



Healey Education  
Foundation

For the Future of Catholic Schools



EFFECTIVE BOARDS

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# THE WHAT: GOVERNANCE EXCELLENCE

**What is a  
Board of Specified  
Jurisdiction?**

Mission-Driven Leaders

Who Think & Act Strategically



# Board of Specified Jurisdiction

Bishop

Pastor

## Ownership

- Owns property
- Catholic identity
- Indebtedness/borrow
- Operating Principle (OP) changes
- Confirmation – board members, principal (\*Includes reserved powers)

Board of  
Specified  
Jurisdiction

Office of  
Catholic  
Schools

## Governance *(examples include)*

- Roles and responsibilities as defined by OP
  - School budget
  - School strategic plan
- Enrollment Management, Fundraising planning and participation
- Support of principal and pastor, who are also board members

Principal

School

Advancement Director

## Administration

- Principal is chief administrator
- Implements policies and planning goals
- Oversees personnel
- Oversees curriculum



# WHAT'S THE DIFFERENCE?



## ADVISORY BOARD

- No official authority
- Makes recommendations
- Less “ownership”
- Policy advising (perspective)
- Financial advice
- Pastor-driven decisions

## BOARD OF SPECIFIED JURISDICTION

- Official authority
- Decision-making body with bias for action
- More “ownership”
- Policy making (formulating, enacting)
- Drives fiscal management
- Board-driven decisions
- Goal-driven, hands-on
- Mission-focused

# Changes to Pastor's Role

ISSUE	BEFORE BOARD OF SPECIFIED JURISDICTION 	AFTER BOARD OF SPECIFIED JURISDICTION 
Budget	Pastor determined budget with those he engaged for advice	Board responsible for school budget; board signoff and pastor(s) signoff required
Set Tuition	Pastor responsibility	Board sets tuition
Board Member Selection	Pastor selected and appointed all members to advisory board	Board follows selection process to choose new board members and pastor appoints
Principal Evaluation	Pastor responsibility	Joint duty of board, pastor, Office of Education
Principal Hire	Pastor responsibility	Pastor part of Search Committee of the Board; board approves candidate; pastor hires
Promote the School	Actively, in public, from pulpit	Actively, in public, from pulpit



# THE WHAT: BOARD

- Sets direction and asks tough questions
- Receives and reviews committee reports and creates policies
- Critiques, questions, analyzes issues
- Makes decisions in keeping with mission



## AN EFFECTIVE BOARD

- Mission-driven
- Results-driven
- Goal-directed with a bias for action
- Ability to identify and solve issues

# THE WHAT: COMMITTEE

- Does the focused work
- Has a clear and concise charge in respective area
- Works with school leadership to set goals, help identify and execute upon strategies and tactics
- Leads and reports on work and results to full Board



## AN EFFECTIVE COMMITTEE

- Mission-driven and action-oriented
- Fully informed
- Collaborative
- Knows authority is vested in Board as a whole, not as an individual Committee

## THE HOW: Operating Principles / Board Members

### Scope

- Financial oversight
- Board governance, orientation, culture, evaluations
- Principal selection, evaluations
- Enrollment
- Development
- Strategic short- and long-range planning

### Composition

- 15-21 voting members
  - Includes Pastor
  - Principal serves ex officio, non-voting
  - Initial Board 7-9 members
- Only 1/3 can be current parents
- Consideration: Board should be representative of community, school, parish(es)

### “Not Our Area”

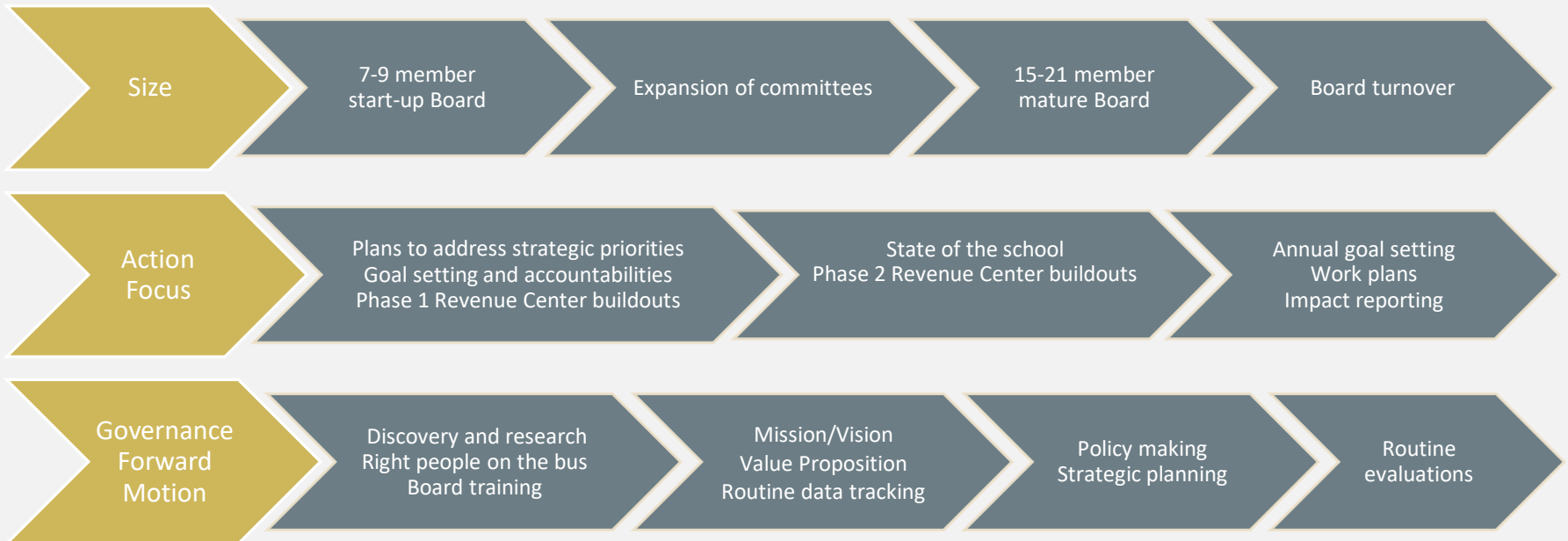


#### Board does NOT deal with

- Review of administrative decisions
- Personnel issues concerning faculty and staff members
- Hiring or firing faculty and staff
- School curriculum



# THE HOW: Evolution of a Board



# THE HOW: Execution



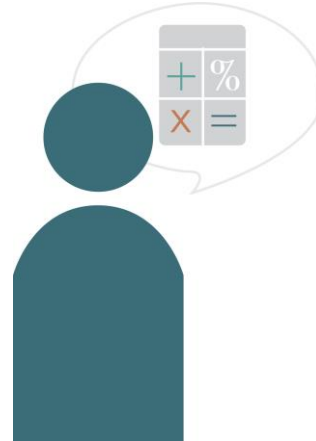
## EFFECTIVE BOARD MEMBERS LEAD IN

- Time
- Talent
- Treasure



# THE HOW: Finance Committee

- Ensures maintenance of separate school budget for management and reporting
- Develops annual operating budget in collaboration with Principal, Business Manager (inputs from Pastor, Director of Advancement, Development Chair)
- Annually recommends budget to Board for approval
- Monitors revenue and expenses, creates tool for independent budget tracking and develops dashboard to report school revenue and expenses
- Reviews capital expenditure recommendations prepared by Facilities Committee
- Works with other Board Committees to advance the needs of the school



Members are dedicated  
and knowledgeable  
finance and accounting  
professionals

# THE HOW: Enrollment Committee

- Works with Director of Advancement/Admissions
- Understands and promotes recruitment and retention as separate, equally important goals
- Executes strategies for:
  - Marketing and branding
  - Recruitment of new students
  - Retention of current students
- Owns understanding of educational landscape of surrounding community and school competition
- Sets and reviews enrollment policies
- Creates tool for independent tracking of recruitment and retention efforts with results
- Collaborates with Finance Committee to understand tuition policies as enrollment strategies



Members serve as ambassadors for recruitment and retention; Members are enrollment and admissions professionals as well as community supporters

# THE HOW: Development Committee

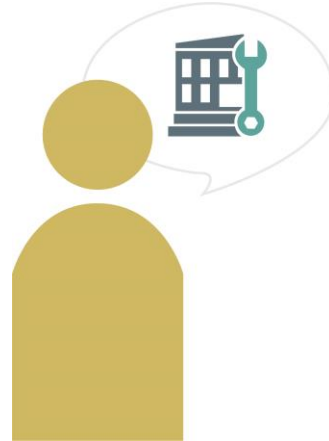
- Works with Director of Advancement/Admissions on strategies to achieve school's fundraising goals
- Creates a pool of prospective major gift donors
- Cultivates and stewards major gift donors
- Helps implement additional major fundraising activity with Director of Advancement
- Creates, with Director of Advancement, tool for independent tracking of fundraising dollars and donors against projections
- Annually reviews Gift Acceptance Policy and presents to Board as needed
- Explores additional funding opportunities such as estate planning and foundation grants and recommends strategies to Director of Advancement



Members serve as ambassadors for fundraising efforts; Members are dedicated community members, fundraising professionals and corporate influencers

# THE HOW: Facilities Committee

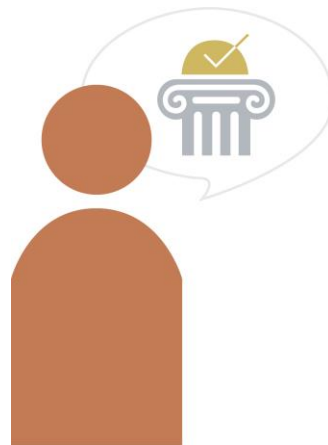
- Develops, with Principal, a master plan for school's buildings and grounds:
  - Implements plan in coordination with Pastor and Principal
  - Creates and recommends school community safety plan and policy
  - Reports on and details to the Board a plan on major plant and campus issues
- Works with Finance and Development Committees on execution of plan



Members are facility  
management  
professionals and  
invested partners

# THE HOW: Governance Committee

- Manages strategic planning process
- Oversees structural aspects of Board (e.g. number of members, meeting regularity)
- Maintains Board demography and governance-related policies
- Conducts annual Board self-evaluation
- Recommends and coordinates training for Board
- Identifies, cultivates and recruits new Board members
- Coordinates onboarding and orientation of new members



Members are  
community  
leaders/officials,  
influencers, strategic  
planning and human  
resources professionals  
and invested partners

# THE HOW: Other Professionals

Board members serving on various committees may also be recruited for their expertise in:

- IT management or support
- Advertising or marketing
- Corporate or marketing communications
- Public relations
- Creative services such as promotional writing and graphic design
- Social media
- Web development





# THE HOW: Effective Board Chair



- **Leader, delegator, motivator, strategist**
  - **Believes in school's mission**
  - **Change agent**
  - **Innovative, a visionary**
  - **Entrepreneurial**
  - **Thoughtful and, when necessary, a bold decision-maker**
  - **Goal-directed, action-oriented, results-oriented**
  - **Guided by both the content and structure of the Board**
- Leader of the Board
  - Consults regularly with Principal (and Pastor when appropriate) to anticipate and strategize issues, concerns, priorities related to school mission
  - Meets regularly with Principal to collaborate on school/Board vision/plan
  - Presides over all Board meetings
  - Speaks for the Board
  - Manages and oversees Board and Board members
  - Chairs Executive Committee



# THE HOW: Effective Vice Chair



- **Strategic with a focus on detail and structure**
  - **Data-driven**
  - **Bridges between strategy and execution**
  - **Able to keep an eye toward the future to enhance Board through new members/talent to meet the school's needs**
- Serves as proxy for Board Chair as needed
  - In conjunction with Board Chair, assures attendance at all committee-level meetings
  - With Chair, serves as expert on Operating Principles
  - Chairs the Governance Committee



# THE HOW: Effective Pastor



- **Able to inspire, visionary**
  - **Committed to mission and vision of the school**
  - **Recognizes the value of information and idea-sharing for benefit of all**
  - **Believes in goal-driven culture of accountability**
  - **Delegates authority for the operational management of the school**
- Performs Board member roles, responsibilities
  - Actively promotes school to parish community
  - Selects with Principal and appoints initial Board members in consultation with Healey
  - Approves new Board members for appointment based on Board selection process
  - Ensures that school is integrated into overall education mission of the Church
  - Works to integrate any regional parishes in the life of the school



# THE HOW: Effective Principal



- **Transparent with a high level of integrity**
  - **Effectively communicates the school's mission and vision to all constituencies**
  - **Strategic thinker and planner with strong financial management and operational skills**
  - **Trusted leader with an ability to build relationships**
- Serves as an ex officio, non-voting member of the Board who attends all committee meetings
  - Responsible for implementing the Board's plans and managing daily activities of the school
  - Acts as liaison between the Board and school
  - Maintains a trusted relationship with Board Chair through regular weekly phone calls and/or meetings

# THE HOW: Cycle of Meetings

- Agenda for Board meeting created by chair and principal (from committee reports and other items that they and executive committee identify)
- Agenda/materials sent 1 week prior to Board meeting



- Give reports
- Hold discussions
- Make decisions
- Set directions
- Assign homework to committees if necessary

- Agenda created by committee chair and staff person
- Agenda/materials sent to committee members 1 week prior to meeting
- Committee meeting held at least 2 weeks before Board



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# THE WHY: Serving Children, First and Foremost

