



CATHOLIC SCHOOLS

DIOCESE OF GRAND RAPIDS

Mary, Virgin and Mother, you who, moved by the Holy Spirit, welcomed the word of life in the depths of your humble faith: as you gave yourself completely to the Eternal One, help us to say our own “yes” to the urgent call, as pressing as ever, to proclaim the good news of Jesus.

Filled with Christ’s presence, you brought joy to John the Baptist, making him exult in the womb of his mother. Brimming over with joy, you sang of the great things done by God. Standing at the foot of the cross with unyielding faith, you received the joyful comfort of the resurrection, and joined the disciples in awaiting the Spirit so that the evangelizing Church might be born.

Obtain for us now a new ardour born of the resurrection, that we may bring to all the Gospel of life which triumphs over death. Give us a holy courage to seek new paths, that the gift of unfading beauty may reach every man and woman.

Virgin of listening and contemplation, Mother of love, Bride of the eternal wedding feast, pray for the Church, whose pure icon you are, that she may never be closed in on herself or lose her passion for establishing God’s kingdom.

Star of the new evangelization, help us to bear radiant witness to communion, service, ardent and generous faith, justice and love of the poor, that the joy of the Gospel may reach to the ends of the earth, illuminating even the fringes of our world.

Mother of the living Gospel, wellspring of happiness for God’s little ones, pray for us. Amen. Alleluia!

Prayer of Pope Francis, at the conclusion of Evangelii Gaudium



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--- Diocesan, Parish, and School Leadership ---

Alternative Governance Models: Understanding and Working with Boards of Limited Jurisdiction (BoLJ)

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If You've Seen One Diocese...
You've Seen One Diocese



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If You've Seen One Parish...
You've Seen One Parish



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If You've Seen One Catholic School...
You've Seen One Catholic School



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If You've Seen One... You've Seen One

- **Why do you think** this statement rings so true for so many within the Catholic Church?
- Take a moment with someone near you and see if you can't identify the reason(s) this rings so true.



If You've Seen One...

You've Seen One

- **I would suggest the reason** this statement rings so true within the Church is because of a deeply held Catholic social principle.
- The Principle of Subsidiarity – “a community of a higher order should not interfere in the internal life of a community of a lower order, depriving the latter of its functions, but rather should support it in case of need and help to co-ordinate it's activity with the activities of the rest of society, always with a view to the common good.” (CCC, 1883)



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Anonymous Poll -

Based upon your current understanding...

- **Who owns responsibility for your school?**
- **What type of governing body do you have?**



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Who owns Responsibility?

A. Diocese

Catholic Central and West Catholic

B. Parish

All the others

C. Interparochial/Regional

CCCS, ASA, DPA, SJDA

D. Religious Congregation

E. Independent/Private

MCC, St. Robert



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What type of governing body do you have?

- No Board
- Advisory
- Consultative
- **Board of Limited (Specified) Jurisdiction**
- Jurisdictional



Alternative Governance Models

- **No Board** – Pastor/CA retains full authority (this is rare today)
- **Advisory** – Pastor/CA is not bound by advice
- **Consultative** – Pastor/CA must consult but is not bound by advice
- **Board of Limited (Specified) Jurisdiction** – Pastor/CA shares delegated authority with board
- ***Jurisdictional*** – *Board has final authority (these generally are rare in the Roman Catholic Church)*



Policy Making (in 2011 only 11% of Catholic school boards)



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Why have a Board of Limited Jurisdiction (BoLJ)?

- Signals to board members a high level of trust
- Board members are empowered
- Heightened sense of ownership by board members
- Increased level of involvement by board members
- Board members contribute expert services



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Under what conditions does a BoLJ work?

- Clearly defined roles and responsibilities (training instructions)
- Limited or specified jurisdiction through ***Reserved Powers*** (see example)
- Willingness to accept delegated authority/responsibility
- Balanced makeup (*no more than 40% parents*)
- Expert makeup to chair committees
- Work done at the committee level



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BoLJ Operate Subject to Reserved Powers

Reserved Powers:

	<u>CA</u>	<u>SS</u>	Bishop/ <u>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 (when applicable).	*	*	*
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 according to the process established by the Superintendent of Schools.	*	*	



Roles and Responsibilities of BoLJ

- Mission Effectiveness
- Strategic Planning/Policy
- Finance
- Institutional Advancement
 - Marketing/Communications
 - Admissions/Enrollment
 - Development
- Buildings and Grounds
- Recruitment of New Members
- Evaluation
 - A Catholic School Governance Handbook for a New Era – NSBECS in action (Share Rubric)
 - 60/40 Rule: A healthy BoLJ will spend 60% of it's time working on the above and focused on the future

Please Note: there is **no curriculum or personnel** listed above



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Desired Makeup of a BoLJ

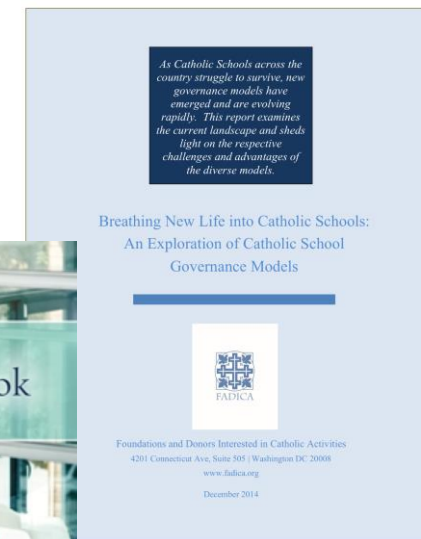
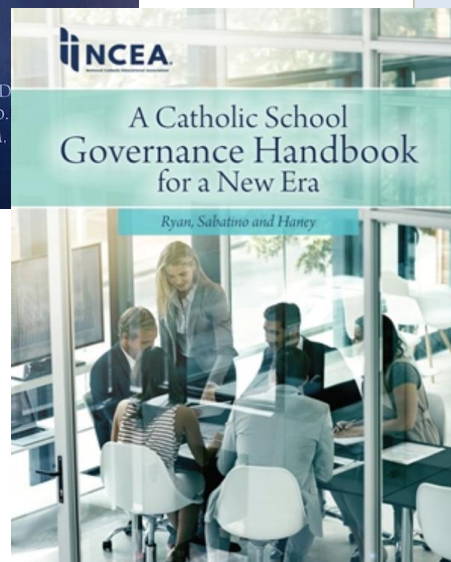
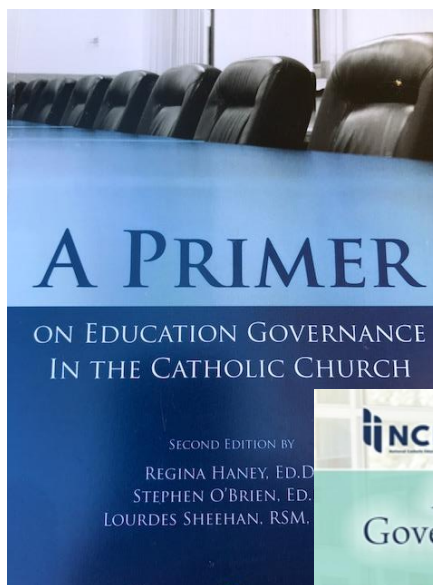
- Faithful (90% Catholic)
- Balanced (no more than 40% parents)
- Diverse (cultural, women/men, economic, generational, expertise)
- Expert (to chair committees)
 - Planning, Policy, Finance, Marketing, Communications, Admissions, Enrollment, Development, Facility, Talent Acquisition
 - In-kind services
- Committed to Catholic Education

Resources

1. A Primer On Education Governance in the Catholic Church (NCEA, 2009)

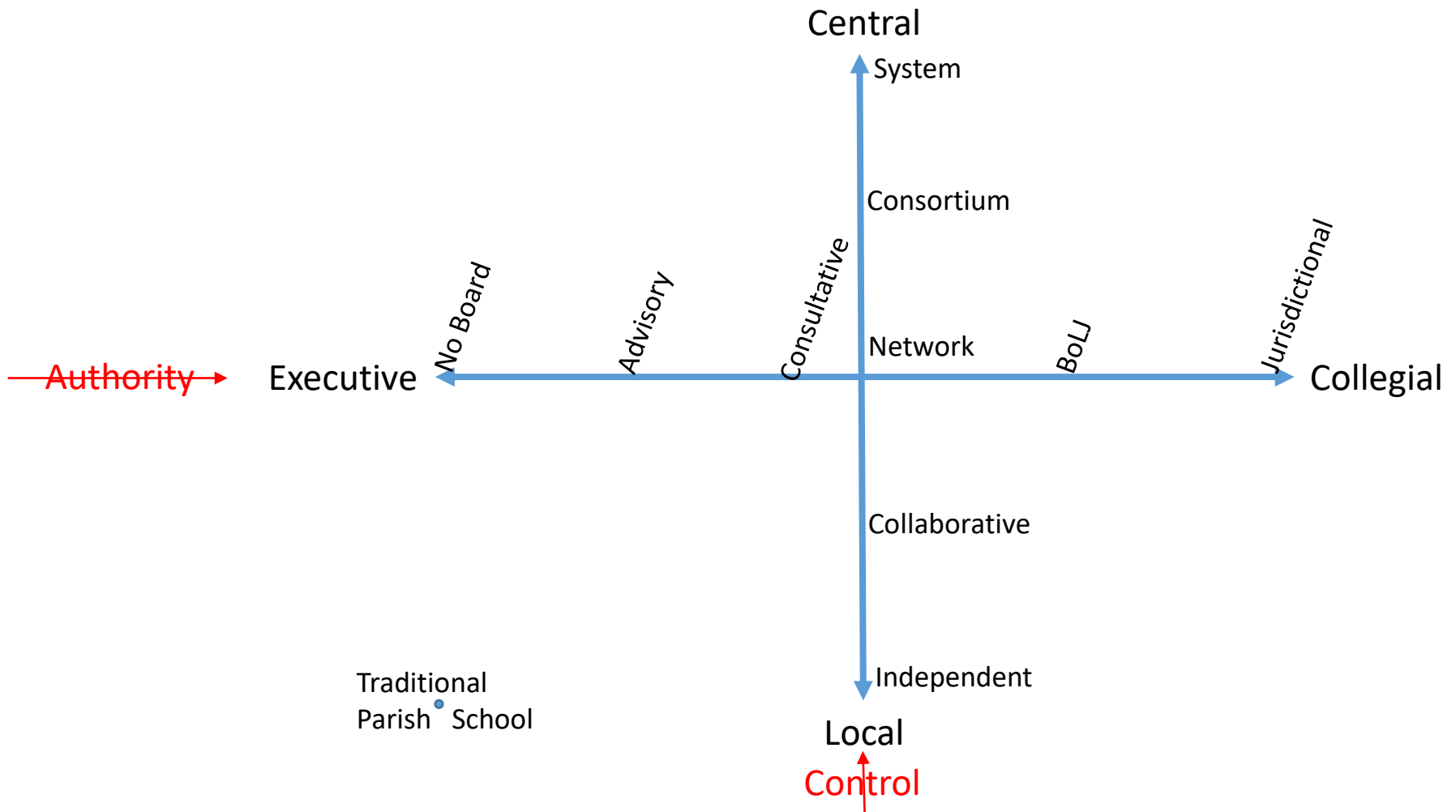
2. A Catholic School Governance Handbook for a New Era (NCEA, 2018)

3. Breathing New Life into Catholic Schools: An Exploration of Catholic School Governance Models (FADICA, 2014)





FADICA Matrix: Understanding Governance





Progress Toward Better Application of Two Principles of Catholic Social Doctrine

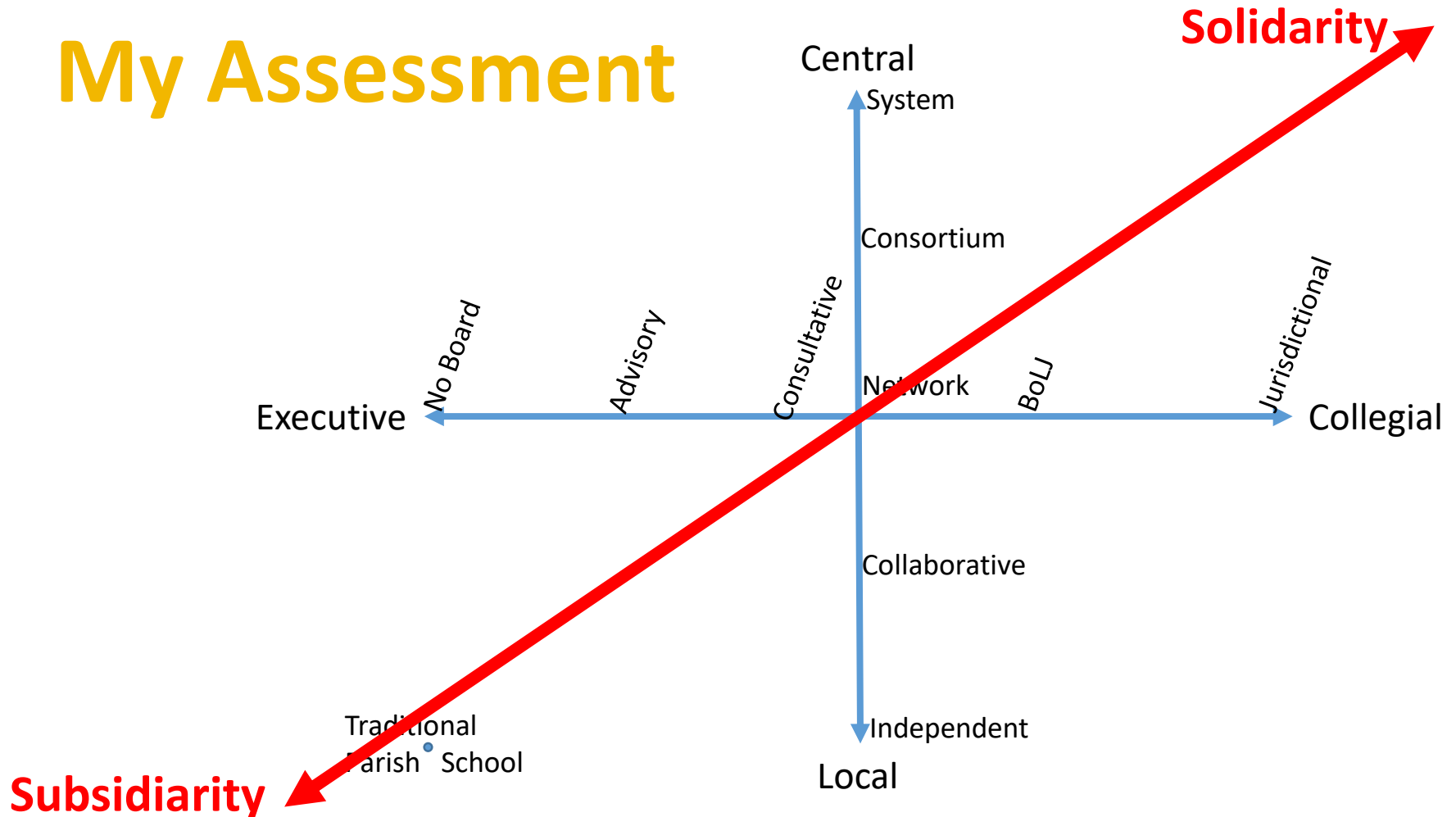
- The Principle of Subsidiarity – “a community of a higher order should not interfere in the internal life of a community of a lower order, depriving the latter of its functions, but rather should support it in case of need and help to co-ordinate it’s activity with the activities of the rest of society, always with a view to the **common good**.” (CCC, 1883)
- The Principle of Solidarity – “Solidarity is a firm and persevering determination to commit oneself to the **common good**... Solidarity, which flows from faith, is fundamental to the Christian view of social and political organization. Each person is connected to and dependent on all humanity, collectively and individually... It is a unity that binds members of a group together.” (Wikipedia)



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My Assessment





Board's Role in Strategic Planning

- Responsible for the oversight, creation, implementation, and assessment of the school's strategic plan
- “There are 100 ways to do strategic planning right.” In all cases the plan should be:
 - A result of a community-wide collaborative process (professional facilitation of this process is considered best practice)
 - Responsive to data (accreditation visit report, program effectiveness surveys, Catholic identity surveys, annual progress reports, etc.)
 - Aligned to and/or informed by the diocesan Catholic Schools: Bridging Faith and Future strategic plan
 - A living document that becomes **THE AGENDA** for all internal (faculty and staff) and external (board and administration) school improvement efforts



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A Tour of Website Resources

- Board Training
- Governance Models
- Strategic Planning
- Diocesan Catholic Schools' Policy