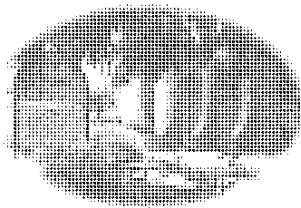
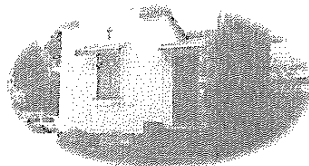
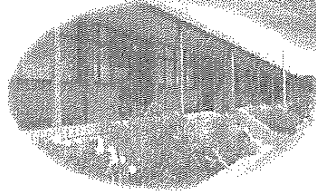
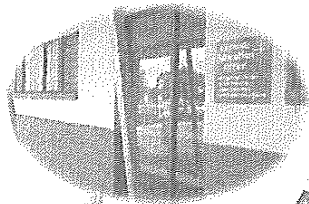


**DIOCESE OF TOOWOOMBA
CATHOLIC EDUCATION OFFICE**



Charter



An overview of the
pastoral culture,
organisation, resourcing,
and relationship dimensions
of the
Catholic Education Office

Issued by

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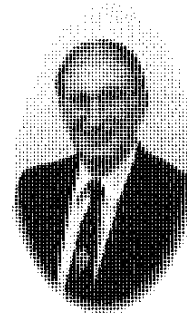
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My dear brothers and sisters in Christ,

I welcome this opportunity to introduce and endorse the ministry of people within the Catholic Education Office (CEO). Theirs is a vocation central to, and supportive of, my own responsibilities within education. They constitute a servant community, a people of service in communion with our schools and other faith communities.

This revised Charter captures the essence of the earlier editions and re-states and updates what has emerged in terms of structures and responsibilities. I commend it to you as a document which summarizes directions and allows for openness in ministry. While endorsing this Charter and commending it to you, I pay tribute to those many people, who, for more than three decades, have given of their gifts and so provided the foundation for what we experience.

Yours in Christ,

A handwritten signature in black ink, reading "William Morris DD".

WILLIAM MORRIS DD
Bishop of Toowoomba
March, 2003



PASTORAL CULTURE

Christ As Our Centre

The cultural heritage and mission for Catholic Education is found in the life and revelation of Jesus. It is His vision that is taught, modelled and used as a basis for all that occurs. It is a vision centred on the reign of God, the Good News that God is active in our world, transforming and liberating (giving life to) all aspects of human existence and creation.

Church Mission

As Christians today, we recognise that we are people of God and carry on the Church's mission of:

- service (especially to the marginalised of our society);
- community formation;
- teaching and proclaiming;
- worship and celebration.

Drawing from Luke the Evangelist, the vision of the Diocese is to be a 'pilgrim people living God's dream...'. "To bring good news to the poor, to proclaim release to captives, to bring about recovery of sight to the blind, to let the oppressed go free, to proclaim the year of the Lord's favour." (Luke 4:18-19) The mission of the Diocese, in the context of Christ's dream, is:

"We are Christian faith communities, called to work together in a spirit of trust and openness, to bring about hope, love, justice and peace in our world."

Through Baptism, we are called to live out God's dream, by embracing action for social justice, developing and updating faith education and spirituality, respecting and honouring faith traditions,

promoting and celebrating life-giving liturgy, evangelising life and culture and exploring various pastoral leadership models.

As Catholic educators, our core identity is embedded in this mission of Church. The essence of our educational philosophy is a Catholic view of human life, as made in the image of God, and the Christian vocation of co-creation of the kingdom, as disciples of Christ. Our goals, and all we do, grow out of the tradition of Catholic education, which views Christ as the cornerstone of our service and the centre of our communion.

Catholic Education Vision

Our vision is to offer life-long Catholic education so that each person may know, and come to be identified more fully with, the living Spirit of Christ. This Spirit, working through the faith community, calls all involved in Catholic education "to act justly, love tenderly, and walk humbly with their God ..." (Micah 6:8)

CEO Mission and Aims

We proclaim our mission as:

"With Christ at the centre of our mission, we commit ourselves to serving the Diocese with faithfulness, patience, love, humility and hope".

We aim to nurture a life-giving Catholic culture (to) foster opportunities for holistic education (through) quality service, support and promotion (of) student, family, school, parish and agency development. These aims are exercised through processes of consultation and collaboration. Such processes respect, accept, celebrate and address cultural differences and issues of justice, especially with respect to Indigenous peoples, gender, race, age and socio-economic status.

Delegations

At a Diocesan level, the professional needs and organisational complexity within Catholic Education necessitate the appointment, by the Bishop, of a delegate to act on his behalf. This delegation is made to the person holding the position of Director, Catholic Education Office. It is out of this delegation, and the attendant responsibilities associated with it, that the administrative relationships between the CEO, diocesan and parish schools, and agencies take shape. While the detail of these relationships will vary, the following responsibility areas of Education, Policy, Governance, Accountability, Resourcing and Renewal are common to all and entail at least the following:

- (i) Education: provision of faith education and educational support services which address a whole-of-life perspective and attend to needs within and beyond Catholic schools;
- (ii) Policy: advocacy, representation, development and implementation of policies which provide direction and quality to Catholic education;
- (iii) Governance: provision of regulations, procedures and guidelines which define employment relationships and direct general leadership and management practices;
- (iv) Accountability: provision of reports and advice as to outcomes in respect of curriculum learning and teaching, service delivery and resource usage;
- (v) Resourcing: implementation and management of systems which develop and support resourcing (personnel, capital and financial) commensurate with diocesan policy; and
- (vi) Renewal: provision of support for continuous improvement at individual and school levels, which enhances the mission and ministry of Catholic education.

ORGANISATION AND RESOURCING

How we are organised

The delegations to the CEO have given rise to an organisational structure and key result areas which have evolved in response to diocesan tradition and circumstances. This organisational design incorporates service teams of Faith Education and Curriculum; Staff and School Development; Finance, Information Systems and Administration; and the Director's Office.

CEO staff form one community and are committed to a shared vision which requires a common set of responsibilities for all members. These include a commitment to community, support for policy, appropriate representation and the alignment of skills to serve the overall mission.

As well, each staff member belongs to a team which has more defined responsibilities. Each team is oversighted by a team leader who, in association with other senior staff, form a leadership team. The responsibilities of all staff members and those for each team are listed in the following table. The combination of all responsibilities provide a current response to the delegations of Education, Policy, Governance, Accountability, Resourcing and Renewal.

How we are Resourced

Governments (State and Commonwealth) provide financial resources on a needs basis to a contracted authority. The expectation is that distribution of these resources be on a similar principle of need, by the contracted authority to its constituent groups.

PERSONNEL KEY RESULT AREAS

Whole Of Office			
<p>Community: Formation, pastoral care, communion and continuing education in faith and professional development</p> <p>Policy: Support for Catholic Education Board Policy development, implementation & review</p> <p>Representation: Catholic Education representation & committee support</p> <p>Alignment: Personal application of leadership, management and administration skills to professional practice</p>			
Divisional Teams			
Director's Office	Faith Education & Curriculum	Staff & School Development	Finance, Information Systems & Administration
<ul style="list-style-type: none"> • Bishop, Clergy & Diocesan Agency Support • CEO Accountability & Reporting • Employment of Diocesan Catholic Education Personnel • Executive Support to Catholic Education Board • Industrial Policy Authorisation • Leadership Team Coordination • Overall Leadership & Pastoral Care of CEO Personnel • Professional Community Networking • School & Office Liaison • Strategic Initiatives Coordination 	<ul style="list-style-type: none"> • Key Learning Area (P-12) consultancy • Curriculum Innovation • Personal Development Education • Post Compulsory Schooling Curriculum • Religious Education & Curriculum Resources • Religious Education • Spirituality & Adult Faith Education • Special Religious Education (SPRED) • State School Religious Education • R. Ed. Accreditation • Social Justice Education and Perspective 	<ul style="list-style-type: none"> • Accreditation of Schools • Principal Selection, Supervision, Appraisal and Networking • Staff Allocations, Appointments & Induction • Co-ordination of Targeted Commonwealth Programs including Indigenous Education • Education Support Services (therapy and counselling) • School Board Support • School Renewal Support • Personnel Performance/Intervention 	<ul style="list-style-type: none"> • Administration • Board and Leadership Team Support • Capital Programming and Maintenance • Financial Consultancy for Schools • Financial Systems & Reporting • Fleet Management • Industrial Negotiation/Interpretation • Information Communications Technology • Payroll and Personnel Service • Reception & Hospitality • Records Management • Statistical Research & Analysis • Workplace Health & Safety

- (a) Commonwealth - to the Corporation of the Roman Catholic Bishops of Queensland, with QCEC as delegated agent of Bishops.
- (b) State - to the Corporation of the Roman Catholic Diocese of Toowoomba, with CEO as delegated Agent of Bishop.

Diocesan distribution of resources occurs under the following parameters:

- (a) Diocesan schools:
Budgets prepared locally for submission to Diocesan Finance Board through:
 - (i) Finance Committee of Education Board;
 - (ii) Education Board.
- (b) Parish schools:
 - (i) Operational budgets prepared and authorised locally with monitoring by the Finance Committee of Education Board.
 - (ii) Recurrent funding for salaries, administration and support all managed by the Catholic Education Office on behalf of the Corporation. Parameters of management established by the Education Board and monitored by the Finance Committee of Diocesan Education Board. In turn, the Diocesan Finance Board authorises and monitors financial operations and parameters on behalf of the Bishop.
 - (iii) The principal means for distribution of recurrent funds to parish schools is via the staffing formula. Differentiation of support is based on class profile, school numbers, isolation, school resourcing levels, socio economic status.
 - (iv) The authority for distribution mechanisms rests with the Bishop on the advice of the Board.
 - (v) The tradition and policy of the Diocese is that Catholic Education be provided in city, inner-downs and western centres. This accords with Canon Law and reflects a history of commitment by priests, religious and families. A reasonable distribution formula, in accordance with legislation and agreements, allows for continuity of some schools.

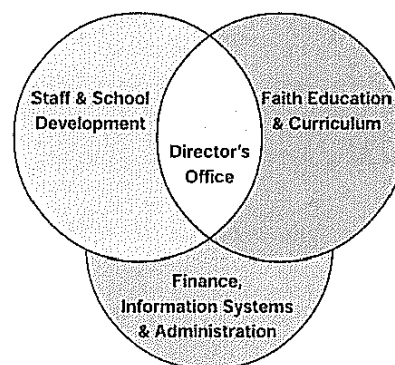


CEO staff are supported from four financial sources:

- (i) personnel and operational costs funded from recurrent government grants to provide diocesan leadership and management;
- (ii) personnel and operational costs funded by recurrent grants to provide direct student and school services;
- (iii) personnel and operational costs funded from specific targeted programs designed to enhance the quality of educational endeavour within schools;
- (iv) personnel and operational costs funded by diocesan resources for specific purposes (eg. special religious education, state schools' religious education, workplace health & safety).

The complement of CEO staff, specifically group (i) above, is within the limits endorsed by the Catholic Education Board, is comparable with other Catholic Education Offices of equivalent size, and does not exceed provision applicable in the broader educational environment. Staff provision in groups (ii) to (iv) is dependent upon annual funding, continuation of priorities and consultation with funding sources.

CEO Organisational Structure



RELATIONSHIPS

Authority

The CEO is the educational executive arm of the Bishop. It operates under the authority of its Director, to whom the Bishop has delegated the leadership, management and administration of Catholic Education in the Diocese. Key relationships of the CEO exist with the Bishop, Clergy, Catholic Education Board, schools (both diocesan and Religious Institute owned), parishes, agencies and commissions within the Diocese and with similar bodies at state and national levels.

Bishop and Clergy

The Bishop is the proper pastor of the diocese as a whole, and has authority over the whole diocese, including the parishes that constitute it. (cf. c. 391 §1; c. 394 §1). He exercises that pastoral role largely in an indirect manner, entrusting the people in parishes to a parish priest as their proper pastor. The parish priest makes his own decisions, but always in the spirit of the Bishop's counsels and policies. The parish is an individual, but non-autonomous, portion of the diocesan community.

The CEO exists as part of the diocesan curia and assists the Bishop in directing pastoral action and providing for educational administration and support. The CEO, through the Director, is accountable to the Bishop, in accordance with its delegated charter of responsibilities.

The pastoral care of the community of Christ's faithful within a parish is entrusted to the parish priest. In all Catholic parish educational matters, the CEO operates in partnership with the parish priest who is called to share in the ministry of the Bishop in teaching, sanctifying and governing with the cooperation of others, in accordance with the law. The nature of the partnership arrangement



calls for an understanding of respective diocesan and parish responsibilities and a commitment to interdependence and diocesan communion.

Catholic Education Board

Appointed by the Bishop, the Catholic Education Board operates within the general pastoral and educational goals of the Diocese. The aim of the Board is to help the Catholic education identity take shape within the Diocese. It does this by developing and monitoring educational policies which are consistent with the Diocesan education Vision and Mission Statements and Strategic Initiatives Plan.

The Board's process in policy development is visionary, developmental, coordinative and evaluative. The Board facilitates the policy process by means of shared wisdom.

The Board also cooperates with, and supports, the Queensland Catholic Education Commission, National Catholic Education Commission and the Australian Bishops in furthering the ideals of Catholic Education in Australia.

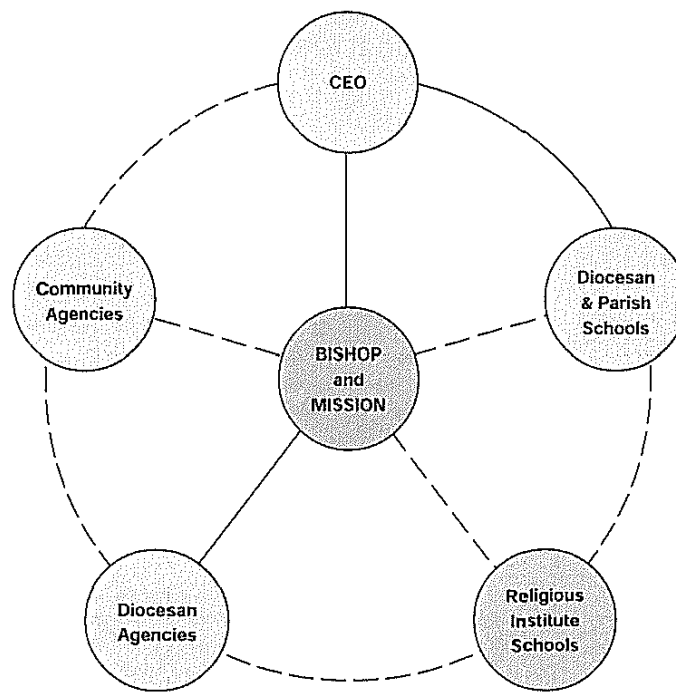
Schools, Parishes, Agencies and Commissions

Recognising that while schools, parishes, educational agencies and commissions possess their own identity, each exists as part of the one Diocese. The model is that of an interdependent community of schools and services drawing support and ownership within parish and local community, but also operating in communion with one another, under the Bishop.

The CEO acts in partnership with priests, parents, staff, school and parish communities. This entails regular visits and contact, necessitates clear communication, and the establishment of trust and support across the Diocese.

The CEO also works collaboratively with schools administered by Religious Institutes, diocesan Councils and Commissions and Boards (e.g., Priests' Council, Diocesan Council of Parents and Friends, Ministry for Pastoral Vision, Finance Board, etc.) and community services in the promotion of a cohesive vision and a shared responsibility for the good of the whole Diocese. A spirit of openness and participation will characterise this collaborative support. A diagram depicting the broad relationships of the CEO with other Diocesan entities is given below.

Diocesan Relationships



--- Participation and Collaboration
 — Coordination, Participation and Collaboration



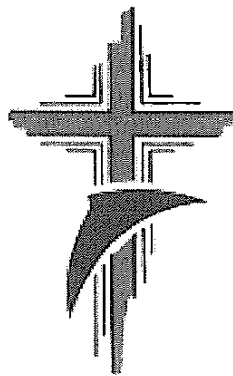
Our Symbol

The symbol chosen for Toowoomba Catholic Education is the gold layered cross with the red flame superimposed on the lower section.

The cross, the age old Christian symbol, is shown as layered to indicate that it embraces all who would follow Christ. In gold, it represents the transcendence and centrality of Christ.

The flame symbolises the Holy Spirit, Christ's gift to us. It is depicted in red to illustrate the western geographic context of the ministry undertaken by diocesan staff.

The Micah theme provides a link to the Vision Statement for Catholic Education in the Diocese. The themes of justice, love and humility serve as performance indicators to ministry.



*...act justly; love tenderly; walk humbly with your God
[Micah 6:8]*