

IN SERVICE TO OTHERS:

Guidelines

for a

School System Board of Trustees

and its Committees



**Diocese of
Green Bay**

August, 2015

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SCHOOL SYSTEM BOARD OF TRUSTEES AND COMMITTEES

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**Diocese of
Green Bay**

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IN SERVICE TO OTHERS:

Guidelines

for a

**School System Board of Trustees
and its Committees**

FOREWORD

The Diocese of Green Bay is one of the few dioceses in the nation that has school systems. Currently, we have eight official systems, including a total of about 30 schools, in our more populated areas.

School systems are a great example of collaboration between parishes and schools. They provide opportunities for a coordinated approach to marketing, development, endowment, consistent curriculum and purchasing – all through the use of strategic plans. School systems are an innovative, common-sense means, in today’s challenging economy, to keep our Catholic schools in operation.

None of our school systems could exist without the dedicated efforts of the lay Board of Trustees who volunteer both time and talent in guidance and oversight. With the inspiration of these hard-working individuals from many walks of life, the Diocese of Green Bay schools systems are becoming a model of Catholic school identity, finance, governance and academic excellence for the entire country!

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

To Teach As Jesus Did, 1972

SCHOOL SYSTEM BOARD OF TRUSTEES AND COMMITTEES

Introduction

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

School System – A separate corporation within the Diocese, generally consisting of two or more school sites, subsidized by parishes in the local community or communities. A school system has an administrator who reports to a Board of Trustees who provide oversight and direction for operations and who report to a Board of Directors. The Board of Trustees is accountable to the Board of Directors.

Regional School – A single building elementary school that is supported by two or more parishes via an annual subsidy. Usually, the school has a unique name, unlike any of the supporting parishes.

Board of Directors – The pastors and pastoral leaders, whose parishes provide subsidy to the system, the Diocesan Director of Education, the Administrator of the Curia, and the Bishop of the Diocese of Green Bay are members of this board. This board is considered the corporate board of the system. This body approves all officers of the corporation, the system's annual budget, the members of the board of trustees, and formally approves the board of trustees' selection of system administrator or president. This board typically meets once a year.

Board of Trustees – A group of lay individuals appointed by the board of directors. They provide administrative advice to the system administrator or president regarding the catechetical and/or educational programs in the system. 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 system, benefactors of these programs, as well as members-at-large from various parish communities. The board has limited jurisdiction and is responsible for the operation of the school system.

Executive Committee – The committee consists of the chair, vice chair, and other officers of the Board of Trustees, plus the system administrator. This committee develops the monthly Board of Trustees meeting agenda and discuss issues that need immediate attention.

President/System Administrator – The system's chief administrator. He/she manages the day-to-day operations of the school system for the Board of Trustees. This person's contract is signed by the board chair.

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 school system. 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 100th 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.

SCHOOL SYSTEM BOARD OF TRUSTEES AND COMMITTEES

BASIC FUNCTIONS OF BOARD OF TRUSTEES

Board of Trustees has six primary functions. The effectiveness of a board depends upon how well it performs these vital functions:

1. CATHOLIC IDENTITY _____

The Board of Trustees cooperates with the principals to provide leadership in directing the mission and core values of the educational programs in the school system. The foundation of this mission and core values is rooted in Catholic identity.

BOARD OF TRUSTEES -- DUTIES AND RESPONSIBILITIES

- The board, together with the president or system administrator, ensures that the school system conforms to the dogmas, teachings and laws of the Catholic faith. This is the Board of Trustees' most important duty.
- The Board of Trustees or its executive committee meets three times per fiscal year with the pastors and/or parish directors on the Board of Directors to discuss:
 - i. Catholic identity of the system
- The Board of Trustees establishes the mission statement of the system and recommends it for approval by the Board of Directors. This mission statement is said at each Board of Trustees meeting and is subject to an annual review.
- The Board of Trustees ensures that the school system infuses Catholic identity into its athletics, academics, and all extra-curricular activities. It is committed to upholding the teaching of faith and to integrate these teachings and values into all aspects of the student's life.

Recommended Committee

The Catholic Identity Committee should...

- Suggest ways to increase Catholic identity in all catechetical and educational programs; including athletics and other extra-curricular activities;
- Ensure that all Catholic symbols are clearly visible throughout the system 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 students to take a more active and visible role in their parishes.

2. PLANNING _____

The board plans how it will help direct the educational activities of the school system. Members need to understand the direction of the Church and the Diocese of Green Bay, plus the unique educational needs of the local community. The board sets priorities and sets goals based upon these directions and needs. The president or system administrator, along with the principals, all play key roles in identifying needs and priorities, and helping set goals.

DUTIES AND RESPONSIBILITIES

- The Board of Trustees develops the system's three-year long range plan and recommends it for approval by the Board of Directors as well as reviews the system's goals and objectives on a regular basis.
- The Board of Trustees approves the school calendar for each new year.

SCHOOL SYSTEM BOARD OF TRUSTEES AND COMMITTEES

- The Board of Trustees implements and then monitors the strategic plan on a regular basis. Thus, the main focus of the Board of Trustees meetings are reviewing the progress made with the implementation of the strategic plan.
- Working with the system president, the Board of Trustees assists in the accreditation process – the system’s self-study, preparations for the visiting committee, attending meetings with the visiting committee and ensuring that the system’s schools remain accredited.

Recommended Committee

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

- Assist in the accreditation self-study process;
- Set goals with the system administrator/principals for accreditation/long range plans;
- Establish accreditation teams for goal setting;
- Develop a long-range strategic plan.

3. POLICY DEVELOPMENT

Communicating educational goals is another vital function of the Board of Trustees. In writing, these become policies – or discretionary guides to action. The board sets the policy and the system president or system administrator and principals are responsible to put it into action. **It is important to note that the Board of Trustees does not tell the principals how to carry out the policy.** These administrators should have the professional expertise to do this.

DUTIES AND RESPONSIBILITIES

- The Board of Trustees sets policies and procedures
- The Board of Trustees establishes the overall policy for the management and operation of the system. Areas of policy include:
 - i. Administration
 - ii. Athletics
 - iii. Business and Finance
 - iv. Community Relations
 - v. Facilities
 - vi. Instruction
 - vii. Internal Board Operations
 - viii. Marketing
 - ix. Personnel
 - x. Safety
 - xi. Students
- The Board of Trustees provides for organizations of parents, alumni, boosters, etc. as they see fit. These organizations are regulated by the Board of Trustees and/or system administrator and are directly accountable to these persons.
- The Board of Trustees approves all constitutions, bylaws, charters, or guidelines of any organization affiliated with the system.
- No club or organization has the right to use the name of the corporation or any individual school or campus within the corporation without the written consent of the Board of Trustees.
- The Board of Trustees reviews the school system’s policies and procedures on an annual basis.

SCHOOL SYSTEM BOARD OF TRUSTEES AND COMMITTEES

- The Board of Trustees determines (except as provided by the Articles of Incorporation, and/or the Constitution and Bylaws) who shall sign bills, notes, receipts, acceptances, endorsements, checks, releases, contracts and documents on behalf of the system.

Recommended Committee

The Policy Committee should...

- Write local policies which do not conflict with diocesan policies;
- Review policies;
- Revise policies as needed;
- Work closely with the system administrator in making policies.

4. **HIRING AND EVALUATING THE SYSTEM PRESIDENT OR ADMINISTRATOR** _____

The next responsibility is the hiring of a qualified president or system administrator to oversee educational programs and activities. In a system, the board of trustees 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 and applicant all understand the exact duties to be performed. This is vital both for the hiring process and later evaluation of the president's or system administrator's performance. **(To be clear, this evaluation of the system president or administrator is the duty of the Board of Trustees.)** The educational needs and goals will determine the number of educational administrators needed within a system. The board should review the system budget and its needs with the system president or administrator and the finance committee when making recommendations for educational administrators. Note: System administrators and principals are selected by the system president or administrator and contracted by this person.

DUTIES AND RESPONSIBILITIES

- The Board of Trustees, with the consent and approval of the Board of Directors, employs a system administrator.
- The Board of Trustees prescribes the duties and responsibilities of the system administrator.
- The Board of Trustees is not involved in the day-to-day administration of the system. The system administrator is the person responsible for the day-to-day operation of the system.
- The Board of Trustees provides for the periodic performance review of the system administrator and makes sure that the system administrator provides for the periodical performance review of all other system administrators, instructional personnel, and support staff.
- The Board of Trustees recommends to the Board of Directors any contract offer, non-offer of contract, and salary changes annually for the system administrator, as outlined in the system's policies and procedures.

Recommended Committee

The Search Committee (Ad Hoc) should...

- Consist of some members of the Board of Trustees and the Diocesan Director of Education;
- Prepares or reviews the president's or chief administrator's job description. Revises it per the direction of the Board of Trustees;
- Prepares a job announcement and distributes it through a variety of appropriate media in order to solicit letters of interest, resumes, and a list of references from interested candidates;
- Conducts a series of interviews of qualified candidates;
- Calls on the candidates references and verifies their academic credentials as well as state licenses;
- Selects two finalists for the Board of Trustees and Board of Directors to meet and interview;
- Forwards their hiring recommendation to the Board of Trustees for its consideration and ultimate recommendation to the Board of Directors.

SCHOOL SYSTEM BOARD OF TRUSTEES AND COMMITTEES

5. FINANCING; BUDGETING; DEVELOPMENT; AND BUILDINGS/GROUNDS

The fifth task of the Board of Trustees is financing the educational operation. The budget is a decision-making tool. Decisions should be based on needs, priorities and goals. The Board of Trustees should approve a proposed budget before presenting it to the Board of Directors for its formal approval. The Board of Trustees (working with the Board's finance committee) monitors its implementation.

DUTIES AND RESPONSIBILITIES

- The Board of Trustees creates a fair and workable budget, reviews the monthly and annual financial reports, and submits these materials to the Board of Directors for their annual meeting.
- The Board of Trustees recommends to the Board of Directors the annual operating and capital budgets as well as the amount of parish investment (subsidy) each core parish will pay.
- The Board of Directors approves the annual operating and capital budgets as well as the amount of parish investment (subsidy) each core parish will pay. The Board of Directors also approves of all extraordinary, non-budgeted expenses and all loans.
- The Board of Trustees develops the tuition scale and salary and benefit scale each year.
- The Board of trustees submits recommendations to the Board of Directors regarding the sale, lease, or purchase of any real estate and obtaining of major capital financing by means of loans.
- The Board of Trustees provides for the adequate maintenance of buildings and grounds associated with the system if unless otherwise provided for by the parish(es).
- The Board of Trustees provides for the acquisition and maintenance of school equipment, supplies, and any and all necessities for the teachers and students of the system.
- The Board of Trustees engages in fundraising, grant writing, or other revenue-producing activities as may be financially necessary.

Recommended Committees

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 of Trustees;
- Determine whether funds are available from tuition, parishes/diocese, state/federal grants, third sources, etc., to meet costs;
- Recommend, when insufficient resources are available, that the Board of Trustees adjust plans or raise additional revenue;
- Review the operating budget process and the revenue/expenditure estimates, and prepare for the Board of Trustees a recommendation for approval before forwarding the recommendation to the Board of Directors for official approval;
- Develop the budget according to the timeline recommended by the Department of Education for the Diocese of Green Bay.

SCHOOL SYSTEM BOARD OF TRUSTEES AND COMMITTEES

The Building and Grounds Committee should...

- Monitor building and grounds management;
- Identify repair/replacement needs for building(s) requiring board or committee action;
- Set priorities among these needs;
- Recommend spending of funds to meet needs;
- Evaluate requests for expansion, renovation and maintenance;
- Coordinate with parish building and grounds committees as needed.

The Development Committee should...

- Review and evaluate planning and development activities;
- Help the board or committee set fund-raising goals with the finance committee;
- Assess achievement of “third sources” funding goals along with system finance committee;
- Raise funds in an annual giving campaign in cooperation with system’s administrator and development office.

6. MARKETING AND PUBLIC RELATIONS

The sixth function of the Board of Trustees is to instill confidence in the community regarding the system’s educational mission and activities. It also has the responsibility to make sure the school system promotes and advertises its program and services in order to maintain and preferably grow its enrollment. 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.

DUTIES AND RESPONSIBILITIES

- The board chair is generally the spokesperson for the Board of Trustees. The system president or administrator is the key contact for many public relations tasks.
- No one member of the Board of Trustees can speak on behalf of the Board of Trustees unless designated by the chair of the Board and approved by the whole Board.
- The Board of Trustees must ensure that the school system retains students as well as recruits students.

Recommended Committee

The Marketing and Recruiting Committee should...

- Provide, monitor and evaluate programs to upgrade and preserve public image;
- Provide successful marketing procedures which help student recruitment and retention;
- Lead public relations efforts;
- Develop and implement marketing, retention and recruitment plans;
- Assess annually enrollment goals.

SCHOOL SYSTEM BOARD OF TRUSTEES AND COMMITTEES

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 6-7.

The Board of Trustees or Committee Meeting:

a. The Agenda. The agenda should be prepared by the executive committee of the board of trustees and the system president or administrator. Members should be encouraged to contact the president/chair in order to place items on the agenda. People who are not members of the board of trustees who want to address the board should contact the board president/chair before the agenda is prepared, usually about 10 days before the meeting.

The agenda shall be distributed to board of trustees members at least one week before the meeting. The agenda also is be posted or published for the benefit of interested constituents. 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
2. Introduction of guests
3. Correspondence
4. Approval of minutes
5. System Administrator or President's reports
6. Reports of officers and standing committees
7. Old business
8. New business
9. Adjournment
10. Executive session (if 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.

1. Prayer should be included in every agenda.
2. Hospitality helps to create a positive, welcoming environment. It includes everything from setting a time for prayer; to providing an information binder for each new board or committee member; and, of course, offering refreshments.
3. 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.
4. To keep the meeting on track, remember to: state the issues, explain key points, and sum up information.
5. An effective meeting may require some brainstorming, sharing of research/knowledge and recognizing avenues for change.
6. 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!

“Our Christian communities must become genuine ‘schools’ of prayer, where the meeting with Christ is expressed – not just in imploring help but also in thanksgiving, praise, adoration, contemplation, listening and ardent devotion...”

Pope John Paul II,
Novo Millennio Ineunte, 2000

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SCHOOL SYSTEM BOARD OF TRUSTEES AND COMMITTEES

The Board or Committee Meeting, continued:

7. 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.
 - ❖ Executive sessions are open only to voting board or committee members, and when appropriate, the system administrator or president. All involved parties should be noted in the minutes.
 - ❖ During the executive session, the board or committee may develop a resolution to be acted upon in open session. Consensus/vote is taken out of executive session.
 - ❖ Board or committee must respect the confidentiality of the executive session. An official record or minutes of the executive session should be taken and kept in a locked file in the system's central office. Minutes of the executive session are not distributed to members.

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

1. Choose a comfortable, well-lit, well-ventilated room, arranged so 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 two 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 this manual.
 - ❖ Board or committee records should be maintained, including all official business, and stored in the school system office by the system administrator or president 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.

SCHOOL SYSTEM BOARD OF TRUSTEES AND COMMITTEES

BOARD OF TRUSTEES MEETINGS RECOMMENDATIONS

- The **agenda** should be developed by the Executive Committee with input from the system administrator.
- Always have a **written agenda** that is distributed to all members of the Boards of Trustees and system administrators at least five days in advance of the scheduled meeting, preferably by e-mail.
- The agenda should follow the **same format** from meeting to meeting.
- The agenda should state the **amount of time** anticipated or allowed for each item or section of the meeting agenda. The chair of the Board of Trustees should **enforce** the time limits so that the meeting ends on time.
- All administrators and committee reports should be **distributed** to all members of the Board of Trustees and system administrators at least five days in advance of the scheduled meeting, preferably by e-mail.
- Those individuals who are not members of the Board of Directors, Board of Trustees, or system administrators who wish to speak at a Board of Trustees meeting should fill out a **written request** form to do so one week in advance of the meeting agenda being finalized and submit the request to the chair of the Board of Trustees. The time allowed to speak should be limited to no more than **five minutes** with the amount of time allotted for the Board's response to be no more than five minutes. Thus, the issue should be addressed in ten minutes. A limit should be placed on the **number of people** who wish to speak so that the Board meeting does not extend more than 20 minutes past its normal adjournment time. It is suggested that a policy be adopted that outlines this process.
- **Guest speakers** or presenters should be placed on the agenda immediately after the approval of the agenda section of the meeting agenda. In this way, they can do their presentation and leave the meeting immediately.
- Those individuals that have requested to speak before the Board should be placed on the agenda immediately after the system's administrators' reports. It is imperative that their amount of time to speak is limited and strictly enforced.
- At the Reports of Officers and Standing Committees part of the meeting agenda, the chair should start by asking if there are any **questions regarding the reports** since all members will have received the reports five days in advance. This will eliminate the need to read the reports at the meeting. This time only should be used to clarify things stated in the reports. The same is true of the System Administrators' Reports section, too.
- The Board of Trustees meeting should focus on:
 - the Catholic identity of the system;
 - the mission and purpose of the system;
 - the goals and objectives of the system's strategic plan, its implementation, and any needed adjustments to the plan;
 - the development and enforcement of system policies and procedures;
 - the promotion of the system throughout the community through a variety of media;
 - the increasing of third sources of funding, especially through major campaigns, planned giving programs, and other development projects;
 - the financial health of the system and overall maintenance of the facilities, equipment, and technology – Review of the monthly financial statements;
 - the writing of grants; and
 - the approval of the system calendar

SCHOOL SYSTEM BOARD OF TRUSTEES AND COMMITTEES

BOARD OF TRUSTEES

COMMITTEE REPORT MODEL

Title of the Committee:

Date of the Committee Meeting:

Committee Members in Attendance:

Committee Members Excused:

Specific Tasks Assigned:

Summary of Committee's Actions:

Recommendations:

Actions Required of the Board of Trustees:

SCHOOL SYSTEM BOARD OF TRUSTEES AND COMMITTEES

MEMBERSHIP ON BOARDS OR COMMITTEE

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;
- ❖ 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 and school system 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 community awareness of the board or committee, accomplishments and programs could be highlighted in parish bulletins and/or school system newsletter. It should be clear that board or committee:
 - 1) represents the community,
 - 2) understands the educational needs of the 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.

Election/Selection of Members

The nomination/selection committee of the board or educational committee works with the board chair 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.

(Continued on next page)

SCHOOL SYSTEM BOARD OF TRUSTEES AND COMMITTEES

Membership on Board or Committees, continued:

BOARD OF TRUSTEES PROFILE BY FUNCTION

Ideas on Individuals to Recruit

Accounting/Budgeting/Finance

Accountant
Banker
Credit Union Director
CFO/Director of Finance
Insurance Broker
Investment Banker
Stock Broker

Buildings/Grounds/Maintenance

City/County Building Inspector
Construction Manager
Engineer – Civil, Electrical, Mechanical, etc.
Maintenance Manager
Refuse Company Manager

Curriculum/Guidance/Pupil Services

Educational Administrator (outside the system)
Guidance Personnel (outside the system)
Psychologist
Social Worker
Teacher (outside the system)

Development/Endowment/Fundraising

Attorney
Business CEO/Manager
Chiropractor
Doctor
Grant Writer
Hospitality Industry Manager
Non-profit CEO/Manager

Human Resources/Personnel

Human Resources Director
Labor Attorney
Personnel Director

Legal Issues (Refer to the Diocesan Attorney)

Marketing/Communications

Broadcaster
Commercial Artist
Marketing/Advertising Director
Newspaper Editor/Manager

Planning

City Planner
Corporate or
Governmental Strategic Planner

Policy Development

Government Official
Policy Director

Technology

Computer Specialist
Electrical Engineer
Technology Company CEO/Manager
Technician

(Continued on next page)

SCHOOL SYSTEM BOARD OF TRUSTEES AND COMMITTEES

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

Membership on Board 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 board chair, other board or committee members and/or the system administrator or president.
- ❖ 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 others.
 - Review basics on finances, budget and strategic 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 two hours. 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. Topics could include:
 - Spiritual formation in the Catholic Faith
 - Goal-setting and planning
 - Communication and public relations
 - Evaluation
 - Personnel work
 - Budgeting process
 - Current issues in education
 - Policy process
 - Meeting skills and techniques

For information and guidance on in-service programs, please contact the Diocesan Board of Education and the Diocesan Department of Education. Other resources include the National Catholic Education Association (NCEA), the National Conference for Catechetical Leadership (NCCL) and similar organizations.

SCHOOL SYSTEM BOARD OF TRUSTEES AND COMMITTEES

STANDING COMMITTEES OF THE BOARD OR COMMITTEE

Function

To function effectively, standing committee members must clearly know their duties and how to cooperate with various constituents. Members will help monitor and evaluate programs and projects, and formulate policy recommendations for the full board of trustees. Final decisions are made with the full board or committee. Members must be sensitive to the policy implications of issues before them which might require board or committee action.

The Executive Committee which consists of the chair, Vice Chair, and other officers of the Board of Trustees, plus the system administrator should...

- develop the monthly Board of Trustees meeting agenda;
- Discuss issues that need immediate attention.

“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

For recommended committee responsibilities please refer to pages 3-7.

VARIETIES OF STANDING COMMITTEES

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

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

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

SCHOOL SYSTEM BOARD OF TRUSTEES AND COMMITTEES

ROLES AND RELATIONSHIPS

System Board of Trustees to System Board of Directors

- The Board of Trustees seeks the approval of the Board of Directors to employ and renew the contract of a system administrator. The Board of Trustees, upon the approval of the Board of Directors, hires the system administrator.
- The Board of Trustees recommends to the Board of Directors the annual operating and capital budgets as well as the amount of parish investment (subsidy) each core parish should pay. The Board of Directors approves the annual operating and capital budgets as well as the amount of parish investment.
- The Board of Trustees presents to the Board of Directors for their consideration and approval all extraordinary, non-budgeted expenses and loans.
- The Board of Trustees submits recommendations to the Board of Directors regarding the sale, lease, or purchase of any real estate and obtaining of major capital financing by means of loans. The Board of Directors approves and engages all of these financial transactions on behalf of the system.
- The Board of Trustees, or, if agreed, the Executive Committee thereof, must meet with the Pastors, Pastoral Leaders, or Parish Administrators of the core participating parishes at least three times a year. The subject of each informal meeting shall include, but not be limited to, the Catholic identity of the school system, and budget review. Target dates for the meetings shall be set at the annual meeting of the Board of Directors.
- The chair of the Board of Trustees shall attend the annual corporate meeting of the Board of Directors as a voting ex-officio member of the Board of Directors.
- The Board of Trustees can propose changes in the corporate by-laws and articles of incorporation to the Board of Directors per the constitution of the school system. However, it is recommended by the Chancery that the corporate by-laws and articles of incorporation not be changed. Instead, the focus should be on recommended changes to the constitution of the Board of Trustees. These changes will be discussed and voted on at the annual corporate Board of Directors meeting.
- The Board of Directors selects the banks, investment firms or other depositories in which all of the system's funds are to be deposited and maintained.
- Trustees shall be nominated by members of the Board of Trustees, for election by majority vote of the Board of Directors.
- Any trustee may be removed, with or without cause, at any time by the Board of Directors.
- The chair of the Board of Trustees shall prepare a written report and present it to the Board of Directors at the Board of Directors' annual corporate meeting.
- Both the secretary and the treasurer of the Board of Trustees may be nominated by the chair of the Board of Directors, at his or her discretion, to serve simultaneously as secretary and treasurer of both boards.
- The Board of Trustees shall distribute copies of all of its meetings to the members of the Board of Directors
- The Board of Directors shall establish and implement accounting procedures necessary to comply with generally accepted accounting procedures and practices and the requirements of state and federal laws.
- The accounts and records of the corporation shall be audited by an independent auditor. The scope of the audit shall be approved by the Board of Directors.

System Board of Trustees to Diocese

- The Board and system's activities must be consistent with the teachings of the Catholic Church, and in accordance with the Code of Canon Law of the Catholic Church as interpreted by the Bishop of the Diocese of Green Bay.
- The Board is to support the mission of the Catholic Diocese of Green Bay and other Catholic entities within the Catholic Diocese of Green Bay.
- The Board is to ensure the proper implementation of Diocese of Green Bay and Diocesan Department of Education policies and procedures.
- The Board is to attend Department of Education sponsored board in-service opportunities.
- The Board is to ensure that the system and its schools are accredited.
- The Board is to provide a summative copy of its annual evaluation and the evaluation of the system administrator at the executive session of the annual corporate meeting.

SCHOOL SYSTEM BOARD OF TRUSTEES AND COMMITTEES

Evaluation of Boards or 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

Annual board evaluation is needed by any board or committee which continually strives to be the best it can be! There are many resources for board evaluation available to accomplish this. The Department of Education has an evaluation tool the Board can utilize if it wishes to. A board or committee can choose to design its own tool, with the help of a standing committee, if it so desires.

Board or committee members should complete the evaluation form anonymously. Then, the results should be reported to the board of trustees chair, the board of trustees 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 Role and Relationship of the System Board of Trustees to Diocese on page 16.

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
- Provide assistance to parish educational staffs, programs and boards or committees

SCHOOL SYSTEM BOARD OF TRUSTEES AND COMMITTEES

HOW THE BOARD OF TRUSTEES SETS GOALS AND ACHIEVES GOALS

1. **Every school system should have a three- to five-year strategic plan in place.**
2. Each year at the board retreat/in-service at the start of the new school year, the board should review those strategic plan action plan steps that were not completed the previous year (hopefully they are few in number) and use this information to set the goals for the board and its committees. Board members should be assigned to focus on specific sections of the plan in order to accomplish this in a reasonable amount of time.
3. Each year at the board retreat/in-service at the start of the new school year, the board should review the strategic plan to see what action plan steps are scheduled for the year and use this information to set the goals for the board and its committees. Board members should be assigned to focus on specific sections of the plan in order to accomplish this in a reasonable amount of time.
4. Each year at the board retreat/in-service at the start of the new school year, the board should review the Roles and Responsibilities and Board of Trustees Standing Committees handouts to see what needs to happen during the new school year. Board members should be assigned to focus on specific sections of these documents in order to accomplish this in a reasonable amount of time.
5. All strategic plan action steps, board duties and responsibilities, and special projects for the new school year should be listed out and assigned to the appropriate committee, board member, or system administrator(s).
6. Taking the list developed in step 5, the board and system administrator(s) should calendarize each item listed. The best process for doing this is to develop a Gantt chart using Excel or utilize project management software.
7. Each project, action step, or duty listed on the Gantt chart should indicate who is responsible; the steps that will be take in order to achieve the goal and the expected date of completion.
8. The board of trustees should then develop a schedule whereby they can measure the progress towards completion of all action steps, duties and responsibilities, and special projects. Quarterly review is recommended and should be scheduled by the board of trustees (i.e. October, January, April, and final meeting of the year.)
9. Steps 1 through 8 should be accomplished no later than the September board of trustees meeting each year. It is extremely important for the work of the board of trustees to begin right away in any given year.
10. At least a two weeks before the quarterly review meetings (part of a regular board of trustees meeting), each person or committee responsible for an action plan step, duty or responsibility, or special project should submit via e-mail their progress report using the Gantt chart format to the person responsible for preparing the materials for board of trustees meetings. These reports (or the aggregate report) should be sent to all board of trustee members and system administrators at least a week before the scheduled board of trustees meeting.
11. The board of trustees may also want to distribute their quarterly or annual progress reports to the board of directors, parishes, parents, and benefactors of the system.
12. If it is noted that a particular action step, duty, or special project appears to be behind schedule, then the person or persons responsible should develop a contingency plan or set a new completion date.
13. Step 12 should be reviewed, discussed, and agreed upon by the whole board of trustees.
14. Committees should develop a schedule of meetings which support the agreed upon work that needs to be accomplished in any given quarter or year.
15. Those action plan steps, duties, or special projects that require the action and approval of the board of trustees as a whole should also be scheduled out for the quarter and year.

SCHOOL SYSTEM BOARD OF TRUSTEES AND COMMITTEES

WORDS OF WISDOM FOR THE BOARD OF TRUSTEES

- Do not micro-manage the system administrator. The system administrator was hired to handle the day to day operations for the system based on their education, work experience, and ability to lead and manage a complex educational institution. Let them do their job.
- Keep the focus of the Board of Trustees at the 80,000 foot level and let the system administrator focus on the sea level to 30,000 foot level. In other words, let the system administrator focus on dress codes, cafeteria menus, class schedules, teacher placement, and the Board focus on strategic planning, acquiring third sources of funding, writing grants, developing policies, etc.
- Do not reveal to anyone what was discussed in an executive session of a Board of Trustees meeting – no pillow talk allowed.
- Keep confidentiality sacred.
- Information/data on students, parents, and system employees is the responsibility of the system administrators, not the Board of Trustees. Much of this information is of a confidential nature and must remain confidential.
- No one member of the Board of Trustees can speak on behalf of the Board of Trustees unless designated by the chair of the Board and approved by the whole Board.
- Whenever the press gets involved in writing an article or wants to conduct an interview regarding any aspect of the system, immediately inform the Director of Communications for the Diocese of Green Bay. This person can be reached at 920-272-8213. Do not speak to the press until you have made contact with the Director of Communications first.
- Never comment on personnel matters outside of an executive session, with the exception of personnel policies.

SCHOOL SYSTEM BOARD OF TRUSTEES AND COMMITTEES

Appendix A

Definitions and Illustrations:

An important responsibility of a board or committee is to make policy that directs the educational activities of the system. Policy-making 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 for action. It is the articulation of a goal the board desires to be fulfilled. Policies can arise from various sources such as needs assessments, Church directives, administrative recommendation, staff concerns, student welfare and state and/or federal standards. Regardless of the source, the board of trustees or policy committee in consultation with the system administrator or president 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. Not every policy requires regulations for its implementation. Conversely, educational administrators may occasionally need to adopt regulations where there is no board policy.

An example:

There is a policy of parental involvement in sacramental preparation. The director/coordinator of religious education adopts the following rule 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 are usually 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 wishes 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 in education, or encourage staff to support United Way for instance.

Boards of trustees 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 of trustees should review the work of the Policy Committee. Policies should be formally read three times by the Board before being officially approved by the Board.

SCHOOL SYSTEM BOARD OF TRUSTEES AND COMMITTEES

Appendix B

System Board of Trustees 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.

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

SCHOOL SYSTEM BOARD OF TRUSTEES AND COMMITTEES

Appendix C

Code of Ethics for Members of Board of Directors:

As a member of a board of trustees 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.
- 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 is to establish policies to give direction to education programs; the **administration** of these policies is the job of the system president or administrator.
- 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 field.

Board or Committee Member Signature _____ Date _____

(Note: Board or committee members should sign this)