



# Building 21<sup>st</sup> Century Catholic Learning Communities

Presentation to  
National Catholic Education Association  
2013 Annual Convention

Sean Kennedy, Lexington Institute  
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# Road Map

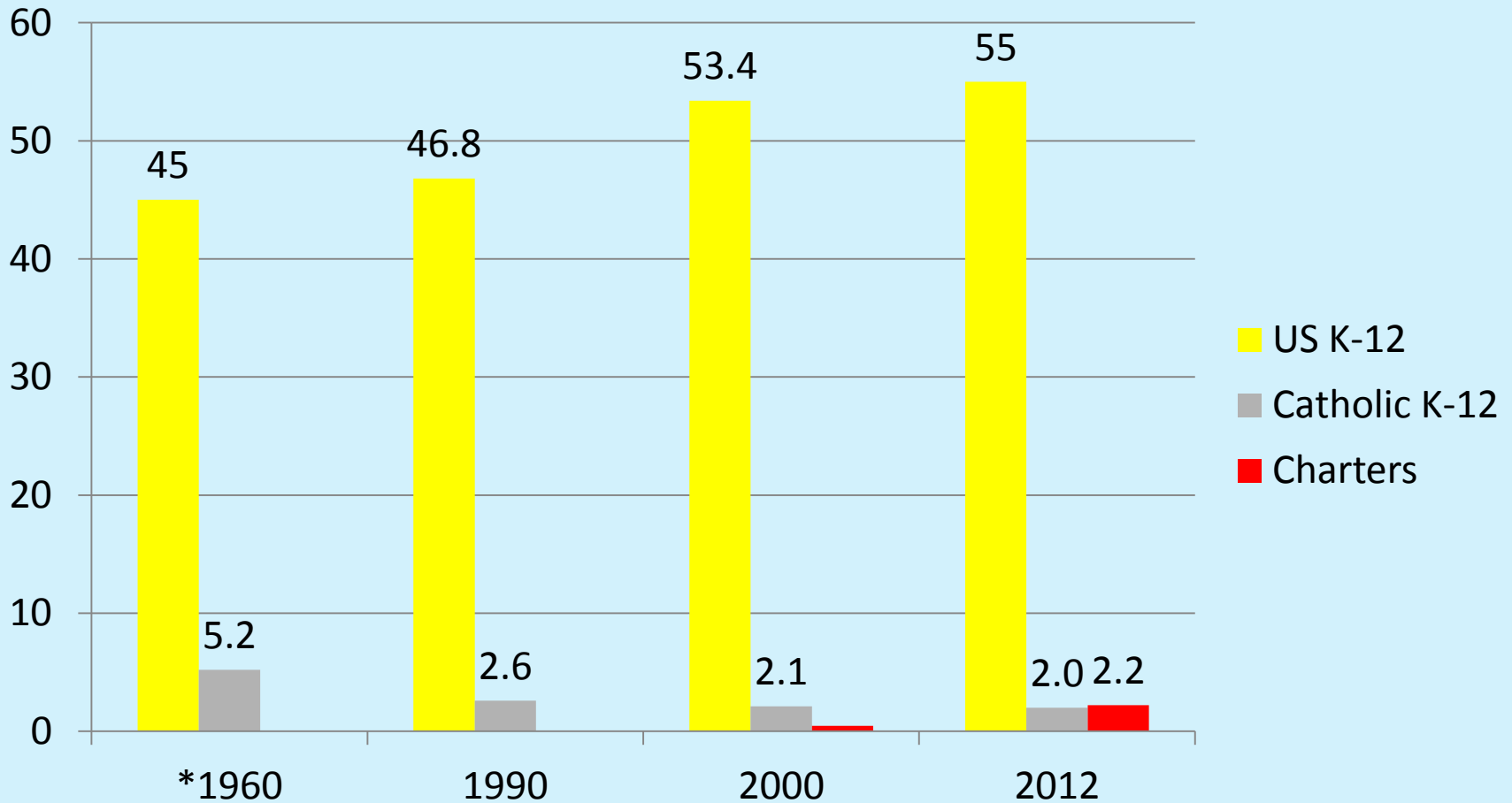
- I. The State of Catholic K-12 Education
- II. Underlying Challenges
- III. Solution: Excellence and Efficiency
- IV. 21<sup>st</sup> Century Models and Reforms
  - i. Blended Learning
  - ii. Transparency
  - iii. Governance
  - iv. Alternative Sustainability

**Admitting the Problem**

# **I. STATE OF CATHOLIC EDUCATION**

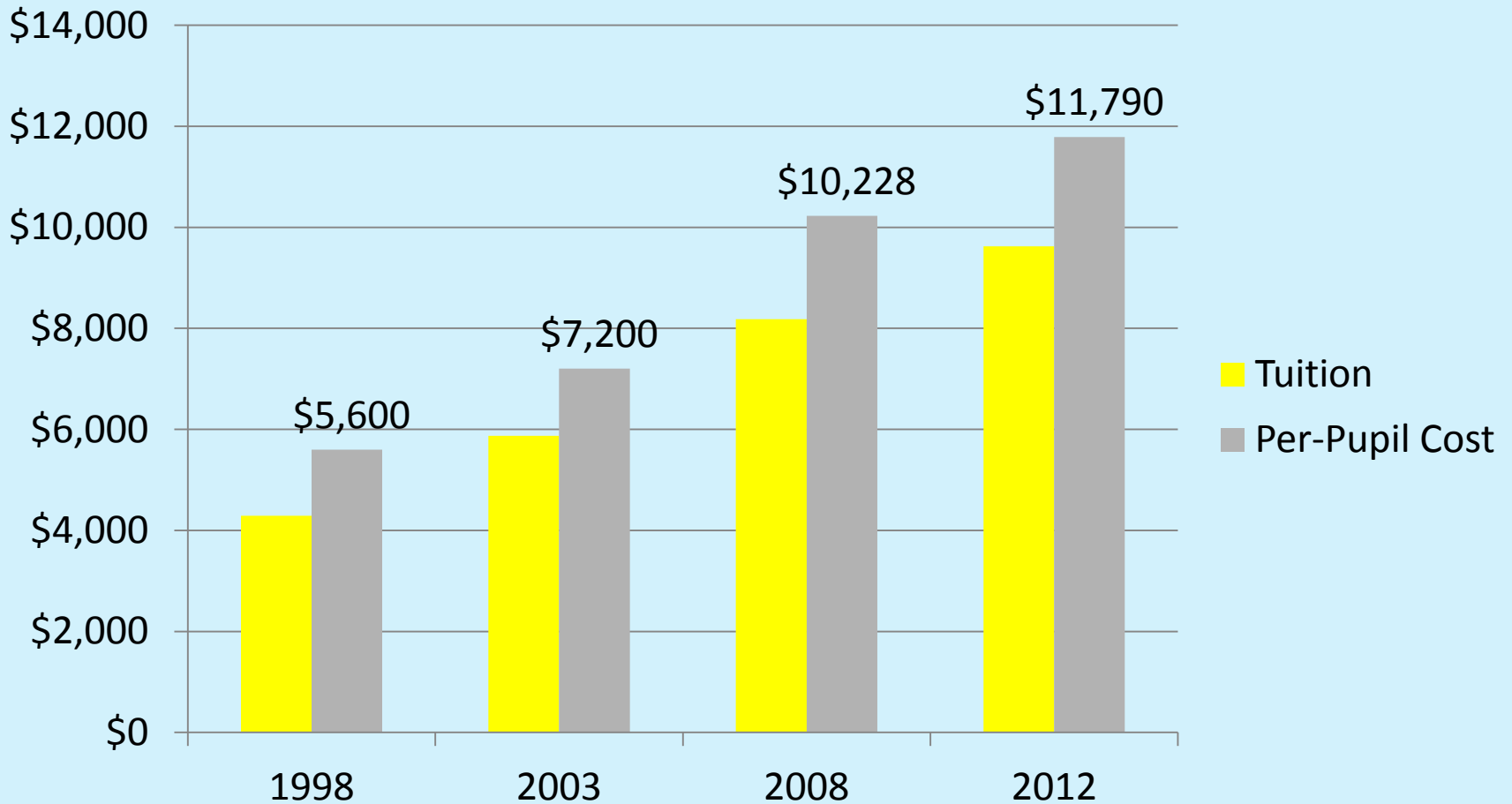
# Trend of K-12 Enrollments

(in millions of students)



Source: Department of Education, NCEA,  
National Association of Public Charters  
Schools

# Catholic School Tuition



Source: NCEA, 2011 "Dollars and Sense,"  
2012-2013 NCEA Annual Report

# What's Happening?

- Catholic K-12 declining relative to Public K-12
- Charters surpassed Catholic in 2012
- Per-pupil costs rising faster than inflation
- Enrollment “death spiral” effect

## II. Underlying Challenges

- Demographic shifts
  - Hispanic Catholics
  - Movement south and west, suburban
- Charter Competition
  - Abe Lackman of Albany Law School
  - Cato Study
- Efficiency and Excellence
  - Cardinal Wuerl's 4 Pillars

# III. Solution: Excellent and Efficient

“Charter schools are competition, and Catholic schools that don’t recognize that will be on the menu instead of having a seat at the table.”

– John Eriksen, Former Superintendent Paterson (NJ)  
Diocese Schools

“The business model is fundamentally broken. The education model is much better than traditional public schools but with charter competition even that advantage is shrinking.” - Philanthropist Leo Linbeck



# What is Blended Learning?

“a formal education program in which a student learns at least in part through online delivery of content and instruction with some element of student control over time, place, path and/or pace; and at least in part at a supervised brick and mortar location away from home.”

➤ **Innosight Institute**

“The idea is to integrate the technology into how we teach and learn.”

➤ **Dr. Salman Khan,**  
founder, Khan Academy

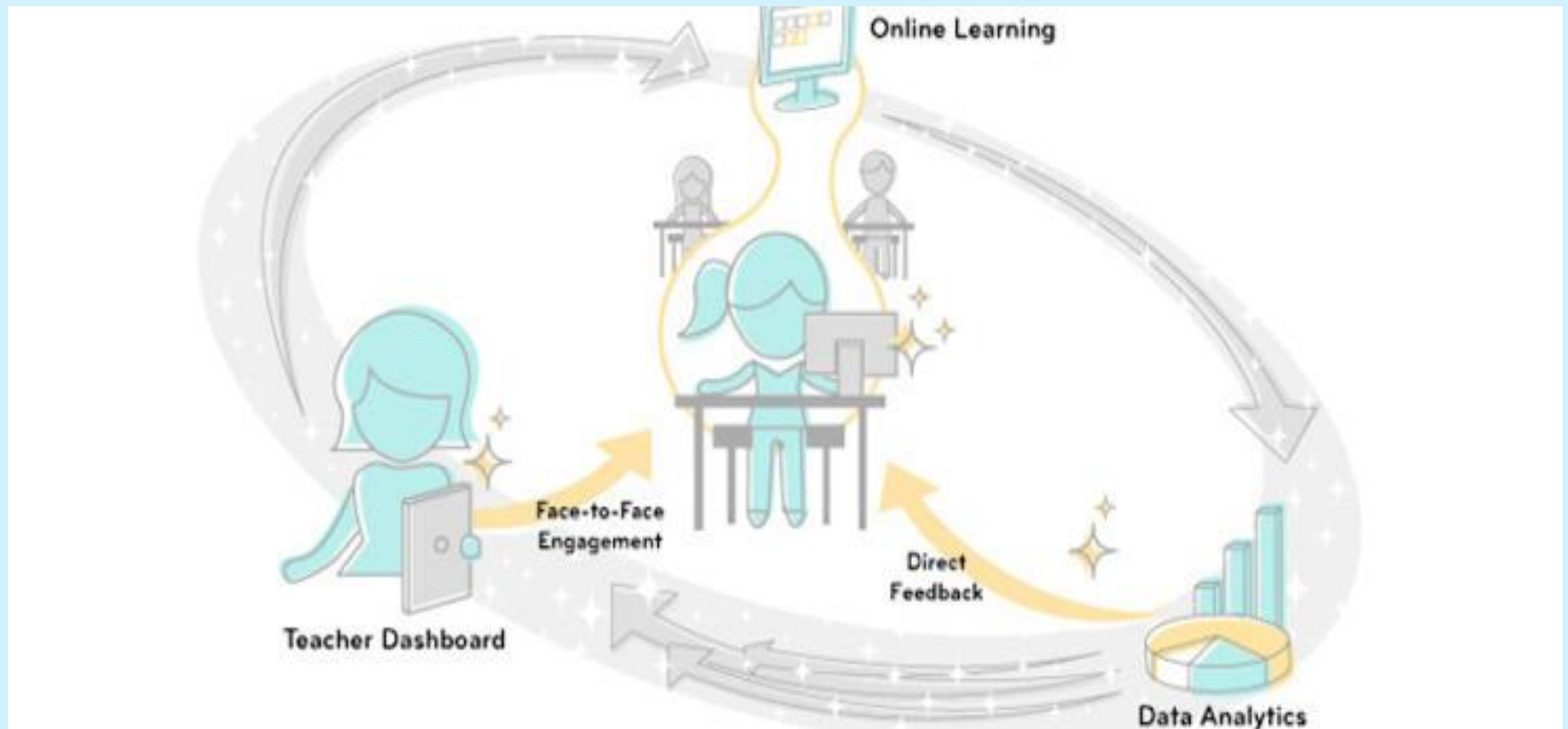
# Attributes of Blended Learning Model

- Differentiated Instruction
- Data-driven
- Transparency
- Intervention/Remediation
- Acceleration/Enrichment

# A 21<sup>st</sup> Century Instructional Model

- Developed by Charters
  - Rocketship Education
  - Carpe Diem Schools
- Catholic Pioneers
  - Seton’s Phaedrus
    - Mission Dolores (SF)
    - St. Therese (Seattle)
  - Notre Dame’s ACE
    - St Paul’s (Seattle)
    - AZ and Florida projects
- Let Teachers Teach
  - Small group
  - Differentiated
  - Support with real-time data
- Tailored Instruction
  - “right lesson, for the right student at the right time”

# How the Data Feedback Loop Works



Source: Junyo Education

# Impacts of Blended Learning in Charters

## Excellence

- Carpe Diem
  - Proficiency scores
    - from ~50% to 90%
- Rocketship
  - Highest performing low-income K-5 schools in CA
  - Over 800 APIs
  - English Language Learners

## Efficiency

- Serve more students more efficiently
- Better compensation models
- 25-30% reduction in per-pupil costs (CD)
- \$500,000 per school savings (RSE)

# Seton Partner's Phaedrus Initiative

## Goals

- 1) Improve and increase student learning through individualized and differentiated instruction.
- 2) Improve and increase student learning by increasing small group and data driven instruction.
- 3) Reduce per pupil operating costs and operational efficiency by increasing enrollment and class size.

## Background

2011 Launched at Mission Dolores Academy in San Francisco

- Consolidated two closing campuses
- Private philanthropy from Gates and Walton Foundations

2012 Launched 2<sup>nd</sup> School at St. Therese in Seattle

# Phaedrus' Results

## Academic Results

### ***Mission Dolores (2011-12)***

- 16 point jump in Math
- 6 point increase Reading

### ***St. Therese (2012-13)***

- 76% students met growth goals (NWEA)
- 71% growing faster than peers

## Efficiency

- Per-pupil costs down by 20%

### ***Mission Dolores***

→ \$9,800 to \$7,800

### ***St. Therese***

→ \$7,800 to \$6,300

# Lessons Learned

- Governance Reforms (Parish model)
  - Private Partners
- Transparency
  - Data availability and comparability
  - Open books
  - Dialogue with Stakeholders
- Enrollment and Recruitment
  - Success requires *more* students



# Rays of Hope

## Philadelphia Archdiocese

- Faith in the Future
- Independent Mission Schools

## Notre Dame's Alliance for Catholic Education (ACE)

- St Paul's in Seattle and on-going work in FL and AZ

## Chicago Archdiocese's Strategic Plan

- Blended learning consideration

# Alternative Models

## Wrap-around Model

- “Catholic Charter” with religious after school

## Tuition for Work

- Cristo Rey Network

*“Catholic schools need to diversify our brand offerings and create value for diverse customer bases.”*

— Joe Womac, Specialty Family Foundation, previously Fulcrum Foundation

# Blended Learning and the Value Proposition of Catholic Education

- K-12 Education is a marketplace
- Academic excellence must be demonstrable
- Transparency for Outcomes is Vital
  - Stakeholders and Philanthropy
  - Policymakers and Vouchers
  - Parents and Enrollment

# Final Thoughts

- Innovate or Die?
  - Are Catholic schools worth saving?
  - Crises are opportunities
- Blended Learning
  - Individualizes instruction and improves outcomes
  - Reduces costs
  - Improves transparency through data
  - Excellence and efficiency are not at odds



# Thank You

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Please contact:

Sean Kennedy

[kennedy@lexingtoninstitute.org](mailto:kennedy@lexingtoninstitute.org)

1600 Wilson Boulevard, Suite 900

Arlington, VA 22209

Tel. 703.522.5828 Fax: 703.522.5837