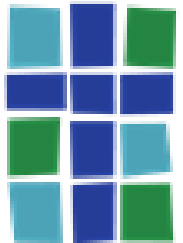


Archdiocesan School Board Catholic School Success Committee Report

Presentation to Archdiocesan Local School Board Members

September 13, 2018

By Karen Leary & Fay Lenz



Office of Education,
Evangelization
and Catechesis

INSPIRING FAITH, KNOWLEDGE AND COMMUNITY

Catholic School Success Committee Membership

- ▶ Karen Leary - Board Member/Committee Co-chair
- ▶ Fay Lenz - Board Member/Committee Co-chair
- ▶ Ken Boudreau - Board Member/Committee member
- ▶ Laura McCaffrey - Director of School Support & Academic Services, OEEC
- ▶ Kate Rundles - Director of School Finance, OEEC



From Viability to Catholic School Success!

Review of school viability data by ASB sub-committee

Elementary and High School Enrollment

Adjusted Final Budget Results Fall 2018

Census Data

Pastoral Planning Summary

Deanery-Vicariate Information



Questions to Answer

- How can we best use available data to assist in assessing school viability?
- What additional data would be desirable?
- Can we reorient our focus from a reactive to proactive stance?
- Do local school boards use committees effectively?
- **Are there definable patterns for success?**



Threshold Criteria



Increase in enrollment OR limited decrease in enrollment (~4-5%) over a 5-year period based on 2017-2018 Enrollment Study

Factors contributing to overall school health based on 2017-2018 Adjusted Final Budget Review

Contributing Factors to Overall School Health

- ▶ Balanced budget (*strong finance committee reporting*)
- ▶ Cash reserves
- ▶ Access to foundation/endowment/outside support
- ▶ Careful tracking of outstanding payments including monthly employee benefits
- ▶ A local school board with well defined goals that drive membership as well as committee make-up





School Visits

- Saint Paul, Kensington
- Enfield Montessori
- St. James, Manchester
- Our Lady of Mt. Carmel, Meriden
- St. Mary, Milford
- Southington Catholic School
- Our Lady of Mt. Carmel, Waterbury



School Visits

- St. Mary Magdalen, Oakville
- The Partnership School, West Hartford
- St. Paul Catholic High School, Bristol
- St. Bridget, Cheshire
- St. Rita, Hamden
- Corpus Christi, Wethersfield

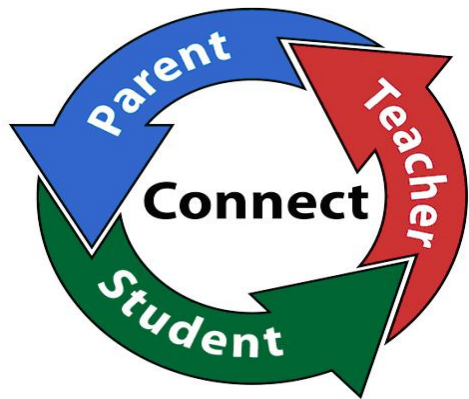


Notable Findings

- Strong Catholic Identity
- Ability to compete with public schools
- Financial Controls
- Leadership
- Strategic Planning
- Marketing and Enrollment/Recruitment Plans
- Care and Maintenance of Facility
- Security

Notable Findings

- Board Involvement
- Nurturing Environment
- Technology
- Ability to address special learning needs
- Community Involvement
- Volunteer Involvement
- Student Empowerment
- Parent Involvement
- Extensive calendar of events



Common Themes—Best Practices

I. Exceptional Leadership possessing Visionary/Proactive Mindset

- ▶ Pastor
- ▶ Principal/President
- ▶ Enrollment/Recruitment/Marketing
- ▶ “Failure is NOT an option!”



Examples of Exceptional Leadership

School on the brink of closing—

- ▶ New President created a committee made up of teachers, staff, parents, students, and local business people.
- ▶ They developed a new mission statement, a statement of philosophy, and five core values.
- ▶ These are the basic underpinnings of all decisions made about the school including recruitment, teaching, leading, and inspiring!
- ▶ Enrollment has doubled.
- ▶ Financially sound.
- ▶ Board provides guidance and resources.
- ▶ Broader community is a source of help to the school.



More Exceptional Leadership Examples



Some schools have opened their doors to students with a variety of special needs by:

- Tapping into local town supports, retired teachers, and volunteers to make this happen
- Hiring a Coordinator of Curriculum Intervention to work with students with special needs
- Investing in an intervention/enrichment teacher for students
- Adding academic support for students who can do more/need extra help



Embracing the school's Strategic Plan:

- Short term and long term goals provide the guideline for planning/developing future of school across a number of areas
- Teachers and staff are familiar with the plan and demonstrate buy-in
- Board plays important role:
 - Ensuring Strategic Plan is followed, updating plan

Common Themes—Best Practices

II. Enrollment/Recruitment and Marketing Team/Plan



- ▶ ‘All hands on deck’ mindset
- ▶ Enrollment is an “All day, Every day, All year” process!
- ▶ Designated, experienced staff driving enrollment
- ▶ Staff is open, flexible, creative, proactive

Enrollment, Recruitment, Marketing Examples



Two schools merged but the enrollment continued to decline.

- ▶ New principal was hired.
- ▶ Marketing/recruitment staff successfully used all types of media to introduce principal to school, parish, and broader community
- ▶ Advertised that the school was multicultural - all were welcome!
- ▶ Hired bilingual staff
- ▶ Enrollment doubled within one year!
- ▶ Outreach to broader business community - raised awareness of school and increased support

Enrollment, Recruitment, Marketing Examples

A principal identified insufficient outreach to a large Latino community. This school worked hard to develop a relationship with the local Hispanic community by:

- ▶ Advertising their Open House in the Spanish newspaper and on Spanish radio
- ▶ Providing applications in Spanish
- ▶ Identifying a contact in the local community - “Medina”
- ▶ Spanish speaking students serve as interpreters at Open House



Common Themes—Best Practices

III. Solid Financial Understanding and Controls

- ▶ Business Acumen/Mindset
- ▶ Active Finance Committee
- ▶ Open financial communication between school and parish
- ▶ Entrepreneurial Spirit



Examples of Financial Understanding/Controls

- ▶ Business mindset - Great enjoyable educational experience
- ▶ Business manager shared by parish and school
- ▶ One pastor has a monthly collection for the school at all the Sunday Masses.
- ▶ School has developed strong relationships with grandparents -now support school
- ▶ A number of the schools have an endowment fund, foundation, or parish subsidy
- ▶ Financial transparency by the pastor with the school and parish community
- ▶ Strong financial committee on school board



Common Themes—Best Practices

IV. Extensive Parental, Volunteer, Board & Community Involvement

- ▶ Local School Board—membership includes multiple stakeholders (parents, community, HSA)
- ▶ HSA and Local Board collaboration



Examples of Parent, Board, Volunteer, Community Involvement

Development of a strong, committee-driven board made up of different stakeholders of the school community:

- ▶ Parents
- ▶ Parishioners
- ▶ Parish Trustee
- ▶ Business/local community representative
- ▶ Home School Association (HSA)

One parish has a school mass one Sunday a month:

- ▶ School children in uniforms
- ▶ School choir sings
- ▶ Children bring up gifts
- ▶ Parishioners love it!





Local School Board Reminder

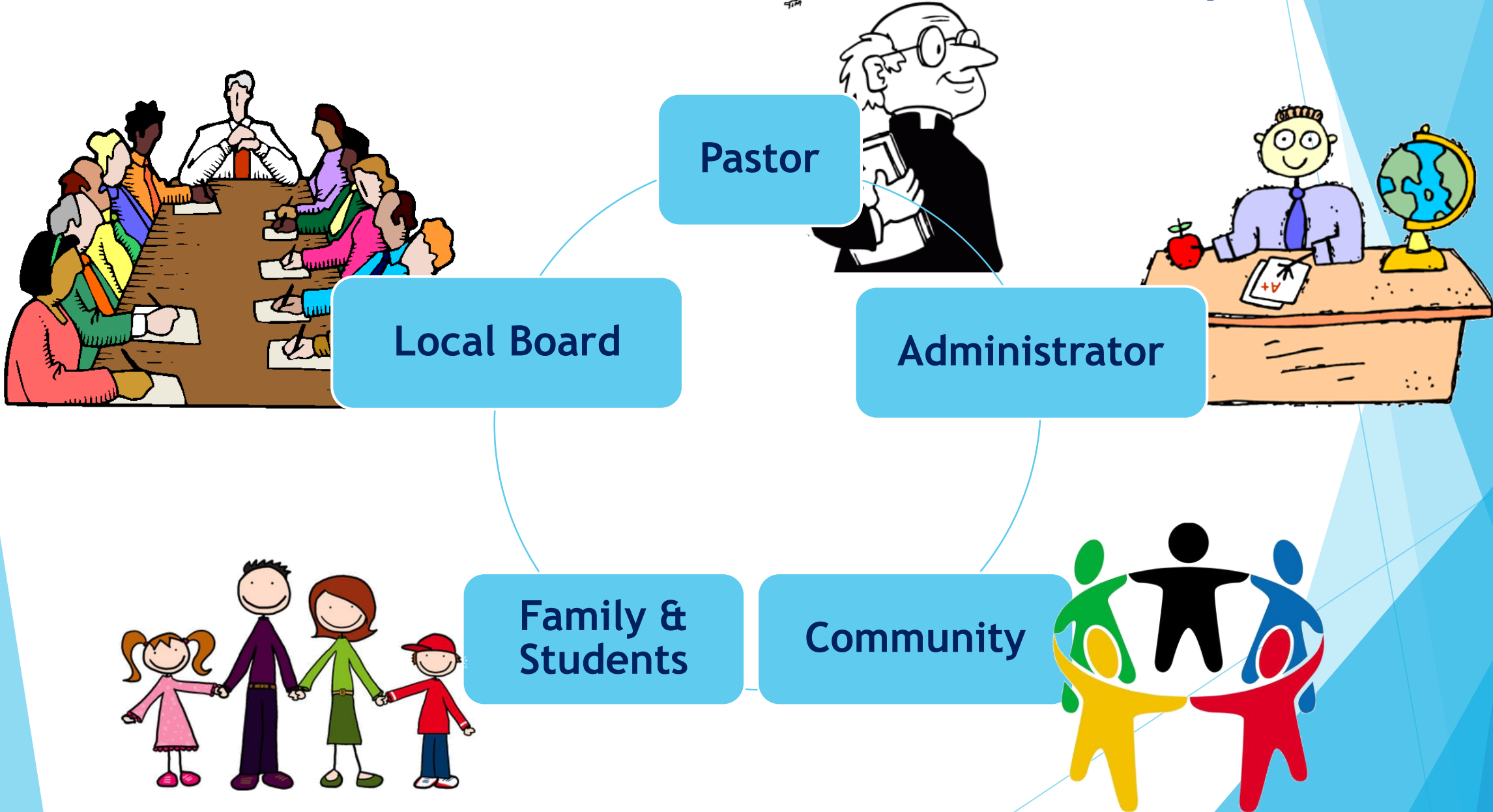
- ❑ Goals come from NEASC recommendations, strategic planning, and current needs as recommended by administration.
- ❑ School Board goals should not be created for the expertise of the board members...

RATHER

Board members should be invited because of their expertise needed to accomplish the goals.



Crucial Foundational Relationships



Next Steps

- Provided report to Archdiocesan School Board (**June 4, 2018**)
 - Established Catholic School Success Committee as Standing Committee
- Share findings:
 - Local School Boards (**September 13, 2018**)
 - Pastors (**October 25, 2018**)
 - All Archdiocesan Administrators (**Webinar—TBD**)
- Continue data review, school visits to refine criteria for Catholic school success





Questions?

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