



Diocese of Green Bay
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Office of the Bishop

December 5, 2006

Dear Sisters and Brothers in Christ:

When I met with the Green Bay area priests on Friday, December 1, we discussed the final report and recommendations from our consultants on the Faith Alive Project. The final report is now available to the public online at www.gbdioc.org. What came out of the meeting with the priests is a new and exciting shared vision for collaborative ministry in the Green Bay area. They pledged their support for this new dimension of ministry inclusive of the concept of a Green Bay Metro Catholic School System, which affirms the rich diversity and traditions of each of the 23 Green Bay area parishes. It also recognizes that since 1831, when St. John the Evangelist Parish was founded, the ministry provided by the Catholic parishes in the Metro Green Bay area has been both vibrant and beneficial.

My meeting with the priests marked the first of three important consultations. While the priests affirmed this broad new vision, they also recognized that the specific recommendations of the consultants' report need to be tailored by parish leadership to better fit this new vision. This process will continue on Thursday, December 14, when I will meet with all the staffs (Principals, Directors of Religious Education, Pastoral Associates, Youth Ministers, Business Managers, etc.) together with lay leadership (Chairs of Pastoral Councils, Finance Councils, Boards of Education as well as Trustees) of each of the 23 parishes together with the priests of the Metro Green Bay area.

As you read the document, the consultants' recommendations, realize that it is just that, the consultants' recommendations. It is not my final decision. Once again, it is not my final decision. The particulars of the report will be reviewed during my consultation with the priests and invited parish leaders on December 14 and with the pastors' consultation with their parishioners.

When thinking of this new vision of collaborative ministry, I am reminded of St. Paul's letter to the Corinthians. In it, he describes our relationship with Christ as analogous to the human body. Though made of many parts, the body is one. As with the Church, we are many parts, but we are all one body. That's why it's important to have the full support of the pastors in collaborating to better serve the people of this area. St. Paul also acknowledges that there are many gifts within the body, but one Spirit of God that permeates the working of the whole. As a first step in the process, the pastors agreed that their parishes would work with one another in regional clusters.

In addition to clustering, there was strong support among the pastors for metro area collaboration in youth ministry, young adult ministry, ministry to our immigrant brothers and sisters, education, liturgy, outreach, pastoral care, peace and justice, and stewardship.

In conclusion, I want to emphasize that this vision of collaborative ministry has just begun. It is my firm hope that we all engage in a grassroots effort to identify needs, develop solutions and implement ministries. Much like our faith, the parishes of the Metro Green Bay area will change and grow in the years to come, and do so together as one body of Christ, as one Church.

Grateful for our belief that “Nothing is Impossible with God,” I am

Your brother in Christ,

Most Reverend David A. Zubik
Bishop of Green Bay

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**DIOCESE OF GREEN BAY FAITH ALIVE PROJECT
EXECUTIVE SUMMARY -- NOVEMBER 17, 2006**

I. INTRODUCTION

Bishop David Zubik decided in January 2006 to focus on planning in four areas of pastoral and educational ministry for the Metro Green Bay Area. These four areas included:

- the development of plans for collaborative parish ministries for the Metro Green Bay Area supported by the Departments of Stewardship and Pastoral Services, Evangelization and Worship, Catholic Charities and Education.
- the design of a workable plan for a system of Catholic schools in the Metro Green Bay Area;
- emphasis on religious education for children and adult faith formation;
- assistance with the development of mission, values and vision statements in the Department of Education;

The Diocese of Green Bay engaged the services of The Reid Group, a national church consulting and mediation firm that worked in the diocese in the past, to collaborate with parish, school and diocesan leaders and communities on this important project. This is an Executive Summary with both strategic and operational recommendations. The Final Report also includes a rationale and implementation strategies for each recommendation and Appendices with additional important information.

The *Faith Alive Project* follows up on the work of the GRACE proposal which focused exclusively on Catholic schools. The mandate for this project includes strengthening all parishes in the Metro Green Bay Area and supporting all nine essential parish ministries. This Executive Summary is divided into the following sections:

- I. Introduction
- II. Final Report Overview
- III. Consultant Observations
- IV. Financial Realities & Implications
- V. Strategic & Operational Recommendations, Rationale & Implementation Strategies

II. FINAL REPORT OVERVIEW

Given the mandate from Bishop Zubik for the *Faith Alive Project* outlined above for the strengthening of all Metro Green Bay Area and supporting all essential parish ministries, the three Reid Group consultants (John Reid, Maureen Gallagher and Karen McCarthy Casey) convened numerous listening sessions. These sessions were held in February/March, May, October and November. Participants in these listening sessions included;

- Pastors and principals;
- Parents with children in Catholic schools and in religious education programs;
- Religious educators, pastoral associates, youth ministers;
- Other pastoral ministers and business managers;
- Diocesan staff;

- Leaders in other Catholic school systems in the Diocese of Green Bay;
- Members of the GRACE Steering Committee

The *Faith Alive* Preliminary Report was issued September 7th and Catholics throughout the Metro Green Bay Area were encouraged to provide feedback via the diocesan website as well as at the various listening sessions. Many people responded and contributed much of value to the thinking required to help all parishes and schools in the Metro Green Bay Area be stronger and more vital. Before proceeding, the consultants want to speak directly to the various groups who contributed so well to this process.

Pastors

We are impressed by your dedicated leadership, by your thoughtful and challenging questions and by the strong leadership you provide in the Metro Green Bay Area. Thank you for your excellent participation at many meetings, for your thoughtful and helpful insights, and for your obvious commitment to the mission and vision of the Diocese of Green Bay.

Parents with children in Catholic schools and in religious education programs

We salute your own faith and commitment. You have been the backbone of the Catholic schools and the parish religious education programs for many, many years. We honor your own commitment to your children as well as to your parish and school. You have expressed to us your hopes and concerns regarding the impact of our final recommendations. We have listened to, reflected on and are responding to your input in this Final Report. We believe you have an important role to play in helping to strengthen all the parishes and schools. We also want you to know that any changes in tuition or in parish subsidy will be phased in over several years. We want all parents to continue sending your children to parish religious education programs and to Catholic schools.

Principals

You and your teacher colleagues are the heart of the leadership within the Catholic schools. Your partnership with parents who support the schools helps the children to have a strong and meaningful Catholic educational experience. We also appreciate the guidance you have given us during the many months of this project.

Religious educators, pastoral associates, youth ministers, other pastoral ministers and business managers

We believe the Diocese of Green Bay is blessed by your presence and service. Your commitment to supporting ALL essential parish ministries was strong and clear. Your desire for an equitable funding formula for all these ministries was also quite clear to us. We hope you and your ministries will flourish in the coming years, and that there will be greater cooperation between parish and school ministers and ministries.

Diocesan staff

Thank you for all the help you provided us and for the valuable insights you shared with us. We trust your commitment to serve faithfully and effectively the parishes and schools of the entire Diocese of Green Bay, including the Metro Green Bay Area.

Leaders in other Catholic school systems in the Diocese of Green Bay

We appreciate that you were willing to share so openly with us your experiences leading the five Catholic school systems within the Diocese of Green Bay. There is certainly no need to “reinvent the wheel,” and your experiences over many years are very helpful.

Members of the GRACE Steering Committee

Your work and that of the many, many people who helped develop the GRACE proposal provided a solid foundation for the *Faith Alive Project*. While the scope of this project is much broader than yours – namely, all essential parish ministries, your efforts are much appreciated and valued.

The Final Report contains three strategic recommendations and eleven operational recommendations for each of the four clusters of parishes. A complete list of all the recommendations with rationale and suggested implementation steps can be found on pages 10-11. In this Final Report overview, the consultants highlight the three strategic recommendations below with a brief rationale for them. More detailed rationale is contained in the Section V.

STRATEGIC RECOMMENDATION 1

That pastors, deacons, pastoral associates and other lay leaders continue to build up their own parish ministries and strongly encourage ministerial collaboration in the Metro Green Bay Area. Collaborative ministries will enhance each parish’s mission and that of the area and diocesan church, as well as contribute to building the Reign of God in the world. This does not assume that all parish ministries need to be collaborative, but that joint programs and processes will be designed, structured and implemented which will enhance ministry and reflect the wise use of resources. See Appendix G for more details.

STRATEGIC RECOMMENDATION 2

That Bishop Zubik establish a Catholic school system on July 1, 2007 for the Metro Green Bay Area beginning with a transition period during the 2007-2008 school year when the system can be further developed and refined. All current school locations will be part of the Catholic school system. See Appendix H for more detail.

STRATEGIC RECOMMENDATION 3

That Bishop Zubik appoint an Implementation Commission to monitor the progress of the accomplishments of his approved recommendations over the next five years. The Commission would report to him on the development of the collaborative parish ministry initiatives and the Metro Green Bay Catholic School System.

The consultants believe that the first two strategic recommendations provide a marvelous opportunity for all Catholics in the Metro Green Bay Area to work together in new ways to strengthen all parishes and Catholic schools by enhancing essential parish ministries. The advantages of working in ministry together are many. These include:

- Collaboration assists in focusing and prioritizing ministries;

- Collaboration helps surface new talent and raises the bar on the quality of ministry;
- Working together enables new and needed ministries to be developed which often one parish cannot do alone;
- Collaboration in ministry often eliminates unneeded duplication such as the training of ministers in each separate parish;
- Meaningful cooperation among and between parish ministers builds relationships and a sense of community which cannot happen when people work alone.

The same principles which promote the advantages of collaborative parish ministry apply to the proposed Green Bay Metro Catholic School System. When schools form a system they grow in strength because of a number of factors including the following:

- Competition is diminished;
- The quality of instruction is enhanced because of added resources;
- A cadre of teachers all teaching at a specific grade level can share ideas and develop a strong curriculum together;
- Duplication of unneeded resources can be channeled into new areas;
- Common tuition and salary scales make it possible to move toward more equitable salaries and benefits for all staff;
- A strong system can provide enriched in-service for teachers;
- More specialty teachers can be added to enrich student learning;
- New teachers will be attracted to the stability a system offers;
- The over-all quality of each school is strengthened and this attracts more students;
- Third source funding is easier to raise because of the prominence of the Catholic school system.

The third strategic recommendation is important because there is much work to be done over the next few years to build up collaborative parish ministry, form and develop a Catholic school system, and support all essential parish ministries. An ongoing focus on implementation and accountability to the bishop will provide the best chance for all parishes and schools in the Metro Green Bay Area to be strengthened.

Please read the remainder of this Executive Summary with the perspective that we as consultants believe that much greater collaboration among and between all Metro Green Bay parishes and a new Catholic school system will provide a realistic path to much stronger and more vital parishes and vibrant schools. What follows provides information as to why we believe this to be true.

III. CONSULTANT OBSERVATIONS

The consultants conducted listening sessions in February, March, May, October and November with representatives of the 23 Metro Green Bay Area parishes and 12 Catholic schools as well as with pastors, principals, pastoral associates, directors of religious education, youth ministers, business managers, other parish and diocesan leaders. They also met with representatives of the GRACE Steering Committee.

Based on all the feedback from the listening sessions and website, a parish needs assessment and school profiles, as well as a review of important background information

contained in the GRACE Report, the consultants make the following observations on some realities within parishes and schools in the Metro Green Bay Area.

1. Bishop Zubik is committed to strengthening the mission and ministry of all Metro Green Bay parishes and supporting all essential parish ministries.
2. Participants in the various listening sessions have been quite active and engaged, and want their parishes and schools to not just survive but thrive.
3. There is little support for Catholic schools when they are perceived as elitist and excluding African American, Hispanic, Hmong students and people from low income or special needs backgrounds.
4. Parishes are subsidizing Catholic schools at levels well above national or regional averages, and that negatively impacts funding for other essential parish ministries.
5. Many parents are not aware of the actual per student cost of educating their children. They are also concerned that major tuition increases, even with increased financial aid, could make it difficult for them to continue sending their children to Catholic schools.
6. By far the greatest need expressed on the Parish Needs Assessment and the Listening Sessions was the desire for more effective youth and young adult ministry, followed closely by the need for adult faith formation and evangelization.
7. Many parish leaders expressed a desire to work together in outreach to the poor and marginalized.
8. For many parishes the Listening Sessions were the first time that lay parish leadership had an opportunity to meet and share with their peers from neighboring parishes. These sessions might well continue into implementation of the *Faith Alive* decisions that will be made by Bishop Zubik.
9. There is much enthusiasm for the concept of collaboration in parish ministry and the experience of merging for some parishes holds valuable lessons about collaboration which can inform the implementation of project decisions.
10. For some a case still needs to be made for how best to support all essential parish ministries.

IV. FINANCIAL REALITIES AND IMPLICATIONS

The 7th and final value for the *Faith Alive Project* reads as follows: “Fair and equitable funding of all essential parish ministries.” This is much easier to put into words than to put into action. Yet, the entire project requires a good faith effort to put these words into action – and soon!

Some people at the listening sessions have raised the question, is there a problem with the current approach to funding these essential parish ministries. The Reid Group consultants stated earlier in this Final Report as two of their observations that:

- Parishes are subsidizing Catholic schools at levels well above national or regional averages, and that negatively impacts funding for other essential parish ministries.
- Many parents are not aware of the actual per student cost of educating their children. They are also concerned that major tuition increases, even with increased financial aid, could make it difficult for them to continue sending their children to Catholic schools.

It is important to note that for a new funding model to be successful, it must be introduced with care and patience, plus on-going efforts at parent and administrator education.

In order to establish an equitable formula for the future over the next five years, it is imperative that all involved understand the current funding inequities. The information that follows provides important background information for the strategic and operational recommendations for the future. The sections below include:

1. Summary of Funding Models for Catholic Elementary Schools
2. Financing Catholic Schools – Nationally & Regionally
3. Diocese Of Green Bay School System Realities
4. Metro Green Bay School Tuition as % of Per Pupil Cost
5. Metro Green Bay Parish Support for Catholic Schools
6. Implementation Suggestions for the 2007 -- 2008 Transition Year into a Metro Green Bay Catholic School System
7. Summary of System Viability

1. SUMMARY OF FUNDING MODELS FOR CATHOLIC ELEMENTARY SCHOOLS

There are four primary ways Catholic schools are funded in the United States. Each approach has advantages and disadvantages. The consultants evaluated each of these models in light of the *Faith Alive* mission, values and vision. While the traditional model is the current model, the consultants believe that a transition to a modified cost-based, needs-based approach will provide the greatest benefit to all shareholders in the Metro Green Bay Area – parishes and schools, students and parents, parish staff and all the essential parish ministries. The approach described later in this Final Report is called “Fair Share Funding.” Here is a brief description of the four existing approaches, with a reference to a longer article on these approaches.

- **TRADITIONAL MODEL**

School budgets are based on revenues coming from tuition, parish subsidy, fundraising and development. Tuition rates for all families are reduced by the amount of income from parish subsidy, fundraising and development income.

- **PARISH STEWARDSHIP MODEL**

The financial contributions of parishioners are the primary funding sources for parish ministries, including the Catholic school. There is little or no school tuition for participating parish members. This model is based on stewardship as a way of life.

- **NEGOTIATED TUITION MODEL**

Parents are made aware of the actual cost-per-pupil. Then tuition is negotiated with each family by the pastor, principal or designated committee, based upon the family’s ability to pay.

- **COST BASED TUITION/NEEDS-BASED ASSISTANCE MODEL**
 Tuition is based on the actual cost-per-pupil. Tuition assistance is provided to families with documented needs. Parish subsidy and other funding sources are used to create a tuition assistance pool. This model needs to be rooted in a high quality parishioner and parent education program so that the model is truly understood. Modifications of this approach identify a targeted number (e.g. 50%, 70% or 90% of actual cost) as a foundation for establishing tuition in a given year.

Source: *One Size Does Not Fit All—Catholic Elementary School Funding Models*, Meitler Consultants, Inc. Hales Corners, WI See www.meitler.com for complete report. From the home page, go to publications.

2. **FINANCING CATHOLIC SCHOOLS – NATIONALLY & REGIONALLY**
 (2004 – 2005 SCHOOL YEAR -- NCEA)

Highlights:

National Statistics

1. The average tuition charged for the first child of a family in the parish was \$2,607.
2. The average per-pupil cost was \$4,268.
3. 62% of the per-pupil cost was covered by tuition.
4. The average salary for a lay principal was \$50,109.
5. The average salary for a beginning teacher with a bachelor’s degree was \$24,605.

Great Lakes Statistics (Illinois, Indiana, Michigan, Ohio, Wisconsin)

1. The average tuition charged for the first child of a family in a parish was \$2,154.
2. The average per-pupil cost was \$3,932.
3. 54.8% of the per-pupil cost was covered by tuition.
4. 32% of the costs were subsidized by the parish.

3. **DIOCESE OF GREEN BAY SCHOOL SYSTEM REALITIES**

There are already five Catholic school systems operating in the Diocese of Green Bay. These systems have been in existence for many years. What follows is a summary of some key information on these systems.

NAME	START YEAR	TUITION AS % OF COSTS	PARISH SUBSIDY	3RD SOURCE FUNDING
ACES-Xavier	1989	61%	29%	10%
St. Francis (Manitowoc)	1989	32%	50%	18%
TCCES (Neenah/Manasha)	1989	39%	38%	22%
Unified Catholic Schools of	1992	46%	27%	27%

Oshkosh				
St. Thomas Aquinas (Marinette)	2004	37%	34%	29%

4. METRO GREEN BAY SCHOOL TUITION AS % OF PER PUPIL COST

SCHOOL	TUITION 2005-2006	PER PUPIL COST	% of PER PUPIL COST
A	\$1,845	\$3,949	46.7%
B	\$1,300	\$3,482	37.3%
C	\$1,250	\$3,005	41.6%
D	\$1,500	\$3,515	42.2%
E	\$1,475	\$3,575	41.3%
F	\$1,360	\$3,140	43.3%
G	\$1,700	\$3,885	43.7%
H	\$1,220	\$5,107	23.9%
I	\$1,350	\$4,645	29.1%
J	\$1,225	\$4,618	26.5%
K	\$1,675	\$4,600	36.1%
L	\$4,300	\$6,618	64.9%

5. METRO GREEN BAY PARISH SUPPORT FOR CATHOLIC SCHOOLS
BASED ON FINANCIAL DATA PROVIDED BY THE PARISHES TO THE
DIOCESE

PARISH	2004-2005 ORDINARY INCOME	2004-2005 SCHOOL INCOME	2004-2005 SCHOOL EXPENSES	2004-2005 PARISH SUBSIDY	2004-2005 % ORDINARY INCOME TO SCHOOL
A	\$251,431	\$0	\$0	\$0	0%
B	\$947,065	\$0	\$28,732	\$28,732	3.1%
C	\$426,141	\$192,304	\$375,181	\$182,877	42.9%
D	\$917,509	\$519,631	\$798,804	\$279,173	30.4%
E	\$679,574	\$1,322,541	\$1,559,289	\$236,748	34.8%
F	\$1,182,524	\$766,427	\$1,332,965	\$566,538	47.9%
G	\$808,418	\$0	\$359,557	\$359,557	44.5%
H	\$269,366	\$0	\$65,274	\$65,274	24.2%
I	\$132,352	\$0	\$6,392	\$6,392	4.8%
J	\$350,699	\$188,569	\$446,607	\$258,038	73.6%
K	\$420,866	\$0	\$375,222	\$375,222	89.2%
L	\$263,838	\$0	\$213,233	\$213,233	80.8%
M	\$574,455	\$318,092	\$630,054	\$311,962	54.3%
N	\$217,884	\$0	\$5,073	\$5,073	2.3%
O	\$489,433	\$0	\$147,660	\$147,660	30.2%
P	\$491,846	\$212,960	\$480,099	\$267,139	54.3%

Q	\$418,903	\$0	\$11,927	\$11,927	2.8%
R	\$883,178	\$1,092,143	\$1,591,044	\$498,901	56.5%
S	\$558,032	\$857,801	\$1,200,623	\$342,822	61.4%
T	\$718,573	\$86,979	\$501,242	\$414,263	57.7%
U	\$148,438	\$0	\$3,000	\$3,000	2.0%
V	\$332,012	\$238,356	\$521,168	\$282,812	85.2%
W	\$900,508	\$974,293	\$1,516,634	\$542,341	60.2%

6. IMPLEMENTATION SUGGESTIONS FOR THE 2007 -- 2008 TRANSITION YEAR INTO A METRO GREEN BAY CATHOLIC SCHOOL SYSTEM

1. Plan for a 3% salary increase, including “step” increases.
2. Do not add additional staff to the school for the 2007-08 school year
3. In all areas but salaries, maintain the budgets at the current level and parish subsidy at the current % level for the transition year.
4. To increase tuition no more than \$100-\$200 per child to cover immediate cost of the increase in salaries and related educational expenses.
5. Follow current Catholic school staff policies for evaluation and offering contracts for the 2007-2008 school year.
6. Continue to recruit and offer tuition assistance to families to maintain and increase enrollment for the 2007-08 school year. (Added efforts need to be put in place during a transition year, especially with parents who have children who are ready to start school.)

7. SUMMARY OF THE FINANCIAL VIABILITY OF THE RECOMMENDED NEW SYSTEM

The proposed Green Bay Metro Catholic School System is deemed to be financially viable by the consultants at its inception based on the following assumptions:

- The three sources of funding: tuition, parish investment and third source funding will continue to be available;
- The parish portion of the costs will be adjusted gradually over the next five years so as to allow other essential ministries to be supported by the parish;
- The tuition will **gradually** increase to cover between 50% and 55% of the costs;
- There will be a significant increase in third source funding because of the positive impact of working together within a system;
- An endowment will be built to provide for long term financial stability;
- There will be funding available for financial assistance for families who cannot afford the full tuition;
- Parents will continue to value Catholic schools and be willing to make financial sacrifices to invest in the education of their children;
- Uncertainty about the future will be replaced by more certainty and clarity about the future, less competition between schools and ministries, and meaningful collaboration;
- The Catholic school system will be known and highly valued for its excellence in Catholic education, its support for all students and their parents, and for being a system which addresses all the learning needs of its diverse student population.

The Diocese of Green Bay has a track record of supporting Catholic school systems. It has provided national leadership in this area. The potential enrollment numbers involved in the system, especially considering that 71% of the population is Catholic, and that the average family income in the Metro Green Bay area is about \$58,000, indicates there is a strong foundation to build the new school system upon. The consultants believe that with gradual adjustments in the proportion of funding coming from the three sources: parents, parishes and third sources, there is a reasonable degree of certainty that with good will, know how, commitment and time, a very successful Catholic school system can be formed and developed over the years.

Based on the analysis of financial data available and presented above it should be noted that in the data from Catholic school systems in the diocese that parish subsidies ranged from 27% to 50% with an average being about 36%. The tuition ranges from 32% to 61% of costs with an average of 43%. Third source funding ranges from 10% to 29% with an average of 21%.

As an example for a future scenario, if a **five year goal is** to implement gradually a formula where parents pay 52% of the costs, parishes invest 33% of the costs and third source funding raises 15% of the costs, the scenario in real dollars would look like this:

2011-12

Per pupil cost \$4,000

Tuition	Percent
\$2,080	52% of costs (tuition assistance available)
Parish Investment	
\$1,320	33% of costs
Third Source Funding	
\$600	15% of costs

Note the following:

- Growing enrollments will keep per pupil costs down. There is a great disparity in per pupil costs now because of significant differences in enrollments. Small enrollments drastically increase per pupil costs. A well developed school system will begin to equalize costs.
- Even at \$2,080 tuition in five years, the amount is less than the **current** average of Great Lakes states tuition at \$2,154.
- In the above scenario parishes invest 33% of the costs; **currently** in the Great Lakes area the average is 32%, so the 33% is close to the average.
- The average percent of tuition covering costs in the Great Lakes Area is **currently** 55%. In this scenario it is 52%.

One further area of financial concern and one of the first things that needs to be addressed by the new system school board is salaries. They need to be benchmarked with the average area public school salaries. From the incomplete data the consultants received, some school principal salaries are more than 50% below those of public schools and in some schools, teachers' salaries are 30%-40% below the public schools. In justice this cannot continue. Furthermore, young teachers are not being attracted to Catholic schools which do not offer salaries at least 80% of the public schools. Given the history of successful school systems in the Green Bay Diocese, the human and financial resources available and the desire to fund all ministries appropriately, there is every reason to believe that a sound financial base is viable, can and will be developed by the School Board of a Metro Green Bay Catholic School System.

V. STRATEGIC AND OPERATIONAL RECOMMENDATIONS, RATIONALE & IMPLEMENTATION STRATEGIES

The consultants have experienced a good spirit of cooperation and a desire to increase collaboration in many parish ministries as indicated in the responses to the Parish Needs Assessments, from the results of the various listening process and the consultation with the priests, principals and other parish leaders. The consultants also acknowledge a significant difference in response from the parents who have participated in *Faith Alive* since last Spring and those who have just begun to participate this Fall.

Having reviewed all the feedback provided verbally and in writing at the many listening sessions and through the website feedback, the consultants make the following three strategic recommendations and twelve operational recommendations.

STRATEGIC RECOMMENDATION 1

That pastors, deacons, pastoral associates and other lay leaders continue to build up their own parish ministries and strongly encourage ministerial collaboration in the Metro Green Bay Area. Collaborative ministries will enhance each parish's mission and that of the area and diocesan church, as well as contribute to building the Reign of God in the world. This does not assume that all parish ministries need to be collaborative, but that joint programs and processes will be designed, structured and implemented which will enhance ministry and reflect the wise use of resources. See Appendix G for more details.

OPERATIONAL RECOMMENDATION 1A

That the following four parish clusters in the Metro Green Bay Area be formally recognized for the purpose of facilitating meaningful parish planning and collaboration. This does not assume that a parish will only collaborate within its cluster, but that serious collaboration will happen within the cluster.

- A. St. Francis Cathedral, St. John, St. Willebrord, SS Peter & Paul, St. Mary of the Angels**
- B. St. Jude, St. Joseph, Annunciation, St. Patrick, St. Elizabeth Ann Seton, St. John, Howard, St. Agnes, Nativity**

- C. St. Mary – De Pere, St. Francis – De Pere , Our Lady of Lourdes – De Pere, St. Norbert College – De Pere, Resurrection, St. Matthew**
- D. St. Bernard, St. Philip, Holy Cross, Prince of Peace**

OPERATIONAL RECOMMENDATION 1B

That the development of strong Metro Green Bay Catholic Youth Ministry Programs be developed and implemented as soon as possible.

OPERATIONAL RECOMMENDATION 1C

That the development of strong Metro Green Bay Catholic Young Adult Ministry Programs be developed and implemented as soon as possible.

OPERATIONAL RECOMMENDATION 1D

That within two years a comprehensive response be developed and implemented to respond to the needs of immigrant population families and their children in religious education programs, Catholic schools and other parish ministries.

OPERATIONAL RECOMMENDATION 1E

That diocesan staff from four Departments, Catholic Charities, Education, Evangelization and Worship, and Stewardship and Pastoral Services be invited immediately to assist Metro Green Bay Area parishes in organizing for effective collaborative ministry where needed.

OPERATIONAL RECOMMENDATION 1F

That Bishop Zubik establish a Collaborative Parish Ministry Board by July 2007 for the Metro Green Bay Area to assist with communication, planning and cooperation among shared parish ministries and the governance of a Catholic school system. (See Appendix G for more details)

OPERATIONAL RECOMMENDATION 1G

That the pastors of all parishes in Vicariate VI in the Metro Green Bay Area decide with the Vicar how best to provide leadership and administrative support for the Collaborative Parish Ministry Board so that good collaborative ministry and communication happens between parishes and schools and effective communication happens with the School Board. (See Appendix G for more details)

STRATEGIC RECOMMENDATION 2

That Bishop Zubik establish a Catholic school system on July 1, 2007 for the Metro Green Bay Area, beginning with a transition period during the 2007-2008 school year when the system can be further developed and refined. All current school locations will be part of the Catholic school system. (See Appendix H for more detail.)

OPERATIONAL RECOMMENDATION 2A

That a more equitable funding formula be established to support ALL essential parish ministries, including Catholic schools, and be implemented incrementally within the next five years. This new formula would include the following elements:

- **A minimum of 50% of parish ordinary income would go for the support of all essential parish ministries other than schools;**
- **Parishes who sponsor or co-sponsor Catholic schools would provide between 30% and 35% of their ordinary income to Catholic schools (including support for Notre Dame Academy);**
- **Parishes who do not sponsor or co-sponsor schools would provide between 15% and 20% of their ordinary income to support Catholic schools ((including support for Notre Dame Academy);**
- **Parishes would use the remaining funds for assessments, buildings and grounds, and maintenance.**

OPERATIONAL RECOMMENDATION 2B

That the Diocese of Green Bay create and implement a “Green Bay Fair Share Tuition Plan” over the next five years, where parents contribute closer to 50%-55% of the actual costs of educating their children in a Catholic school based on their ability to pay.

OPERATIONAL RECOMMENDATION 2C

That building on existing programs and services the Department of Education in concert with the Department of Stewardship and Pastoral Services enhance its programs for special needs children and adults in religious education programs, liturgy and in Catholic schools.

OPERATIONAL RECOMMENDATION 2D

That the Catholic school system work with Mr. Robert B. Atwell to support the establishment of an independent, non-denominational, non-profit foundation which would help subsidize children from low income families who wish to attend Catholic schools.

STRATEGIC RECOMMENDATION 3

That Bishop Zubik appoint an Implementation Commission to monitor the progress of the accomplishments of his approved recommendations over the next five years. The Commission would report to him on the development of the collaborative parish ministry initiatives and the Metro Green Bay Catholic School System.