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Boards that Lead: Sustaining Urban Catholic Schools

2013 Catholic Education Summit

Urban Catholic Education: Meeting the Needs of ALL Learners
Points of View

• Urban Catholic schools are a gift to the Church and a gift to the nation.

• Running urban schools in the same way as yesterday does not work.

• Five urban school boards demonstrate how to operate that positively impacts their schools’ sustainability.
“The Catholic schools...make their case in the lives of those transformed by them.”

Cardinal F. George, Archdiocese of Chicago
• I want people to understand how vital our inner-city Catholic schools are in the communities they serve. For these families, it is probably the one highlight for so many of them in their lives.

• It is the one thing they can point to that is positive when so many other things are not. ...

• The school is really a safe haven for their families and bright minds are going to come out of it. But more that, good people are going to come out of our inner-city schools.
What will you walk out the door with?

• Proven methods for recruiting board members
• A description of a board that leads
• Best practices for reframing an urban school board to lead and be productive
• Beginning steps to build your board that will sustain the school
Success Stories

1. St. Dominic School, Philadelphia
2. Cardinal Shehan School, Baltimore
3. St. Mary Catholic School, East Vineland
4. St. Theresa Chinatown, Chicago
5. De La Salle North Catholic High School, Portland
St. Dominic School

Saint Dominic Catholic School
Register NOW for 2013-2014
Open Houses
Thursdays
10-11am
215-333-6703

St. Dominic School
Where the Stars Shine!
WE'RE GETTING NEW WINDOWS!

Cardinal Shehan School
Minds at Work  ⬤ Hearts with God ⬤ Lives of Service

ST. MARY SCHOOL
VINELAND, NEW JERSEY
Chinatown's St. Therese named one of nation's best.
De La Salle North Catholic High School

Do you want a caring school environment? To be respected in your community? A diverse high school experience?
“Good governance is how boards... and executives work together to ensure the success of their organization.”

Fisman, Khurana & Martenson
Membership
Who and How to Recruit
### Membership Process

#### Recruitment

1. Clarify who has final say
2. Create matrix
3. Identify “champion”
4. Have friends get friends
5. Attract with success

#### Development

1. Require orientation for prospective members
2. Participate in annual planning retreat
3. Take part in on-going board education
# Pastor’s Role

<table>
<thead>
<tr>
<th>ISSUE</th>
<th>BEFORE BOARD OF LIMITED JURISDICTION</th>
<th>AFTER BOARD OF LIMITED JURISDICTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td>Pastor determined budget with those he engaged for advice</td>
<td>Board is responsible for school budget. Board sign off and pastor(s) sign off required</td>
</tr>
<tr>
<td><strong>Set Tuition</strong></td>
<td>Pastor responsibility</td>
<td>Board sets tuition</td>
</tr>
<tr>
<td><strong>Board Member Selection</strong></td>
<td>Pastor selected and appointed all members to advisory board</td>
<td>Board follows the selection process to choose new board members and the pastor appoints</td>
</tr>
<tr>
<td><strong>Principal Evaluation</strong></td>
<td>Pastor responsibility</td>
<td>Joint duty of Board, Pastor, Office of Education</td>
</tr>
<tr>
<td><strong>Principal Hire</strong></td>
<td>Pastor responsibility</td>
<td>Pastor is part of the Search Committee of the Board, Board approves candidate, Pastor hires</td>
</tr>
<tr>
<td><strong>Promote the School</strong></td>
<td>Actively, in public, from pulpit</td>
<td>Actively, in public, from pulpit</td>
</tr>
</tbody>
</table>
The Three Modes of Governance as Leadership:

Fiduciary
The Fiduciary Mode of Operation

1. Financial best practices
2. Stewardship of resources
3. Being accountable to stakeholders for the institution’s well-being and health
4. Being accountable to stakeholders for its (the board’s) accomplishment of its goals and its operational effectiveness
5. Ensure that the institution is in compliance with state and federal laws
The Three Modes of Governance as Leadership:

Fiduciary

Strategic
1. Set priorities to assist the administrator
2. Develop a vision for the institute
3. Remain relevant
4. Assess the CEO—an opportunity to share goals, to agree on priorities, carry out legal obligation
The Three Modes of Governance as Leadership:

Fiduciary Strategic Generative Thinking
1. Provides ideas, fresh approaches, creative responses
2. Goes beyond utilizing members’ skills and experiences
3. Sets time on the agenda for thinking
   – What is the future of our school?
   – How can we specialize?
   – Where do we have the competitive edge?
# Sample Agenda

**Please read:**

**Please bring:**

## Opening Prayer:

## Roll Call, Review of Minutes:
(Highlight decisions, tasks, action steps.)

## Board Development:

<table>
<thead>
<tr>
<th>Time</th>
<th>Person</th>
</tr>
</thead>
</table>

## Decision/Discussion Items:
(Clearly state purpose/objectives, written information)

1. Item

2. Item

<table>
<thead>
<tr>
<th>Time</th>
<th>Person</th>
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</table>

## Reports:
(Provide written reports)

1. Administrator’s Report

2. Committee Reports

<table>
<thead>
<tr>
<th>Time</th>
<th>Person</th>
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</table>

## Next Board Meeting:
(Date/Time/Topics for agenda/prayer leader)

5 min.

## Summary:
(Summarize, review tasks/assignments, evaluate the meeting)

5 min.

## Adjournment:
The Three Modes of Governance as Leadership:

- Fiduciary
- Strategic
- Generative Thinking
The Three Modes of Governance as Leadership:

- Fiduciary
- Strategic
- Generative Thinking

Membership
# A Plan To Create a Board that Leads

<table>
<thead>
<tr>
<th>Membership</th>
<th>Action Strategies</th>
<th>By Whom</th>
<th>By When</th>
<th>Resources Needed</th>
<th>How know Successful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiduciary Mode</td>
<td></td>
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<tr>
<td>Strategic Mode</td>
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<tr>
<td>Generative Thinking Mode</td>
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</tr>
</tbody>
</table>
1. What do I want to remember?
2. How will I use it?
3. What are my hopes for my board?
What will you walk out the door with?

• Proven methods for recruiting board members

• A description of a board that leads

• Best practices for reframing an urban school board to lead and be productive

• Beginning steps to build your board that will sustain the school
Conclusion

- The board must be the mind, heart and soul of the institution. The membership must provide governance as leadership through fiduciary, strategic and generative thinking roles.

- Good governance is how boards and heads of schools work together to ensure the success of their schools.
How can we avoid this?
“School’s need to thrive, not just survive.”
Cardinal DiNardo
This is why we do what we do. This is why we said yes.

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Follow Up
Critical Elements for the Success of a Catholic School

1. Effective Leadership
2. Enrollment
3. Financial Stability
4. Academic Quality
5. Catholic Identity
6. Strategic planning
   – Weathering the Storm: Moving Catholic Schools Forward