

**DIOCESE OF GRAND RAPIDS**  
**Grand Rapids, MI**

**Presentation and Discussion**  
**of Approved Governance Models**

**August 10, 2011**

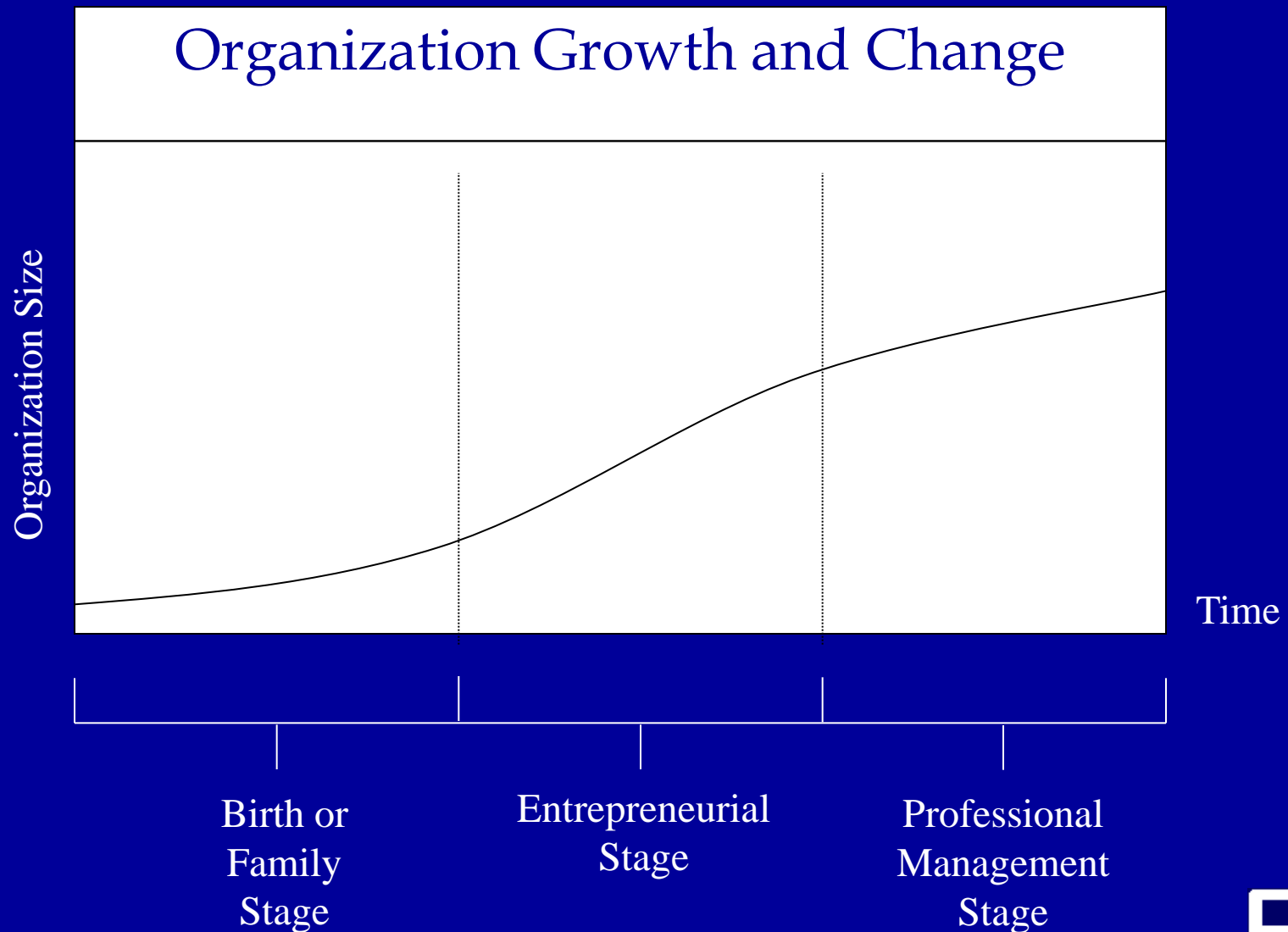
**and**

**October 29, 2011**

**Richard J. Burke, President**  
**Catholic School Management, Inc.**  
**Madison, CT**



The chart below depicts these three stages in relation to organizational growth:[1]



[1] Leslie W. Rue, Lloyd L. Byars, *Management Skills and Application*. (Richard D. Irwin, Inc., 1995) page 246.



## Characteristics of the “family stage” include:

- Initiative;
- Individual vision;
- Absence of formal policies, procedures, objectives and structure.

## Characteristics of the “entrepreneurial stage” include:

- Optimism;
- Long hours and hard work by few individuals;
- Growth, first at increasing and then decreasing rates.

## Characteristics of the “professional management stage” include:

- Increasing need for formal structures;
- Formalized communication channels;
- Formalized policies and procedures;
- Separation of responsibilities.



# Types of Ownership

- Diocesan
- Religious community
- Parish
- Separate corporation

# Types of Governance

- Consultative Board
- Board of limited jurisdiction
- Board with full fiduciary responsibility

NCEA. [A Primer on Educational Governance in the Catholic Church](#). Washington, DC: NCEA, 1987.



# Diocesan Approved Models for Catholic School Governance

- Parish-Affiliated Elementary School with Pastor and Board of Directors (Board of Limited Jurisdiction)
- Interparochial-Owned Elementary School with Pastor/Canonical Administrator and Board of Directors (Board of Limited Jurisdiction)
- San Juan Diego Academy with Pastor/Canonical Administrator and Board of Directors (Board of Limited Jurisdiction)
- Diocesan-Owned Secondary School with Pastor/Canonical Administrator and Board of Directors (Board of Limited Jurisdiction)
- The WINGS Satellite Schools with Pastor/Canonical Administrator and Board of Directors (Board of Limited Jurisdiction)
- Diocesan School Board



# Reserved Powers

	<u>CA</u>	<u>SS</u>	<u>Bishop/ CFO</u>
1. Approval of the philosophy and mission statement for the school.	*	*	*
2. Establishment of the Board of Directors as a Board of Limited Jurisdiction.	*		*
3. Appointment of Directors.	*	*	
4. Approval of the bylaws for the Board of Directors.		*	
5. Approval for all capital improvements, additions, structural changes.	*		*
6. Approval for all borrowings.	*		*
7. Approval and ratification of annual operating budgets.	*	*	*
8. Appointment of legal counsel and approval to initiate or defend litigation.	*	*	*
9. Approval of auditing counsel.	*	*	*
10. Oversight to ensure no alienation of Church property.	*	*	*
11. Appointment, evaluation, renewal, or termination of the Principal/CEO in consideration of the Board's recommendation.	*	*	

Note: The Bishop of the Diocese of Grand Rapids specifically reserves powers listed in Items #5, 6, 7, 8, 9, and 10 above to himself pursuant to existing Diocesan policy and procedures. The Superintendent of Schools, Diocesan Finance Officer, and General Counsel for the Diocese may be involved in carrying out these reserved powers.



# The Board as a Team

*A group of people with complementary skills who are committed to a common purpose, performance goals and a particular approach for which they hold themselves accountable.*



# Responsibilities of Boards

1. Strategic planning.
2. Formulation of local school policies, other than those held in reserved powers, to guide planning and administration in the areas of:
  - a. Academic affairs;
  - b. Student affairs;
  - c. Faith community affairs;
  - d. Business affairs;
  - e. Development affairs.

**All policies must be consistent with and not contradict Diocesan policies**

3. Evaluation:
  - a. Of Principal **under the direction of the Pastor/CA according to the process established by** the Superintendent of Schools;
  - b. Of effectiveness of local school policies and plans;
  - c. Of effectiveness of Board operations;
  - d. Of mission effectiveness.



# Responsibilities of Boards (Continued)

4. Oversight of financial operations.
5. Oversight of and participation in institutional advancement/development programs designed to attract human and financial resources.
6. Mission effectiveness.

Standing committees consist of:

- Executive;
- Mission Effectiveness;
- Committee on Directors;
- Policy and Planning;
- Finance;
- Buildings and Grounds;
- Development;
- Marketing;
- Communication.



# Board Membership

Nine (9) to seventeen (17) members (Directors) appointed by the Pastor with categorical membership as follows:

- I. Parents (no more than 40% of membership).
- II. Alumni/parents of alums.
- III. Leaders within the civic, business, and professional communities.
- IV. Parishioners.

Note: 90% of Directors shall be practicing Catholics in good standing with the Church.



# Board Work Largely Conducted Through Committees

- Executive
- Committee on Directors
- Policy / Planning
- Finance
- Buildings and Grounds
- Development / Institutional Advancement
- Mission Effectiveness

Note: No committee should be formed that allows the Board to move into areas of administration such as curriculum or personnel.



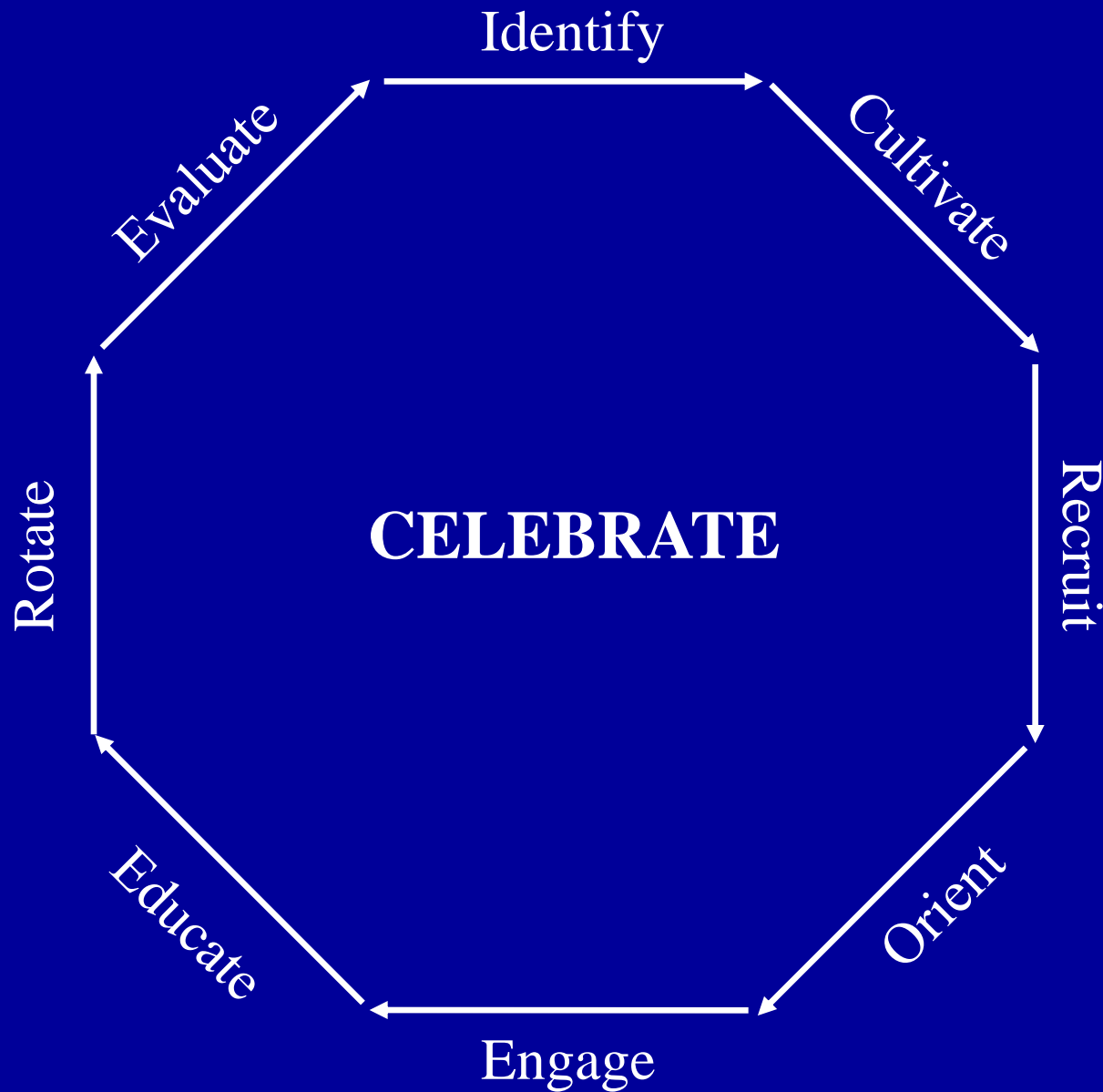
# Board Work Largely Conducted Through Committees

## Committee Charges

- In writing
- Reviewed and approved annually
- Resource person assigned
- Clear expectations for committee reports



# Board Building Cycle



# Administrative Responsibilities

- Board relations
- Personnel issues
- Academic affairs
- Student affairs
- Faith community affairs
- Business affairs
- Development affairs
- Admissions issues
- Legal issues
- Community relations
- Diocesan relations
- Parish relations



# Final Considerations

- Never ask Board members to vote on an issue when it is first presented
- There is value in taking time to reflect – sometimes put off items until the next meeting
- Be sure that committee charges are clear



# Executive Committee

- Make-up:
  - Chairperson
  - Vice Chairperson
  - Secretary
  - Principal (Administrative officer)
- Responsibilities:
  - Meeting Schedule
  - Agenda
  - Packet
  - Minutes
  - Committee charges
  - Board leadership



# Policy and Planning Committee

- Make-up:
  - Chaired by Board member
  - Board members
  - Parents
  - Teachers
  - Alums
  - Partner school teachers/administrators
  - Others
- Responsibilities:
  - Strategic plan development
  - Strategic plan monitoring
  - Oversight of subsidiary plans
  - Guidance on policies



# Finance Committee

- Make-up:
  - Chaired by Board member
  - Individuals with experience and credentials in finance (CPAs, CLUs, accountants, IT, bankers)
- Responsibilities:
  - Long-range financial plan
  - Annual budget
  - Budget monitoring
  - Financial analysis
  - Financial reporting



# Development/Institutional Advancement Committee

- Make-up:
  - Chaired by Board member
  - Includes alums, parents of alums, current parents
  - Others
- Responsibilities:
  - Fundraising coordination
  - Annual giving
  - Planned giving
  - Comprehensive development plan
  - Enrollment management plan
  - Annual giving plan
  - Oversight of marketing\*
  - Oversight of communication\*

(\*May be separate subcommittees)



# Mission Effectiveness Committee

- Make-up:
  - Chaired by Board member
  - Parents
  - Teachers
  - Staff
- Responsibilities:
  - Review and input on foundational documents
    - Philosophy
    - Mission
    - Vision
    - Profile of the Graduate at Graduation
  - Guidance on Catholic identity of school



# Buildings and Grounds Committee

- Make-up:
  - Chaired by Board member
  - Individuals with interest or experience in engineering, construction, landscape, etc.
- Responsibilities:
  - Comprehensive facilities master plan
  - Space utilization
  - Maintenance
  - Capital improvements
  - Safety and security



# Committee on Directors

- Make-up:
  - All Board members
- Responsibilities:
  - Identifying, cultivating, and recruiting prospective Board members
  - Annual Board self-evaluation
  - Cultivating individuals for committees
  - Maintaining Board records on Board make-up, attendance, committee assignments

