

Lighting the Way

Shaping Lives. Turning Corners.



LIGHTING
THE WAY

Building a New Era in
Catholic Education



THE ROMAN CATHOLIC
ARCHDIOCESE OF NEWARK

The Strategic Plan for the Catholic Schools of the Archdiocese of Newark

The Renaissance of Catholic Education is Underway



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hen we launched our Lighting the Way initiative in 2014, our goal was to create a multi-year strategic plan to strengthen schools in the Archdiocese of Newark and ensure they remain available, accessible and affordable for all families desiring Catholic education for their children.

The 30-member Lighting the Way Commission found that Catholic education in the Archdiocese can do more than simply survive. It can thrive in the coming years. The Commission pointed to fundamental changes needed in governance and leadership, new enrollment and financial management practices, improvements in learning strategies and academic performance, and consistent marketing, fundraising and development methods.

The Archdiocese was tasked with determining not just what needed to be done, but how it can be accomplished — in short, to design a “roadmap for success.” In consultation with the School Office, we agreed that our work must be data-driven. Consequently, our approach is based on extensive empirical analysis.

Lighting the Way has allowed us to begin a “Renaissance of Catholic Education” in the Archdiocese of Newark. It has created “a system of schools” where the uniqueness, strengths and needs of each school are addressed, maintaining respect for the school’s culture and traditions. Simultaneously, it has strengthened leadership, fundraising, technology, academics and finance at the school level.

We are empowering advisory boards comprised of outstanding and talented members of the clergy and laity to collaborate with the Schools Office, Finance Office and Human Resources to advise principals on personnel, finance, marketing, development, strategic planning and facilities.

Under this new governance structure, every school principal and pastor contributes to and has a voice in Catholic education in the Archdiocese. As I stated, “It is our hope that with ‘Lighting the Way’ we can plan for a future where we can promise our children the unparalleled experience found only in Catholic education.”

Following are some highlights of advances we have made together, and initiatives we continue to pursue in service to our students.

Most Reverend John J. Myers
Archbishop of Newark



**Most Reverend
John J. Myers**

Keeping Our Schools Open

This year is the third year in more than two decades that we have not closed any K-12 Catholic schools!

Blue Ribbon Recognition

Our schools are national leaders. In fact, approximately 25% are already designated as Blue Ribbon: Exemplary High Performing Schools.

The Blue Ribbon designation is reserved for select schools whose students have scored in the top 15% of all students in the nation (among both public and non-public schools) on standardized tests. To achieve Blue Ribbon status, schools must complete a very comprehensive application. Each school's eligibility is ultimately determined by the United States Department of Education. Our aim and



expectation is that each year additional schools in the Archdiocese of Newark can be eligible to apply based on the academic achievements of their students.

STEM Program Growing

Science, Technology, Engineering and Mathematics (STEM) are vital to the future—of our nation and our children. To strengthen our academic programs and make them more relevant for the challenges of the 21st Century, we are working to improve teaching STEM fields and heighten interest in all four disciplines. Our graduates will be well-prepared to design solutions to real world problems.

New Marketing Strategies

The Archdiocese launched Lighting the Way with a research-based, multi-media branding and advertising campaign that included a broad range of media such as outdoor, radio, TV, and social media. In addition, the Schools Office offered a yearlong series of marketing training workshops and provided schools with a marketing toolkit. The Archdiocese is currently incorporating new social media strategies and continues to offer support to schools in enrollment management and retention.

Boosting Alumni Support

Thanks to a generous grant, the Schools Office has been able to participate in the Catholic Alumni Partnership (CAP) program. Typically, Catholic elementary schools have not maintained formal alumni networks. The goal of CAP is to search for alumni records from the 1950s to the present. By rooting through basements and old files, we have already



produced more than 100,000 records. Friend raising and fundraising letters are being sent to alumni with requested donations sent directly to the schools.

All Parishes Now Supporting All Schools

Costs to operate our schools continue to increase. Lighting the Way called for a new financial model that enlists the help of all the parishes in the Archdiocese of Newark to financially support Catholic education by paying a new assessment. In addition to this new funding model, the Office of Finance now supports each school with a uniform budgeting process.

New Opportunities at Notre Dame

Two of our pastors were sponsored by Notre Dame University to attend a one-week workshop focused on increasing enrollment of the Hispanic population.

Catholic School Students are High Performers

Catholic elementary school students as a group outperform other students in the U.S. as measured by scores on standardized tests. In many grades, the average Catholic school student is achieving at or above the top quarter of their national peers. The U.S. Department of Education has recognized this excellence by designating 16 of our Catholic elementary schools as Blue Ribbon Schools of Excellence.

Implementing Best Practices in All Schools

The Schools Office has transitioned to a service organization that facilitates the sharing of best practices among schools.

Mapping Excellence into Curriculum

To identify essential learning in specific subject areas, the Schools Office launched an Archdiocesan-wide collaborative process that involved and included every teacher. In an ongoing series of workshops, more than 1,200 teachers (K-8) met in grade-level configurations by county with facilitators who recorded input from each group and synthesized it with the contributions from other counties to create Archdiocesan-wide core curriculum maps. When completed, the Archdiocesan core curriculum maps will present a consistent, clearly articulated curriculum in every subject. Curriculum maps for mathematics and English/Language Arts are accessible online at <https://catholicschoolsnj.org/curriculum-and-testing/curriculum-mapping>

Teachers are utilizing the Rubicon Atlas curriculum mapping software to develop and share teacher maps that reflect various research-based elements of classroom instruction. The mapping process assures us that learning outcomes meet, and in most cases, exceed, state, national and content-area standards.

Improving Teaching with Teachscape

Thanks to another generous grant, an innovative teacher observation method is being implemented at all elementary schools in the Archdiocese. Teachscape, an evaluation instrument for our principals to use when observing instruction, provides principals with training and tools so they can accurately evaluate teaching practice and provide meaningful feedback.

Teachscape incorporates the *Framework for Teaching*, created by Charlotte Danielson, a comprehensive and coherent framework that identifies those aspects of a teacher's responsibilities that have been documented as promoting improved student learning. Studies have shown that





teachers who demonstrate more effective teaching on their evaluation produce greater gains in student test scores. The aim of Teachscape is measurable growth in teacher practice, school leadership, and student achievement.

Leveraging Technology to Improve Learning

As part of our new technology initiative, tech integrators designated by each school met as a group over a period of two years to create an Archdiocesan-wide technology curriculum skill map. The curriculum was informed by New Jersey's State Standards and research that asked high schools to define the skills they expect from a technologically proficient freshman. The result is the first-ever Archdiocese of Newark technology curriculum, which breaks down grade-level skills to be mastered by eighth grade.

Using a train-the-trainer model, each school-based tech integration specialist trains individual teachers to understand grade-

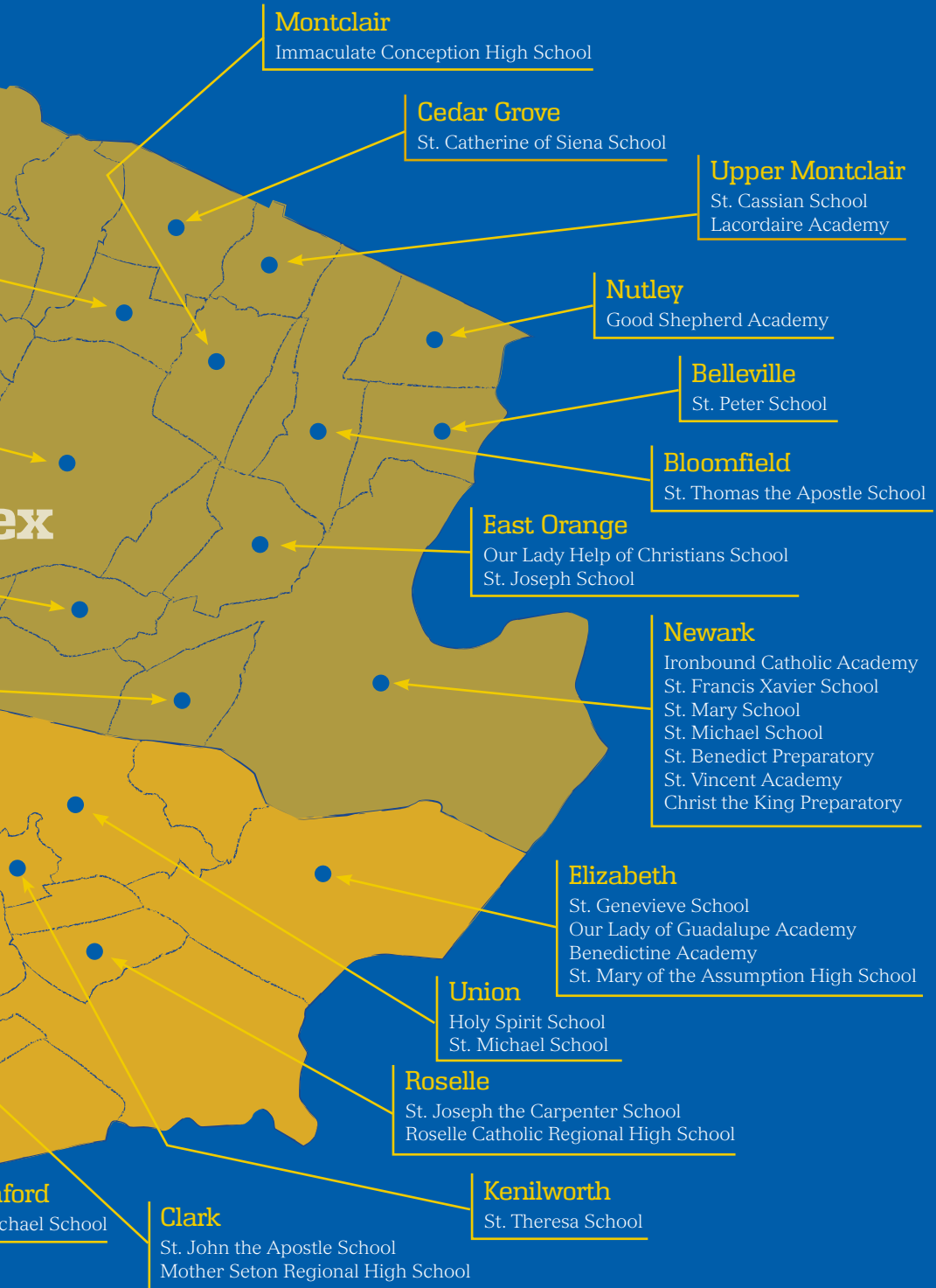
Highly Qualified Administration and Teaching Staff

Teachers in Archdiocesan Catholic schools are highly qualified. 90% are State Certified or are in the process of obtaining State Certification. Laymen and women represent 97% of the staff at our schools.

In 2015, one of our teachers was honored as the New Jersey Non-Public Teacher of the Year.

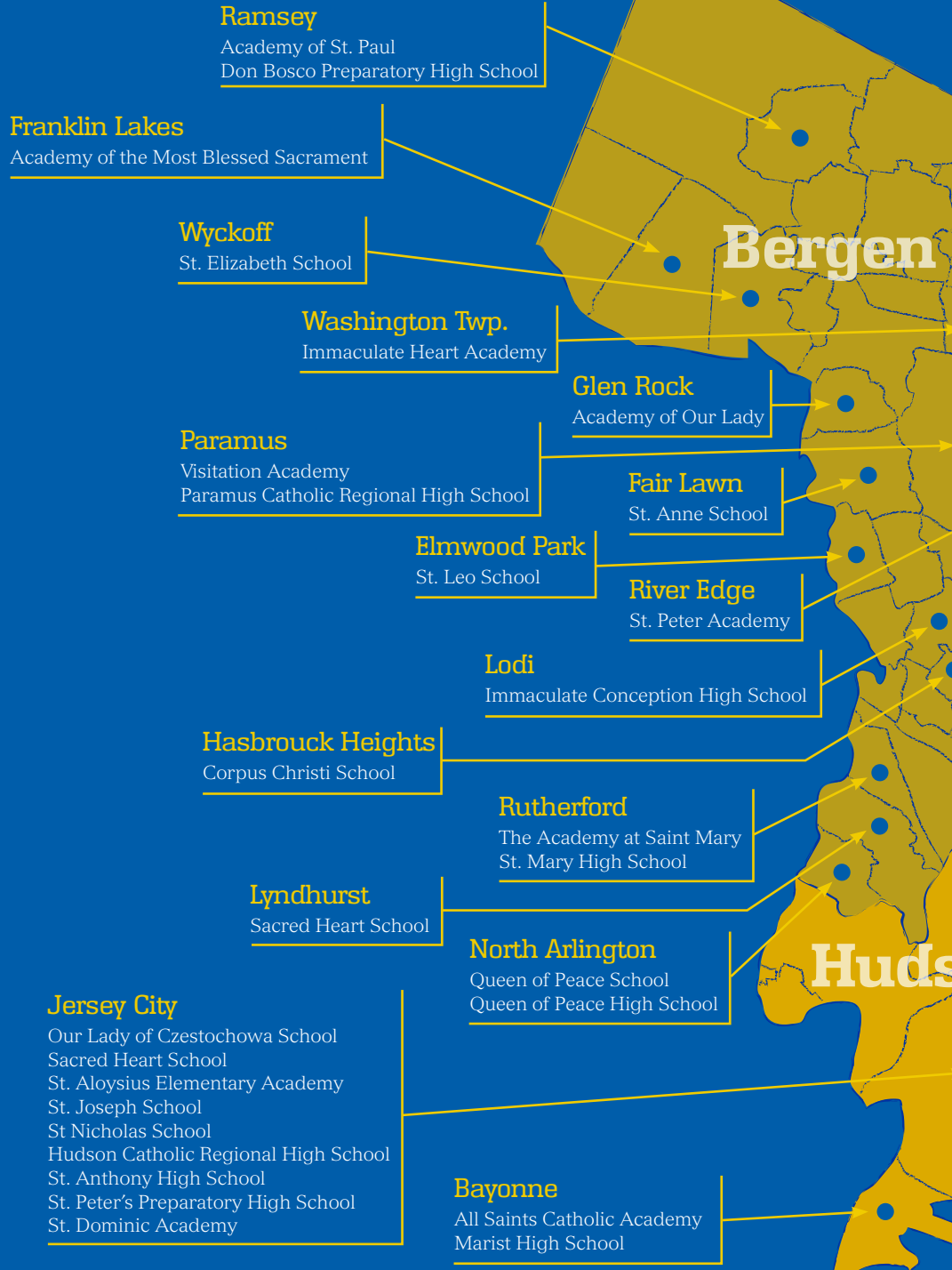
Archdiocese of Newark — Catholic Schools Essex and Union Counties





Archdiocese of Newark — Catholic Schools

Bergen and Hudson Counties





appropriate ways to support student learning with technology. Each month, focus skills are shared at technology integrators workshops.

An important outcome of the new curriculum will be to help our students to experience computer programming and computational thinking.

Master Teachers Mentoring First-Year Teachers

The Schools Office is building a Teacher Mentoring Program to identify master teachers who will assist new teachers during their first year. The program seeks to identify veteran mentors who are highly committed to the task of helping beginning teachers find success and gratification in their new work.

PowerSchool Creates Technical Ecosystem for Education

The PowerSchool student information system now serves as the technical ecosystem for all our elementary schools. PowerSchool allows all education stakeholders to effectively manage school processes and student data by linking education technologies relied upon in school offices and classrooms.

Business Process Workshops

Human Resources and the Office of Finance have offered workshops for our teachers and pastors. The members of both offices have been available to meet individually with pastors and principals, as well as with groups.

Fordham Recognizes Reaching Out

Fordham University recently recognized the pastor and principal in one of our Archdiocesan schools for their superlative

work in reaching out to the parish and school community. This year Fordham University also chose to honor two of our schools for outstanding service to the students and to the community.

Spreading Word on Fire

Together, two parishes and two schools were able to secure a grant to implement Bishop Barron's program, Word on Fire. Based on specific Bible readings from the Old and the New Testament, Word on Fire is one of the leading introductions to Catholic faith and culture.

Legislative Advocacy and Federal and State Aid Information

The Archdiocese of Newark's Catholic schools parents' voices are heard by our legislators through representatives from the Schools Office. Information about federal and state grant programs are disseminated to our schools in a timely manner through the efforts of our legislative representative.

The NJ Network of Catholic School Families exists to educate and mobilize individuals and organizations to be advocates of public policies that support the families whose children attend



the Catholic schools of New Jersey. The Archdiocese of Newark's Catholic schools parents' voices are heard by our legislators through the Network representation from the Schools Office. A member of our staff routinely testifies at legislative hearings at the NJ State House. Parent and student activities such as Catholic Schools Week at the State House serve to put Catholic school parents and their children together in a targeted event with their legislators while showing the value that Catholic education brings to NJ. Information about Federal and State grant programs are disseminated to our schools in a timely manner through the efforts of our Government Funded Programs director who works with schools and local districts to troubleshoot funding issues. As a member of the Nonpublic School Advisory Committee to the NJ Department of Education, this staff position advocates for state education programs and policies that assist Catholic school students.

Catholic Urban Schools Partnership

Many archdioceses across the nation have spawned special partnerships to provide additional assistance to inner-city Catholic schools. Following different models, these partnerships have made a positive impact in cities like Chicago, Memphis, Bridgeport, Philadelphia and New York City. The Catholic Urban Schools Partnership (CUSP) was recently established by the Archdiocese of Newark Schools Office to provide additional academic and financial support to nine Catholic schools in the neediest areas of inner-city Newark and surrounding communities. The CUSP Advisory Board members will serve these schools by offering time and talent to assist the superintendent of schools with strategic planning, academic support, finance, facilities, marketing, and development activities.

Catholic School Students Go to College

Between 97% and 100% of Catholic high school students graduate and continue on to post-secondary education. The Archdiocese of Newark's Class of 2015 received over \$300 million in academic scholarships and 98% are pursuing a college education.

A bright sunburst graphic with rays emanating from a central point, set against a yellow background.

Shaping Lives for the Greater Good

We point with pride to the achievements of our schools, but no single result is more important than the formation of a community of faith-filled learners. In the words of Pope Francis, “Catholic educational institutions offer to all an approach to education that has as its aim the full development of the person, which responds to the right of every person to access knowledge.”

Student Diversity and Faith Background

The Catholic elementary schools educate a diverse group of students. Our enrollment breakdown includes 62% Caucasian, 16% African American, 12% Asian, and 10% other groups or multiracial. (22% of our student population overall is Latino.)

The Catholic high schools educate a diverse group of students. Our enrollment breakdown includes 59% Caucasian, 19% African American, 9% Asian, and 13% other groups or multiracial. (15% of our student population overall is Latino.)

Bergen County Catholic Elementary Schools

Bergenfield

Transfiguration Academy

Bogota

St. Joseph Academy

Cresskill

Academy of Saint Therese of Lisieux

Elmwood Park

St. Leo School

Emerson

Assumption Academy

Fair Lawn

St. Anne School

Fairview

Academy of Our Lady of Grace

Fort Lee

Christ the Teacher School

Franklin Lakes

Academy of the Most Blessed Sacrament

Glen Rock

Academy of Our Lady

Hasbrouck Heights

Corpus Christi School

Hillsdale

St. John Academy

Lyndhurst

Sacred Heart School

North Arlington

Queen of Peace School

Oradell

St. Joseph School

Palisades Park

Notre Dame Academy

Paramus

Visitation Academy

Park Ridge

Our Lady of Mercy Academy

Ramsey

Academy of St Paul

River Edge

St. Peter Academy

Rutherford

The Academy at Saint Mary

Tenafly

Academy of Our Lady of Mount Carmel

Wyckoff

St. Elizabeth School

Essex County Catholic Elementary Schools

Belleville

St. Peter School

Bloomfield

St. Thomas the Apostle School

Caldwell

Trinity Academy

Cedar Grove

St. Catherine of Siena School

East Orange

Our Lady Help of Christians School
St. Joseph School

Irvington

Good Shepherd Academy

Livingston

Aquinas Academy

Newark

Ironbound Catholic Academy
St. Francis Xavier School
St. Mary School
St. Michael School

Nutley

Good Shepherd Academy

Short Hills

St. Rose of Lima Academy

South Orange

Our Lady of Sorrows School

Upper Montclair

Lacordaire Academy Lower Division
St. Cassian School

Verona

Our Lady of the Lake School

Hudson County Catholic Elementary Schools

Bayonne

All Saints Catholic Academy

Hoboken

Hoboken Catholic Academy

Jersey City

Our Lady of Czestochowa School
Sacred Heart School
St. Aloysius Elementary Academy
St. Joseph School
St. Nicholas School

Union City

Mother Seton School
St. Augustine School
St. Francis Academy

West New York

Academy of St. Joseph of the Palisades

Union County Catholic Elementary Schools

Clark

St. John the Apostle School

Cranford

St. Michael School

Elizabeth

St. Genevieve School
Our Lady of Guadalupe Academy

Kenilworth

St. Theresa School

New Providence

The Academy of Our Lady of Peace

Plainfield

Koinonia Academy

Roselle

St. Joseph the Carpenter School

Scotch Plains

St. Bartholomew Academy

Springfield

St. James the Apostle School

Summit

Oak Knoll-Holy Child School
Lower School
St. Teresa of Avila School

Union

Holy Spirit School
St. Michael School

Westfield

Holy Trinity School

Bergen County Catholic High Schools

Coeducational

North Arlington

Queen of Peace High School

Paramus

Paramus Catholic Regional High School

Rutherford

St. Mary High School

All Boys

Montvale

St. Joseph Regional High School

Oradell

Bergen Catholic High School

Ramsey

Don Bosco Preparatory High School

All Girls

Demarest

Academy of the Holy Angels

Lodi

Immaculate Conception High School

Washington Township

Immaculate Heart Academy

Essex County Catholic High Schools

Coeducational

Montclair

Immaculate Conception High School

Newark

Christ the King Preparatory School

All Boys

Newark

St. Benedict Preparatory

West Orange

Seton Hall Preparatory

All Girls

Caldwell

Mount St. Dominic Academy

Newark

St. Vincent Academy

Upper Montclair

Lacordaire Academy

Hudson County Catholic High Schools

Coeducational

Bayonne

Marist High School

Jersey City

Hudson Catholic Regional High School

St. Anthony High School

All Boys

Jersey City

St. Peter's Preparatory

All Girls

Jersey City

St. Dominic Academy

Union County Catholic High Schools

Coeducational

Elizabeth

St. Mary of the Assumption High School

Roselle

Roselle Catholic Regional High School

Plainfield

Koinonia Academy

Scotch Plains

Union Catholic Regional High School

All Boys

Summit

Oratory Catholic Preparatory

All Girls

Clark

Mother Seton Regional High School

Elizabeth

Benedictine Academy

Summit

Oak Knoll School of the Holy Child



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