



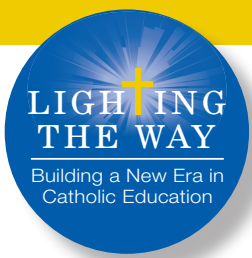
Frequently Asked Questions

Regarding Implementation of
Lighting the Way
in the Catholic Elementary Schools
of the Archdiocese of Newark



THE ROMAN CATHOLIC
ARCHDIOCESE OF NEWARK

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



1. What is *Lighting the Way*?

In June 2011, Newark Archbishop John J. Myers, J.C.D., D.D. appointed a 33-member Catholic Education Commission (CEC). The goal of the CEC was to create a multi-year strategic plan that provides elementary schools with a “roadmap for success.” Their work was data-driven, and their conclusions are based on extensive empirical analysis.

The CEC found that Catholic education in the Archdiocese of Newark can do more than simply survive, it can thrive in the coming years. Doing so, however, will require fundamental changes in governance and leadership. It also means embracing new enrollment and financial management strategies, along with consistent marketing, fundraising and development methods.

The title of the CEC report to the Archbishop, *Lighting the Way: Building a New Era in Catholic Education*, reflects the optimism and hope of the Commission members.

2. What is the timeline for the implementation of the plan?

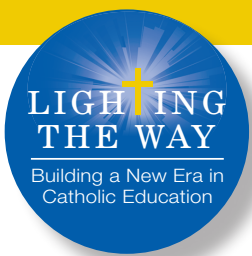
- The Governance Model will be fully implemented July 1, 2014.
- Beginning July 1, 2014 all parishes in the Archdiocese of Newark will be billed an assessment to support Elementary Catholic Schools.
- Beginning July 1, 2015 financial services will begin to service the Elementary Catholic Schools in the areas of tuition collection, paying bills and accounting services.

3. What is the role of the Pastor?

The Pastor is the canonical representative of the Archbishop. The site Pastor or his designee, together with the Superintendent of Schools, screens all candidates for the Principal’s position. The Pastor may be a voting member of the Search Committee and gives input into the Principal’s evaluation. Most importantly, the Pastor is the spiritual leader of the school. The Pastor has the responsibility for the spiritual and liturgical life of the school community. He may designate a Spiritual Director to provide the daily spiritual needs of the school. The Pastor or his designee also sits as a voting member of the School Advisory Board (SAB) and assists in developing the budget.

4. What is the role of the Principal?

The Principal is the instructional leader of the school. In collaboration with the Pastor, the Principal creates an environment conducive to a vibrant spiritual life within the school. Reporting directly to the Superintendent of Schools or his or her designee, the Principal is responsible for establishing and achieving academic standards that exceed the State of New Jersey Standards for instruction. The Principal interviews and recommends to the Superintendent all new teachers and is responsible for the evaluation and professional development of the school faculty. The school Principal is responsible for communication with parents and the public and will interact with the School Advisory Board to fulfill the School Advisory Board’s responsibilities in the school’s strategic planning, financial management (including the budget), facilities, marketing and development.



5. What is the role of the Archdiocesan Catholic Education Services (ACES)?

ACES is the managing and service arm of the Archdiocese for its Catholic elementary schools and works closely with the Office of the Superintendent of Schools and the Office of Finance and Human Resources. Through service agreements with each parish, ACES will provide instructional, marketing, development, financial and personnel services to each parish school and to the School Advisory Board.

6. What is the role of the School Advisory Board (SAB)

The role of the School Advisory Board rests exclusively in the areas of strategic planning, finance, facilities, marketing, and development activities. The School Advisory Boards represent the educational institutions of the Archdiocese of Newark under the authority of ACES. The SAB leadership will foster an environment which promotes Catholic values, long-term strategic planning and financial stability. The role of the SAB complements and supports the school’s mission to nurture through its religious and academic curriculum and extracurricular programs the spiritual, moral, intellectual, physical and social growth of each student.

7. Whom does the School Advisory Board advise?

The School Advisory Board advises the Principal who works collaboratively with the Pastor and the School Advisory Board.

8. What is the position title and purpose of the of the School Advisory Board? Who is the supervisor?

Position Title: School Advisory Board Member

Reports To: School Advisory Board Chair

Purpose: To act as voting members of the School Advisory Board; to represent the best interests of the school; to oversee the school’s planning, finances, and facilities; as well as to assure that the school meets its marketing and development goals and objectives.

9. What are the individual SAB member’s duties?

Individual SAB members are expected to:

1. Attend all board and committee meetings and show commitment to board and school activities
2. Be informed on issues and agenda items in advance of meetings
3. Contribute skills, knowledge, and experience as appropriate
4. Support all decisions of the full board
5. Assume leadership roles in all board activities as appropriate
6. Participate in professional development training for boards

10. What is the status of the current School Advisory Board members?

They may apply for a position on the newly-formed SAB provided they possess expertise in the particular areas in Item 6.

11. What is the composition of the School Advisory Board?

The School Advisory Board will be composed of no fewer than 9 and no more than 15 members proposed by the Pastor and Principal and approved by the Archbishop, and should include:

- At least five (5) members with experience in the areas of strategic planning, finance, facilities, marketing or development
- Home School Association President (ex-officio – voting member)
- Pastor(s) (ex-officio – voting member)
- Principal (ex-officio – non-voting member)

12. How long may SAB members serve?

Members may serve two or three-year terms, which will be staggered to provide continuity. Parents, as well as parishioners of parishes that do not have schools, may serve on the School Advisory Board.

13. Does the Inner City School Advisory Board have the same structure as all other School Advisory Boards?

Yes, the Inner City Advisory Board has the same structure as other SABs in the Archdiocese, except that its members are carefully selected for their ability to give of their time, talent and treasure. Though the structure is the same, the Inner City Advisory Board will oversee at least ten (10) schools.

14. Who can remove a member of a School Advisory Board?

The Archbishop or Vicar General and Moderator of the Curia of the Archdiocese of Newark shall have the authority to remove any member of a School Advisory Board at any time, with or without cause.

15. Should families be concerned that the individual character of the school will change?

No, families choose a Catholic school because it honors their values and because they and their children desire to be part of the school and parish family. With the Pastor as spiritual leader and the Principal as instructional leader, families should be assured that the individual charism of the school they choose is not altered. Rather, the school's individual character will be enhanced by the increased ability of the Pastor to devote more time to shepherding students and families, and of the Principal to ensure that academic excellence is consistently attained.

16. Will there still be a role for parents?

Yes, parents are encouraged to participate in the life of the school as they always have. In fact, the call to the laity that is at the heart of *Lighting the Way* provides increased opportunities for parents to serve their individual schools as members of their School Advisory Board and various committees and to be more vocal and visible proponents of Catholic education.

17. What are some pertinent Church canons to be considered with the supervision and control of Catholic Schools?

CANON 803

Paragraph 1: A Catholic school is understood to be one which is under the control of the competent ecclesiastical authority or of a public ecclesiastical juridical person, or one which in a written document is acknowledged as Catholic by the ecclesiastical authority.

Paragraph 2: Formation and education in a Catholic school must be based on the principles of Catholic doctrine, and the teachers must be outstanding in true doctrine and uprightness of life.

Paragraph 3: No school, even if it is in fact Catholic, may bear the title “Catholic school” except by the consent of the competent ecclesiastical authority.

CANON 805

In his own diocese, the local Ordinary has the right to appoint or to approve teachers of religion and, if religious or moral considerations require it, the right to remove them or to demand that they be removed.

CANON 806

Paragraph 1: The diocesan Bishop has the right to watch over and inspect the Catholic school situated in his territory, even those established or directed by members of religious institutes. He also has the right to issue directives concerning the general regulation of Catholic schools; these directives apply also to schools conducted by members of a religious institute, although they retain their autonomy in the internal management of their schools.

Paragraph 2: Those who are in charge of Catholic schools are to ensure, under the supervision of the local Ordinary, that the formation given in them is, in its academic standards, at least as outstanding as that in other schools in the area.

18. Who determines the use of the school building(s) when parishes use the school for multiple activities such as CCD, Hospitality Sunday, Holiday Parties, etc. How will this work out under the new system paying for use? Cleaning? Possible Damage?

The relationship should remain the same as it is now. As in current practice, there is no rental but a pro-rated cost of building usage for utility and janitorial services. Maintenance would be a school expense unless something is damaged during a church related function. The church would be expected to cover those expenses.

19. How will parish funding be affected? For example, Bingo is the main fundraiser for my parish (4 nights a week, Thursday, Friday, Saturday and Sunday). How will this new system affect this? Will the school principal be able to say she/he needs the building and thus prohibit the parish from holding the games?

No, it will remain the same as it is now. A schedule for usage is worked out in the beginning of the year for known dates. Any unplanned functions are scheduled in interim based on date availability.

20. Who is responsible for night-time maintenance? Who is responsible when electrical/heating/water systems break down in the middle of the night? What happens when the fire or burglar alarm is activated in the middle of the night?

To clarify, the building remains the property of the parish. That said, the school will engage administration and maintenance staff who will have responsibilities as defined by job descriptions. It is expected that they will function in a manner similar to existing independent schools.

21. Can the schools continue to utilize personnel in a manner that allows them to keep their tuition at an affordable rate? For example:

- **Collect Tuition in house to avoid charges by outside companies**
- **Utilize the Pastor for Black Seal and minor repairs**
- **Pro-rate self-compensation among many positions to keep cost down**
- **Volunteers to paint, who are not necessarily school parents, to save money**
- **Run lunch program in house, etc. to save money**

For the first year, there will be no changes. After that, ACES will work with the school to provide an efficient, effective model to keep tuition affordable.

22. What is the process for tuition collection?

Many of these programs will not change. Initially, tuition collection methods will stay intact as we evaluate options to provide the best process uniformly across our schools.

23. How will the school finances be managed?

Administrative support for business management of the school will be coordinated from a central location. This centralized support structure should result in an overall cost savings for our schools and create a uniform business platform for our schools. This portion of *Lighting the Way* is not scheduled to begin until FY 2015.

24. Will local school business support still be needed?

Initially, the local school support will continue as it is today. As the implementation evolves, local school business support will be evaluated. It will be necessary for each parish to evaluate its internal administrative support if they currently share such resources with their school.

25. How will tuition be determined?

- Tuition will continue to be determined at the local level in the same manner it is today – based on an analysis of expenses and revenue sources.
- There are no plans to standardize tuition rates at this time.
- Schools that meet or exceed standards for class size, salary scales, staffing models and enrollment while maintaining a sound fiscal budget will continue to set tuition rates consistent with the methodology they engage today.

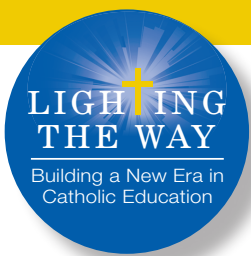
26. Will the funds raised by the school be sent to the Archdiocesan Finance Office?

Yes, all funds will be maintained in separate bank accounts in the respective school’s name. Funds will not be commingled with any other school’s, parish’s or Archdiocese’s accounts. Schools will be able to access their account at any time through QuickBooks.

27. Can you compare the former way of operating with the operation proposed by *Lighting the Way*?

The main difference is the movement from a parish school to an archdiocesan school Governance and Financial Model.

Former	Proposed
Parish operated schools	Archdiocesan Catholic Education Services (ACES) in collaboration with the Pastor, Principal and School Advisory Board operate schools.
Pastor had the final decision on all school issues; personnel, discipline, policy procedure.	Archdiocesan Catholic Education Services (ACES) in consultation with the principal and Pastor decide personnel, discipline, policy and procedural issues.
Parish(es) supported its own school	All parishes in the Archdiocese will be assessed to support the Catholic elementary schools.
Parish(es) with no ties to a school	Parishes pay their subsidy as outlined in the new assessment model to the Archdiocese. The school with ACES oversight and accountability to pastor and School Advisory Board will be responsible to manage school finance.
There is a one-tier Board	There is a one-tier Board



28. Will Principals (especially my Principal with an excellent record) need to re-apply and go through an interview process?

No, only new principals will go through the interview process as part of a search process.

29. Will teachers need to re-apply and go through the interview process?

No, only new hires will have to apply.

30. Who has the final word regarding the salary contracts, particularly the Principal's salary?

ACES has the final word regarding salary contracts (in order to develop consistency). There will be a salary range for all staff including Principals. A specific Principal's salary is negotiated based on experience and/or education but it must fall within the designated range.

31. Who will have the final say in approving hires?

The principal and ACES, with input from the Pastor, have the final say in approving all instructional staff, administrative staff, and custodial staff hires.

32. Who will approve salaries?

ACES will develop a salary scale to be used by the Principals and approved by the Office of the Superintendent of Schools.

33. If payroll is handled through the Archdiocese, how will payroll be handled for per-diem employees and hourly employees? Will they get paid in the regular pay period? (10 months or 12 months)?

Initially, payroll will continue to be processed as it is today. Establishing uniformity in a service provider and centralized management are considered future goals. Per-diem and hourly employees, as well as non-exempt employees, will continue to submit time sheets for payroll processing under the same procedure as today. Foreseeably, 10 months vs. 12 month payout options for 10 month employees will be at the individual employee's option for all school employees.

34. When parents prepay tuition, the school gets the interest benefit by investing the money with the Archdiocese. Under this plan, will the parish still collect the money and get the interest when parents prepay tuition?

Initially, the tuition will continue to be processed and collected as it is today. Establishing uniformity in a service provided and centralized management, are considered future goals. As should be occurring today, prepaid and deferred income should be held in each respective school's individual bank account. Any interest earned will benefit the applicable school.

35. Will the Archdiocese be responsible for collecting from delinquent parents?

Currently each school is mandated to have a written collection policy which details procedures for delinquent tuition collection. Under the new initiative, ACES will standardize tuition collection policies and parents/guardians will be advised in writing at registration. ACES will also monitor tuition collection and initiate collection letters and phone calls. (Ultimately, students with delinquent tuition will not be eligible to receive school services.) The eligibility of any particular student for school services will continue to remain the responsibility of the local school management.

36. Paying our bills promptly is essential for our credit rating. It is essential to our ability to do business with our vendors. It also prevents us from receiving “late fees” on our bills. Will our bill be paid in a timely manner?

Initially, the payment process will continue to be as it is today. As the implementation evolves, payment of invoices on a timely basis will continue to be a critical management objective. Technology will be used to expedite the transmission and approval of account payables.

37. How will we know that they are paid?

Initially, the payment process will continue to be as it is today. As the implementation evolves, School administration will have access to their QuickBooks files on the Right Network for reference on all school financial activity.

38. Will the Archdiocese be responsible for “late fees” if payments are not timely?

Initially, the payment process will continue to be as it is today. As the implementation evolves, if an approved invoice is submitted for payment upon receipt and delay in payment is due to an action or inaction of ACES staff, ACES will be responsible for late fee expenses. Late fees as a result of the failure of school administration to submit approved invoices upon receipt will be the responsibility of the school.

39. Do you have the staff to do this for all the schools? Will there be an Archdiocesan staff large enough to tackle this change? How will this be funded?

Preliminary staffing needs were included in the plans developed by the Catholic Education Commission. These needs will be refined prior to implementation. Surveys will be sent to all school locations to determine various activities and volumes as a means of determining the appropriate staffing levels. Funding for this support will be an expense line item in the school operating budgets. It is expected that these shared resources will reduce the existing costs of current school bookkeepers, business managers and/or accountants.

40. My school has a debt to the Archdiocese for a capital improvement, about \$500,000. How will this be budgeted?

The issue of existing liabilities is an agenda item but has not yet been resolved.

41. Who controls the budget?

The School Advisory Board in cooperation with the principal and pastor formulates the operating budget and monitors the budget, then it is approved by ACES.

42. If a school is liable for re-payment of loans (and the parish does not have the resources to pay the debt), how will the Archdiocese get re-paid?

As a school liability, loans should currently be reflected on the school's balance sheet. If applicable, loan payments should be included in the operating budget of the schools. Schools unable to make payments on amortized loans should contact the Archdiocesan Finance Office for assistance in evaluating their operating model. As a reminder, all schools qualify to apply annually for a Stewardship Grant for capital projects including payments on loans related to capital expenses.

43. Will the Archdiocese micromanage daily operations?

The Office of the Superintendent of Schools has general oversight now and that will continue. Management of the school will be a cohesive partnership among the Pastor, ACES, the school Principal and the School Advisory Board to ensure the long term viability of the school. The responsibility for each partner will be clearly defined.

44. How will this plan help a Principal who already is an instructional leader?

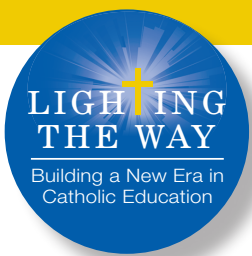
This plan will expose the Principal through professional development to strategies which will enhance both the spiritual and academic opportunities for their students. These opportunities include: Catholic Alumni Partnership (CAP); marketing; curriculum mapping and sharing best practices; Science, Technology, Engineering and Math (STEM) training; protocols for the evaluation of teachers; formative and summative assessments and differentiation of instruction; Understanding by Design (UBD) training; as well as the availability of the Catechetical Office to provide on-site training for certification in teaching religion and infusing Catholic values throughout the curriculum.

45. How do you separate the role of a Principal as an instructional leader from that of a manager without compromising the organization?

The Principal must assume both roles with a strong support network from ACES. Presently the job description of Principal includes Spiritual, Instruction, and Administrative management.

46. Based on the school's location, population, tuition rate, etc., we are not homogeneous. How will you differentiate to meet the needs of each school?

ACES will provide for flexibility within the model. *Lighting the Way* recognizes the individuality of each of our schools. Although best practices and operational functions will be standardized,



flexibility will be afforded for each self-sustaining school to operate as local management determines. Schools requiring funding will work closely with ACES to develop operating budgets which address their unique issues within an established operating model.

47. For those schools that are profitable and reinvest their profits in striving for excellence, has consideration been given to not changing what is already working?

All schools must be included in the model for it to be successful. Only a few schools operate with no Archdiocesan or parish financial assistance (whether direct subsidy, 25% rental contribution, Policy 13) and are able to pay all financial obligations annually. All schools will recognize additional cost savings under the *Lighting the Way* initiative as a result of shared resources and bulk purchasing programs.

48. Because one size does not fit all, will this plan allow for academic freedom?

Yes, academic freedom will be allowed in how the instruction is developed. The content to be taught will be decided by the teachers collaboratively through a process called curriculum mapping under the Principal and Office of the Superintendent of Schools guidance.

49. If there is a loan for a school shouldn't it be placed on the School Financial Statement and not on Parish Financial Statement? This is not a parish liability. Only the school has the financial ability to repay loan, not the parish.

Currently, there are separate financial statements for church and schools. If it is a school loan, it should currently be on the school balance sheet.

50. My school has expanded two classrooms into the convent. Does the school need to pay rent to the parish?

Yes, in the same manner that a church shares utility and maintenance expenses with a school for usage of a school facility for church-related functions such as religious education, a school would reimburse the parish for any shared usage of a church building.

51. How is the cost of the use of the building determined?

For utility services and repairs, maintenance and snow removal to common areas, the Parish shall invoice the school on a monthly basis based on an apportionment formula to be agreed upon by the school and parish, consistent with prior practices. The school, the parish and ACES recognize that capital improvements of the school facilities may be necessary from time to time to maintain or improve such facilities. The school and parish and ACES shall determine an equitable method of sharing the costs of such capital improvements.



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