Report to the USCCB
on Catholic Higher Education Programs
In Support of Catholic Schools

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Prepared by Representative from
Catholic Higher Education Supporting Catholic Schools (CHECS)

INTRODUCTION

Invitation to Respond

The importance of a Catholic education pre-K through 16 is perhaps more significant in today's society than in any previous time. In the words of Pope Francis, "Catholic schools, which always strive to join their work of education with the explicit proclamation of the Gospel, are a most valuable resource for the evangelization of culture." *(Evangelii gaudium,134)* The US Bishops rightly echo these words in their concerns about counteracting pervasive relativism and secularism in much of contemporary culture.   Yet, Catholic education at all levels faces unprecedented challenges.

For over 100 years, the National Catholic Educational Association (NCEA) has been and continues to be the standard-bearer for Catholic schools, seminaries, religious education programs and school boards. The Catholic Higher Education component of the NCEA was recently expanded from the Association of College Leadership Programs (ACLP) to a new entity, Catholic Higher Education Supporting Catholic Schools (CHESCS) which exists to "strengthen Catholic schooling by bringing together the resources and influence of Catholic colleges and universities that provide teacher training and leadership development programs for Catholic elementary and secondary school educators." Through programs, research and advocacy, CHESCS strives to support the mission of Catholic education as it brings the Gospel message of faith, hope and love to the children served in these schools. (CHESCS Mission Statement) CHESCS works in partnership with the Association of Catholic Colleges and Universities (ACCU) which is the organization of Presidents of Catholic colleges and universities.

In April 2014, Sr. John Mary, the Executive Director of the Secretariat of Catholic Education for the USCCB, informed CHESCS that the November 2014 meeting of the United States Conference of Catholic Bishops (USCCB) will include Catholic elementary and secondary education on its agenda. Sister asked CHESCS to prepare a report for the Bishops in advance of the meeting, summarizing Catholic higher education programs for K-12 Catholic educators

The request presented an important opportunity for us in Catholic Higher Education to have our voice counted in our advocacy for the future of Catholic schools. An unprecedented 129 Catholic colleges and universities in the United States responded to the CHESCS survey. The *overwhelming response* attests to the importance of the topic and the urgency Catholic higher education places on the Bishops' addressing it. **The *findings* described in this report speak to both the willingness of and capacity that Catholic institutions of higher education (CIHE) have to serve as resources for the work of ensuring the future of Catholic education.**

Survey

In response to Sr. John Mary's request, CHESCS formed a national task force to gather and report information describing CIHE programs for Catholic elementary and secondary schools. Members of the task force include: Lorraine Ozar, Loyola University Chicago; Martin Scanlan, Boston College; Thomas Kiely, Marquette; Gail Donohue, Notre Dame of Maryland; Susan Ferguson, University of Dayton; Mary Jane Krebbs, St. John's University.

The task force created a survey and disseminated it to every Catholic University and College on the ACCU list to ensure that every school had an opportunity to respond, providing as comprehensive a summary of existing programs as possible. A listing of the responding institutions is found in this report.

In order to provide relevant, consistent, and significant information that will inform the Bishops' conversation, the CHESCS task force chose to develop the survey questions to correspond to the four Domains in the *National Standards and*

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Benchmarks for Effective Catholic Elementary and Secondary Schools (NSBECS) which was disseminated throughout the Catholic community in 2012.

In just over two years, the *National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools* has become the seminal work for assisting in the sustainability of Catholic education. For example, more than 1500 schools and 67 dioceses have accessed the NSBECS rubrics as part their AdvancED accreditation alone. The Catholic Conferences in several States have revised their Catholic school recognition and accreditation processes to align with the NSBECS. A number of Catholic universities and colleges are initiating the integration of the NSBECS into their degree programs and professional development for Catholic school leaders and teachers. Proposals to give presentations at the 2015 NCEA annual convention must link to one or more Domains in the NSBECS. It seems appropriate to use this widely agreed-upon set of criteria for Catholic school identity and excellence as a framework for reporting CIHE programs for Catholic school educators.

The NSBECS begins with a description of the Defining Characteristics of Catholic Schools, derived from Church teachings and bishops' statements. They are: Centered in the Person of Jesus Christ, Contributing to the Evangelizing Mission of the Church, Distinguished by Excellence, Committed to Educate the Whole Child, Steeped in a Catholic Worldview, Sustained by Gospel Witness, Shaped by Communion and Community, Accessible to All Students and Established by the Expressed Authority of the Bishop. The Standards and Benchmarks then go on to offer 13 standards and 70 Benchmarks in four Domains: Mission and Catholic Identity, Governance and Leadership. Academic Excellence, and Operational Vitality.

The survey questions correspond to the Domains as follows:
- Mission & Catholic Identity-- Items 3, 6, 13 (13 overlaps with Academic Excellence)
- Governance & Leadership -- Items 4, 5, 7, 8, 9, 10, 11 (8 overlaps with Operational Vitality)
- Academic Excellence -- Items 1, 2, 12, 14 (13 overlaps with Mission)

- Operational Vitality -- 15, 16 (overlaps with Governance and Leadership)

Item 17 identifies ways in which Catholic colleges and universities help K-12 Catholic educators access Catholic higher education.

Significant Findings

Executive Summary

Catholic schools are essential to the future of the Church and the transformation of the world to be a more just and compassionate place. As the USCCB considers what they can and will do to ensure a strong and viable future for Catholic schools, we are pleased to share the many ways that institutions of Catholic higher education stand as partners, ready and able to offer support and assistance through teaching, professional development, scholarships, research, resource development, and coaching and consulting.

The extraordinarily high level of response to this survey among Catholic colleges and universities is cause for hope and confidence in the future.   All but a handful of the 129 responding institution report some level of direct programming that supports K-12 Catholic education through leadership development, teacher development, and education of school boards. The programs are broad ranging and focus on Catholic identity, mission and catechesis, on academic excellence, on sound governance and on business practices to help schools with recruitment and advancement to ensure that the schools are affordable and accessible.

It is important to note that while the survey questions specifically state "for Catholic school educators", some of the Catholic college and university programs are inclusive of Catholic, public and private school personnel. In these instances, the colleges and universities often supplement their programs to provide a specific Catholic school identity component for those preparing to lead and teach in Catholic schools. The supplemental programs are often structured around the elements of the *National Standards and Benchmarks* and are offered by Schools of Education, Campus Ministry and Theology Departments, sometimes in partnership with arch/dioceses. The programs include degree programs, Catholic education

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Centers and Institutes, professional development, alternative licensure, Catholic school colloquia, non-degree courses, field experience, scholarship opportunities, and grants to name just a few.

It is also important to note that many institutions offer programs *specifically designed* to prepare teachers and leaders for *Catholic* schools, aligning programs fully with the *National Standards and Benchmarks* in all four Domains: Mission and Catholic Identity, Governance and Leadership, Academic Excellence, and Operational Vitality.

This report summarizes the significant findings regarding Catholic higher education programs for Catholic school leaders, teacher, and board members in each of the four Domains. A detailed summary of the responses to the full survey is found in Appendix A. The CHESCS Report to the USCCB on Catholic Higher Education Programs in Support of K-12 Catholic Schools may also be accessed from the CHESCS website: http://www.ncea.org/membership/chescs.

Catholic Higher Education Programs in Mission and Catholic Identity

Aligned with the *Defining Characteristics of Catholic Schools*, the domain dealing with school mission and Catholic identity registers a series of formal programs in support of Catholic school leaders, teachers, and board members, as well as targeted assistance for schools. The particular elements of Catholic leadership are woven into multiple survey questions that demonstrate an overlap with leadership training as a professional course of studies in many universities. Additionally, university level leadership training programs offer multiple opportunities for formation in articulating and developing the mission effectiveness of school communities. In many institutions a particular focus has been established to assist schools with catechetical formation and the integration of Catholic teaching into curriculum and leadership. This focus has taken shape across a broad spectrum of services offered to schools. The preparation of school ministry personnel currently has a wide range of supporting mechanisms among those colleges and universities offering programs in this area.

Highlighting the particular details of Catholic Higher Education Programs in Mission and Catholic Identity for School leaders, Board Members, Teachers, and Religious Education Staff yields the following results from the survey data: (See also Figure 1.)

Catechist Formation Programs: 56 institutions offer degree programs; 50 offer catechist certificates; and there are 164 combined professional development opportunities offered as conferences, online resources, retreats, or traditional classes.
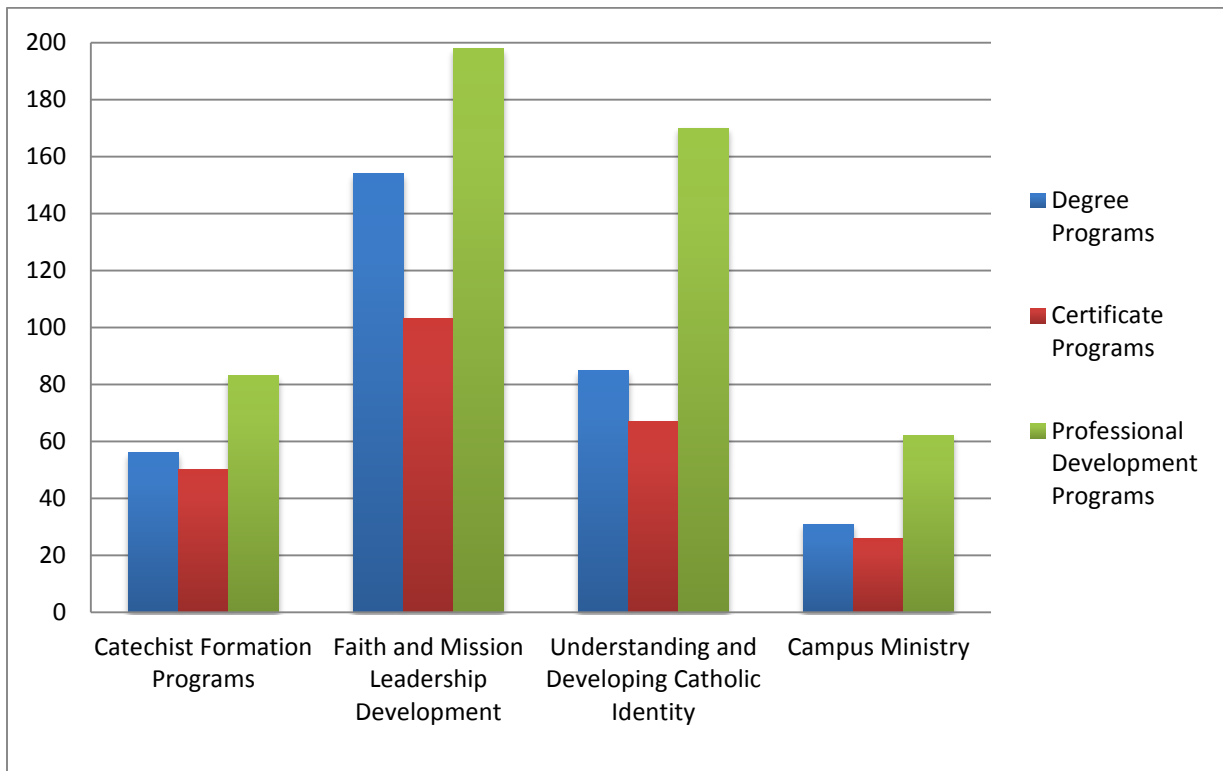
Faith and Mission Leadership Development: There are 154 degree programs, 103 certificate programs, 107 professional development offerings, 91 conference offerings, and 68 retreat offerings that address components of mission leadership in Catholic schools.

Understanding and Developing Catholic Identity: In this area there is significant programming for faculty and school board members with 152 degree and certificate programs in existence, and 80+ institutions offering a combination of professional development opportunities, retreats, online programs, and coaching services.

Campus Ministry: This area has 57 degree and certificate programs in existence with a broad range of offerings engaging professional development at a selected number of universities.

Overall, the data reflects that the majority of programs dealing with Mission and Catholic identity are well established, and that a small number of additional institutions are developing new programs to assist in this domain.

Figure 1. Highlights of Catholic Higher Education Programs for School Leaders, Board Members, Teachers, and Religious Education Staff in Mission and Catholic Identity

Catholic Higher Education Programs in Governance and Leadership

This domain recognizes the current reality of various forms of governance for Catholic elementary and secondary schools as well as the qualifications - personal, professional and faith-based - required by all leaders in this type of school governance. By the very nature of their mission, Catholic colleges and universities offer well-recognized, exemplary programs which prepare excellent leaders for countless positions throughout the Church, the community and the world. In addition to the schools' missions being reflected in every course and program, there are additional resources for Catholic school personnel. These include: campus ministry programs; theology courses; using Catholic schools for field-based or clinical internships; aligning with arch/diocesan requirements and strategic planning efforts; creating Centers or Institutes for the continuing professional development of teachers, administrators and Catholic school board members and chairs; taking advantage of the power behind the CHESCS organization; etc. Many Catholic University and College faculty and administration serve on Catholic school boards in their respective communities.

Below are highlights of Catholic Higher Education Programs for School Leaders and Boards in Governance and Leadership (See also Figure 2).

Instructional, Managerial and Operational Competencies: There are 89 degree programs, 69 certificate programs and 127 professional development programs and conferences that assist principals, board chairs and board members in gaining knowledge in and integrating these varying aspects of leadership for Catholic schools.

Building Education Communities and Faith Communities: There are 82 degree programs, 67 certificate programs and 140 professional development programs and conferences that address the foundations for and development of education and faith communities throughout the Catholic school community including its governance bodies. This includes the development of collaboration skills and providing the opportunity to interact with pastors, teacher leaders, school administrators, and board members

<u>Supporting Leadership that Cultivates the Religious and the Professional Dimensions of a Catholic School</u>: There are 76 degree programs, 57 certificate programs and 115 professional development programs and conferences assisting school and board leadership in creating Catholic schools that focus on both Catholic Identity and Academic Excellence.

<u>Understanding Catholic Educational Policy</u>: There are 27 degree programs, 23 certificate programs, 70 professional development programs and conferences as well as numerous retreat and consultant opportunities to assist board members, in particular, in understanding the Catholic school in the 21st century. The four domains of the *National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools* have provided a seminal work in this area. Many board members attended Catholic schools; however, they are unaware of the educational policies needed to run a good Catholic school including Mission Awareness, Catholic Identity, Academic Excellence, Strategic Planning, Facility Upgrades, Budgets, Human Resources, etc.
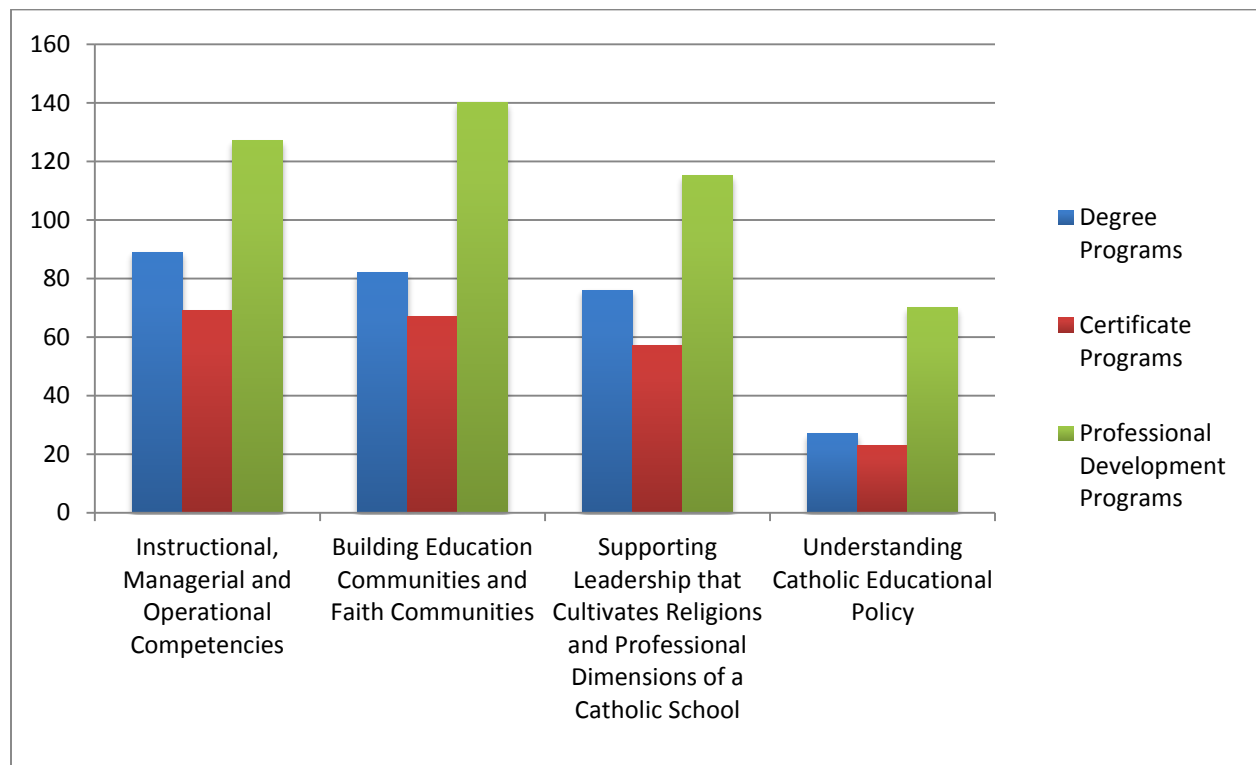

Figure 2. Highlights of Catholic Higher Education Programs for School Leaders and Boards in Governance and Leadership

Catholic Higher Education Programs in Academic Excellence

This domain recognizes the call for an "academically rigorous and doctrinally sound program of education" in all Catholic schools. To achieve these goals teachers and leaders must understand, design and implement effective curriculum, assessments, and instruction and properly analyze data for purposes of preparing students for college, careers, and global social responsibility. Survey questions note a strong commitment from Catholic colleges and universities to create opportunities primarily through degree and certificate programs to develop teachers and leaders with these skill sets. In additions such programs employ these skill sets in the study of thorough integration of Catholic identity in curriculum and campus ministry. In collaboration with Catholic colleges and universities the National Catholic Educational Association launched the STREAM (Science, Technology, Religion, Engineering, Arts, Mathematics) Symposium this summer. Teachers from around the county listened, collaborated, and planned for the new school year to more fully integrate and give witness to a living faith seen in all of God's creation through rich curriculum, life giving methodologies, and personal witness. This is one example of conferences, workshops, and professional development designed to sustain the spirit of Catholic school educators and facilitated by Catholic Higher Education. Integration also extends to care for all spiritual, emotional, moral, cognitive, social and physical developmental aspects of students' lives. This defines Catholic education. Resources for growing, researching, and serving needs of leaders and teachers who serve and minister to the whole child are found in abundance through survey results. It is in creating Christ-centered schools with environments to nurture God given gifts of each child that lives are transformed and commitment found to the Church and all humankind.

Below are highlights of Catholic Higher Education Programs for School Leaders and Teachers in Academic Excellence (See also Figure 3).

Religious Education: Regarding content and methods of religious education, 56 institutions provide degree programs; 50 offer catechist certificates; there are 83 opportunities when combining professional development opportunities and conferences; and 138 others offered as audits, online resources, retreats, or coaching.

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Cultural and Religious Differences: Considering elements of embracing religious dimensions, campus ministry and the whole child, 76 institutions offer degree programs; 57 certificate programs; there are 115 opportunities when combining professional development opportunities and conferences; and 156 others offered as audits, online resources, retreats, or coaching.

Curriculum Development, Integration of Catholic Values: 58 institutions offer specific programs and 44 offer certificates; there are 100 opportunities when combining professional development opportunities and conferences; and 138 others offered as audits, online resources, retreats, or coaching.

Whole Child: Considering questions of use of data and attention to developmental stages, special learning needs, educational and pedagogical skills, 104 institutions offer degree programs; 78 certificate programs; there are 137 opportunities when combining professional development opportunities and conferences; and 304 others offered as audits, online resources, retreats, courses, or coaching.

Supervision of Instruction: 89 institutions offer specific degree programs and 69 offer certificates; there are 127 opportunities when combining professional development opportunities and conferences; and 157 others offered as audits, online resources, retreats, or coaching.

Evaluation of Student Learning: Considering evaluation of the learner and of the overall program effectiveness, 103 institutions offer specific degree programs and 80 offer certificates; there are 147 opportunities when combining professional development opportunities and conferences; and 336 others offered as audits, online resources, retreats, courses, or coaching.
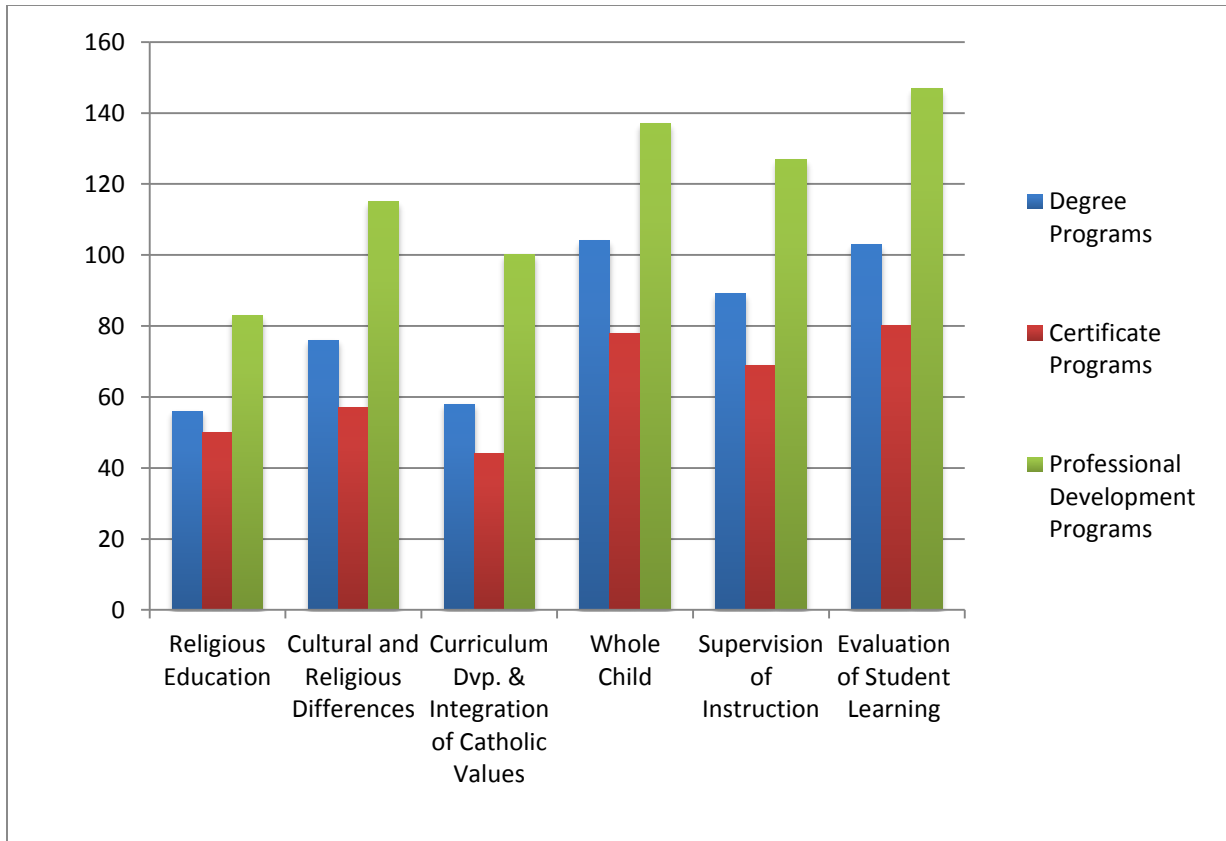
Figure 3: Highlights of Catholic Higher Education Programs for School Leaders and Teachers in Academic Excellence

Catholic Higher Education Programs in Operational Vitality

Catholic schools are an integral part of the evangelizing mission of the Church. They are also temporal organizations with responsibilities to exercise competent and just stewardship of resources – human, physical, financial. The *National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools* devotes four standards and 18 benchmarks to leading and managing Catholic school finances, human resources, facilities, and advancement – using the best tools of the age in the context of mission and Catholic identity. The survey responses give ample evidence that Catholic colleges and universities include a strong focus on all aspects of operational vitality in their preparation and education of Catholic school leaders and boards. Degree and certificate programs, professional development and coaching programs, conferences and retreats offer current and aspiring Catholic school leaders the knowledge and skills needed to ensure that the schools are accessible and affordable, and that all resources are used in service of mission. It is particularly striking how many of the responding institutions focus on succession planning – preparing future leaders for Catholic schools.

Below are highlights of Catholic Higher Education Programs for School Leaders and Boards in Operational Vitality (See also Figure 4).

Financial and Operational Management: 51 institutions offer degree programs that prepare school leaders and boards for responsible and effective management of finances, facilities, equipment and technology; 37 offer certificate programs; 70 offer professional development programs.

Data-based Accountability: There are 60 institutions that offer degree programs, 43 certificate programs, and 69 professional development offerings to assist school

leaders and boards in using data for accountability, improvement, and transparency.

Leadership Succession: 76 institutions include preparation for future leadership in degree program, and 57 in certificate programs. There are 115 conferences and professional development programs offered.
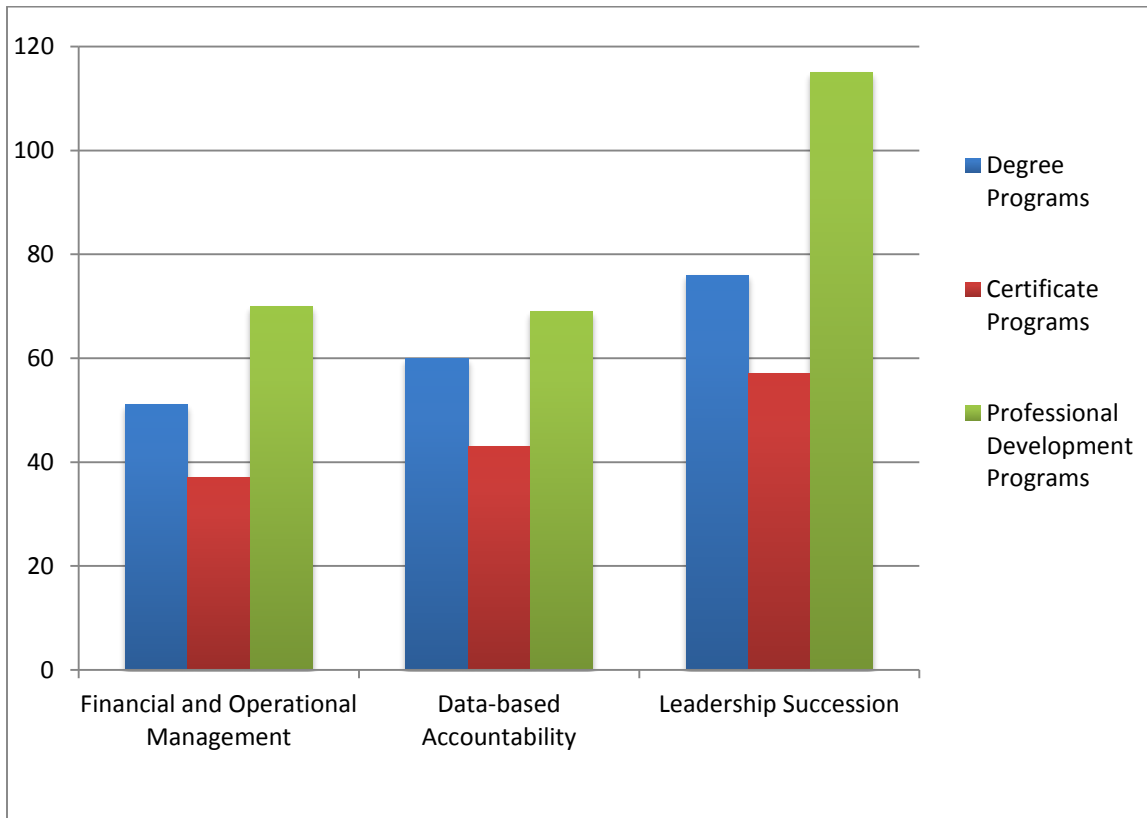

Figure 4: Highlights of Catholic Higher Education Programs for School Leaders and Boards in Operational Vitality

Catholic Higher Education Investment in Support of Catholic Schools

Viewed as a whole, the Catholic colleges and universities in the U.S. register substantial investments in PreK-12 Catholic schools. These investments range from establishing and supporting specific institutes and centers dedicated to focusing upon Catholic schools from a research and professional intervention perspective all the way to internship placements within Catholic schools for aspiring teachers during their training. Between these types of outreach lie multiple other types of programs designed to assist Catholic schools from several different perspectives.

An overview of the data submitted by the colleges and universities in response to the CHESCS survey demonstrates the broad span of involvement of Catholic institutions of higher education with Pre-K-12 Catholic schools (See Figure 5).

Specific Institutes and Centers focusing on Catholic Schools: 40 institutions have invested significant resources for the establishment of centers and institutes dedicated to support for K-12 Catholic schools. There entities offer a full range of services form consulting to professional development to volunteer programs to leadership training.

Online Programs: 38 institutions offer a range of degree and certificate programs as well as individualized courses of varying lengths focused on specific topics.

Post-graduate volunteer teaching and service programs: 44 institutions offer post-graduate volunteer opportunities of varying types. Some of these involve residential arrangements where volunteers live in communities centering on different types of Christian spirituality supported by religious institutes or dioceses. The types of services offered range from teaching to fundraising to student services, and many are accompanied by graduate study opportunities for the participants to acquire additional skills and perspectives necessary for long range commitments to Catholic education.

Conferences: 53 institutions offer conferences for Catholic school teachers and administrators. These are held both during the academic year as well as in the summer on a wide range of topics. Many institutions offer tuition assistance for these conferences as well.

<u>Scholarships</u>: 71 institutions offer a wide range of scholarship opportunities for Catholic school teachers and administrators. These range from full to partial tuition grants as well as fellowship opportunities for participants. Some of these are attached to formal degree programs while others are designed to assist with professional development costs.

<u>Placement Services</u>: There are 150 combinations of internship placement in Catholic schools as well as job placement services for those interesting in teaching and working in Catholic schools

Overall, the data reflects that the majority of collegiate outreach programs are well established, while a small number of institutions are developing new programs to assist in Catholic schools with their needs.
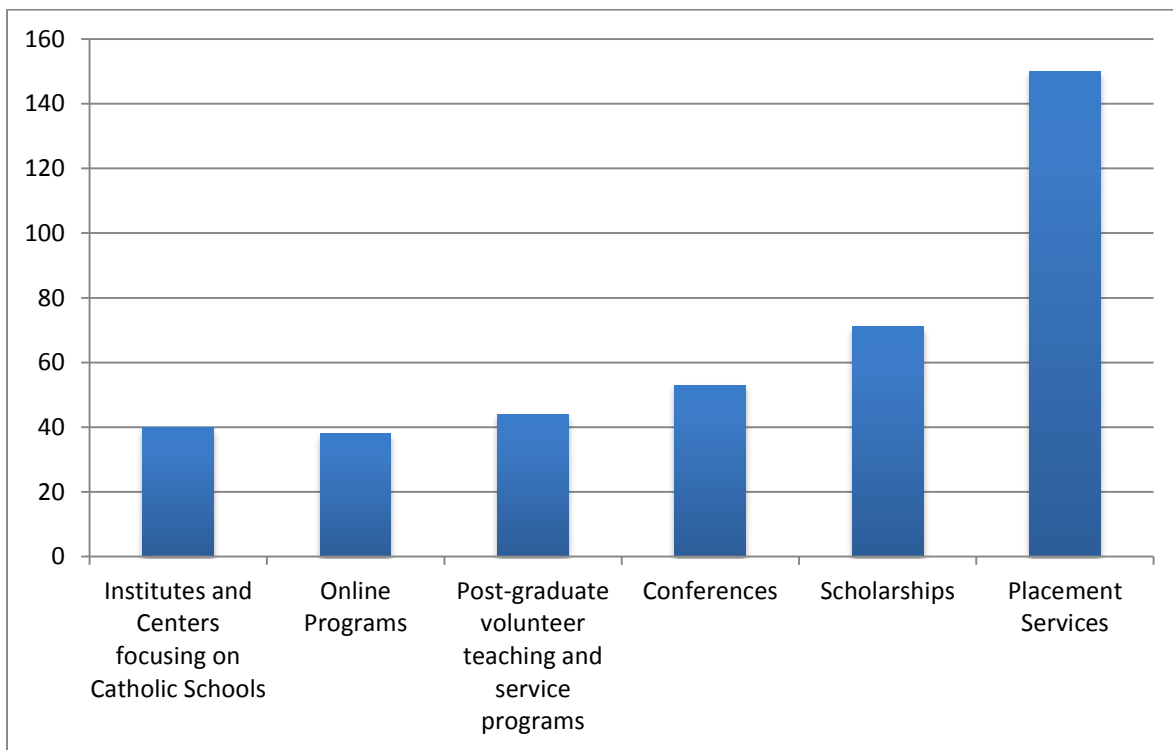

Figure 5: Highlights of Catholic Higher Education Investment in Support of Catholic Schools

**Catholic Colleges and Universities responding to the survey for the <u>Report to the USCCB on
Catholic Higher Education Programs in Support of Catholic Schools (CHESCS)</u>**

Name of Institution	City	State	Zip
Albertus Magnus College	New Haven	CT	06511
Alvernia University	Reading	PA	19607
Alverno College	Milwaukee	WI	53234
Anna Maria College	Paxton	MA	01612
Ancilla College	Plymouth	IN	46563
Aquinas College, TN	Nashville	TN	37205
Aquinas College, MI	Grand Rapids	MI	49506
Assumption College	Worcester	MA	01609
Assumption College for Sisters	Mendham	NJ	07945
Ave Maria University	Ave Maria	FL	34142
Avila University	Kansas City	MO	64145
Bellarmine University	Louisville	KY	40205
Benedictine College	Atchison	KS	66002
Benedictine University	Lisle	IL	60532
Boston College	Chestnut Hill	MA	02467
Brescia University	Owensboro	KY	42301
Briar Cliff University	Sioux City	IA	51104
Cabrini College	Radnor	PA	19087
Caldwell College	Caldwell	NJ	07006
Canisius College	Buffalo	NY	14208
Catholic Distance University	Hamilton	VA	20158
Chaminade University of Honolulu	Honolulu	HI	96816
Clarke University	Dubuque	IA	52001
College of Mount St. Joseph	Cincinnati	OH	45233
The College of New Rochelle	New Rochelle	NY	10805
College of Saint Benedict (and College of St. John)	St. Joseph	MN	56374
College of Saint Elizabeth	Morristown	NJ	07960
College of Saint Mary	Omaha	NE	68106
Creighton University	Omaha	NE	68102
D'Youville College	Buffalo	NY	14201
DePaul University	Chicago	IL	60614
Dominican University of California	San Rafael	CA	94901
Duquesne University of the Holy Ghost	Pittsburgh	PA	15282
Edgewood College	Madison	WI	53711
Elms College	Chicopee	MA	01013
Fairfield University	Fairfield	CT	06824

Felician College	Lodi	NJ	07644
Fontbonne University	Clayton	MO	63105
Fordham University	New York	NY	10023
Franciscan University of Steubenville	Steubenville	OH	43952
Gannon University	Erie	PA	16501
Georgian Court University	Lakewood Township	NY	08701
Georgetown University	Washington	DC	20057
Gonzaga University	Spokane	WA	99202
Gwynedd-Mercy College	Gwynedd Valley	PA	19437
Hilbert College	Hamburg	NY	14075
Holy Cross College	Norte Dame	IN	46556
Holy Family University	Philadelphia	PA	19114
Immaculata University	Immaculata	PA	19345
Iona College	New Rochelle	NY	10801
King's College	Wilkes-Barre	PA	18702
La Salle University	Philadelphia	PA	19141
Le Moyne College	Syracuse	NY	13214
Lewis University	Romeoville	IL	60446
Loras College	Dubuque	IA	52001
Lourdes University	Sylvania	OH	43560
Loyola Marymount University	Los Angeles	OH	90045
Loyola University Maryland	Baltimore	MD	21210
Loyola University Chicago	Chicago	IL	60660
Madonna University	Livonia	MI	48150
Manhattan College	Riverdale	NY	10463
Marian University	Indianapolis	IN	46222
Marquette University	Milwaukee	WI	53233
Marygrove College	Detroit	MI	48221
Marymount University	Arlington	VA	22207
Marywood University	Scranton	PA	18509
Mercyhurst College	Erie	PA	16546
Molloy College	Rockville Centre	NY	11570
Mount Mercy University	Cedar Rapids	IA	52402
Mount St. Mary's University	Emmitsburg	MD	21727
Neumann University	Aston	PA	19014
Newman University	Wichita	KS	67213
Niagra University	Niagara Univ	NY	14109
Notre Dame de Namur University	Belmont	CA	94002
Notre Dame of Maryland University	Baltimore	MD	21212

Our Lady of the Lake College	Baton Rouge	LA	70808
Our Lady of the Lake University	San Antonio	TX	78207
Providence College	Providence	RI	02908
Regis University	Denver	CO	80221
Rockhurst University	Kansas City	MO	64110
Rosemont College	Rosemont	PA	19010
Saint Anselm College	Manchester	NH	03102
Saint Gregory's University	Shawnee	OK	74804
Saint John's University	Queens	NY	11439
Saint Joseph's College (Indiana)	Rensselaer	IN	47978
Saint Leo Univeristy	St Leo	FL	33525
Saint Louis University	St Louis	MO	63103
Saint Martin's University	Lacey	WA	98503
Saint Mary of the Woods College	St Mary-of-the-Woods	IN	47876
Saint Mary's College	Notre Dame	IN	46556
Saint Mary's University of Minnesota	Winona	MN	55987
Saint Michael's College	Colchester	VT	05439
Saint Peter's University	Jersey City	NJ	07306
Saint Vincent College	Latrobe	PA	15650
Salve Regina University	Newport	RI	02840
Santa Clara University	Santa Clara	CA	95053
Seton Hall University	South Orange	NJ	07079
Seton Hill University	Greensburg	PA	15601
Siena College	Albany	NY	12211
Siena Heights University	Adrian	MI	49221
Silver Lake College of the Holy Family	Manitowoc	WI	54220
Spring Hill College	Mobile	AL	36608
St. Ambrose University	Davenport	IA	52803
St. Bonaventure University	St Bonaventure	NY	14778
St. Catharine College	St Catharine	KY	40061
St. Francis College	Brooklyn	NY	11201
St. Joseph's College	Standish	ME	04084
St. Mary's University, San Antonio	San Antonio	TX	78228
St. Norbert College	De Pere	WI	54115
St. Thomas Aquinas College	Sparkill	NY	10976
St. Xavier University	Chicago	IL	60655
The Catholic University of America	Washington	DC	20064
University of Dallas	Irving	TX	75062
University of Dayton	Dayton	OH	45469

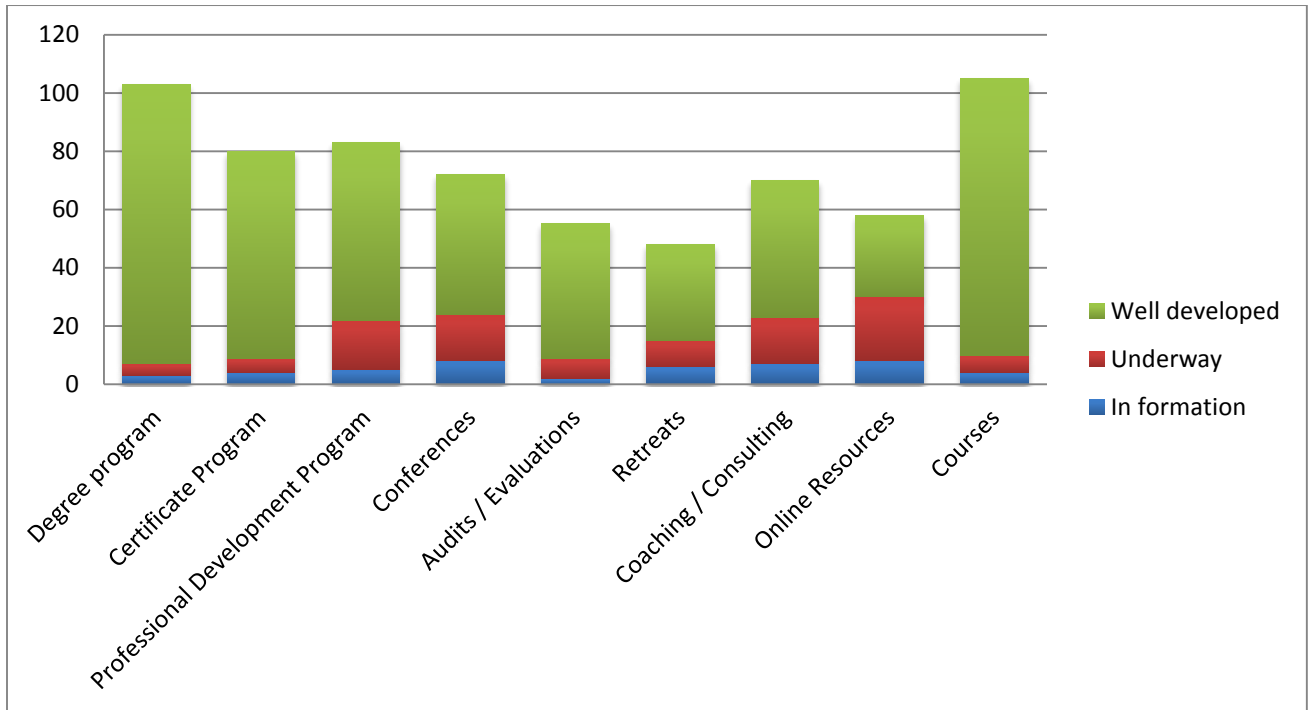|			
University of Detroit Mercy	Detroit	MI	48221
University of Great Falls	Great Falls	Mt	59405
University of Mary	Bismarck	ND	58504
University of Notre Dame	Notre Dame	IN	46556
University of Portland	Portland	OR	97203
University of Saint Francis	Fort Wayne	IN	46808
University of San Diego	San Diego	CA	92110
University of San Francisco	San Francisco	CA	94117
University of St. Francis	Joliet	IL	60435
University of St. Mary	Leavenworth	KS	66048
University of St. Thomas, MN	St Paul	MN	55105
University of St. Thomas, TX	Houston	TX	77006
Viterbo University	La Crosse	WI	54601
Wheeling Jesuit University	Wheeling	WV	26003
Xavier University	Cincinnati	OH	45207

Map of Responding Institutions
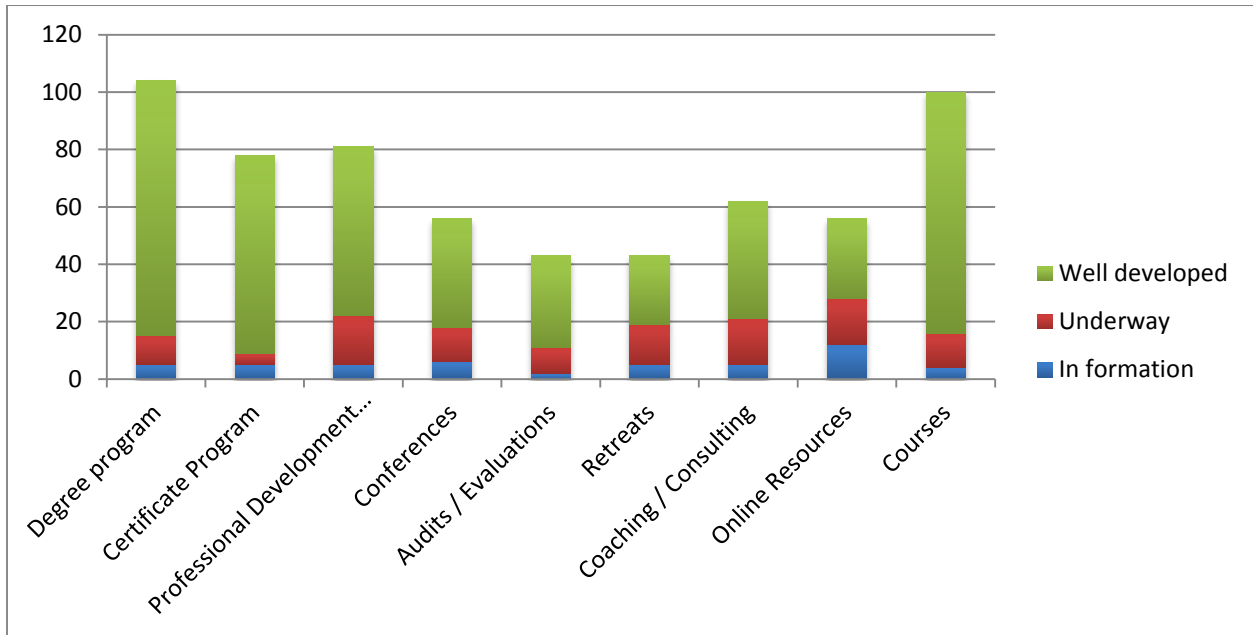

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Appendix A

1) Institution we offer programs to develop Catholic school leaders and teachers who have the understanding and skill set to implement and design effective curriculum, assessments, and instruction that prepare students for college, careers, and global social responsibility.
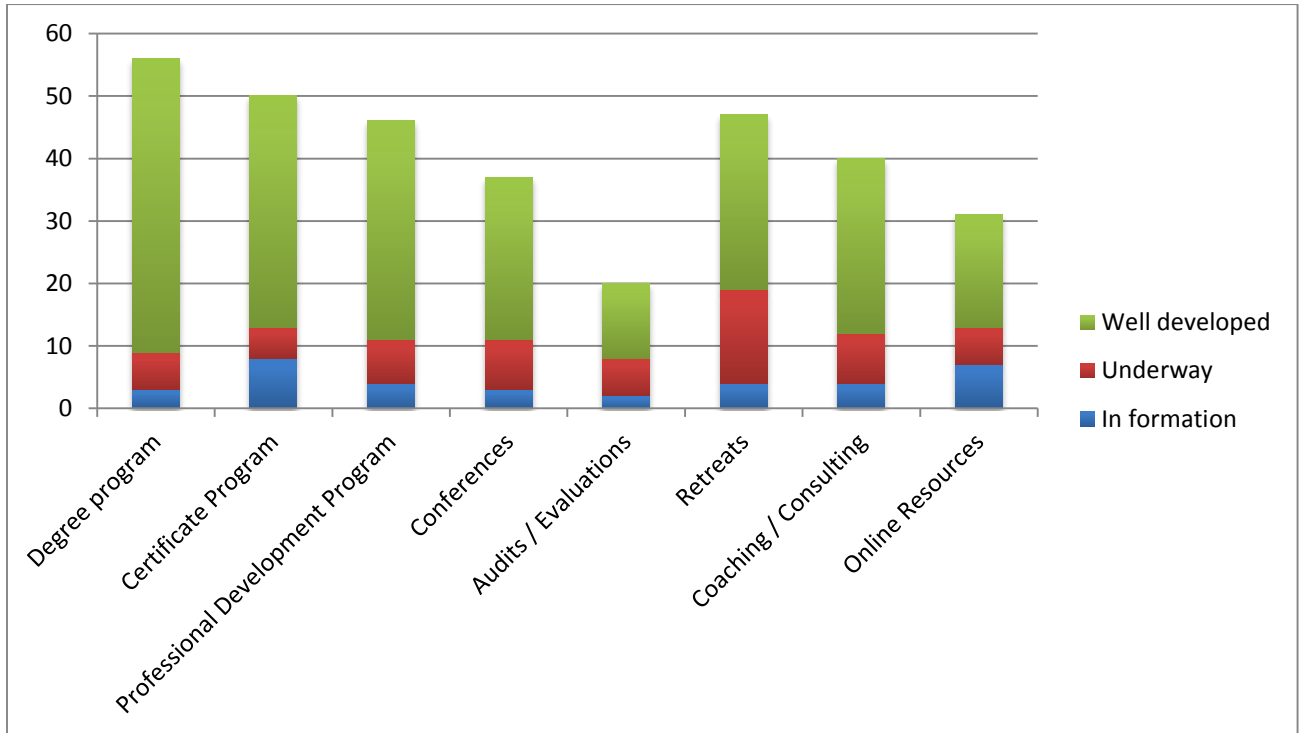

Program	In formation	Underway	Well developed
Degree program	3	4	96
Certificate Program	4	5	71
Professional Development Program	5	17	61
Conferences	8	16	48
Audits / Evaluations	2	7	46
Retreats	6	9	33
Coaching / Consulting	7	16	47
Online Resources	8	22	28
Courses	4	6	95

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2) In our institution we offer programs to prepare Catholic school leaders and teachers to use data to improve curriculum and instruction, to diagnose student learning needs and develop appropriate interventions, to enhance Catholic identity, and to communicate results to stakeholders.
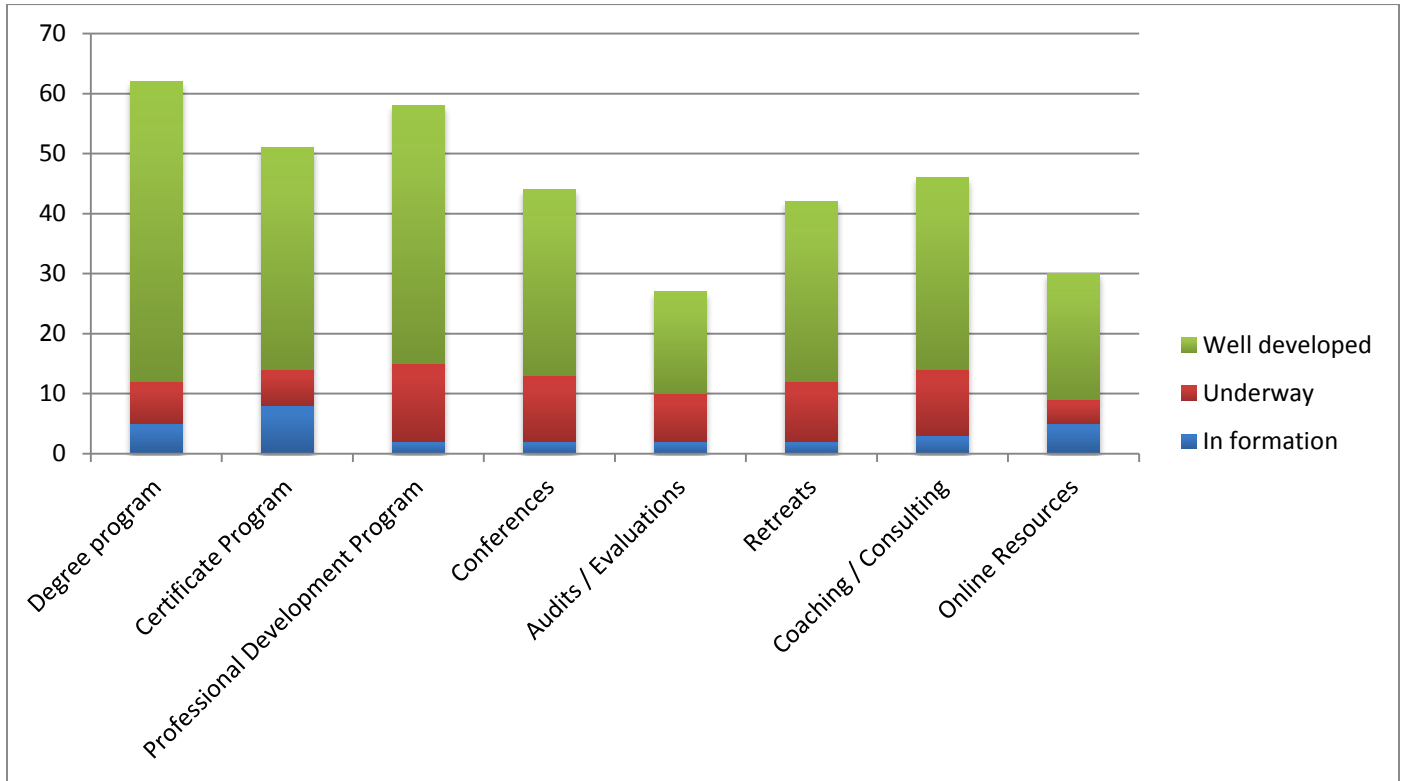

Question	In formation	Underway	Well developed
Degree program	5	10	89
Certificate Program	5	4	69
Professional Development Program	5	17	59
Conferences	6	12	38
Audits / Evaluations	2	9	32
Retreats	5	14	24
Coaching / Consulting	5	16	41
Online Resources	12	16	28
Courses	4	12	84

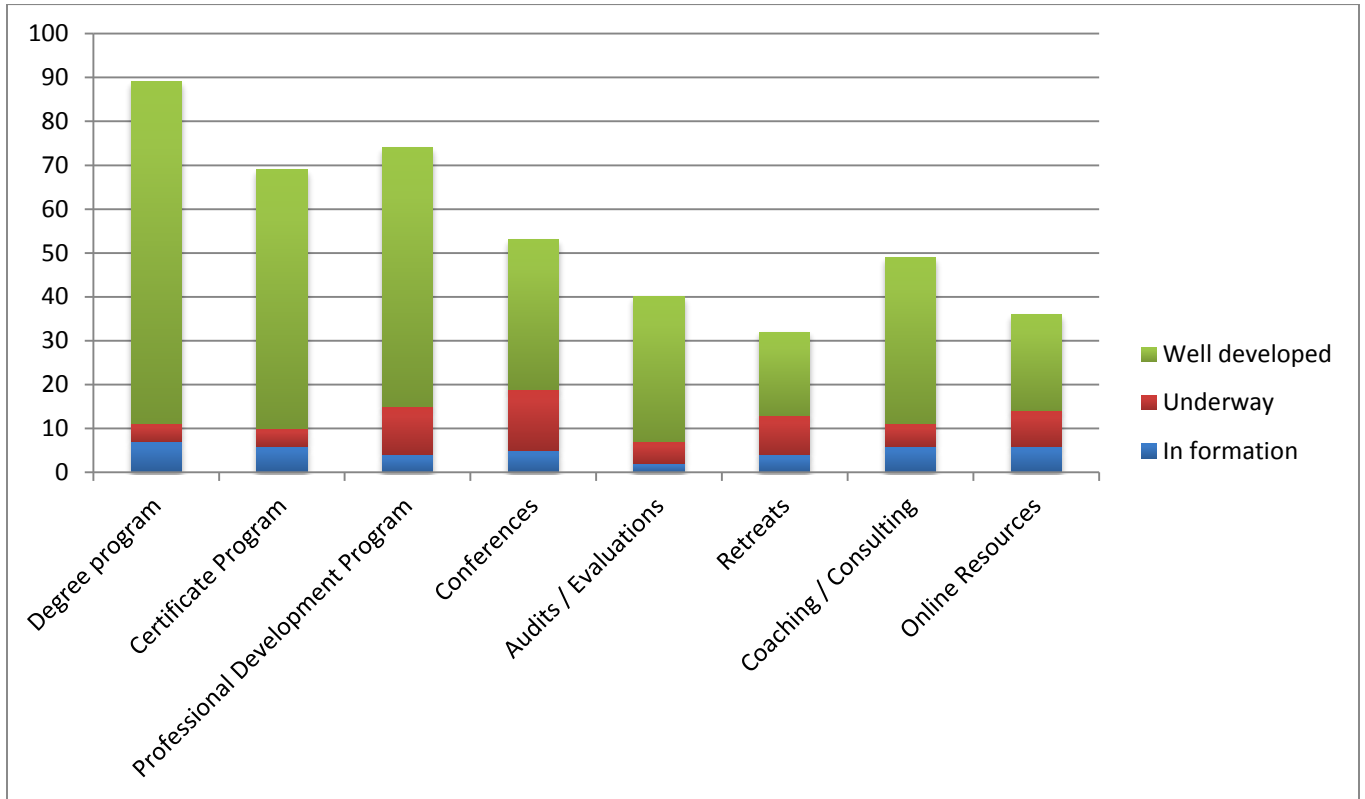**3) In our institution we offer programs to prepare teachers and leaders as catechists and teachers of the faith.**

Question	In formation	Underway	Well developed
Degree program	3	6	47
Certificate Program	8	5	37
Professional Development Program	4	7	35
Conferences	3	8	26
Audits / Evaluations	2	6	12
Retreats	4	15	28
Coaching / Consulting	4	8	28
Online Resources	7	6	18

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4) In our institution we offer programs to develop qualified leaders to serve as faith leaders of Catholic schools.
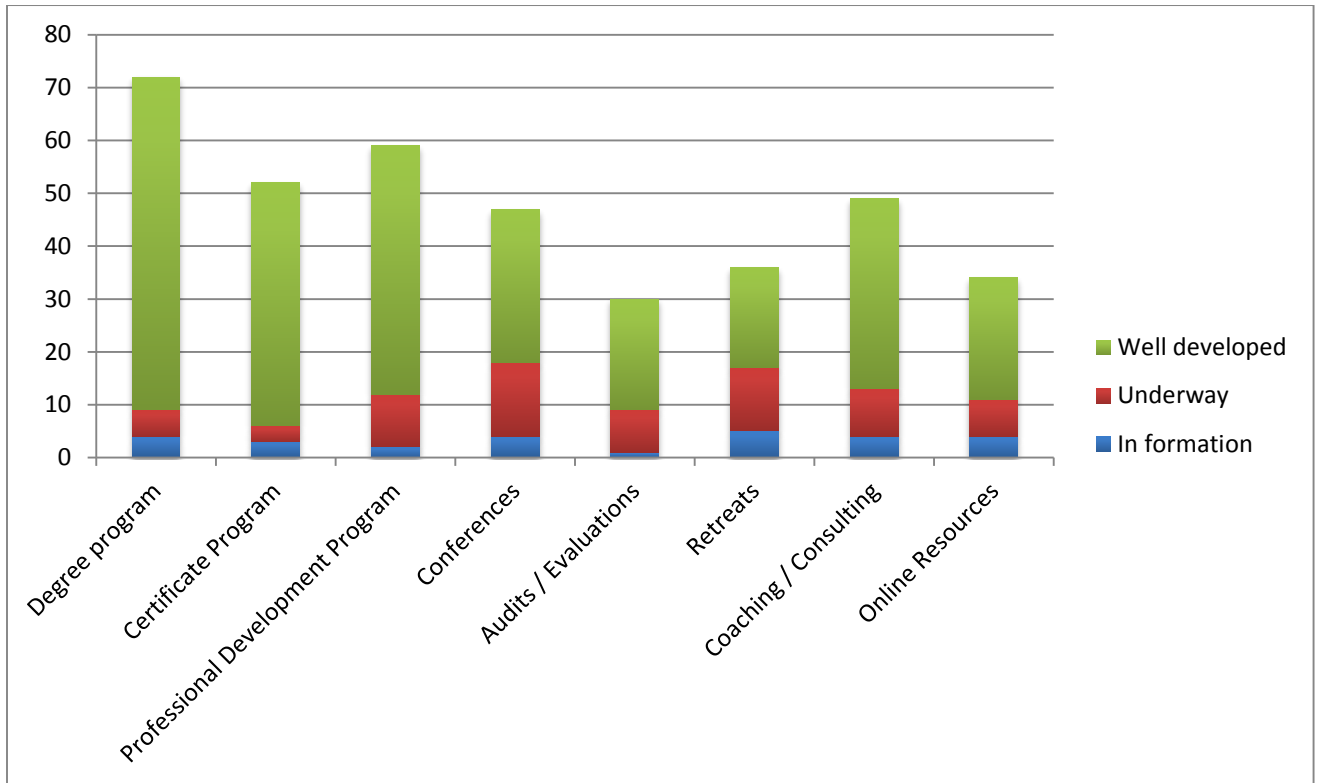

Question	In formation	Underway	Well developed
Degree program	5	7	50
Certificate Program	8	6	37
Professional Development Program	2	13	43
Conferences	2	11	31
Audits / Evaluations	2	8	17
Retreats	2	10	30
Coaching / Consulting	3	11	32
Online Resources	5	4	21

5) In our institution we offer programs to develop leaders who are qualified to serve as instructional, managerial, and operational leaders of Catholic schools.
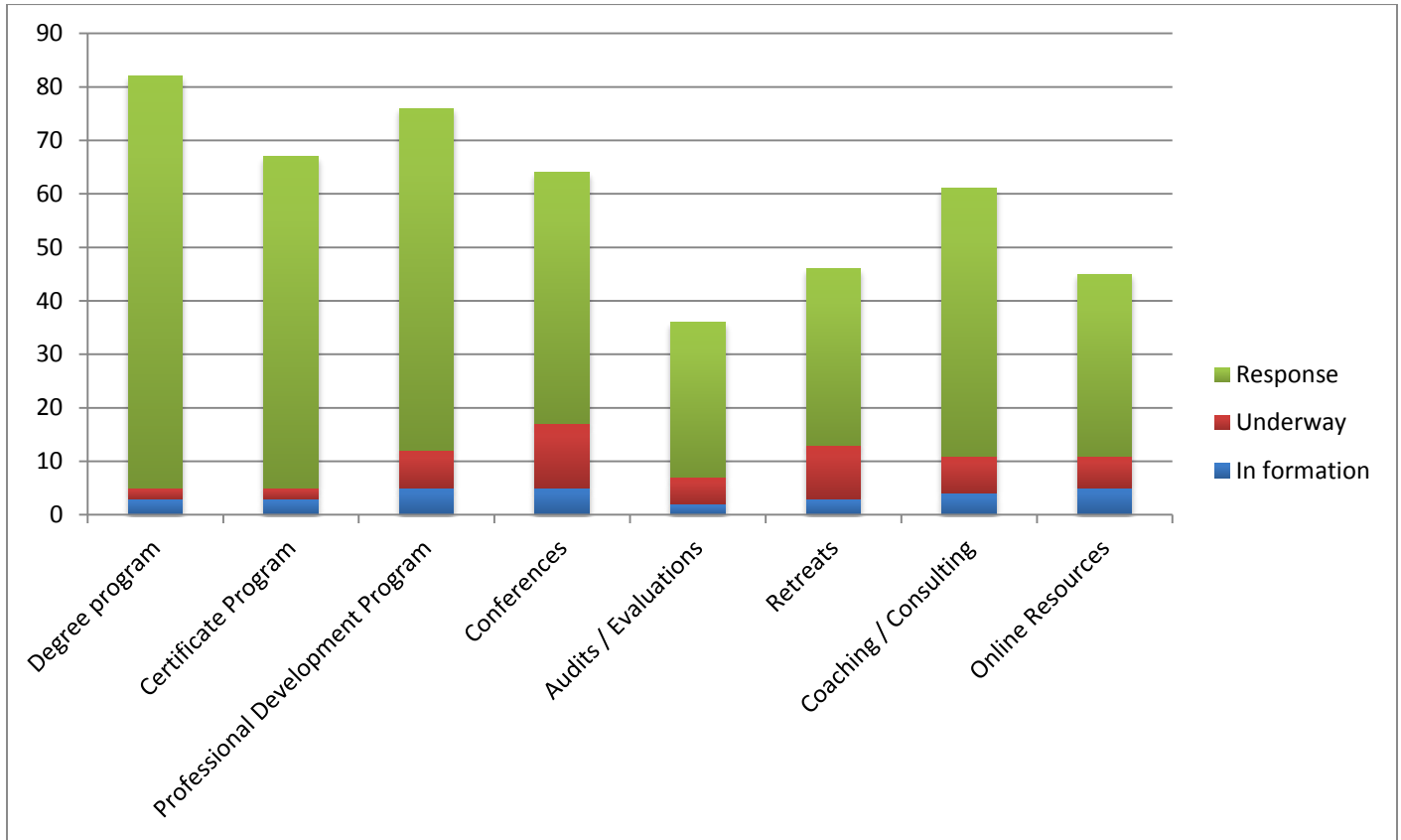

Question	In formation	Underway	Well developed
Degree program	7	4	78
Certificate Program	6	4	59
Professional Development Program	4	11	59
Conferences	5	14	34
Audits / Evaluations	2	5	33
Retreats	4	9	19
Coaching / Consulting	6	5	38
Online Resources	6	8	22

6) In our institution we offer programs to develop leaders who are qualified to articulate and to develop the mission of Catholic schools, and to engage the professional personnel, school board, and the larger community in the mission.
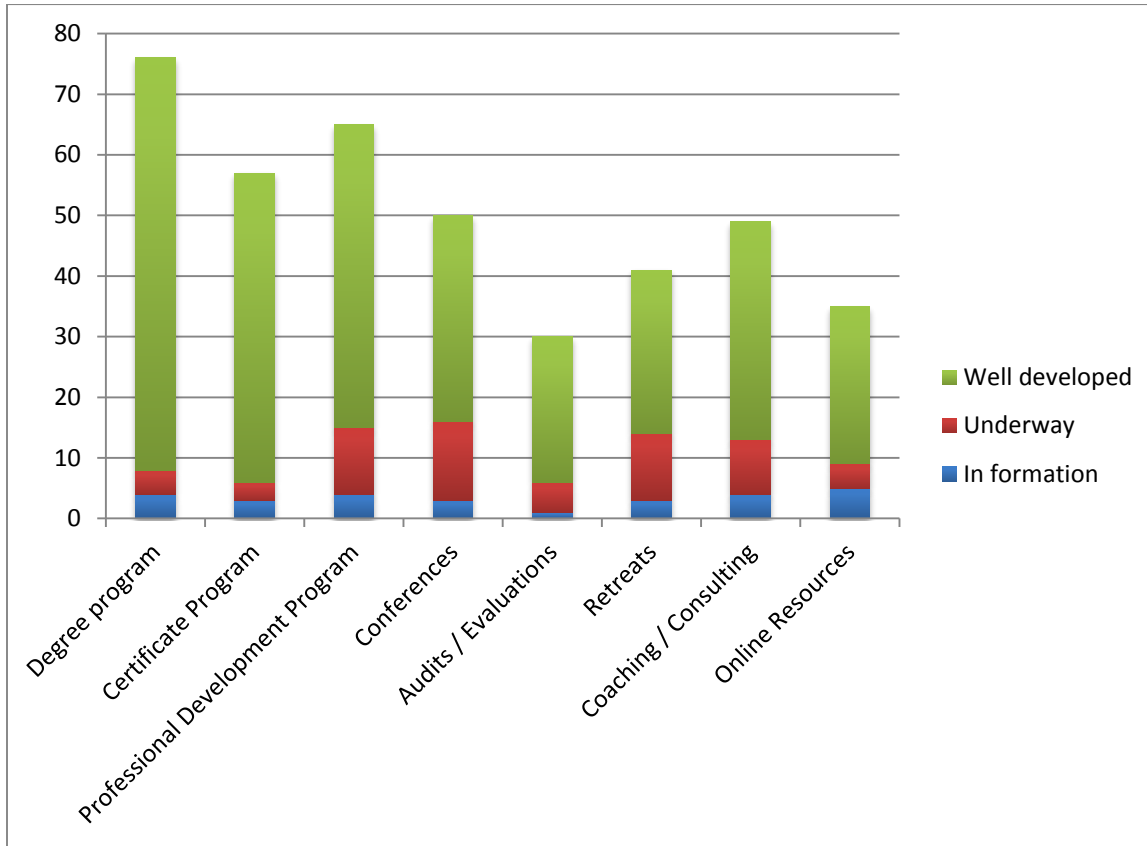

Question	In formation	Underway	Well developed
Degree program	4	5	63
Certificate Program	3	3	46
Professional Development Program	2	10	47
Conferences	4	14	29
Audits / Evaluations	1	8	21
Retreats	5	12	19
Coaching / Consulting	4	9	36
Online Resources	4	7	23

30

7) In our institution we offer programs to develop leaders who collaborate professionally in order to develop an educational and faith community in the school.

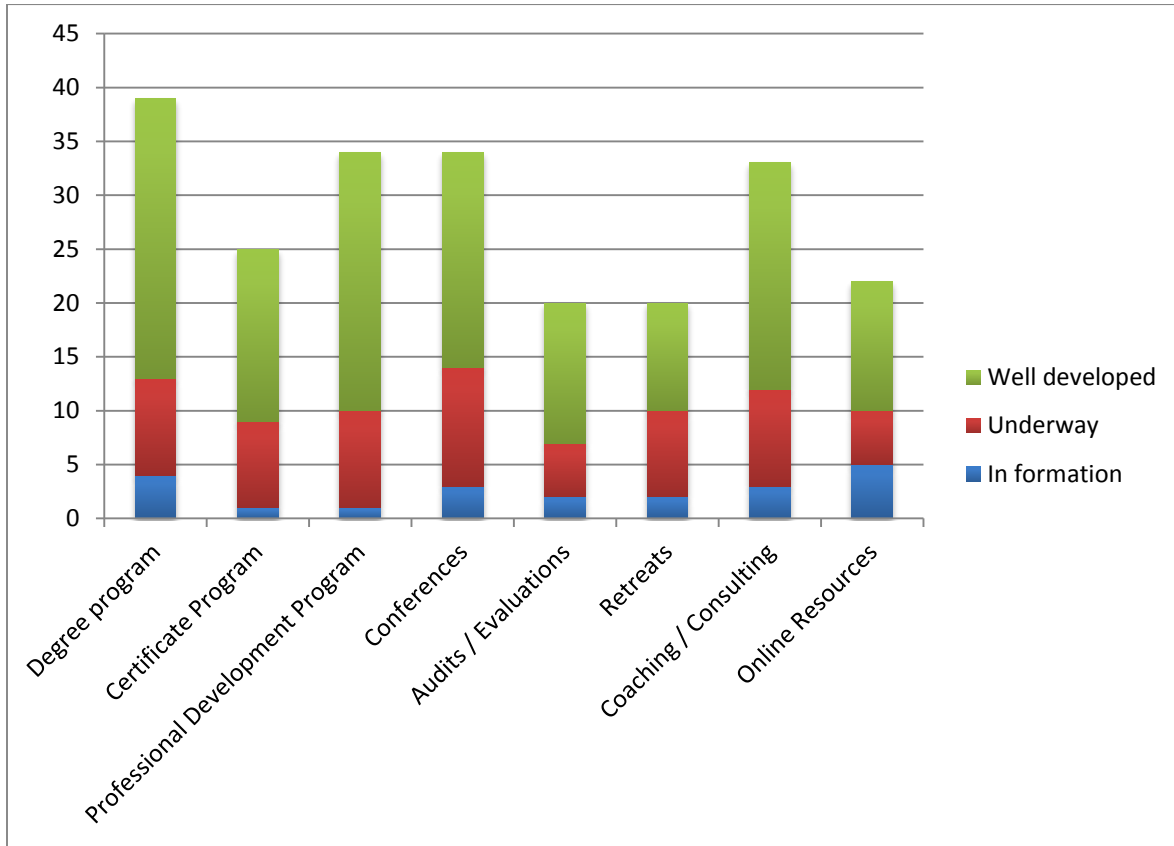| Question	In formation	Underway	Response
Degree program	3	2	77
Certificate Program	3	2	62
Professional Development Program	5	7	64
Conferences	5	12	47
Audits / Evaluations	2	5	29
Retreats	3	10	33
Coaching / Consulting	4	7	50
Online Resources	5	6	34

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8) In our institution we offer programs to cultivate future leaders who embrace the religious and professional dimensions of a Catholic school.

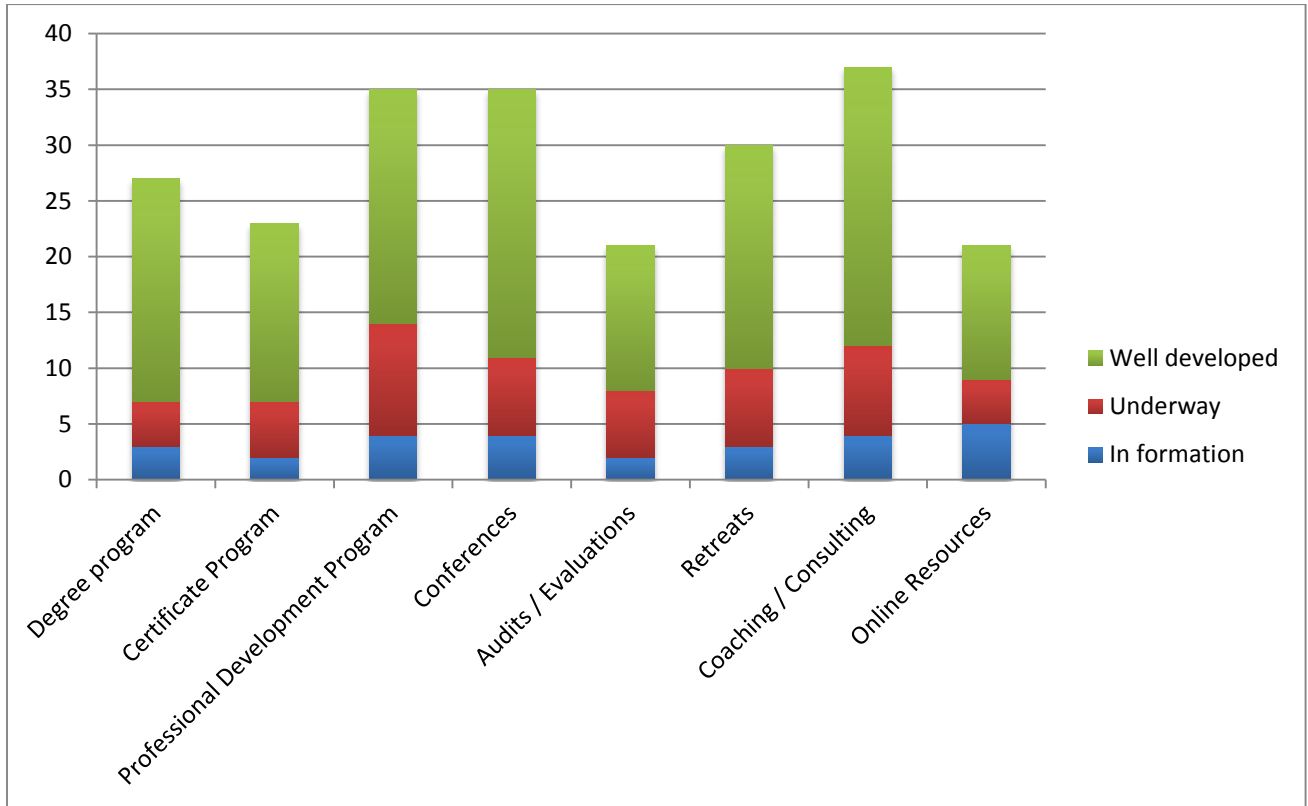| Question	In formation	Underway	Well developed
Degree program	4	4	68
Certificate Program	3	3	51
Professional Development Program	4	11	50
Conferences	3	13	34
Audits / Evaluations	1	5	24
Retreats	3	11	27
Coaching / Consulting	4	9	36
Online Resources	5	4	26

9) In our institution we offer programs and/or services to develop the professional functions and governance practices of Catholic school board and committee members.
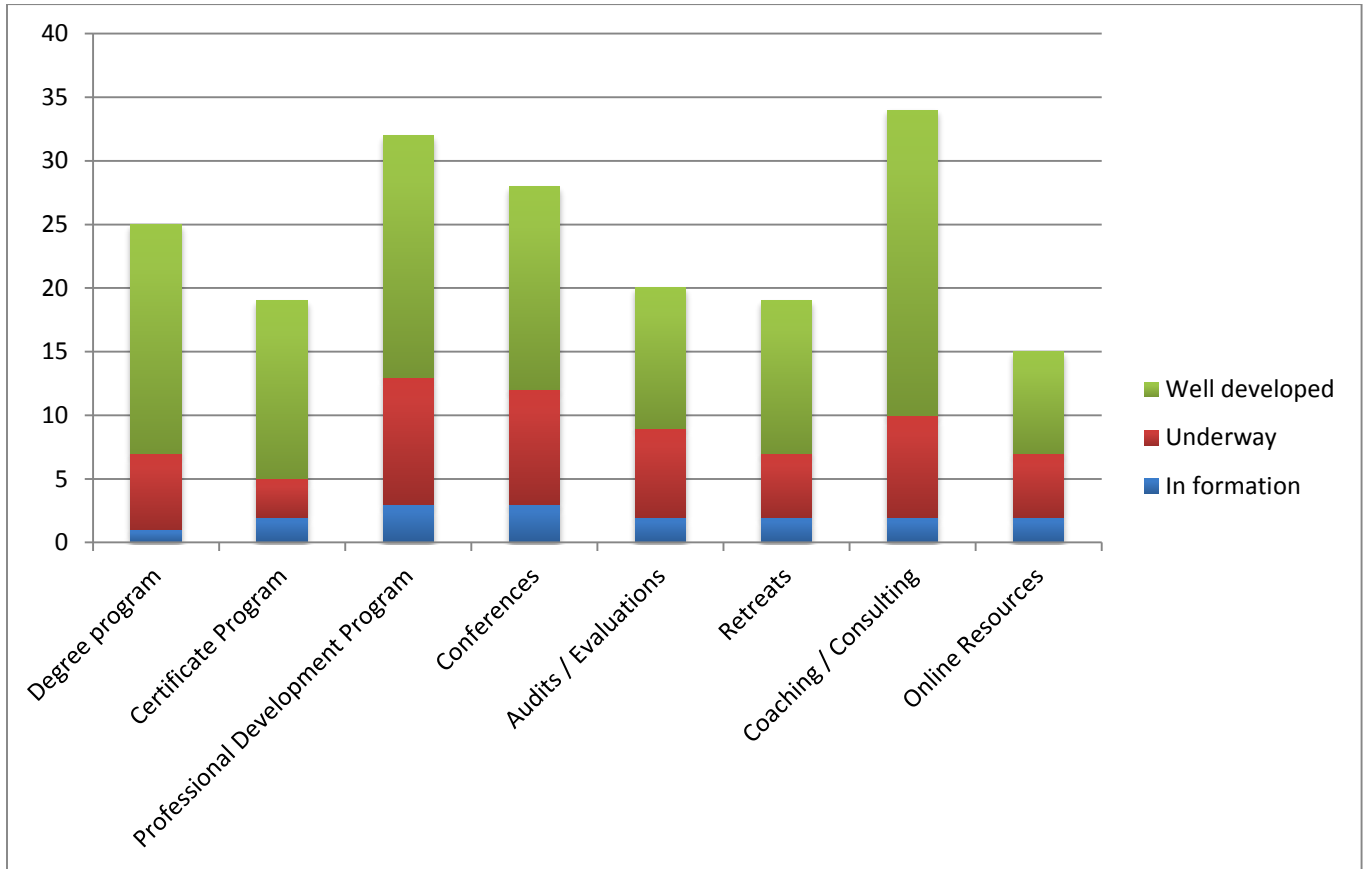

Question	In formation	Underway	Well developed
Degree program	4	9	26
Certificate Program	1	8	16
Professional Development Program	1	9	24
Conferences	3	11	20
Audits / Evaluations	2	5	13
Retreats	2	8	10
Coaching / Consulting	3	9	21
Online Resources	5	5	12

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10) In our institution we offer programs and/or services to develop the Catholic identity of school boards/ committee members and an understanding of Catholic educational policy.
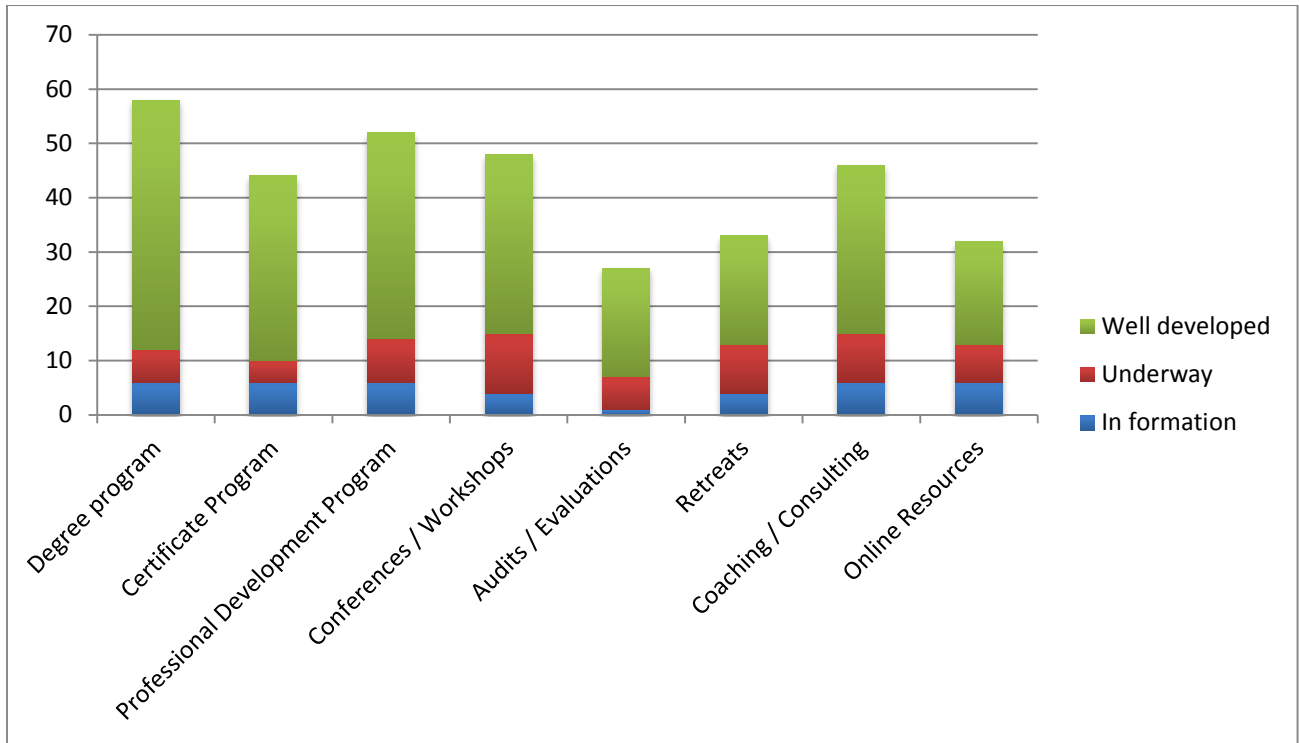

Question	In formation	Underway	Well developed
Degree program	3	4	20
Certificate Program	2	5	16
Professional Development Program	4	10	21
Conferences	4	7	24
Audits / Evaluations	2	6	13
Retreats	3	7	20
Coaching / Consulting	4	8	25
Online Resources	5	4	12

11) In our institution we offer programs and/or services to assist parish and school communities in selecting and forming members.
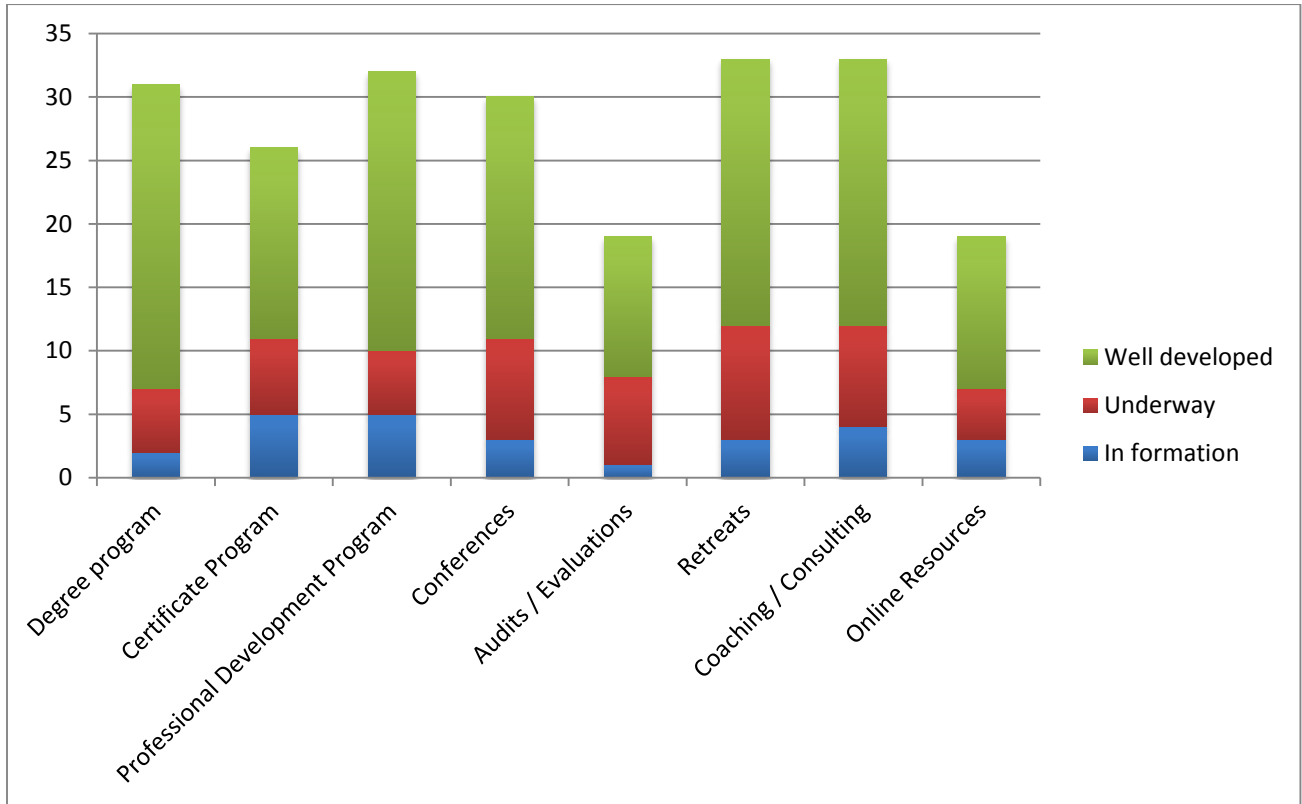

Question	In formation	Underway	Well developed
Degree program	1	6	18
Certificate Program	2	3	14
Professional Development Program	3	10	19
Conferences	3	9	16
Audits / Evaluations	2	7	11
Retreats	2	5	12
Coaching / Consulting	2	8	24
Online Resources	2	5	8

12) In our institution we offer programs that help Catholic school teachers and leaders to integrate elements of Catholic identity (scripture, Gospel values, Church teachings, social justice, etc.) into standards-based curriculum.
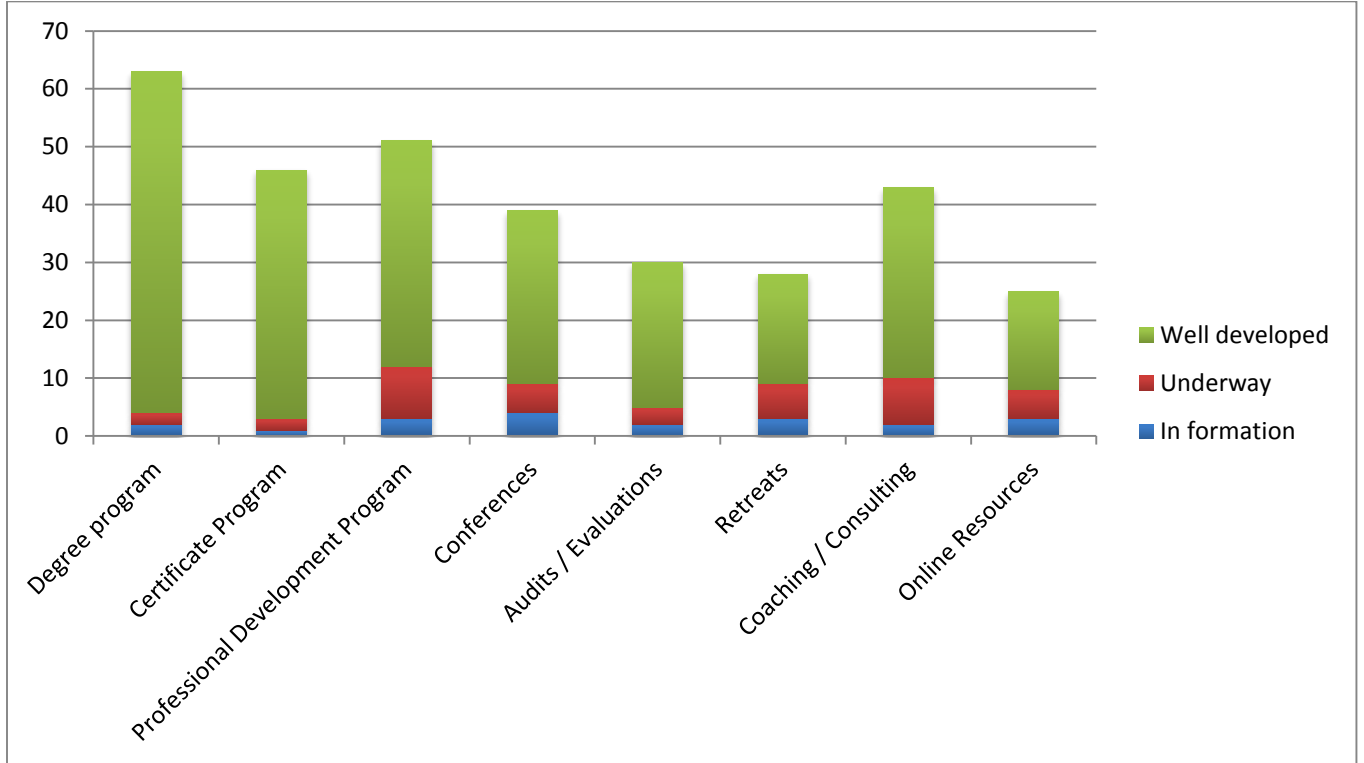

Question	In formation	Underway	Well developed
Degree program	6	6	46
Certificate Program	6	4	34
Professional Development Program	6	8	38
Conferences / Workshops	4	11	33
Audits / Evaluations	1	6	20
Retreats	4	9	20
Coaching / Consulting	6	9	31
Online Resources	6	7	19

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13) In our institution we offer programs that help Catholic school teachers and leaders to develop and improve campus ministry in Catholic schools.
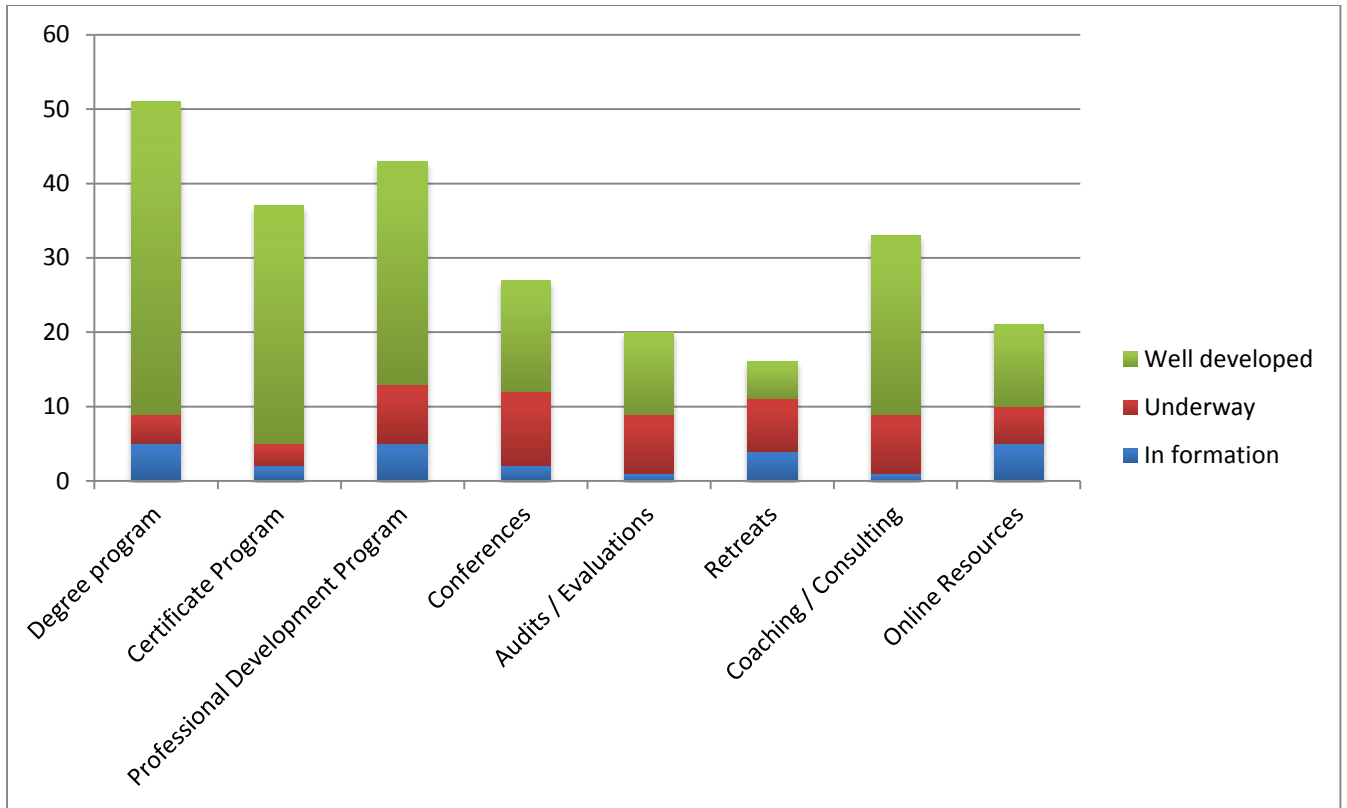

Question	In formation	Underway	Well developed
Degree program	2	5	24
Certificate Program	5	6	15
Professional Development Program	5	5	22
Conferences	3	8	19
Audits / Evaluations	1	7	11
Retreats	3	9	21
Coaching / Consulting	4	8	21
Online Resources	3	4	12

14) In our institution we offer programs that help Catholic school teachers and leaders design and implement school-wide programs that provide services (i.e., guidance counseling, wellness, and extra-curricular activities) to enhance the spiritual, emotional, physical, and intellectual talent of students, educating the whole child.
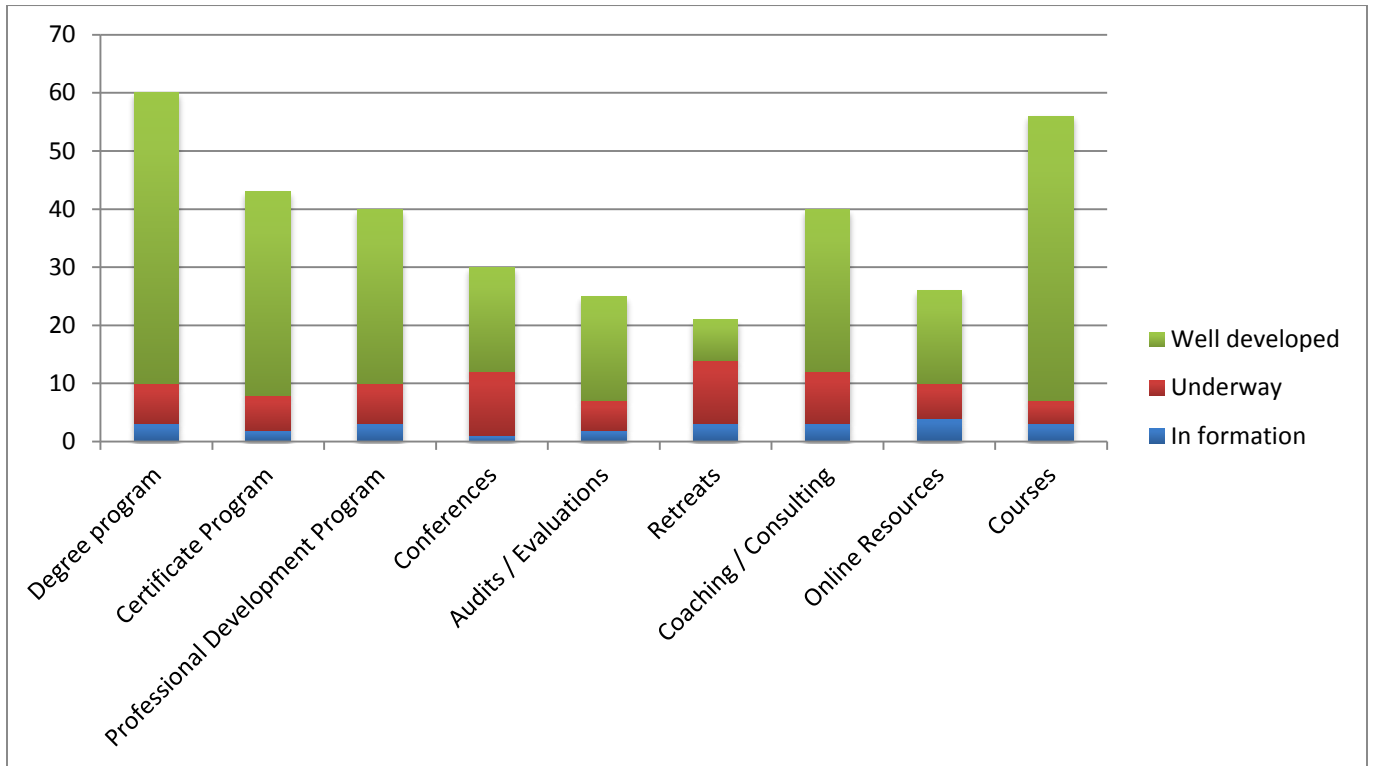

Question	In formation	Underway	Well developed
Degree program	2	2	59
Certificate Program	1	2	43
Professional Development Program	3	9	39
Conferences	4	5	30
Audits / Evaluations	2	3	25
Retreats	3	6	19
Coaching / Consulting	2	8	33
Online Resources	3	5	17

15) In our institution we offer programs to assist Catholic school leaders and school boards in responsible and effective planning for and management of finances, facilities, equipment, and technology.

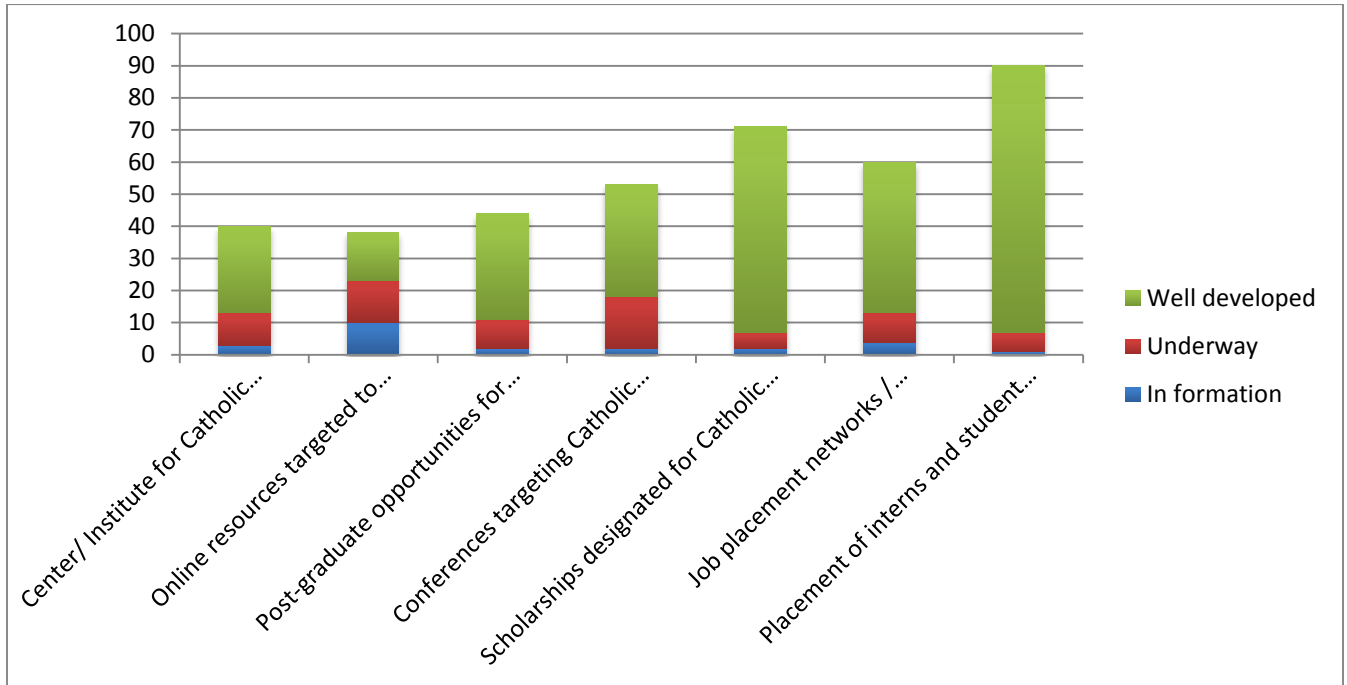| Question	In formation	Underway	Well developed
Degree program	5	4	42
Certificate Program	2	3	32
Professional Development Program	5	8	30
Conferences	2	10	15
Audits / Evaluations	1	8	11
Retreats	4	7	5
Coaching / Consulting	1	8	24
Online Resources	5	5	11

16) In our institution we offer programs to assist Catholic school leaders and school boards, and others in collecting, analyzing, and using data appropriately and effectively for accountability and improvement.

Question	In formation	Underway	Well developed
Degree program	3	7	50
Certificate Program	2	6	35
Professional Development Program	3	7	30
Conferences	1	11	18
Audits / Evaluations	2	5	18
Retreats	3	11	7
Coaching / Consulting	3	9	28
Online Resources	4	6	16
Courses	3	4	49

17) In our institution we offer programs that help Catholic schools and dioceses access higher education resources and build their capacity to sustain excellent Catholic schools in the following ways:

Question	In formation	Underway	Well developed
Center/ Institute for Catholic education	3	10	27
Online resources targeted to Catholic school educators	10	13	15
Post-graduate opportunities for beginning Catholic school teachers (e.g., ACE, LaLanne, LU-CHOICE, Operation Teach, PACE, etc.)	2	9	33
Conferences targeting Catholic school educators	2	16	35
Scholarships designated for Catholic school educators	2	5	64
Job placement networks / assistance for Catholic school educators	4	9	47
Placement of interns and student teachers in Catholic schools	1	6	83