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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](http://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

DAZ:ndl



**FINAL REPORT**

***FAITH ALIVE PROJECT***

**NOVEMBER 17, 2006**

**PRESENTED BY**



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**DIOCESE OF GREEN BAY *FAITH ALIVE PROJECT***  
**FINAL REPORT – 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 the Final Report with both strategic and operational recommendations, implementation strategies, and Appendices with additional important information. Appendix A includes information on each of the 23 parishes, while Appendix B includes information on each of the 12 Catholic schools in the Metro Green Bay Area.

One reason for requesting planning assistance from The Reid Group is related to Bishop Zubik's commitment to build on the GRACE proposal (Green Bay Regional Association for Catholic Education). The Bishop initiated this study in 2005. The proposal was the result of many hours of consultation and the involvement of over 3,000 people. Bishop Zubik was very appreciative of the work that went into the GRACE proposal and learned many things from the process. (For more details, see Appendix C.)

In light of what Bishop Zubik learned from reactions to the GRACE proposal, he announced the following actions in January 2006:

1. There will not be a mandated Catholic school system for the Fall of 2006. Individual pastors in consultation with their local leadership groups may request permission for consolidation or closing of schools from the Bishop.
2. The Department of Education will study the recommendations of the GRACE Steering Committee and work with The Reid Group to plan and implement a Green Bay regional Catholic school system with a tentative target date for implementation no earlier than Fall of 2007.
3. Mr. Robert B. Atwell, President of Nicolet Bank will work on the establishment of an independent, non-denominational, non-profit foundation to provide tuition assistance to low and moderate income families.
4. Dr. Joseph Bound will work collaboratively with other diocesan and parish leaders to clarify and articulate a clearer mission, values and vision statement for Catholic Education that reflects the broad perspective of all religious education and adult formation.

5. Msgr. James Dillenburg will chair a task force of all parish priests of the Metro Green Bay Area to continue exploration and planning for essential parish ministries.

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 Final Report is divided into the following sections:

- I. Introduction
- II. Final Report Overview
- III. The Broader Context
- IV. Major Issues & Challenges
- V. Rooted in Church Teaching
- VI. The Essentials of a Vital Catholic Parish
- VII. Strong, Vibrant, Collaborative Catholic Schools
- VIII. Consultant Observations
- IX. Faith Alive Mission, Values & Vision
- X. Financial Realities & Implications
- XI. Strategic & Operational Recommendations, Rationale & Implementation Strategies
- XII. Appendices

## 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 7<sup>th</sup> 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.

This 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 17-28. 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 XI.

### **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 Final Report 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 in this Final Report provides information as to why we believe this to be true.

### **III. THE BROADER CONTEXT**

Before turning to the particular four-fold emphasis of the *Faith Alive Project* which Bishop Zubik called for as noted above, it is important to focus on a central reality that provides an overall context – the mission and ministry of Christ. Jesus’ mission can itself be expressed in four parts as follows:

- To teach and proclaim the Good News;
- To celebrate in Word and Sacrament;
- To build community;
- To serve.

The healing, inclusive and life-giving ministry of Jesus is one in which all are welcome. All women and men are invited to experience God’s abundant blessing, as stated in the Beatitudes, as well as to live deeply the call in the Great Commandment to love God, neighbor and self.

The mission of Jesus is also the mission of the Roman Catholic Church and the mission of the Diocese of Green Bay. In fact, the *Faith Alive Project* must be viewed in the context of helping to fulfill the diocesan mission and vision. These are stated as follows:

**Diocese of Green Bay Mission Statement:**

The Catholic community in the Diocese of Green Bay,  
in unity with the universal Church  
through the guidance of the Holy Spirit,  
boldly proclaims the Gospel of Jesus,  
prayerfully celebrates in word and sacrament,  
and compassionately serves those in need,  
in order to build God's Kingdom of justice and love.

**Diocese of Green Bay Vision Statement:**

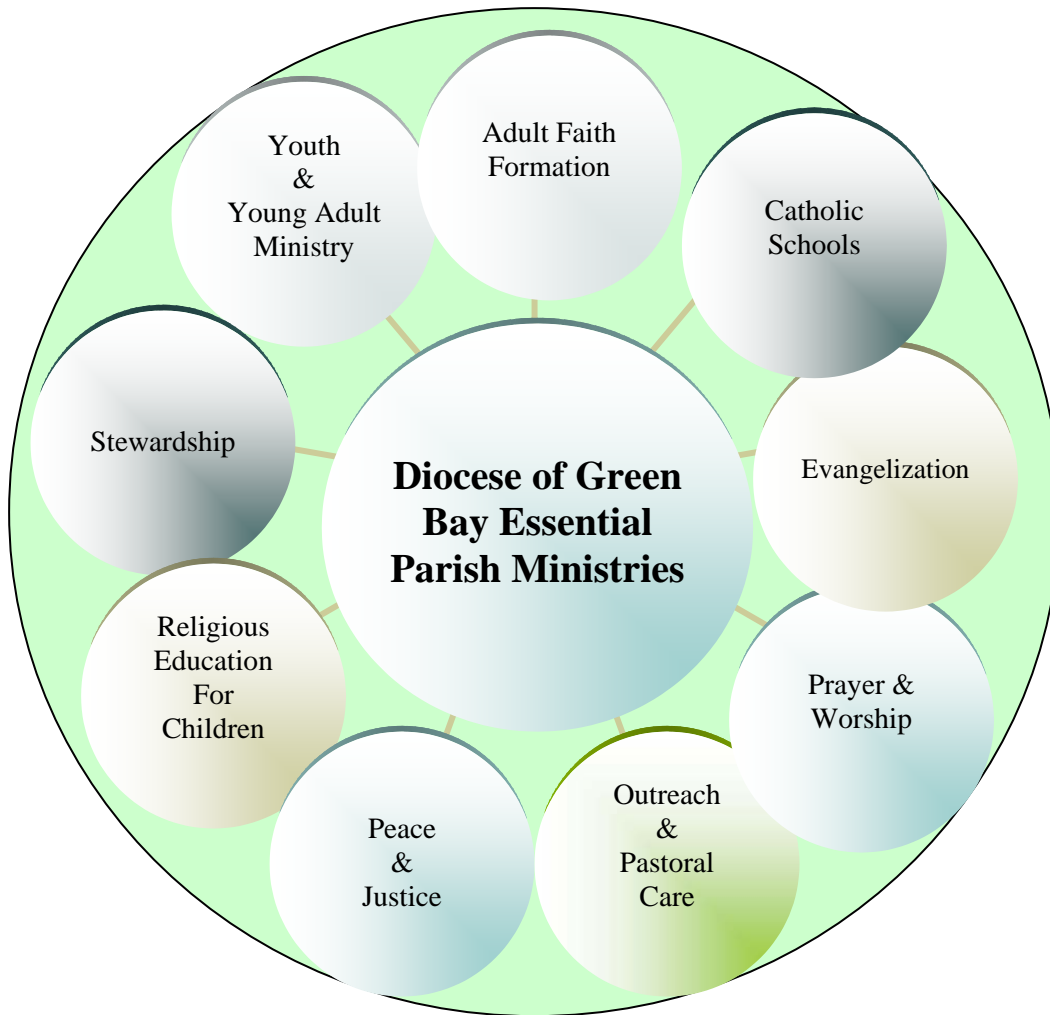
We, the faithful Catholic community of the Diocese of Green Bay, are embracing stewardship as our way of life. Grateful for our abundant blessings and aware of the guidance of the Holy Spirit in our daily lives, we are sharing generously our faith and witnessing faithfully to God's love, compassion and mercy.

As the Body of Christ we are united in the Eucharist. In the sharing of the Word and celebration of the sacraments, grace transforms us as a family of believers.

Our faith communities are seeking to imitate the life of Christ. As the people of God, the Holy Spirit is calling us to serve one another through the vocation of married life, single life, consecrated life and ordained life. We are using the gifts of the Holy Spirit, in unity with the Church universal, to bear fruit in works of charity and justice, and in the building of the Kingdom.

Hearts are opening. Minds are changing. Lives are transforming.

The final context for this project is the one of focusing on all the essential parish ministries. Here is a pictorial view of them.



All efforts at parish and school renewal in the Metro Green Bay Area must ultimately serve as important means to support these essential ministries. They must also advance the mission and vision of the Diocese of Green Bay within the 23 parishes and 12 Catholic schools in Green Bay, De Pere, Howard, Allouez, Ashwaubenon and Bay Settlement.

#### IV. MAJOR ISSUES & CHALLENGES

There have been in recent years four different Catholic school planning efforts in the Metro Green Bay Area which never reached fruition. This reality has caused significant uncertainty and has left some people skeptical that a viable plan for the future can be achieved. Given this history, the changing demographics and the need for vibrant ministries in all areas of parish life, there are complex challenges which need to be addressed and turned into opportunities in the *Faith Alive Project*.

These challenges include:

1. A comprehensive approach that envisions, values and supports all essential parish ministries, where all ministries are valued and supported by all parishes.
2. A process where all shareholders, including new immigrants and others who may be underrepresented, can participate in implementing the decisions that will be made in January 2007 regarding the new *Faith Alive* plan.
3. The development of a funding formula which supports Catholic schools and keeps them affordable, accessible and available for those who desire them, while at the same time providing parish resources for all other essential ministries.
4. The assurance of cooperative high quality Catholic schools, catechetical programs for children attending public schools and viable adult formation programs.
5. The development of collaborative liturgical, outreach, youth and young adult ministry, service, stewardship, evangelization, peace and justice programs across parishes in the Metro Green Bay Area which ensure parish viability and quality experiences for all.

## V. ROOTED IN CHURCH TEACHING

*Faith Alive* is rooted in the teachings of the Church. The Church documents do not see competition between ministries. Pope Benedict XVI reminds us that we must “transcend our divisions” and become one.

Two Church documents, *Evangelization in the Modern World* and *Constitution on the Sacred Liturgy* put a priority on evangelization and liturgy. According to the document on evangelization, the “Church exists to evangelize.” According to the Second Vatican Council, liturgy is the “source and summit” of the Christian life. Many other ministries flow from or are touched by evangelization and liturgy. The ministries of formation and education are closely related to evangelization. Social justice ministry is seen as a constitutive element of the Gospel. All ministries contribute in essential ways to making the Catholic Community vital and alive, not only to build up the Church, but to further the reign of God in the world.

(For a further description of Church teachings related to *Faith Alive*, please see Appendix D for more details.)

## VI. THE ESSENTIALS FOR A VITAL CATHOLIC PARISH

A Catholic parish is a community of believers who are committed to and able to carry out the mission of the Church. Its viability relies on its pastoral leadership and the community’s engagement in the faith-filled expression of Christ’s ministries, including teaching, preaching, evangelizing, celebrating sacraments, building community and serving others.

All these ministries are essential for an alive parish, one that nourishes the community as well as witnesses to the world. Neither parishes nor schools exist for themselves. Both exist to transform the community and ultimately to change the world into a more peaceful and just society which reflects the ever present, creative power of God. (For a further description of vital Catholic parishes, see Appendix E for more details.)

## **VII. STRONG, VIBRANT, COLLABORATIVE CATHOLIC SCHOOLS**

As more and more dioceses across the United States begin or continue planning for Catholic school education, there is the recognition that collaboration among Catholic schools is essential for the health and well-being of all schools. Working together to promote Catholic Identity, to avoid unnecessary duplication of services, to conserve resources, to enhance curriculum, to pay salaries that are just, are essential ingredients for Catholic schools of the future. For these collaborative efforts to be effective between Catholic schools, pastors need to be involved, supportive, and engaged. The leadership of pastors, principals and parents is pivotal, if positive change is going to happen for the long term existence of strong Catholic schools. (For descriptors of Strong, Vibrant, Collaborative Catholic schools see Appendix F.)

## **VIII. 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.

## **IX. FAITH ALIVE MISSION, VALUES & VISION**

In order to build greater unity among the 23 parishes and 12 Catholic schools in the Metro Green Bay Area, the following statements are offered to clarify the work envisioned within the *Faith Alive Project*. Mission, Values and Vision statements root *Faith Alive* in a set of directions, beliefs, hopes, dreams. These statements also provide cohesiveness and clarity in the work of collaboration. When ambiguity reigns, energies diminish; when beliefs about values are not articulated, passion is dissipated; when there is no vision, there is no life. Mission, Values and Vision each play an important role in effective organizations.

### **MISSION STATEMENT FOR *FAITH ALIVE***

The *Faith Alive Project* provides opportunities to achieve more together than could be accomplished alone. *Faith Alive* affirms, strengthens and supports all Metro Green Bay parishes to provide quality prayer and worship experiences, adult faith formation, Catholic schools and religious education for children, as well as vital outreach, pastoral care, evangelization and stewardship services.

### **VALUE STATEMENTS FOR *FAITH ALIVE***

The *Faith Alive Project* values . . .

- A strong commitment to prayer and worship.
- Vital and viable Catholic parishes and schools in the Metro Green Bay Area.
- Strong and visionary youth and young adult programs on the parish and regional levels.
- Lifelong faith formation with special emphasis on adult faith formation.
- Creative approaches to stewardship, evangelization, pastoral care and outreach.
- Working beyond parish boundaries to strengthen the mission of the Diocese of Green Bay.
- Fair and equitable funding of all essential parish ministries.

### **VISION STATEMENT FOR *FAITH ALIVE* – TOWARD 2011**

The *Faith Alive Project* is contributing positively to our future in which a renewal of parish life and Catholic schools in the Metro Green Bay Area is growing and strong. The signs of this renewal are being experienced throughout the region. Some renewal experiences within Metro Green Bay parishes include:

- The community realizes Eucharistic liturgies as the “source and summit” of Catholic life and they are enhanced with great participation of all members on a regular basis;
- Ongoing spiritual formation is now essential for Catholics of all ages and provides a strong foundation and inspiration for ministry and service. Lifelong faith formation is becoming the norm;
- Pastors, pastoral associates, youth ministers, directors of religious education, principals, liturgists, parish business managers, social concerns ministers, and other staff are collaborating more closely;
- A vital Catholic school system is thriving as a significant parish ministry;
- The parishes are more committed to evangelization than ever before;
- Pastoral care to the sick and home bound, and for those in prison is flourishing;
- Funding for all parish ministries is stabilized;
- Catholic schools are serving increasing numbers of African American, Hispanic and Hmong students;
- Children with special needs are being served well in religious education and Catholic school programs;
- Stewardship is nurtured as a way of life, marked by prayer, service and sharing, and is understood and lived by Catholics in the area.

The *Faith Alive Project* is serving as a model for parishes throughout the Diocese of Green Bay.

### **X. FINANCIAL REALITIES AND IMPLICATIONS**

The 7<sup>th</sup> 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](http://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	3 <sup>RD</sup> 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 Oshkosh	1992	46%	27%	27%
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	\$4600	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**

<b>Tuition</b>	<b>Percent</b>
<b>\$2,080</b>	<b>52% of costs (tuition assistance available)</b>

<b>Parish Investment</b>	
<b>\$1,320</b>	<b>33% of costs</b>

<b>Third Source Funding</b>	
<b>\$600</b>	<b>15% of costs</b>

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.

## **XI. 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 (The rationales for each recommendation and some initial implementation strategies follow in each section.)

### **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.**

#### Rationale

In the United States Bishop's pastoral letter, *Co-Workers in the Vineyard*, they acknowledge the different gifts and functions of priests and lay ministers. They see them as enriching and complementary. While diverse, they are profoundly relational. The bishop's note: "Lay ecclesial ministers, especially those serving in parishes, look to their priests for leadership in developing collaboration that is mutually life-giving and respectful." In the Metro Green Bay area both pastors and lay leaders saw the value in deliberate collaborative efforts.

While levels of commitment varied, there was a recognized need by both ordained and lay leadership who participated in the *Faith Alive* Needs Assessments and in the Listening Sessions that working across parish boundaries will enhance parish ministry and contribute to building up the local Church, as well as make a positive difference in the world.

The momentum built through the *Faith Alive* consultations must continue to embrace parish collaboration, maximize resources and enhance various partnerships. Intentional collaborative efforts are seen as a way to build up the Vicariate and make it more effective.

#### Implementation Strategies

Pastors work with their staffs to support programming across parish boundaries and encourage collaborative ministries based on the rationale that parishes can be stronger and more effective together than working alone.

The proposed Suggestions for Implementation found in Appendix G provide specific action steps designed to empower collaboration in a structured way.

#### **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**

#### Rationale

There needs to be a structured approach to collaboration otherwise it will only happen sporadically and eventually lose its momentum. For this reason the consultants recommend both a structured approach to school collaboration in the formation of a system and a less formal but structured approach to the other parish ministries which can be done cooperatively. The consultants also recommend that parish clusters be formally recognized not to limit collaboration within the cluster, but to formally promote and support efforts where collaboration might be most successful.

The consultants acknowledge that all collaboration will not be limited to an individual cluster, but that primary collaboration might begin there. Collaboration is certainly encouraged within the vicariate, between clusters, especially in the area of social justice and outreach projects as well as in Christian formation activities. “Twinning” between suburban and urban parishes is another good example of collaboration which would go beyond an individual cluster. Mutual support of all parishes by all parishes for the common good and enhanced ministry is the goal of collaborative working relationships.

#### Implementation Strategies

- A. The cluster be asked to formalize their relationship—making sure that the primary cooperative partners are in the same cluster. This does not preclude other collaborative relationships on specific ministry areas. The parishes in the clusters need to review, affirm or change by mutual agreement their cluster partners.
- B. Clusters be asked to name themselves for “ready-reference.” (Example: Northeast Metro Green Bay Cluster or Faith First Cluster or Urban Ministry Cluster or “All Together Cluster” or Four Saints Alive Cluster)

- C. One pastor be chosen to be the contact for each cluster.
- D. Workshops sponsored by the Department for Stewardship and Pastoral Services be held with paid parish staffs to assist them in forming collaborative alliances and embracing collaborative ministry among themselves and with parish non-paid lay leaders.

### **OPERATIONAL RECOMMENDATION 1B**

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

#### Rationale

By far the biggest need which surfaced from the leadership groups at the Café Listening Sessions was both a need for and a desire to work together on youth ministry. The number of potential participants would lend itself to potentially developing multi-faceted creative programs which could result in teens being involved in all aspects of youth ministry: worship, catechesis, service, mission trips and social growth and maturity.

#### Implementation Strategies

- A. The Youth Ministry staff of the Department for Evangelization and Worship convene current Youth Ministers, both paid and volunteer, to establish a planning committee.
- B. That a needs assessment be conducted to have knowledge of and evaluate the current reality of Youth Ministry in the metro area.
- C. That there be an assessment of community resources to develop a program.
- D. That pilot programs be developed and submitted to the pastors, council chairs and other appropriate leaders for review no later than December 2007.
- E. That programs be implemented by September 2008 and evaluated by July 2009.
- F. That adjustments be made based on the evaluation and that the program(s) be promulgated for use throughout the metro area.

### **OPERATIONAL RECOMMENDATION 1C**

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

#### Rationale

While young adult ministry is often grouped with youth ministry, its parameters are very different. Usually young adult ministry includes ages 18 to 35. Groups vary from those for young singles, to professional singles, to young married couples with or without children. Most successful young adult programs have both a social and spiritual dimension. Some also have an active sport's component. Young adults do not need to be "directed" as much as empowered and encouraged to take on leadership. Parish support often comes in the form of appropriate pastoral outreach and help with mailings, scheduling and public relations.

Young adults, especially singles, often look for peers with whom to interact. Having the church community call them forth and animate them can be a real blessing. Many young adults are very generous with their time and talent in doing outreach to those in need.

#### Implementation Strategies

- A. Each cluster with the assistance of the Office for Youth and Young Adult Ministry do an audit to find out what is already happening in Young Adult Ministry.
- B. Each cluster with the assistance of the Office for Youth and Young Adult Ministry recruit leaders to continue or begin to form organized young adult ministry.
- C. All parishes support Young Adult Ministry through advertising, providing space for meetings and events and providing appropriate resources.

#### **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.**

#### Rationale

Programs and processes need to be developed to respond to the needs of immigrant population families and their children in both catechetical programs and in Catholic schools. Care needs to be taken when working in a multi-cultural environment to insure understanding, respect and appreciation for cultural differences. To challenge indifference and/or prejudice a new consciousness needs to be developed to enhance genuine reverence for cultural diversity. Without this, prejudices can easily develop which can lead to hostility and indifference in the future.

Special invitations and orientation for new immigrant families need to be extended by parish leaders to help integrate the new families into the fullness of parish life. The people already active in those ministries need to be asked to mentor the newcomers so that strong supportive relationships are formed.

#### Implementation Strategies:

- A. Catholic Charities, working with the Department of Stewardship and Pastoral Services, spearhead an effort to provide Diversity Training for all parish staffs and volunteers working with new immigrants.
- B. Catholic Charities work closely or continue to work in partnership with the parishes and schools to insure that the basic needs of the new immigrants are being met.
- C. Parishes working with new immigrants share the gifts of their culture and way of life with the larger metro area parishes and beyond.
- D. Intentional efforts are made to integrate new immigrants into all aspects of parish life.

### **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.**

#### Rationale

The consultants acknowledge that the diocesan staff serves the whole diocese and that there is a perception by some that most of the diocesan resources serve the Green Bay area. However, we encourage the diocesan staff to make a priority of supporting and assisting the collaborative efforts of the clusters in the Metro Green Bay Area, especially in 2007-08 so as to develop a model for collaborative ministry which might serve the whole diocese.

#### Implementation Strategies

- A. The Department for Stewardship and Pastoral Services convene the initial meetings of diocesan staff to work with parishes in their collaborative efforts and monitor progress in these efforts.
- B. The Department for Evangelization and Worship take the initiative to work with clusters of parishes on youth ministry, young adult ministry, prayer and worship and evangelization.
- C. The Department for Education take the initiative to assist not only in the formation of the Catholic School System, but also work with the local leadership in the area of religious education for children and adult formation.
- D. Catholic Charities take the initiative to resource parishes in the areas of outreach, immigration, and Hispanic Outreach.
- E. That the Department for Stewardship and Pastoral Services take the initiative to work with clusters of parishes in the areas of special needs, peace and justice, social concerns, stewardship, pastoral council and finance committee formation.

### **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)**

#### Rationale

While there is impressive support for collaboration between and among parishes, without an appropriate structure, effective collaboration will not happen on a consistent long term basis. The proposed Collaborative Parish Ministry Board has six sub-groups. One would be the Catholic School Governance Board, one a committee for Evangelization, one for Prayer and Worship, one committee for Stewardship, one for Lifelong Faith Formation, and one for Peace & Justice/Outreach/Pastoral Care programs and processes. The consultants recommend the overall board structure so that Catholic schools can be viewed and dealt with as an important parish ministry together with the essential ministries. The board is structured to lessen bureaucracy and support the work of pastoral councils or

finance councils. It is designed to enhance planning, cooperation, collaboration, communication and implementation between the parishes. The board, once functional, would contribute to the effectiveness of Vicariate VI.

#### Implementation Strategies

Bishop Zubik appoints a steering committee made up of Metro Green Bay pastors, pastoral staffs and some diocesan staff to delineate the roles and responsibilities of a Collaborative Parish Ministry Board and submit their recommendations to him for approval. (See Appendix G for details.)

Note: the structure needs to be designed to lessen bureaucracy and enhance communication and planning. The Catholic School Board is a governing board and would function much like the other system-wide school boards and have a cooperative relationship to the Collaborative Ministry Board.

#### **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)**

#### Rationale

Given the newness and the complexity of establishing greater ministry collaboration between parishes, the consultants recommend that the pastors of the Metro Green Bay parishes decide the best way to provide leadership and administrative support to the Collaborative Parish Ministry Board. Just as the school system needs someone to lead it and ensure its effectiveness and efficiency, so too, a Collaborative Parish Ministry Board will need administrative and leadership support.

#### Implementation Strategies

- A. Pastors and parish pastoral leadership in the Metro Green Bay Area, working to improve the effectiveness of Vicariate VI to serve the parishes, determine how best to provide leadership and support for the coordination of collaborative ministries and communication among the Metro Green Bay Area parishes. What may start out small now, may lead to hiring a full time person in the future.
- B. Pastors or designated leaders work with the Department for Stewardship and Pastoral Services to determine what assistance is needed for the Collaborative Parish Ministry Board to be effective.
- C. Pastors and parish pastoral leadership in the Metro Green Bay Area provide whatever services are needed, perhaps from current staff.

## **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.)**

### Rationale:

The recommendation is made because of the benefits found in strong Catholic school systems. These include but are not limited to the following:

- The ability to educate our future Catholic leaders by providing for different learning styles, abilities and interests;
- Good stewardship of resources by not duplicating services;
- A strong common curriculum and standards for assessment;
- Lack of competition between schools especially in terms of tuition, salaries, etc.;
- Ability to share specialty teachers;
- Common tuition and salary scales;
- Greater ability to recruit new students;
- Greater ability to raise third source funding;
- An “economy” in numbers.

Besides the benefits inherent in an effective Catholic school system, we also make the recommendation for the Catholic school system based on the need to strengthen Catholic school education in the Metro Green Bay Area and not drain an inordinate amount of resources from parishes. As part of the implementation strategy the consultants recommend that no changes be made in the structures of the schools at least until the system is in existence for a year. During the transition year plans for common tuition and salary structures, the beginnings of a common curriculum and third source funding strategies will be designed to be implemented in the 2008-2009 school year. It is hoped that some significant third source funding will be obtained during the transition year.

### Implementation Strategies

- A. That Bishop Zubik appoint a steering committee made up of three pastors, three principals, three parish school board members to be chaired by the Director of Education to accomplish the following tasks by July 1, 2007:
- Begin a search process for President of the Metro Green Bay Catholic school system and take all the steps needed to have the person appointed by the bishop and in place by July 1, 2007,
  - Begin a search process for the Director of Advancement for the Metro Green Bay Catholic school system so that the person is in place by July 1, 2007. (If possible have the new president of the system involved in the final part of the hiring process.)
  - Begin a search process for the Administrative Assistant position and have three potential candidates for the President to interview and make the final selection on or before July 1, 2007.

- Develop a tentative budget for the administrative offices for the new school system including the needed raise in tuition to cover additional costs.
  - In consultation with the bishop begin to study appropriate constitutions and by-laws, develop one for the new Catholic school system, file for incorporation in the State of Wisconsin and begin to recruit new school board members.
  - Provide for the transition of current school boards to become principal advisory committees.
  - Be of support to the principals in this six month transition time before the system is in place.
  - Work with the office of communication to help in marketing the school during these six months of transition.
- B. The Education Department prepares a brief position paper on the value of Catholic schools and widely distributes it as a marketing tool.
- C. Notre Dame Academy is considered part of the Catholic School Metro Green Bay system and will continue to be governed by its current Boards and bylaws.

#### **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.**

#### Rationale

There are always tensions around funding Catholic schools and other essential parish ministries. The consultants recommend an equitable funding formula for all essential parish ministries: one that is fair to small parishes without schools; one that is fair for urban parishes whose primary ministries include assisting the new immigrants, low income families and the marginalized; one that is fair to suburban parishes who have huge plants to maintain and large congregations to serve. The formula needs some flexibility and needs to be implemented over a period of five years.

Funds will need to be pooled for supporting the Catholic school system (Notre Dame Academy and Elementary Schools) because of the nature of school systems. It is not envisioned that funds for all other essential parish ministries will be pooled. When there is co-sponsorship of programs, some sharing of funding may be called for. This needs to be worked out as situations arise with the assistance of the Collaborative Parish Ministry Board.

#### Implementation Strategies

- A. Parishes that currently are paying more than 50% of their ordinary income to subsidize Catholic schools will diminish that subsidy, beginning in 2008-2009, by 10% a year until they are at 30%-35%.
- B. Parishes that currently are subsidizing the Catholic schools between 30% to 50% of their ordinary income will diminish that subsidy, beginning in 2008-2009, by 5% a year until they are at 30%-35%.
- C. Parishes that do not sponsor or co-sponsor Catholic schools that are currently subsidizing Catholic schools less than 20% will increase their subsidy, beginning in 2008-2009, at 5% a year to reach the 15%-20% level.
- D. The difference in the diminishing monies from parish subsidy will be made up in an increase in third source funding and reasonable increases in tuition based on ability to pay.

#### **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.**

#### Rationale

The funding of Catholic schools is an important challenge facing all Catholic dioceses and schools in the United States. The Bishops have recently affirmed their support for Catholic schools and said that they must be “available, affordable and accessible.” The five year goal of this plan is for parishes, parents, donors and organizations to contribute their “fair share” so both parishes and schools can thrive.

There are various ways parents can contribute to the tuition plan including buying Script on a regular basis; volunteering to help with major third source funding events and donating goods and services for the benefit of the school. The overall purpose of the tuition plan is to ensure that Catholic school education is available to all children, no matter what their parents’ income is.

#### Implementation Strategies

- A. The “Fair Share” tuition model is introduced by the Education Department and studied by principals, pastors, parents and parish business managers so that it is understood in its many aspects.
- B. A seven-ten member “Fair Share” committee is established by the bishop to include at least three pastors, a business manager, parents and the Director of the Department of Education to work with the finance committee of the board to set “Fair Share” policies and provide education to parents and parishioners about tuition and fee assistance. It is recommended that the “Fair Share” committee use the research done by the GRACE Commission and the research provided in *Faith Alive* as a starting point.
- C. Lower middle income parents, low income parents, new immigrants and families with many children are recruited and given many opportunities to understand this tuition

model and encouraged to send their children to the Catholic school, taking advantage of tuition assistance.

### **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.**

#### Rationale

Nationwide about 7% of Catholic School students have special learning needs. Here is a Summary list of what special needs are nationally according to the NCEA.

#### Children with Special Needs

Almost 42% of the schools had a resources teacher paid by the school to assist children with special needs including the following:

Disability	% National
Speech Impairments	65.9
Learning Disabilities	65.9
Physical Disabilities	16.7
Hearing Impairments	20.1
Visual Impairments	12.1
Autism/Non-language disorders	20.1
Emotional/Behavioral	18.2
ADD/ADHD	59.1
Multiple Disabilities	14.0

Successful schools have trained their teachers or hired specialists to work with children with special needs. Federal funds are available through services from the public schools to help assess the learning needs of children. Title I funding and other Title programs are also available through the local public schools. We encourage renewed efforts, programs and services to enhance learning for students in both Religious Education programs and Catholic schools. Many Religious Education programs have been models for Catholic schools by demonstrating the methods they use to help catechize children with special needs. It is acknowledged that children with profound special learning needs probably cannot be served with the resources available in Catholic schools. However, many children with lesser needs can be, if there is a dedicated effort to make this happen.

Not only do children have special needs, but adults do also. To help adults with special needs feel apart of parish life, the parish facilities need to be accessible to them, they need to be called to ministry and respected for all they can contribute. Parishes alone or in clusters are called to provide opportunities for spiritual growth for all their members. “Signing” at Mass, having large print orders of worship and special amplifying equipment are but a few of the ways parishes can serve adults with special needs.

Implementation Strategies:

- A. The Education Department in consultation with the Department of Stewardship and Pastoral Services will form a committee of principals and curriculum experts to study with the help of the local colleges the processes needed to enhance its resources for educating children with learning challenges as well as students who need to be challenged to learn beyond their grade level (differentiated instruction). The results of the study will be made into recommendations to the schools with implementation plans.
- B. The Education Department in consultation with the Department of Stewardship and Pastoral Services will establish a committee of Directors of Religious Education and Youth Ministers to assess the resources available and needed to continue to catechize young people with special learning needs, as well as students who need to be challenged to learn beyond their grade level. As a result of the study the committee will make recommendations and suggest implementation plans for greater effectiveness in providing religious education to children with special needs.
- C. The Education Department and the Department of Stewardship and Pastoral Services will establish a committee of appropriate parish leaders to assess, plan for and implement programs and services for adults with special needs.

**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.**

Rationale

A non-denominational, independent, non-profit organization will greatly enhance the ability of children from low income families to attend Catholic schools. The school system can assist in developing a case statement and materials for the foundation. The non-denominational nature of the foundation will allow some corporations who could not donate directly to Catholic education, to give to an ecumenical effort where various congregations can benefit.

Implementation Strategies

- A. The Education Office and new president/administrator will meet with the officers of the foundation to discern how they can be of assistance.
- B. The new president/administrator of the Metro Green Bay School System will collect pertinent data and present it to the foundation in order to secure financial assistance for low income children.

### **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.**

#### Rationale

Having an effective Implementation Commission in place to regularly monitor progress on the approved recommendations helps insure that they will be achieved. It also provides the bishop and the community with knowledge about what still needs to be accomplished, what needs improvement and what needs revision. Without an implementation structure the best envisioned plans often falter or lay dormant.

#### Implementation Strategies

- A. Bishop Zubik appoints an Implementation Commission by July 1, 2007 to oversee the progress of his approved recommendations.
- B. The Implementation Commission assesses the accomplishments related to the recommendations on a semi-annual basis for the first two years and on an annual basis after that for the next three years.

## **XII. APPENDICES**

**Appendix A**

**ST. FRANCIS XAVIER, CATHEDRAL, ST. WILLEBRORD, ST. JOHN, THE EVANGELIST,  
 SS. PETER AND PAUL CLUSTER, ST. MARY OF THE ANGELS**

**SUMMARY OF STRENGTHS AND AREAS FOR IMPROVEMENT BASED ON THE NEEDS ASSESSMENT  
 SUBMITTED IN MAY 2006**

<b>NAME OF PARISH</b>	<b>STRENGTHS</b>	<b>AREAS FOR IMPROVEMENT</b>	<b>COLLABORATIVE PARTNERS</b>	<b>OTHER COMMENTS</b>
St. Francis Xavier Cathedral	Liturgy; Pastoral-Leadership; Fiscal Health	Lifelong faith formation, especially youth ministry; Special needs and situations of families and people; Parish mission and vision	Saints Peter and Paul for Religious Education and youth ministry; East Side parishes working for a unified Catholic school; Work on Human Concerns with all four parishes	Tuition Assistance needed for low and middle income families  Shares a pastor with SS. Peter and Paul
St. John the Evangelist	Community; people; enthusiasm of the staff; longing to revitalize the faith of the parish	Education; Liturgy; RCIA	We could help support Hispanic Ministry at St. Willebrord; Help from Cathedral, St. Willebrord and SS. Peter and Paul in our outreach to the poor, esp. the homeless shelter	Oldest continuing parish in WI. Connection to French settlers; Welcomes the deaf community

<p>St. Willebrord</p>	<p>Quality ministry including the Norbertine commitment; Services to the poor, downtown workers, residents; Hispanic Ministry; Involvement in the civic community</p>	<p>Financial support; Religious education of both Spanish and English speaking children; Coordinated programming for Anglo and Hispanic populations</p>	<p>No school collaboration; Issue by issue collaboration; Want to work with others who wish to live the corporal works of mercy; Develop a system of communication between parishes about programs and services; work with homeless</p>	<p>Largest Hispanic Ministry Center north of Milwaukee; Serves the downtown community; Church open almost all day 7 days a week.</p>
<p>SS. Peter and Paul</p>	<p>Spirituality, Parish involvement, Fiscal Health</p>	<p>Evangelization, Outreach to special groups, Youth Ministry</p>	<p>Continued involvement with the Cathedral and St. Mary</p>	<p>Shares a pastor with the Cathedral Parish is located in an urban area with a very diverse neighborhood. There are many elderly who live in the area. The parish has been part of a consolidated school since the late 1980's. We encourage larger consolidated schools, but believe all parishes should be assessed for Catholic Schools</p>
<p>St. Mary of the Angels</p>	<p>St. Thomas More School, Staff and leadership, Collaboration,</p>	<p>Youth Ministry, Income, Multi-cultural activities and understandings</p>	<p>SS. Peter and Paul                  St. Philip                  St. Bernard                  St. Willebrord</p>	<p>The parish has always been willing and devoted to collaboration, which is their hallmark</p>

**Summary Comments:**

These parishes all have strong ministries in certain areas and are concerned with serving diverse populations. They have all expressed a need to enhance their lifelong catechetical ministry, with a special emphasis on youth ministry. Outreach to the poor and marginalized also surfaced as a need from all the parishes. While St. Willebrord expressed disinterest in sponsoring a Catholic school, the consultants wonder if a school was welcoming to Hispanic children and if tuition assistance could be secured from third source funding, if St. Willebrord might see how their Hispanic children might benefit from a Catholic school education.

The parishes have a lot of diversity. They range in size from small to large and culturally they are made up of African Americans, Anglos, Hispanics, Hmong and the Deaf Community. The following ministry challenges are apparent in this cluster: religious education needs for diverse age and ethnic groups; the development of viable youth ministry; effective outreach to the poor and marginalized; the need to serve nursing homes and the homeless as well as the need to provide affordable Catholic schools that serve different learning needs and cultural needs.

**Cluster Suggestions:**

Given that there is an openness and willingness to collaborate with each other and some energy around collaboration in education, formation, and outreach, we suggest that the principles of collaboration: common goals, articulation of the mutual benefits, new structures and leadership around change, be explored in the following ways:

1. That collaborative committees be formed within the next 18 months in the areas of Youth and Young Adult Ministry, Lifelong Faith Formation, People with Special Needs, Liturgical Formation, Evangelization and Outreach to the Poor and Marginalized to explore ways that are mutually beneficial for the cluster parishes to work together in these ministry areas.
2. That parish councils from each of the cluster parishes meet at least once a year to evaluate and plan collaborative efforts.
3. That collaboration can happen beyond this cluster and if there are areas of collaboration beyond the cluster, which should be explored, that they be addressed by those parishes and ministries who could benefit from collaboration in a particular ministry area. (Example: prison ministry, ministry to new immigrants, nursing home ministry, etc.)
4. That the parishes in this cluster especially advocate for the inclusion of African American, Hispanic and Hmong children in the Catholic school system and further promote a curriculum and educational resources be established to meet their needs.
5. That each parish support Collaborative Parish Ministry including the Catholic school system, by sharing human and financial resources and participate as a cluster in the Collaborative Ministry Board.

**ST. BERNARD, HOLY CROSS, PRINCE OF PEACE, ST. PHILIP  
 CLUSTER SUMMARY OF STRENGTHS AND AREAS FOR IMPROVEMENT BASED ON THE NEEDS ASSESSMENT  
 SUBMITTED IN MAY 2006**

<b>NAME OF PARISH</b>	<b>STRENGTHS</b>	<b>AREAS FOR IMPROVEMENT</b>	<b>COLLABORATIVE PARTNERS</b>	<b>OTHER COMMENTS</b>
St. Bernard	Vibrancy and vitality of weekend liturgies, Emphasis on religious education for all ages, Focus on reaching out to the poor through food pantry and other ministries	Lack of diversity, More parish involvement, especially in youth and young adult ministry, Better attendance at weekend Masses and greater participation in ministry opportunities	Work with the East Side parishes, especially St. Philip's, Prince of Peace and Holy Cross	Advice: Go slow! Collaboration on youth and young adult ministry, social justice, schools and religious education makes financial sense for all involved.
Holy Cross	Deep spiritual tradition, Location and our invitation to others to join us, Norbertine leadership, faith-filled people, caring, loving community, Parent commitment to the school, Pastor's great homilies, Vital team leadership	More youth involvement, More adequate meeting space for all gatherings, Generate more interest for all ages to become involved in spirituality programs, even extra worship services, Help with Care Ministry,	Religious Education with St. Louis in Dyckesville, Collaborate with other area parishes, New Franklin and Champion to share resources and expertise, School with Prince of Peace, Adult Ed with St. Bernard, Youth ministry with St. Bernard	Pastor provides positive pastoral leadership in all matters concerning parish welfare. Area is growing. Staff supports many kinds of collaboration
Prince of Peace	The merged parish comes from two parishes which had a long and faith-filled tradition, Small but good staff, Real fine lay leaders in the parish	We need to work at becoming one community, People need time to buy into a new vision, We need help in moving spirituality into action.	We are working with St. Bernard with our Middle School children, We are open to working with any area parishes. Relationship building takes time and we also need time to do ministry.	The parish is a result of a merger of two parishes. The parish is in the process of planning to build a new Church.

St. Philip	The parish’s strengths include providing services to people with special needs (single parents, etc.) the sick and homebound, grieving, evangelization, as well as support for Catholic school education. The parish has recently added ministry to Hispanics, including a Mass in Spanish,	Youth ministry, adult formation, young adult ministry are areas which need strengthening. Finances are a concern.	There is a great deal of internal collaboration among the staff and Council and its committees. There is openness to collaborate with other parishes.	St. Philip recently closed its school which was a very painful experience.
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**Summary Comments:**

These parishes are very committed to collaboration among themselves and with other parishes not in the cluster. Prince of Peace has already gone through one major transition of two parishes becoming one.

While these parishes are very different in size and not that close geographically, they had common interests in collaborative ministry, particularly youth ministry. Their up-beat spirit of collaboration and ministry is to be emulated!

**Cluster Suggestions:**

Given that there is an openness and willingness to collaborate with each other and some energy around collaboration in education, formation, and outreach, we suggest that the principles of collaboration: common goals, articulation of the mutual benefits, new structures and leadership around change, be explored in the following ways:

1. That collaborative committees be formed within the next 18 months in the areas of Youth and Young Adult Ministry, Lifelong Faith Formation, Liturgical Formation, and Outreach to the Poor and Marginalized to explore ways that are mutually beneficial for the cluster parishes to work together in these ministry areas. It may be that all four parishes will not all be collaborating on all areas of ministry. Natural collaborative partners will arise for certain ministries.
2. That parish councils from each of the cluster parishes meet at least once a year to evaluate and plan collaborative efforts.

3. That collaboration beyond this cluster continue to happen for all parishes as feasible.
4. That parishes in the cluster enhance the diversity in their parishes by taking part in multi-cultural activities.
5. That each parish support Collaborative Parish Ministry including the Catholic school system by sharing human and financial resources, specialty ministries and participate as a cluster in the Collaborative Ministry Board.

**ST. JUDE, ANNUNCIATION, ST. JOSEPH, ST. PATRICK, ST. AGNES, ST. ELIZABETH ANN SETON,  
 NATIVITY AND ST. JOHN, HOWARD  
 CLUSTER SUMMARY OF STRENGTHS AND AREAS FOR IMPROVEMENT BASED ON THE NEEDS ASSESSMENT  
 SUBMITTED IN MAY 2006**

<b>NAME OF PARISH</b>	<b>STRENGTHS</b>	<b>AREAS FOR IMPROVEMENT</b>	<b>COLLABORATIVE PARTNERS</b>	<b>OTHER COMMENTS</b>
St. Jude	Good staff as new pastoral team continues to be formed, Energetically active and dedicated parishioners, Good location and facilities	Weekend liturgies, Better attendance and participation, Adult and youth education and involvement, Parish social activities, Family activities	Work with our linked parishes particularly: Annunciation and St. Joseph. As of July 1, 2006 all three parishes will be served by a team.	St. Joseph just consolidated their school with Trinity-St. Joseph. There have been a lot of transitions in these three parishes.
Annunciation	A warm-welcoming community, A spiritual community that knows what community is, Parishioners have taken on leadership in spite of frequently changing pastors	Handicapped accessible, Youth Ministry and enrichment of adult faith, Need to move beyond feeling “victimized.”	St. Jude and St. Joseph and ultimately St. Patrick	Go slow! We have had 5 pastors in 6 years. We need time to know who we are. We need to deal with our basic needs. We are in transition without a vision at the moment
St. Joseph	Pastoral leadership and parishioner involvement, Good liturgies, Strong spirituality and depth of faith of parishioners, Sense of community, Volunteerism	Youth Ministry, Dynamic religious education, Renewed, expanded Finance Council and better fiscal accountability, Expand parish vision to include diverse ministries and outreach	Annunciation, St. Jude, St. Patrick	The parish was booming in the 50’s and 60’s with a large flourishing Catholic School. Now it is made up of more older parishioners. The neighborhood has ethnic/racial diversity with mainly non-Catholics

St. Patrick	Good parish leadership, Large social outreach via food pantry and St. Vincent de Paul, A strong religious education program, Many attend Mass here from all over the city	Youth Ministry	St. Joseph, Annunciation, St. Jude	Mother parish of the Westside founded in 1865, Grade school closed 36 years ago.
St. Agnes	Outreach programs, Dedicated staff, Parishioners' generosity with time and money	Evangelization	St. Elizabeth Ann Seton and St. Agnes support one school with a joint Board. Perhaps common Religious Ed programs feasible	Formed out of St. Joseph in '53-'54 – parishioners concerned how St. Joseph will do without a school
St. Elizabeth Ann Seton	Core volunteers, Financial generosity beyond parish collections, Welcoming community.	Currently moving into restructuring to offer some form of Generations of Faith program to respond to need for formation for all age groups. Getting and maintaining youth involvement, Parishioners reaching out to know each other; Improve liturgical music other than adult choir	St. Agnes St. Patrick Nativity of Our Lord  Youth service and outreach to larger community, Human and Social concerns, Adult Ed speakers across parishes	Families described as economically stable, educated, of "modern Catholic culture" in terms of Church authority  Gave solid ratings in Community activities – most concerned about faith formation/ Evangelization
Nativity of Our Lord	Outstanding pastoral team and support staff, Spirit of hospitality; Strong tradition in collaboration and participative decision-making	Some decrease in participation; large percentage of parishioners make no financial contribution, making our average financial contributions one of the	Work with St. Elizabeth Ann Seton on a program for senior citizens, Work with West side parishes to cover nursing homes, Met with West side	Founded in late 60's – Currently one of the largest parishes in the diocese. Chose not to have a school. Good public schools in area

	In addition Parish Vitality high ratings (6s) Community involvement; liturgy; adult faith renewal emphasis; opportunities for involvement; spiritually alive	lowest in the diocese  Room for more collaboration in Youth Ministry, parish retreats and/or missions, RCIA	pastors and pastoral ministers for a variety of issues, Work with several city parishes, Catholic and non-Catholic churches on a social justice advocacy group called “Joshua”, Prison ministry;	Wonder if parish collaboration efforts are effected by parish linkings and mergers – could be important discussion
St. John, Howard	St. John’s strengths include being a welcoming community, liturgy, pastoral leadership and lifelong learning.	Improvement areas include better internal collaboration among committees, stewardship, and more youth involvement.	Collaborative partners are any parishes willing to work together in our area.	Areas of collaboration include adult Confirmation, RCIA, wedding prep and youth ministry.

**Summary Comments:**

These parishes fall into two subgroups. St. Patrick, St. Jude, Annunciation, and St. Joseph will all share the same pastor within a year. They are very committed to collaboration among themselves for they have been through many transitions in the last year and need time to get to know each other and deal with the basics. St. Joseph school was consolidated this year into Trinity-St. Joseph. They are also open to “clustering” with a wider group of parishes. The other parishes in the cluster each currently have their own pastor. In conversation with each other, these eight parishes decided to form a single cluster, where at times they may do ministry together and at other times they may do ministries in smaller groups.

**Cluster Suggestions:**

Given that there is an openness and willingness to collaborate with each other and some energy around collaboration in education, formation, and outreach, we suggest that the principles of collaboration: common goals, articulation of the mutual benefits, new structures and leadership around change, be explored in the following ways:

1. That St. Jude, Annunciation and St. Joseph decide on one area to work on with St. Patrick during this first year of tri-parish linkage, such as youth ministry, and gradually collaborate on more joint ministry work as St. Patrick’s gets ready to join as a linked parish.

2. That parish councils from each of the cluster parishes meet at least once a year to evaluate and plan collaborative efforts.
3. That evangelization of the neighborhoods become a priority area for collaboration, where noted as an important need.
4. That each parish support Collaborative Parish Ministry including the Catholic school system by sharing human and financial resources, specialty ministries and participate as a cluster in the Collaborative Ministry Board.
5. That collaboration beyond this cluster continue to happen for all parishes as feasible.
6. That parishes in the cluster enhance the diversity in their parishes by taking part in multi-cultural activities.

**ST. MARY, DE PERE, ST. MATTHEW, RESURRECTION, ST. FRANCIS, DE PERE, OUR LADY OF LOURDES, ST. NORBERT COLLEGE  
 CLUSTER SUMMARY OF STRENGTHS AND AREAS FOR IMPROVEMENT BASED ON NEEDS ASSESSMENT  
 SUBMITTED IN MAY 2006**

<b>NAME OF PARISH</b>	<b>STRENGTHS</b>	<b>AREAS FOR IMPROVEMENT</b>	<b>COLLABORATIVE PARTNERS</b>	<b>OTHER COMMENTS</b>
St. Matthew	Welcoming parish; strong educational/formational programs; Commitment to quality worship	Youth ministry; have Director for Worship; Programs for seniors	St. Philip St. Mary of the Angels Resurrection  Areas for collaboration; Schools, adult formation, Youth ministry	Average age is 41 – many young families and high energy. Members take pride in the inclusion of all backgrounds
St Mary, De Pere	Pastoral leadership; Community; Hospitality	Youth ministry; Evangelization; Improve financial stability	Possibilities with St. Francis Xavier, De Pere are limitless  Catholic schools seen as good place for collaboration	Founded in 1869 – new church dedicated in 1998
Resurrection	Involvement & lay leadership with 46 organizations; Parish Council leadership, Vibrant liturgies;	Ecumenical endeavors; Youth programs; Reaching out to the unchurched	St. Matthews and the De Pere parishes; Sharing adult ed programs; Collaboration in schools; Liturgical services; Evangelization to unchurched	Members are economic and educational cross-section; Parish has history of supporting Catholic education as life-long formation;
St. Francis, De Pere	Present linkage with St. Mary De Pere is a strength along with our financial situation and our daily Mass schedule.	We could improve by being more caring and having a social concern program, having a liturgical planning person and better communication with parish.	We'd like to collaborate with other parishes on adult education.	Youth ministry and human concerns are other areas for collaboration,

<p>Our Lady of Lourdes</p>	<p>Pastoral leadership with energized parish staff; Caring community who supports each other and reaches out to the poor; Liturgies are spiritually moving; Variety of different prayer opportunities offered, Excellent communication practices</p>	<p>Mass attendance and fiscal support could improve; Greater involvement of parishioners in leadership and volunteerism</p>	<p>There is a natural collaboration between different parishes for different needs: e.g. CARE with St. Matthew already happening; Ideas: Bereavement with St. Mary and St. Francis; school collaboration with Oneida parishes; Stewardship program</p>	<p>Consolidated parish of St. Boniface and St. Joseph – very successful merger in 1996</p> <p>Prior to consolidation preschool, school and religious education programs merged beginning in the 1980’s.</p> <p>Key to these mergers and future work – open communication</p>
<p>St. Norbert</p>	<p>Liturgies which draw people from across Green Bay, Young people are welcomed and empowered, Small, tight knit community</p>	<p>Greater participation in community committees, Stronger understanding of Stewardship as prayer, service and sharing.</p>	<p>Our Lady of Lourdes, St. Mary, De Pere, St. Francis, De Pere, Holy Cross, Nativity, St. Willebrord</p> <p>Collaboration in Youth ministry, Service opportunities, Retreat experiences</p>	<p>Last “college parish” to be established in the United States in 1969. Many members have an ongoing relationship with St. Norbert College.</p>

**Summary Comments:**

The parishes report having involved members, strong pastoral leadership, vibrant liturgies, and support for Catholic schools. They do not report having strong experience in collaborating with other parishes, however. Youth ministry, evangelization, and adult formation were listed as areas for improvement by these parishes.

In the beginning of new *Faith Alive* efforts it will be important for parish leadership to examine what needs to be in place to promote working with others across parish boundaries and what factors may impede this approach.

**Cluster Suggestions:**

Given that there is an openness and willingness to collaborate with each other and some energy around collaboration in education, formation, and outreach, we suggest that the principles of collaboration: common goals, articulation of the mutual benefits, new structures and leadership around change, be explored in the following ways:

1. That representatives from the parishes meet together and determine initial areas for collaboration among the communities in the cluster, reviewing needs in the areas of Youth, Lifelong Faith Formation, Evangelization and Outreach to the Poor and Marginalized. Following this assessment that collaborative committees be formed to work together in those ministry areas initially named. If the parishes do not have very much experience collaborating it is recommended they choose one or two areas to begin these efforts in, and build from there. Youth Ministry was mentioned by almost every parish as a possible area for collaboration.
2. That parish councils from each of the cluster parishes meet at least once a year to evaluate and plan collaborative efforts.
3. That parishes within this cluster may join with others to address needs which are outside this cluster which could benefit from collaborative efforts. This may include involvement with other parishes and social justice advocacy in the community.
4. That each parish support Collaborative Parish Ministry including the Catholic school system by sharing human and financial resources, specialty ministries and participate as a cluster in the Collaborative Ministry Board.

**Appendix B.**

**METRO GREEN BAY CATHOLIC SCHOOL SUMMARY PROFILE RESPONSES  
 SUBMITTED NOVEMBER 2006**

**HOLY CROSS-BAY SETTLEMENT**

<b>UNIQUE QUALITIES</b>	<b>STRENGTHS</b>	<b>AREAS FOR IMPROVEMENT</b>	<b>BENEFITS OF COLLABORATION</b>	<b>CONCERNS QUESTIONS</b>
Offer quality education in this location for 139 years Serve area families with pre-K to 8 model Provide broad variety of excellent programming for community High academic student performance, excellent preparedness for high school. Strong technology program Have implemented a new Web based school management system	People -very dedicated, professional faculty and staff; strong parent/family involvement, welcoming atmosphere. Community – good support inside and outside parish, school vital part of the area. Educating the whole child to their unique gifts No other available Catholic education in this rural area	To increase the fiscal resources for the parish and have the school be more self sufficient. Desire a better marketing and recruitment program Continue to improve and enhance middle school program	Shared material, human and educational resources, common school curriculum Purchasing power Less financial strain on individual parishes	That cost based/needs based will create elitist school system That we will loose our unique special identity, become micro-managed by system Slow the process to continue research and education about the plan Continue K to 8 model desired by community Keep Catholic education available to all

**HOLY FAMILY**

<b>Unique qualities</b>	<b>Strengths</b>	<b>Areas for improvement</b>	<b>Benefits of collaboration</b>	<b>Concerns questions</b>
Have a true family atmosphere with great parent involvement both in the classroom and supporting the school Many students second and third generation Core curriculum well complimented with rich offerings	Dedicated staff building a collaborative learning community Strong, committed parent support for school activities and financial resources Quality of services offered to students, supportive consultant programming, current technology upgrades	Possibilities for community outreach Instructional and assessment practice as a learning community Marketing and public relations	A community of Catholic schools working together for the students All schools working toward a common mission, vision, values, goals Bring all schools up to the highest level	Raising tuition will price out many folks, quality of competing public schools becomes too attractive That system become top heavy, use local school boards to assist the start That we will be asked to cut back on the very services that make us who we are

**NOTRE DAME DE LA BAIE ACADEMY**

<b>Unique qualities</b>	<b>Strengths</b>	<b>Areas for improvement</b>	<b>Benefits of collaboration</b>	<b>Concerns questions</b>
Strong tradition of Catholic secondary education Full curriculum to meet each students learning potential	Catholic identity with ecumenical inclusiveness Caring dedicated faculty and staff Solid financial foundation	Increase accessibility to the poor Grow diversity of the school Increase compensation	Stability of our feeder system Consistency of educational quality in all schools Increased collaboration among Catholic school leaders	Families already leaving because of increases in tuition Families and leaders not convinced of the need to fund a central office Not all pastors support Catholic schools

**NOTRE DAME De PERE**

<b>Unique qualities</b>	<b>Strengths</b>	<b>Areas for improvement</b>	<b>Benefits of collaboration</b>	<b>Concerns questions</b>
Consolidated school with St Mary and St Francis Growing school, we provide service to the community monthly and other national outreach Winner of many school awards	Leadership Ministry program Educational efforts- Multiple Intelligence  Campus Ministry for whole school Very good communication to and from parents	Staff thematic development Increased creativity for third source funding Greater incorporation of larger community while maintaining unique identity	Ordering supplies together, better pricing	Trying to fix what is flourishing Tuition based education makes school a non-ministry of church Loyal families give to local school will not give to large group

**OUR LADY OF LOURDES**

<b>Unique qualities</b>	<b>Strengths</b>	<b>Areas for improvement</b>	<b>Benefits of collaboration</b>	<b>Concerns questions</b>
A neighborhood school for the parish Dedicated faculty and staff who work to meet the needs of all children	Support of parents and parish Technology Curriculum that is reviewed and changed as needed to give best support to students	Enrollment Meeting special needs of students Before or after school care for families	Purchasing as a group Marketing Sharing resources, especially staff and materials	Cost based tuition Loss of neighborhood feel Staff and faculty reduction due to enrollment changes

**PRINCE OF PEACE-HOLY MARTYRS**

<b>Unique qualities</b>	<b>Strengths</b>	<b>Areas for improvement</b>	<b>Benefits of collaboration</b>	<b>Concerns questions</b>
Excellent academic and faith filled programming Individual attention for all students Community service part of curriculum	Excellent faculty and staff provide faith filled learning environment Education for the whole child Individual attention in small classes	Enrollment Adding grades 6 to 8 Adding before and after school care	Shared resources for students, teachers, administration Joint buying power Joint marketing and advertising	Cost-based tuition in only 3 years Tuition changes will deter many families Not having upper grades hurts our enrollment Planning for second stage of construction plans stalled because of not knowing Diocese master plans

**ST. BERNARD**

<b>Unique qualities</b>	<b>Strengths</b>	<b>Areas for improvement</b>	<b>Benefits of collaboration</b>	<b>Concerns questions</b>
Continued growth to offerings since opening in 1958, now includes EC to 8, before and after school, special lab programming Well accredited with high scores, 60-70% of students on honor roll Gospel is focal point of school life	School is one of many well supported ministries in parish with good pastoral leadership Enrollment levels makes it possible to offer opportunities for all levels of learners with supportive staff Physical plant in excellent condition	Develop Catholic identity across the curriculum Define a common curriculum with a common language, better use of assessment data Develop a culture of life long learners and 21 <sup>st</sup> century skills	Job share specialized positions No longer duplicating efforts by administrators if handled centrally Ministry of Catholic education will serve ministry of the church better	That Catholic education will take a hit because of cost-based tuition “Parish school” identities could be lost Fundamental diocesan problems not adequately addressed; ministry funding, declining parish participation, disconnect between hierarchy and members

**ST. JOHN THE BAPTIST**

<b>Unique qualities</b>	<b>Strengths</b>	<b>Areas for improvement</b>	<b>Benefits of collaboration</b>	<b>Concerns questions</b>
Wonderful school with large geographic draw, and history of serving community Pre-K allows all siblings to come Dedicated staff and tradition of many generations creates sense of family High academic achievement records	Teachers, dedicated and caring Family-like community, committed parents High academic expectations and achievements	Tuition costs, increase parent input to balance increase in teacher/staff salaries run a just budget like a business Undertake a more active recruitment, define identity Provide extra assistance for struggling students	Sharing resources and personnel, increasing efficiency of service All parishes contributing to Catholic schools and parish ministries Same curriculum for all Catholic schools in this area	Want our school to retain pre-K to 8 structure in its current location How will fund raised money be shared, define “fair” allocation Loss of decision making ability at local level Rural area with students bussed by 2 public school systems Yearly calendar based on Howard Suamico system

**ST. MATTHEW**

<b>Unique qualities</b>	<b>Strengths</b>	<b>Areas for improvement</b>	<b>Benefits of collaboration</b>	<b>Concerns questions</b>
Diverse population, economically and socially Anchored by middle income families A community of families Strong bond between parish and school	Longevity of staff Commitment of families Long history of student success in tests	Staff salaries Increased programming Increase in special personnel	Increased financial resources Shared programming Increased collaboration	Financing Parents needing more opportunity for input Open and honest dialogue among partners

**ST. THOMAS MORE**

<b>Unique qualities</b>	<b>Strengths</b>	<b>Areas for improvement</b>	<b>Benefits of collaboration</b>	<b>Concerns questions</b>
Consolidated school; St Peter and Paul, Catholic Central, and St Mary of the Angels merged in 1987 Inner city school filled with rich diversity and great happiness grounded in Christian values Respect is a key rule	Strong leadership, dedicated staff, faculty and parents Supportive parish priests, building facilities, technology program Emphasis on Catholic identity Weekly inspiring liturgies, eager to learn students, generous parents	Increasing enrollment – better marketing Tuition aid for many low income families Obtaining oversight of athletic program	Financial help, better salaries for faculty and staff, development of endowment Increase of enrollment Leadership from Diocese; curriculum, programming	Time frame of the proposal, lack of local control Perceived high tuition rate has potential to discourage enrollment Lack of support from non-school pastors/parishes

**RESURRECTION**

<b>Unique qualities</b>	<b>Strengths</b>	<b>Areas for improvement</b>	<b>Benefits of collaboration</b>	<b>Concerns questions</b>
Close knit community school with generations attending Parents involved in all aspects of school and parish life Each grade has specific ongoing community service	Parental support and involvement Dedicated staff who engage in continuing professional development Welcoming atmosphere reflecting	Constant evaluation of curricular needs Integrated technology curriculum Continue to work on improving instruction	Sharing of ideas and resources Opportunities for shared curricula planning Sharing of personnel and other expertise	Financing schools, lower enrollment means higher cost per student

**TRINITY ST. JOSEPH**

<b>Unique qualities</b>	<b>Strengths</b>	<b>Areas for improvement</b>	<b>Benefits of collaboration</b>	<b>Concerns questions</b>
History of merging, Annunciation and St Jude merged to become Trinity, who then merged with St Joseph	Tight knit school community – family feel with returning generations Families have been taking leaps of faith for many years, here because they want to Diverse population, socially and economically	Increased enrollment Welcoming school environment able to meet needs of minorities and special needs More collaboration with parish ministries	Cooperation with other schools to improve a variety of learning opportunities Collaboration with local and expanded parishes A viable school system that erases concern for school closure	Lack of information on cost-based tuition Communicating cost-based to families in a plain language format Base support from all parishes, especially those not invited to sessions

## **Appendix C**

### **BISHOP ZUBIK'S LEARNINGS FROM THE GRACE PROJECT**

(Green Bay Regional Association for Catholic Education)

As a result of the GRACE proposal Bishop Zubik summarized his learnings as follows:

1. That the timeline of the proposal was far too compressed.
2. That while there is support for creation of a (school) system, additional time is needed to address concerns raised, before a system can be instituted.
3. That the work of the GRACE Steering Committee should not be lost and that at an appropriate time in the future, some type of coordinated system for Catholic schools should be instituted in the greater Green Bay areas that would have the support of all parishes.
4. That a refined proposal for a system will need to address the needs of Catholic schools in the context of the greater educational mission of the Church, which also includes religious education for children and adult formation.
5. That a revised plan will need to be developed that balances support of Catholic education by all parishes with the support for and coordination of other essential parish ministries by all parishes such as, concern for the poor, worship, pastoral care, evangelization, stewardship, youth and young adult ministry, welcome to various ethnic groups, etc.
6. That the plan should include provisions that would help make Catholic school education available to lower and moderate income families and do a better job of welcoming and engaging people from various ethnic groups.

## **Appendix D**

### **ROOTED IN CHURCH TEACHING**

Pope Benedict XVI reminds us in his first encyclical, *Deus Caritas Est*, that “Love grows through love. Love is ‘divine’ because it comes from God and unites us to God; through this unifying process it makes us a ‘we’ which transcends our divisions and make us one, until in the end God is ‘all in all’” (I Cor 15-28).

All Christian formation ministries which are part of the ministry of the Word, can be viewed under the title of evangelization. The task of evangelizing people is the essential mission of the Church, part of the Church’s deepest identity. (*Evangelization in the Modern World* EN 14) Evangelization is about bringing the Good News into all the strata of humanity and through its influence transforming humanity from within and making it new. (EN 18)

Adult catechesis or adult faith formation is a priority in the Church (*General Directory for Catechesis* GDC 258). “It is the process by which people consciously grow in the life of Christ through experience, reflection, prayer, and study. It is the “central task in the catechetical enterprise.” (*Our Hearts Were Burning Within Us* 5)

Catechesis is a comprehensive formation in the faith. It begins first in the home, where the family is seen as the “Church in miniature.” The primary experience of Christian community is found in the family. (National Directory for Catechesis NCD 100) For catechesis of children and young people to be effective, whether they attend a Catholic Day School or a parish religious education program, there must be a strong link to the home.

Eucharist is the “source and summit of Christian life.” (Constitution on the Sacred Liturgy CS10) It is the preeminent experience of prayer. One of the major tasks of catechesis is to empower people to “full, conscious and active participation” in liturgy, particularly the Eucharist. (GDC 85) Catechesis precedes liturgy and flows from it. It helps people understand the rites and symbols. (NCD 110) Catechesis assists in unleashing the power of liturgy so that it permeates the hearts and minds of the Christian community and transforms the community into the body of Christ.

Charity, justice and service are constitutive elements of the Gospel. Pope John Paul II noted the connection between service and evangelization:

“The Church contributes to the human pilgrimage of conversion to God’s plan through her witness and through such activities as dialogue, human promotion, commitment to justice and peace, education and care of the sick, and aid to the poor and to children.” *Redemptoris Missio* (RM 20)

### **CATHOLIC SCHOOLS RELATED TO THE CHURCH'S MISSION**

While a major thrust of the *Faith Alive Project* for the Metro Green Bay Area is Catholic schools they must be seen in the overall context of the mission of the Church and subsequently the mission of the parish. The Catholic school is seen as “a most important locus for human and Christian formation. The declaration of the Second Vatican Council, *Gravissimum Educatiionis* ‘makes a decisive change in the history of Catholic schools: the move from the school as institution to school as community.’”

As Pope Benedict XVI reminded us love makes us a “we” which transcends divisions. We are challenged to support Catholic schools, life-long catechetical programs, meaningful liturgy, and programs and processes of justice and charity as we plan for the future of the Catholic Church in the Metro Green Bay Area. This is the focus of the *Faith Alive Project*.

## **Appendix E**

### **THE ESSENTIALS FOR A VITAL CATHOLIC PARISH**

#### **Teaching and Proclaiming the Good News (Catechesis and Evangelization)**

The parish is expected to witness to the power of God in our lives and in our world. Ongoing catechetical instruction is provided to adults and to children and youth both in Catholic schools and in religious education programs. The RCIA is readily available conducted annually, and there are sacramental preparation programs for Baptism, Eucharist, Penance, Confirmation and Marriage.

#### **Celebrating in Word and Sacrament**

The parish celebrates the presence of God through regular Sunday liturgy which is marked by enthusiastic participation, good presiding and preaching, and well executed sacred music. Prayer, faith sharing and devotions are celebrated within families and small groups. There are regular opportunities for the sacrament of reconciliation and for the other sacraments as appropriate. All are enabled to participate in the various liturgical ministries.

#### **Building Community**

The parish fosters the love of God by knowing how to care for one another in a personal way. By providing ongoing opportunities for renewing and creating relationships it promotes a sense of community within the parish itself, and with the Diocesan and Universal Church. It provides ministry to families and to members of all ages. It provides pastoral care to the sick, the dying, to those in grief, as well as to those who have particular individual needs.

#### **Stewardship and Service**

The parish lives out its mission by motivating the community to value and reflect stewardship as a way of life marked by prayer, service and sharing. The community embodies the compassion of God by reaching out in service to the larger community. It promotes peace and justice by involving itself in social issues. Parishioners are expected to engage in the corporal acts of mercy, ministering to the underserved and marginalized in our society – those who are hungry, poor, in prison, without shelter, oppressed or lonely.

#### **Pastoral Leadership**

The parish ensures the mission of God is carried out by the local church by fostering collaboration amongst priests and other pastoral leaders and asking members to make a commitment to prayer, service and sharing.

The pastor, as primary spiritual leader of the parish, has the responsibility for fostering, guiding and overseeing all ministry in the parish. By virtue of his office, the pastor is to ensure quality worship, effective evangelization and the spiritual welfare of students. It is his duty to see that the teachings of the Roman Catholic Church are clearly and accurately presented. Through a relationship of trust and mutual respect, while retaining

broad oversight for the school, pastors delegate much of their responsibility for the Catholic Identity of the school to the principals.

The leadership of the pastor is seen in his ability and commitment to oversee and delegate ministerial responsibilities to directors of religious education, youth ministers, liturgical ministers, parish business managers, pastoral associates and human concerns leaders. By setting high standards and supporting all ministries the pastor exerts substantial influence on the quality and effectiveness of the over-all parish.

Leadership by the laity is developed through training for pastoral ministries and involvement in consultative bodies. Professional and volunteer staff are supported and provided opportunities for enrichment and renewal. In all “Vital Catholic Parishes,” fiscal and reporting responsibilities are met and the parish plant and facilities are well maintained.

## **Appendix F**

### **STRONG, VIBRANT, COLLABORATIVE CATHOLIC SCHOOLS**

What are the characteristics of strong collaborative Catholic schools for consideration in the *Faith Alive Project*?

Strong collaborative Catholic schools come into existence when pastors, principals and parents work together in the following areas.

1. Prophetic and Visionary Leadership of Pastors and Principals
  - Promote prophetic and visionary leadership as they forge a solid future for Catholic schools
  - Engage the parish community to envision a new future for Catholic schools and high quality broad based parish ministry
2. An animated Catholic faith
  - Include the parish in faith enrichment opportunities.
  - Invite all families in the parish to be part of family faith building activities.
3. Excellent educational programs, including the emphasis on the ongoing Christian formation of staff and students for global citizenship
  - Develop curricular projects together to meet the needs of all children, both those with special needs and those who need to be challenged (differentiated learning)
  - Evaluate the advantages of doing staff retreats together
4. Dedicated and Professional Teachers
  - Collaborate to enhance the professional development of teachers
  - Develop and implement common salary scales which work toward parity with the public schools
5. Shared Decision Making
  - Develop processes for shared decision making that support strong, viable, collaborative, Catholic schools
  - Provide training to make shared decision making operational
6. Financial Viability and Comprehensive Organizational Development
  - Develop ways to make Catholic schools sustainable for the future
  - Build up organizational structures to support viable and sustainable Catholic schools now and in the future
7. Parent Involvement and Support
  - Maximize parent involvement and support
  - Support parents as the primary educators of their children

8. School Board or Advisory Committee
  - Empower school boards to make vital contributions to our schools in ways that only they can do
  - Create effective school board that enhance the organizational development of a school system
  
9. Safe Facilities which Adequately Support the Mission, Values and Vision of the School
  - Assess which of the current buildings are best used for 21<sup>st</sup> Century Catholic schools
  - Do financial planning to continually maintain and enhance our school buildings and campuses
  - Provide training on sexual abuse prevention.
  
10. A Catholic school whose vision includes serving the parish and involving all parish ministries
  - Enable the Catholic school to contribute to other ministries in the parish
  - Provide opportunities for the Catholic school to draw on the expertise of other parish ministries and ministers for the enhancement of a quality Catholic educational experience?

## **Appendix G**

### **SUGGESTIONS FOR THE IMPLEMENTATION OF COLLABORATIVE PARISH MINISTRIES**

The consultants suggest that Bishop Zubik appoint a Steering Committee to coordinate the overall plan for collaborative parish ministry in the Metro Green Bay Area. The committee would include the following:

- 3 pastors;
- 3 directors of religious education/youth ministers;
- 3 other parish ministers such as liturgists, social concerns ministers and or pastoral associates;
- 1 representative from the Department for Education;
- 1 representative from the Department for Evangelization and Worship;
- 1 representative from Catholic Charities.

The consultants propose that the Steering Committee be chaired by the Director of the Department for Stewardship and Pastoral Services. The primary tasks to be accomplished by July 1, 2007 include the following:

- Oversee the initial organization of collaborative ministry in the Metro Green Bay Area;
- Plan for the operation of the Collaborative Parish Ministry Board and for whatever staffing is required;
- Animate the parish ministers to see the value of collaboration and begin to develop collaborative plans;
- Examine and make recommendations to Bishop Zubik about the initial collaborative efforts after implementing the action steps below and studying the results of the work outlined below.
- Ensure conversations between school leaders and parish leaders to enhance mutual cooperation and the sharing of resources.

### **SUGGESTED ACTION STEPS**

1. Invite the Diocesan Director of Religious Education to convene parish directors of religious education, including adult formation directors, and ask them to do the following:
  - a. Assess what is currently being done in their parishes in the area of catechesis;
  - b. Consider what can be accomplished better together, including training;
  - c. Study resources that are being used in which parishes, fees being charged, stipends to catechists, budgets etc.;
  - d. Discern best practices;
  - e. Plan for the “Next 10 Steps” that can lead to greater collaboration within the ministry and between Catholic schools and catechesis in 2007-2008;
  - f. Envision what an effective Collaborative Parish Ministry Board would look like and present ideas to the Steering Committee;
  - g. Report progress to the Steering Committee.

2. Invite the Director of Youth and Young Adult ministry to convene youth ministers and young adult ministers and ask them to do the following:
  - a. Assess what is currently being done in their parishes in the area of youth ministry and young adult ministry;
  - b. Consider what can be accomplished better together, including training;
  - c. Study resources which are being used in which parishes, fees being charged, stipends to other ministers, budgets etc.;
  - d. Discern best practices;
  - e. Plan for the “Next 10 Steps” that can lead to greater collaboration in both youth ministry and young adult ministry as well as collaboration with Catholic schools in 2007-2008;
  - f. Envision what an effective Collaborative Parish Ministry Board would look like and present ideas to the Steering Committee;
  - g. Report progress to the Steering Committee.
  
3. Invite the Director of the Department for Evangelization and Worship to convene liturgists and ask them to do the following:
  - a. Assess what is currently being done in their parishes in the areas of evangelization, prayer and worship;
  - b. Consider what can be done better together, including training of liturgical ministers;
  - c. Share the names of effective liturgical resources that are being used in all aspects of liturgy;
  - d. Discern best practices in evangelization, music and liturgy;
  - e. Plan for the “Next 10 Steps” that can lead to greater collaboration in evangelization, music and liturgy as well as collaboration with Catholic schools in 2007-2008;
  - f. Envision what an effective Collaborative Parish Ministry Board would look like and present ideas to the Steering Committee;
  - g. Report progress to the Steering Committee.
  
4. Invite the pastoral associates, pastoral ministers and other appropriate ministers and ask them to do the following:
  - a. Assess what is currently being done in their parishes in the area of outreach, pastoral care, peace and justice and stewardship;
  - b. Consider what can be done better together, including training of various ministers;
  - c. Share the names of ministerial resources that are being effectively used;
  - d. Discern best practices in outreach, pastoral care, peace and justice and stewardship;
  - e. Plan for the “Next 10 Steps” that can lead to greater collaboration in general as well as collaboration with Catholic schools in 2007-2008;
  - f. Envision what an effective Collaborative Parish Ministry Board would look like and present ideas to the Steering Committee;
  - g. Report progress to the Steering Committee.

5. Invite the Vicar for Region VI to convene the pastors of the Metro Green Bay Area and ask them to do the following:
  - a. Assess what they see are ministerial needs from their perspective;
  - b. Envision what the best collaborative ministry would look like;
  - c. Surface pitfalls to be avoided;
  - d. Name what resources are needed to move Collaborative Ministry forward;
  - e. Meet with other parish ministers to plan as appropriate;
  - f. Plan for the “Next 10 Steps” that can lead to greater collaboration between parishes as well as collaboration with Catholic schools in 2007-2008;
  - g. Envision what an effective Collaborative Parish Ministry Board would look like and present ideas to the Steering Committee;
  - h. Report progress to the Steering Committee.
  
6. Invite Deacon Tim Reilly and Doris Vincent to convene the BAC and ask them to do the following:
  - a. Ensure that the BAC has read and studied the *Faith Alive* report;
  - b. Discuss with members of the BAC their insights into the report, their experience related to it, and areas where they most want to get involved;
  - c. Elicit resources which the BAC can contribute to *Faith Alive* implementation;
  - d. Plan the “Next 10 Steps” which the BAC sees are necessary for *Faith Alive* to develop and make a major ministerial contribution to the Diocese of Green Bay;
  - e. Envision what an effective Collaborative Parish Ministry Board would look like and present ideas to the Steering Committee.

## Appendix H

### **SUGGESTIONS FOR THE IMPLEMENTATION OF A CATHOLIC SCHOOL SYSTEM FOR THE METRO GREEN BAY AREA**

1. That the curriculum and extra-curricular work done by the GRACE Commission be the starting point for developing a standards based curriculum with strong assessment and differentiated instruction components.

#### Rationale

The work done by the GRACE Commission was a good start but it is important to have standards based curriculum (State or National standards adapted to Catholic schools), well articulated assessment procedures and differentiated instruction to have a high quality educational program focused on student learning. Faith formation curriculum guidelines need to be added to the National and State standards and integrated into all areas of the curriculum.

2. That the job description for teachers developed by the GRACE Commission be used and adapted as needed for teachers in the Metro Green Bay Catholic School System. (This description parallels the Wisconsin State Standards, with the addition of the religious dimension.)

#### Rationale

The job description for teachers is well thought out and in line with State of Wisconsin Standards. The adaptation to include the religious dimension of the schools is commendable.

3. That the job description for principals developed by the GRACE Commission be further developed to reflect Wisconsin State Standards for Administrators.

#### Rationale

The principal's job description needs to reflect Wisconsin State Standards as the teacher job descriptions do.

4. That the President/Administrator job description developed by the GRACE Commission be used as a starting point for the position, knowing that it will need to be changed based on the governing structure of the Catholic school system.

#### Rationale

This job description is well-thought out and should be a good starting point for hiring a new president/administrator.

5. That for the first year of the Metro Green Bay Catholic School System that the central office staffing include a President/Administrator, an Advancement Director (Development, Marketing, Public Relations) and an Administrative Assistant, with some bookkeeping experience.)

#### Rationale

This recommendation is based on two things: a) criticism received about the GRACE Proposal that it was too top heavy and too many financial resources would be going into administration with too few going into helping children learn; b) the experience of the consultants that at the beginning of setting up new structures so much time goes into establishing procedures and policies and getting the system up and running that additional staff are not needed, if the right three people are hired at the beginning. It could be that the system would be ready for a full-time business manager after the first year. This could happen if the resources attributed to business management at the campus level are combined into one position, with some clerical help at the central system office level.

6. That gradually (after the first year) a business officer and a technology manager be added to the staff once the system is better established and development efforts are on a solid footing. (In the meantime, finances and secretarial efforts continue to happen at each campus, with coordination from the Administrative Assistant. Technology would be coordinated by a committee of representatives from each campus.)

#### Rationale

The primary rationale for this recommendation is noted above. It may be important to have some consultant help from technology experts to set up information systems for the new entity, but it is not necessary to hire a full time person initially. When it is feasible to hire the full time person, it should be a person who can work with principals and teachers to enhance the curriculum using technology as well as to provide hardware and software expertise for the management of information as well as instructional materials. It is assumed there is already some of this expertise on the campuses or in the parishes that will be tapped as the new system is being put in place.

Note that the consultants do not think the new system can afford to hire a Parish Liaison as proposed by the GRACE Proposal. While the idea behind this hire is admirable, cost would add expense to an already perceived “top heavy” central office. The administration of the system needs to find another way of accomplishing the communication and coordination process envisioned in the job.

7. That as soon as possible centralized purchasing be established in cooperation with the parishes as a measure of good stewardship.

#### Rationale

Hopefully this can be studied by a committee of business managers and principals and the new president/administrator and be implemented sooner rather than later. One of the current campus or parish business managers could be stipended to oversee this endeavor.

8. That a streamlined Board of Education (simplified from the GRACE Proposal) under the umbrella of the Collaborative Ministry Board be formed by July 1, 2007.

Rationale

A flow chart of an effective Board follows at the end of this Appendix. The consultants questioned the need for a Board of Directors and a Board of Education which came from the earlier study.

9. That the concept presented by the GRACE Proposal regarding a Foundation be explored by the Advancement Director and some form of it be implemented within two years of the founding of the Metro Green Bay Catholic School System.

Rationale

Endowments Funds provide a solid base for the future of Catholic Education. \$10,000,000 to \$20,000,000 endowments insure that Catholic schools will continue to exist and provide high quality education for a diversity of students from different ethnic and financial backgrounds. Beginning now to generate funds from insurance policies taken out with the school system as the beneficiary or annuities or wills and bequests are all ways to insure a healthy future for the schools.

10. That a five year projected financial plan be established by the finance committee of the board based on: 1) Parents paying their “Fair Share” of the costs of educating their children in a Catholic school; 2) Parishes gradually diminishing their contributions to between 30% and 35% or between 15% and 20% as an investment in Catholic schools; 3) Substantial increase of third source funding. Third Source funding could also provide for financial assistance for families in need, technology up-dates, capital improvements and other needs.

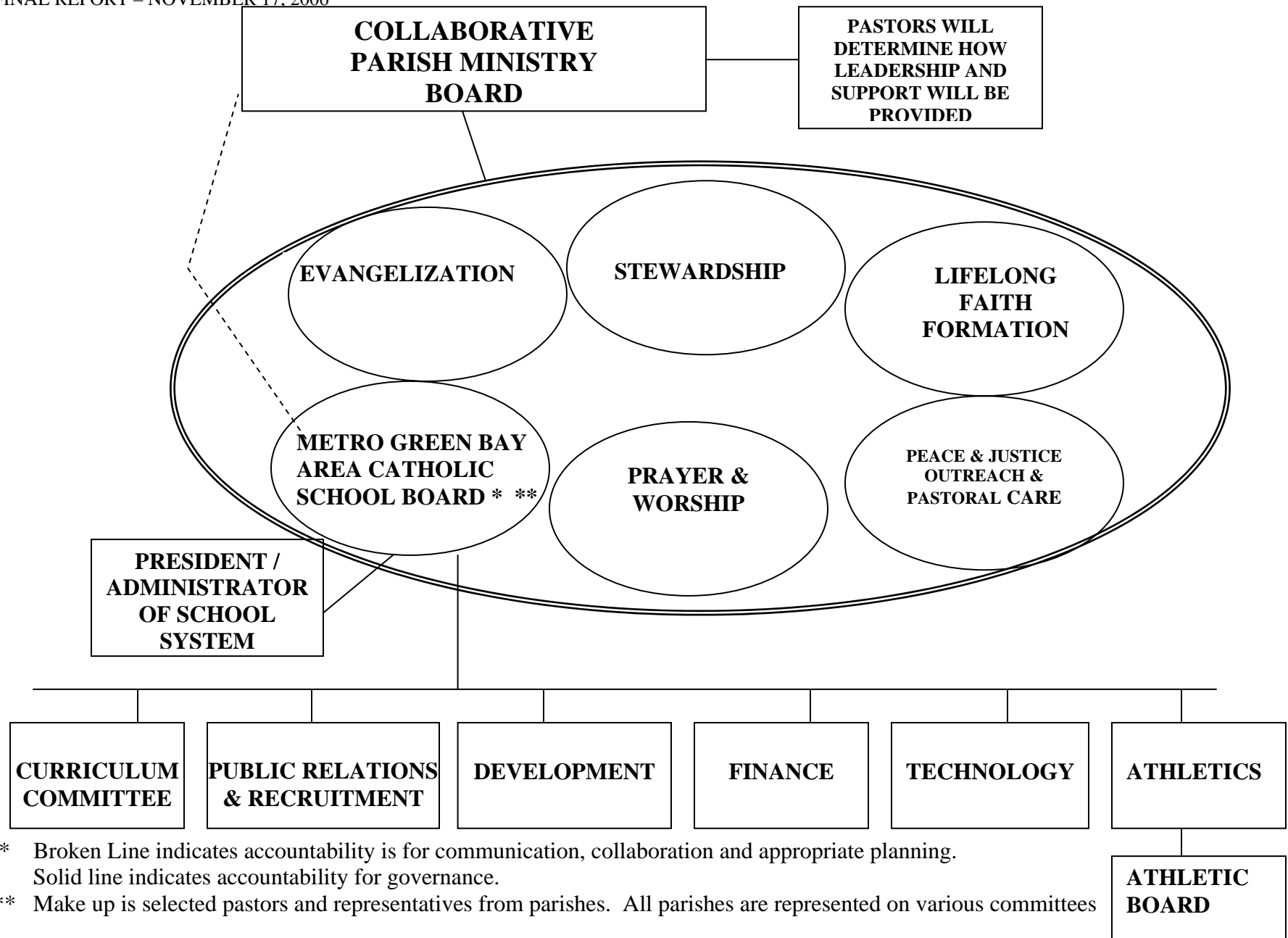
Rationale

The GRACE Proposal presented some fine work on financial projections. This work needs to be up-dated based on the current reality and the new insights found in *Faith Alive*. Not only does the school system need these projections, but parishes need the financials to plan their future also.

11. That efforts be made to work with parish ministries to mutually enhance the schools and the other ministries.

Rationale

School ministry and other essential parish ministries can mutually benefit by working together. For instance, Catholic schools have much to contribute to other parish ministries such as ministry to the homebound. The students can learn about the elderly and can make cards to send along with the communion ministers. They can pray for the sick. With their families they can “adopt” an elderly person and provide visits and assistance to them. All this helps build up both school and parish ministry. Schools can work with the Directors of Religious education to provide family faith events for Thanksgiving, Advent and Lent, and invite all families in the parish to participate. Parish ministries such as peace and justice can provide education and opportunities for involvement in outreach projects.



\* Broken Line indicates accountability is for communication, collaboration and appropriate planning. Solid line indicates accountability for governance.

\*\* Make up is selected pastors and representatives from parishes. All parishes are represented on various committees