



**Summary of Town Hall Meeting  
Wednesday, January 25, 2012  
Pathways to Promise**

Over the past 6 months an organizational assessment has taken place called Pathways to Promise. It was commissioned by Waukesha Catholic as a way for the system to be proactive in determining its future. The study was also undertaken so that Waukesha Catholic can position itself even better than it has in meeting its challenges as well as unknown issues in the future.

The presentation was led by Joan Feiereisen of the Fund Development Corporation. She was the lead manager of the study. All of the observations and recommendations in the study were based on a very extensive method of research and analysis.

Overall perceptions were positive and showed that Waukesha Catholic is a healthy school system.

Observations were reported in the following areas along with recommendations;

**Academics**

**Observations and Analysis**

- The strong academic product at Waukesha Catholic is one of its most significant case elements
- Test scores are impressive
- Curriculum is comprehensive
- Graduates succeed in high school and beyond
- Catholic identity is strong and ensures education of the whole child
- Parents did not support implementing new models of education
- Smaller but impactful program offerings and enhancements would be supported
- Programs for students in the areas of special needs or gifted and talented would be welcome
- Technology integration was noted for its importance into any curricular model

**Recommendations**

- Incorporate cutting edge technology into the curriculum
- Build on the elements in Café Create to develop a stronger fine arts program
- Offer support services for special needs and gifted students
- Explore partnering with Catholic Memorial on educational initiatives

## **Enrollment** – *Expanding Impact and Increasing Earned Revenues*

### **Observations and Analysis**

- Enrollment is the single most important factor that influences the viability of a school system
- There is no formal communication or marketing plan
- Waukesha Catholic has unique challenges because it is a three campus school supported by four parishes
- There is a lack of a strong system brand
- Maximizing enrollment is essential to the financial health of the school system
- Financial aid needs have been rising and will continue to do so
- Raising more dollars for financial aid is a high priority
- All families should be made aware that they are in essence receiving a “double scholarship” of parish subsidy and “gap” funding
- The Hispanic population is growing – there is an opportunity to enroll more Hispanic families

### **Recommendations**

- Create an ad-hoc branding task force to develop a communications campaign to improve brand recognition
- Work with the parishes to standardize the messaging about the school especially on parish websites
- Add the position of Recruitment and Marketing Director
- Create and implement a Parent Ambassador Program
- Develop an annual targeted marketing plan
- Provide additional orientation and support for Spanish-speaking families

## **Development** – *Increasing Contributed Revenues*

### **Observation and Analysis**

- There is potential for much higher annual fund revenues
- Understaffing has caused there to be a lack of fundraising muscle
- Using the term Advancement instead of Development confused people

### **Recommendations**

- Use the Building Blocks of Development to grow third source revenue
- Have a Development position that only does development and who’s focus is solely contributed revenues

## **Finances** – *Creating Sustainability*

### **Observations and Analysis**

- Waukesha Catholic operates with a break-even /deficit budget each year
- In the current financial picture there is no allowance for salary or benefit increases
- The budget is based on previous years rather than having a strategic budget process
- Waukesha Catholic does not project multiple factors and scenarios when creating its budget

### **Recommendations**

- Create an alternative budget process – consider zero-based budgeting, especially during transitional times
- Develop clear reports outlining cash accounts and use of funds

- Utilize the pro formas provided in this assessment for setting goals in enrollment and third source fundraising
- Implement assessment recommendations

## **Building a Strong Catholic Community** – *The Parish Relationship*

### **Observations and Analysis**

- Waukesha Catholic is still essentially a parish school – but with four parishes
- Financial support from parishes in the form of subsidy can be difficult to predict
- The parishes having funding challenges themselves – presently their revenues are down

### **Recommendations**

- Adopt a parish subsidy formula that actually reduces the parish contribution if enrollment increases
- Develop a Parish/Parent compact that shows and explains expectations of both parties
- Have a more visible presence for the school in the parishes outside of Catholic Schools Week

## **School Structure and Facilities**

### **Observations and Analysis**

- Three different grade and campus configurations were examined
  - Reducing to two campuses – one K-5 and one grades 6-8
    - Significant outlay of capital dollars
    - Minor operational cost saving
    - Enrollment restrictions would hinder growth and cause waiting lists
  - Three campuses reconfigured with early grades, intermediate grades, middle school
    - **Enrollment Advantage:** Creates an Early Childhood Center for Kindergarten, Preschool and Daycare
    - **Financial Advantage** – being able to have the cost-effective number of classes per grade
    - **Educational Advantage** – more cooperation and collaboration between grade-level teachers
  - One campus with separate middle school building or wing
    - Land possibility at St. John Neumann
    - Large undertaking but significant operation cost savings
    - Middle School can have separate wing or building and could become regional
    - Could be a long-term but exciting goal that would stimulate growth and enthusiasm

### **Recommendations**

- Consider adopting the three campus model in the reconfigured format (see above)
- Begin the dialogue about a future one campus model with a regional middle school

## **Governance and Administrative Models** – *Leading with Wisdom and Vision*

### **Governance Model**

#### **Observation and Analysis**

- A school board (our governance model) is more complicated because we are a system
- Stakeholders lacked knowledge about the Waukesha Catholic Board

- One year terms are too short
- One representative from each parish council is constricting
- Committees are not as effective as they could be

### **Recommendations**

- Consider a more strategic nominating system
- Lengthen the terms for parish council representatives or
- Instead add another at-large member who would regularly report on the School system to their Parish Councils
- Conduct an evaluation of the current committee structure and revamp as necessary

### **Administrative Model**

#### **Observation and Analysis**

- The current structure is viewed as top-heavy but actually it has significant holes
- It was revealed during the study that multiple retirements would be occurring

#### **Recommendations**

- Consider a different Administrative Model
  - One lead principal with an associate principal for each campus
- Strengthen the "business" side of the model
  - Director of Business Operations , bookkeeper, IT coordinator, development director, recruitment director and an assistant

### **Carolyn Caruso (Director) and Fr. John Schreiter (Interim Pastor Liaison) led the next phase of the Town Hall Meeting**

#### **Carolyn Caruso**

- Announced the retirements of Bob Radomski and Kathy Rempe
- Bob Radomski is Principal at Waukesha Catholic, St. William Campus and has been for 12 years
- Kathy Rempe is Principal at Waukesha Catholic, St. Joe Middle School has been for 13 years
- She thanked both of them for their dedication to the families and children of Waukesha Catholic
- She also announce her own retirement from Waukesha Catholic after 14 years
- It was stressed that all of them support the recommendations of the Pathway to Promise assessment including the new school configuration and administrative model

#### **Fr. John**

- Stressed that the Pastors spent a lot of time reading and reflecting on the Pathways to Promise assessment
- He stated that the Pastors fully embrace and support the recommendations
- He stressed that the Pastors see value financially and educationally of changing the school configuration and the administrative model
- Because of the retirements that Carolyn Caruso announced the Pastors felt it was necessary to move right away on the leadership issue
- The Administrative Team recommended that Lisa Kovaleski be considered as the Principal (leader) in the newly structured administrative model

- The Pastors needed to be sure of that for themselves
  - They interviewed Mrs. Kovaleski with questions that were very directed not only to the new model but to her leadership skills
  - Through the interview they found her to be the best leader for the school at this time
  - They formally negotiated with her the terms of the contract
- He announced that the Pastors were unanimous in their appointment of Lisa Kovaleski to the position of Principal of Waukesha Catholic
- He also announced that the Pastors support the reconfiguration of the schools in the school year 2013-2014

Carolyn Caruso

- Stated that she, Mr. Radomski and Mrs. Rempe unequivocally support Lisa Kovaleski
- She reiterated Lisa's qualifications
- Announced that she and the Administrative Team will be working very closely together in the months ahead to ensure a smooth transition
- Thanked everyone for coming and expressed hope that they will all be ambassadors moving forward with the new Administrative Model and the reconfiguration of the campuses

Joan Feiereisen

- Lead a Question and Answer session to close the Town Hall Meeting
- She also handed a FAQ of potential questions which follows

## Waukesha Catholic

### FAQ – Potential Questions

- ***These are a lot of changes. How soon will all of this happen?***  
 There are a lot of changes recommended in the report. We have been given a suggested implementation timeline for instituting these changes. We will be finalizing this timeline as plans are solidified. We do know that we will be changing the Administrative structure for next year and make the campus adjustment the following school year – 2013-14. We will be in constant communication with all Waukesha Catholic stakeholders as plans are finalized.
- ***It seems like there are a lot of positions being added. How is all of this being paid for? Is our tuition going to go up a lot to pay for all of these changes?***  
 The Finance Committee will be working with five year financial projections given to us by FUND DEVELOPMENT CORPORATION who did the study. Their projections show that because two of the key positions – the Development Director and Recruitment Director – are revenue-producing, increased contributions and tuition dollars will pay for the new positions. We will also be saving some money due to the administrative restructuring of one principal and three associate principals.

- *How will busing be affected by this change in campuses?***  
 Because Waukesha Catholic will now be considered to be one school with a single option for each grade, the busing district is actually more open for families. Because families can't choose their school campus, they are eligible for busing as long as they meet the distance guidelines.
- *How am I supposed to get my kids to three separate campuses and have them all there on time?***  
 We have more planning to do to ensure this smooth transition. We will be working on a staggered school start schedule to help parents and busses with timing. We will also be looking at promoting car pools.
- *What is the difference between having a Director and one principal? How can one principal run all of these sites?***  
 The Director was split in her duties between the "business" side of the school and the "academic" side. With the addition of a Recruitment and Marketing Director, making the Development Director a full time fundraiser, and expanding the Business Office personnel, the Principal's duties will be weighted more heavily toward the academic side. She will be spending regular time in each school building and work closely on curriculum and teacher development with the Associate Principals. The Associate Principals will be at the schools to be the consistent presence in the buildings.
- *How is more technology going to be added? Do we have to buy laptops for our kids? How will it enhance learning?***  
 There is a Technology Committee that is working on a comprehensive technology plan. Technology will not be added for its own sake but will be thoroughly integrated into the curriculum. The funding for technology will be come through increased operating and contributed revenues.
- *I would like to be on the Board or a committee? Who should I let know I am interested?***  
 There will be more information coming on the Board and committee membership. It would be a good idea to let your pastor and Lisa Kovaleski know that you are interested in becoming involved.
- *How soon can we expect to see more contributions and a higher enrollment?***  
 While these strategies will take some time to be fully effective, Fund Development Corporation has projected some substantive increases after the first full year of strategy implementation.
- *Are we going to get the specials back that were cut like Art in the younger grades?***  
 It will definitely be a goal to fully fund all of our special programs. The feedback from the study showed that these subjects are important to parents and increased revenues from new initiatives in recruiting and fundraising can help to fund them.