

***IN SERVICE TO OTHERS:***

**Guidelines for  
Total Catholic Education Boards  
School Boards and  
Education Committees**



**Diocese of  
Green Bay**

**August, 2013**

**®1291E**

TOTAL CATHOLIC EDUCATION BOARDS/SCHOOL BOARDS/COMMITTEES

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**Diocese of  
Green Bay**

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**IN SERVICE TO OTHERS:  
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**FOREWORD**

“The parish is the preeminent place for the catechesis (teaching of the Faith) for adults, youth and children.” So says the National Directory for Catechesis, 2005.

For many years, the parishes of the Diocese of Green Bay have assisted pastors/pastoral leaders in helping to fulfill this sacred mission. Talented and dedicated individuals from many walks of life have come forward, agreeing to serve on education boards and committees, in a cooperative effort of policymaking for total Catholic education.

Catholic education teaches the Gospel message, fosters spiritual life, nurtures full human development and helps to build faith communities. It encompasses all ages – from preschoolers through senior citizens.

Every parish and school should have an education board or committee. Again quoting from the National Directory for Catechesis, “No single model...will suit every parish or school....They should represent the diversity in age, ability and the cultural, racial, social and economic conditions present in the parish. They should receive appropriate training...(to) help them understand the Church’s universal mission, the overall goals of the parish and the catechetical priorities within that pastoral plan.”

***“Catholic Education is an expression  
of the mission entrusted by Jesus  
to the Church He founded.”***

*To Teach As Jesus Did, 1972*

## TOTAL CATHOLIC EDUCATION BOARDS/SCHOOL BOARDS/COMMITTEES

### Introduction

As you read through this manual, you will come across certain words that should be defined. Below, you will find five such words with their definitions. Knowing how these words are defined should prove helpful in your understanding of the roles and responsibilities of pastor/pastoral leader, parish administrators, boards and committees within a parochial school or parish religious education/youth ministry program.

**Board** – A group of lay individuals appointed by the pastor or pastoral leader. They provide administrative advice to the pastor or pastoral leader as well as the parish catechetical administrator and/or principal regarding the catechetical and/or educational programs in the parish. Generally, these people are selected because of their expertise in business, education, finance, fund raising, marketing and non-profit management. Usually, they are a mix of parents of students in the parish religious education program or school, benefactors of these programs, as well as members-at-large from the parish community. The board is advisory only and is not responsible for the day-to-day operation of the parish catechetical program or school. Some parishes in the Diocese of Green Bay have a board that focuses on the parish school and another board that focuses on other various catechetical ministries within the parish. Some parishes have one board (see Total Catholic Education Board below) but separate committees that focus on specific catechetical programs such as adult faith formation or youth ministry.

**Committee** – A group of individuals selected by the board because of their expertise to work on a specific focus or project to which the board has committed itself for the benefit of the parish catechetical program and/or school. Some committees are considered standing committees because they exist continuously year after year (i.e. Finance Committee). Some committees are considered ad hoc committees because they are formed for a limited time for a limited focus, project, or purpose (i.e., a school's 100<sup>th</sup> Anniversary Committee).

**Pastor** – A priest in charge of a parish. This term is used in this manual to refer to either a canonically designated pastor or parish administrator. In either case, they have the responsibility for all parish operations, temporal as well as spiritual. The pastor/parish administrator signs all contracts on behalf of the parish corporation, thus all contracts associated with the catechetical and educational ministries within a parish.

**Pastoral Leader** – A deacon, lay person, or religious order brother or sister who has been appointed by the bishop of the diocese to oversee the daily operations of a parish that does not have a priest as its own pastor or parish administrator. Typically, pastoral leaders are appointed to parishes in rural areas. A priest usually is assigned as the sacramental minister and priest moderator of a parish managed by a pastoral leader.

**Total Catholic Education Board** - A group of lay individuals appointed by the pastor or pastoral leader to provide administrative advice to the pastor or pastoral leader as well as the catechetical and school administrators. This type of board is concerned with the adult faith formation, parish catechetical program, Catholic school, youth ministry and young adult ministry of the parish. Once again, these people are selected because of their expertise – perhaps in business, education, finance, development/fundraising, marketing and non-profit management. Typically, they are a mix of folks who have an interest in adult faith formation programming, parents of students in the parish religious education program or school, benefactors of these programs, as well as members-at-large from the parish community. The board is advisory only and is not responsible for the day-to-day operation of the parish catechetical programs or school.

# TOTAL CATHOLIC EDUCATION BOARDS/SCHOOL BOARDS/COMMITTEES

## BASIC FUNCTIONS OF BOARD/COMMITTEE

Boards of education and committees have six primary functions. The effectiveness of a board or committee depends upon how well it performs these vital functions:

**Catholic Identity.** The board or committee cooperates with the parish catechetical administrators/principals to provide leadership in directing the mission, vision and core values of the educational programs in the parish or school. The foundations of this mission, vision and core values are rooted in Catholic identity. The board or committee, and the parish catechetical administrators/principal, ensure that the parish or school conforms to the dogmas, teachings and laws of the Catholic Faith. They are committed to uphold the teaching of Faith and to integrate this teaching and values into all aspects of the student's or other parishioner's life. This is the most important duty. It is strongly recommended, as a source of the board and/or committee's Catholic identity, that this group seek opportunities to celebrate the Eucharist as an educational body.

**Planning.** It is essential that every catechetical ministry be actively engaged in a planning process. At minimum each parish ministry should have a rolling three-year strategic plan. This plan should be evaluated and added to each year by the board or committee, so at least three years of planning are in front of the board or committee. The annual goals are articulated in the strategic plan as well as other short-term goals. The expenses as noted in the budget planning year of the strategic plan should be included in that year's budget that is sent to the finance council of the parish. Copies of the strategic plan should be shared with the stakeholders of the educational ministry including the pastoral and finance councils of the parish.

**Policymaking.** Communicating educational ideals is another vital function of the board or committee. In writing, these become policies – or guides to ensure consistency and efficiency of action. The board or committee sets the policy and the parish and/or parish catechetical administrators/ principal are responsible to put it into action. **It is important to note that the board or committee does not tell the parish catechetical administrators/ principal how to carry out the policy.** These administrators should have the professional expertise to do this.

**Hiring and Evaluating the Administrator(s).** The next responsibility is the hiring of qualified parish catechetical administrators/principals to oversee educational programs and activities. In the parish, the pastor/pastoral leader directs this hiring process, which includes advertising the position, interviewing, calling on references and using judgment. There should be a job description so that the board or committee members and applicant all understand the exact duties to be performed. This is vital both for the hiring process and later evaluation of the parish catechetical administrator's/ principal's performance. **(To be clear, this evaluation of the parish catechetical administrators/principal is the duty of the pastor/pastoral leader.)** The educational needs and goals will determine the number of educational administrators needed. The board or committee should review the parish budget and needs with the pastor/pastoral leader and the finance council when making recommendations for educational administrators. It is strongly recommended that schools and religious education programs use the partnering services and expertise of the Diocesan Department of Education and the Diocesan Department of Human Resources when the need arises to search for a new educational administrator.

**Financing/Budgeting.** The fifth task of the board or committee is financing the educational operation. The budget is a decision-guiding tool. Decisions should be based on the needs, priorities and goals of the educational ministry. These action items should be included in the annual goals of the parish as articulated by the pastoral council to the finance council. Action items from the planning year of the strategic plan should be included in the proposed educational budget. Education is just one parish or community mission, thus the pastoral council must determine its place among all parish goals. The education board or committee should approve a proposed budget, prepared with input from parish catechetical administrators/principals before submitting it to the finance council. Based on input from educational leaders, the board or committee, and the parish priorities articulated by the pastoral council and the pastor/pastoral leader, the parish finance council recommends how much will be allocated to the educational mission.

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## TOTAL CATHOLIC EDUCATION BOARDS/SCHOOL BOARDS/COMMITTEES

### Basic Functions of Board/Committee, continued:

The parish finance council drafts an overall parish budget which includes the educational component. After the parish budget has been drafted, a review of the budget is done in a joint meeting of the full pastoral and finance councils with the pastor/pastoral leader for consensus approval. If consensus is not realized, then a subcommittee of these two councils is formed. This subcommittee is comprised of two members of the pastoral council and two members of the finance council along with the pastor/pastoral leader. After no more than two meetings, if consensus is yet to be realized, the pastor/pastoral leader makes the final parish budget determinations, including the allocation for the educational ministries of the parish.

**Public Relations.** The sixth function of the board or committee is to instill confidence in the community regarding its educational mission and activities. The board or committee represents and is accountable to the pastor/pastoral leader and parishioners. Communicating with various publics is known as public relations. The community has the right to know: (1) local educational goals, (2) which programs are designed to meet those goals and (3) how effective the programs are. Good public relations includes listening to the various publics involved. The pastor/pastoral leader is generally the spokesperson for the parish and board or committee, and also the key contact, but he/she may designate someone else for many public relations tasks.

### The Board or Committee Meeting:

#### MEETING

A well-prepared agenda, good strategies during the meeting and efficient record keeping and follow-up are key to an effective board or committee meeting and to satisfying members. Try these guidelines on pages 4 and 5.

**a. The Agenda.** The agenda should be prepared by the board or committee president/chair and the parish catechetical administrator/principal in consultation with the pastor/pastoral leader and/or delegated staff. Members should be encouraged to contact the president/chair or the parish catechetical administrator/principal in order to place items on the agenda. People who are not members of the board or committee who want to address the board should contact the board or committee president/chair before the agenda is prepared, usually about 10 days before the meeting. It is advisable to have a policy in place that outlines this process.

The agenda shall be distributed to board or committee members at least one week before the meeting. The agenda also should be posted or published for the benefit of interested parishioners. It's a good idea to include all reports with the agenda.

A standardized format should be used for the agenda, allowing for some flexibility. It might include:

- |   |                                    |
|---|------------------------------------|
| 1. Call to order and opening prayer               | 6. Administrators' reports         |
| 2. Introduction of guests                         | 7. Pastor/Pastoral leader's report |
| 3. Correspondence                                 | 8. Old business                    |
| 4. Approval of minutes                            | 9. New business                    |
| 5. Reports of officers<br>and standing committees | 10. Adjournments                   |
|   | 11. Executive session (as needed)  |

**b. The Meeting.** There are some time-tested strategies for effective meetings, which require involvement by the president/chair AND each member of the board or committee.

- Hospitality helps to create a positive, welcoming environment. It includes everything from including a time for prayer; to providing an information binder for each new board or committee member; and, of course, offering refreshments.
- Common-sense meeting rules include starting and ending on time; keeping to the agenda; being respectful when a person is speaking; and waiting until everyone has had the chance to speak before calling for a consensus/vote.
- To keep the meeting on track, remember to: state the issues, explain key points, and sum up information.
- An effective meeting may require some brainstorming, sharing of research/knowledge and recognizing avenues for change.
- In making decisions, remember that consensus can help members feel as though they are part of a team and invested in the outcome of their actions!

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## TOTAL CATHOLIC EDUCATION BOARDS/SCHOOL BOARDS/COMMITTEES

### The Board or Committee Meeting, continued:

6. An Executive Session or closed session is:
  - ❖ used for confidential finance or personnel matters. Minutes should be kept separate from regular board or committee minutes.
  - ❖ within the rights of the board or committee to schedule; and used to discuss and create a resolution to be acted upon in an open session, as appropriate.
  - ❖ available only to voting board or committee members and/or pastor/pastoral leader. All other parties must be invited to attend the Executive Session, including the parish catechetical administrator/principal. All invited parties must be recorded in the minutes before going into executive session.
  - ❖ a time when the board or committee may develop a resolution to be acted upon in open session. Consensus/vote is taken out of executive session.
  - ❖ confidential and the board or committee must respect this confidentiality. An official record or minutes of the executive session should be taken and kept in a locked file in the parish or school. Minutes of the executive session are not distributed to members.
7. Prayer should be included in every agenda.

### Here are still more practical ideas to consider, to conduct a successful meeting:

1. Choose a comfortable, well-lit, well-ventilated room, arranged so that all members can see each other. Don't keep changing meeting locations.
2. Have the opening prayer prepared in advance to avoid rambling and remain pertinent. As a help, there is a monthly meeting prayer on the Diocese of Green Bay website. Take turns preparing and/or leading the prayer you select.
3. Welcome guests and help them to feel comfortable.
4. Have a reasonable time limit for discussion, then move for consensus or send the matter back to the standing committee.
5. All members should come prepared, having read the agenda and additional materials distributed.
6. Take attendance and follow a policy on the number of unexcused absences allowed.
7. Allow everyone to take a brief break part way through the meeting.
8. Limit meeting length to no more than 90 minutes. Meetings to plan the annual budget may take longer (2 hours). Preparation will help keep the schedule rolling along. Have a set time and day, i.e., 6:30 p.m., the first Tuesday or Thursday of each month, to encourage attendance.

**c. Minutes and Records.** Every board or committee member shall receive the minutes of the preceding meeting, sent with the agenda and other backup materials as preparation for the upcoming meeting. Remember that minutes frequently hold key information regarding proposed actions. Minutes should not be posted until approved at the next meeting.

- ❖ Each board or committee member should receive and keep adding to a binder of board or committee business. It should include: (1) agendas; (2) minutes of meetings from current year; (3) policies and regulations; (4) a membership list with street and email addresses, and phone numbers; (5) assignments, member list and minutes for the current year's standing committees; and (6) a copy of these guidelines for boards of education and committees.
- ❖ Board or committee records should be maintained, including all official business, and stored in the parish and/or school office by the parish catechetical administrator/principal with the assistance of the board or committee secretary.

### **d. Follow-up**

- ❖ In developing the agenda for the next meeting, the board or committee should be sure to include any items which they did not have the opportunity to discuss at the last meeting, as well as items on which action has not been taken.
- ❖ In looking forward, it also is important to make sure that the various committees continue to work towards completion of their respective projects.

## TOTAL CATHOLIC EDUCATION BOARDS/SCHOOL BOARDS/COMMITTEES

### MEMBERSHIP ON BOARDS OR COMMITTEES

#### Qualities of the Ideal Board or Committee Member

Each member should have a commitment to the philosophy and excellence of Catholic education, as shown in:

- ❖ willingness to serve on at least one standing committee;
- ❖ ability to listen well, think and speak clearly;
- ❖ readiness to give of time, talent and service;
- ❖ understanding of and belief in the decision-making process;
- ❖ respect for and understanding of pastor/pastoral leader, organizational structure and accountability; and
- ❖ openness to creativity and, as needed, change.

#### Recruitment of Board or Committee Members

A quality system for recruiting board or committee members is important for overall effectiveness. Such a system needs:

- ❖ A perception by potential members that, by serving on a board or committee, they make a valuable contribution to the faith community. Effective boards or committees attract well-qualified members. Board or committee membership should be valued as a position of trust and service.
- ❖ In recruiting, it's necessary to distribute complete information and set forth a positive image. Prospective board or committee members will have a better idea of what's expected of them by seeing operating guidelines and a sample of meeting minutes and being informed about the time commitment, i.e., how many meetings per year. To increase parish awareness of the board or committee, accomplishments and programs could be highlighted in the parish bulletin and/or school newsletter. It should be clear that the board or committee:
  - 1) represents the educational/parish community,
  - 2) understands the educational needs of the parish/educational community and
  - 3) takes action to meet those needs.
- ❖ It's helpful to have a standing committee assigned to recruitment activities such as those described. This standing committee would also keep a list of persons who are qualified for board or committee membership and would encourage such individuals to come forward. A parish stewardship committee is an effective way to provide and capture potentially interested parish members to serve on the board or committees.

#### Election/Selection of Members

The nomination/selection committee of the board or educational committee works with the pastor/pastoral leader to decide upon a nomination process.

- ❖ The board or committee representatives recruit qualified nominees for open positions.
- ❖ Timing of the selection process should coincide with other parish groups', especially the pastoral council's, selections. This often takes place in the spring.

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## TOTAL CATHOLIC EDUCATION BOARDS/SCHOOL BOARDS/COMMITTEES

### Membership on Boards or Committees, continued:

#### Orientation and In-Service

Orientation for new board or committee members is essential for effective participation on the board or committee.

- ❖ Each year, the Diocese of Green Bay Department of Education offers such orientation. Boards or committees should be knowledgeable about these in-service sessions, with appropriate members attending.
- ❖ Local orientation should be led by the pastor/pastoral leader, the board or committee president/chair, other board or committee members and/or the parish catechetical administrator/principal.
- ❖ Orientation should be uniform, from year to year. The following points should be included:
  - After the opening prayer, summarize the institution's purpose, philosophy and history.
  - Introduce the board or committee handbook, with attention to the role and function of the board or committee and how the board or committee relates to the pastor/pastoral leader, parish leadership groups, and other constituent groups.
  - Review basics on finances, budget and long-range plans.
  - Tour facilities, meet staff members, discuss programs.
  - Make available relevant educational material.
  - Encourage attendance at conferences and in-service programs.
  - Offer a first-hand look at educational programs.
  - Discuss special issues.
  - Review the policy process.
  - Summarize board or committee ethics.
- ❖ An orientation meeting may last about 90 minutes. Veteran board or committee members should be encouraged to attend, both for their own information and their input.
- ❖ An effective board or committee will schedule regular in-service sessions. Two half-hour sessions during the year would be required; four would be more effective. Ideally, the board or committee should schedule a half day retreat for spiritual growth and board in-services. Topics could include:
  - spiritual formation in the Catholic Faith;
  - goal-setting and planning;
  - communication and public relations;
  - evaluation;
  - budgeting process;
  - current issues in education;
  - policy process;
  - meeting skills and techniques.

Jesus Christ has entrusted the Catholic Church with an educational mission. Since the Second Vatican Council, the Church has encouraged the laity to share in this mission. Boards of education or committees can be shining examples of laity helping the pastor/pastoral leader carry out this important work.

*“Christian education is intended to make men’s faith become living, conscious, and active, through the light of instruction.”*

The Bishops’ Office  
in the Church

For information and guidance on in-service programs, please contact the Diocesan Board of Education and the Diocesan Department of Education, [education@gbdioc.org](mailto:education@gbdioc.org) or 920-272-8309. Other resources include the National Catholic Education Association (NCEA), the National Conference for Catechetical Leadership (NCCL) and similar organizations.

# TOTAL CATHOLIC EDUCATION BOARDS/SCHOOL BOARDS/COMMITTEES

## **VARIETIES OF STANDING COMMITTEES**

The majority of boards of education and educational committees have the following standing committees:

- Catholic identity
- Budget/Finance
- Policy
- Accreditation/Long-range Planning
- Nomination/In-service
- Building and Grounds
- Development
- Marketing/ Recruitment; and
- Athletic Association

These standing committees may include education board or committee members and non-members.

*“The Catholic school’s proper function is to create for the school community a special atmosphere animated by the Gospel spirit of freedom and charity, to help youth grow according to the new creatures they were made through baptism...”*

Declaration on Christian Education, 1965

## **STANDING COMMITTEES OF THE BOARD OR COMMITTEE**

### **Function**

To function effectively, standing committee members must clearly know their duties and how to cooperate with the pastor/pastoral leader and other parish ministries. Members will help monitor and evaluate programs and projects, and formulate policy recommendations for the full education board. Final decisions are made by the pastor/pastoral leader with input from the full board or committee. Members must be sensitive to the policy implications of issues before them which might require board or committee action.

### **Types of Committees**

Below are suggestions that can serve as examples for standing committees:

#### **1. The Catholic Identity Committee should...**

- suggest ways to increase Catholic identity in all catechetical and educational programs, including the board or committee;
- ensure that Catholic symbols are clearly visible throughout all facilities;
- ensure that all catechetical and educational programs conform with the dogmas, teachings, and the laws of the Catholic Church;
- plan and help implement concrete ways for Catholic youth to take a more active and visible role in the parish.

#### **2. The Budget/Finance Committee should...**

- review the financial aspects of board or committee policies;
- monitor and evaluate financial decisions for consistency with the mission statement;
- review planning documents to make sure projected costs are in line with the mission statement and the strategic plan;
- provide timely, clear financial reports to the board or committee and the finance council;
- determine whether funds are available from tuition, parish/diocese, state/federal grants, etc., to meet costs;
- recommend, when insufficient resources are available, that the board or committee and the finance council adjust plans or raise additional revenue;
- review the operating budget process and the revenue/expenditure estimates, and prepare for the board or committee a recommendation for approval before forwarding the recommendation to the finance council;
- develop the budget according to the timeline recommended by the Department of Education for the Diocese of Green Bay.

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## TOTAL CATHOLIC EDUCATION BOARDS/SCHOOL BOARDS/COMMITTEES

### Standing Committees of the Board or Committee, continued:

#### 3. The Policy Committee should...

- write local policies which do not conflict with diocesan policies nor relax diocesan policy timelines or response times;
- review policies on a three-year rotation, minimally;
- revise policies as needed;
- work closely with pastor/pastoral leader in making policies.

#### 4. The Accreditation/Long-Range Planning Committee should...

- assist in the accreditation self-study process;
- set religious education program/school improvement goals with the parish catechetical administrators/principal;
- assist parish catechetical administrators/principal with the annual report and review the report before being submitted;
- develop at least a rolling three-year strategic plan.

#### 5. The Nomination and In-Service Committee should...

- develop criteria for board or committee membership;
- monitor board or committee composition to maximize expertise in all areas of responsibility;
- work with the pastor/pastoral leader on the nomination process.
- identify prime candidates for future board or committee selections;
- ensure adequate orientation and development for board or committee members;
- oversee evaluation of individual members as terms expire and renewals are proposed;
- work with the pastor/pastoral leader on the nomination process.

#### 6. The Building and Grounds Committee should...

- monitor building and grounds management;
- identify repair/replacement needs for building(s) requiring board or committee action;
- write a five-year maintenance plan for self-standing educational buildings
- recommend spending of funds to meet needs of the five-year maintenance plan;
- evaluate requests for expansion, renovation and maintenance;
- coordinate with the parish building and grounds committee.

#### 7. The Development Committee should...

- review and evaluate planning and development activities;
- help the board or committee set fund-raising goals with the parish finance council;
- assess achievement of “third-source” funding goals along with the parish finance council;
- oversee, with approval of the parish finance council, third-source funding in the jurisdiction of the board or committee;
- raise funds in an annual giving campaign in cooperation with the parish finance council.

#### 8. The Marketing and Recruiting Committee should...

- develop and implement marketing, retention and recruitment plans;
- develop marketing materials;
- provide successful marketing procedures which help student recruitment;
- lead public relations efforts;
- assess annual enrollment goals.

#### 9. The Athletic Association/Committee should...

- direct the athletic program in cooperation with the educational administrators/principal;
- plan and direct fund-raising along with the finance council;
- schedule the use of gyms and prioritize group access by policy to athletic facilities and equipment;
- help the educational administrators/principal recruit and interview coaches;
- organize teams and assign coaches for sports offered by the parish or school.

## TOTAL CATHOLIC EDUCATION BOARDS/SCHOOL BOARDS/COMMITTEES

### **The Pastoral Council and Board of Education or Committee**

Pastoral council members are key participants in the total mission of the parish to determine and coordinate needs, establish priorities, set goals and, with the pastor/pastoral leader make choices.

Pastoral councils usually have committees or other groups to specialize in areas of parish life such as education. The parish board of education or committee is specifically delegated by the pastoral council to direct the educational ministry of the parish. This is a delegation of responsibility and authority which includes the right to recommend education policies while remaining accountable to the pastoral council.

The pastoral council offers a forum for discussion of parish concerns, needs and goals, including the arena of education. They may direct the board of education or committee to develop, along with the pastor/pastoral leader, their educational policy recommendations. However, the council does not directly formulate such policies.

### **ROLES AND RELATIONSHIPS**

#### **Pastor/Pastoral Leader and the Education Board or Committee:**

- a. The pastor/pastoral leader assists the board or committee in accomplishing the educational mission within the overall objectives of the parish.
  - The pastor/pastoral leader is regarded as an extension of the Bishop in the parish. Church and civil law hold this person responsible.
- b. The pastor/pastoral leader fulfills his/her responsibility in three ways:
  - He/she directs and helps in the spiritual formation of the board or committee.
  - He/she **hires and evaluates** parish catechetical administrators/principal, who will uphold the true Catholic message. **He/she may solicit input from the board or committee in the evaluation process, but the board or committee members do not themselves evaluate the administrator/principal. Termination, when necessary, is the sole responsibility of the pastor/pastoral leader. (In the event that a termination is being contemplated, the pastor/pastoral leader MUST contact the diocesan Director of Education and Director of Human Resources.)**
  - The pastor/pastoral leader joins in board or committee discussions, contributing a vision of the educational mission for the parish and making sure that this mission is in keeping with the teachings of the Church.
- c. The pastor/pastoral leader is responsible for directing the coordination of educational activities within the overall ministry of the parish:
  - He/she provides the board or committee with updates concerning programs, facilities and finances that will affect the board's or committee's decisions and outlines decision-making processes.
- d. The pastor/pastoral leader is not just another member of the board or committee.
  - He/she is a board participant AND administrator of the parish. It is key to remember that the success of boards of education and committees is based upon mutual respect and cooperation among the pastor/pastoral leader and board or committee members.
  - When there is a difference of opinion, the pastor/pastoral leader has the final authority.

#### **The Finance Council and the Board of Education or Committee:**

The finance council and the board of education or committee coordinate concerning the educational budget of the parish. The educational budget is submitted by the board or committee to the finance council, which evaluates the budget in light of the other needs of the parish. The finance council establishes the educational budget, as part of the overall parish budget. This budget is distributed to the pastoral council and to the pastor/pastoral leader. (Note: the finance council says how much money can be spent and the pastor/pastoral leader, parish catechetical administrator/principal and the education board or committee determine **how** it will be spent.)

*(Roles and Relationships Continued on Next Page)*

## TOTAL CATHOLIC EDUCATION BOARDS/SCHOOL BOARDS/COMMITTEES

### Roles and Relationships, continued:

#### **The Board of Education or Committee and the Administrator:**

- a. The board or committee primarily serves in an advisory role for parish catechetical administrators/principal – or those professional educators hired by the pastor/pastoral leader – in administering an educational program or programs.
  - The most common example is the hiring of a parish catechetical administrator/principal. The board or committee may help the pastor/pastoral leader as a potential search committee in the search process, while working with the Diocese of Green Bay Department of Education and Diocese of Green Bay Department of Human Resources. However, the pastor/pastoral leader does the actual hiring.
- b. The pastor/pastoral leader, working with the education board or committee, may assign one parish catechetical administrator to be the board or committee’s liaison.
  - The parish catechetical administrator/principal should help to: implement board or committee policies; assess educational needs and resources; set educational priorities and goals; and prepare agendas, minutes and records. This individual also reports to the board or committee about educational personnel, programs and budget.
  - The parish catechetical administrator/principal is an ex-officio, non-voting member of the board of education or committee.

#### **The Board of Education or Committee and the Staff:**

The board or committee assigns responsibility to the parish catechetical administrator/principal to help the pastor/pastoral leader in hiring needed staff members. The parish catechetical administrator/principal is the intermediary between the board or committee and staff. (To avoid conflict of interest, staff persons and members of their immediate families should not be members of the board or committee.)

#### **The Board of Education or Committee and Members of the Parish:**

Members of the parish community should have access to the board or committee. When a matter concerns the actions or duties of a parish catechetical administrator/principal and/or staff, parish members should first bring their concerns to the parish catechetical administrator/principal or staff member; then to the pastor/pastoral leader who will determine whether the matter should be brought to the board or committee. It is suggested that policy be adopted to outline this process.

***A key element in the success of parish educational ministries is a smooth working relationship between the pastor/pastoral leader, educational administrators, pastoral council, finance council, other parish ministries and the committee or board of education.***

#### **Roles and Relationship of Diocesan Board of Education and Diocesan Department of Education**

As delegated by the Bishop, the Diocesan Board of Education oversees all matters pertaining to education in the Diocese of Green Bay. Therefore, all decisions of the Board within its proper arena should be considered binding on parish boards of education or committees, pastor/pastoral leaders, parish catechetical administrators/principals and staffs within the diocese.

In making its decisions, the Board of Education often relies upon feedback from appropriate local boards of education or committees in the diocese. Input on proposed policy decisions is encouraged.

Generally, the Diocesan Board of Education addresses only those issues which affect the entire diocesan educational system. Parish boards or committees may be left to decide local issues.

The most effective relationship between local boards or committees and the Diocesan Board of Education includes working with the pastor/pastoral leaders, educational staff and pastoral council to:

- enact shared decisions;
- respond to proposed policies;
- suggest areas of concern for study;
- join in needs assessments; and
- attend diocesan-sponsored programs.

## TOTAL CATHOLIC EDUCATION BOARDS/SCHOOL BOARDS/COMMITTEES

*“In every neighborhood where people live and work,  
the church wants to be present with the  
evangelical witness of coherent and faithful Christians...”*

Pope Benedict XVI, Catholic News Service, March 20, 2011

### **Evaluation of Boards or Committees**

Annual evaluation is needed by any board or committee which continually strives to be the best it can be! There are many resources for board or committee evaluation available to accomplish this. A board or committee can choose from among these -- or design its own tool, with the help of a standing committee.

Board or committee members should complete the evaluation form anonymously. Then, the results should be reported to the pastor/pastoral leader, pastoral council, the board or committee, and even the community, along with any appropriate recommendations and plans for improvement.

## DIOCESAN BOARD OF EDUCATION DIOCESAN DEPARTMENT OF EDUCATION

Please see the Roles and Relationship of Diocesan Board of Education and Diocesan Department of Education on page 11.

### **Diocesan Board Mission Statement**

*Instill a  
strong Catholic identity  
through lifelong  
education, prayer, service and worship.*

### **DIOCESAN DEPARTMENT OF EDUCATION**

The Diocesan Department of Education works with the Bishop and the Diocesan Board of Education to:

- serve the parishes and schools of the Diocese of Green Bay;
- implement diocesan educational policies;
- coordinate personnel and program development;
- develop and implement curriculum; and
- provide assistance to parish educational staffs, programs and boards or committees.

# TOTAL CATHOLIC EDUCATION BOARDS/SCHOOL BOARDS/COMMITTEES

## Appendix A

### Definitions and Illustrations:

An important responsibility of a board or committee is to assist the pastor/pastoral leader in developing policies that direct the educational activities of the parish/community/school. Policymaking is all-inclusive because the educational operation includes employing personnel, directing programs, managing resources and other activities. It is important for board or committee members to know and understand the various roles that their jurisdiction requires. Some definitions and illustrations will be helpful.

#### Policy

A policy is a guide to action. It is the articulation of a goal the board or committee desires to be fulfilled. Policies can arise from various sources such as a needs assessment survey, Church directives, administrative recommendations, staff concerns, student welfare and state and/or federal standards. Regardless of the source, the board or committee in consultation with the pastor/pastoral leader retains the right and responsibility to adopt policy.

#### An example:

In keeping with Church teaching that parents are the primary religious educators of their children, the program of St. Rose Parish for preparation for First Reconciliation and First Eucharist shall be family-centered. Parents will actively participate in the program with the assistance of the religious education staff.

In the above illustration, a directive is given for action. The board or committee did not go beyond its jurisdiction into administrative matters such as how, when or where the action is to occur.

#### Regulation

A regulation is a rule that is developed to implement a policy. Making regulations is the jurisdiction of educational administrators in collaboration with the pastor/pastoral leader. Not every policy requires regulations for its implementation. Conversely, educational administrators may occasionally need to adopt regulations where there is no board or committee policy.

#### An example:

There is a policy of parental involvement in sacramental preparation. The director/coordinator of religious education adopts the following regulation in writing to parents: "To allow enough time for adequate preparation, all parents wishing to have their children receive First Eucharist must register with the religious education office by September 30 of any program year."

Regulations usually are in handbooks for parents, students and teachers. However, to make sure that everyone affected is aware of a regulation, it is important that they be notified in writing. Administrators shall inform the board or committee of all regulations.

#### Resolution

A resolution is an action of the board or committee that is limited in nature.

#### An example:

The Board of Education (or Committee) of St. Rose Parish resolves to thank the Diocesan Board of Education for the useful in-service workshop provided to local boards or committees.

This would be considered a public relations resolution, but other resolutions could encourage parents in political action regarding education, or encourage staff to support United Way, for instance.

Boards or committees should review their policies/regulations annually. In addition, it is recommended that the Policy Committee review a certain set of policies each month along with drafting any new policies it deems necessary. In turn, each month, the board or committee should review the work of the Policy Committee. Policies should be formally read three times by the board or committee before being submitted to the pastor/pastoral leader for approval.

# TOTAL CATHOLIC EDUCATION BOARDS/SCHOOL BOARDS/COMMITTEES

## Appendix B

### **Board or Committee In-service Plan:**

At each board or committee meeting a monthly topic for discussion should be part of the agenda. Below is a schedule, for example, used by the Kaukauna Catholic School System.

<b>August</b>	Spiritual Mission – Prayer Services – Catholic Identity Duties and Responsibilities of the Board or Committee Members <ul style="list-style-type: none"> <li>• Board or committee members sign responsibility agreement</li> </ul> Regular Meeting
<b>September</b>	Decision-Making as a Board or Committee How to reach consensus and develop the meeting agendas <ul style="list-style-type: none"> <li>• Set board or committee goals</li> </ul> Regular Meeting
<b>October</b>	Roles and Relationships Regular Meeting
<b>November</b>	Policymaking <ul style="list-style-type: none"> <li>• Definition of policy</li> <li>• Difference between policy, regulation and resolution</li> </ul> Regular Meeting
<b>December</b>	Budget Process Regular Meeting
<b>January</b>	Special Meetings <ul style="list-style-type: none"> <li>• Executive sessions, open forum and/or town hall meetings</li> </ul> Regular Meeting
<b>February</b>	Standing Committee Roles and Responsibilities Regular Meeting <ul style="list-style-type: none"> <li>• Outgoing board or committee members declare intention for second term</li> </ul>
<b>March</b>	Do's and Don'ts of Boards or Committees <ul style="list-style-type: none"> <li>• Take surveys and discuss</li> </ul> Regular Meeting
<b>April</b>	Current Educational Issues (presentation by educational staff) Regular Meeting
<b>May</b>	Review and Evaluation of Board or Committee Regular Meeting <ul style="list-style-type: none"> <li>• Name new board or committee members</li> <li>• Officers elected</li> <li>• Review progress of board or committee goals</li> </ul>
<b>June</b>	Board or Committee Retreat Regular Meeting <ul style="list-style-type: none"> <li>• End-of-the-year celebration (include new members and spouses/significant others)</li> </ul>
<b>July</b>	No Meeting

# TOTAL CATHOLIC EDUCATION BOARDS/SCHOOL BOARDS/COMMITTEES

## Appendix C

All new board or committee members will be installed either at the June or August board or committee meeting. This installation should occur in the parish church or at a board or committee meeting.

### Sample Rite of Installation of Members of the Board of Education or Committee:

#### Opening with Lighting of a Candle

**Pastor/Pastoral Leader/ Leader:** Light and peace to you!

**All:** And also to you.

**Pastor/Pastoral Leader/ Leader:** Christ is our light.

**All:** He is the light that shines in the darkness.

#### Scriptural Readings:

**Reader:** John 8:12

“Then Jesus again spoke to them, saying, ‘I am the light of the world; he who follows Me will not walk in the darkness, but will have the light of life.’”

**All:** Thanks be to God

**Pastor/Pastoral Leader/ Leader:** Ephesians 5:8-9

“... for you were formerly darkness, but now you are light in the Lord. Walk as children of light for the fruit of the light consists in all goodness and righteousness and truth...”

**All:** Praise to you, Lord Jesus Christ

#### Installation

**Pastor/Pastoral Leader:** Through His continuing presence in the Church, Jesus Christ sends men and women to teach all that He taught the apostles. Today/tonight, our Bishop, through me, calls you to be sent to minister to our people. Are you willing to accept this task?

**Member or Members:** I am.

*(The board or committee members then stand before the pastor/pastoral leader/leader. He/she speaks to each in turn.)*

In the name of Bishop \_\_\_\_\_, I appoint you, \_\_\_\_\_,

to serve the people as a member of the \_\_\_\_\_ Board of Education or Committee.

**Each member responds:** Thank you.

#### **The board or committee members say together:**

We pledge our commitment to our diocese and this faith community. We promise to do our best to serve in the education ministry of \_\_\_\_\_. We ask your prayers and support.

**All:** We will pray for you and support you.

## TOTAL CATHOLIC EDUCATION BOARDS/SCHOOL BOARDS/COMMITTEES

### Appendix D

#### Code of Ethics for Members of Boards of Education or Committees:

As a member of a board of education or committee, there are responsibilities to assume, relationships to tend and a professional ethic that should be understood by all who serve. Board or committee members must understand how to handle sensitive information such as confidences and complaints, and how to relate to various groups. At the beginning of each school year, policies and procedures related to a code of ethics should be adequately discussed and reviewed.

Such a code of ethics should state that board or committee members must:

- give the needed time, thought and study to the work of the board or committee, to be effective.
- be able to abide by and uphold the final decision of the board or committee.
- work with fellow members in harmony and cooperation -- despite differences of opinion.
- understand that they are consultants and act accordingly toward the pastor/pastoral leader, catechetical administrators/principal, educational staff, local community and media.
- keep all confidences shared during executive sessions of the board or committee.
- put the welfare of those in education programs first in all decisions.
- never use their position on the board or committee to benefit themselves or any other individual or agency apart from the interest of the parish and/or school.
- remember that while the primary function of the board or committee, with the pastor/pastoral leader, is to establish policies to give direction to education programs; the **administration** of these policies is the job of the parish catechetical administrator/principal.
- refer anyone who approaches with a problem of an administrative nature to the proper administrative person and never attempt to perform functions out of one's jurisdiction.

Board or Committee Member Signature \_\_\_\_\_ Date \_\_\_\_\_

*(Note: Board or committee members should sign this each year.)*

# TOTAL CATHOLIC EDUCATION BOARDS/SCHOOL BOARDS/COMMITTEES

## Appendix E

### Operating Guidelines:

Each board of education or committee must have operating guidelines, and perform an annual review of these guidelines. The following is a model of operating guidelines for a parish board of education or committee. It should be adapted to fit local circumstances.

### MODEL OPERATING GUIDELINES

#### (PARISH NAME) BOARD OF EDUCATION OR COMMITTEE

##### TITLE

The name of this body shall be Total Catholic Education Board, School Board or Committee of (name) Parish, (city), Wisconsin.

##### NATURE AND FUNCTION

###### Section A

This board or committee is an advisory body to the pastor/pastoral leader and the parish catechetical administrator/principal overseeing the educational programs of (name) Parish, (city), Wisconsin, subject to such regulations as might be given by the Bishop of the Diocese and/or Diocesan Board of Education.

###### Section B

This advisory body, in consultation with the pastor/pastoral leader and parish catechetical administrator/principal, shall oversee all aspects of the formal educational programs of the parish. In fulfilling this charge, this board or committee is guided and limited by the duties prescribed to it.

###### Section C

The duties and functions of the board or committee shall be:

1. to discern the educational needs of the parish community and to study the educational directives of the Diocese of Green Bay (From these needs and directives, the board or committee will establish goals and objectives for educational activities in the parish.);
2. to establish policies for the educational programs designed to meet the goals and objectives;
3. to assist the pastor/pastoral leader in the hiring of competent parish catechetical administrator(s)/principal(s) to implement the policies and direct the programs;
4. to provide the necessary resources by recommending the annual educational budget to the finance council;
5. to evaluate its own effectiveness; and
6. to be accountable to the parish community by reporting to the (name) Pastoral Council.

## TOTAL CATHOLIC EDUCATION BOARDS/SCHOOL BOARDS/COMMITTEES

### Membership

#### Section A

1. Members of the (name) Parish Board of Education or Committee shall be the pastor/pastoral leader (ex-officio) and elected/selected/appointed representatives. All elected/selected/appointed members shall be voting members.
2. Ex-officio, non-voting members of this board or committee shall be:
  - a. The Bishop of the Diocese or his representative.
  - b. The Diocesan Director of Education or a representative.
  - c. The Pastor/Pastoral Leader
  - d. The Executive Director of the Committee or Board appointed by the pastor/pastoral leader from the parish catechetical administrator(s)/principal of the parish educational programs (e.g. Principal and Director of Religious Education. The other administrators are ex-officio, non-voting members.)

#### Section B

Each elected/selected/appointed voting member shall serve a term of three years and may serve a second term but may not serve more than two consecutive terms. Terms for members shall be staggered so that approximately one-third of the members' terms expire each year. Following one year of absence from the board or committee, a former member may be elected/selected/appointed for another three-year term.

#### Section C

Any registered adult (18 years or older) member of the parish and/or school student is eligible for membership on the board or committee.

#### Section D

In the event of a vacancy among the elected/selected/appointed positions on the board or committee, the Board of Education or Committee shall recommend to the pastor/pastoral leader a qualified member from the parish and/or school to fill the unexpired term.

#### Section E

Elections/selections/appointments for membership on the board or committee shall take place in May and membership on the board or committee will begin with the August meeting. A term shall expire on June 30 each year of the last year of a member's term.

### Officers

#### Section A

The officers of the board or committee shall consist of president/chair, vice-president/vice-chair and secretary, all of whom shall be elected annually at the August meeting of the board or committee.

#### Section B

Any elected member of the board or committee is eligible for any office. No member shall hold more than one office at a time.

#### Section C

The duties of the officers shall be as follows:

- a. The president/chair shall preside at all meetings of the board or committee.
- b. The vice-president/vice-chair shall perform all duties of the president/chair when the president/chair is absent or unable to act.
- c. The secretary shall maintain a written record of all official acts of the board or committee; receive and dispose of all correspondence as directed; maintain the minutes and all reports and documents committed to the care of this office.

*(Continued on next page)*

## TOTAL CATHOLIC EDUCATION BOARDS/SCHOOL BOARDS/COMMITTEES

### Section D

There shall be an Executive Director appointed by the pastor/pastoral leader to the board or committee from the parish catechetical administrators/principals. This additional responsibility shall be added to the job description of the educational administrator. As the Executive Director to the board or committee, the duties are to execute the actions of the board or committee and to assist the officers and the board or committee as directed. The Executive Director is an ex-officio, non-voting member of the board or committee.

## Meetings

### Section A

The committee or board shall meet on (day) of the (first, second, third, fourth) week of each month in a publicly designated room. Special, additional meetings may be called by the pastor/pastoral leader as needed.

### Section B

To transact official business, it is necessary for a majority of the voting members to be present. A simple consensus of the majority of those present (and voting) shall carry the motion unless otherwise specified in the operating guidelines.

### Section C

All other decisions will also be made by consensus.

### Section D

All meetings of the committee or board shall be open meetings unless designated as being executive sessions. Executive sessions shall be limited to discussions of personnel, finances and subjects that ethics dictate be respected as confidential. These sessions are held to allow free discussion and to formulate a decision. Decisions formulated must be moved and voted on in open session before becoming effective. Minutes of executive sessions must be kept in a locked file -- accessible to committee or board members only.

### Section E

The right of non-members to address the committee or board shall be limited to those approved by the pastor/pastoral leader and president/chair in advance of the meeting. Requests to be on the agenda should be received at least five days before the meeting.

### Section F

A written record of all acts of the committee or board and minutes of all meetings, maintained by the secretary, shall be preserved in a secure, designated place.

## AMENDMENTS

These guidelines may be amended by consensus of the total voting membership of the committee or board and approval of the pastor/pastoral leader. A proposed amendment must be presented to the members of the committee or board in writing at least two weeks prior to the meeting at which it will be presented for consensus.