Catholic Schools: Our Faith, Our Future

Strategies for Solutions to the Challenges faced by our Catholic Schools

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This contains a summary of the solutions to the challenges faced by Catholic schools in the Diocese of Madison and the resulting recommendations from the Office of Catholic Schools and ISPD. Solutions were gathered at Task-Force meetings held throughout the diocese from May – July, 2009 and at the Catholic Schools Planning Diocesan-Wide Congress held October 17, 2009. These were further refined by the Steering Committee, the Office of Catholic Schools, the Office of Planning and ISPD.
# Catholic Schools: Our Faith, Our Future

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Catholic Schools: Our Faith, Our Future

Glossary

CSP – Catholic Schools Plan
OC – Office of Communication
OCS – Office of Catholic Schools
OP – Office of Planning
OEC – Office of Evangelization and Catechesis
OF – Office of Finance
OSD – Office of Stewardship and Development
OW – Office of Worship
OHR – Office of Human Resources
PC – Presbyteral Council
Introduction

Over the course of the past eighteen (18) months, the Institute of School and Parish Development (ISPD) has been working with the Office of Catholic Schools and the Office of Planning to conduct a study of all parish elementary schools in the Diocese of Madison. The study was charged with identifying the unique challenges that are faced by these schools and, through a collaborative and participatory process led by ISPD, to identify solutions to these challenges. Finally, the identified solutions were to be further refined into specific recommendations. This report presents those recommendations, both as received by ISPD through the planning process, and as proposed by the Office of Catholic Schools and the Office of Planning. The work of these offices provides particular attention to recommendations and implementation at the Cluster and Parish level.

Organization of the Report

Recommendations within this report are organized into two broad categories and several sub-categories:

1. Catholic Schools Planning (CSP) Recommendations
2. Cluster Specific Recommendations

The CSP recommendations are further identified by four factors:

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<tr>
<th>SUBJECT AREA</th>
<th>SCOPE</th>
<th>PRIORITY</th>
<th>TIMELINE TO BEGIN</th>
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<tbody>
<tr>
<td>Academic Curriculum</td>
<td>Diocese</td>
<td>Urgent</td>
<td>Immediately</td>
</tr>
<tr>
<td>Catholic Leadership</td>
<td>Cluster</td>
<td>Critical</td>
<td>Immediately to within 1 year</td>
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<tr>
<td>Enrollment Management</td>
<td>Parish/School</td>
<td>Important</td>
<td>1-3 years</td>
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<tr>
<td>Fiscal Stewardship</td>
<td></td>
<td>Necessary</td>
<td>3-5 years</td>
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The CSP Recommendations resulted from the work of hundreds of people involved in the Catholic Schools Planning process. This work was refined by the Steering Committee and then further refined by the experts at ISPD. The Office of Catholic Schools then further refined and combined these recommendations into those that are presented in this report. The final thirty (30) recommendations from ISPD may be viewed in a separate document. These can be categorized as general, broad-based recommendations that must be taken into account at all levels of governance but are driven primarily from the Diocesan level, either by action or by direction. Recommendations containing a double asterisk (**) are deemed foundational to all others.

The Cluster Specific Recommendations were formed using the CSP Recommendations as a foundation, and combining those with the realities affecting parishes and clusters as a result of the implementation of the parish planning recommendations issuing from Guided by the Spirit. These recommendations address the unique situations and challenges faced by each cluster, and provide specific guidance and focus regarding the implementation of the CSP Recommendations.

Both sets of recommendations are meant to be taken together and integrated with each cluster’s, parish’s, and school’s entire ministry planning process.


**Catholic Schools Planning Strategy**

**Implementation of the Catholic Schools Plan (CSP)**

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<th>Subject</th>
<th>Scope</th>
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<tbody>
<tr>
<td>All</td>
<td>All</td>
<td>Urgent</td>
<td>Immediately and ongoing for 5 years</td>
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As directed in the recommendations of *Guided by the Spirit*, the Diocese of Madison should commit significant resources, both financial and office personnel, to the implementation of the Catholic Schools Plan (CSP) in accordance with the current structure of the *Trusting in the Spirit* implementation process. Organized around the existing parish clusters, the Catholic Schools Plan (CSP) implementation process includes:

A) **Diocesan Planning & Implementation Commission**: Responsible for the overall CSP implementation process in light of the Bishop’s directives. Up to 20 people (delegates) representing cluster schools that merge with current *Trusting in the Spirit* implementation commission. This group ensures the implementation and execution of Challenges, Strategic Solutions and Strategic Action Steps. Directed by the Office of Catholic Schools and the Office of Planning as appropriate.

B) **Cluster Implementation Teams**: Cluster groups, operating as part of each parish’s pastoral council, that meet to ensure the planning, implementation and execution of these Strategic Solutions and Strategic Action Steps – in conjunction with the *Trusting in the Spirit* implementation process. Meets regularly and submits plans, reports and updates to the Diocesan Planning & Implementation Commission.

**Strategic Action Steps:**

- **Diocese (All Offices)**: Make a firm commitment to the ongoing implementation of the CSP. Promote and communicate the value and benefits of the CSP, ensuring long-term implementation. Facilitate the Implementation Commission and Cluster Implementation Teams and monthly initiatives. Provide CSP oversight and accountability.

- **Clusters**: Augment the Cluster Implementation Team with schools oriented persons, determine and execute key CSP initiatives, meet monthly and complete Meeting Forms and communicate with Diocesan Planning Implementation Commission.

- **Schools**: Work closely with the Cluster Implementation Team to execute key CSP strategies at local site.
Communicate the Vision of the Catholic Schools Plan (CSP)**

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<tr>
<td>All</td>
<td>Diocesan</td>
<td>Urgent</td>
<td>Immediately and ongoing 1-3 years</td>
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The Diocese of Madison should create and execute a Communication Plan for the newly created Catholic School Plan (CSP) that will clearly articulate the CSP vision, focusing on the value of Catholic schools, their central role in the academic and spiritual formation of the young and the commitment of the Diocese of Madison to their spiritual and temporal success. This plan should integrate and augment the existing communication plan for the Trusting in the Spirit parish planning efforts. The CSP Communication Plan should include the following components:

- Letters to parishioners – from the Bishop
- Bulletin articles and newspaper inserts
- Press Releases
- Advertising
- Special Announcements – Cluster and School milestones
- Web site Postings
- Leadership meeting discussions
- CSP Brochure
- Cluster communication
- School Newsletters
- Implementation Updates

**Strategic Action Steps:**

- **Diocese (OCS, OC, OP, PC):** Create and execute CSP Communication Plan and monthly communication flow.
- **Clusters:** Determine monthly CSP communication process – cluster communication methods
- **Schools:** Designate a CSP Communication Coordinator to ensure monthly communication flow
Continuous Improvement -- Indicators of Excellence**

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<td>All</td>
<td>All</td>
<td>Urgent</td>
<td>Immediately - ongoing</td>
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The Diocese of Madison should ensure that there is a commitment to continuous improvement in all Catholic schools. The following Indicators of Excellence must be in place at each diocesan or private Catholic school:

- A clear Catholic Identity and Mission supported by the clergy, administration, faculty, staff, parents, students and parishioners
- Quality religious education that instructs students in the teachings and tradition of the Catholic Church
- Quality academics that consistently achieves high standards
- A principal who is a strong and respected spiritual and instructional leader
- A compelling vision – long-range plan with implementation
- Clear curriculum objectives for maintaining and assessing student performance and achievement
- Quality communications
- Demonstration of sound fiscal stewardship
- Highly motivated, competent and faith-filled faculty and staff
- High expectations in a supportive, innovative environment conducive to learning
- Quality Development efforts designed to engage and involve key stakeholder groups

**Strategic Action Steps:**

- **Diocese (OCS, OEC, PC):** Ensure commitment to ongoing continuous improvement. Invite all schools to adhere to “Indicators of Excellence.”
- **Clusters:** Work with parish Education Commissions to ensure the implementation of the “Indicators of Excellence.”
- **Schools:** Integrate the “Indicators of Excellence” into the life and mission of the school.
Catholic Schools Planning Strategy

Shared Financial Support**

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<tbody>
<tr>
<td>Fiscal Stewardship</td>
<td>Diocesan</td>
<td>Urgent</td>
<td>Immediately – 1 year</td>
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All cluster parishes, pastors, parishioners, parents, alumni, businesses and friends must take financial responsibility for Catholic Schools. By 2011-2012, the Diocese of Madison should create and implement an equitable formula whereby all parishes in the Diocese of Madison directly contribute to the financial support of Catholic schools.

**Strategic Action Steps:**
- **Diocese (OCS, OF, OSD, PC):** Determine new financial models and present menu of options to Cluster Implementation Team. Monitor monthly progress and seek implementation by 2011-2012.
- **Clusters:** Determine new financial models to be implemented by 2011-2012.
- **Schools:** Work with cluster leader to determine and implement new financial model.

Financial Health

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<tbody>
<tr>
<td>Fiscal Stewardship</td>
<td>Diocesan</td>
<td>Critical</td>
<td>Begin now and complete in 1-2 years</td>
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The Diocese of Madison should create Standards of Financial Health for Catholic Schools in order to help schools maintain sound fiscal stewardship. Standards would include:

- Cost of Education
- Parish Support – Percentage of Revenue
- Diocesan Support
- Tuition Costs
- Revenue and Expenses
- Salaries and Benefits
- Tuition Assistance and Scholarships
- Operations and Decision-making
- Development and Fundraising efforts – return on investment

These standards should be used annually by each parish Education Commission and Finance Council to assess the financial condition of the school. Evaluation of cluster and school Development and Enrollment Management efforts should also be conducted. It is expected that these standards could be used as a basis to assist parishes, both with and without schools, in diagnosing the parish health as well.

**Strategic Action Steps:**
- **Diocese (OCS, OF, OP, PC):** Create and utilize the Standards of Financial Health for Catholic Schools. Provide a workshop on school finances for each cluster/school.
- **Clusters:** Invite cluster leaders to attend the diocesan workshops and create benchmarks for the Standards of Financial Health for their Catholic School(s).
- **Schools:** Invite Education Commissions and Finance Councils to assess school finances based on the Standards of Financial Health for Catholic Schools.
Catholic Schools Planning Strategy

New Financial Models – New Revenue and Resources

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<tr>
<td>Fiscal Stewardship</td>
<td>Diocesan - All</td>
<td>Critical</td>
<td>Begin within 1 yr. then ongoing</td>
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The Diocese of Madison shall develop and offer new financial models to ensure the sustainability of Catholic Schools. As the cost of Catholic education continues to rise and more families find it difficult to afford a Catholic education for their children, diocesan leaders should work with cluster and school leaders to secure new sources of revenue and resources. All parishioners in the Diocese of Madison must make a commitment to Catholic schools as our current students represent the future of the Catholic Church. Particular attention should be paid to the Hispanic community, as this demographic group continues to grow in the diocese’s eleven (11) counties. New financial models include:

- **Diocesan**
  - A) Shared school funding through the Catholic Diocese of Madison Foundation
  - B) Shared school funding through the Annual Catholic Appeal
  - C) Endowment Campaign for Catholic Schools
  - D) Explore a partnership with the Cristo Rey Network of Catholic Schools – work-study and business support
  - E) Creating funding options through business and corporate sponsorships

- **Cluster**
  - A) Cluster support of Catholic Schools through parish investment
  - B) Moving to Fair-Share Model of Tuition
  - C) Moving to a Cost-Based, Needs-Based Model of Tuition

- **Parish**
  - A) School funding through Parish Stewardship efforts
  - B) School funding through Development efforts: Annual Fund Drive, Capital Campaign, Planned Giving, Grant Writing, Business and corporate support

**Strategic Action Steps:**

- **Diocese (OCS, OF, OSD, OHR):** Provide leadership in researching and offering viable financial models to the Cluster Implementation Teams. The Diocese should work toward offering each cluster a menu of options.

- **Clusters:** Working closely with the Diocese, each cluster should determine the best financial options from the proposed menu. Each cluster would create a Finance Task Force, with school representation, to solidify key financial models and report to the parish Finance Council.

- **Schools:** Each school would have representatives on the Finance Task Force to determine key financial models. Special consideration would be given to standardized tuition and salary scale, parish Stewardship process and collaborative fundraising and Development efforts.
Catholic Schools Planning Strategy

### Standard Financial Reports

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<tr>
<td>Fiscal Stewardship</td>
<td>Diocesan</td>
<td>Important</td>
<td>2-3 years</td>
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The Diocese of Madison should encourage all Catholic schools to complete and submit financial reports that illustrate the current state of school finances. Each school or cluster should seriously consider creating and publishing an Annual Report, similar to the parish report, which celebrates accomplishments, illustrates quality fiscal stewardship highlights future vision and recognizes donors and volunteers.

**Strategic Action Steps:**

- **Diocese (OSC, OF, OP, PC):** Create standardized financial reporting mechanism and encourage each school to publish an Annual Report.
- **Clusters:** Encourage sound fiscal stewardship and reporting.
- **Schools:** Provide quarterly and annual reports to the Diocese and publish an Annual Report.

### Diocesan Standard Hiring Process

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<tbody>
<tr>
<td>Catholic Leadership</td>
<td>Diocesan</td>
<td>Necessary</td>
<td>Investigate the possibility as able</td>
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Recommended and created by the Diocese of Madison, school administrators should utilize a standard hiring process. Relative to Catholic schools these standards would ensure that we identify, hire and retain the best possible Catholic educators.

**Strategic Action Steps:**

- **Diocese (OCS, OHR, PC):** Determine and utilize standard hiring process.
- **Clusters:** Discuss at cluster meeting and send recommendations to Office of Catholic Schools.
- **Schools:** Discuss at school-level meetings and send recommendations to cluster meetings.
Diocesan Development Process for Catholic Schools

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<tbody>
<tr>
<td>Fiscal Stewardship</td>
<td>Diocesan</td>
<td>Critical</td>
<td>Complete in 2-3 years, then ongoing</td>
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The Diocese of Madison should establish and sustain Development efforts at each cluster of the diocese. The Diocese should consider establishing the position of Catholic Schools Director of Development -- with a clear job description, roles and responsibilities. The cluster teams should create and implement a Strategic Plan for Development. As a key leadership group, the cluster team is responsible for three key functions: 1) Provides ongoing Development education to the parish and school community 2) Creates communication vehicles to parishioners, parents, alumni, grandparents, businesses and friends regarding the school Development effort 3) Implements Development initiatives and best practices. Additionally, each cluster team would participate in Diocesan workshops.

The key components of a school Development process are:

- **Commitment from the Leadership**
- **Investment of the Faculty and Staff**
- **Establishment of a Development Office**
- **Development Core Team in place**
- **Ongoing Education**
- **Creative Communication Vehicles**
- **Implementation of a Strategic Plan for Development**
- **Non-Tuition Resources: Annual Fund Drive, Capital Campaign, Endowment and Stewardship**
- **Quality Fundraising, Special Events and Resource Development**
- **Numerous Avenues for Involvement and People Engagement**
- **Continuous Evaluation and Improvement**

**Strategic Action Steps:**

- **Diocese (OCS, OSD, OF):** Establish a full-time position of Director of Development for Catholic Schools, with a clear job description and duties.
- **Clusters:** Work on key initiatives and strategies and attend Development workshops.
- **Schools:** Work closely with Director of Development on creating the Strategic Plan for Development and attend Development workshops.
Strengthen Parish Development and Stewardship Efforts

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<tbody>
<tr>
<td>Fiscal Stewardship</td>
<td>All</td>
<td>Critical</td>
<td>Complete in 3-5 years, then ongoing</td>
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It remains paramount that the Diocese of Madison encourages all parishes to create a formal Development process and sustain ongoing efforts to enrich parish Stewardship. Parishes should create a Development and Stewardship Committee to successfully execute these vital processes. A series of workshops should be organized in 2010 for parishes to create these processes. Topics include:

- “The Definition of Development”
- “The Successful Development Infrastructure”
- “The Seven I’s of Catholic Development”
- “Advancing the Successful Development Infrastructure”
- “Development Involvement Inside and Out”
- “Total Quality and Catholic Education”
- “Living Stewardship As a Way of Life”
- “The Total Stewardship Process: Prayer, Offering & Ministry”
- “The Strategic Plan for Development (SPD)”
- “Enrollment Management”
- “Development Communication and Public Relations”
- “Alumni Involvement and Outreach”
- “Sustaining the Mission & Vision”
- “Marketing Your Catholic School”

**Strategic Action Steps:**

- **Diocese (OCS, OSD, PC):** Encourage and facilitate parish Development and Stewardship efforts: funding, education, resources, workshops and communication.
- **Clusters:** Establish a parish Development and Stewardship Committee to formally organize key initiatives.
- **Schools:** Create a comprehensive Development and Stewardship process. Attend workshops and create a school Strategic Plan for Development.
Catholic Schools Planning Strategy

Faculty Salaries and Benefits

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<th>Subject</th>
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<tbody>
<tr>
<td>Fiscal Stewardship</td>
<td>All</td>
<td>Critical</td>
<td>Complete in 2-3 years, then ongoing</td>
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<td>Catholic Leadership</td>
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The Diocese of Madison should encourage parishes and clusters to create proven strategies to increase teacher salaries and benefits, in light of Catholic social teaching and in order to attract and retain qualified Catholic educators – administration, faculty and staff. Suggestions include:

- Parish housing – free or reduced rate
- Employee tuition discount or waiver
- Parish Endowment Fund
- Discounts from parishioner-owned businesses
- Professional Development stipends
- Tuition reimbursement
- Mentoring and support networks
- Recognition of achievements/milestones
- Parishioner support – Adopt-a-Teacher

Strategic Action Steps:

- **Diocese (OCS, OF, OHR, PC):** Offer a framework for clusters to consider establishing new policies and benefits regarding the recruitment and retention of faculty and staff.
- **Clusters:** Propose new programs and benefits regarding the recruitment and retention of faculty and staff.
- **Schools:** Offer recommendations and insight to cluster committees regarding the recruitment and retention of faculty and staff.

Ongoing Professional Development

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<tbody>
<tr>
<td>Catholic Leadership</td>
<td>Diocesan</td>
<td>Urgent</td>
<td>Immediately - ongoing</td>
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The Diocese of Madison should ensure the delivery of ongoing professional development to train teachers in catechesis so they may better align instruction with the religion standards and incorporate faith in all curricular subjects. Consideration should be given to a variety of locations and use of technology.

Strategic Action Steps:

- **Diocese (OCS):** Ensure the organization and delivery of ongoing professional development workshops and seminars.
- **Clusters:** Serve as a host site and ensure all faculty and staff attend workshops and seminars.
- **Schools:** Serve as a host site and ensure all faculty and staff attend workshops and seminars. Integrate best practices into the life and mission of the school.
Diocesan Leadership Institute -- Workshop Series

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<tbody>
<tr>
<td>Catholic Leadership</td>
<td>Diocesan</td>
<td>Critical</td>
<td>Complete in 2-3 years, then ongoing</td>
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The Diocese of Madison should establish a Diocesan Leadership Institute to offer ongoing professional growth opportunities for all Catholic school leaders – pastors, principals, faculty, staff, board members, parents, parish leaders, etc. Numerous formats would be created to include: on-line presentations, video conferencing, satellite courses, small group cohorts, summer sessions, etc. Suggested topics include:

- Catholic Identity & Mission
- The Catholic School Leader
- The Catholic School Curriculum
- The Catholic School Student Profile
- Catholic School Development
- Enrollment Management
- Continuous Improvement
- Customer Service in Catholic Schools
- Financial Health and Fiscal Stewardship
- Classroom Management and Methods
- Collaboration and Partnerships with Schools and the Community
- Community Outreach: Ethnic, Economic and Social Needs
- Maximizing the Inclusion of Students with Special Need

**Strategic Action Steps:**

- **Diocese (All Offices):** Establish the Diocesan Leadership Institute to offer ongoing professional growth opportunities to all Catholic school leaders.
- **Clusters:** Send representatives to Diocesan Leadership Institute.
- **Schools:** Send representatives to Diocesan Leadership Institute and integrate best practices into the life and mission of the school.

Support of Clergy

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<tbody>
<tr>
<td>Catholic Leadership</td>
<td>Diocesan - Parish</td>
<td>Critical</td>
<td>Within 1-2 years, then ongoing</td>
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The Diocese of Madison should provide an orientation to new pastors with Catholic schools and ensure ongoing cooperation for all pastors in their leadership roles.

**Strategic Action Steps:**

- **Diocese (OCS, OEC, OF, OHR, OSD, OP, PC):** Organize orientation for new pastors with Catholic Schools and provide ongoing discussion and dialogue regarding Catholic school leadership and management, finances, Catholic identity, personnel, enrollment and Development efforts.
- **Clusters:** Facilitate ongoing discussion regarding Catholic schools issues; determine key strategies and measurable outcomes.
- **Schools:** Work closely with pastors in Catholic school management, communication and decision-making.
Enrollment Management Process**

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<tbody>
<tr>
<td>Enrollment Management</td>
<td>Clusters</td>
<td>Urgent</td>
<td>Begin immediately, and complete in 2-3 years, then ongoing</td>
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<td>Parish/School</td>
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Each cluster with a school will create a comprehensive Enrollment Management Process, and will create an Enrollment Management and Development Team (EMDT) to create, communicate and promote the unique benefits of the school. Those clusters without a school must be a part of a neighboring cluster EMDT. This process should build on the history, tradition, academic excellence, and distinctiveness of their school. Each cluster will participate in Development workshops on Enrollment Management and successfully execute proven strategies and best practices. Each cluster will develop a pipeline of potential students by providing a comprehensive, systematic marketing process (4K, pre-school, daycare) that introduces families to the school and secures enrollment. The Diocese will provide resources to assist Clusters and EMDTs in the implementation of continuous enrollment and development strategies.

**Strategic Action Steps:**

- **Clusters with one or more Catholic schools should create a single Enrollment Management and Development Team” (EMDT) for all the schools in the cluster.**
- **Each Cluster without a Catholic school should ensure that the Cluster has representation on the EMDT of a neighboring Cluster.**
- **The EMDT should be representative of all parishes in the Cluster, as well as any neighboring Clusters that do not have Catholic schools. Thus the team may include members from 2 or more clusters.**
  - In clusters with multiple schools, the team should have representation from the Education Commission of each parish.
  - In clusters with a single school, the team should have representation from each parish and would report to a joint education commission. If a joint education commission for the cluster does not exist, then the EMDT would report to the education commission at the parish with the school.

**Specific Task:**

- **Each EMDT, with a survey from the Diocese, will:**
  - survey their entire Cluster and nearby clusters without schools, both school parents and all other adult parishioners in the cluster(s) to determine:
    - Why do people choose to send their children to the Catholic school?
    - What about the Catholic school attracts or discourages people?
    - Why do parishioners with children choose NOT to send their children to our school?
    - What would be necessary for parents to send their child to the nearest Catholic school?

- **analyze the survey results and use the information to inform their marketing and development strategy. Results should also be shared with the Education Commission, principal and pastor of each school in the diocese so that the data might inform ongoing school improvement efforts.**
Enrollment Management Benchmarks

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<tbody>
<tr>
<td>Enrollment Management</td>
<td>Cluster Parish/School</td>
<td>Critical</td>
<td>Complete in 2-3 years, then ongoing</td>
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</tbody>
</table>

The Diocese of Madison should facilitate each parish Education Commission and cluster in a research and planning process to determine enrollment goals in coordination with the Trusting in the Spirit parish planning and implementation process. These benchmarks should include both enrollment goals and the impact of enhanced enrollment upon the parish and larger community. Considerations include:

- Demographics and economics
- Birth rates
- Baptisms
- Number of Parish families – 10 year trend
- Finance
- Facilities
- Involvement of People
- Marketing and Public Relations

Strategic Action Steps:

- **Diocese (OCS, OP)s**: Work closely with each school to establish an Enrollment Management and Development Team (EMDT) – to create the Enrollment Management Plan. Organize an Enrollment Management Workshop Series.
- **Clusters**: Work closely with the Diocese to implement the Enrollment Management Plan at each school.
- **Schools**: Provide members to serve on the EMDT and create the Enrollment Management Plan. Attend the Enrollment Management Workshop Series.
Catholic Schools Planning Strategy

Diocesan Board of Education

<table>
<thead>
<tr>
<th>Subject</th>
<th>Scope</th>
<th>Priority</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>Diocesan</td>
<td>Urgent</td>
<td>Begin immediately and complete in 6-9 months</td>
</tr>
</tbody>
</table>

The Diocese of Madison should reestablish the Board of Education to represent diocesan schools. This Board of Education assists the diocesan Superintendent of Schools in recommending policy and overseeing all Catholic schools in the Diocese of Madison. The Board of Education, comprised of cluster and school representatives, should meet regularly with a clear agenda and outcomes. The diocesan Board of Education should provide consultative and advisory support to the Office of Catholic Schools in order to ensure the excellence and health of all Catholic schools.

K-12 Curriculum Standards

<table>
<thead>
<tr>
<th>Subject</th>
<th>Scope</th>
<th>Priority</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Curriculum</td>
<td>Diocesan</td>
<td>Urgent</td>
<td>Complete in 2-3 years, then ongoing</td>
</tr>
</tbody>
</table>

The Diocese of Madison should create and facilitate a committee consisting of principals, teachers, parents and parishioners from the Diocese that will review and revise the Diocesan Education Standards to ensure that they are infused with the teaching and values of the Catholic Church. This Committee should ensure that the diocesan standards align with state standards (Wisconsin Model of Academic Standards), and national standards. A process for periodic review and revision of these standards should be established.

**Strategic Action Steps:**

- **Diocese (OCS, OEC):** Facilitate a collaborative process of reviewing and revising the K-12 diocesan, academic standards.
- **Clusters:** Send school representatives to serve on Curriculum Committee.
- **Schools:** Send school representatives to serve on Curriculum Committee.

K-12 Curriculum Alignment

<table>
<thead>
<tr>
<th>Subject</th>
<th>Scope</th>
<th>Priority</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Curriculum</td>
<td>Diocesan</td>
<td>Critical</td>
<td>Complete in 3-4 years, then ongoing</td>
</tr>
</tbody>
</table>

The Diocese of Madison should facilitate a process to engage teachers and principals in the process of writing and implementing rigorous and engaging curriculum that is aligned vertically, K-12 and aligned with the Diocesan Curriculum Standards.

**Strategic Action Steps:**

- **Diocese (OCS):** Working closely with the diocesan Curriculum Committee, facilitate a collaborative process of writing a K-12 diocesan, shared school curriculum.
- **Clusters:** Send school representatives to serve on Curriculum Committee.
- **Schools:** Send school representatives to serve on Curriculum Committee.
Regional Schools

<table>
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<tr>
<th>Subject</th>
<th>Scope</th>
<th>Priority</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catholic Leadership</td>
<td>Cluster</td>
<td>Important</td>
<td>Complete in 2-3 years, then as needed</td>
</tr>
<tr>
<td></td>
<td>Parish/School</td>
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</table>

Clusters, parishes and schools that have shown a sustained pattern of decreasing enrollment over time, should consider the creation of regional schools either through the consolidation process or a re-allotment of resources such as funding, physical plant and human resources.

**Strategic Action Steps:**

- **Diocese**: (OCS, OP, OF): Assist clusters and schools through the process of considering and forming a regional school.
- **Clusters**: Assist schools with the process of moving toward a regional school by collaborating regarding issues such as funding, physical plant and human resources.
- **Schools**: Regularly track and assess enrollment patterns. Set specific enrollment targets related directly to how many students are needed to ensure the financial health of the school. Should enrollment show a pattern of decreasing below this threshold over time, engage the cluster and the diocese in a discussion regarding the consideration of creating a regional school.

New Schools

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<tr>
<th>Subject</th>
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<th>Priority</th>
<th>Timeline</th>
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</thead>
<tbody>
<tr>
<td>Catholic Leadership</td>
<td>Diocesan</td>
<td>Important</td>
<td>Complete study in 3-5 years</td>
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</table>

The Diocese of Madison should undertake a comprehensive study to determine the feasibility of additional regional elementary, middle and high schools, with consideration being given to underserved markets and geographical areas. Study areas include:

- Location and market analysis
- Demographics
- Cluster configuration
- Parish and community support
- Funding
- Facilities
- Leadership
- Enrollment projections
- Development efforts
- Staffing

**Strategic Action Steps:**

- **Diocese (OCS, OP)**: Organize a comprehensive process to determine the feasibility of establishing new regional Catholic Schools.
- **Clusters**: Conduct research to determine the future of cluster schools – finances, enrollment, demographics, population projections, etc. Participate in diocesan feasibility study.
- **Schools**: Assist the clusters in determine the future of their local schools. Participate in diocesan feasibility study.
New Catholic School Leadership Models

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<th>Priority</th>
<th>Timeline</th>
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</thead>
<tbody>
<tr>
<td>Catholic Leadership</td>
<td>All</td>
<td>Important</td>
<td>Complete in 3-5 years, then as needed</td>
</tr>
</tbody>
</table>

As Catholic school leadership is paramount to the success of our schools, diocesan, cluster and school leaders should consider new and expanded models of governance:

A) President-Principal Model: Designed as a two-person leadership model, the President-Principal model allows the duties of daily operations to be segmented – based on the job description. The president serves as the chief executive officer who focuses on Catholic Identity, mission-effectiveness, strategic planning, Development, major gifts, finances and the Board. The principal is focused on day-to-day operations: personnel, academics, faculty formation and supervision, student life, discipline, athletics, maintenance, etc.

B) Co-Principals: Similar to the President-Principal Model, the Co-Principal model allows for a shared and collaborative style of leadership. Two educational leaders, perform the duties of effective school governance. In elementary schools, this may be further segmented by grade levels.

C) Expanded Role of Education Commissions and Parish Councils: In looking to engage the gifts and talents of our school community, consider expanding the role of boards and councils to include policy-making, goal-setting and executing internal governance strategies.

Strategic Action Steps:

- **Diocese (OCS, OP, PC):** Work toward the establishment of new school governance models.
- **Clusters:** Work closely with the Diocese of Madison on the consideration of new school governance models.
- **Schools:** Work closely with the Diocese of Madison on the consideration of new school governance models.

Catholic School Leadership Succession Plan

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<th>Timeline</th>
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</thead>
<tbody>
<tr>
<td>Catholic Leadership</td>
<td>Diocesan</td>
<td>Important</td>
<td>Complete in 2-3 years, then ongoing</td>
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</tbody>
</table>

The Diocese of Madison should create a process that each school could utilize in ensuring that a Leadership Succession Plan is in place. Each school should be cultivating current faculty members for school administration. The Office of Catholic schools would offer numerous learning options in order to facilitate the preparation of aspiring Catholic school leaders.

Strategic Action Steps:

- **Diocese (OCS, OP, PC):** Create diocesan Leadership Succession process, identify Catholic school leaders and offer numerous learning and mentoring options.
- **Clusters:** Identify future Catholic school leaders.
- **Schools:** Identify future Catholic school leaders and participate in learning and mentoring processes.
Partnerships with Colleges and Universities

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<tbody>
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<td>Catholic Leadership</td>
<td>Diocesan</td>
<td>Important</td>
<td>Complete in 3-5 years, then ongoing</td>
</tr>
</tbody>
</table>

The Diocese of Madison should create and establish ongoing, beneficial relationships with Catholic colleges and universities regarding curriculum development, leadership training, marketing and public relations, enrollment management and faculty professional development, with the goal of establishing particular coursework that specifically addresses the challenge and privilege of teaching in a Catholic school.

**Strategic Action Steps:**

- **Diocese (OCS):** Personally invite representatives from local colleges and universities to serve on a Diocesan Board of Education, CSP Implementation Committee and Cluster Implementation Teams to provide wisdom and execute key strategies.
- **Clusters:** Personally invite representatives from local colleges and universities to serve on Cluster Implementation Teams to provide wisdom and execute key strategies.
- **Schools:** Personally invite representatives from local colleges and universities to serve on school committees to provide wisdom and execute key strategies.

Religious Orders

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<th>Priority</th>
<th>Timeline</th>
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</thead>
<tbody>
<tr>
<td>Catholic Leadership</td>
<td>Diocesan</td>
<td>Important</td>
<td>Pursue as possible</td>
</tr>
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</table>

The Diocese of Madison should cultivate and engender the involvement of Catholic leaders that are affiliated with religious orders both with existing schools and as the Diocese explores the establishment of regional elementary, middle and Catholic high schools.

**Strategic Action Steps:**

- **Diocese (OCS):** Cultivate quality relationships with religious orders. Communicate the initiatives of the CSP.
- **Clusters:** Cultivate quality relationships with religious orders. Communicate the initiatives of the CSP.
- **Schools:** Cultivate quality relationships with religious orders. Communicate the initiatives of the CSP.
**Business and Community Partnerships**

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<tr>
<th>Subject</th>
<th>Scope</th>
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<tbody>
<tr>
<td>Enrollment Management</td>
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<tr>
<td>Fiscal Stewardship</td>
<td>School/Parish</td>
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The Diocese of Madison should encourage all Catholic schools to develop and sustain beneficial partnerships with business and community leaders. There is an abundance of resources and talent in our local and regional community. It is the responsibility of the Enrollment Management and Development Team to create the meaningful involvement of people in the school’s mission and vision. Numerous areas of involvement should be created and presented to the community. A *Business and Community Partners* process could be created to engage and recognize this essential group.

**Strategic Action Steps:**

- **Diocese (OCS, OF, OSD):** Personally invite business leaders to serve on a Business Community Partnership Team to provide wisdom and execute key strategies.
- **Clusters:** Send cluster representatives to serve on the Business Community Partnership Team.
- **Schools:** Send school representatives to serve on the Business Community Partnership Team.