



Pursuit of Effective Leadership

Diocese of Phoenix Advisory Board In-Service
September 20, 2014

Purpose and Objectives

- Provide key attributes of effective leadership in regards to school advisory boards.
 - ▣ Planning and Preparation
 - ▣ Holding an Effective Meeting
 - ▣ Continually work on Board Membership and Volunteer Activities
 - ▣ Continuous Improvement
- Applicable to direct and indirect leaders now and in the future.

Planning and Preparation

- Goal & Objectives Development for the School Year
- Board Set-up for Effectiveness
- Agenda Development

Goal and Objectives Development

- Goals and objectives are to be set prior to the first board meeting of the year.
 - Set goals, review and update them annually, and use them as the basis of self-evaluation.
 - Aligned with the school's mission statement and strategic plan.

Goal and Objectives Development

- Goal: a statement of broad direction or purpose. Will identify some outcome to be achieved.
 - Characteristics:
 - Stated in general terms
 - Points to some future outcome
 - Identifies what will be accomplished
 - Example:
 - To promote strong Catholic Identity within our school.
 - To make a Catholic education within our parish attainable for all parishioners.

Goal and Objectives Development

- Objective: a specific method or procedure that will be used to achieve a goal.
 - Characteristics:
 - Specific
 - Describes what will be completed
 - Provides when it will be completed
 - States a means for determining that it has been accomplished.
 - Usage of the “SMART” principle.

Goal and Objectives Development

- Good objectives support the defined goals and are “SMART”
 - **S**pecific
 - **M**easurable
 - **A**ttainable
 - **R**elevant
 - **T**imely

Goal and Objectives Development

- Objectives not quite “SMART”
 - Free tuition for all students by next school year.
 - Probably not attainable.
 - Improved academics across all grades by 2015 school year.
 - Not specific and not measureable.
 - Reduce sugar levels by 5% by year's end for food served in the cafeteria for pre-schoolers.
 - Not relevant to the work generally performed by the advisory board.

Goal and Objectives Development

- Objectives that are “SMART”
 - Increase parish participation in CEA by 3% year-over-year for the next 3 years.
 - Increase student/family Sunday Mass attendance 5% this school year.
 - Develop a new school marketing plan by January 2015.

Goal and Objectives Development

- Objectives are then assigned to the proper committee for execution.
 - ▣ Committee develops specific actions (typically 2-5) that support completing the objective.
 - ▣ If a specific objective doesn't align with the expected purpose of an existing standing committee, create an ad-hoc committee for the duration of the objective.

Goal and Objectives Development

□ Key Takeaways:

- An effective advisory board is driven by objectives and actions aligned to the goals of the school's mission statement and strategic plan.
- Work on the objectives and actions is performed in committees.
- Committees report out on status of objectives and actions at each school advisory board meeting.
- An effective leader ensures that the work of the advisory board operates in this manner, taking corrective action as needed.

Board Set-up

- Prior to the first advisory board meeting, the executive committee determines what committees are required in support of the year's goals and objectives.
 - Number of goals and objectives to be worked in the school year needs to be aligned realistically to the size and capability of the board members.
 - Ad-hoc committees to be defined as needed to work goals and objectives not properly aligned with an existing standing committee.

Board Set-up

- Typical standing committees for a school advisory board are:
 - ▣ Executive
 - ▣ Finance
 - ▣ Development & Marketing
 - ▣ Nomination and In-Service
 - ▣ Catholic Identity
- Standing committees should be listed in the board's bylaws.

Board Set-up

□ Executive Committee

- Plans high-level direction of the overall board's effort, including agenda development.
- Represents the whole board when directed by the board to do so.
- Addresses all urgent situations that cannot wait for the next full board meeting.
- Facilitates annual board evaluation.
- Ensures that all committees have the proper goals and activities for the year assigned.

Board Set-up

□ Finance Committee

- Monitors the current year's budget.
- In collaboration with the pastor and principal, develops and proposes to the board next year's fiscal budget.
- Prepares, updates, and monitors long-range financial plans for the school.
- Oversees the business and operations of the school from a policy and planning perspective.

Board Set-up

- **Development/Marketing Committee**
 - Advises and assists in creating an annual development or an institutional advancement plan.
 - Assists the administration and board in the implementation of alumni and alumni parent events and activities.
 - Advises and assists in creating and implementing an annual marketing campaign.

Board Set-up

- **Nomination & In-service Committee**
 - Determines the membership needs of the board.
 - Recruits potential nominees with the knowledge and support of the pastor and principal.
 - Works with the school administration in preparing and conducting informational meetings for board nominees.

Board Set-up

- Catholic Identity Committee
 - Facilitates the nourishment of the spiritual dimension of the advisory board.
 - Assists the pastor and principal in monitoring the cultivation of an atmosphere and opportunities within the school that incarnate Gospel values.

Board Set-up

- ❑ Prior to the start of the school year, the executive committee is to assign each board member one or more committee assignments.
- ❑ Members of the community are retained and recruited as members of the various committees.
- ❑ Committee chairs are assigned from the more experienced advisory board members on the committee.
 - Requires proper balancing of returning board members across the committees for the school year.

Board Set-up

- Committee assignments along with aligned goals and objectives for each committee should be shared with the advisory board members prior to the 1st board meeting.
 - Can be part of a larger in-service event welcoming new and returning members.
 - Supports launching each committee in advance of the first advisory board meeting.

Board Set-up

□ Key Takeaways:

- The main effort in working each goal and objective is performed within committees, not at each advisory board meeting.
- Effective leadership ensures that the proper committees are set-up and launched early in the school year.
 - Appropriate goals and objectives assigned that align with committee expectations.

Agenda Development

- The monthly advisory board meeting agenda is developed in advance of the meeting by executive committee consultation with the school's pastor and principal.
 - Clear understanding of the desired outcome of each agenda item.
 - Understanding of total time allocated to each item to ensure timely board meeting.
 - Helps avoid long, unproductive meetings.

Agenda Development

- Typical standing items on an agenda are:
 - ▣ Opening prayer
 - ▣ Approval of prior meeting minutes
 - ▣ Committee reports
 - ▣ Principal's report
 - ▣ Special topics/Upcoming school events of interest for the board members
 - ▣ General announcements from board members
 - ▣ Closing prayer

Agenda Development

- Additional items for agenda consideration are:
 - Inclusion of one agenda item geared towards enriching the Catholic identity of the advisory board.
 - Or, towards the continuous learning/improvement of the advisory board.
 - Include as notes at the bottom of the agenda any key items in anticipation for the next board meeting.
 - Prayer assignment for next meeting.
 - Special activity to take place at next meeting.

Agenda Development

□ Key Takeaways:

- The agenda is developed in a report and inform structure.
 - Key effort on goals and objectives is the work of the committees.
- It is developed in a manner to ensure that the meeting will begin and end on time while effectively covering each agenda item.
- The agenda is to be provided to each board member in advance to support individual preparation for the meeting.

Follow the Agenda

- Use a timekeeper
- Use a recorder
- Eliminate sidebar conversations

Committees

- Report out
- Be succinct
- Allow for Q & A
- Don't rehash the committee meeting
- Trust your committee chairs

Communication

- ❑ Online agenda and minutes
- ❑ Promote events
- ❑ Solicit volunteers
- ❑ Involve the community
- ❑ Listen!

Membership Recruitment

- Continuous
- Volunteers as Candidates
- Seek Diversity
 - ▣ Ethnicity
 - ▣ Gender
 - ▣ Experience

Looping Out

- Posting of Information
 - ▣ Agenda
 - ▣ Minutes
 - ▣ Accessible to all

Promote

- Events
- Committee Activities
- New Member Recruitment

Continuous Improvement

- **Is ongoing** throughout the year as determined by the use of a SMART goals to assist in progress monitoring
- **Encourage** full attendance at Diocesan in-service events
 - Learning opportunities to increase board effectiveness.

Continuous Improvement

- **Keep in contact** with your Diocesan School Board liaison regularly throughout the year:
 - Email
 - Phone call
 - School Newsletter
 - Shares concerns/issues

Continuous Improvement

■ **End of year evaluation**

- How effective did the board meet goals assigned at the beginning of year?
- Overall board evaluation by each member.
- Use results to change constitution, by-laws, committee structure etc. for next school year.