



DEPARTMENT OF CATHOLIC SCHOOLS
Diocese of Monterey

PRIORITIES AND INITIATIVES

During my first year as Superintendent of Schools for the Diocese of Monterey, I made it a point to listen carefully to the desires and concerns of pastors, principals, and others committed to Catholic education. Among the most important and informative processes for me were the principals' meetings held throughout the year. During those meetings, principals outlined their hopes and concerns for Catholic schools. Among the most frequently voiced concerns were:

- Enhancement of enrollment;
- Enhancement of financial resources through comprehensive development programs.

Based on that input, as well as my own experience, two Diocesan-wide initiatives have been established for Catholic schools with the blessings and support of Bishop Richard Garcia.

To effectively accomplish these two initiatives, the Department of Catholic Schools was reorganized from the traditional model of a Superintendent and an Assistant Superintendent of Curriculum and Instruction into a model that will devote priority attention to the current issues. Initially, all parish elementary schools have been invited to participate.

Strategic Management

Through my work with Catholic School Management, I was very much aware of a strategic management program which has, for the past twenty-five years, been utilized in several hundred Catholic schools in twenty-five Dioceses throughout the United States. CSM has worked in the Diocese of Monterey in the past with Bishop Ryan in creating St. Francis Central Coast Catholic High School. I invited CSM to collaborate with me, our pastors and principals, in establishing strategic management programs for the benefit of Catholic schools in the Diocese of Monterey.

Under the strategic management program, Catholic schools will:

- Clarify their statements of philosophy, mission and vision;
- Complete long-range strategic plans;
- Implement strategic goals and objectives;
- Enhance comprehensive communication programs;
- Establish and implement comprehensive enrollment management programs, including student recruitment and retention programs;
- Initiate comprehensive development programs, including annual and planned giving initiatives.

One of the hallmarks of the strategic management program is the involvement of many individuals in a collaborative effort for the benefit of the schools. Some schools will carry out the program with School Boards (consultative or of limited jurisdiction), while others will work initially with planning committees comprised of parents, alums, alumni parents and individuals from the business, professional and civic communities.

The strategic management process has experienced Catholic school consultants on site at each participating school once every six weeks over a four- to five-year period. A specific and detailed agenda has been established for each school and each visit is planned in advance. General objectives over the course of the next several years include the following:

2008-2009 Objectives

- To review the statements of philosophy and mission to ensure that they are appropriate to position the school well for strategic planning, marketing, enrollment management, and development efforts;
- To engage the Board members in a strategic planning process designed to culminate in mission-driven goals for multiple areas of school life including enrollment, curriculum, facilities, finances, staffing, Catholic identity, ownership/governance, and development.

2009-2010 Objectives

- To assist the Board members in monitoring and implementing the strategic plan;
- To design and implement a comprehensive communication program;
- To plan for the initiation of an annual fund program;
- To work on comprehensive image and enrollment strategies.

2010-2011 Objectives

- To continue to assist the Board members in monitoring and implementing the strategic plan;
- To continue to implement and enhance the comprehensive communication program;
- To monitor and refine enrollment management programs;
- To implement a successful comprehensive annual fund program.

2011-2012 Objectives

- To assist the Board members in renewing the strategic planning process;
- To continue to implement and enhance the comprehensive communication program;
- To continue to monitor and enhance enrollment management programs;
- To expand and enhance the annual fund program in terms of the number of donors and dollars;
- To establish and implement a planned giving program.

I will attend the school strategic management tracking meetings with the consultants in order to provide perspective and consistency.

Look for more information on the specific outcomes of this program in this space as periodic updates will be posted on this website.

School Boards and Governance Issues

Extensive research has clearly shown that School Boards enhance the viability and vitality of Catholic schools at all levels. Research conducted in 1984 and published under the title “Effective Catholic Schools: An Exploration” clearly showed that those schools operating with Boards with governance responsibility were more financially viable than those with no Boards or Boards which are purely advisory.

Under the leadership of Bishop Richard Garcia, we have provided training and materials to pastors and principals throughout the Diocese with regard to the establishment and operation of School Boards operating as Boards of Limited Jurisdiction. Boards of Limited Jurisdiction are defined in *A PRIMER ON EDUCATIONAL GOVERNANCE IN THE CATHOLIC CHURCH* (J. Stephen O’Brien, ed., Washington, D.C., NCEA, 1987) and are used increasingly in Catholic elementary schools throughout the country. At the Catholic secondary school level, more than two-thirds of Catholic high schools now use Boards of Limited Jurisdiction as the preferred governance model.

Under this model, the School Boards are primarily responsible for:

- Strategic planning;
- Policy formulation;
- Evaluation of policies, plans, and Board self-evaluation;
- Financial oversight;
- Institutional advancement/development;
- Mission enhancement.

The above responsibilities are carried out subject to reserved powers held by the Pastor or Canonical Administrator. The reserved powers held by the Pastor or the Canonical Administrator in the Diocese of Monterey include:

1. Approval of the philosophy and mission statements for the school;
2. Establishment of the Board of Directors as a Board of Limited Jurisdiction;
3. Appointment of Directors;
4. Approval of the bylaws for the Board of Directors;
5. Approval for all capital improvements, additions, structural changes;
6. Approval for all borrowings;
7. Approval and ratification of annual operating budgets;
8. Appointment of legal counsel and approval to initiate or defend litigation;
9. Approval of auditing counsel;
10. Oversight to ensure no alienation of Church property;
11. Appointment, evaluation, renewal, or termination of the Principal/CEO based on the Board’s recommendation.

During the strategic management meetings and other regularly scheduled occasions, Board members will continue to receive in-service training with regard to Board roles and responsibilities, Board functioning, and the work of individual standing committees. Standing committees will include:

- Executive;
- Mission enhancement;
- Planning and policy;
- Committee on Board members;
- Finance;
- Development;
- Buildings and grounds.

On the recommendation of the Presbyteral Council, Bishop Garcia has also approved a unique program whereby individual Pastors may sign a resolution transferring their canonical responsibility for the Catholic school in their parish back to the Bishop. The Bishop then appoints a Canonical Administrator to carry out the reserved powers for the benefit of the school. Bishop Garcia has appointed me as Canonical Administrator of the following schools:

- Junipero Serra School, Carmel;
- Good Shepherd School, Santa Cruz;
- Sacred Heart Parish School, Hollister;
- St. Patrick's School, Arroyo Grande.

Under this arrangement, it is important to note that the Pastor continues to serve as the spiritual leader of the school. As Canonical Administrator, I will work closely with each Pastor, keeping him informed of school happenings and seeking his input as major decisions are made.

I look forward to providing periodic updates on both of these initiatives as well as on the achievements of our wonderful Catholic school principals, teachers and students.

Sincerely,

Kim R. Pryzbylski, Ph.D.
Superintendent of Schools