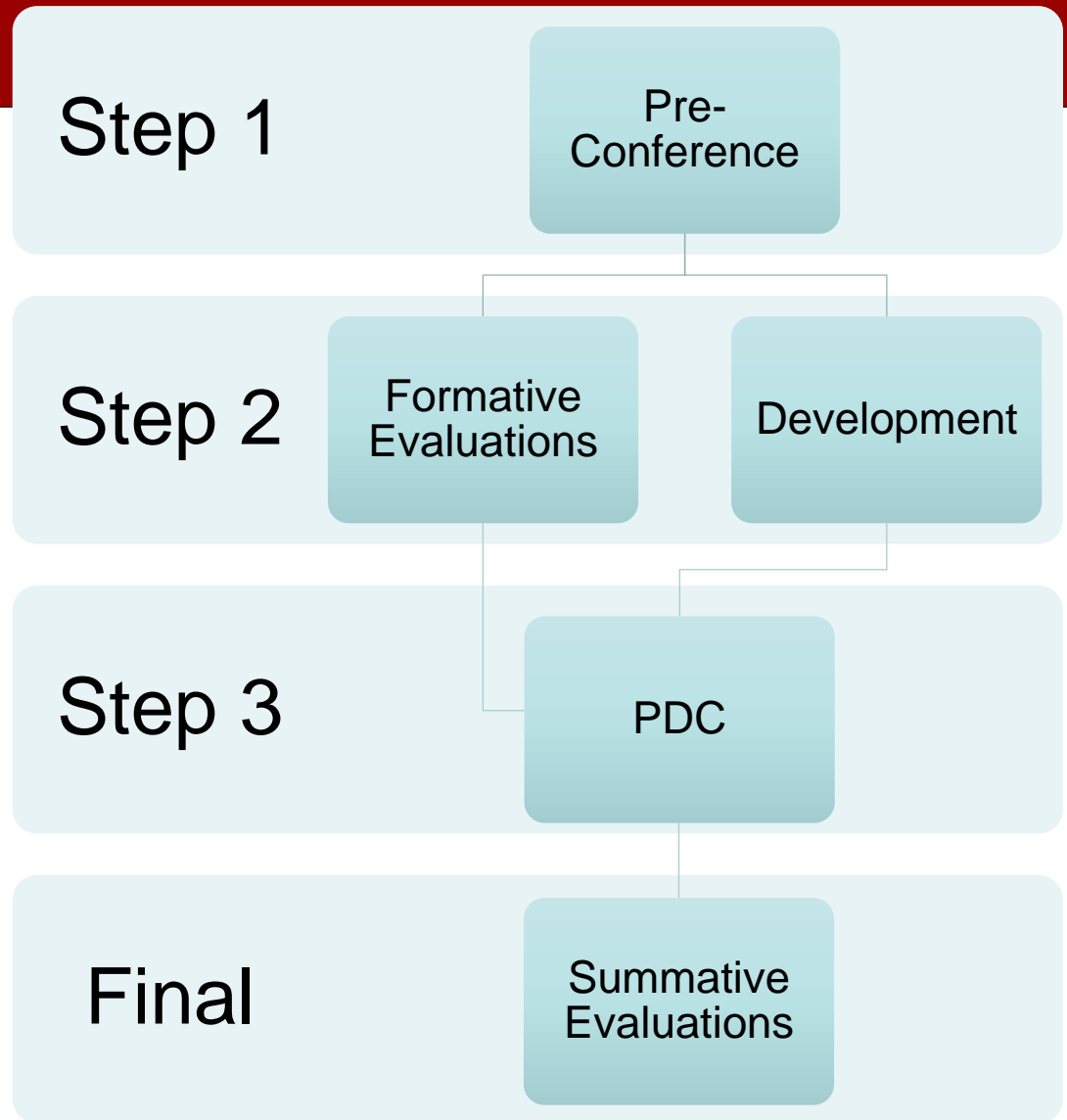
- ① Instruction is varied; the faculty member uses multiple instructional methodologies to encourage student learning.
- ② The faculty member relates instruction and lessons through the lens of Catholicism to current events.
- ③ The faculty member embraces new opportunities for technology use in the classroom, flipped classrooms, and collaborative learning.

# Formative and Summative Evaluation App

The screenshot displays the user interface for the 'Evaluative' app. The user is identified as Brianne Thoreson. The interface is organized into several sections:

- Left Sidebar:** Contains navigation icons for Home, Teachers, Evaluations, Rubrics, Settings, Reports, and Demo.
- My Teachers:** Shows 1 teacher.
- My Evaluations:** Shows 3 evaluations. A tip below states: "Tip: Once you have marked your formal evaluation as complete –the entire evaluation icon will turn green. This is a quick way to confirm the evaluation has been marked as complete and the data has been transferred into the Summative Evaluation."
- Evaluations (Current Year):** A summary section with the following counts:
  - Evaluations (Current Year): 3
  - Evaluations In Progress: 0
  - Evaluations Complete: 2
  - Informal Evaluations: 1
  - Summative Evaluations: 0
- My Notifications:** Displays "You have no notifications."
- Upcoming Observations & Conferences:** This section is currently empty.
- Recently Accessed Evaluations:** Shows three evaluation cards for "Perry, Mary" with dates 4/13/2015, 9/17/2014, and 4/13/2015.

1. Place teachers into Evaluation Cycle Groups
2. Pre-Conference with all teachers
3. Formative Evaluations begin (throughout the school year)
4. Development in Evaluation Cycle Groups (throughout the school year)
5. Summative Evaluation
6. Post Conference



## School Mission and Vision Planning

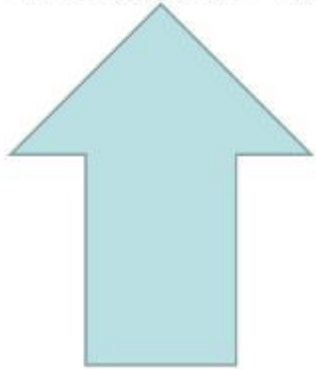
Diocese of Knoxville



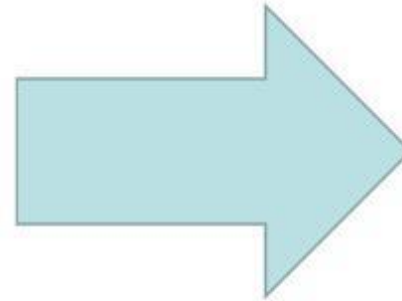
# Diocese of Knoxville - School Mission and Vision Planning

## A Constructivist Process

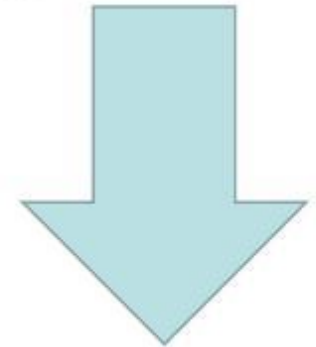
Mission Project  
Fall 2014:  
Website Tool



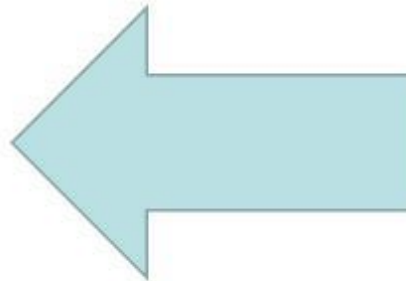
Feedback to  
Improve Tool -  
Ongoing



Presentation to  
New Cohort:  
Aug, 2015



**Collaboration  
and Solidarity**



Application: Use of  
Website Tool  
Project - Fall 2015  
St. Dominic School

# Diocese of Knoxville - School Mission and Vision Planning

## DEFINING OUR MISSION

### Mission Alignment and Integration for Catholic Schools in the Diocese of Knoxville



# Diocese of Knoxville - School Mission and Vision Planning

## MAKING A STATEMENT

Communicating the purpose of your school to the world in just a sentence or two

### DETERMINING CORE VALUES?

To start the process of writing a mission statement from scratch, it is important to reflect on core values and underlying strategies.



### REVISING A MISSION STATEMENT?

Schools in the Diocese of Knoxville can renew or revise based on these common traits of effective mission statements.

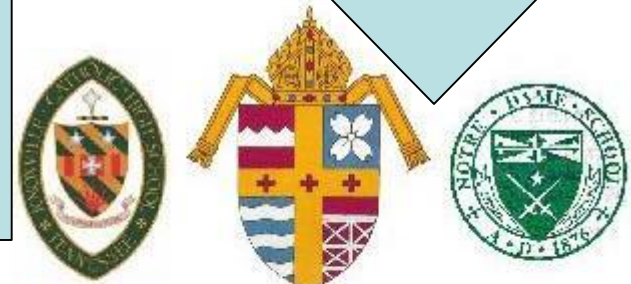
### WRITING YOUR VISION STATEMENT?

Good advice from *The Wilder Nonprofit Field Guide to Crafting Effective Mission and Vision Statements*.



### DETERMINING LEARNING OUTCOMES?

Examples of learning outcomes from Lorraine A. Ozar.



SAINT JOHN NEUMANN



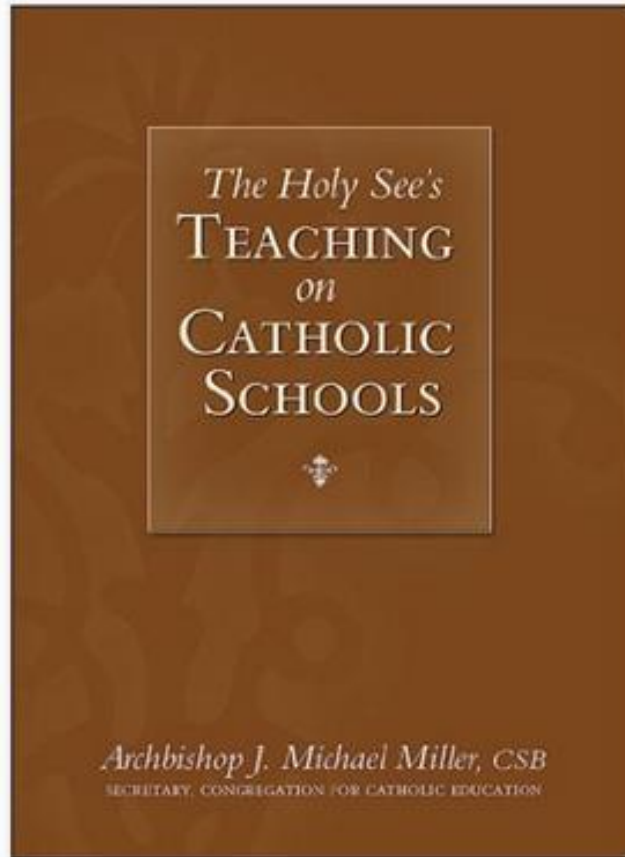
Building Faith | Inspiring Hope | Igniting Change



# Diocese of Knoxville - School Mission and Vision Planning

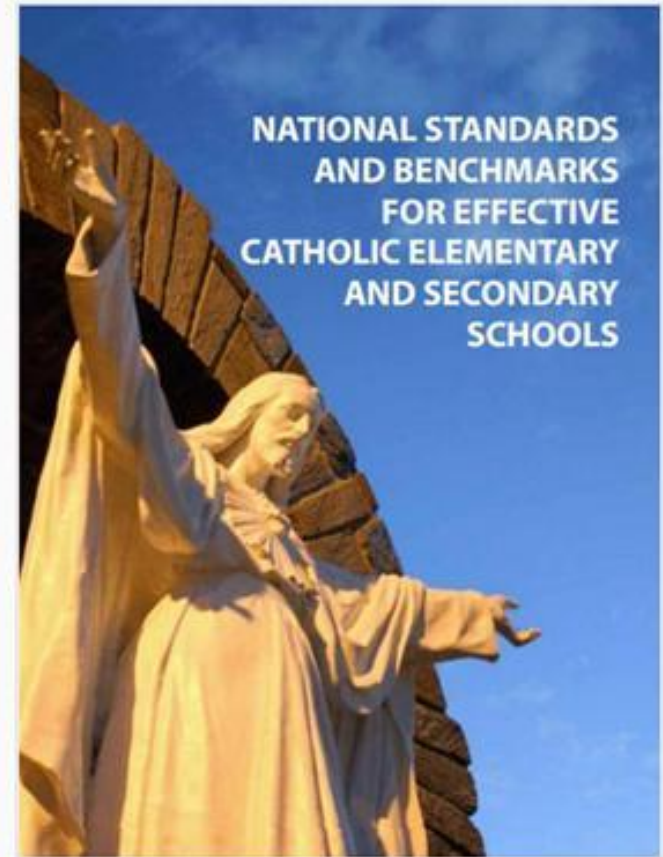
Alignment: Catholic Identity

Does the mission statement exemplify the "Five Essential Marks of Catholic Schools"?



Click above.

Does the mission statement reflect the "Defining Characteristics of Catholic Schools?"



Click above.

# Diocese of Knoxville - School Mission and Vision Planning

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REVISING MISSION AND CREATING VISION  
Appendix D  
Coaching Team's Evaluation of SDCS Mission Statement using NISECS Rubrics

**Evaluating Catholicity in Catholic School Mission Statements**  
A framework using *The National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools - CNAEL-2012*  
Does your school's Mission Statement reflect these "Defining Characteristics"?

As a ministry of its parish and with all stakeholders in mind, Saint Dominic Catholic School will believe in providing an exceptional development opportunity, will inspire social, intellectual, and spiritual growth, and will constantly celebrate the gifts God has provided.

Write your school's Mission Statement in the space provided above.

	Level 1 Does not meet criteria	Level 2 Somewhat meets criteria	Level 3 Meets criteria	Level 4 Exceeds criteria
<p><b>From Section I. "Defining Characteristics of Catholic Schools"</b> Directions: After reading and reflecting on the content below, evaluate your school's mission statement above to determine to what extent it meets the criteria for each characteristic.</p> <p><b>1. Centered in the Person of Jesus Christ</b></p>	1			
<p>"Catholic education is rooted in the conviction that Jesus Christ provides the most comprehensive and compelling example of the realization of full human potential. In every aspect of programs, life, and activities, Catholic schools should foster personal relationship with Jesus Christ and communal witness to the Gospel message of love of God and neighbor and service to the world, especially the poor and marginalized" (CNAEL, 2012, p. 2).</p> <p><b>Coaching Team Comment:</b> The current mission statement mentions God, but does not mention the person of Jesus Christ, nor does it mention fostering a personal relationship with Jesus Christ.</p>				

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REVISING MISSION AND CREATING VISION

	Level 1 Does not meet criteria	Level 2 Somewhat meets criteria	Level 3 Meets criteria	Level 4 Exceeds criteria
<p><b>2. Contributing to the Evangelizing Mission of the Church</b></p>		2		
<p>"By reason of its educational activity, Catholic schools participate directly and in a privileged way in the evangelizing mission of the church. The environment in Catholic schools should express the signs of Catholic culture, physically, and visibly" (CNAEL, 2012, p. 2).</p> <p><b>Coaching Team Comment:</b> The current mission statement states that the school is a ministry of the parish, therefore the conclusion can be drawn that the parish is an extension of the Church. The word "Catholic" is not used in the mission statement. The statement does not express evangelization as a purpose for the school's existence.</p>				



# Diocese of Knoxville - School Mission and Vision Planning



SAINT DOMINIC  
CATHOLIC SCHOOL

## Revising Mission and Creating Vision

EDLA 6430 Culminating Class Project  
Mary Sue Kosky and Jane Walker

# Diocese of Knoxville - School Mission and Vision Planning

## PROJECT GOALS



**Evaluate the Mission Statement**

**Report Findings to the School**

**Provide a Plan for Mission Statement Revision**

**Outline Steps to Develop a Vision Statement and Learning Outcomes**

# Diocese of Knoxville - School Mission and Vision Planning



## SDCS Interim Mission Statement

As a ministry of its parish and with all stakeholders in mind, Saint Dominic Catholic School will *believe* in providing an exceptional development opportunity, will *inspire* social, intellectual, and spiritual growth, and will constantly *celebrate* the gifts God has provided.



# Diocese of Knoxville - School Mission and Vision Planning

## Mission Statement Evaluation

BREADTH

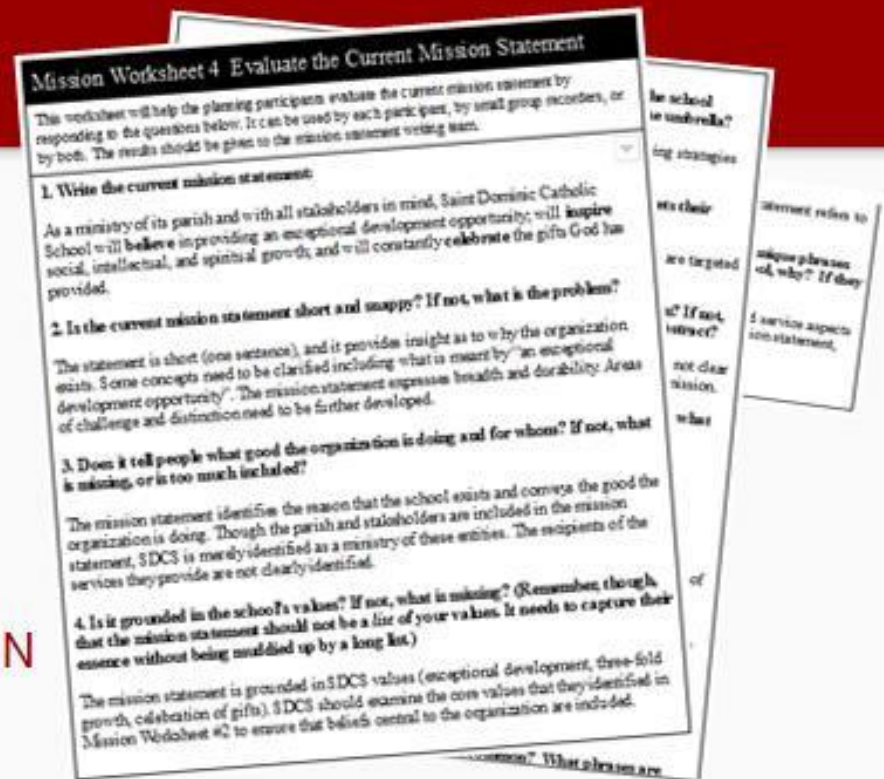
DURABILITY

CHALLENGE

DISTINCTION

ALIGNMENT WITH DIOCESAN MISSION

CATHOLIC IDENTITY



# Diocese of Knoxville - School Mission and Vision Planning

## Creating Vision

What will be different in the world in three to five years because our school exists?

What role will our school play in creating that difference?

You are to be My Hands and Feet.  
**Go.**

Mission

Core Values

Underlying Strategies

## Learning Outcomes

What shall students learn?

How will I know they have learned it?

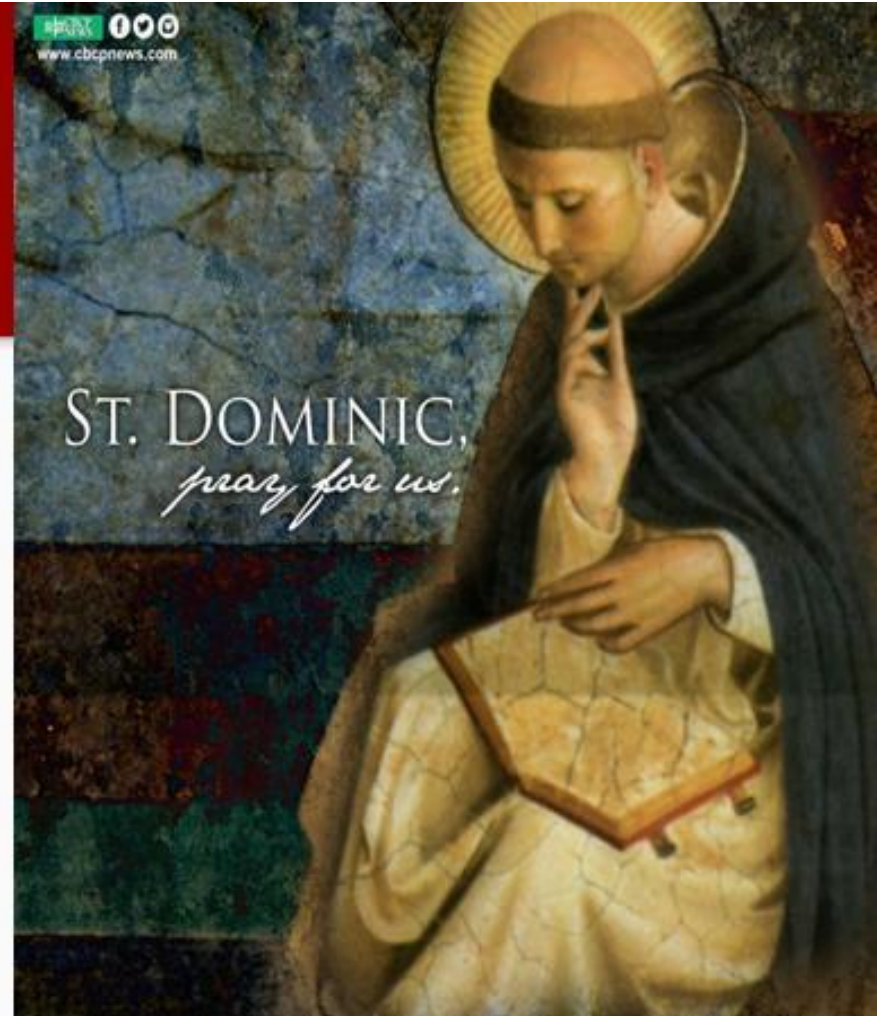
# Diocese of Knoxville - School Mission and Vision Planning

## Leadership Skills Honed

**Collaboration and Consensus  
Building as a Team & with  
Diocesan Colleagues**

**Delivery of Challenging yet Tactful  
Feedback**

**Application of NSBECS**





## Increasing Grant Capacity

Diocese of Marquette

# Diocese of Marquette: Increasing Grant Capacity

- Grant-writing - may provide resources for helping our low achieving students plus the potential for increase in financial resources
- narrowing our idea: training school principals/stakeholders
- increasing alumni database/planned giving

# Diocese of Marquette: Increasing Grant Capacity

- Grant-writing - may provide resources for helping our low achieving students plus the potential for increase in financial resources
- narrowing our idea: training school principals/stakeholders
- increasing alumni database/planned giving

# Diocese of Marquette: Increasing Grant Capacity

## Survey diocesan school principals

### • **Results: Hands down - interest high/needed**

- Only one faculty/staff person among all eight schools had any training in grant writing
- Three principals indicated none of their faculty/staff had any experience writing grants; three indicated one faculty/staff at their school had experience writing grants; and two indicated two or more faculty/staff at their school had experience writing grants
- All eight principals (100%) indicated “yes” - need to explore additional sources of financial support
- Third source revenue categories: endowment funds, grant writing, traditional fundraising activities
- “How important is it that you personally develop more capacity for grant writing and development for your school?” Seven responded “very important” and one responded “important”

# Diocese of Marquette: Increasing Grant Capacity

**After some hangups we were still determined to make this happen**

The belief that our Diocese needs this:

- New curriculum
- Low income
- New programs
- Marketing with Catholic School Management

## Ace in the Hole:

Stephen Yanni

- Former professor at LSSU
- One of the courses taught: Grant Writing
- Presently: Land Grant Director
- Grant review panel (USDA)



# Diocese of Marquette: Increasing Grant Capacity

## Solidarity

- Collaboration
- Sharing

Now at every  
Diocesan meeting:

- Grants/Updates will be on the list
- Builds community and communion



# From Isolation to Collaboration: Diocese of Gallup



# Diocese of Gallup Demographics

- 55,000 square miles
- Isolated
- Rural
- Chapter 11 Reorganization





# Diocese of Gallup: Office of Catholic Schools

- 10 Catholic Schools
- 7 schools heavily subsidized by grants & foundations
- 63% Native Americans
- 50% Catholic
- 90% staffed by laity



# Diocese of Gallup: Catholic Schools Issues

- Large distances between schools
- 5 schools are isolated on reservations
- Collaboration is infrequent
- Winter weather
- Schools are overwhelmed with need with little resources



# Diocese of Gallup: Goals

- To improve communication and collaboration
- To further professional development in Catholic identity and academics
- To expand collaboration with other dioceses



# Diocese of Gallup: Objectives

- Purchase HP Pavilion laptops
- Train principals in video conferencing
- Train principals in Cloud technology
- Create professional learning community through technology
- Have monthly meetings





# **A Road Map to Creating an Effective Vision Statement for Educational Institutions**

Dioceses of Springfield-Cape Girardeau and El Paso

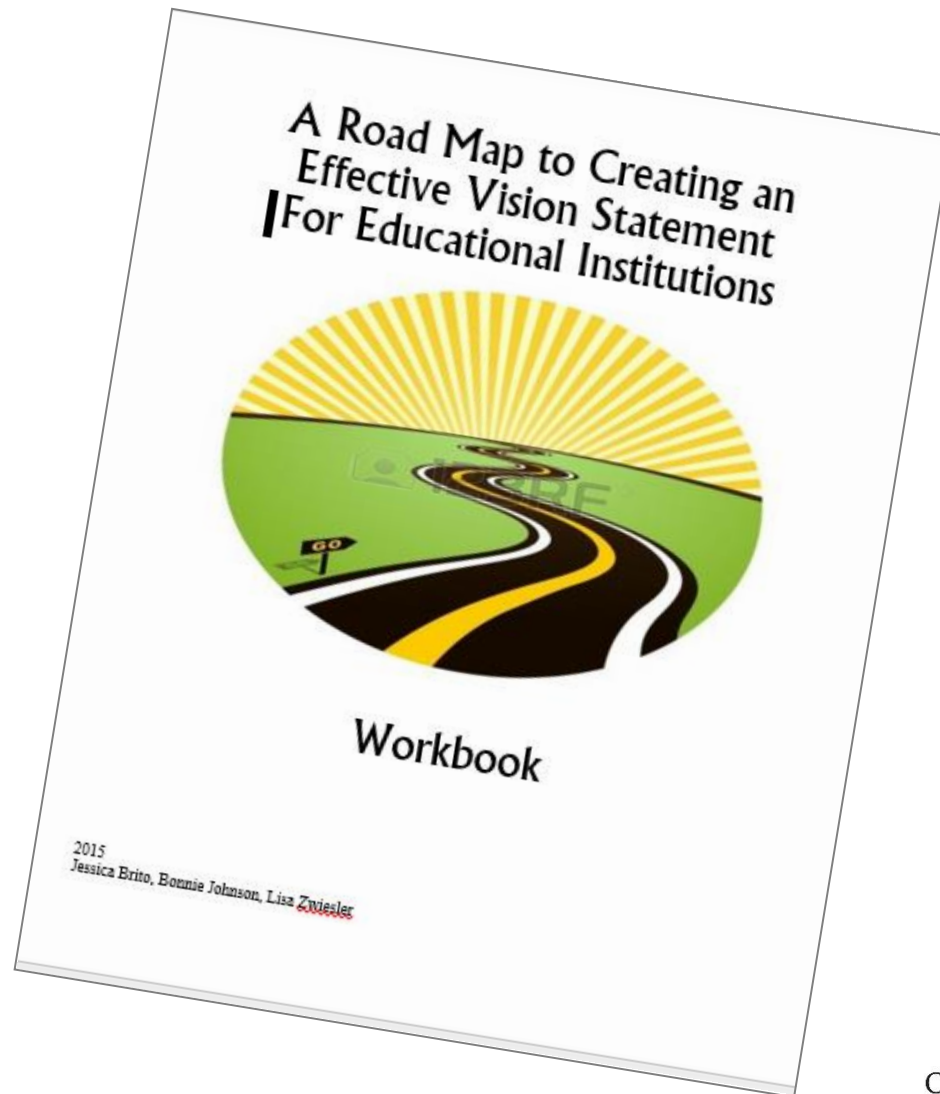
# Vision Statements for Educational Institutions

## A VISION STATEMENT:

- provides the focus for all aspects of organizational life
- informs planning and the development of policies
- clarifies and prioritizes the work of individuals
- helps to articulate shared beliefs and develop a common language; thereby securing alignment and effective communication.

Our WORKBOOK will assist the school's administration in the development of a vision statement. Upon completion your school will have a viable vision statement.

# Vision Statements for Educational Institutions



# Vision Statements for Educational Institutions



## Thinking About Our Vision Statement

Worksheet p. 1

Vision Statements are about  
looking forward.

- ✓ When you look forward what do you envision your future to be?
- ✓ What do you value?
- ✓ What is the reason your organization exists? (your purpose)



## Stakeholder's Input

Worksheet p. 8

Your Name: \_\_\_\_\_  
Please return this form to school by \_\_\_\_\_

Our Vision Statement team has completed updating writing our school's VISION STATEMENT.  
Attached is our statement for your review, comments, and feedback. Thank you for your time!

Using our new vision statement, please answer the following questions:

- ✓ Whom do we serve
- ✓ What are the things we value
- ✓ What is our purpose for existing
- ✓ What does our future hold
- ✓ What are our successes
- ✓ What are areas of concern

Are there other areas of successes or concerns that we have overlooked? \_\_\_\_ If so, what are they?

Do you understand the Vision Statement? \_\_\_\_ If not, how could we make it easier to understand?

Do you think it is something we can be proud of? \_\_\_\_ If not, how could we make it better?

# Vision Statements for Educational Institutions

St. Joseph Catholic Academy in Springfield, Missouri is currently in the process of utilization of the prototype of this workbook. Slight revisions to the workbook may be necessary as the process continues to unfold.

# Catholic School Leadership Initiative

## How to apply:

If you have promising potential leaders you would like to nominate for this program:

- Work with your diocesan office to fill out an application form
- You can apply for 1-3 students from your diocese
- Final cohort of 15 students will be selected for 2016-17
- Participants receive a Certificate in Catholic School Administration and 80% of tuition costs are sponsored by Catholic Extension and LMU

**Value:** \$13,663 per student

**To apply:** application available online at Catholic Extension Website, due by **Wednesday, February 24**

## **Dr. Anthony Sabatino**

Director and Lead Professor of the Catholic School Leadership Academy at LMU

[anthony.sabatino@lmu.edu](mailto:anthony.sabatino@lmu.edu) or (310) 338-7862

## **Diocese of Reno: Step 3: Making Time for Teachers**

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## **Diocese of Knoxville: School Mission and Vision Planning**

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## **Dioceses of Springfield-Cape Girardeau and El Paso: Creating an Effective Vision Statement for Educational Institutions**

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Thank you for joining us today!

LMU|LA