

*Learning
for Life*

SDS

St. Dominic School

*Faith
for Living*

School Board
Handbook

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Introduction

Board Members' Prayer

I have been asked to serve, Lord, and I have agreed.

Help me to know my fellow board members:
their gifts, their concerns, their lives.

I am doing your work, Lord, and your love for me
and for them is, above all, personal.

Help me to welcome conflict as a sign up the diversity in this board,
as an opportunity to reach for creative solutions.

Help me to recognize this diversity as a sign of your capacity
to love us all and help me to cherish it as a great strength.

Help me to approach issues with an open, inquiring mind, free from prejudice,
with my spirit depending on yours for the strength to make hard decisions.

Help me to listen; to know when and to whom I should listen.

Help me to learn to use my own gifts to promote thorough, thoughtful discussion
of important concerns in our Catholic community.

Help me to develop my skills as a peacemaker, to know how and when to mediate,
to conciliate, and to negotiate.

Help me to enjoy doing your work, and to remember your promise:
Whenever two of us are gathered in your name, you are with us.

Sit with me now.

AMEN.

Mission of St. Dominic School

The mission of St. Dominic School is to provide an educational program which promotes academic excellence while emphasizing the teaching of the Catholic faith in a safe, nurturing environment, that our students may become whole persons for the glory of God.

Philosophy of St. Dominic School

Every human being is made in the image and likeness of God. We recognize parents as the first and primary educators of their children. Our work as Catholic educators is above all to help each child fulfill God's commandments. By encouraging Catholic morals and values, we strive to instill in each child an appreciation of God, others, and self. We work to make each child aware of his/her moral, physical, emotional, and spiritual self. Our philosophy gives direction and purpose to the entire educational process for every child.

While we allow for individual differences and the particular needs of each student, we also insist on responsible freedom. Each child must be aware of the fact that actions which infringe on the rights of others are not an expression of personal freedom. Actions which inhibit another child's freedom to learn or the teacher's freedom to teach have no place in our program. We insist on proper respect for all individuals. We work to foster attitudes of cooperation, helpfulness, generosity, and truthfulness in each child and to make responsible freedom a way of life.

To stimulate genuine intellectual curiosity in the student, we appeal to the child's creativity and encourage its purposeful development. We respect the unique needs and abilities of the individual and strive to equip our students with the abilities needed in order to make responsible decisions.

The family and the school share in the life and education of each child. With sincere and complete dedication to the challenge of Catholic education, we strive together to make this generation one whose entire lives are founded on Catholic principles and values.

Vision of St. Dominic School

"Learning for Life -- Faith for Living"

Why Do We Have School Boards?

- To promote the concept of lay ministry
- To develop ownership and stability for the future through long-range planning
- To offer financial advice
- To develop and defend policy
- To serve as a good public relations source
- To provide parents/guardians with a voice in their child's education
- To enable the principal to spend adequate time as an instructional leader

General Information

Behaviors That Power Exceptional Boards

1. **CONSTRUCTIVE PARTNERSHIP--**
 - Board members take ownership of issues under their jurisdiction
 - Effectiveness of the board and of administrators are interdependent
 - Partnership is built through trust, candor, respect and honest communication
2. **MISSION DRIVEN--**
 - Dedicated and committed to the school's mission
 - Board members' actions, decisions and deliberations reflect the school's mission
3. **STRATEGIC THINKING and RESULTS ORIENTED --**
 - Allocate time to what matters (budget, policy, mission, philosophy and planning)
 - Have goals, review and/or update them annually and use them to drive agenda and shape board recruitment
 - Assess progress periodically
4. **CULTURE of INQUIRY --**

Have effective meetings:

 - Engage in constructive debate that leads to sound, shared decision making
 - Seek more information
 - Question assumptions
 - Challenge conclusions
 - Advocate for solutions based on analysis
5. **INDEPENDENT MINDEDNESS --**
 - Have members that include business people and alumni who are independent-minded
 - Votes not influenced by administration, position, reputation of fellow board members, staff or donors
6. **ETHOS of TRANSPARENCY and COMPLIANCE with INTEGRITY --**
 - Have contact and communication with constituencies
 - Give access to appropriate and accurate information regarding finances, operations and results
 - Report annually on accomplishments and use of funds
 - Earn public trust and support
 - Members have equal access to relevant information when making decisions
 - Display ethical conduct
 - Be stewards of resources
 - Be financially attentive and astute
 - Demonstrate proactive risk management
7. **SUSTAINING RESOURCES --**

Main achievements accomplished with awareness of the present, ambitious plans and bold vision:

 - Development/fundraising
 - Budget/financial stability
 - Long-range planning
 - Marketing/public relations/recruitment
 - Plant/facilities upgrade

8. **INTENTIONAL BOARD PRACTICES --**
 - Build board/committee membership based on needed skills/talents
 - Working committees
 - Committee membership
 - Make the best use of members' talents/skills
 - Make use of the executive committee

9. **CONTINUOUS LEARNING --**
 - Train new members
 - Provide annual training for all members
 - Grow on the job
 - Evaluate performance of board periodically

10. **REVITALIZATION --**
 - Know roles
 - Have an excellent Nominating/Governance Committee
 - Include important voices around the table
 - Leadership succession planning

*("Portrait of a Successful Catholic School Board: One That Leads"
Regina Haney, Ed.D., National Catholic Education Association)*

Code of Ethics for School Board Members

A Catholic Board of Education is a body whose members participate in decision-making in designated areas on the local, regional, or diocesan level. This body is configured to reflect the Catholic Church's commitment to collegiality and subsidiarity in accordance with the directions of the Second Vatican Council.*

As a member of a Catholic board of education, the virtues or traits of character that I must exemplify if I am to fulfill my responsibilities ethically are:

JUSTICE	Honor the important role of the school with regard to the teaching mission of the Catholic Church
INDUSTRIOUSNESS	Be thoroughly familiar with the mission of the school and all board policies, bylaws and decisions
CONSCIENTIOUSNESS	Recognize the need for continuing education about the school and my ongoing responsibilities as a board member
DEPENDABILITY	Be prepared for every meeting and complete whatever assignments I have been given
TRUSTWORTHINESS	Keep secret all matters communicated to me in confidence
COOPERATIVENESS	Support the chief administrator and the board chair
SELF-DISCIPLINE	Avoid interfering in administrative matters which are outside of my responsibilities

LOYALTY	Remain faithful to all board decisions
TOLERANCE	Uphold board decisions even if I am personally opposed
FAIRNESS	Remain open to the opinions of others
HONESTY	Abstain from all issues where there is a conflict of interest
COURTESY	Be respectful to all board members and administrators
BENEVOLENCE	Pray for and wish well the board, the school and the community it serves

**BUILDING BETTER BOARDS: A Handbook for Board Members in Catholic Education and BENCHMARKS OF EXCELLENCE: Effective Boards of Catholic Education*

(Department of Boards and Councils, National Catholic Education Association)

Personal Characteristics of School Board Members

ABILITY...

- to listen
- to analyze
- to think clearly and creatively
- to work well with people individually and in a group
- to be honest
- to be sensitive to and tolerant of differing views
- to be friendly, responsive and patient
- to be a community-builder
- to act and speak with integrity
- to have a sense of humor

WILLINGNESS...

- to prepare for and attend board and committee meetings
- to ask questions
- to take responsibility and follow through on a given assignment
- to contribute personal and financial resources in a generous way according to circumstances
- to open doors in the community
- to evaluate oneself
- to develop certain skills you do not already possess for the betterment of the school and board
(Ex: to cultivate and solicit funds, to cultivate and recruit board members, to read and understand financial statements, etc.)

*(www.boardsource.org/"Portrait of a Successful Catholic School Board: One That Leads"
Regina Haney, Ed.D., National Catholic Education Association)*

Responsibilities of Individual School Board Members

1. Attend all board and committee meetings and functions, such as special events
2. Be informed about the organization's mission, services, policies and programs
3. Review agenda and supporting materials prior to board and committee meetings
4. Serve on committees or task forces and offer to take on special assignments
5. Make a personal financial contribution to the organization
6. Inform others about the organization
7. Keep up-to-date on developments in the organization's field
8. Follow conflict of interest and confidentiality policies
9. Refrain from making special requests of the staff
10. Assist the board in carrying out its fiduciary responsibilities, such as reviewing the organization's annual financial statements

*(www.boardsource.org/"Portrait of a Successful Catholic School Board: One That Leads"
Regina Haney, Ed.D., National Catholic Education Association)*

The Most Difficult Things for Board Members to Learn

1. Determining what your function is on the board and how to accomplish it effectively
2. Learning that, no matter what you think you know about board service when you first come on the board, you still have much to learn
3. Learning to acknowledge publicly that you have no power and authority as an individual board member; that the board can only function as a whole
4. Recognizing the difference between formulating policy (board responsibility) and administering the policy (principal's responsibility)
5. Realizing that you must represent all the parents and students. Your decision must be made in the interest of the total school and not made solely for special groups or interests
6. Understanding that change comes slowly
7. Recognizing that you can't solve everyone's problems by yourself
8. Coming to terms with the fact that you must sometimes accept a reality that is contrary to your own beliefs
9. Understanding that effective board service means being able to hold the minority viewpoint when voting on a given issue and then openly supporting the majority vote or consensus position in your community
10. Discovering how the school is funded

School Board Policies and Procedures

Article 1: Name

The name of this body shall be the St. Dominic School Board.

Article 2: Purposes and Functions

Section 1 Establishment of the School Board

The board is established by the pastor, in accordance with the policies of the Archdiocese of Louisville, to assist him and the principal in the governance of the school.

Section 2 Role of the Pastor

The pastor is the canonical administrator of the parish, including the school, as well as the enactor of local policy. Assisted by the Archdiocesan Office of Lifelong Formation and Education (OLFE), the pastor hires, supervises and evaluates the principal. In addition, the pastor is responsible for the supervision of religious education/formation programs and approves the school's annual budget.

Section 3 Role of the Principal

The principal, with the authority delegated as specified in the employment contract and job descriptions, is responsible for the operation of the school. This responsibility includes the employment of staff, following consultation with the pastor, the supervision and evaluation of teachers and school employees, the establishment of education programming and the evaluation and management of student behavior.

Section 4 Role of the School Board

The establishment of policy is accomplished through the activity of the school board. The board is composed of the administrative team (pastor and principal) and the members. When the board meets and agrees on a policy matter, the decision is effective and binding on all *as long as the local policy is not in conflict with Archdiocesan policy.*

Governance is divided into two parts: policy and administration. The school board's responsibilities are in policy matters. The board is not responsible for administration or the details of administration. Administration is the responsibility of the administrative team (pastor and principal).

The board is consultative in the following sense: The members cannot act apart from the administrative team and cannot make decisions binding for the parish education program without the approval of the administrative team. A consultative board is one that cooperates in the policy-making process by formulating and adapting, but never enacting, policy. The pastor enacts the policy and the principal implements the policy.

When disagreements between the pastor or principal and the board arise, attempts should be made to resolve them before the board reaches a conclusion. In this way, the pastor is not placed in the position of having to negate board action; rather, he is able through his participation to enact board action.

If a disagreement cannot be resolved, the pastor's decision, after consultation with the board in designated areas, is effective and binding on all. In addition, the board is expected to function within the policies of the Archdiocese of Louisville and under its administrative jurisdiction.

Section 5 Areas of School Board Responsibility

A. Planning

The long-range plan must be written every five (5) years and reviewed, refined and updated annually so that it continually looks into the future. When the plan, including specific actions and strategies, is completed, it becomes the basic guideline for the principal, pastor and school board. The areas of planning are:

1. Administration and staffing
2. Auxiliary programs
3. Catholic identity
4. Curriculum
5. Enrollment
6. Facilities
7. Finances
8. Mission and Philosophy
9. Ownership/Governance
10. Public Relations and Development
11. School Climate

B. Policy Formation

Policy is defined as “a guide for discretionary action.” It tells people what the school board expects for students, parents, teachers and others, but not how to accomplish it. Policies are broad, general and direction-setting statements that codify and preserve the school board’s decisions. Formulating policy is a responsibility of the school board. Determining how policy is to be implemented is a responsibility of the principal. The purpose of the board is to identify policy needs, make policy proposals to the board, help the board to monitor the effectiveness of its existing policies and to review policies to assure that they are modeled on the gospel values of love and justice toward one another and toward everyone who will be affected by them. The steps to policy formation are as follows:

1. Determine the need
2. Identify the issues involved and the facts surrounding them
3. Gather data
4. Draft the policy
5. First reading
6. Consultation
7. Second reading
8. Approval
9. Enactment/Promulgation
10. Follow-up

The areas which need policies are:

1. Admissions criteria and priorities
2. Discipline/suspension and dismissal
3. Field trips
4. Uniforms
5. First reading
5. Tuition payments
6. School visitors
7. Safety/crisis plans
8. Child abuse

Many policies are determined at the Archdiocesan level. *Local policy may be more specific than Archdiocesan policy; however, it may not contradict Archdiocesan policy.*

C. Finance

Catholic schools are funded from a combination of tuition, subsidies (parish, Archdiocesan, religious congregation, contributed services), fundraising and development. The annual budget is the key to financial control and is based on the philosophy, mission statement and long-range plan of the school. A regular, scheduled approach to budget preparation through the use of a calendar/timeline can provide the necessary structuring to the budget process for the school. The school board should receive financial reports on a regular basis so that the budget can be monitored responsibly. Provisions for financial assistance should be

included in budgets to insure that Catholic school education remains available for students regardless of their socioeconomic status. The finance committee shall construct, review and monitor the school budget as set forth in Article 7, Section 2.

D. Principal Appointment/Selection

Upon notifying the Personnel Services Coordinator at the Archdiocesan level of the principal vacancy, the pastor forms a search committee which will formulate a job description, conduct the principal search, screen the responses, conduct interviews and reach consensus on the candidate to be recommended to the pastor for hiring.

E. Development

The school board should contact the Planning and Development Consultant at the Archdiocesan level for assistance whenever necessary. The board's role as overseer of school development concerns the following areas:

1. Public Relations -- The role of the board in public relations is primarily to provide direction. Good public relations enables people to understand the school and to stimulate their support of it in its mission.
2. Marketing -- If the school is to succeed, it must analyze whose needs it serves, what service these people are looking for and how the school can meet that particular need.

F. Evaluation

The board has responsibilities to evaluate its own internal and external performance. This evaluation may be formal and informal. It is recommended that the board formally evaluate its internal and external functions at least once a year.

1. Internal functions -- Leadership, membership, level of participation, agenda, preparation for meetings, board committee structure
2. External functions -- Planning, finance, policy formation, development, relationships with the pastor, principal, parish committees, parents, etc.

The evaluation of the school's instructional program is the responsibility of the principal and educators. However, it is important that the school board be kept informed. The board should know when evaluations are occurring and receive the results in a summary fashion. The principal may report this information to the board in the monthly administrator's report. The pastor is the one responsible for ensuring that the principal is evaluated according to an appropriate process. The school board may be consulted for input as part of the overall evaluation process.

Article 3: Relationship With Other Groups

Section 1 Parish Council

It is the responsibility of the school board to bring to the attention of the parish council all those matters that are broader than the education programs for which the board is responsible. The board should provide a regular means of communicating with the parish council about educational programming, accomplishments and needs.

Section 2 Parish Finance Committee

The parish finance committee and the school board must meet to plan the financial contribution/subsidy from the parish to the school. The parish budget includes the financial contribution to the school as part of the total parish budget that is approved according to the practice of the parish and Archdiocesan policy. It is the responsibility of the school board to work in conjunction with the parish finance committee to prepare the school budget. Therefore, a representative of the school board should maintain regular communications with the parish finance committee.

Section 3 Parent-Teacher-Organization (PTO)

The board works closely with the officers of the PTO in order to understand more fully parents’ needs and concerns. The board, in recognizing the financial resources of the PTO, maintains good communication with the PTO in order to remain knowledgeable about the organization’s fundraising programs for the school. A representative from the PTO may serve on the board as an ex-officio non-voting member in order to report to the school board about PTO activities and to report to school families in the PTO about school board activities.

Section 4 Archdiocese of Louisville/Office of Lifelong Formation and Education (OLFE)

The board must not formulate policies that conflict with Archdiocesan policies. New and existing board members should attend Archdiocesan-sponsored training and workshops for school boards. In addition, the board should consult with personnel from OLFE on matters related to the school board’s purpose and function (i.e., long-range planning and finance).

Section 5 Athletic Committee

The school board will set the guidelines for the school athletic program in accordance with the rules and regulations of the Archdiocese of Louisville, the Catholic School Athletic Association (CSAA) and the Kentucky High School Athletic Association (KHSAA). The board will solicit nominees for Athletic Director and reach consensus on the candidate to be recommended to the pastor for approval. The Director of the Athletic Committee will report periodically to the school board on the various athletic programs and activities of the school. The Athletic Director will provide the school board with an annual financial report and collaborate with the school board concerning the long- and short-term needs of the athletic program.

Article 4: Membership

The membership of the parish school board will consist of a number agreed upon by the existing school board members, with a minimum number of seven (7) appointed members in addition to the pastor, principal and teacher representative(s). Each appointed member shall serve a three-year term, with the option of serving an additional three-year term at the request of the pastor. Faculty representatives will rotate on a monthly basis.

The terms of office shall commence with the August meeting following appointment and will be staggered so that each year several terms of office will expire.

Section 1 Membership

- A. Ex-officio non-voting members:
 - 1. Pastor
 - 2. Principal
 - 3. Faculty representative
- B. A minimum of six (6) members from the parish and/or school community.

Section 2 Eligibility Criteria

- 18 years of age or older
- Committed to and interested in Catholic education and the mission and philosophy of the school
- Available to attend meetings and periodic workshops/training sessions and participate in committee work
- Able to maintain high levels of integrity and confidentiality
- Able to deal with situations as they relate to the good of the entire school community
- Able to possess the necessary expertise in specific areas as needed, including finance, education, planning and development

The chairperson must be a member of the Catholic faith.

Section 3 Loss of Membership

Members who miss three (3) board meetings in a 12-month period are unexcused may lose membership by action of the board. The following procedure will apply:

1. The member will be notified by the school board president or principal;
2. He/she shall be given opportunity to respond;
3. The board may act or not act as the case may indicate.
4. The principal shall appoint a replacement for the remainder of the school year if necessary.

Article 5: Nominations and Appointments

Section 1 Nominations

During the month of March, the school board president and his/her appointed Membership Committee comprised of existing board members will invite eligible persons from the parish and community at large to place their names in nomination for the vacant school board positions. The announcement of the number of board vacancies and the qualifications for school board membership will be made through the church bulletin, and a letter of invitation will be sent to all school families. In addition, the Membership Committee will confer with the school board to recommend specific members of the community for nomination to the board.

The community members shall be nominated to fill vacant slots and/or add to the existing board membership based on their qualifications, professional expertise and potential contributions to school board roles and responsibilities; their appointment to the school board is not limited to the month of March but may be initiated as the need arises by agreement of current school board membership.

The Membership Committee will set the deadline for the submission of nominations. The committee will review all nominations to ensure that eligibility requirements have been met. All letters of intent will be submitted to the pastor in executive session following the regular April school board meeting. Each nominee will be reviewed by the board to ensure eligibility requirements have been met.

Section 2 Appointments

The pastor will make the final decision regarding appointments to the school board.

Article 6: Officers

Section 1 Officers

The officers of the board shall consist of the President, Vice President and the Secretary, each of whom are elected by a majority vote of the school board at the August meeting.

Section 2 Duties of Officers

1. President
The president shall preside at all regular and special meetings of the board, plan all board meetings with the principal, appoint all board committees with the principal and oversee the function of these committees.
2. Vice President
The vice president shall carry out the duties of the president if he/she is temporarily unavailable to fulfill the duties of his/her office by reason of sickness, absence or otherwise.
3. Secretary
The secretary assumes the duties of the president in the absence of both the president and the vice president; maintains a written record of all board proceedings; makes copies of the

minutes of the previous meeting's minutes for the school board so that the minutes may be included with the agenda and other materials at the monthly meeting; maintains a separate record of board policy actions; conducts, receives and disposes of all correspondence as directed.

Section 3 Removal from Office

Any officer may be removed from office for cause by a two-thirds vote of the voting members of the school board.

Section 4 Terms of Office

Officers shall serve one-year terms beginning with the August meeting. No officer shall hold the same office for more than two (2) consecutive years.

Article 7: Committees

The school board president shall be an ex-officio member of all standing committees.

Section 1 Standing and Ad Hoc Committees

The school board President, at his/her discretion, may establish such committees according to the needs and requirements of the board. Committees will meet as needed and may include:

- A. Academic Performance Committee
Reviews, recommends and drafts revisions for board approval regarding policies on student achievement, classroom assessment, curriculum, instructional practices, school day and week schedules and instructional time; reviews assessment data and recommends school priority needs based on assessment data.
- B. Learning Environment Committee
Reviews, recommends and drafts revisions for board approval regarding the policies on school space use, staff time assignments, discipline, classroom management, safety, extracurricular programs, stewardship and parental involvement.
- C. Efficiency Committee
Reviews and revises school handbooks and the policies and procedures therein; coordinates school needs assessments; coordinates development and implementation of the Instructional Improvement Plan, Technology Plan and Long Range Plan, including working with component teams and overseeing the development and implementation of the documents.
- D. Development Committee
Develops, recommends and monitors the annual budget and allocation of resources according to the identified needs of the school; recommends budget adjustments; provides monthly reports to the school board; secures funding and resources for the long-term viability of the school through fundraising, endowments and other programs.

Article 8: Meetings

Section 1 Regular Meetings

The school board shall in regular session once a month beginning in August. Dates and times for meetings will be established at the August meeting by concensus of its members. Announcements of meetings will be published in the church bulletin, school newsletters, the school calendar and on the school website. Postponement of a meeting for any serious reason is the responsibility of the president.

Section 2 Special Meetings

School board meetings can be called by the pastor, principal, president or any two voting members of the board as the need arises.

Section 3

Executive Sessions

The school board will go into executive session whenever issues arise involving personnel or other confidential matters, preferably at the conclusion of a regular meeting. Attendance at executive sessions will be limited to the voting members of the board, along with the pastor and principal. The pastor or principal must be in attendance before an executive session can take place. Special invitation to attend executive sessions may be extended by the president or any two members with consent of the board.

Advance notice should be given to parents when board meetings are to be held in executive session.

In the case of dismissal or failure to renew a contract, any employee of the school may appeal to the board in an executive session.

The school board will hear student/parent grievances or other confidential matters involving students in executive session provided that the normal levels for resolving grievances have been followed (Article 8, Section 8).

Section 4

Quorum

A majority shall constitute a quorum for the transaction of business in any special or regular meeting of the school board. A simple majority of those present and voting shall carry any motion.

Section 5

Governance and Decision Making

Robert's Rules of Order may be used to govern proceedings of the school board.

Decisions regarding policy matters are not made at the first reading, which is designed as an opportunity for information and clarification. The second reading of the policy occurs after additional consultation and clarification and, at that time, the board may vote.

Section 6

Minutes

A written record of all acts of the board, maintained by the secretary, will be preserved by the secretary. Once the minutes of a meeting have been read and approved, they may be made public. Minutes may be published and distributed to parents through the school.

Section 7

Public Comment

Any member of the St. Dominic parish, any St. Dominic school parent/guardian or student, or any interested person may address the board providing his/her petition has been approved for the agenda in advance of the meeting by the president, pastor, principal or any two board members. All normal levels for resolving grievances (Article 8, Section 8) must be followed before consideration is given to approval for petitioning the school board.

Section 8

Grievances

It is the policy of the Archdiocese of Louisville that the following steps be followed should conflicts arise:

Normal Levels for Resolving Grievances

1. Student
2. Staff/Teacher
3. Principal
4. Parish School Board
5. Pastor
6. Office of Lifelong Formation and Education (OLFE)
7. Due Process Board of the Archdiocese
8. Archbishop Kurtz

Article 9: Amendments

Section 1 Amendment Proposals

Any proposed amendment will be presented to the school board at least one month prior to the vote.

Section 2 Amendment Process

These guidelines may be amended by a two-thirds vote of the total board membership, subject to the approval of the Parish Council and Superintendent of Schools.

Committee Report Form

Title of Committee:

Date Report Presented:

Committee Members:

Specific Tasks Assigned (if any):

Summary of Committee's Actions:

Recommendations:

Actions Required by Board:

Interpretation

Definitions and Meaning of Terms

1. **Ad Hoc Committee**: a temporary committee or task force established to address a specific issue.
2. **Board**: the parish school board.
3. **Executive Session**: a private meeting of the whole school board from which members of the public are excused.
4. **Ex-Officio**: means “by virtue of office.” The president of the school board, when acting in “ex-officio” capacity to a committee, is not counted in the quorum of the committee, but has the right to make motions, discuss motions, and vote on all questions.
5. **Member**: a person appointed to the school board
6. **Member At Large**: an individual appointed to represent the interests of the general school community and who conducts projects and accepts duties as assigned by the school board president.
7. **Standing Committee**: any committee that the school board is required to appoint.
8. **Superintendent**: the superintendent of Catholic elementary schools in the Archdiocese of Louisville.
9. **Year**: unless qualified by the word “calendar,” the word refers to the school year.

Worksheet for School Board Evaluation

Board Behaviors	Current Strengths/ Give Examples	Behaviors to Strengthen/ How to Achieve This	Next Steps/Resources Needed/ How Will You Know You Are Successful?
1. Constructive Partnership			
2. Mission Driven			
3. Strategic Thinking			
4. Results Oriented			
5. Culture of Inquiry			
6. Independent Mindedness			

Worksheet for School Board Evaluation

Board Behaviors	Current Strengths/ Give Examples	Behaviors to Strengthen/ How to Achieve This	Next Steps/Resources Needed/ How Will You Know You Are Successful?
7. Compliance with Integrity			
8. Ethos of Transparency			
9. Sustaining Resources			
10. Intentional Board Practices			
11. Continuous Learning			
12. Revitalization			