

**ARCHDIOCESE OF LOS ANGELES
ARCHDIOCESAN AND PARISH HIGH SCHOOLS
CONSULTATIVE SCHOOL BOARD (CSB)
BYLAWS
FINAL – 01.06.14**

PREAMBLE

The Archdiocese of Los Angeles welcomes the leadership and skills of the laity and affirms the Second Vatican Council's call for "special respect and praise" for the laity especially those who "put their person and their professional competence at the service of institutions and their activities." (*Apostolicam actuositatem*, Decree on the Apostolate of Lay People, 22)

The Consultative School Board desired by the Archdiocese can bring men and women of exceptional expertise and experience in much needed areas such as finance, accounting, business, education, etc. to advise the school administration so that the best possible results can be realized for students and for the mission of the school.

The serious contribution of such expertise and experience will also help the larger community of the lay faithful of the Archdiocese to take responsibility for shaping the quality and the future of the school's mission.

A vital aspect of the Church's mission includes having active, committed Catholics and those who appreciate and support the Catholic faith as laity involved with the Catholic school.

Each archdiocesan and parish high school is operated by the Roman Catholic Archdiocese of Los Angeles Education and Welfare Corporation. Some high schools are officially co-sponsored by a Religious Institute.

The school is established to carry out the teaching ministry of the Catholic Church. As such, the religious and academic programs are, and shall at all times continue to be, in accordance with the teachings and laws of the Roman Catholic Church as executed by the Roman Catholic Archbishop of Los Angeles.

A "Consultative School Board" as defined in *A Primer On Educational Governance In The Catholic Church*, is established to assist the administrative officer (as defined in Article V, D4) in the governance of the school. ("A consultative school board is a body that participates in the policymaking process by formulating, adapting, and recommending policy to the person with authority to enact it. The person with authority is required to consult the board before making decisions in designated areas, but is not bound by the board's advice.")

This Consultative School Board (herein referred to as "Board") shall have as its sole concern the ministry of Catholic school education. The Board, operating under the guidance of the Department of Catholic Schools and the Superintendent, and in conformity with the



Archdiocesan School Policies shall concern itself with policy matters pertaining to the mission and goals of the school. In addition, the board is to provide direction and vision for the school, ensure quality Catholic education, and guarantee the sustainability of the human, material and financial capital of the school.

ARTICLE I **NAME**

The name of this body shall be the [Name of School] Consultative School Board, hereinafter referred to as the Board.

ARTICLE II **PURPOSE AND FUNCTION**

The Board is established to assist the administrative officer by providing advice and counsel particularly in the following areas:

1. Strategic Planning

- a. To assist in formulating strategic goals for the long-term direction of the school;
- b. To assist in formulating the school mission statement.

2. Policy Formulation

- a. To provide advice and counsel with regard to policies in areas determined by the administrative officer.

3. Evaluation of plans, mission effectiveness, and Board self-evaluation.

4. Institutional Advancement/Development

- a. To provide advice and assist with the establishment and maintenance of comprehensive programs of institutional advancement;
- b. To provide advice, counsel and resources (e.g., donations, introductions to prospective funders such as foundations, benefactors, businesses, etc.) respective to identifying and securing funds;
- c. To enhance the image, enrollment, and financial viability of the school.

5. Financial Planning and Financial Management

- a. To provide advice and counsel with regard to long-range financial planning, annual budget development, budget monitoring, and financial reporting.



6. Communication and Mission Enhancement

- a. To provide advice and counsel with regard to communicating school policies and activities to the various school constituencies;
- b. To provide advice and counsel with regard to both mission effectiveness and mission enhancement.

The Board has no authority for formulating policies separate from the Superintendent and the school's administrative officer. The Board does not have responsibility for determining the amount of Archdiocesan financial support of the school and has no responsibility with regard to school curriculum, staff/personnel, or students.

ARTICLE III **AUTHORITY RESERVED TO THE ARCHDIOCESE (AND PASTOR)**

- A. Areas where the administrative officer and Board may initiate action but approval from the Archdiocese (and Pastor of a parish school) is required:
 1. Change in the philosophy, mission and purpose of the school;
 2. Adoption, amendment, restatement and repeal of bylaw addendum;
 3. Purchase of property, capital improvements or additions to facilities;
 4. Annual budget;
 5. Borrowing;
 6. School's mission statement;
 7. Adoption of strategic plan;
 8. Selection of major consultants for the school;
 9. Agreements with religious communities for staffing the school.
- B. Areas where the Archdiocese (and Pastor of a parish school) may initiate action but agrees to consult with the Board:
 1. Appointment of the president and principal;
 2. Removal of Board officers and members;
 3. Adoption, amendment, restatement and repeal of bylaw addendum;
 4. Purchase of property, capital improvements or additions to facilities;
 5. Agreements with religious communities for staffing the school;
 6. Other areas that might affect the good of the school.
- C. Areas where the Archdiocese may take action without consultation with Boards and administrative officers:
 1. Policies and administrative regulations governing archdiocesan and parish schools;
 2. Replacement of the president and/or principal;
 3. Selection of auditors;



4. Selection of legal counsel;
5. Sale of property.

ARTICLE IV

RELATIONSHIP WITH OTHER PERSONS OR GROUPS

- A. **Archdiocese of Los Angeles** - Regular information from the Archdiocese of Los Angeles concerning archdiocesan policies impacting Catholic education shall be provided by the administrative officer as in-service programs to the Board. The administrative officer shall implement archdiocesan school policies formulated by the Department of Catholic Schools and promulgated by the Superintendent.

If the school is officially co-sponsored by a Religious Institute, this relationship shall be described in the school's first amendment to these bylaws.

- B. **Pastor of a Parish School** - The Pastor serves as the Chief Executive Officer of the school and bears the overall responsibility for the school's operation and policies, concentrating primarily on its mission and Catholicity, finances, development and care of the physical facilities, fundraising efforts, and promotional and public information. He fosters an atmosphere in which a community of faith can grow and maintains positive relations with parents, neighboring pastors, other schools, and the civic community. He delegates the ordinary operation of the school's instructional programs to the Principal. The Principal reports directly to an Assistant Superintendent in the Department of Catholic Schools for all school-related issues that are within the policies of the Archdiocesan Handbook. As Chief Executive Officer of the school, the Pastor in consultation with the Principal enjoys the right to accept, reject or modify all proposals generated by the Board.
- C. **Parent Organization** - An officer of the parent organization, or a designated representative appointed by the Principal, shall serve as an ex officio member of the Board with voting rights. The relationship between the Board and the parent organization shall be characterized by a common vision, clarity of responsibilities, good communication, and collaboration.
- D. **Faculty** - The relationship between the Board and the faculty shall be characterized by mutual support, good communication, and cooperation. The Principal represents the faculty to the Board. (The Principal may appoint a representative from the fulltime faculty.) From time to time, teachers, administrative team members, or academic departments may be invited to share information with the Board on matters concerning the school. The Board shall have no role in hiring, evaluating, terminating, or renewing professional or support staff.



ARTICLE V

MEMBERSHIP

- A. **Membership Defined** - The Board shall consist of a minimum of nine (9), but not more than twenty-one (21) members appointed by the administrative officer in consultation with the Department of Catholic Schools or Pastor in the case of a parish school.
1. Board members act in concert with one another so that the Board as a whole assists and supports in the governance of the school. Board members do not act individually or with other members apart from the whole Board;
 2. A member of the Department of Catholic Schools appointed by the Superintendent shall serve as an ex officio member of the Board, without voting rights;
 3. The administrative officer shall serve as an ex officio member of the Board, without voting rights, and shall serve as the Board's administrative officer;
 4. An officer or a designee of the parent organization appointed by the Principal shall serve as an ex officio member of the Board, with voting rights.
- B. **Categories of Membership** - The membership of the Board shall be as follows:
1. If the Board includes Parents (no more than 25% of membership);
 2. Alumni and/or parents of alumni;
 3. Leaders within the civic, business, and professional communities;
 4. An area Catholic pastor or Vicar Forane/Dean (for archdiocesan schools);
 5. A feeder Catholic school principal (optional);
 6. A Religious from the Religious Congregation that currently or formerly staffed or sponsored the school (optional).

Internal Board policy will establish the appropriate ratios for the above-defined membership categories and will ensure an appropriate distribution of members by constituent categories.

At least 51% of the Board members shall be Catholic but all board members must be in agreement with and committed to Catholic educational principles. Board formation in Catholic educational principles is ongoing.

- C. **Nominations** - The Board shall establish an internal Board policy with regard to nominations. A committee on Board members consisting of the administrative officer and three Board members appointed by the chairperson of the Board shall seek out and prepare a slate of prospective Board member nominees who meet the following criteria:



1. Capacity to give witness to Christian and moral values within the school community;
2. Interest in and commitment to Catholic education in general, and a specific commitment to the mission and philosophy of the respective school;
3. Availability to attend meetings and periodic in-service programs and to participate in committee work;
4. Ability to maintain high levels of integrity and confidentiality;
5. Ability to deal with situations as they relate to the good of the respective school;
6. Willingness to participate in and provide leadership for resource development programs for the school. It is the expectation that all Board members will financially support the school through their own contributions and/or their acquiring contributions from others in accord with goals agreed upon by the Board and administrative officer.

- D. **Exclusions** - Employees of the school and members of their immediate family, other than those who serve in ex officio positions, may not sit on the Board.
- E. **Appointment and Terms** - Each Board member, other than a Board member who serves ex officio, shall be appointed by the administrative officer for a four-year term. Each ex officio Board member shall serve only during the time he or she serves in the designated position for which he or she was appointed to the Board.

In order to provide for staggered terms, the initial Board members shall be divided into four groups of as nearly equal size as possible with the term for one group of Board members expiring each year during a four-year period. Board members may be reappointed provided, however, that no Board member shall serve more than two terms consecutively regardless of whether any such term shall be less than four years. Board members shall be eligible for reappointment after not serving on the Board for one year. The Superintendent may waive the one year out requirement for an individual upon the written request of the administrative officer.

- F. **Resignation and Removal of Board Members** - Any Board member may resign at any time by giving written notice to the chairperson of the Board. Such resignation shall take effect at the time specified therein.

A Board member may be removed by the administrative officer if he/she determines that removal is in the best interest of the school.



- G. **Vacancy** - Any vacancy on the Board may be filled by the administrative officer upon recommendation of the Board chairperson and administrative officer for the unexpired portion of the term in the same manner as provided for in the original appointment.
- H. **Attendance** - Any Board member who is absent from three (3) successive regular Board meetings or a total of three (3) Board meetings in a year shall be deemed to have resigned as a Board member unless reinstated with written approval of the administrative officer. The administrative officer may waive this policy for individuals.

ARTICLE VI

OFFICERS

- A. The officers of the Board shall be the chairperson, vice-chairperson, and secretary. They shall be elected biannually by the Board membership, subject to ratification by the administrative officer. The administrative officer may choose to appoint one or all of these officers of the Board. The administrative officer may also establish a term of office for officers of the Board longer than two years.
- B. The election of officers shall take place at every other annual meeting in May or June.
- C. **Executive Committee** – the Executive Committee shall consist of the administrative officer and the chairperson, vice-chairperson, and secretary.
- D. **Duties** – The duties of the officers shall be:
 - 1. **Chairperson** – The chairperson shall preside at all regular and special meetings of the Board. The chairperson shall also preside at Executive Committee meetings at which the Board agenda and packet are prepared. The chairperson, with Board approval, shall have authority to assign additional duties and responsibilities to individual Board members.

No individual shall be eligible to serve as chairperson of the Board without having completed two years of service on the Board. The chairperson of the Board shall be a practicing Catholic. The administrative officer may request an exemption from the Superintendent.

 - 2. **Vice-Chairperson** – In the absence of the chairperson, the vice-chairperson shall perform all duties of the chairperson. The vice-chairperson shall be a member of the Executive Committee.



3. **Secretary** – The secretary shall be responsible for keeping accurate minutes and providing a copy to the Department of Catholic Schools; for keeping a record of the appointment of all committees of the Board; and for all correspondence. Any of the duties of the secretary may be performed by an assistant secretary who shall be responsible to and report to the secretary. The secretary shall also be responsible for keeping a permanent record of terms, attendance, and committee assignments and all reports and documents relating to Board activities. The secretary shall ensure that the permanent record of terms, attendance, committee assignments, all reports, and documents relating to Board activities, including policies, minutes, and agendas, shall be maintained in the office of the administrative officer.

The secretary, in cooperation with the administrative officer to the Board, shall ensure the timely distribution of Board member packets in advance of Board meetings.

4. **Administrative Officer** – Archdiocesan and parish schools use one of three leadership formats:
 - a. President and Principal (two people);
 - b. Principal only;
 - c. Parish school - Pastor with one of the two formats above. The Pastor may delegate the role of administrative officer to the President or Principal.

This person shall serve as administrative officer to the Board. In that capacity, he/she is a member of the Executive Committee. He/she may also call meetings of the Executive Committee and shall be responsible for bringing information to the Board, including Archdiocesan policies and plans.

5. **Term** – The term of office for Board officers, except the administrative officer, who serves ex officio, shall begin with their election in May or June and end with the election of their successor two years thereafter. Board officers may be reelected.

ARTICLE VII

MEETINGS

- A. **Regular Meetings** - Regular scheduled meetings of the Board shall be held bi-monthly, at least five (5) times per school year.
- B. **Special Meetings** - Special meetings may be called by the administrative officer, the chairperson, or by written request of one third (1/3) of Board



members. Written notice must be provided at least seven (7) days prior to special meetings.

- C. **Annual Meeting** - The annual meeting shall be held in May or June of each year.
- D. **Meeting Protocol** - All regular meetings of the Board shall be open to all interested parties, and notice of all regular meetings shall be posted in memos and newsletters.

The Board shall establish an internal policy addressing how and when non-Board members may address the Board. The Board shall establish an internal Board policy dealing with “closed meetings” or executive sessions.

The Board shall establish an internal policy ensuring that teleconference or videoconference meetings are allowed so long as there is a quorum and that Board members are able to hear and respond to each other.

ARTICLE VIII **RULES OF ORDER**

- A. **Consensus** - As much as possible, the Board shall reach consensus on all actions.
- B. **Parliamentary Rules** - Where necessary, parliamentary rules may be employed using Robert’s Rules of Order (latest copyright date) as a guide. The chairperson shall appoint a parliamentarian when appropriate.
- C. **Policy Issues** - Ordinarily, consensus or recommendations regarding policy matters and other major issues are not reached at the “first reading.” The “second reading” of the policy occurs after additional consultation, committee work, and clarification. At that time, the Board begins its consensus building and recommendation process.
- D. **Quorum** - A simple majority of the voting members of the Board shall constitute a quorum for each meeting.

ARTICLE IX **COMMITTEES**

- A. **Standing Committees** - The standing committees of the Board shall be:
 - 1. Executive Committee;
 - 2. Mission, Planning and Communications Committee (MPC);



3. Finance, Buildings and Grounds Committee (FBG);
 4. Committee on Board Members;
 5. Development Committee.
- B. **Committee Charges** - Specific committee charges shall be adopted each year by the Board at its annual meeting. Members of standing committees shall be appointed by the chairperson of the Board. Committee chairpersons must be members of the Board, although committee members may be drawn from outside of the Board membership. The chairperson of the Board and the administrative officer of the Board shall be ex officio members of all standing committees.
- C. **Special or Ad Hoc Committees** - Special or ad hoc committees shall be established by action and approval of the administrative officer and Board.

ARTICLE X COMPENSATION

Board members shall not receive compensation for their services. However, bona fide expenses (determined by the administrative officer) may be reimbursed.

ARTICLE XI CONFLICT/DUALITY OF INTEREST

While the board has no authority to enter into any contract on the school's behalf, the administrative officer may ask the board or a committee of the board to review a contract. Any Board member having an interest in a contract or other transaction coming before the Board or a committee of the Board shall give prompt, full and frank disclosure of said interest to the Board chair prior to the Board acting on such contract or transaction. Upon such disclosure, the Board member's interest shall be presented to the full Board. The Board shall determine, without participation by the interested member, at such time as disclosure is made to that body, whether the disclosure shows that a conflict of interest exists or can reasonably be construed to exist. If the Board determines that such a conflict does exist, such member shall not vote, nor use personal influences on, nor participate in the discussions or deliberations with respect to such contract or transactions.

For purposes of this section, a person shall be deemed to have an interest in a contract or other transaction if he or she is a party (or one of the parties) contracting or dealing with the school, or is a director, partner, officer, or immediate family member of a director, partner, officer, or has a significant financial or influential interest in, the entity contracting or dealing with the school.



ARTICLE XII **AMENDMENTS**

These bylaws may be amended to include an addendum for the local school site. The addendum may be created by a two-thirds (2/3) majority vote of the Board after the “second reading,” written approval by the administrative officer and written ratification by the Superintendent. Board members must receive written notice of proposed amendments one month before a vote to amend.



BOARD COMMITTEE CHARGE

EXECUTIVE COMMITTEE

Purpose:

- To provide overall Board leadership and coordination of Board functions and responsibilities;
- To act as liaison with the school administration and Board.

Responsibilities:

- To form the Board meeting agenda;
- To monitor the Board calendar;
- To make decisions;
- To support the president and principal;
- To be leaders of the Board;
- To provide for Board member orientation and training with the Committee on Board Members;
- To provide for annual Board evaluation;
- To ensure that all standing and ad hoc committees have written committee charges.

Chair: Board Chairperson _____

Members: President _____

Principal (if no President) _____

Vice Chairperson _____

Secretary _____

Date Charged: _____



BOARD COMMITTEE CHARGE

MISSION, PLANNING AND COMMUNICATIONS (MPC) COMMITTEE

Purpose:

- To advise the school administration and Board regarding policies and plans which will ensure that the school maintains and enhances its identity as Catholic and carries out its mission;
- To assist the administration in the formulation of a long-range strategic plan;
- To monitor the strategic plan and review objectives;
- To advise the administration in the formulation of policy;
- To assist the administrative officer in implementing the school's communication plan;
- To assist the Principal, Board, and school's Marketing Team with planning, creating, implementing and monitoring a program to market the school for image and enrollment.

Responsibilities:

Mission

- To advise the school administration regarding proposed policies which will enhance the Catholic identity of the school;
- To participate in strategic planning in a way which will ensure the Catholic identity of the school;
- To participate with the school administration in publicly proclaiming and enhancing the Catholic identity and mission of the school;
- To plan and coordinate the annual Board retreat dealing with Catholic identity and mission effectiveness.

Planning

- To assist the Board and school administration in establishing long-range strategic goals, based on an appropriate assessment and analysis in light of the program's mission statement and annual assumptions;
- To monitor the progress of the strategic plan (goals and objectives) (ongoing);
- To report to the Board (formally, in writing) the progress of yearly objectives (annually or semiannually);
- To develop annual assumptions concerning the internal and external environments surrounding the educational ministries (January);
- To receive from other committees recommendations for next year's planning objectives (February);
- To make recommendations to the Board on all planning objectives for the next year.

Policy

- To review with the administrative officer the annual planning objectives for possible policy implications;



- To conduct consultation on proposed policy, as requested by the administrative officer;
- To call for the evaluation of newly promulgated policy (usually 6-9 months later).

Communications

- To serve in a leadership role with the administration and the Board in the implementation of a comprehensive communications program;
- To advise the administration in the design and preparation of all public relations materials;
- To assist the administrative officer with periodic press releases to local media outlets;
- To work with the Board on communication related projects as they pertain to the school’s marketing plan;
- To periodically report to the Board on communication activities.

Marketing

- To assist the Principal, Board, and Marketing Team with gathering information used to explore and investigate marketing opportunities;
- To assist the Principal, Board, and Marketing Team with writing a marketing plan using the template provided by the Department of Catholic Schools;
- To assist the Principal, Board, and Marketing Team with the implementation of the comprehensive marketing program;
- To assist the Principal, Board, and Marketing Team with measuring, assessing and modifying a comprehensive marketing program;
- To periodically report to the Board on marketing activities.

Chair: _____

Members: _____

Date Charged: _____

Administrative Resource Person: Marketing Director _____



BOARD COMMITTEE CHARGE
COMMITTEE ON BOARD MEMBERS

Purpose:

- To create a process for recruiting new Board members and to design and implement a process for the selection of Board officers;
- To ensure the strength of the Board and the implementation of its responsibilities by providing appropriate orientations, in-service training and evaluations.

Responsibilities:

- To determine annually the membership needs of the Board;
- To actively recruit potential nominees;
- To work with the school administration and Board leadership in preparing and conducting informational meetings for Board nominees;
- To work with the school administration and Board leadership in conducting pre-service orientation training;
- To work with the school administration and Board leadership in carrying out periodic in-service training for Board members;
- To present to the Board at its annual meeting a list of candidates for Board membership;
- To present to the Board at its annual meeting a list of candidates for Board officers;
- To assist the Executive Committee with the annual Board self-evaluation.

Chair: _____

Members: President _____

Principal (if no President) _____

Date Charged: _____



BOARD COMMITTEE CHARGE

FINANCE, BUILDING AND GROUNDS (FBG) COMMITTEE

Purpose:

- To monitor the current year budget;
- To prepare, update and monitor long-range financial plans for the school;
- To monitor, from a policy and planning perspective, business and financial operations of the school;
- To develop and monitor long-term facility maintenance, capital improvements, security, space utilization and emergency management plans for the school.

Responsibilities:

- To monitor and report to the Board on the status of the current fiscal year budget (monthly, quarterly and annual report) (actual versus projected);
- To monitor the business operations of the school to ensure sound and consistent financial management, fair tuition increases and payment plans;
- To advise the school’s endowment trustees;
- To advise the school administration concerning the business affairs and activities of the school;
- To work with the school administration, development office and business office to ensure publication of a comprehensive annual report;
- To design and monitor, with the school administration, a long-term maintenance plan for the school;
- To design and monitor, with the school administration, a long-term capital improvement plan for the school;
- To design and monitor, with the school administration, security and emergency management plans;
- To assess future facility needs, with the school administration, in light of curriculum and enrollment goals;
- To periodically review space utilization plan in light of the school’s strategic plan;
- To report regularly to the Board.

Chair: _____

Members: _____

Date Charged: _____

Administrative Resource Person: Business Manager



BOARD COMMITTEE CHARGE

DEVELOPMENT COMMITTEE

Purpose:

- To assist the Board in carrying out its planning and policy responsibilities with regard to development/institutional advancement;
- To assist the administration in the implementation of development/institutional advancement programs and efforts.

Responsibilities:

- To advise and assist the administration in the design and preparation of a comprehensive development/institutional advancement plan;
- To serve in a leadership role with the administration and the Board in the implementation of the annual fund drive;
- To assist the administration and the Board in the implementation of alumni and alumni parent events and activities;
- To participate in, and provide leadership for, programs of annual and planned giving and periodic capital campaigns;
- To participate in the identification and solicitation of major donor prospects;
- To participate in the identification and solicitation of businesses;
- To participate in the identification and solicitation of benefactors;
- To participate in the identification and solicitation of foundations;
- To report periodically to the Board on development/institutional advancement activities;
- To support the school's Development Director and his/her development team.

Chair: _____

Members: _____

Date Charged: _____

Administrative Resource Person: Development Director _____



ARCHDIOCESAN-OWNED SCHOOLS

DESCRIPTOR

ARCHBISHOP

Responsible for:

1. Approval of statutes of juridic person;
(If a separate juridic person is established – see “Reflections on the Application on the New Code of Canon Law to the Governance of Catholic Educational Institutions” – Rev. James K. Mallett, 1985.)
2. Designation of the school as “Catholic” (Canon 803);
3. Appointment of Superintendent and oversight of the school through the Superintendent (Canon 806).

Canon 803:

1. A Catholic school is understood to be one which is under the control of competent ecclesiastical authority or of a public ecclesiastical juridical person, or one which in a written document is acknowledged as Catholic by the ecclesiastical authority;
2. Formation and education in a Catholic school must be based on the principles of Catholic doctrine, and the teachers must be outstanding in true doctrine and uprightness of life;
3. No school, even if it is Catholic, may bear the title, “Catholic school” except by the consent of the competent ecclesiastical authority.

Canon 806:

1. The Diocesan Bishop has the right to watch over and inspect the Catholic school situated in his territory, even those established or directed by members of religious institutes. He has also 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;
2. Those who are in charge of Catholic schools are to ensure, under the supervision of the local Ordinary, that the formation given in them is, in its academic standards, at least as outstanding as that in other schools in the area.



ARCHDIOCESAN-OWNED SCHOOLS

DESCRIPTOR

DEPARTMENT OF CATHOLIC SCHOOLS/SUPERINTENDENT
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The Archbishop typically appoints a Superintendent to carry out responsibilities with regard to Catholic schools in the Archdiocese consistent with Canons 804 through 806.

The Superintendent is responsible to promulgate Archdiocesan School Policies, Guidelines and Regulations, and to assist Presidents and Principals with their implementation.

Responsible for:

1. Promulgation of Archdiocesan policies, procedures, guidelines, regulations, and Best Practices;
2. Liaison with the administrative officer to ensure compliance with Archdiocesan school policies, procedures, guidelines, regulations, and Best Practices;
3. Archdiocesan support for the school;
4. Ensuring compliance with Canon 806 on behalf of the school;
5. Establishment of President and Principal evaluation policy, criteria, and forms.



ARCHDIOCESAN-OWNED SCHOOLS

DESCRIPTOR

CONSULTATIVE SCHOOL BOARD

As defined in the *Primer on Educational Governance in the Catholic Church*, the Board is established by the administrative officer to assist him/her in the governance of the Catholic school. The administration of the Catholic school is clearly the responsibility of the school administrative officer, working under the guidance of the Superintendent.

The Board is established to assist the administrative officer by providing advice and counsel particularly in the following areas:

1. Strategic Planning

- a. To assist in formulating strategic goals for the long-term direction of the school;
- b. To assist in formulating the school mission statement.

2. Policy Formulation

- a. To provide advice and counsel with regard to policies in areas determined by the administrative officer.

3. Evaluation of plans, mission effectiveness, and Board self-evaluation.

4. Institutional Advancement/Development

- a. To provide advice and assist with the establishment and maintenance of comprehensive programs of institutional advancement;
- b. To provide advice, counsel and resources (e.g., donations, introductions to prospective funders such as foundations, benefactors, businesses, etc.) respective to identifying and securing funds;
- c. To enhance the image, enrollment, and financial viability of the school.

5. Financial Planning and Financial Management

- a. To provide advice and counsel with regard to long-range financial planning, budget development and monitoring, and financial reporting.

6. Communication and Mission Enhancement

- a. To provide advice and counsel with regard to communicating school policies and activities to the various school constituencies;
- b. To provide advice and counsel with regard to both mission effectiveness and mission enhancement.

The Board has no authority for formulating policies separate from the Superintendent and the school's administrative officer. The Board does not have responsibility for determining the



amount of Archdiocesan support of the school and has no responsibility with regard to school curriculum, staff/personnel, or students.



ARCHDIOCESAN-OWNED SCHOOLS

DESCRIPTOR

PRESIDENT AND PRINCIPAL

If a President and Principal model of administration is used, the President is hired by and is responsible to the Superintendent. The President has overall administrative responsibilities for the implementation of Archdiocesan and local policies and the operation of the school in areas of:

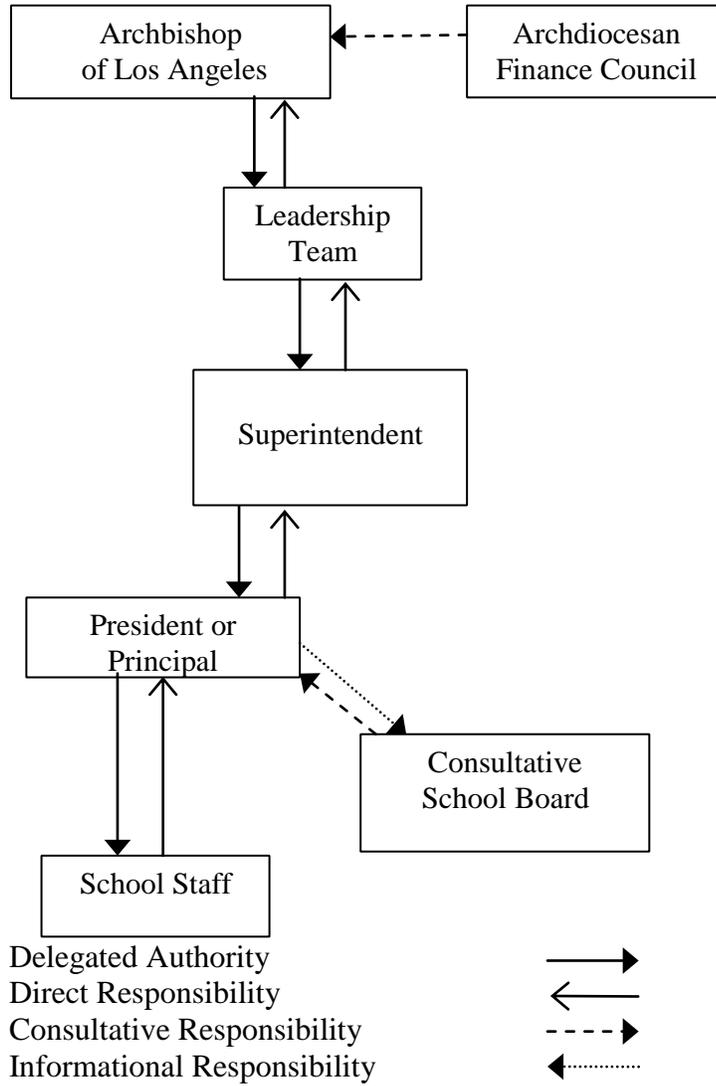
- Faith community affairs;
- Business affairs;
- Development affairs;
- Board relations;
- Legal issues;
- Community relations.

The Principal is hired by and responsible to the Superintendent in consultation with the President. The Principal has overall responsibility with regard to:

- Faith community affairs;
- Academic affairs;
- Student affairs;
- The teaching/learning process;
- Professional staff.



**ARCHDIOCESE OF LOS ANGELES
ARCHDIOCESAN SCHOOLS
THE CONSULTATIVE SCHOOL BOARD MODEL**



SCHOOL LETTERHEAD

CONSULTATIVE SCHOOL BOARD COMMITMENT LETTER

Dear (name of Board member):

As a member of the Consultative School Board, you are in a position to make a significant contribution to (Name of School) and its students. The vitality of the School depends on your commitment and imaginative and caring leadership. A vital aspect of the Church's mission includes having active, committed Catholics and those who appreciate and support the Catholic faith as laity involved with the Catholic school.

I am asking each Consultative School Board member to review the following areas of personal commitment:

1. Attend Board meetings held at least five times a year. Your presence is valued and your active participation is a critical component of Board deliberations. If you are unable to attend a Board meeting, it is your responsibility to call the School in advance to report your absence.
2. Serve on a minimum of one committee. The work of the Board is most often accomplished through its committees and your expertise will help move the Board's agenda forward.
3. In order to be an effective Board member, you must read and be familiar with materials sent to you in advance of Board and committee meetings.
4. Make the School one of your personal philanthropic priorities, and contribute direct financial support to the School. It is expected that 100 percent of the Board will contribute by making a personally meaningful gift.

Just as you have responsibilities to the School, you also have the right to expect that the School will fulfill its responsibilities to you as a member of its Board:

1. You can anticipate a judicious and respectful use of your time. The asset of time is one of the most critical resources busy people such as you have. We commit our best efforts to use your time in a manner that will return value to your personal contribution. If we fail in our attempt, please let me know.
2. We will get important information, including meeting agendas, minutes, financial reports, committee updates, and reports requiring action, to you in a timely manner before each meeting. We will also keep you informed about any critical events/concerns that may arise between meetings.



3. We will provide you with an orientation to the Board and School, and ongoing training and education to assist you in being the most effective board member you can be.
4. Please feel free to contact me at _____. I do look forward to hearing from you, whether it be with questions or concerns on Board issues or even praise of Board accomplishments.

The quality of the School depends upon a committed, knowledgeable, and involved Board. I look forward to serving with you and accomplishing results that will make a difference in the lives of our students.

If you concur with these responsibilities, I would appreciate your signature of commitment. Please return one copy to me in the enclosed envelope.



MEMORANDUM OF UNDERSTANDING

I, _____, agree to serve on the (Name of School)
Consultative School Board for the term of office from _____
to _____.

I will act in good faith to fulfill my Consultative School Board member's responsibilities by:

1. Upholding the school's Catholic mission and acting in accordance with its bylaws and policies;
2. Providing leadership to the organization by sharing talents, skills and abilities with Board and School leadership;
3. Regularly attending Board meetings on time and making sure attendance is recorded, including valid reasons for absence;
4. Avoiding any semblance of self-dealing, enrichment or conflict of interest;
5. Committing to confidentiality regarding the school and school Board's private affairs;
6. Participating in Board functions, committees, training, retreats;
7. Making an annual substantive financial commitment and/or obtaining a substantive financial contribution from other donors;
8. Participating in fundraising activities;
9. Considering an estate gift to the School.

Signature of Consultative School Board Member

Printed name of Consultative School Board Member

Chair of Consultative School Board

Signature of President or Principal (where no President)

Signature of Pastor of a Parish School (where applicable)

Date



SCHOOL LETTERHEAD

CONSULTATIVE SCHOOL BOARD MEETING AGENDA TEMPLATE LOCATION OF MEETING DAY AND DATE OF MEETING

Agenda and reports are emailed to board members at least two days in advance of meeting.

Call to Order

Members Present, Absent and Excused for Minutes

Opening Prayer

Approval of Minutes

Questions/comments related to Committee Reports emailed with agenda

- 1. Mission, Planning and Communications Committee (MPC)**
- 2. Finance, Buildings and Grounds Committee (FBG)**
- 3. Committee on Board Members**
- 4. Development Committee**
- 5. Any Ad Hoc Committees**

Old Business

New Business

Announcements

Next meeting and calendar of meetings

Adjournment

