

Article I: Name, Purpose, Duties

Section 1. Name

The name of this organization is the Saints Simon and Jude School Board (hereinafter referred to as the “board”).

Section 2. Purpose

The Archbishop of Philadelphia has primary responsibility for the mission of Catholic Education in the Archdiocese of Philadelphia. The Executive Board of Elementary Education receives its authority from the Archbishop, and in turn, the Executive Board is charged with establishing guidelines and operating principles for local boards for Catholic Schools within the Archdiocese.

The purpose of this local board is to promote and advance the mission of the school for the education and instruction of students in assisting them to “reach the fullness of the Christian life.” (See canon 794 §1) In keeping with the principles of the Roman Catholic Church, the board collaborates with the pastor and works in partnership with the principal in ensuring that the school fulfills its mission of forming the human person for our final end and for the common good (see canon 795). The board also collaborates with the pastor and works in partnership with the principal in ensuring that the finances of the school remain healthy, and ensures a course of education as prescribed by the Archdiocese of Philadelphia and the applicable policies, rules and regulations of the Commonwealth of Pennsylvania.

The board, with limited power of governance and in collaboration with the pastor, is a participatory, policy-making body for the matters identified herein pertaining to the school. Accordingly, all decisions of the board shall be binding upon the school administrators and shall be in compliance with canon law (see canons 793-806), the letter and the intent of the policies, rules, and regulations of the Office of Catholic Education of the Archdiocese of Philadelphia, the applicable rules and regulations of the Commonwealth of Pennsylvania and those powers reserved to the Roman Catholic Archbishop of the Archdiocese of Philadelphia.

Section 3. Definition of Pastor, Participating Pastors and Host Pastor

For the purpose of these operating principles, we define “pastor” as the pastor in the case of a single parish (parochial) school and the pastor selected by the participating pastors in the case of a regional (inter-parochial) school (see canon 794 §2).

- Host Pastor (s): Pastor (s) of the parish (s) whose facilities the school uses
- Participating Pastor (s): All of the pastors of the parishes who make up a regional school

It is important to note that the host pastor (s) in consultation with the parish council (s) and the parish finance council (s) must approve all alterations to the physical plant (s).

The host pastor (s), the parish council (s), the parish finance council (s), this board and all parties involved abide by the norms established by Code of Canon Law and Archdiocesan policy.

Section 4. Duties

The board fosters the highest possible standards of academic and religious education for all students and in collaboration with the pastor and principal provides policy direction to the school in these six (6) distinct areas:

Advancement

The board drives the development of a comprehensive school advancement plan and takes the lead in supporting those in the school responsible for its implementation. Advancement includes:

- Enrollment Management
- Development/Fundraising
- Communications and Constituent Relations

Financial Oversight

The board develops plans and means to secure the financial future of the school. This includes creating a five-year financial plan, determining annual development goals, allocating resources according to the budget and monitoring each of the above.

The board supports compensation guidelines established by the Diocese.

Strategic Planning

The board participates in realizing the Archdiocesan and Parish Vision and drives the development of the strategic plan, goals and objectives.

Policy Development (as it relates to board duties)

The board develops (in accordance with Archdiocesan policies) policies which give general direction for administrative action of the school.

The board does not deal with the following:

- Review of administrative decisions
- Administrative regulation
- Personnel issues that concern students, faculty or staff members
- Hiring or firing
- School curriculum

Board Development/Evaluation

The board annually determines its own effectiveness in light of the Archdiocesan and Parish Vision and its own mission and responsibilities as outlined in these operating principles. The Archbishop (or his delegate) also provides oversight to the workings of the board.

Principal Selection/Evaluation

Selection of a new principal begins with the board chair and host pastor forming a candidate search committee (see addendum two for more detail on the search process) which includes representation from the board. The Office of Catholic Education (OCE) then assists the search committee in the search by working with the chairperson of the search committee and the pastoral leadership. In a prayerful context, the search committee makes its consensus priority recommendation to the host pastor who in turn employs the principal.

When there is a principal opening, and in the event that there is a religious congregation serving the school, and/or where the principal is currently a member of a religious congregation, the Regional Bishop will discuss with the leadership of the religious congregation their ability to provide a qualified person. If the congregation has a qualified person for the position, the religious congregation retains the right to appoint the principal. If the congregation declines, the board will begin the search process.

Evaluation of the principal is the joint duty of the OCE, the pastor or participating pastors and the board in consultation with the parents and faculty. (See canons 804 and 806)

The board participates in the evaluation of the effectiveness of the principal using the performance appraisal process recommended by the OCE. Upon the recommendation of 2/3 majority of the Board and with the consent of the OCE, the board may recommend removal of the principal to the pastor or participating pastors.

The board's recommendation is not required for the pastor or participating pastors to remove the principal. However, the pastor or participating pastors will consult the board chair and the chair will engage the executive committee of the board.

Article II: Reserved Powers of the Roman Catholic Archbishop of Philadelphia

The following powers are among those reserved to the Archbishop in accordance with the discipline and governance of the Roman Catholic Church, and in accord with the Code of Canon Law. The execution thereof by this board of matters infringing on these powers shall require specific authorization, in writing, by the Archbishop or his appointed designee.

- A. Exercising the right of vigilance and visitation of the school; issuing prescripts about the general regulation of the Catholic Schools (see canon 806).
- B. Ensuring that principals and teachers are “outstanding in correct doctrine, the witness of a Christian life and teaching skill” (see canon 804).

- C. Exercising the right to appoint or approve teachers of religion or to remove and/or to demand that they be removed if he deems that necessary (see canon 805).
- D. Ensuring the Catholic identity and religious education as expressed in the philosophy and mission of the school (see canon 803).
- E. Ensuring the professional review of the school's effectiveness in providing a high quality Catholic education and in sustaining continuous progress toward stated objectives.
- F. Approving and amending the operating principles of the board.
- G. Approving transactions outside of the ordinary course of daily business (e.g. incurring debt, securing loans, modifying or expanding school facilities, acquisition or selling of property) (see canons 1291-1295)
- H. Appointing of legal counsel or financial auditors for the school.

Article III: Board Membership

Section 1. Number and Composition

- A. The Board should be representative of the constituency it serves – including the school, alumni, parishes and those supportive of Catholic education.
- B. The board shall consist of no fewer than 11 and no more than 21 voting members (no more than 20% of whom can be current parents) nominated by the board membership committee who must then be approved by the board and approved and appointed by the pastor. All voting members will serve a term of three years and board members are permitted to serve two consecutive terms. Past members may be asked to rejoin the board after a one year hiatus. At board start-up, an appropriate phase in period for members should be established.
- C. In the case of single parish school, the pastor is an ex officio, voting member of the board. In a regionalized setting, the participating pastors select one of three options:
 - Option 1:** the participating pastors annually select one of their members as an ex-officio, voting member of the board for one year which shall be renewable. Such selection shall occur no later than May 1 of each year and the pastor so selected shall serve until a successor is selected.
 - Option 2 (recommended):** the participating pastors annually select one of their members as an ex-officio, voting member of the board for one year which shall be renewable; the remaining pastors are ex-officio, non-voting members of the board. Such selection shall occur no later than May 1 of each year and the pastor so selected shall serve until a successor is selected.
 - Option 3:** all participating pastors are ex-officio, voting members of the board.

- D. The principal is an ex officio, non-voting member of the board who has the responsibility of implementing board policies and shall have discretionary authority to make administrative decisions.
- E. All board members will serve without compensation and/or remuneration, nor shall they benefit financially from their association with the school or as board members of the school.

Section 2. Appointment, Vacancies, Removal

- A. Board members will serve a term of three (3) years, and members are permitted to serve two (2) consecutive terms. NB: the only exception is that the founding or initial members shall serve terms varying from one to three (1 to 3) years, with approximately one-third serving a one-year term, one-third a two-year term, and one-third a three-year term, to be determined by lot or other means.
- B. New and renewed appointments to the board shall take place at the meeting closest to May 1 of each year and newly appointed members of the board shall take office at the meeting closest to September 1 of each year, following an orientation and training as prescribed by of the OCE of the Archdiocese of Philadelphia.
- C. Retiring board members shall leave office at the meeting closest to June 1 of each year.
- D. Board members may resign by delivering a letter indicating his or her intent to resign and the effective date of that resignation to the pastor and the board chair.
- E. Incomplete terms of board members or terms of board members disqualified shall be filled by individuals recommended by the board membership committee or by the executive committee and submitted to the pastoral leadership for appointment.
- F. The board may remove a board member with cause with 2/3 majority vote.
- G. The Archbishop or the pastor in consultation with the OCE may remove any board member with or without cause.

Section 3: Criteria for Membership/Code of Ethics

- A. Members should be 21 or older.
- B. Members should have a genuine interest in Catholic school education, the mission of the school and the Archdiocesan and Parish Vision.
- C. Paid employees of the school or parish (s) are not eligible for board membership. Spouses of paid employees may serve by consensus vote of the board.
- D. Members should have an ability to work with others.
- E. Members should maintain high levels of integrity and confidentiality.
- F. Members should be objective and free of self-interest.
- G. Members should actively and generously support, with all available personal resources, the programs and operations of the school.
- H. Members should support board decisions even if they do not fully agree with them.
- I. Members should have the ability to understand and accept the parameters of the board as directed by the board's operating principles.
- J. Members should give witness to Catholic teachings and moral values.
- K. Members should maintain regular attendance at board meetings. Any board member absent from two (2) regular meetings of the board during one (1) year (July 1 to June 30) shall, unless excused by action of the board, cease to be a member.
- L. Members should abide by the operating principles and policies of the board and the Archdiocese of Philadelphia.
- M. Members should deliberate on all matters before the board in good faith and for the common good of the community of the school, the Parish (s), the Archdiocese of Philadelphia and the Roman Catholic Church.

Article IV: Officers

Section 1. Description of Officers

The officers of the board shall include a chair, a vice chair and a secretary elected by the board from among the voting members of the board.

Section 2. Selection, Tenure, Vacancies, Removal

- A. The voting members of the board shall select the Chair, Vice Chair and Secretary at the meeting closest to June 1 of each year.
- B. Officers shall hold offices for two years thereafter until their successors are duly selected.

Section 3. Duties of the officers

- A. The chair presides at all regular and special meetings of the board; appoints in collaboration with the principal all committees unless otherwise specified by the board; and in general, performs all duties incident to the office of the chair and such other duties as from time to time may be assigned to him/her by the board.
- B. The vice chair shall be an aide to the chair, and in case of the absence or disability of the chair, shall assume and perform the duties of the chair.
- C. The secretary shall keep board meeting minutes; submit a copy of the minutes within a reasonable time to the principal and board chair for editing and mailing; see that all notices are fully given in accordance with these operating principles; be custodian of the records of the board and provide the principal and participating pastors with copies of same for the school office or archives; and, in general, perform all duties incident to the office of board secretary and such other duties as from time to time the chair may assign. In the absence of the chair and vice chair, the secretary shall chair board meetings.
- D. Individual Members: The board shall not be bound by any statement or action on the part of any individual member(s) of the board except when such statement or action is in pursuance of specific instruction of the board.

Article V: Meetings

Section 1. Regular, Special and Annual Meetings

- A. The board shall meet at least four (4) times per year (July 1 to June 30) with dates determined by the board in its first meeting. The schedule for and location of these meetings will be set and publicized for the year (July 1 to June 30).
- B. The pastor (s), the board chair, the principal (in consultation with the pastor) or a majority of board members may call for emergency meetings when needed. If time permits, the board will give usual notice of emergency meetings 24 hours in advance stating the nature of the meeting, the time and the place.
- C. The board meeting on or closest to June 1 shall be designated as the annual meeting with its major topics being election of officers and nomination of new members for the next year.

Section 2: Quorum

- A. We define quorum as the presence of the minimum number of members of a specific body necessary to conduct business (usually the majority of the voting members). By absolute majority, this board understands a number of members/votes totaling more than fifty percent (50%) of the voting membership (see canon 119).
- B. For the purpose of transacting official business, it shall be necessary that an absolute majority of the total-voting members be present and voting. "Voting members" of the board shall mean the selected and appointed members, as defined in Article III.
- C. An absolute majority of those present and voting shall carry the motion, decision, or election unless otherwise specified in these operating principles.
- D. It is expected that the pastor and the host pastor will collaborate with the board unless the decisions of the board are contrary to the mission of the parish and the policies and procedures of the Archdiocese of Philadelphia.
- E. In the event of a dispute, in the area of the board's responsibility, between the absolute majority of the board, represented by more than fifty percent (50%) (see canon 119), and the pastor or host pastor, conciliation may be attempted through mediation and resolved in accord with Canon Law (see Addendum 1, Dispute Resolution Process) and carried out in a timely manner.

Section 3: Rules of Procedure

The board shall decide matters through a process of consensus and except as otherwise provided by these Operating Principles, the current version of "Robert's Rules of Order" shall apply to all procedural matters before the board.

Section 4. Order of Business

- A. All meetings of the board are to be closed meetings unless designated as being open.
- B. Each board member shall receive notice and a copy of the agenda and supporting materials at least seven (7) days prior to the regularly scheduled meeting.
- C. Anyone wishing to place on the agenda an item for consideration by the board must notify the Secretary at least ten (10) days prior to the scheduled meeting.
- D. The suggested length of board meetings is no more than two hours.

Sample Agenda Format:

- 1) Call to order and opening prayer
- 2) Recommended Actions
 - a) Routine matters
 - i) Approval of minutes
 - ii) Acceptance of agenda
 - b) Old business
 - c) New business
- 3) Information/Communications/Reports
 - a) Official delegations
 - b) Non-staff communications and reports
 - c) Committee reports
 - d) Principal
 - e) Board Members
- 4) Future business
 - a) Meeting dates
 - b) Preview of topics for future agendas
 - c) General discussion to guide future recommendations
- 5) Adjournment and closing prayer
- 6) Executive session (if held)

Section 6. Visitors

- A. Meetings of the board shall be closed; however, the board reserves the right to declare open sessions.
- B. The right of non-members to address the board shall be limited to those whose petition has been approved by the pastor, principal and chair for inclusion on the agenda at least ten days in advance of the meeting.

Section 7. Archives

A written record of all acts of the board, maintained by the secretary, shall be preserved in the school archives.

Article VI: Standing Committees

Executive Committee

- Officers of the board
- The principal
- The pastor
- Covers emergency situations in which it is impossible or inappropriate to assemble the full board.
- Meets only when called by consensus of the officers of the board
- Reviews board decisions in light of the school's Catholic identity and mission

Board Membership Committee

- Coordinates the identification, cultivation, recruitment and orientation of new board members
- Re-nominates sitting board members
- Maintains data on board demography
- Facilitates board self-assessment
- Identifies board need for continuing education and training and designs vehicles to meet these needs

Development Committee

- Plans, promotes and helps implement the school's major fundraising activity with a focus on annual fund
- Participates (including all board members and volunteers) in all fundraising and friend raising activities
- Works in conjunction with the school's advancement director (principal if appropriate) to coordinate the school's fundraising activities
- Advises the board on annual fund financial goals and on any capital or major gift efforts
- Reviews the case statement for all fundraising campaigns

Enrollment Committee

- Works in conjunction with the school's advancement director (principal if appropriate) to coordinate the school's enrollment management activities
- Reviews enrollment policies and strategies, strategies for recruiting students, marketing literature, the admissions calendar, etc.
- Encourages and oversees school communications plans
- May oversee financial aid policies
- The committee does not play any role in admitting students or awarding financial aid

Facilities Committee

- In collaboration with the host pastor and host parish finance council, develops the master plan for the school's buildings and grounds
- Monitors implementation of the plan
- Reports periodically to the board on major plant and campus issues
- Keeps the board finance committee and the host parish finance council informed of building and grounds needs
- The committee does not get involved in day-to-day operations like roof leaks, field maintenance, carpet selection, etc. but should be attentive to deferred maintenance needs

Finance Committee

- Develops annual and five-year operating budgets in consultation with principal. The principal's signature indicates approval of the budget.
- Annually, submits the proposed budget to the board. With board approval, the budget is submitted to the pastor and if applicable to the participating pastors for approval and submission to the Archdiocese as a part of the parish (s) budget (s).
- Ensures the maintenance of a separate school budget for management and reporting purposes.
- Monitors revenue and expense through monthly statements prepared by the school and reports results to the board
- Reviews any and all capital expenditure recommendations prepared by the Facilities Committee.

The board may, by majority vote, establish additional ad hoc committees to deal with particular issues (strategic planning, for example). The board may discontinue such committees at its pleasure and dismiss them with thanks at the completion of the appointed task.

Although the standing committees of the board are chaired and staffed by voting members of the board, the board may invite non-members who bring knowledge or experience to join the committees. They may or may not be voting members of the committees at the discretion of the board.

Article VII: Role of the Principal

- A. The principal is the educational leader of the school and as such, he/she provides educational direction to the board and serves as the link between the board, the school and its faculty, the students and their parents.
- B. The principal and pastor, in consultation with the board chair, create the meeting agendas that carefully distinguish the difference among items that are meant to be for information, discussion, advice or action.

- C. The principal keeps the board informed about the operation of the school and its curricular and co-curricular needs and about Archdiocesan process and procedure.

Article VIII: Role of the Pastor and Participating Pastors

The school is a part of the ministry of the parish (s) and as such nothing in these operating principles is to be understood as superseding the role of the pastor and participating pastors as found in canon law and in Archdiocesan policy. In addition to the responsibilities and obligations in canon law and Archdiocesan policy which the pastor or participating pastors bears, that person also brings to the board wisdom, experience and leadership in the following ways:

- A. He shares a collaborative relationship with board members while serving as their spiritual leader.
- B. As the spiritual leader, he shares the pastoral vision and offers other spiritual insights that will enrich and improve the quality of the board's deliberations.
- C. He promotes the Catholic life of the school community and board as a pastoral leader and minister whose interaction with the community underscores gospel values; he presides at Eucharist and is always involved in liturgical planning
- D. He is available for collaboration, dialogue, consultation and input with the principal, board chair and board members in matters regarding the school and its mission
- E. He is present to the school community at significant educational, board initiated and family events

Article IX: Amendments

- A. These operating principles may be amended, supplemented or repealed in whole or in part at any time by the Archbishop or by a two-thirds (2/3) vote of all voting members of the board and subject to the approval of the elementary superintendent of schools, the executive board of elementary education and the Archbishop or his delegate.
- B. Amendments to these operating principles must be presented to the board in writing at least two weeks prior to one meeting for discussion and voted on at a subsequent meeting.

Article X: Enactment

These operating principles shall become effective upon the approval of the elementary superintendent of schools and the executive board of elementary education and promulgation by the Archbishop.

Article XI: Conflict of Interest

Any member of the board who has an interest in, or has a member of his or her household or an immediate family member who has an interest in, a contract or other transaction presented to the board or a committee shall make prompt and full disclosure of such interest to the board prior to any discussion of or action on such contract or transaction.

The board (excluding the potentially interested member) shall thereupon determine by majority vote, whether a conflict of interest exists.

If a conflict is deemed to exist, such person shall not vote on, exert influence over or participate in any of the deliberations with respect to such contract. Such person may be requested to be absent from board discussion about the contract or transaction.

For the purposes of this section, a person shall be deemed to have an interest in a contract or transaction if he or she is one of the parties contracting or dealing with the school; if he or she is a director, partner or officer of, or has significant financial or other interest in, the entity contracting or dealing with the school; or if one of his or her family members or a member of his or her household is in such a position.

Article XII: Indemnification of Personal Liability

(a) **Duty to Indemnify and Defend**

The Archdiocese shall indemnify and defend any officer or Director, who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigate by reason of the fact that he or she is or was a representative of the School, against expenses (including attorney's fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by him or her in connection with such action, suit or proceeding if he or she acted in good faith and in a manner he or she reasonably believed to be in, and not opposed to, the best interests of the School and, with respect to any criminal action or proceeding, had no reasonable cause to believe his or her conduct was unlawful. ***The Board, AFTER CONSULTATION AND APPROVAL OF THE ARCHDIOCESE, may extend indemnification on a case by case basis to teachers or other staff and employees***, interns, agents or authorized volunteers on such terms and conditions as the Board may authorize.

Any indemnification shall not be deemed to be exclusive of any other rights to which those indemnified may be entitled under those Bylaws, or under any agreement or vote of the Board of Directors or Executive Committee, insurance purchased by the School, or otherwise.

(b) **Termination of Action**

The termination of any action or proceeding by judgment, order, settlement, conviction, or a plea of nolo contendere or its equivalent, shall not, of itself, create a presumption that the person did not act in good faith and in a manner which he or she reasonably believed to be in, or not opposed to, the best interests of the School and with respect to any criminal action or proceeding, shall not, of itself, create a presumption that the person had reasonable cause to believe that his or her conduct was unlawful.

(c) **Derivative Actions**

If the cause with respect to which indemnity is sought is one by or in the right of the School, no indemnification shall be made in respect of any claim, issue or matter to which such person has been adjudged to be liable for willful misconduct or recklessness in the performance of his or her duty to the School by a court.

Addendum 1: Dispute Resolution Process

The purpose of this dispute resolution process is to provide the parties with a procedure to resolve disagreements arising from the implementation of the school governance operating principles. (See canon 1733) The process is as follows:

Step #1 – Initiation of Dispute Resolution Process

1. A request for mediation shall be made in writing by the board chair and/or the pastor to the elementary superintendent of schools. The mediation request shall specify the date of the request and the issue (s) in dispute.

Step #2 – Preliminary Mediation Conference

1. A preliminary mediation conference shall be conducted within five school days after receipt of the written request. The board chair, pastor and the elementary superintendent of schools (at a minimum) will meet at which time:
 - A. Issues shall be determined
 - B. Clarifications provided related to the Operating Principles
 - C. Options will be discussed.
2. The conference shall be informal and held at a time and place reasonably convenient to the parties in dispute. If the meeting results in agreement, the issue can be brought to the board for a vote and recorded in the minutes. If the meeting does not result in agreement, the next step is to select a mutually agreed upon mediator.

Step #3 – Mediation

1. The elementary superintendent of schools shall offer the board a panel of three to five volunteer professional mediators who have been vetted for a strong commitment to Catholic social teaching as a basis for their interest.
2. At the next board meeting a general introduction to the process of mediation will be explained and the issues will be discussed according to the process.
3. Upon resolution, the agreement becomes part of the minutes of the meeting. If an agreement is not reached, the mediator identifies the unresolved issues. The entire board present verifies the issues with their signature and the chair person along with the pastor will forward them to the Archbishop. The Archbishop or one of his delegate will meet with the board for final resolution.

Addendum 2: Principal Search Process

The principal is the educational and spiritual leader of the school and as such the school's operation is dependent on the placement of the most capable, qualified candidate. In order to accomplish this, best practices in the search, recruitment and hiring process are essential to assure effective leadership and a best fit for long term continuity and success.

All changes in the principalship should be known by March 1 at the latest (a resigning principal shall notify the host pastor and the chairperson of the school board). As soon as there is a possible vacancy, the host pastor should notify the Office of Catholic Education who provides information about the search process and criteria for the formation of a Search Committee. In a regional school, the host pastor, after consultation with the regional pastors, may delegate pastor participation in the search process to a regional pastor; hiring remains the responsibility of the host pastor.

Process

- Principal notifies host pastor and board chair of his/her resignation
- Host Pastor notifies elementary superintendent of schools
- Host Pastor convenes pre-search meeting with superintendent and board chair to discuss process and timeline
- Host Pastor and board chair form search committee consisting of:
 - two board members
 - one pastor or representative of the pastor
 - the elementary superintendent or his or representative
 - one educational expert (principal or teacher from another school identified by OCE); employees of school shall not be on the principal search committee)
 - one-two additional stakeholders (graduate, current parent, grandparent, etc.) as needed
- Conduct search
- Search committee recommends priority candidate to board chair, pastor and elementary superintendent for sign off
- Host Pastor hires principal and finalizes the details of employment
- Board chair notifies board

Addendum 3: Board Member Characteristics

School Name: _____ **Date:** _____

Prospective Board Member Name: _____

This prospective board member has the desire and ability to (check all that apply):

- Actively support and promote the school's mission, vision, strategic goals and policy positions.
- Stay fully informed about current operations and issues by attending meetings, coming to meetings well prepared and participating fully in all matters.
- Not become involved directly in specific management, personnel or curricular issues.
- Take care to separate the interests of the school from the specific needs of a particular child or constituency.
- Accept and support board decisions; once a decision has been made, the board speaks with one voice.
- Keep all board deliberations confidential.
- Guard against conflict of interest, whether personal or business related.
- Accept the responsibility of supporting the school and its leadership and to demonstrate that support within the community.
- Know that authority is vested in the board as a whole.
- Accept that if they learn of an issue of importance to the school they have the obligation to bring it to the board chair and principal and must refrain from responding to the situation individually.
- Contribute to the advancement program of the school including strategic planning for advancement, financial support and active involvement in annual and capital giving.
- Accept the responsibility for sound financial management.

Board Recruitment: Desirable Attributes

Background: Self-perpetuating boards regularly face their responsibility to be just that: self-perpetuating, establishing a process through which a continuing series of volunteers willing and able to shoulder the many responsibilities of board membership are identified, referenced, cultivated, and in many cases, nominated and elected to serve their own limited terms on the board.

The process too often stops with election to the board, but the responsible board makes a commitment to on-going, regular professional development and board education for its board members throughout their tenure.

Over a time a board seeks to perpetuate the qualities necessary to assure the school remains true to its mission. A board also seeks to identify and draw on the talents of a wide variety of people likely to prove helpful to the school and who will serve as stewards of the school, preparing in time to transmit that stewardship and mandate of board membership to their successors.

Factors to Consider in Identifying and Nominating Board Members:

There are two principal ways many board committees on membership assure their plan and process serve the school well: they work specifically to quantify the skills, experience and other general and special strengths needed on the board and which particular individuals would bring.

General attributes are usually desirable in all board members, although there may be exceptions for valid reasons in individual cases.

Specific attributes are helpful to have represented in one or more members of the board, contributing to an overall balance of skills, but not necessarily present in every board member.

Even if no individual new board member brings that complete set of traits, they may be replicated altogether as the board goes forward.

Addendum

General Attributes Highly Desirable in All Board Members:

Broad thinker:

- Ability to see the big picture.
- Ability to see connections, relationships.
- Ability to integrate the perspective of "what best serves the school in the near term and in the long term?" into all discussion and decision-making.
- Ability to understand no board member represents a specific constituency, or a particular interest to or on the board.
- Understands the history and mission of the school and is aware of the larger educational and institutional issues facing the school.

Collegiality/ Team Player:

- Ability to discuss what at times may be tough issues in a candid yet friendly manner is key to board member effectiveness.
- Ability to work with others in the best interests of the school, and willingness to support consensus decisions (or get off the board) is important as well.
- Ability to "put the school's best foot forward" as an advocate in both internal and external relationships and the ability to maintain confidences is critically important.

Association with the school: (and broader bases as well.)

- Some association with the school, as alumni/ae, parents, former parents, is clearly desirable.
- Equally important many boards have found, is the perspective that may be brought by people not of the school's immediate constituencies but who bring both enthusiasm for its present goals and perspective from other sectors or other schools or communities to the table.

Specific Attributes:

Particular expertise or professional experience: In education, perhaps at another level, i.e. K-8 in a 9-12 school, or vice versa; in a public school, or college or university; in other non-profit organizations; the corporate sector; finance; law; public relations and marketing; building/architecture design; and government Service.

Volunteer experience: Education or other non-profit board experience; fundraising; work with children's or parent groups. [When you get to referencing this experience, you will need to know their track record as a volunteer: have they been merely a name on a letterhead, or someone who has demonstrated a capacity of the three G's? [(Give, Get gifts or Get off the board") record of meeting attendance, committees chaired, goals reached]

Diverse perspectives: To help the board maximize its ability to learn and grow: includes geography; nationality; gender; age; ethnicity or cultural heritage and race. Boards should reflect the school's major constituencies and their present statements and goals regarding diversity. No one group should dominate the board as a whole.

Capacity to attract new resources to the school: Enrollment and financial support. Every board member should be expected to support the annual and capital campaigns of the school, though at levels varying with their capacity to give.

Consistently over time, studies have shown the following factors correlate with the strongest and most effective boards:

- boards whose members attend meetings regularly, which in turn correlates with their sense that the meetings are useful and productive, and that their ideas are valued
- boards model and consistently work at being a team
- the presence of women on boards
- the presence of middle-class; and of board members with differing perspectives.

Five key qualities to look for in a new board member

Leadership Orientation

Leadership is hard to teach, so be sure to look for people who already have experience leading others (e.g., service on other boards or in business).

Desire

You need people who are willing to work hard, not rubber-stampers. Make that clear to prospects up front and be sure they want to invest the energy.

Networking ability

Board members can be your greatest resources. But that's only if they know how to network. Look for people with connections who are willing to talk to their friends and colleagues about the school.

Ability to plan ahead

It's essential that new board members know how to make long-term plans.

Business knowledge

Many nonprofits operate like for-profit businesses these days. If new board members have concrete business knowledge, they'll be able to provide better guidance in this area.

25	Board Member Names																	
revision date	Term Expires						Term Expires						Term Expires					
	20__						20__						20__					
Demographics																		
Male																		
Female																		
21-30 Years																		
31-40 Years																		
41-50 Years																		
51-60 Years																		
61-70 Years																		
More than 71 years																		
Ethnicity																		
African-American																		
Asian																		
Caucasian																		
Latino																		
Other																		
Giving Potential																		
High																		
Medium																		
Low																		
Expertise in																		
Accounting																		
Education																		
Healthcare																		
Insurance																		
Legal Issues																		
Personnel Management																		
Facilities/Construction/Engineering/Architecture																		
Financial Management																		
Fundraising																		
Public/Community Relations																		
Planning/Organizing																		
Marketing/Communications																		
Constituency																		
Current Parent																		
Graduate																		
Past Parent (alumni parent)																		
Grandparent																		
Parishioner																		
Community																		