

2021-2024

INTENTIONAL GROWTH PLANNING

FOR OUR

CATHOLIC SCHOOLS OF WEST VIRGINIA



Empowered by Knowledge • Transformed by Faith



OFFICE OF THE BISHOP

DIOCESE OF WHEELING-CHARLESTON

1311 BYRON STREET
POST OFFICE BOX 230
WHEELING, WEST VIRGINIA 26003

February 1, 2021

Dear fellow disciples of Jesus Christ,

The Intentional Growth Plan, included with this letter, is designed to help our Catholic schools fulfill their mission: “to provide quality education in the Catholic tradition for all students in a nurturing, Christ-centered environment” and to “accompany families in challenging children to recognize, develop and share their God-given gifts and talents.”

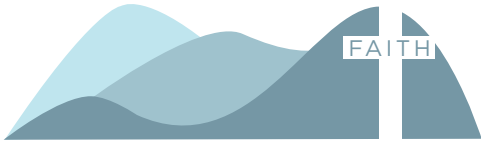
Having received a Catholic education during my high school years, I know personally the value of that experience. I hope not only to maintain but to strengthen the Catholic schools of the Diocese of Wheeling-Charleston so that many young people today may derive from their experience the benefits that I received. The Intentional Growth Plan should help you take part in that effort.

Thank you for the dedication and love you bring to your mission to form young people in Christ and to give them the basic skills they will need for the rest of their lives. We live in tumultuous and unusual times. Now and at all times I urge you to remember the words God spoke through the prophet Isaiah [40:31]: *They that hope in the Lord will renew their strength, they will soar as with eagles' wings; they will run and not grow weary, walk and not grow faint.* God will not fail those who seek to serve Him and who ask for His help. Turn to Him often.

May the Father from whom all blessings flow, His Son who offered his life for ours, and the Holy Spirit who dwells in our hearts and animates our love, bless, guide and protect you as you teach in the name of Christ and his Church!

Sincerely in Christ,

Most Reverend Mark E. Brennan
Bishop of Wheeling-Charleston



From the Desk of Superintendent Mary Ann Deschaine, Ed.S.

Department of Catholic Schools • www.WVCatholicSchools.org

Dear Friends of our Catholic Schools of West Virginia,

The Diocese of Wheeling-Charleston and the West Virginia Catholic Schools present to you our West Virginia Catholic Schools' 2021-2024 Intentional Growth Plan (IGP). The IGP is our roadmap for a strong future in our Catholic grade schools and high schools across the state.

Our plan is the result of a continued collaboration with principals, pastors, parishes, parents, and alumni who worked together in a comprehensive strategic planning process to define our vision for the future as we reenergize our mission to remain committed to providing quality education in the Catholic tradition for all students in a nurturing, Christ-centered environment. We accompany families in challenging children to recognize, develop and share their God-given gifts and talents.

Our focus areas have been defined as four pillars which have been broken down into standards for effectiveness to give “our Catholic community a common framework of universal characteristics of Catholic identity and agreed upon criteria for Catholic school excellence (as cited by National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools through the Center for Catholic School Effectiveness, School of Education, Loyola University Chicago)¹.” This plan will keep us accountable, while enabling us to make decisions on allocating our resources to achieve those strategies and determine who we are, who we aspire to be, and how to navigate a roadmap to get there.

We thank all the individuals who worked tirelessly as a team to develop and determine our strategies enabling us to document our plan for the next four years. This will serve us well as a living document with realistic and faith-filled goals and desired outcomes.

Respectfully,

Mary Ann Deschaine, Ed.S.
Superintendent of Schools

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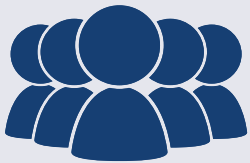
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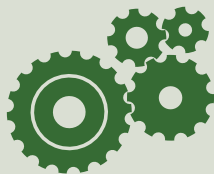


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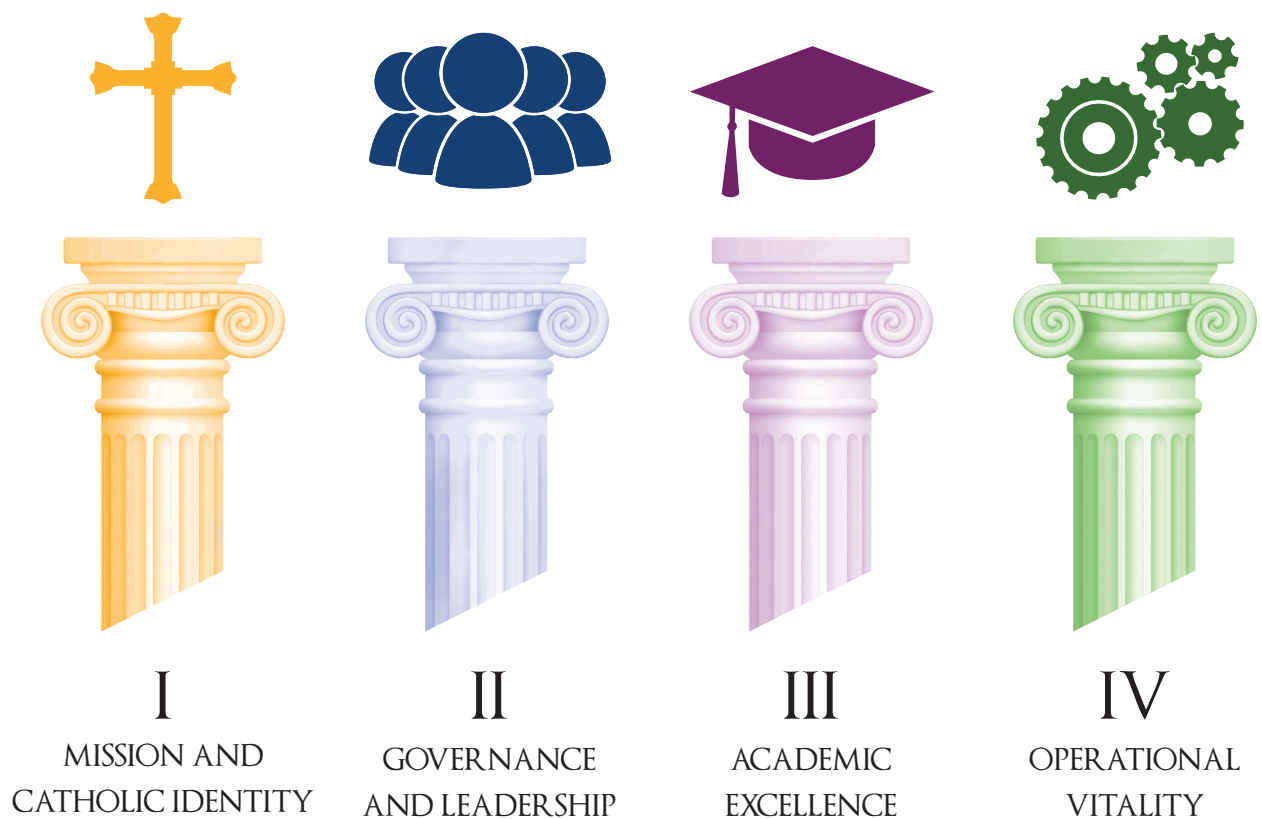
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HOW THE PLAN DEVELOPED

We are committed in the Diocese of Wheeling-Charleston (DWC) to provide exceptional Catholic schools with strong academics, while nurturing responsibility, accountability, citizenship, and empathy. Our preschool through grade 12 focus is to encourage individual and critical thinking, deepen faith, build self-esteem, and develop a sound moral foundation unapologetically rooted in our Catholic faith.

Just as we expect of our students, we are challenged to be accountable and forward thinking. Over the past two years, we have embarked on an intentional growth planning process. In doing so, each of our 24 schools were able to honor and reflect on the past and plan for the future. By the end of 2020, each school finalized a comprehensive plan strategically focused on the National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools (NSBECS)¹. The diocesan IGP reflects a strong combination of the individual school plans and mimics the outline of pillars and standards defined by the NSBECS.

Our four pillars that were defined as essential for our focus include:



This growth process is also part of our ongoing accreditation through Cognia², our national accrediting organization. It is our priority to continually improve Catholic education in every school across the diocese.

IMPLEMENTATION

SYSTEM AT A GLANCE

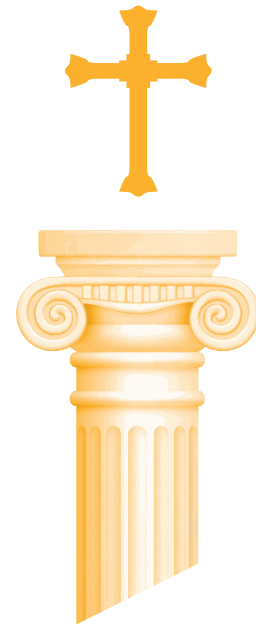
18 ELEMENTARY & 6 HIGH
SCHOOLS
WEST VIRGINIA SCHOOL SYSTEM IN NUMBER OF STUDENTS
11% of students represent minorities
Over 400 professional staff
4,195 elementary & secondary students
20TH LARGEST WEST VIRGINIA SCHOOL SYSTEM IN NUMBER OF SCHOOLS
8TH LARGEST WEST VIRGINIA SCHOOL SYSTEM IN NUMBER OF SCHOOLS
13 counties are served by West Virginia Catholic Schools

We will implement our diocesan plan with the team approach. Success will be assessed over four years according to the identified measures of success for each standard under our pillars. While this plan identifies measurable goals, we are committed to working with pastors, principals, teachers, and individual departments within the Chancery for the DWC, such as Stewardship and Development; Finance; Evangelization and Catechesis; Safe Environment; Marketing and Communications; Buildings and Grounds, etc.

Further, each goal has been assigned a target completion date between December 31, 2021 to December 31, 2024. The Superintendent of schools and the Department of Schools staff will amend the status of the plan annually, while also documenting future strategies and essential tactical timeline updates.



PILLAR I



MISSION AND CATHOLIC IDENTITY

The Church's teaching mission includes inviting young people to a relationship with Jesus Christ or deepening an existing relationship with Jesus, inserting young people into the life of the Church, and assisting young people to see and understand the role of faith in one's daily life and in the larger society. The following standards address Catholic identity and culture as vital to the mission of our Catholic schools (NSBECS)¹.

STANDARD ONE

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 service¹.

MEASURE OF SUCCESS

By 2024, DWC Catholic schools will review, revise, and implement a Religious Education Certification protocol.

STANDARD ONE GOALS

- 1.1 Review and update current DWC Religious Education Certification Policy.

- 1.2 Review and update current Religious Education certification requirements for both Catholic and non-Catholic teachers.

- 1.3 Provide on-going Religious Education professional development opportunities for all school staff.

- 1.4 Provide a Religious Education certification platform for all Catholic school staff.

STANDARD TWO

An excellent Catholic school adhering to mission provides a rigorous academic program for religious studies and catechesis in the Catholic faith, set within a total academic curriculum that integrates faith, culture, and life¹.

MEASURE OF SUCCESS

By 2024, DWC Catholic schools will review, revise, align, integrate, map, and evaluate the DWC Religious Education curriculum.

STANDARD TWO GOALS

- 2.1 Review of Religious Education curriculum standards and benchmarks.

- 2.2 Curriculum mapping of Religious Education standards and benchmarks.

- 2.3 Implementation and evaluation of on-line grade 2-12 Religious Education Assessment tool.

- 2.4 Gap analysis of Religious Education curriculum and assessment data; alignment with DWC Teacher Growth Model (Domain #5).

- 2.5 Integration of Catholic Religious Standards into all subject areas.

STANDARD THREE

An excellent Catholic school adhering to mission provides opportunities outside the classroom for student faith formation, participation in liturgical and communal prayer, and action in service of social justice¹.

MEASURE OF SUCCESS

By 2024, DWC Department of Catholic Schools will provide resources and support to Catholic schools and supporting parishes to embrace the Catholic Schools' commitment to the social teachings of the Catholic Church.

STANDARD FOUR

An excellent Catholic school adhering to mission provides opportunities for adult faith formation and action in service of social justice¹.

STANDARD THREE GOALS

- 3.1 Provide resources and support to parishes and schools to create a Catholic Partners Database for distribution to schools and parishes.

- 3.2 Provide access to and resources for participation in Christian service programs promoting the lived reality of action in service of Social Justice for students, families, and school personnel.

- 3.3 Provide resources and instruction that ensure opportunities to reflect on their life experiences and faith through retreats and other spiritual experiences for students, families, and school personnel.

- 3.4 Provide resources and support to parishes and schools that create opportunities for students, families, and school personnel to participate actively in the life of their parish.

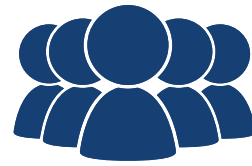
- 3.5 Provide resources and support to parishes and schools to create opportunities for parish and school Religious Education personnel to network - in-person and digital platforms.

- 3.6 Provide resources and support to parishes and schools to promote Mission and Catholic Identity in our school communities - Merit Grants.

Note: This national standard is marked for review for 2024 as a continuum for programs already in place for adults in the school community (involvement in Catholic Charities, service-learning programs, liturgical celebrations, and other opportunities for parents/guardians to grow in knowledge and practice of the faith).



PILLAR II



GOVERNANCE AND LEADERSHIP

Central to the mission of the Church is the work of Catholic school education. The success of the mission depends on the key components of effective governance, which provides direction or authority, and leadership, which ensures effective operations. Catholic school governance and leadership can be seen as a ministry that promotes and protects the responsibilities and rights of the school community. Governance and leadership based on the principles and practices of excellence are essential to insuring the Catholic identity, academic excellence, and operational vitality of the school. Although governance models vary based on the sponsorship of the school, those who serve on the governing body or leadership team in Catholic schools provide for an environment for the teaching of doctrine and Sacred Scripture, the building and experiencing of community, the serving of others, and the opportunity for worship (NSBECS)¹.

STANDARD FIVE-A

An excellent Catholic school has a governing body (person or persons) which recognizes and respect the role(s) of the appropriate and legitimate authorities, and exercises responsible decision making (authoritative, consultative, advisory) in collaboration with the leadership team for development and oversight of schools' fidelity to mission, academic excellence, and operational vitality¹.

MEASURE OF SUCCESS

By 2024, the DWC Dept of Catholic Schools will provide support to systematize the policies of the school's operations to ensure the fidelity to mission, and continuity and sustainability through leadership successions.

STANDARD FIVE-B

MEASURE OF SUCCESS

By 2024, the DWC Dept of Catholic Schools will provide support in the creation, development, and utilization of organizational structure documents to support the mission and vision of Catholic school education.

STANDARD FIVE-A GOALS

- 5.1-a Provide updated School Advisory Council (SAC) structure and procedural policies and guidelines to all Catholic schools.

- 5.2-a Provide mandated annual and on-going SAC training; virtual or in-person.

- 5.3-a Provide annual and on-going, Parish/Designated Catholic School Pastors training specific to their role and relationship with the SAC; virtual or in-person.

- 5.4-a Provide on-going formation, training and self-evaluation tool for the leadership teams to ensure faithful execution of their respective responsibilities.

STANDARD FIVE-B GOALS

- 5.1-b Provide universal language to be used by Catholic schools, School Advisory Councils, parishes, and DWC.

- 5.2-b Provide defined organizational hierarchical structure for schools and parishes; internal and external.

STANDARD SIX-A

An excellent Catholic school has a qualified leadership/leadership team empowered by the governing body to realize and implement the school's mission and vision¹.

MEASURE OF SUCCESS

By 2024, the DWC Dept of Catholic Schools will provide to all Parish/Designated Catholic School Pastors orientations, mentoring activities, and professional development workshops designed to understand and safeguard the effective operation of the Catholic schools.

STANDARD SIX-A GOALS

- 6.1-a Provide annual and on-going trainings for Parish/Designated Catholic School Pastors specific to their role and relationship with the governance and leadership of a Catholic school; professional development virtual or in-person.

- 6.2-a Working collaboratively with the Vicar for Clergy, provide a mentoring program for new or International Priests assigned to a Catholic School.

- 6.3-a Strongly encourage Parish/Designated Catholic School Pastors to attend and participate in DWC Dept of Catholic Schools Principal meetings.
 - Provide meeting agenda
 - Include Parish/Designated Catholic School

- 6.4-a Encourage all Parish/Designated Catholic School Pastors to participate in the University of Notre Dame Alliance for Catholic Education workshop.

STANDARD SIX-B MEASURE OF SUCCESS

By 2024, the DWC Department of Catholic Schools will provide opportunities for Professional Learning Community collaboration between Catholic school administrators.

STANDARD SIX-B GOALS

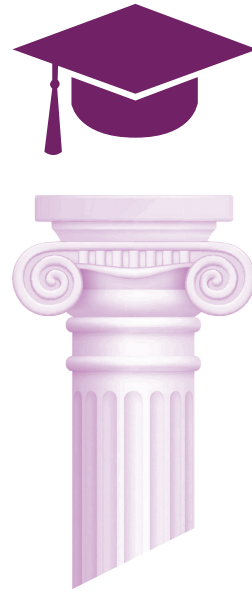
- 6.1-b Platform to host Professional Learning Community (PLC) forum; virtual and/or in-person.

- 6.2-b Calendar for Administrative PLC opportunities.
 - Grade levels
 - School size
 - Regional
 - Topic

- 6.3-b Format for PLC opportunities.
 - Platform
 - Meeting Minutes
 - Agenda



PILLAR III



ACADEMIC EXCELLENCE

The United States Conference of Catholic Bishops (USCCB) affirms the message of the Congregation on Catholic Education that intellectual development of the person and growth as a Christian go forward hand in hand. Rooted in the mission of the Church, the Catholic school brings faith, culture and life together in harmony. The USCCB noted that “young people of the third millennium must be a source of energy and leadership in our Church and our nation. And, therefore, we must provide young people with an academically rigorous and doctrinally sound program of education”

The essential elements of “an academically rigorous and doctrinally sound program” mandate curricular experiences—including co-curricular and extra-curricular activities—which are rigorous, relevant, research-based, and infused with Catholic faith and traditions. The following essential elements provide a framework for the design, implementation, and assessment of authentic academic excellence in Catholic school education from prekindergarten through secondary school (NSBECS)¹.

STANDARD SEVEN-A

An excellent Catholic school has a clearly articulated, rigorous curriculum aligned with relevant standards, 21st century skills and Gospel values, implemented through effective instruction¹.

MEASURE OF SUCCESS

By 2024, DWC Department of Catholic Schools will provide on-going and sustainable professional development resources for administration, teachers, and staff to support the mission and vision of DWC Catholic schools.

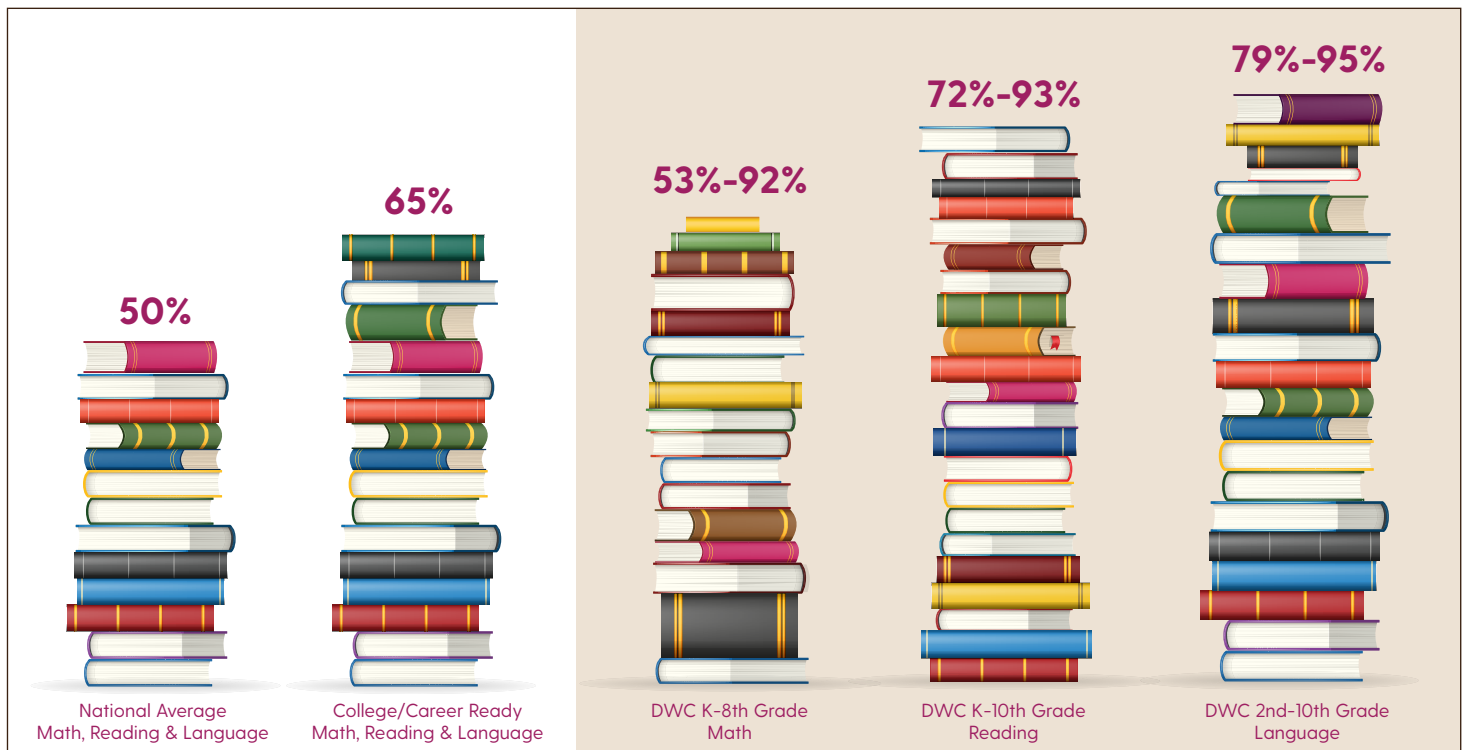
STANDARD SEVEN-A GOALS

- 7.1-a Provide on-going professional development opportunities.
 - Data-based professional development offerings; staff survey data, SWOT analysis, educational data assessments, school IGP plans, etc.
 - Provide a three-year professional development calendar

- 7.2-a Provide support with on-going participation in professional learning communities for development of and participation in professional learning communities.

- 7.3-a Provide grade level and content specific networking opportunities; virtually and in-person.

Northwest Evaluation Association, **NWEA**, offers state-aligned, computerized adaptive tests called Measure of Academic Progress (MAP). These tests accurately reflect the instructional level of each student and measure growth over time in the subjects of Mathematics, Reading, and Language Arts. Students throughout the Diocese of Wheeling-Charleston, **DWC**, tested above the national average in each subject in the spring of 2021.



STANDARD SEVEN-B MEASURE OF SUCCESS

By 2024 DWC Department of Catholic Schools will provide resources and support to Catholic schools and supporting parishes to recruit, hire, and retain highly qualified and certified teachers.

Each school will maintain a staff of fully certified teachers or teachers that are actively pursuing certification.

STANDARD SEVEN-B GOALS

- 7.1-b Provide resources and support to parishes and schools to create a database to recruit teacher candidates.
 - Catholic Universities • State Universities
 - Teacher recruiting networks

- 7.2-b Provide resources and support to parishes and schools to participate in local university job fairs.

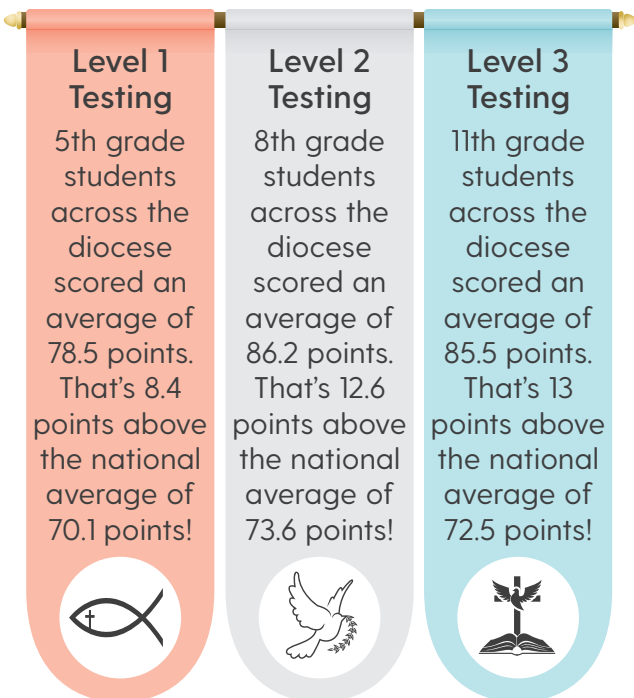
- 7.3-b Advocate for student teacher placement and observation hours in DWC Catholic schools.

- 7.4-b Utilization of hiring a Catholic school teacher manual protocol with fidelity.
 - Review of hiring Protocols annually in February with principals.
 - Periodic building level reviews to assure hiring manuals are being utilized.

- 7.5-b Effective DWC Teacher Growth Model utilization.
 - Evidence-based data gathering
 - 3-year teacher certification protocol adherence
 - Teacher Mentoring Program

- 7.6-b Teacher Retention.
 - DWC health insurance program
 - Tuition reimbursement
 - Salary scale
 - Incentives; DWC and building level

Assessment of Children Religious Education, **ACRE**, helps evaluate the faith knowledge of students in Catholic schools. Partnering with the National Catholic Education Association (NCEA), the ACRE is designed to strengthen our curriculum and attitudes. DWC students scored significantly above the national average in 2020-2021 school year.



STANDARD EIGHT

An excellent Catholic school uses school-wide assessment methods and practices to document student learning and program effectiveness, to make student performances transparent, and to inform the continuous review of curriculum and the improvement of instructional practices¹.

MEASURE OF SUCCESS

By 2024, DWC Department of Catholic Schools will provide resources and support so that all teachers will be able to disaggregate data from multiple assessments and demonstrate how they use the data to inform instruction.

STANDARD NINE

An excellent Catholic school provides programs and services aligned with the mission to enrich the academic program and support the development of student and family life¹.

MEASURE OF SUCCESS

By 2024, DWC Department of Catholic Schools will provide resources and support so that all DWC Catholic schools will have programs to promote positive Health and Well-being programs for students, staff and families.

STANDARD EIGHT GOALS

- 8.1 Provide support, at both the Diocesan and local school levels, with on-going participation in Professional Learning Communities (PLC) and data analysis.

- 8.2 Provide support, at both the Diocesan and local school levels, with the development of professional development learning opportunities related to the on-going implementation and usage of nationally normed assessments; NWEA, PSAT, SAT, ACT, IXL, STAR ARK/ACRE, etc.

- 8.3 Provide support, at both the Diocesan and local school levels, with the development of professional development opportunities pertaining to the local implementation of curriculum evaluation protocols.

STANDARD NINE GOALS

- 9.1 Conduct needs assessment to provide guidance for wellness programs.

- 9.2 Provide professional development opportunities related to health and well-being programs for staff, students and families.

- 9.3 Provide grant writing support.

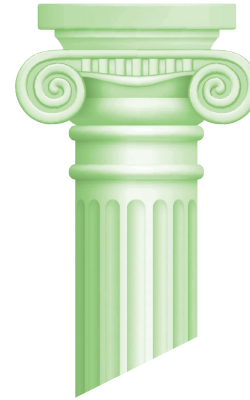
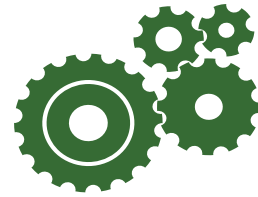
- 9.4 Provide Title Fund Advocacy.

- 9.5 Provide professional development opportunities for staff related to wellness and mental health issue.

- 9.6 Mandated, annual Child Protective Services Training for ALL school staff; foodservice, athletics, custodians, teachers, bus drivers, Administrators, school Pastors, etc.



PILLAR IV



OPERATIONAL VITALITY

Catholic schools are temporal organizations committed to the Church and the mission of Catholic education including a commitment to a culture of excellence and rigor. These schools exist in a milieu of constant socioeconomic challenges grounded in continuous need for sustainable financial planning, human resource/personnel management, and professional formation, facilities maintenance and enhancement, and the requirement for institutional advancement and contemporary communication. Catholic schools must adopt and maintain standards for operational vitality in these areas and define the norms and expectations for fundamental procedures to support and ensure viability and sustainability. When a school does not maintain standards for operational vitality, the continuation of academic excellence is in grave jeopardy. Over time, even an academically rigorous school with strong Catholic identity will not survive without operational vitality.

Standards for operational vitality must focus on the “operation” of the school—how it works and how it is supported—in four key areas: finances, human resources/personnel, facilities, and institutional advancement. The leader/ leadership team must manage each area and be subject to the direct oversight of the governing body in these matters (NSBECS)¹.

STANDARD TEN

An excellent Catholic school provides a feasible three-to-five-year financial plan that includes both current and projected budgets and is the result of a collaborative process, emphasizing faithful stewardship¹.

MEASURE OF SUCCESS

By 2024, DWC Department of Catholic Schools will provide resources and support so that all Catholic schools will be able to prepare a 3-5-year financial projection.

STANDARD TEN GOALS

- 10.1 Provide training in proper use of QuickBooks.

- 10.2 Qualified Staff at school level to administer QuickBooks.
 - In-house
 - Outsourced

- 10.3 Three-year budget process workshops.

- 10.4 Create common calendar for universal reenrollment timeframe.

- 10.5 Advancement Planning to support budgetary needs.

STANDARD ELEVEN

An excellent Catholic school operates in accord with published human resource/personnel policies, developed in compliance with diocesan policies and/or religious congregation sponsorship policies, which affect all staff (clergy, religious women and men, laity and volunteers) and provide for clarity for responsibilities, expectations and accountability¹.

MEASURE OF SUCCESS

By 2024, in collaboration with Human Resources, 100% of all principals will receive training about Diocesan policies, procedures, and expectations about proper recruitment, hiring, and retention. This training shall be provided upon hire and on an annual basis.

STANDARD ELEVEN GOALS

- 11.1 Recruiting, hiring and retention protocols.

- 11.2 Priest professional development
 - Hiring
 - Evaluations
 - Safe Environment
 - Handbooks

- 11.3 Review and revise The Policy for Catholic Schools Manual.

STANDARD TWELVE

An excellent Catholic school develops and maintains a facilities, equipment, and technology management plan designed to continuously support the implementation of the educational mission of the school¹.

MEASURE OF SUCCESS

By 2024, DWC Department of Catholic Schools will provide resources and support so that 100% of all schools in the DWC shall develop both a short-term and long-term facility plan. This plan shall include crucial maintenance needs, safety needs, infrastructure needs, and financial projections. In the DWC 100% of all schools shall develop policies and procedures to address the health and wellness of the students. This plan will provide resources and guidance for families.

STANDARD TWELVE GOALS

- 12.1 Provide templates and professional development opportunities on how to complete mandated DWC Intentional Growth Model sub-category plans.

- 12.2 Curriculum Review Planning
 - Religious
 - Core Academics

- 12.3 Technology Planning.

- 12.4 Facilities Management Planning.

- 12.5 Health and Wellness Planning.

- 12.6 Advancement Planning.

STANDARD THIRTEEN

An excellent Catholic school enacts a comprehensive plan for institutional advancement based on a compelling mission through communications, marketing, enrollment, management, and development¹.

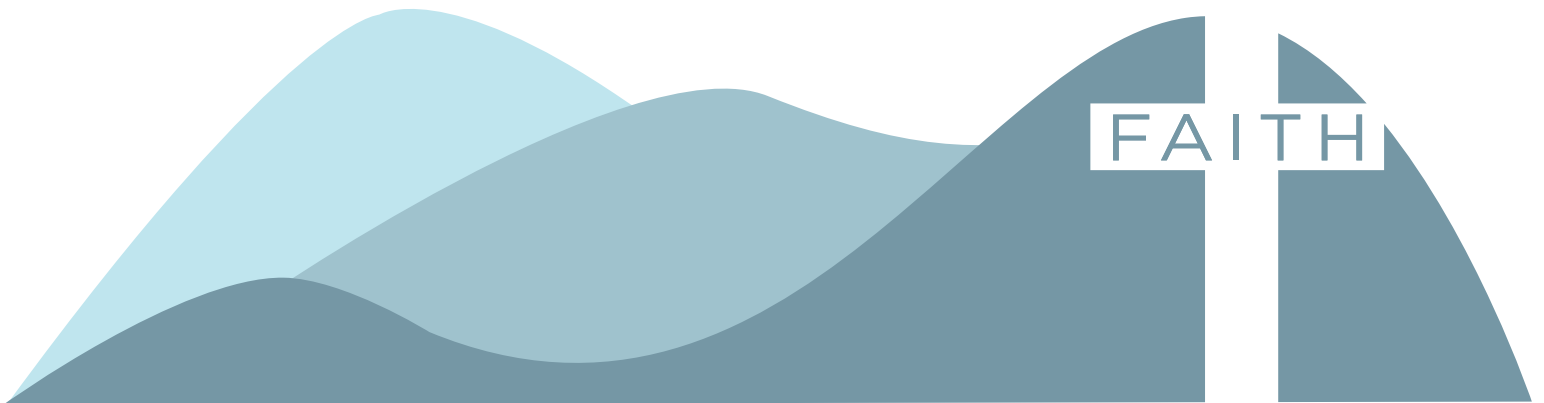
MEASURE OF SUCCESS

By 2024, DWC Department of Catholic Schools will provide resources and support to continue the development and implementations of sustainable Advancement Plans for individual Catholic schools and supporting parish communities.

STANDARD THIRTEEN GOALS

- 13.1 Work with the Office of Stewardship and Development to create sustainable 3–5-year Advancement Plans.
-
- 13.2 Work with the local Catholic School Advisory Councils to educate members of their roles and responsibilities in fulfilling the Mission and Vision for their school.
-
- 13.3 Work with the DWC Communications & Marketing office to develop diocesan and individual school communication and marketing plans.
- Publications
 - Webpages
 - Social Media

West Virginia Catholic Schools **MOVING MOUNTAINS**



WHAT MATTERS IS NOT THE SIZE OF THE MOUNTAIN
BUT THE STRENGTH OF THE MOUNTAIN MOVERS

MATTHEW 17:20

REFERENCES

The IGP for the WV Catholic Schools was modeled after the exceptional work of the NSBECS and guided by following institutions and their elite efforts to promote Catholic schools in the United States:

¹National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools (NSBECS) -Center for Catholic School Effectiveness, School of Education, Loyola University Chicago, in partnership with the Barbara and Patrick Roche Center for Catholic Education, Lynch School of Education, Boston College (March 2012). (www.catholicschoolstandards.org)

²Cognia (formerly AdvancED) Accreditation Organization used by West Virginia Catholic Schools. (www.cognia.org)

National Catholic Education Association (NCEA) – the largest private professional education association in the world. NCEA works with Catholic educators to support ongoing faith formation and the teaching mission of the Catholic Church. (www.ncea.org)

Assessment of Child/Youth Religious Education (ACRE) – national age-appropriate assessment tool for the evaluation of catechetical/religious education programs in Catholic schools and parishes, allowing for data-driven decisions and strategic planning. (www.nceaifg.com)

Northwest Evaluation Association (NWEA) – an international educational services organization. (www.ncea.org)



DIOCESE OF
WHEELING-CHARLESTON

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