



Catholic School Committee Chairs overview

MISSION-DRIVEN, DATA-INFORMED, RESULTS-ORIENTED BOARDS:

Boards of Specified Jurisdiction have a bias for action to advance the mission of the school. In a typical scenario for Healey Education Foundation partner schools, the Board consists of 15 to 21 voting members with Board-elected officers: chair, vice chair and secretary. The Board identifies issues for the Committees and allows work to be done in Committee and brought back to the Board. This enables the most effective and efficient use of members' time and talents.

COMMITTEE CHARGES AND CHAIRS:

Each Committee has a clear and concise charge (Finance, Development, Enrollment, Facilities, Governance) and works with the school leadership to set and achieve goals. Each Committee has a Chair who reports progress and next steps to the Board.

CHARACTERISTICS AND ACTIONS OF EFFECTIVE BOARD MEMBERS:

Committee Chairs possess the characteristics and model the behaviors expected of all Board members.

- Mission-driven
- Collaborative
- Strategic thinker who acts with urgency
- Goal-oriented and results-oriented
- Makes decisions based on knowledge, data and expertise
- Asks critical questions
- Stays fully informed
 - Attends meetings: Board and Committee
 - Does homework and comes to meetings prepared
 - Fully participates
- Acts with school's interest as top priority
 - Actively supports and promotes school's mission, goals and leadership
 - Versus personal interests
 - Versus interests of a particular student
 - Versus "the way it used to be"
- Speaks with one voice – the voice of the Board
 - Debates and discusses
 - Keeps deliberations confidential
 - Direct dealing
 - Open and honest
 - Always supports the Board's decision "outside of the boardroom"
 - Realizes that authority is vested in the Board as a whole, not the individual



Committee Chairs roles & responsibilities

COMMITTEE CHAIRS

Committee Chairs serving on the Board of Specified Jurisdiction lead and report on the focused work and results of their respective Committees. Some but not all Committee members may serve on the Board. If they do not, their contributions, skills and personal interests may lead to invitations to join the Board in the future.

COMMITTEE RESPONSIBILITIES

Finance

- Ensures the maintenance of a separate school budget for management and reporting purposes
- Develops annual operating budget in collaboration with Principal and School Business Manager, with input from Pastor, Director of Advancement/Admissions, and Development and Enrollment Committee Chairs
- Annually recommends budget to the Board for approval
- Monitors revenue and expenses, creates tool for independent budget tracking, and develops dashboard for regular reporting of school revenue and expenses
- Reviews any and all capital expenditure recommendations prepared by the Facilities Committee
- Works in partnership with Principal, School Business Manager, and Director of Advancement/Admissions to forecast annual revenue
- Sets regular meeting schedule of Finance Committee, separate of regular Board meetings
- Recruits robust committee of dedicated and knowledgeable finance professionals
- Works in collaboration with other Board Committees to advance the needs of the school

Examples of issues and challenges that Finance Committees have identified and resolved:

- *After identifying a high balance of delinquent tuition, Finance committees set tuition collection policies to ensure the obligations of every student are met on a timely basis.*
- *Finance committees act as strong advocates for the school when the parish administrator and/or parish finance council have different views on operational issues (expenditure approvals and reimbursement policies) and parish investment.*
- *Finance committees have worked in regular partnership with other Board committees to set and uphold informed budget goals.*

Development

- Works in partnership with Director of Advancement & Admissions to develop strategies to achieve school's fundraising goals
- Leads the Board in creation of pool of prospective major gift donors
- Leads effort and ensures committee members personally cultivate and steward major gift donors
- Helps implement additional major fundraising activity in partnership with the Director of Advancement
- Creates, with Director of Advancement, tool for independent tracking of fundraising dollars and donors against projections
- Annually reviews the Gift Acceptance Policy and presents to Board as needed
- Explores additional funding opportunities through estate planning, foundation grants, etc. and recommends strategies to the Director of Advancement
- Ensures Committee work is regularly presented to the full Board for review and action
- Sets regular meeting schedule of Development Committee, separate of regular Board meetings
- Recruits robust committee of dedicated community members, funding experts, and corporate influencers
- Works in collaboration with other Board Committees to advance the needs of the school

Examples of issues and challenges that Development Committees have identified and resolved:

- *A school decided to honor an important alumnus at their annual Gala to help raise more money at the event. A committee member recruited an alumnus who offered to donate a large sponsorship if he was honored. The Development Chair spoke with the committee member about the importance of process and making sure the honor was not a "pay to play" opportunity at the school.*
- *A Board member wanted to pay for a new science lab at the school and began to recruit additional donors. It was not determined to be an immediate need and risked taking financial support away from operating needs. The Board Chair and Development Chair spoke with the Board Member to learn more about his interests and find a way to support current needs of the school, while also recognizing the opportunity for a future capital effort.*

Enrollment

- Works in partnership with Director of Advancement & Admissions
- Understands and promotes the importance of recruitment and retention as separate, equally important goals
- Develops strategies, with the Director of Admissions, to achieve both recruitment and retention goals
- Leads the Committee in executing strategies for:
 - Marketing and school branding
 - Recruitment of new students
 - Retention of current students
- Owns understanding of educational landscape of surrounding community and school competition while ensuring Committee and School Community possess awareness
- Sets and reviews enrollment policies
- Creates tool for independent tracking of recruitment, enrollment, and retention efforts with results
- Initiates collaboration with Finance Committee for understanding of tuition policies as enrollment strategies
- Ensures committee members serve as ambassadors for recruitment and retention
- Sets regular meeting schedule of Enrollment Committee, separate of regular Board meetings
- Recruits robust committee of enrollment and admissions professionals, as well as community supporters
- Works in collaboration with other Board Committees to advance the needs of the school

Examples of issues and challenges that Enrollment Committees have identified and resolved:

- One committee used google analytics to message the families of a closing charter school to recruit its students.
- Enrollment committees use tuition assistance in marketing strategies to key prospective families.
- A committee member worked with the Director of Admissions to create Spanish language flyers about Open House to appeal to Hispanic, Spanish-speaking families in the community.
- Through data analysis, the enrollment committee requested the school board initiate a three-year strategic planning process to address an anticipated loss in enrollment two years into the future.
- The enrollment committee initiated post-tour surveys. One respondent identified inconsistencies in how the school reported it handles food allergies, which is impacting their enrollment decision. This feedback spurred a discussion among faculty, administration and the school nurse to define a school-wide program to address food allergy concerns. Tour guides are now scripted on how to respond to this concern.

Facilities

- Develops, in conjunction with principal, master plan for school's building and grounds, including:
 - Implementing the plan in coordination with the pastor and school principal
 - Creating and recommends school community safety plan and policy
 - Reporting on and details to the Board a plan on major plant and campus issues
- Keeps the Finance and Development Committees informed of building and grounds needs, as well as execution of plan
- Sets regular meeting schedule of Facilities Committee, separate of regular Board meetings
- Recruits robust committee of facility management professionals and invested partners
- Works in collaboration with other Board Committees to advance the needs of the school

Examples of issues and challenges that Facilities Committees have identified and resolved:

- One facilities committee put forth a plan for solar energy for both school and parish.
- One school's facilities committee established a lease agreement with the parish to establish an appropriate method to share utilities and maintenance costs.
- A school needed a new roof, but also lacked curb appeal. The enrollment committee proposed investing funds in a new front of school garden and entryway. The facilities committee worked with the principal and enrollment committee to develop a plan addressing both needs.

Vice-Chair/Governance

- Vice-Chair serves as proxy for the Board Chair as needed
- Manages the strategic planning process of the school, including committee development
- Responsible for structural component of the Board (e.g. number of members, meeting minutes, committees formed, meeting regularity)
- Maintains Board demography and governance-related policies (e.g conflict of interest, confidentiality agreements)
- With Chair, serves as expert on operating principles
- Executes the process to identify, cultivate, and recruit new Board members
 - Coordinates the onboarding and orientation of new Board members
- Implements and analyzes annual Board self-evaluation
- Recommends and coordinates training for the Board, in planning with Principal and Director of Advancement & Admissions
- Sets regular meeting schedule of Governance Committee, separate of regular Board meetings
- Creates tool for tracking prospective Board members against needs of the school
- Works in collaboration with other Board Committees to advance the needs of the school

Examples of issues and challenges that Governance Committees have identified and resolved:

- Following the governance chair's careful vetting, a controversial potential member was dismissed from consideration as his social media activity was inconsistent with the school's mission.