

**WHAT IS**

**A CATHOLIC**

**SCHOOL ADVISORY BOARD ?**

**WHAT DO CATHOLIC SCHOOL ADVISORY BOARDS DO?**

**WHAT DON'T THEY DO?**

**Experienced Catholic School Board members and School Advisory Board members from across the nation were asked to identify the most difficult lesson or fact they had to learn about board in-service. Here's what they said most often, as reported in *Becoming a Better Board Member*.**

- **Determining what your function is on the board and how to accomplish it effectively.**
- **That no matter what you think you know about board service when you first come on board, you still have a lot to learn.**
- **Learning to acknowledge publicly that you have no power and authority as an individual board member; that only the board as a whole can function.**
- **Recognizing the difference between formulating policy (the Board's job), enacting policy (the pastor's job) and administering policy (the principal's job).**
- **That you must represent ALL the parents/students. Your recommendations must be made in the interest of the total school and not made solely for special groups or interests.**

- **Learning how to respond to the complaints and concerns of parents, school administrators, and other staff.**
- **That change comes slowly.**
- **That you can't solve everyone's problems by yourself.**
- **That you must think deeply and sometimes accept a reality that is contrary to your own beliefs.**
- **That effective boardmanship means being able to hold the minority viewpoint when voting on a given issue; then openly supporting the majority vote or consensus position in your community.**
- **Discovering how the school is funded.**



# CIVIL LAW



Arizona Corporation Commission  
Corporation 501-C3  
Each parish and school  
Annual meeting

# CHURCH LAW

(CANON LAW)

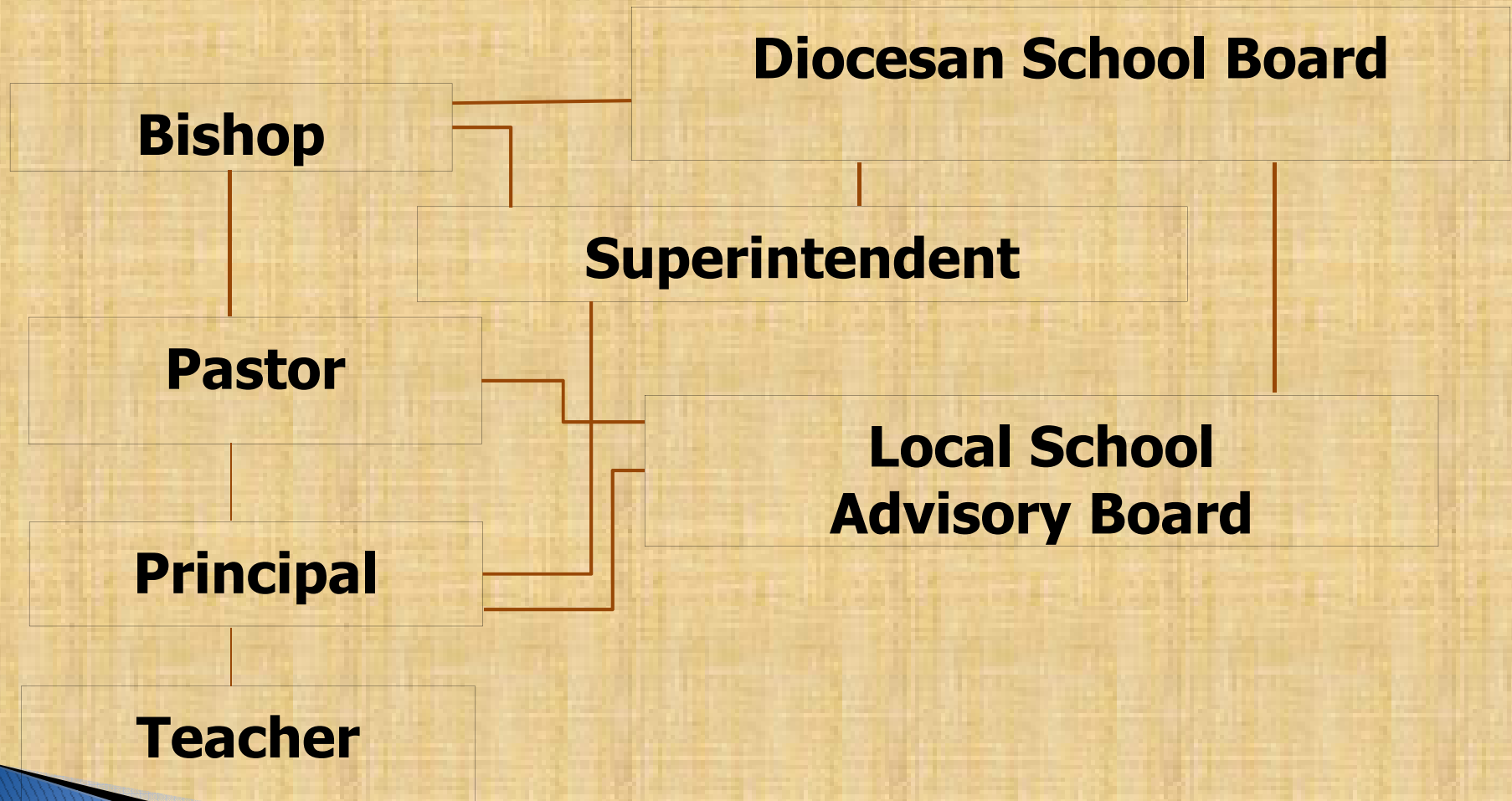
**The diocesan Bishop has the right to watch over and inspect the Catholic schools situated in his territory, even those established or directed by members of religious institutes. He has the right to issue directives concerning the general regulation of Catholic schools; these directives apply also to schools conducted by members of a religious institute, although they retain their autonomy in the internal management of their schools (Canon Law Society, 1983, canon 806).**

**The parish priest is the proper pastor of the parish entrusted to him. He exercises the pastoral care of the community entrusted to him under the authority of the diocesan Bishop, whose ministry of Christ he is called to share, so that for this community he may carry out the offices of teaching, sanctifying and ruling with the cooperation of other priests or deacons and with the assistance of lay members of Christ's faithful, in accordance with law (Canon Law Society, 1983, canon 519).**

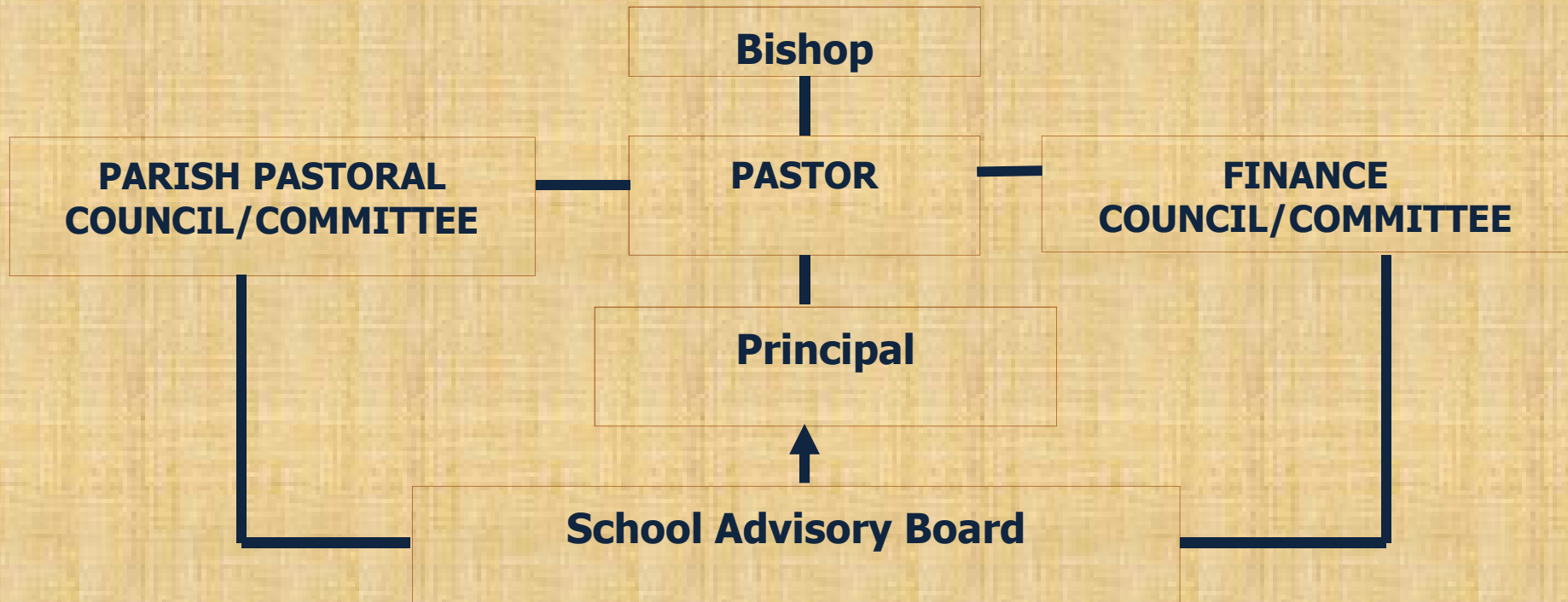
# **TYPES OF BOARDS**

**JURISDICTIONAL**  
**LIMITED JURISDICTION**  
**CONSULTATIVE**  
**REGULATORY**

# **DIOCESE OF PHOENIX SCHOOL MODEL**

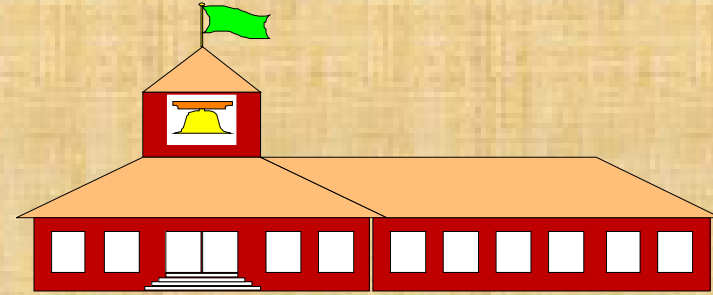


# PARISH SCHOOL ADVISORY BOARD





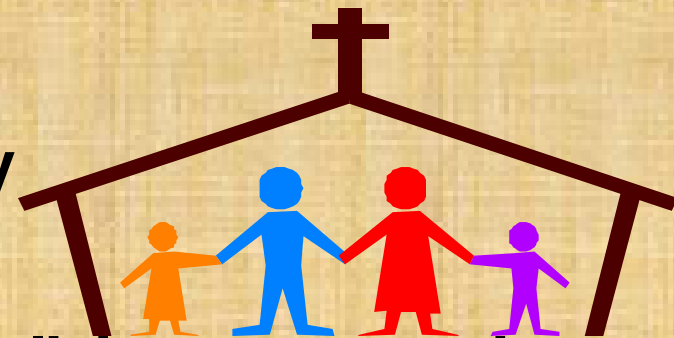
# PUBLIC SCHOOL BOARDS



<b>End:</b>	<b>Provide free education to all</b>
<b>Responsibility:</b>	<b>For school system's general operation</b>
<b>Orientation:</b>	<b>Civic, societal</b>
<b>Type:</b>	<b>Regulatory</b>
<b>Entity:</b>	<b>Legal</b>
<b>Establishment:</b>	<b>By law</b>
<b>Membership:</b>	<b>Elected or appointed to represent constituencies</b>
<b>Impact:</b>	<b>Own locality</b>

# **CATHOLIC SCHOOL ADVISORY BOARDS**

<b>End:</b>	<b>Provide Catholic education to those who chose it</b>
<b>Responsibility:</b>	<b>Specific operation and religious dimension of one particular school or diocese</b>
<b>Orientation:</b>	<b>Catholic Church</b>
<b>Type:</b>	<b>Consultative</b>
<b>Entity:</b>	<b>Legal entity only if separately incorporated</b>
<b>Establishment:</b>	<b>By episcopal mandate or by religious congregation</b>



# **RESPONSIBILITIES**

**The Diocesan School  
Board  
is an Advisory Body  
to the Bishop regarding Diocesan. . .**

- **School Planning**
- **School Policy**
- **School Salary & Benefits**
- **School Communication**
- **School Collaboration**

# LOCAL SCHOOL ADVISORY BOARD RESPONSIBILITIES

## TO THE PASTOR AND PRINCIPAL

- **PLANNING**
- **POLICY FORMULATION**
- **FINANCE**
- **PARTICIPATION IN THE SELECTION AND EVALUATION OF PRINCIPAL**
- **DEVELOPMENT**
- **COMMUNICATION, CONSULTATION, AND INVOLVEMENT**
- **T.L.C. (TRUST, LOYALTY, AND COOPERATION)**
- **SELF-EVALUATION**

# **PLANNING**

- ❖ **Listen to Needs**
- ❖ **Dream Dreams**
- ❖ **Establish Goals**
- ❖ **Develop Objectives**
- ❖ **Determine Strategies**
- ❖ **Update Annually**

# **POLICY FORMULATION**

**Determine the need**

**Identify the issues and the facts**

**Gather data**

**Formulate the policy**

**First Reading**

**Consultation**

**Second Reading**

**Approval**

**Recommend policy**

**Promulgation**

**Evaluation**

**POLICY**

**VS.**

**REGULATION**

**POLICY:** A general guide for discretionary action

**REGULATION:** A specific rule which mandates certain procedures or behaviors



# **POLICY**

**School Advisory Board Formulates Policy**

**Pastor Enacts Policy**

**Principal implements Policy**

**POLICIES ARE BROAD, GENERAL, AND DIRECTION-SETTING STATEMENTS.**

**REGULATIONS ARE SPECIFIC, CONCRETE, AND TIGHTLY WRITTEN**

**DOES THIS STATEMENT LEAVE ROOM FOR DISCRETIONARY ACTION ON THE PART OF THE ADMINISTRATOR?**

<b>YES</b>	<b>=</b>	<b>POLICY</b>
<b>NO</b>	<b>=</b>	<b>REGULATION</b>

# **WHEN DO POLICIES GET FORMULATED?**

**When the school advisory board does its annual goal-setting.**

**When there is a problem to be resolved and there is no guideline.**

**Regular review of policy manual.**

## **POLICY CAN:**

- **Give general direction to the administration.**
- **Anticipate and forestall crises.**
- **Clarify expectations.**
- **Codify and preserve the school advisory board's decisions.**
- **Reduce subjectivity, inconsistency, and arbitrariness.**

# **POLICY CANNOT:**

**Control or supervise administration.**

**Resolve specific problems after the fact.**

**Address isolated cases or petty items.**

**Substitute for programs**

**TWO MAJOR RESPONSIBILITIES**

**OF**

**THE SCHOOL ADVISORY BOARD**

**Planning**

**Formulating Policy**

# **FINANCES**

- 1. Review and approve the school's budget.**
- 2. Recommend the school's budget to the pastor/parish finance committee/pastoral council for approval.**
- 3. Recommend tuition rates and fees.**
- 4. Monitor the school budget on a regular basis.**



# **PARTICIPATION IN THE SELECTION AND EVALUATION OF PRINCIPAL**

**Selection Committee recommends**

**Pastor and superintendent hire**

**Advisory Board contributes information to the  
evaluation**

**Pastor and superintendent evaluate**

# **DEVELOPMENT**

**1. Public Relations**

**2. Marketing**

**3. Recruitment and Retention**

**4. Fundraising**

## **COMMUNICATION, CONSULTATION, AND INVOLVEMENT**

- **Inform and dialogue with school parents**
- **Inform and dialogue with parishioners**
- **Inform and dialogue with the diocesan community**
- **Prepare surveys and reports**
- **Be aware of the “grapevine”**
- **Respond to requests from the principal and the pastor for advice and/or help**
- **Provide members for committees.**

# **T.L.C.**

**"TENDER LOVING CARE"**  
**PROVIDE FOR STAFF MORALE**

**1. TRUST**

**2. LOYALTY**

**3. COOPERATION**

# **SELF-EVALUATION**

- 1. Tracking Goals and Objectives**
- 2. Effectiveness of Policies**
- 3. Advisory Board's Internal Life**

# **SCHOOL ADVISORY BOARD'S** **INTERNAL LIFE**

**Prayer**

**Membership**

**Orientation**

**In-service**

**Agenda Planning**

**Committee Life**

**Minutes of the Meetings**

**Constitution Review**

**Effectiveness of meetings**

# **MEMBERSHIP ELIGIBILITY**

- **Membership in parish**
- **18 years of age or older**
- **Genuine interest in Catholic schools**
- **Ability to work effectively with others in achieving consensus decisions for the good of the entire school community**
- **Ability and willingness to make necessary and substantial time commitment for thought and study as well as for meetings and related school advisory council activities, including development**
- **Willingness to maintain high levels of integrity and confidentiality**
- **Willingness to attend periodic in-service programs**
- **Willingness to support the Diocesan and School philosophy and Mission statements**
- **Have a sense of future vision for the school**
- **Be a credible witness of the Catholic Faith to the school and larger community**
- **Not a paid employee or the spouse, parent or adult child of a paid employee**
- **Not a student**



## **RECRUITMENT OF MEMBERS**

- **Articulate clearly the purpose, directions, and mission of the school advisory board**
- **Maintain key individuals on the advisory board — competency attracts competency**
- **Organize the member recruitment process**
- **Provide professional orientation and in-service**
- **Put new recruits to work as quickly as possible in their areas of expertise**
- **Never be satisfied with anything other than efficient council and committee meetings**

# **AGENDA**

**DISCUSSION ITEMS**

**DECISION ITEMS**

# **DECISION MAKING**

**MAJORITY RULE**

**POLLING THE MEMBERSHIP**

**AVERAGING**

**RAILROADING**

**HAND CLASPING**

**SELF-AUTHORIZATION**

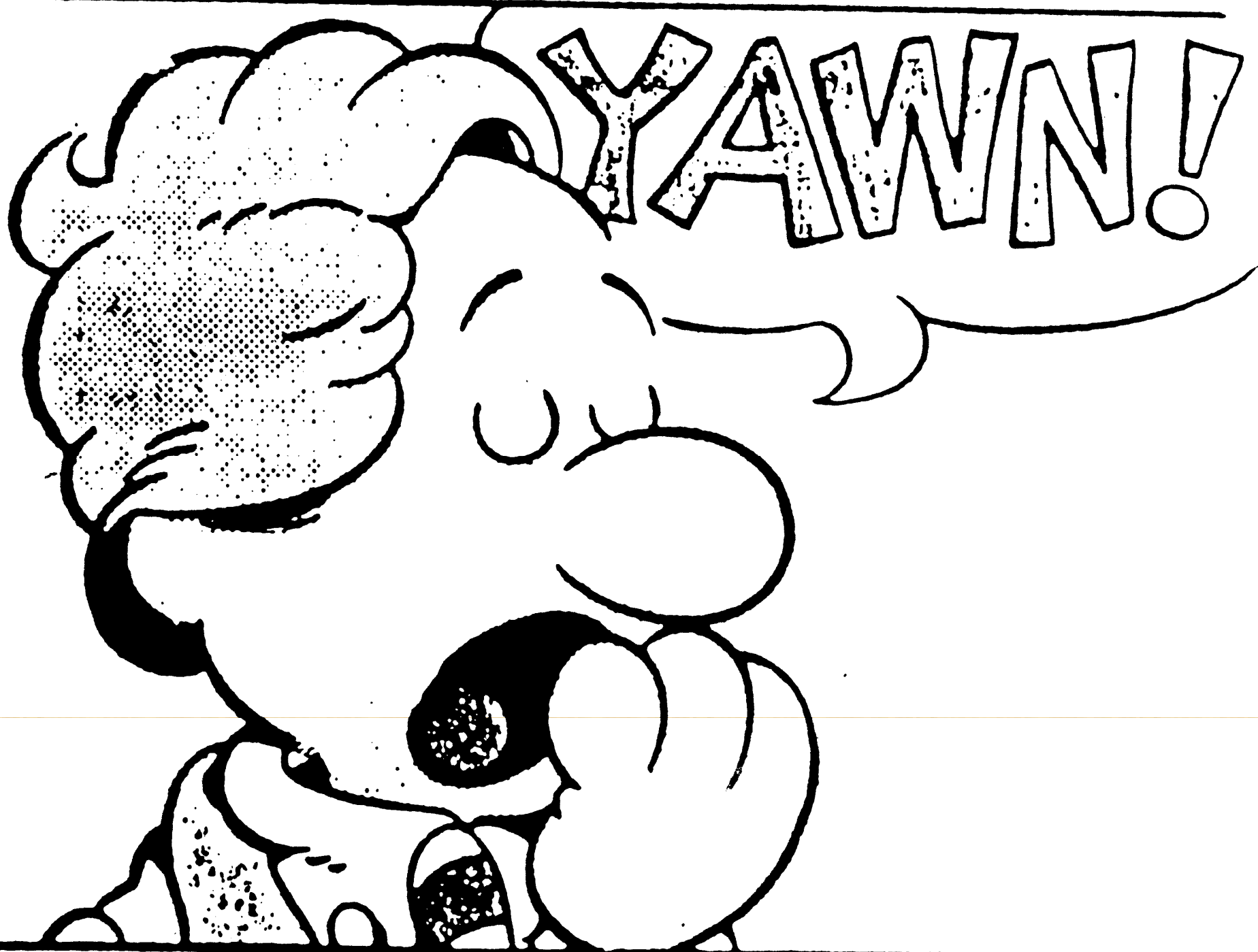
**THE PLOP**

**SATISFYING**

**CONSENSUS**

**GENUINE UNANIMITY**

# CONSENSUS



# NOT

**THE RESPONSIBILITY OF THE**  
**SCHOOL ADVISORY BOARD**

**REGULATION AND ADMINISTRATION**

**ISSUES DEALING WITH INDIVIDUAL STUDENTS**

**ISSUES DEALING WITH INDIVIDUAL STAFF MEMBERS**

# **DEFAMATION OF CHARACTER:**

**“An unprivileged communication that harms the reputation of another.”**

**\* SLANDER: ORAL**

**\* LIBEL: WRITTEN**

# **PRINCIPAL'S RESPONSIBILITY TO THE SCHOOL ADVISORY BOARD**

**DIRECTION**

**INFORMATION**

**ACCOUNTABILITY**

**COOPERATION**

**CONFIDENCE**



# **PASTOR'S RESPONSIBILITY TO THE SCHOOL ADVISORY BOARD**

**CONFIDENCE**

**PASTORAL LEADERSHIP**

**PARTICIPATION**

**INFORMATION**

**COOPERATION**

## Distinguishing Characteristics of an Effective Advisory Board

- 1. They have members that include business people and alumni.**
- 2. They take ownership of issues under their jurisdiction.**
- 3. They are involved with issues pertaining to budget, policy, mission, philosophy, and planning.**
- 4. They have goals, review or update them annually and use them as a basis of self-evaluation.**
- 5. They have actively working committees: finance, nominating, policy, marketing, development, facility, and executive committees.**

- 6. They have contact and communication with their constituencies.**
- 7. They assess their progress periodically.**
- 8. They have effective meetings.**
- 9. They are dedicated and committed to the school's mission.**
- 10. They train their new members and provide annual in-service for all members.**
- 11. Their main achievements are in the areas of development/fundraising, budget/financial stability, long-range planning, marketing/public relations/recruitment, and plant upgrade.**

# **Three Major Characteristics of Effective School Advisory Boards**

- 1. Effective Committees**
- 2. Ownership of Issues**
- 3. Communication**

# **ELEMENTS OF EFFECTIVE COMMITTEES**

**CLEAR EXPECTATIONS**

**A REASONABLE TIMETABLE**

**QUALIFIED AND APPROPRIATE MEMBERSHIP**

**MANAGEABLE SIZE**

**ACCESS TO RELEVANT DATA**

**THE ASSISTANCE OF THE SCHOOL'S STAFF**

**INTEREST AND APPRECIATION OF THE ADVISORY COUNCIL  
AND ADMINISTRATION**

## **Ownership of Issues Indicators**

- **Are members certain that they are shareholders? Can they see a connection between their involvement on the council and long-range positive effects on children and the community?**
- **Are members involved in crafting and affirming the program's philosophy and mission?**
- **Do members set the council agenda through long and short-range planning?**

## **Ownership of Issues Indicators**

- **Do members have opportunities to articulate their support or non-support along with their reasons? Is their input reflected in the outcome?**
- **Do members receive appropriate recognition and have significant roles in activities such as graduation or assemblies? Are they asked to represent the school, parish, or diocese at community functions?**



## **Communication Tips**

- **The Board president and the school administrator discuss the meeting agendas with the pastor.**
- **Committee reports are published in the school and parish newsletters.**
- **The names of the board members are printed in handbooks and other publications for easy reference for those who have questions.**
- **The board president regularly speaks at the Home and School Association meetings to inform others about council activities.**



## **Communication Tips**

- **In conjunction with parish family activities, the council welcomes new families into the fold.**
- **The board president regularly communicates with the school administrator regarding activities, possible crises, etc.**
- **The board president stays in close communication with the Diocesan School Board.**

## **CODE OF ETHICS FOR CATHOLIC SCHOOL ADVISORY COUNCIL MEMBERS**

**As a member of a Catholic School Advisory Board, I**

- acknowledge that schools are a significant expression of the teaching mission of the Catholic Church and function within its structure;**
- will become more knowledgeable about the mission of Catholic education, as expressed in this school, and sincerely promote it to the various publics with whom I have influence;**
- recognize the need for continuing education about my responsibilities and know that I do not represent the advisory council officially unless explicitly authorized to do so;**
- will be fully and carefully prepared for each meeting by doing the required readings and completing necessary tasks for committee work and reports;**

- **will be fully and carefully prepared for each meeting by doing the required readings and completing necessary tasks for committee work and reports;**
- **support the principal in authorized functions and avoid intruding in administrative details unless requested to do so;**
- **will be loyal to advisory board decisions even though personally opposed to the final recommendations and decisions;**
- **will be alert to alternate solutions to problems by keeping an open mind;**
- **will disqualify myself from discussion and vote on an issue where there is a conflict of interest with my family or business interests or if the outcome will grant me any pecuniary or material benefits; and**
- **pray often for other members of the advisory board, this Catholic school, and the community it serves.**

**THE END**