Section A: Archdiocese of Denver Catholic Schools
System Description

Archdiocese of Denver Catholic Schools
Most Reverend Samuel J. Aquila, S.T.L.
    Archbishop of Denver
Mr. Richard Thompson
    Superintendent of Catholic Schools

October 2014
Catholic Schools in the Archdiocese of Denver exist to cultivate in students and the whole school community a love for Jesus Christ, fidelity to his Church, and commitment to the dignity of the whole person. They seek to assist parents in forming their children in moral and academic excellence. In developing the talents of every student to the fullest, they seek to evangelize and serve the wider community in the name of the Gospel.
High Schools Organization Chart

Most Reverend Samuel J. Aquila, Archbishop

Very Rev. Randy Dollins
Vicar General, Moderator of the Curia

Msgr. Bernard Schmitz
Vicar for Clergy

Richard Thompson *
Superintendent, Catholic Schools

(Board of Members)

Principal

School

Board of Trustees

Parent Association / Booster Club
Catholic schools constitute the largest number of non-public schools in the United States and in Colorado. In the Archdiocese of Denver beginning with the 2014-15 school year there are:

- 37 Parish Elementary Schools – Kindergarten through 8th grade
  - 31 elementary schools have preschool/pre-Kindergarten programs
- 2 non-Parish Elementary Schools
- 5 Standalone preschools
- 2 Archdiocesan High Schools
  - Bishop Machebeuf
  - Holy Family
- 5 private Catholic High Schools
  - JK Mullen
  - Regis Jesuit – Girls Division
  - Regis Jesuit – Boys Division
  - Arrupe Jesuit
  - St. Mary’s Academy

Catholic schools served 13,046 students during the 2013-14 school year
- 86% are Catholic; 14% are from other faith backgrounds
- 35% identify as Hispanic/Latino (ethnicity)
- 14% are minority (race)
  - 6% Two or more races
  - 3.2% Black
  - 4.1% Asian
  - 0.5% American Indian/Native Alaskan
  - 0.2% Native Hawaiian/Pacific Islander
- 15% of students are eligible for free/reduced breakfast and lunch as defined by the Federal Government
  - 58% of SUN/FOCUS students

Source: NCEA Data Bank Report, 2013-14 Academic Year, Compiled by Office of Catholic Schools, Archdiocese of Denver as reported by the Catholic Schools in the Archdiocese of Denver.
Local Landscape
Enrollment Trend – AoDCS Only K-8
Local Landscape
Enrollment Trend – AoDCS Only 9-12

Multi-Year Enrollment Trend - Archdiocesan High Schools Only

Enrollment

School Year

1999-2000
2000-01
2001-02
2002-03
2003-04
2004-05
2005-06
2006-07
2007-08
2008-09
2009-10
2010-11
2011-12
2012-13
2013-14

687
857
969
999
1,000
956
877
924
955
940
938
924
933
968
974

0
200
400
600
800
1,000
1,200
Mission of the Office of Catholic Schools

- In the spirit of servant leadership, the Office of Catholic Schools provides vision, direction and supervision to archdiocesan Catholic school communities in order to assist them in the achievement of their mission.
Section B: Archdiocese of Denver Catholic Schools
Mission Alignment and Culture

Archdiocese of Denver Catholic Schools
Most Reverend Samuel J. Aquila, S.T.L.
    Archbishop of Denver
Mr. Richard Thompson
    Superintendent of Catholic Schools

October 2014
AoDCS Mission Alignment and Culture

- Formation
- Assessment
- Professional Development
Formation: Leadership Themes

- Spirituality in Leadership (2010-11)
  - In each of us the Spirit is manifested in one particular way, for some useful purpose. 1 Corinthians 4:7

- Rejoice in Leadership (2011-12)
  - Do not be saddened this day, for rejoicing in the Lord is your strength. Nehemiah 8:10

- Christological Leadership in the 21st Century (2012-13)
  - All things came to be through him, and without him nothing came to be. John 1

- Catholic Schools: Helping to Rebuild Catholic Culture (2013-14)
  - Like living stones, let yourself be built into a spiritual house to be a holy priesthood to offer spiritual sacrifices acceptable to God through Jesus Christ. 1 Peter 2:5

- Celebrate What’s Right with Catholic Schools (2014-15)
  - Those who believe, see; they see with a light that illumines their entire journey, for it comes from the risen Christ, the morning star which never sets.
    ~ Pope Francis, Lumen Fidei, (1)
Formation: Programs and Initiatives

- **Principal Formation Institute**
  - Program (6 all-day sessions) for current educators interested in leadership in the Catholic schools in Denver. The curriculum consists of personal discernment, formation, and nuts and bolts—matching the gifts, talents, and experience of an individual with the role and responsibilities of a Catholic School Principal.

- **New Principal Induction**
  - Program (8 all-day sessions) for newly hired principals to expand their knowledge of Catholic schools focusing on formation, administration, and experience to help guide them through their first year in the AoDCS system.

- **New Teacher Induction**
  - One day program for newly hired teachers in the AoDCS system with an introduction to Catholic culture, policies and procedures, curriculum, and benefits.

- **School Advisory Council Workshops**
  - 3-hour training for representative members from parent community at the local-level to serve as advisors to the principal and pastor on school matters. Workshop focuses on roles and responsibilities of SAC members in the areas of planning, policy recommendations, finances, marketing and development, and communication.
Formation and Professional Development

- Notre Dame ACE Program
- Alternative Licensure Program
  - The Colorado Department of Education recognizes the Archdiocese of Denver Office of Catholic Schools as a designated agency in the preparation of alternatively licensed teachers. The OCS has formed a working partnership with Regis University to provide a one-year teacher education program for teachers seeking their initial teaching license. This program attracts experts in their respected fields to transition into sharing their gifts and talents in the classroom as a teacher. Over three hundred and fifty teachers have participated and gained licensure through this program since 1999.

- Mentor Training Program
  - Program provides research based training to master teachers throughout our system. These master teachers serve as mentors to teachers with initial or alternative licenses. The guidance and support from a mentor teacher is critical for the retention of new teachers and has proved to be an effective method of promoting strong classroom management and instructional practices in our schools.

- Educator’s Conference
  - 2011
  - 2013
Assessment: Exposing the Dangers of High Stakes Testing

- The emphasis on “high test scores” may negate the intrinsic value of learning and trivialize the educational process.
- Annual increases in test scores are more often the result of more time, attention and resources being spent preparing for that test.
- Testing may become a substitute for the curriculum instead of simply a measure of it.
- When the central aim of educational change is just to improve test scores, improved education is seldom the result.
- There is no test which measures the quality of a school. True accountability is realized from an informed and committed community.
- Our mission provides a challenging, meaningful, and personalized educational experience that engenders a sense of purpose and responsibility to our future citizens.

Common Core State Standards

- White paper published Fall 2013

Source: FairTest The National Center for Fair and Open Testing
Iowa Assessments is a norm-referenced test administered annually mid-year in grades 2-8 in the Archdiocese of Denver Catholic Schools.
The Assessment of Catechesis/Religious Education helps school, parish, and diocesan leaders evaluate the faith knowledge and attitudes of students in grades 5, 8 and/or 9, and 11 or 12 and measures religious knowledge, beliefs, attitudes, practices and perceptions of:

- God: Father, Son and Holy Spirit
- Church: One, Holy Catholic and Apostolic
- Liturgy and Sacraments
- Revelation: Scripture and Faith
- Life in Christ: Personal Morality and Catholic Social Teaching
- Church History
- Prayer and Religious Practices
- Catholic Faith Literacy

See packet for affective statements
Assessment: Principal Evaluation Feedback – Key Points

- **Principal Formation – Helping to Rebuild Catholic Culture**

  - Reflections (personally): 97% very helpful/helpful
  - Reflections (professionally): 100% very helpful/helpful
  - Prayer service support reflection: *not asked in 2013-14 evaluation*
  - Share prayer/reflection with faculty/staff: 56% every month/regularly
Assessment: Principal Evaluation Feedback – Key Points

- **CSAF+**
  - CSAF+ initiative support from your pastor: 82% very supportive/supportive
  - CSAF+ initiative support from your business manager: 82% very supportive/supportive
Assessment: Principal Evaluation Feedback – Key Points

- **OCS Presence**
  - School visits: 92% very useful/useful
  - Responsiveness to phone calls/requests: 100% very responsive/responsive
  - Responsiveness to e-mails: 97% very responsive/responsive
  - Announcements & Reminders e-mail: 97% very useful/useful
Assessment: Principal Evaluation Feedback – Key Points

- Catholic Schools Activities Board/Athletic League
  - Communication regarding activities/events: 92% very well/well
  - PLACT workshops for coaches: 90% very useful/useful
  - PLACT workshops for parents: 92% very useful/useful
  - OCS support of CSAB/CSAL: 95% very supportive/supportive
  - PLACT benefits to school community: 90% very beneficial/beneficial
Assessment: Principal Evaluation Feedback – Key Points

- Value of Events and Activities – OCS Involvement and/or responsibility
  - 5th Grade Liturgy: 97% highly valuable/valuable
  - Focus 11: 92% highly valuable/valuable
  - Chastity Rally: 97% highly valuable/valuable
  - CSW DCR Ad for teacher appreciation: 85% highly valuable/valuable
  - Living the Catholic Faith Conference: canceled for the 2013-14 SY
  - Teacher Fairs at CSU/UNC: 77% highly valuable/valuable
Assessment: Principal Evaluation Feedback – Key Points

- **Value of Events and Activities** – Community support and involvement through “Catholic Schools Night…”
  - At the Rockies: *62% highly valuable/valuable*
  - At the Avalanche: *not offered for the 2013-14 SY*
  - At Elitch Gardens: *45% highly valuable/valuable*

Catholic Schools Nights are event opportunities offered to families at discounted rates.
Assessment: Principal Evaluation Feedback – Key Points

- **Value of Events and Activities – System**
  - Annual Principals Retreat: *80% highly valuable/valuable*
  - Monthly Principals Meetings: *97% highly valuable/valuable*
  - Closing Mass/Evaluation/Social in May: *97% highly valuable/valuable*
Section C: Archdiocese of Denver Catholic Schools Key Programs and Improvement Initiatives

Archdiocese of Denver Catholic Schools
Most Reverend Samuel J. Aquila, S.T.L.
Archbishop of Denver
Mr. Richard Thompson
Superintendent of Catholic Schools
The strategic direction and focus provided by the Office of Catholic Schools for the Archdiocese of Denver Catholic Schools has four (4) pillars that form the foundation of the Catholic schools’ long-term sustainability and constitute a paradigm shift in Catholic schools throughout the US.

**Pillar 1: Promote self-sufficiency**

Provide the vision, tools and resources necessary to help schools grow in financial self-sufficiency.

**Pillar 2: Protect philanthropic base**

Continue to develop, nurture and be good stewards of the philanthropic base necessary to ensure that our schools are accessible to people of all social and economic strata.

**Pillar 3: Expand stakeholder base**

Create and implement a broad-based funding formula to meet and actualize the guidelines of the Holy Father and the Archbishop of Denver, to provide the opportunity for the entire Catholic community to contribute according to their means to the financial needs of our schools.

**Pillar 4: Implement strategic pruning**

Utilize and communicate data-driven sustainability measurements to determine and recommend strategic pruning for schools that are not able to meet the sustainability factors — differentiation, specialization, consolidation, compassionate closing.
Principal Evaluation Feedback – Key Points

- CSAF+
  - Pastor understands Parish Affiliation/OPAS: 87% very well/well
  - Business manager understands Parish Affiliation/OPAS: 82% very well/well
  - Feeder parishes pastor/business manager understands Parish Affiliation/OPAS: 67% very well/well
Innovation Grants from CSAF+

- Expeditionary Learning
  - St. Rose of Lima Catholic Academy
  - Annunciation Catholic School
  - Holy Trinity
- Classical Education
  - Our Lady of Lourdes Catholic School
- iPad one-to-one
  - Blessed Sacrament Catholic School
  - Notre Dame Catholic School
  - St. Francis de Sales Catholic School
- Serving students with special needs
  - Guardian Angels Catholic School
- Garden Project
  - Guardian Angels Catholic School
Bishop Machebeuf and Holy Family High Schools worked with O’Meara, Ferguson, Whelan & Conway to develop short- and long-term strategies

- Enrollment Enhancement Initiative
  - BMHS
- Revitalization Process
  - BMHS
  - HFHS
Loyola Catholic School closed in June 2011
Our Lady of Loreto Catholic School opened in August 2013
St. Anthony Catholic School scheduled to close in June 2015
The Sports as a Ministry initiative of the Play Like a Champion Educational Series is a research-based, child-centered curriculum designed to:

- Help us recognize the spiritual nature of sports;
- Train youth sport coaches to be effective ministers; and
- Promote the moral and character development of our youth.

Workshops conducted by trained facilitators in the AoDCS

- Coaches = 1,215
  - Mandatory training effective 2010-11 for all coaches, assistant coaches
- Parents = 1,566
  - Mandatory training effective 2012-13 for all 5th grade parents
Principal feedback regarding PLACT

- PLACT workshops for coaches: 95% very useful/useful
- PLACT workshops for parents: 92% very useful/useful
- PLACT benefits to school community: 78% very beneficial/beneficial
Section D: Developing and Implementing a Brand Positioning Platform

Archdiocese of Denver Catholic Schools
“Branding 101”
Fall 2012
School Brand

- Your name and what you stand for
- Common dimensions that characterizes your school and school system from others
- Position your school and school system holds in the minds and hearts of others
- A set of associations that come to mind when people hear or see your name
- The essence of your school
- Is versus Are
Familiar Brands

[Images of Southwest Airlines and Starbucks logos]

North Atlantic Treaty Organization
Brand Development Process for AoD Catholic Schools

- 2004-2005 Conduct extensive research
- 2005-2006 Report research findings, develop brand positioning platform and make constituents aware of platform
- 2006-2008 Implement and execute brand positioning platform and enrollment management programs
- Ongoing assessment and link to other initiatives
Overarching Findings

- Catholic schools are doing what they are supposed to be doing, and they are doing it well
- Lack of awareness of the academic outcomes of a Catholic school experience
- Assumptions that the quality of teachers is less than those in Public schools and other private schools
- Catholic schools lack technology and other resources
- Senders invest in Catholic schools
- Non-senders see Catholic schools as an expensive alternative to Public schools
- Finger pointing internally about the reason for declines in enrollment
- Catholic schools lack a brand strategy to effectively position themselves for sustainability
### Don’t Know Barriers

<table>
<thead>
<tr>
<th>Quality Indicators</th>
<th>Senders</th>
<th>PS Non-Senders</th>
<th>NPS Non-Senders</th>
<th>School Pastors</th>
<th>Non-School Pastors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoting Catholic faith and values.</td>
<td>8.9</td>
<td>8.7 (45% DK)</td>
<td>8.6 (49% DK)</td>
<td>8.4</td>
<td>7.8 (34% DK)</td>
</tr>
<tr>
<td>Having excellent core curriculum based on national standards.</td>
<td>8.7</td>
<td>8.5 (49% DK)</td>
<td>8.3 (50% DK)</td>
<td>8.9</td>
<td>8.6 (27% DK)</td>
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<tr>
<td>Providing a safer environment with less intimidation than public schools.</td>
<td>9.1</td>
<td>8.3 (51% DK)</td>
<td>8.2 (50% DK)</td>
<td>9.0 (11% DK)</td>
<td>8.6 (27% DK)</td>
</tr>
<tr>
<td>Providing teaching and learning for the whole child – moral, spiritual, academic and physical.</td>
<td>8.6</td>
<td>8.4 (45% DK)</td>
<td>8.2 (48% DK)</td>
<td>8.7</td>
<td>7.7 (27% DK)</td>
</tr>
<tr>
<td>Producing generally better high school and college achievement than public schools.</td>
<td>8.9</td>
<td>8.1 (51% DK)</td>
<td>8.0 (54% DK)</td>
<td>8.9</td>
<td>8.4 (30% DK)</td>
</tr>
<tr>
<td>Encouraging parent involvement.</td>
<td>8.9</td>
<td>8.7 (51% DK)</td>
<td>8.6 (53% DK)</td>
<td>8.1</td>
<td>8.1 (27% DK)</td>
</tr>
<tr>
<td>Be accredited by the nation’s leading accrediting organization for K through 12 schools.</td>
<td>9.0</td>
<td>8.5 (52% DK)</td>
<td>8.5 (57% DK)</td>
<td>8.5</td>
<td>8.7 (35% DK)</td>
</tr>
</tbody>
</table>
Archdiocese of Denver Catholic Schools

Our Brand

Investing in Our Future

Confidence that our children will experience more complete development and unsurpassed academic and personal success.

Catholic Faith
Nurturing Community
Reinforces Family Environment
Rigorous Academics

Office of Catholic Schools (Global) and AoD Catholic Schools (Local)

39
Implementing Our Brand into Touch Points at the School Level

- Answering the telephone
- Front desk/reception
- Registration packet
- Bulletin
- Web site
- Collateral materials
- Open House
- Recruitment events
- Athletic events
- School appearance and signage

- Holiday and Summer hours and communication
- Weekly parent newsletter
- Banners
- Interface with parish
- Social media
Implementing Our Brand into Touch Points by the Teacher

- Expectations you set for yourself and your students
- Quality classroom teaching / delivering the Archdiocese of Denver Catholic Schools’ curriculum
- Professional dress
- Classroom environment
- Evidencing Catholic identity and culture
- Communication with parents
- E-mails
- Demeanor at archdiocesan events
- Professional and Catechetical development

Teachers are our #1 brand ambassadors
Archdiocese of Denver Catholic Schools

Branding Support

- Awareness
- Understanding
- Acceptance
- Ready to defend
- Ready to promote
- Personalize
- Utilize and Internalize
- Cultural Experience
- Sharing It.
- Believing It.
- Articulating It.
- Living It.
- Passionate Advocacy

Source: Arizona State University
“Managing a brand is a lifetime of work.”

–Howard Schultz

*Chairman, Starbucks*
Section E: Archdiocese of Denver
Catholic Schools – 2010
Stakeholder Survey Results

Presented at Symposium IV
January 20, 2011
The Westin, Westminster
Summary

- A total of 3,791 stakeholders completed survey
- Representatives from all 39 Catholic Schools participated
- Largest stakeholder groups represented: parents who send their sons and daughters to Catholic Schools and Catholic School teachers
18 Quality Indicators

- Promoting Catholic faith and values
- Having excellent core curriculum based on national standards
- Providing the exposure to Word of God everyday, including regular Mass and confession
- Providing a safer environment with less intimidation than public schools
- Providing teaching and learning for the whole child – moral, spiritual, academic and physical
- Providing caring and loving discipline that increases receptivity to learning
- Promoting ideals of sacrifice and service
- Producing generally better high school and college achievement than public schools
- Providing small class sizes with increased individual attention
- Having teachers who are excellent role models
- Encouraging parent involvement
- Enlivening and unifying a parish community
- Providing in-school access to the latest educational technology
- Promoting the Catholic Church’s teaching on social and moral issues
- Having the most up-to-date text books and resource materials
- Being accredited by the nation’s leading accrediting organization for K through 12 schools
- Providing religious education with more breadth and depth than evening or weekend parish religious education classes
- Providing programs for special needs children
Please list and rate the importance of any additional quality indicators that you think are part of an Archdiocese of Denver Catholic Schools education.

<table>
<thead>
<tr>
<th>Most Common Themes</th>
<th>Response Count</th>
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</thead>
<tbody>
<tr>
<td>Pastor Support</td>
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<tr>
<td>Communication</td>
<td></td>
</tr>
<tr>
<td>Zero Tolerance Policies</td>
<td></td>
</tr>
<tr>
<td>Respect</td>
<td></td>
</tr>
</tbody>
</table>

answered question 1459
skipped question 2332
Having excellent core curriculum based on national standards

- Importance of Indicator: 96.9%
- Performance of Indicator: 92.9%
Providing teaching and learning for the whole child—moral, spiritual, academic and physical

Importance of Indicator: 96.8%
Performance of Indicator: 94.2%
Having teachers who are excellent role models

- Importance of Indicator: 96.1%
- Performance of Indicator: 92.1%
Promoting Catholic faith and values

Importance of Indicator: 91.4%
Performance of Indicator: 94.6%
Providing safer environment with less intimidation than public schools

- Importance of Indicator: 92.1%
- Performance of Indicator: 91.3%
Providing religious education with more breadth and depth than evening or weekend parish religious education classes

Importance of Indicator: 82.9%
Performance of Indicator: 88.4%
Providing the exposure of the Word of God everyday, including regular Mass and confession

Importance of Indicator

Performance of Indicator

85.3% 93.5%
Promoting the Catholic Church’s teaching on social and moral issues

Importance of Indicator: 84.1%
Performance of Indicator: 89.2%
Archdiocese of Denver Catholic Schools

Investing in Our Future

Confidence that our children will experience more complete development and unsurpassed academic and personal success.

Essence

Our Promise

Reasons to Believe

Proof Points

Office of Catholic Schools (Global Info Snapshots) and AoD Catholic Schools (Local Level Info Snapshots)
Which best represents how effective the Archdiocese of Denver Catholic Schools is in delivering each of the elements of its brand platform?
Which best represents how effective the Archdiocese of Denver Catholic Schools is in delivering each of the elements of its brand platform?
How do you view the resources you provide of time, talent and treasures to the Archdiocese of Denver Catholic Schools?

**Answer Options**

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Count</th>
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<tr>
<td>Primarily a cost</td>
<td>185</td>
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<tr>
<td>Primarily an investment</td>
<td>2690</td>
</tr>
<tr>
<td>Don’t Know</td>
<td>322</td>
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</table>

**Total Responses:**
- Answered Question: 3197
- Skipped Question: 594

**84%**
## Assets and Challenges

Please List What You Consider to be the Top Three Assets of the Archdiocese of Denver Catholic Schools

<table>
<thead>
<tr>
<th>Top Three Assets</th>
<th>Response Count</th>
</tr>
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<tbody>
<tr>
<td>Catholic Faith Formation</td>
<td></td>
</tr>
<tr>
<td>Academic Excellence</td>
<td></td>
</tr>
<tr>
<td>Quality Teachers</td>
<td></td>
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</table>

**answered question** 2519

**skipped question** 1272

Please List What You Consider to be the Top Three Challenges Facing the Archdiocese of Denver Catholic Schools

<table>
<thead>
<tr>
<th>Top Three Challenges</th>
<th>Response Count</th>
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<tbody>
<tr>
<td>Affordability</td>
<td></td>
</tr>
<tr>
<td>Economy</td>
<td></td>
</tr>
<tr>
<td>Competition</td>
<td></td>
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</tbody>
</table>

**answered question** 2557

**skipped question** 1234
“Catholic Futures”
Rolled out March 10, 2011
AoDCS Advertising Campaign

- Design based upon research and feedback from stakeholders – see handout
- Represents rich tradition of symbolism in our Catholic faith
- Global identifier for all of our Catholic schools
- Investment value for parishioners
- Distribution channels include DCR, schools, websites
Approved Display Ads – Catholic Futures

Catholic Futures

Catholic Schools. Christ-Centered. Forming students for futures we can’t predict.

www.archden.org

Catholic Futures

Catholic Schools. Licensed Professional Teachers. Personal Vocation. Concrete witness to the model of Christ.

www.archden.org

Student’s version

Elementary teacher’s version
Principal Evaluation Feedback – Key Points

- Branding and Ad Campaign “Catholic Futures”
  - Display Ads: 87% very effective/effective
  - 2014 Annual Report: 90% very effective/effective
  - Faculty/staff meeting w/OCS representatives: 85% very helpful/helpful