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ABSTRACT

Until recently there had been no systematic effort to gather comparable data from public and private schools. However, for the years 1976-77 through 1978-79, with the cooperation of the National Catholic Education Association and the Council for American Private Education, the National Center for Education Statistics surveyed all known private schools to acquire data on enrollments, staffing, and finances. Selected information has been summarized and published, and more publications are forthcoming. The data contained here focus on the enrollment of school-age children in public and private schools; the percentage of students in public, Catholic, and other parochial and private schools; the operating costs of Catholic elementary schools (by region and state); the size of Catholic elementary schools; the sources of revenue of Catholic elementary schools; the tuition ranges of Catholic elementary schools; and the pupil-teacher ratios of public and private schools and of Catholic elementary schools. (Author/IRT)

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# Catholic Elementary Schools And Their Finances 1980

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## CATHOLIC ELEMENTARY SCHOOLS AND THEIR FINANCES

Until recently, there had been no systematic effort to gather comparable data from public and private schools. However, for the years 1976-77 through 1978-79, with the cooperation of the National Catholic Educational Association (NCEA) and the Council for American Private Education (CAPE), the National Center for Education Statistics surveyed all private schools known to exist to acquire data on enrollments, staffing, and finances. Selected information has been summarized and published, and more publications have been promised.

The following statements were made by Marie D. Eldridge, Administrator of NCES, regarding some statistical realities related to public and private education, as revealed by this three-year effort:

"America's system of private schools represents an important component of the nation's elementary and secondary education system. Private schools-

- control about 18% of the schools,
- enroll about 10% of the students,
- employ about 11% of the teachers,
- account for about 10% of the high school graduates,
- have generally lower pupil/teacher ratios than public schools,
- tend to be smaller in enrollment size than public schools."

In short, private education remains a powerful force affecting the American educational scene.

Catholic schools dominate private education statistically, operating one-half the total number of schools, enrolling almost two-thirds of the total number of pupils, and employing more than one-half of the total number of teachers. The following figures reflect Catholic elementary school dynamics of the past few years:

	Schools	Pupils	Teachers	
			Lay	Religious
1976-77.....	8,265	2,483,000	66,146	33,870
1977-78.....	8,223	2,421,000	68,231	31,508
1978-79.....	8,159	2,365,000	69,584	28,955
1979-80.....	8,100	2,293,000	70,356	27,368

The rate of enrollment decline since 1976-77 (about 2%) is approximately equal to the decline in the number of school-age children. Lay teachers continue to replace religious staff, and this adds to the financial problems, but the essential character and quality of the school do not seem to be affected. Catholic elementary education lives with many problems, but recent data indicates a stable situation and a supportive demand.

As Table 1 shows, both public and private education are being affected by the declining number of elementary and secondary school-age children (5-17 years). Ages 5-13 should stabilize about 1985. However, the number of high school age children (14-17) will continue to decline during the 80's.

Table No. 1  
School-Age Children and Enrollments  
1970 to 1986

Reported	School-Age Index		Enrollment		
	5-13	14-17	Total	Public	Private
1970.....	100.0	100.0	51,309,000	45,909,000	5,400,000
1971.....	98.5	102.2	-	46,081,000	-
1972.....	96.7	103.8	-	45,744,000	-
1973.....	94.7	104.9	-	45,429,000	-
1974.....	92.9	105.6	-	45,053,000	-
1975.....	91.3	105.8	-	44,791,000	-
1976.....	89.8	105.4	49,514,000	44,335,000	5,179,000
1977.....	87.7	104.7	48,782,000	43,687,000	5,095,000
1978.....	85.4	103.4	47,918,000	42,840,000	5,078,000
<b>Projected</b>					
1979.....	83.6	100.9	46,930,000	41,930,000	5,000,000
1980.....	82.5	97.7	46,094,000	41,094,000	5,000,000
1981.....	81.5	94.2	45,387,000	40,387,000	5,000,000
1982.....	80.8	91.0	44,809,000	39,809,000	5,000,000
1983.....	80.3	89.3	44,528,000	39,528,000	5,000,000
1984.....	79.9	89.3	44,546,000	39,546,000	5,000,000
1985.....	80.0	89.8	44,794,000	39,794,000	5,000,000
1986.....	81.2	88.8	45,244,000	40,244,000	5,000,000

Sources: Projections of Education Statistics to 1986-87, National Center for Education Statistics, p. 156  
Selected Public and Private Elementary and Secondary Education Statistics, 1976-77 through 1978-79, NCES

Note: The distinction between "Reported" and "Projected" is accurate for the enrollment figures, but estimates used for the "school-age children" index after 1976 are projections by the U.S. Census Bureau.

Table No. 2  
Elementary School Statistics  
1978-79

	Schools	%	Pupils	%	Teachers	%
Public Schools	61,843	82.8	28,765,000	90.5	1,187,000	89.5
Catholic Schools	8,159	10.9	2,365,000	7.4	98,500	7.4
Other Church-Related	3,346	4.5	461,000	1.5	27,000	2.0
Other Private Schools	1,384	1.8	185,000	0.6	14,000	1.1
Total Elementary...	<u>74,732</u>	<u>100.0</u>	<u>31,776,000</u>	<u>100.0</u>	<u>1,326,500</u>	<u>100.0</u>

Sources: Estimates of School Statistics, 1979-80, NEA  
Selected Public and Private Elementary and Secondary Education Statistics, 1976-77 through 1978-79, NCES  
Projections of Education Statistics to 1986-87, NCES

### General Comments

NCEA is often asked for national data regarding Catholic school expenditures and revenues. Limited information is collected annually by NCEA from schools and diocesan offices, and is used to discuss the financial dimensions of Catholic education with the appropriate educational agencies and federal authorities. It should be remembered, however, that the financial figures used here are not "facts," but estimates and guidelines, as are most national statistics.

All of our estimates are of operating revenues and expenses only, and say nothing of capital improvements or debt retirement provisions. Also important is the fact that Catholic elementary schools do not formally record the value of the Contributed Services of religious community members or diocesan clergy. Consequently, total operating revenues and expenses are understated by the value of these donated services. The elementary percentage is unknown but, on the Catholic high school level, these Contributed Services constitute about 14% of the total operating revenue.

### Estimate of National Operating Expenses

Our best estimate is that Catholic elementary schools spent about \$1.3 billion for operating expenses in 1978-79. The national per pupil cost rose to \$548, a 10% increase over 1977-78. The following summary provides some interesting comparisons:

	Total Operating Expenses	Enrollment	Per Pupil Cost
1970-71	\$ 806 Million	3,359,300	\$240
1976-77	\$ 1,149 Million	2,483,100	\$463
1977-78	\$ 1,213 Million	2,421,200	\$500
1978-79	\$ 1,295 Million	2,364,800	\$548

Higher salaries and costs cause the total amount spent annually to continue to increase, despite fewer students.

Table 3 lists each state with its estimated per pupil cost and total operating expenses. It is difficult to compare the national 1978-79 per pupil cost of \$548 with the public sector, since Catholic schools do not book Contributed Services and public schools combine elementary and secondary costs.

### Past Efforts and Estimates

Reliable state, regional, and national estimates can be made from realistic PP costs. The following summary of previously estimated per pupil costs generally illustrates what has happened to Catholic elementary school finances:

	PP Cost	Increase	
		- %	
1969-70	\$200	-	
1970-71	240	20.0	
1971-72	280*	16.7	*Estimated; other
1972-73	315	12.5	costs have been
1973-74	350	11.1	reported
1974-75	385*	10.0	
1975-76	420*	10.0	
1976-77	463	10.0	
1977-78	500	8.0	
1978-79	548	9.6	

In the early 1970's, staff changes and revised salaries brought about a complete financial upheaval. Annual increases since then are still expensive but seem to be in the 10% range, probably reflecting a continuing struggle to hold school expenses to a level which can be met with revenue increases.

Table No. 3  
Catholic Elementary School Operating Costs  
1978-79

	<u>Schools</u>	<u>Pupils</u>	<u>Per Pupil Cost</u>	<u>Estimated Expenses</u>
Connecticut	169	41,983	\$514	\$ 21,563,000
Massachusetts	258	71,224	594	42,275,000
New Hampshire	31	8,947	630	5,637,000
Rhode Island	64	17,911	429	7,684,000
Vermont	12	2,876	601	1,728,000
Maine	23	6,227	407	2,534,000
New England	<u>557</u>	<u>149,168</u>	546	<u>\$ 81,421,000</u>
Delaware	29	10,779	\$517	\$ 5,573,000
Washington, D.C.	83	25,884	550	14,236,000
Maryland	93	31,513	571	17,994,000
New Jersey	472	143,601	553	79,453,000
New York	948	329,438	529	174,312,000
Pennsylvania	796	242,942	447	108,644,000
Mideast	<u>2,421</u>	<u>784,157</u>	510	<u>\$400,212,000</u>
Illinois	679	208,305	\$607	\$126,478,000
Indiana	205	50,668	627	31,794,000
Michigan	339	102,590	690	70,751,000
Ohio	530	171,753	582	99,988,000
Wisconsin	423	96,157	594	57,071,000
Great Lakes	<u>2,176</u>	<u>629,473</u>	613	<u>\$386,082,000</u>
Iowa	150	34,422	\$662	\$ 22,785,000
Kansas	91	18,824	597	11,244,000
Minnesota	229	54,044	631	34,122,000
Missouri	281	69,934	504	35,277,000
Nebraska	98	20,043	604	12,114,000
North Dakota	33	6,101	588	3,587,000
South Dakota	28	5,182	532	2,756,000
Plains	<u>910</u>	<u>208,550</u>	584	<u>\$121,885,000</u>
Alabama	51	12,207	\$469	\$ 5,723,000
Arkansas	32	5,408	480	2,596,000
Florida	146	53,145	569	30,266,000
Georgia	30	9,448	592	5,595,000
Kentucky	162	37,633	611	22,983,000
Louisiana	197	78,562	451	35,409,000
Mississippi	37	7,681	518	3,975,000
North Carolina	38	9,008	452	4,069,000
South Carolina	26	6,397	505	3,230,000
Tennessee	44	10,540	619	6,527,000
Virginia	55	17,566	577	10,131,000
West Virginia	36	6,417	566	3,632,000
Southeast	<u>854</u>	<u>254,012</u>	528	<u>\$134,136,000</u>



### Regional Per Pupil Costs

Geographical variations appear when the per pupil costs are viewed regionally. 1978-79 PP costs for the Great Lakes and Plains regions were above national average, while all other regions were below. The Plains region has the smallest schools (average size is 230) and the lowest pupil/teacher ratios, factors producing a higher per pupil cost. The following compares regional PP costs for the past few years:

	<u>1976-77</u>	<u>1977-78</u>	<u>1978-79</u>
New England	\$403	\$465	\$546
Mideast	461	480	510
Great Lakes	509	565	613
Plains	498	532	584
Southeast	425	473	528
West/Far West	413	448	505
United States	463	500	548

Costs in the Great Lakes and the Plains appear to have increased about the national average (10%), while the Southeast and the West increased more than the average. Per pupil costs increased very slightly in the Mideast (6.3%), but greatly in New England (17.4%).

Per pupil costs are useful guidelines. At times, however, per pupil costs may not reflect cost changes as reliably as other methods, since they vary not only with dollars expended but also with pupils served. As for relating to public school increases, public school 1978-79 per pupil costs for both elementary and secondary increased 10% over 1977-78. According to the National Education Association, this combined PP cost is estimated at \$1,666 for 1977-78 and at \$1,831 for 1978-79.

### School-by-School Cost Ranges

On the basis of the only school-by-school data available, Table 5 points out how 1976-77 per pupil costs range throughout the nation. For example, most (58%) New England schools reported a per pupil cost of less than \$400, below the national average. On the other hand, almost one-half of the schools in the Great Lakes and Plains regions reported PP costs of \$500 and over. The Mideast reported that exactly one-third of its schools had PP costs of between \$401-500.

Since the value of Contributed Services is not normally booked, and salaries for religious and diocesan staff members would usually be low, a large percentage of religious would hold down the PP cost. The following 1976-77 percentages relate full-time religious to per pupil costs:

	<u>Sisters</u>	<u>Male Relig.</u>	<u>Lay</u>	<u>Total</u>	<u>PP Cost</u>
New England	46.2%	.9%	52.9%	100.0%	\$403
Mideast	35.9	.9	63.2	100.0	461
Great Lakes	29.8	.6	69.6	100.0	509
Plains	30.9	.8	68.3	100.0	498
Southeast	25.6	.8	73.6	100.0	425
West/Far West	33.7	.9	65.4	100.0	413
United States	33.1	.8	66.1	100.0	463

New England has a high percentage of religious and most of its schools reported a low per pupil cost. The Great Lakes region has a high percentage of lay staff and the highest per pupil cost. The South and the West seem to illustrate another factor, however, i.e. the individual salary scale. For example, the West percentages are almost identical to the national average, but the PP cost is lower, presumably because salary scales are lower.

Table No. 3 (continued)  
Catholic Elementary School Operating Costs  
1978-79

	<u>Schools</u>	<u>Pupils</u>	<u>Per Pupil Cost</u>	<u>Estimated Expenses</u>
Alaska	3	451	\$576	\$ 260,000
Arizona	45	13,196	425	5,610,000
California	604	184,023	472	86,777,000
Colorado	59	13,920	577	8,028,000
Hawaii	31	11,065	489	5,411,000
Idaho	12	1,809	500	905,000
Montana	22	3,522	600	2,108,000
New Mexico	29	7,161	422	3,024,000
Nevada	11	2,827	439	1,241,000
Oklahoma	28	5,232	611	3,195,000
Oregon	54	10,589	649	6,867,000
Texas	243	61,930	517	32,038,000
Utah	8	2,197	426	936,000
Washington	85	20,024	708	14,183,000
Wyoming	7	1,447	491	710,000
West/Far West	<u>1,241</u>	<u>339,393</u>	505	<u>\$171,293,000</u>
United States	<u>8,159</u>	<u>2,364,753</u>	\$548	<u>\$1,295,029,000</u>

Table No. 4  
Catholic Elementary School Sizes  
1976-77, 1977-78, 1978-79

Enrollment	1976-77		1977-78		1978-79	
	<u>Schools</u>	<u>%</u>	<u>Schools</u>	<u>%</u>	<u>Schools</u>	<u>%</u>
1-100.....	571	6.9	543	6.6	530	6.5
101-200.....	1,971	23.8	1,924	23.4	2,023	24.8
201-300.....	2,633	31.8	2,696	32.8	2,799	34.3
301-400.....	1,259	15.2	1,250	15.2	1,150	14.1
401-500.....	729	8.8	724	8.8	702	8.6
501-750.....	870	10.5	863	10.5	775	9.5
751-1000.....	190	2.3	173	2.1	147	1.8
Over 1000.....	58	.7	50	.6	33	.4
Total.....	<u>8,281</u>	<u>100.0</u>	<u>8,223</u>	<u>100.0</u>	<u>8,159</u>	<u>100.0</u>

Source: School Marketing Services, Curriculum Information Center

Table No. 5  
Elementary Per Pupil Operating Costs - Percentages by Region  
1976-77

	<u>Less Than \$300</u>	<u>\$300- 400</u>	<u>\$401- 500</u>	<u>\$501- 600</u>	<u>Over \$600</u>	<u>All Schools</u>
New England	19.2%	38.9%	24.4%	11.1%	6.4%	100.0%
Mideast	10.0	24.5	33.3	18.4	13.8	100.0
Great Lakes	4.4	16.4	29.6	26.8	22.8	100.0
Plains	5.2	17.5	29.0	25.0	23.3	100.0
Southeast	14.6	29.9	29.6	15.2	10.7	100.0
West	16.6	34.7	27.2	11.5	10.0	100.0
United States	10.1	24.7	29.9	19.5	15.8	100.0

### Estimate of National Operating Revenue

Of the 161 dioceses in 1978-79, 127 (79%) supplied useable data about the sources of revenue which met the operating expenses of \$1.3 billion. The information reported seems reliable regionally, but not on a state-by-state basis, since a few key dioceses were missing.

As shown in Tables 6 and 7, the major share of \$641.1 million (49.5%) came from subsidies by the parish to the school. Tuition and Fees supplied \$512.7 million, or 39.6%. Fundraising activities provided \$78.7 million, or 6.1%. Diocesan subsidies accounted for \$20 million, about 1.5% nationally, and the "other income" category catches all miscellaneous items, many of which are offset by expenses.

Regionally, the South and the West have the lowest parish subsidy percentages, receiving most of their revenue from tuition and fees. The Midwest reflects the national averages. New England's parish subsidy is well below the national average, but it receives the highest percentage from fundraising activities (10.3%). The Great Lakes and Plains regions receive about one-fourth of their revenue from tuition and fees and about two-thirds from parish subsidy.

### Comparison of Per Pupil Revenues

Table 8 compares the best revenue data from previous years on a per pupil basis. As mentioned, parish subsidies remain the major revenue factor, but the increases in tuition and fees have changed the proportions. In 1969-70, parish subsidy supplied about 63% of the revenue and tuition 27%. By 1978-79, parish subsidy had fallen to 50% and tuition had increased to 40%.

It is interesting that the percentages have changed very little over the past five years. Catholic elementary schools are continuing the revenue patterns established by 1973-74. The amounts are greater, of course, with per pupil costs rising from \$350 in 1973-74 to \$548 in 1978-79, but the shares carried by each of the two revenue cornerstones, parish subsidy and tuition, are basically established on a national level.

Perhaps these national overview figures are indicating that each Catholic elementary school is gradually identifying its own particular "revenue package," and that as a result its financial picture is becoming more stable and predictable. Once a school finds the revenue combination which is realistic and feasible, using the elements of subsidy, tuition, and fund raising, the adjustments from year to year are less difficult to implement. Nationally, the combination is about 50% from the parish, 40% from tuition, and 10% from wherever it can be raised.

### Tuition and Basic Fee Charges

Particular tuition charges and ranges may be of interest. As Table 9 shows, almost 72% of the elementary schools charged less than \$100 for tuition and basic fees in 1970-71. During this current 1979-80 school year, only 17% of the schools charge less than \$100. About 1300 schools reported that they charged no tuition in 1970-71, while only 315 reported zero tuition in 1979-80. All charges refer to a parishoner's first child in a family.

As to how high tuition levels have risen, almost 29% of the schools now charge at least \$400. The other schools seem evenly distributed, averaging 17-18% for the four lower \$100 ranges.

Table No. 6  
Elementary School Revenue - By Source and Region  
1978-79 (Millions of Dollars)

	Tuition + Fees	Parish Subsidy	Diocesan Subsidy	Fund Raising	Other	Total
New England	\$ 35.5	\$ 28.0	\$ 6.3	\$ 8.4	\$ 3.2	\$ 81.4
Mideast	156.9	204.9	3.2	25.2	10.0	400.2
Great Lakes	105.4	243.6	6.6	17.8	12.7	386.1
Plains	31.6	81.8	.4	5.5	2.6	121.9
Southeast	83.8	37.7	1.5	6.0	5.1	134.1
West/Far West	99.5	45.1	2.0	15.8	8.9	171.3
United States	<u>\$512.7</u>	<u>\$641.1</u>	<u>\$20.0</u>	<u>\$78.7</u>	<u>\$42.5</u>	<u>\$1,295.0</u>

Table No. 7  
Elementary School Revenue - By Source and Region  
1978-79 (Percentages)

	Tuition + Fees	Parish Subsidy	Diocesan Subsidy	Fund Raising	Other	Total
New England	43.6%	34.4%	7.7%	10.3%	4.0%	100.0%
Mideast	39.2	51.2	.8	6.3	2.5	100.0
Great Lakes	27.3	63.1	1.7	4.6	3.3	100.0
Plains	25.9	67.1	.3	4.5	2.2	100.0
Southeast	62.5	28.1	1.1	4.5	3.8	100.0
West/Far West	58.1	26.3	1.2	9.2	5.2	100.0
United States	39.6	49.5	1.5	6.1	3.3	100.0

Table No. 8  
Per Pupil Revenue  
1969-70 to 1978-79

Source	1969-70		1973-74		1978-79	
	Amt.	%	Amt.	%	Amt.	%
Tuition + Fees.....	\$ 54	26.8	\$135	38.6	\$217	39.6
Parish Subsidy.....	126	63.1	185	52.9	271	49.5
Diocesan Subsidy.....	3	1.3	4	1.1	8	1.5
Fund Raising + Other.....	17	8.8	26	7.4	52	9.4
Per Pupil Revenue.....	<u>\$200</u>	<u>100.0</u>	<u>\$350</u>	<u>100.0</u>	<u>\$548</u>	<u>100.0</u>

Table No. 9  
Elementary School Tuition Ranges - By Percentage  
1970-71 to 1979-80

Tuition Charges	1970-71	1973-74	1976-77	1979-80
Under \$100.....	71.7%	33.5%	20.8%	17.2%
\$100-199.....	21.6	35.0	24.7	17.2
\$200-299.....	4.1	19.8	23.0	18.1
\$300-399.....	.9	8.8	19.1	18.8
\$400 and Over.....	1.7	2.9	12.4	28.7
All Schools	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>

Table No. 10  
Pupil/Teacher Ratios - Public and Private Schools  
1976-77 thru 1978-79

School Year	Pupils per Teacher	
	Public	Private
1976-77 .....	20.3	18.8
1977-78 .....	19.9	18.5
1978-79 .....	19.4	18.5

Source: Selected Public and Private Elementary and Secondary Education Statistics, 1976-77 thru 1978-79, National Center for Education Statistics

Table No. 11  
Catholic Elementary Pupil/Teacher Ratios - By Percentage

	Under 21:1	21- 28	29- 36	Over 36:1	All Schools
New England	13.3%	58.4%	26.8%	1.5%	100.0%
Mideast	20.0	45.2	29.3	5.5	100.0
Great Lakes	19.5	56.3	22.9	1.3	100.0
Plains	44.5	50.6	4.8	.1	100.0
Southeast	22.5	52.9	23.6	1.0	100.0
West/Far West	18.1	38.0	33.9	10.0	100.0
United States	22.1	49.4	24.8	3.7	100.0

### Pupil/Teacher Ratios and Class Sizes

Statements are still made occasionally that Catholic schools have excessively large classes. Table 10 indicates that private schools have a lower national pupil/teacher ratio than public schools, and that the ratio in each sector is declining. While the public school ratios do not distinguish elementary from secondary, the NCEA Data Bank for 1978-79 tells us that the Catholic school elementary ratio was 24:1 and the secondary ratio was 17:1. Since Catholic school enrollments comprise about two-thirds of the total private school enrollments, it can be assumed that the combined 18.5 pupils per private school teacher in 1978-79 reflects in large part the continuing effort of Catholic schools to improve their professional staffs and to reduce class sizes.

Table 11 analyzes Catholic school pupil/teacher ratios of 1976-77 by ranges and by regions. Nationally, about half (49.4%) of all Catholic elementary schools had 21-28 pupils per teacher. A large percentage (22.1%) had less than 21 pupils per teacher. On the basis of these figures, it appears that class sizes are teachable and manageable.

Regionally, most (58.4%) New England schools are in the 21-28 pupils per teacher range, as are most (56.3%) of the schools in the Great Lakes region. The Mideast has the most schools (722 or 29.3%) in the 29-36 range. The Plains has a surprising 44.5% of its schools with a ratio of less than 21 pupils per teacher. The Southeast is very close to the national average. The West has about 34% in the 29-36 range and 10% in the over 36:1 range.

Economically, most schools cannot afford to structure class sizes so small as not to produce the tuition revenue needed. A balance must be found which is agreeable to parents, teachers, administrators, and board members.



## The Need for Fiscal Management

Catholic schools, dioceses, and state conferences have greatly improved the quality of their financial information during the past several years. They seem to have used this information to analyze their financial situation and, through better management, to be more in control of their finances. Presumably, this management will continue to improve, and cooperation among religious community personnel, parish administrative leaders, diocesan officials, lay staff members, and parent groups will lead to sound financial judgments in the years ahead.

In the past, Catholic elementary schools were supported by large subsidies, low tuition charges, and the contributed services of the sisters. Financial troubles were usually resolved quickly by the parish or diocese. During the past decade, however, several factors have combined to produce a more complex financial picture, e.g. the declining number of religious staff, the recognized need for higher lay salaries, inflation, the movement of people to the suburbs where new construction is costly, and a changed theological atmosphere in which attendance at a non-Catholic school and apostolates other than school apostolates are more acceptable. Today, many parishes structure the school to resolve its own financial problems, given a budgeted subsidy.

Today's forces considered, there is much to know and much to learn. The presumption that cooperation among the various proponents of Catholic elementary school education will continue to improve must become a reality. Many dioceses, parishes, and schools still have a long way to go in this regard. Also, a great deal of research is needed in many areas, e.g. cost structures (such as salary scales) and their effect on present and future expenditures, the appropriate revenue patterns to relate to these expenditures (reinforced perhaps by models), examples of successful programs among selected dioceses, parishes, and schools, to name a few. Furthermore, since parish boards and school administrators are now responsible for major financial decisions which could determine the viability of the school, it may well be essential that opportunities for training, guidance, and the development of expertise in the area of finances be created. The basic data contained in this report is admittedly just a starting point.

Fortunately, many parishes have the benefit of trained professionals from among their parishioners. Also, the diocesan school office can often provide financial guidance. Whoever the catalyst, it is increasingly necessary that administrators and board members, whether lay or religious, become more familiar with school financial matters. Only then can they responsibly evaluate the financial consequences of school policies.

## Conclusion

This report has been prepared to present some basic financial information about Catholic elementary schools. It is made possible by the excellent cooperation extended to the annual NCEA data gathering program. We sincerely hope that this report is of assistance to you.

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