



Saint James
Catholic School

School Board Manual

2021-22 Edition

UPDATED JANUARY 1, 2022

Table of Contents

3	INTRODUCTION
4	CODE OF ETHICS
5	CONSTITUTION
6	MEMBERSHIP
7-8	RESPONSIBILITIES
9-11	COMMITTEES
12-13	POLICY DEVELOPMENT
14	BUDGET
15-16	AGENDA
17	VISITORS
18	OPEN FORUM
19	LONG RANGE PLAN
20	ANNUAL PLANNING AND ASSESSMENT

Introduction

The Pastor, Principal, Vice-Principal, Teachers and Staff are dedicated to providing faith formation, academic excellence, and appropriate developmental personal growth opportunities for all St. James students.

The Church’s understanding and appreciation for the role of the laity is expressed as a “witness and living instrument of mission of the Church itself.” (Lumen Gentium, 33). Service on a local school board is an example of how the laity can effectively assist the Church’s educational mission, “doing their full share continually in the work of the Lord.” (Apostolicam Actuositatem, 33)

The “invitation and obligation to holiness” (Lumen Gentium, 42) finds expression in every group of volunteers who so generously give of their time, talent, and treasure to work as a Catholic School Board. The consultative, committee-driven Board efficiently assists the Pastor and Principal in the operations of the school. By their dedication and effort, Catholic school boards safeguard and promote the viability and vitality of their Catholic school.

Guiding these volunteers is the SJS School Board Manual. It will be a valuable resource for the initial in-service of members, for guidance and reference, and for evaluation of the Board’s effectiveness.

As the consultative Board assumes the general responsibilities of school board membership as well as those that arise from the individual committees, use of this Manual reflects an adherence to the Archdiocese of Louisville Handbook for Catholic Schools.

Under the archdiocesan bishop, the SJS School Board has the unique opportunity to protect and advance the teaching mission of the Church. The dialogue created among Board members stimulates the unity of purpose and the success of the school.

The SJS School Board agrees to follow the policies and administrative procedures of the Archdiocese of Louisville. SJS School Board members agree that they will use their expertise and insights to promote the mission and goals of Catholic education and the common good of the school community. In order to discern with other Board members the issues, concerns, and challenges their schools face in meeting the educational needs of the students, any personal agenda of a board member must be deferred.

SCHOOL BOARD MISSION STATEMENT

In conjunction with the Archdiocese of Louisville, the mission of the St. James School Board is to advance quality Catholic education for students by providing leadership, direction, and support to Pastors, Principals, Teachers, Staff, and members of the school community. The SJS School Board adopts the school’s mission statement and the periodic review of its operational validity and Catholic identity.

PHILOSOPHY: what we are called to be.

MISSION STATEMENT: what we are called to do.

What we are called to do and who the school serves often change over the years. Review is necessary to determine who the school is currently serving and how; and if the mission statement accurately reflects the school of today.

Code of Ethics

The Code of Ethics for SJS School Board Members delineates the expectations inherent in the purpose of the Board. Members, by accepting the position to serve on the Board, ascribe to this code. Periodic review of the code reminds members that they are working together for the common goal: to promote the mission and purpose of Catholic school education. The Code of Ethics addresses the following: conflict of interest, confidentiality, objectivity, justice, fairness, and maintenance of unity.

CONFLICT OF INTEREST

SJS School Board members shall avoid situations that present actual, perceived, or potential conflict between their interest and the interest of the school.

CONFIDENTIALITY

Members of the SJS School Board are responsible to keep matters discussed in executive sessions in confidence. Official information/business discussed in such sessions cannot be shared with non-Board members, even with one's spouse.

OBJECTIVITY

As total objectivity is impossible for anyone to achieve, members must identify and manage their own personal biases. It is important that members see situations from multiple points of view rather than solely from their own perceptions, assumptions and feelings. The welfare of the school children comes first in all deliberations.

JUSTICE AND FAIRNESS

Recommendations made by the SJS School Board and approved by the pastor and principal, should be the result of honest and open discussion by all members: pastor, principal, parent, parishioner, and general membership. Consideration of the good of the total parish/school community should be integral to the decision-making process. Every member shall abide by and uphold decisions. When decisions will affect various constituencies, those constituencies should be informed at the same time through an agreed upon vehicle of communication.

MAINTENANCE OF UNITY

In achieving its objectives within the faith community of the parish/school, the Board is to do all it can to avoid creating factions, sides or other divisive groupings in the parish or school community. Members should function within the framework of the total leadership of the parish/school and strive to cooperate with other leadership groups in the local faith community. The Board meets only with the pastor and/or the principal in attendance. If approached with a problem that is administrative in nature, board members must refer the person to the proper administrative officer, pastor, principal, or vice-principal.

CONSENSUS BUILDING

Consensus-building is the appropriate mode of decision-making for a Catholic school board.

Consensus means that all board members agree to support the decision which appears to be the best, under the present circumstances, for the greatest number of people. All members understand the decision and recognize it as the best possible, given the group and the situation. Everyone is willing to accept the decision and at least go along with it and support it. It is best that each person in the group articulate aloud his/her positive consent to the decision.

Constitution

All Catholic schools are required to follow Archdiocese of Louisville Handbook for Catholic Schools in all matters related to the operation of the schools. Each school shall have a consultative School Board.

A Consultative Board is a body that participates in the policy-making process by formulating, adopting, and recommending policy to the person with authority to enact it. The person with authority should consult the Board before making decisions in designated areas, but is not bound by the Board's advice. The people in authority at St. James Catholic School are the pastor and principal.

The Constitution is the founding document of an organization that establishes and defines mission, structure and process. The Bylaws are rules adopted by an organization to govern its operation. ***See Appendix A for the SJS Board Constitution.***

CONSTITUTION

Topics included in the constitution are as follows:

- The official title of the Board
- The purpose and function of the Board
- The responsibilities of the Board Membership
- Officers of the Board
- Quorum
- Role of Pastor/Chief Administrator
- Role of Committees
- Amendments



Membership

SIZE AND COMPOSITION

The Board should be composed of 6 members (excluding Pastor and Principal). They should include:

PASTOR

Ex-officio, all parish School Board votes are subject to Pastor's approval.

PRINCIPAL

Ex-officio non-voting Executive Officer of the Board.

PARENT/PARISHIONER

Parents of students currently enrolled in the school. This group should make up 1/2 of the Board.

PARISH COUNCIL MEMBER

One Parish Council member from the school's parish should sit on the parish School Board. This will help develop a relationship and improve communication with the parish.

PTO PRESIDENT

Shall be a non-voting member during the one-year term of office

TEACHER/STAFF

A representative may serve on the board for a term of one year and may be reappointed for up to three years

TERM OF MEMBERSHIP & ELIGIBILITY

Each member shall serve a term of 3 years, renewable for a second term.

Staggered term lengths are recommended

- Eighteen years of age or older
- Genuine interest in Catholic School education
- A credible witness of the Catholic faith; a member of a parish; or if non-Catholic, not opposed to the tenets of the Catholic faith
- Ability to work with others to achieve consensus
- Ability to make time commitment for meetings, committee work, and in-services
- Ability to make time commitment for meetings, committee work, and in-services
- Ability to make time commitment for meetings, committee work, and in-services
- Willing to maintain confidentiality and high level of integrity
- Willing to support School philosophy and mission
- Have a professional and personal life that is reflective of the teachings of the Catholic Church



Other parishioners, alumni, parents of alumni, and community members who are supportive of Catholic education and have skills or talents may contribute to the Board's goals.

Responsibilities

The School Board is by its nature consultative to the Pastor and Principal of St. James Catholic School

A consultative board is one which cooperates in the policy-making process by formulating and adapting, but never enacting policy. To call a group “consultative” does not diminish its importance; rather, it indicates that the body is inserted into the governance structure of the organization in a significant way. As such, the responsibilities include:

- 1. Mission Statement:** adoption of the school’s mission statement, and periodic review of its operational validity.
- 2. Policy:** the formulation and adoption of policy for the school, as needed, within the framework of Archdiocesan policy. Monitor the implementation of school policy and procedure.
- 3. Planning:** the development and regular updating of a 3-5 year plan for the school; annual goal-setting for the School and for the Board. The long-range plan should follow the guidelines of the Archdiocese of Louisville.
- 4. Advancement:** the formulation and implementation of an Advancement program for the school, following Archdiocesan guidelines.
- 5. Budget:** adopting the school’s operational budget, according to the format specified by the Archdiocesan Finance Office; receiving periodic reports from the Principal and/or Finance Committee on the implementation of the budget.
- 6. Evaluation:** systematically evaluating the school’s mission statement, goals and policies.

RESPONSIBILITIES OF THE BOARD MEMBERS

PASTOR

Canonical administrator of parish; spiritual and administrative leader

Hires, supervises, and with the Office of Catholic Schools of the Archdiocese of Louisville, evaluates the Principal of parish school

Brings his overall knowledge of the parish to the Board

Approves budget prepared by the Principal and recommended by the School Board

Cooperates in the initiation and implementation of the school’s advancement plans, student recruitment efforts, and long-range plan

School Board is consultative to the Pastor, so all votes are subject to his approval – the Pastor has ultimate responsibility

While he may make a decision contrary to majority vote, this is usually infrequent since the presumption is that the Board is worthy of the trust he’s placed in them

If he does not approve a Board decision, he should provide a written statement of his reasons to the Board. In this and all cases, the Board must recognize his ultimate authority

Responsibilities

RESPONSIBILITIES OF THE BOARD MEMBERS (CONT.)

PRINCIPAL

Educational leader and administrator of School – responsible for operation of the School program

Principal responsible for employment, supervision, and evaluation of staff; the establishment of educational programming; evaluation and management of student behavior; and implementation of School policy, all in accordance with Archdiocesan policy

Develops regulations, programs, and procedures to implement policies

Main source of recommendations regarding need for School policies

Develops agendas for Board meeting with the Board Chair

Is the main resource person for Board in-services

Develops the budget (in conjunction with Pastor and Finance Committee for parish schools) Implements budget; periodically reports to Board and the Office of Catholic Schools on budget

Participates in the school's advancement plans, student recruitment efforts, and long-range plan



“I would encourage members to make a resolution to be energetic and enthusiastic in carrying out Board responsibilities and helping the organization move into the future.”

EXECUTIVE COMMITTEE

Officers are elected for three-year terms by the Board and need to have served on the Board for at least one year.

Chair presides at all meetings; determines the agenda with the Principal (in collaboration with the Pastor as needed); assigns additional duties to individual members; appoints members to committees; oversees committee activities; plans orientation for new members with Nominating Committee and Principal; coordinates and reviews Board Self Assessment and guides Board to consensus on future plans

Chair-elect in the absence of the Chair performs all duties of the Chair

Immediate Past Chair - Assists the Chair, Chair-elect, and the rest of the board as needed

Secretary maintains written record of all acts of the School Board; handles all correspondence for the Board; preserves reports and documents; notifies members of date and time of meetings; distributes meeting agendas and committee reports at least seven

(7) days in advance; distributes minutes following each meeting, e-mails materials when possible; collects School Board Self Assessment forms and files report of data to Chair.

COMMITTEE CHAIRS

Officers are elected annually by the Board membership and need to have served on the Board for at least one year.

- Accept appointments as committee Chairs
- Use their expertise to assist with committee work
- Provide written committee reports to Board
- Assist in setting goals
- Accept other duties as needed

Committees

COMMITTEE STRUCTURE

The committee structure contributes to the efficient operation of the Board

It is impossible to address all of the work of the Board without using the committee structure. The committee structure is also a way to recruit new members to the Board and provide opportunities for members of the School community to become involved in the work of the Board. Committees research, organize, and present needed information so that the Board can take action on a particular issue. Committee members may include both non-Board members and Board members. The Chair of each committee must be a Board member.

There are two types of committees, standing and ad hoc. The standing committee provides continuity for the ongoing operation of the Board. The ad hoc committee is established to meet a specific objective at a given time. Non-Board members of the ad hoc committee do not actively participate in the Board's agenda after presenting their report.

When the work of this committee is complete, the committee disbands.

The Board may also invite representatives of various constituent groups to report on activities, educate the Board, or communicate essential information pertinent to the Board's purpose. The responsibility of these representatives is to advance the mission of Catholic schools. Representatives may be invited to report from the school faculty, school legislative liaison, business office, advancement office, parish religious education, parish council, parish finance council, parish trustees, or facilities department. These invited representatives have no vote and are not full members of the Board.

The president of the PTO may be an ex-officio, non-voting member of the Board, and this must be stated in the by-laws.

SJS BOARD COMMITTEES

STANDING

1. POLICY AND PLANNING
2. MISSION ADVANCEMENT
3. FINANCE
4. BUILDINGS AND GROUNDS

AD HOC

1. TECHNOLOGY
2. SAFETY
3. HEALTH
4. NOMINATING
5. BLUE RIBBON

Committees

STANDING COMMITTEE RESPONSIBILITIES

Below are the SJS Board standing committees and brief descriptions of their responsibilities

POLICY AND PLANNING

1. Developing and regular (annual) updating of a long- range strategic plan to assess where the School is currently and where it hopes to be in 3-5 years.
2. Including an environmental scan and a SWOT analysis (strengths, weaknesses, opportunities, threats).
3. Making the plan strategic – explaining how the School will achieve its goals and not just projecting current trends over 3-5 years.
4. Integrating the Archdiocesan Strategic Planning Framework into the school's strategic plan.
5. Including consultation from constituents: parents, teachers, parishioners, Principal, Pastor.
6. Preparing seven areas of the plan: Vision and Purpose – Our Catholic Identity; Governance – Leadership for Schools; Teaching and Learning – Academic Excellence; Curriculum and Assessment: Student Performance and School Effectiveness; Facilities, Resources, and Finances – Stewardship; Stakeholder Communication and Relationships –Our Message; Commitment to Continuous Improvement -- Strategic Leadership.

For each area: stating dream/vision; setting goals; prioritizing goals; establishing objectives and action steps (including cost, staffing, and timing).

7. Creating a case statement including data gathered and a narrative.
8. Using the plan as the school's yearly road map which drives all advancement activities.
9. Planning annually for the third/fifth year out so School always has a 3-5 year plan.

MISSION ADVANCEMENT

1. Formulating and implementing advancement program, including public relations and marketing, annual fund and endowment development, alumni and constituency relations, and enrollment management.
2. Friend-raising, not fundraising (Raise funds, friends, and freshmen).

3. Supporting the advancement team.
4. Identifying, cultivating, and soliciting major donors; serving as School ambassadors in the community; participating in fund development, recruitment, marketing, and alumni relations.

FINANCE

1. Adopting the budget (income and expenditure) according to the Archdiocesan format; monitoring the budget via periodic reports from the Principal and Pastor with recommendations from the parish finance council for parish schools.
2. Developing the plans and means to finance on- going educational program (i.e. setting the tuition, negotiating the parish subsidy with the Pastor and parish finance council, developing the annual operating budget).
3. Participating in development of financial plan section of the Strategic Plan. Catholic schools are funded from a combination of tuition, subsidy (parish, Archdiocesan, religious congregation, donated services), fundraising, and advancement.
4. Integrating tuition assistance line item into budget.

BUILDINGS AND GROUNDS

1. Formulating and implementing and annual maintenance plan.
2. Formulating and implementing a long-range maintenance and improvement plan.
3. Work with Finance Committee to develop and implement annual maintenance budget.
4. Review and approve maintenance contracts.



Committees

AD HOC COMMITTEES

Below are the recommended ad hoc committees and brief descriptions of their responsibilities

TECHNOLOGY

1. Reviewing contracts on annual basis
2. Working with teachers and staff on needs
3. Developing annual and long range technology up-grade/ replacement plan

SAFETY

1. Review and maintain school safety policies and manual
2. Identify safety needs and provide alternative solutions

HEALTH

1. Work to identify appropriate health policies for the school
2. Identify health needs and provide alternative solutions

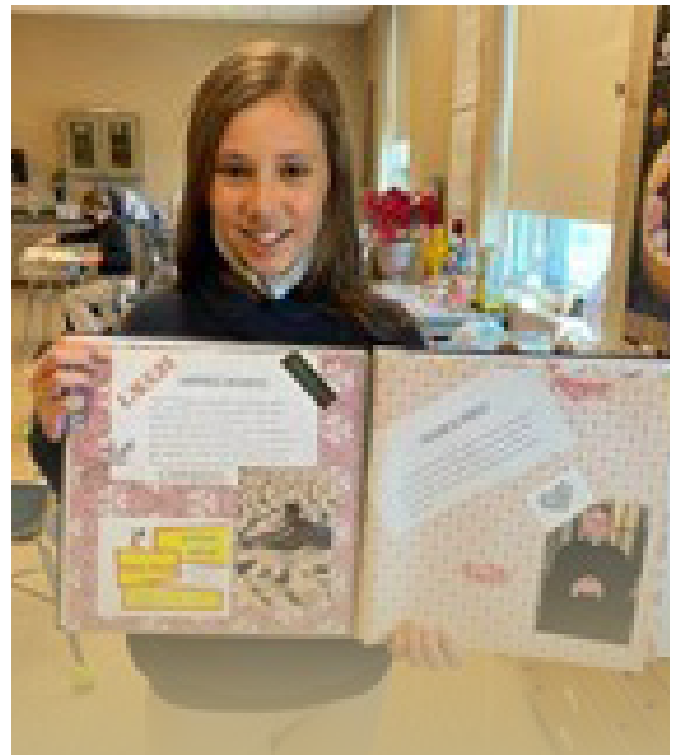
NOMINATING

1. Ensuring that the School Board membership is representative of the School community and is comprised of members whose talents speak to the priority needs of the School as stated in the long- range strategic plan
2. Gathering biographical information on candidates including their statement of interest/ candidacy which presents their vision for the school, their willingness to share their time, talent, and treasure with the school, and their interests and expertise that can be matched with the school's needs and goals
3. Developing a slate of eligible candidates for Board membership, to be given to the Board Chair for discussion and consensus by the Board, Pastor, and Principal

BLUE RIBBON

1. Research and provide a report of status requirements
2. Identify short term plan for SJS to qualify and apply
 4. Providing Confidentiality Statement to be signed by new board members.
Refer to Appendix F for Confidentiality Statement for SJS School Board.
 5. Preparing and executing a Board orientation annually for new members.

6. Suggesting topics for Board in-services.
7. Preparing slate of nominees to be elected as officers of the Board.
8. The Nominating Committee Chair conducts the election of officers for appointment to the Board. *Refer to Appendix G for School Board Nominating Committee Guidelines.*



“Ongoing Board training builds faith community among the members while instilling in them a strong sense of ownership and responsibility.”

Policy Development

The SJS School Board formulate and adopt policies, the Pastor enacts or promulgates them, and the Principal implements them.

St. James Catholic School follows the policies developed by the Archdiocese of Louisville. There are various procedures provided in the Archdiocese of Louisville Handbook for Catholic Schools that support the written policies. One of the School Board's responsibilities is to consider new or proposed changes in policies for the operation of the school.

A policy is a deliberate plan of action for the operation of the school used to guide decisions and achieve rational outcomes. It is a guide for discretionary action stating what should be done, but not how it should be done. A policy must be written.

The policy is determined by a response to a need expressed by the Principal, Pastor or the Board representing its constituents. Parent input may indicate that consideration should be given

to developing a policy. This information may come from data received through an open forum, parent surveys or the results of input from focus groups.

Effective policy development requires appropriate input from those affected by the policy. Policies are never made in isolation nor are they made to "solve one problem." The nature of policy development requires time to analyze the need, gather data, allow for thoughtful deliberation and ultimately approve a policy statement. This process cannot be covered at one meeting.

A procedure is the process for carrying out the policy. The Board does not make recommendations regarding procedure, as that is the role and responsibility of the administration.

SOME THINGS POLICY CAN DO

- Give general direction to the administration
- Anticipate and forestall crises
- Clarify expectations for students, parents, and teachers
- Codify and preserve the board's decisions
- Reduce subjectivity, inconsistency, and arbitrariness

SOME THINGS POLICY CAN'T DO:

- Control or supervise administration
- Resolve specific problems after the fact
- Address isolated cases or petty items
- Substitute for programs

10 STEPS IN THE LIFE CYCLE OF A POLICY PROPOSAL:

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. Promulgation
10. Follow up

SOME THINGS POLICY CAN'T DO:

- Relationships with public schools
- Financial reports to the school community
- Use of school facilities
- Hiring, evaluating, and releasing personnel
- School visitors
- Admissions criteria and priorities
- Discipline/suspension and dismissal
- Field trips
- Uniforms
- Tuition payments; penalties for non-payment
- Athletic eligibility

Policy Development

PROPOSING A NEW POLICY

An issue or topic may be brought to the Board by one or more members for discussion. If the Board determines there is a need, the individual or group who proposed the policy may be asked to develop a rationale for the new or changed policy. This formalizes the process, but it does not imply that it will receive approval.

The need for a potential new policy or change to existing policy should be submitted to the administration and to the Board using the Proposed New Policy or Change in Policy Form (see Appendix H) that includes: a statement indicating the need for the policy and the perceived consequences of implementing the change.

Once the topic is placed on the agenda, the following occurs:

- Discussion about the topic, issue, concern
- Study of the issue is conducted by the principal, and possibly by an ad hoc committee
- Questions, concerns are clarified by the individual or group who initiated the policy
- A statement is formulated that is brief, clear, and simple
- The statement is written to describe what will be accomplished

The first reading of the proposed policy is considered at the Board meeting. (This may occur at an executive session.) If the policy will be considered, the initiator or a committee assigned by the Chair “writes” the policy with the suggestions made by the Board in a second draft. The second reading of the proposed policy allows the Board to either accept or reject the proposed policy, or ask for another draft. An approved policy is dated and included with the other policies.

Publication of the policy occurs when the Board adopts the policy and it is promulgated by the Pastor. Appropriate constituents are informed about the new policy. This may occur through the school newsletter, the parish bulletin and/or the school’s handbooks.

Reviewing and rescinding policies is also the responsibility of the Board. Policies are tested every time they are used, and they should be changed as soon as they become obsolete in order to achieve a balance of justice and care.

When the policy has been approved, and enacted, the Principal determines how the policy will be implemented and informs the Board about the progress being made.

“Everyone recognizes that if we were satisfied with our accomplishments we would cease to grow, so there is a continuous process of development and improvement.”



Budget

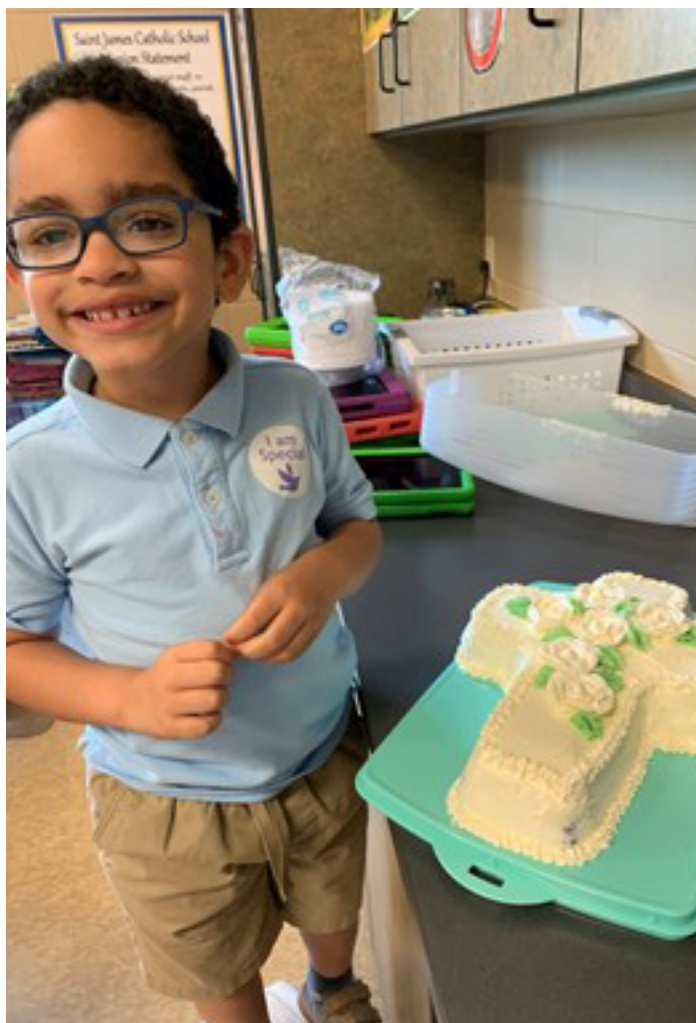
The annual budget is the key to financial control and is based on the philosophy, mission statement and long-range plan of the school.

The income budget is prepared by the finance committee of the board and the Principal, in conjunction with the Pastor and the Finance Council of the parish. The income budget considers the financial mixes and relationship among subsidies, tuition, fees and assessment, fundraising, and development.

The amount of subsidy which the school receives is determined by the parish, Archdiocese, or religious congregation. The finance committee of the parish school board should meet with the finance council of the parish and the pastor to determine the amount the total parish will invest in the school. The school subsidy is part of the parish budget and is approved with the total parish budget according to Archdiocesan and parish policies and practices.

The expenditure budget is prepared by the finance committee of the board and the principal, and considers the total amount of money to be spent and the cost per pupil in relation to schools of similar size and situation, both on a Archdiocesan and national level.

See Appendix B for Budget Calendar Guidance



Agenda

Planning the Agenda for Board Meetings

The Principal and Chair of the Board plan the meeting agenda and have it distributed to the members along with an agenda packet at least seven (7) days prior to the meeting. Include the name of the school, date, time, and place of the meeting on the agenda.

Topics for future agendas can be raised at meetings. The format for the meetings is the same for all meetings. Meetings are usually scheduled for no more than two hours. Refer to Appendix I for samples of a Template for School Board Agenda and Appendix J for Prayer for School Boards.

Set times for each of the following:

GATHERING

Usually occurs 10-15 minutes before the meeting. The purpose is to socialize. Rotate task of bringing refreshments.

CALL TO ORDER

- Welcome and Opening Prayer
- Recognition of visitors
- Roll call

CONSENT AGENDA

A group of items that may include previous meeting minutes for approval, general reports, committee reports, routine correspondence, and/or informational materials that:

- Do not require discussion
- Are self-explanatory
- Are noncontroversial
- Were submitted in writing and distributed to the Board prior to the meeting.

Consent agenda items can be removed from the group and placed on the meeting agenda. The consent agenda is voted on as a whole and acceptance is stated in the meeting minutes. The purpose of a consent agenda is to free up time for discussion of critical issues and ongoing planning.

The Chair handles this part of the agenda.



PRESENTATIONS

Presentations to the School Board could be offered early in the meeting.

GENERAL REPORTS

Pastor: updates and shares general information that has not been included in the consent agenda.

Principal: gives information not already included in the consent agenda about the school's program; gives a progress report about the school's goals and objectives; informs about the coming school activities; clarifies questions raised in report; provides data regarding enrollment trends.

Board Chair: gives information regarding Board events and activities.

COMMITTEE REPORTS

Indicate who will present the report on behalf of the committee and the purpose of the report, e.g., seek input from the Board or make a final recommendation. Not all committees give reports at each meeting. Written updates can be given to the Board as part of the consent agenda.

Agenda

Planning the Agenda for Board Meetings

Set times for each of the following:

STANDING COMMITTEE

List each committee that will appraise the Board about its progress, only if they need input from the board or have some final recommendations for the board to consider. Otherwise, a written report may be included with consent agenda.

AD HOC COMMITTEES

List each committee that will appraise the Board about its progress, only if input is needed from the Board or there is some final recommendation for the Board to consider. Otherwise, a written report may be included with consent agenda.

OLD BUSINESS

Consider items addressed at the previous meeting.

NEW BUSINESS

Indicate the topic or the issue to be addressed.

VISITOR COMMENTS

Visitors are always welcomed to attend the meetings. Non-members who wish to speak at the board meeting shall submit their request by click “School Board” link on the St. James School website.

PLANNING FOR NEXT MEETING’S AGENDA/DATE

Consider items addressed in previous meetings.

CLOSING COMMENTS/PRAAYER

EXECUTIVE SESSION

Executive Sessions are held as needed either before the regularly scheduled meeting or after the meeting. Executive sessions need not to be part of every Board meeting.



Visitors

Suggested procedures for visitors:

The chair and the members are cordial to the visitors. It is understood that the issues raised may not be handled at the meeting. If appropriate to the parameters of the Board's responsibilities, the issues may be addressed at a future time. Personnel issues and individual family or student needs are not discussed. Questions of a general nature, however, could be referred to the appropriate person, e.g., pastor or Principal.

The chair assures the visitors that the matter will be taken under consideration by the Board, the Pastor or the Principal. It is important that the chair not "promise" that the issue will be dealt with at the next meeting because it may not be possible to do so. The Chair does not necessarily address some of the issues that may be raised. It may be appropriate, for the Pastor or Principal to respond to the individual's question or concern later.

Visitors should be aware of the protocol observed by those who attend the Board meetings. It is important that a friendly atmosphere prevails, but it is also important the visitors know the parameters for speaking to the Board.

Visitors observe the board while it is in session. They do not engage in the discussion nor do they actively participate in the agenda either through comments or by offering their opinions on the topic being discussed. No electronic devices of any kind should be accessed unless prior approval is received from the chair.

Once the visitor is recognized, the visitor has one opportunity to express an opinion on the item approved for the agenda. Each individual may speak for a specified amount of time.

All members listen to the visitors. If necessary, either the Chair or someone designated by the Chair can assist in clarifying the question or topic. The Chair thanks the visitor for their comments and informs them that someone will get back to them later.



Open Forum

Suggested procedures for visitors:

The Open Forum is an opportunity for the Board to communicate with the School families. It will also help the school's administration continue to provide a learning environment that is Catholic and excellent. This will also assist the Board in developing annual goals to meet the needs of the School community, the students and the school's program.

The Open Forum allows the Board, Pastor and School administrator to hear from the parents and guardians of the students. Parents and guardians are given the opportunity to express what they are thinking about the School and its mission of Catholic education for their children.

- Parents and guardians are invited to attend an open forum with the Board.
- The date and time is announced well in advance.
- The purpose of the open forum is clearly stated.
- The protocol for participating is announced.
- This is not a time to resolve specific problems or express grave displeasure with an aspect of the school's program, operation or personnel.
- Parents and guardians will be given the opportunity to express themselves in groups and have their input become part of the information collated by the School Board.
- Parents and guardians will be asked:
 - What do you like about the school?
 - If you could change one thing in the school, what would that be?
 - If you could add one thing to the school's program, what would that be?
- The meeting will begin on time. The purpose of the meeting is stated. Serious consideration will be given to all that is shared with the School Board since the input will serve as a means of continuous improvement in the school's program and its operation.
- The results of the Open Forum become an agenda item at a future Board meeting. The Board determines a way to communicate the results to the School families. Families are informed that the issues raised will be addressed in one of the following ways, e.g., item for discussion of the action plans for School Board or the School faculty and staff. Some items may be deferred for action at a later date. Others may be discerned as impossible or inconsistent with the mission, means and philosophy of the Catholic school.
- Periodic reports are given to the School families. These updates are a response to the families that Board members have heard them and that they will, when possible, deal with the issues raised.



Long Range Plan

A long range plan is designed not only to provide a direction for the school, but also as an historical perspective for that direction. As a result, the narrative section of the long-range plan should be completed in such a way that each major topic area discusses the historical perspective, the current situation, and the assumptions which have been adopted for the future. In short, the narrative should attempt to answer these questions:

- * Where have we been?
- * What factors have influenced our historical development?
- * Where are we today and why?
- * Where are we going and why?
- * How are we going to get there?

Each of these questions should be related to the philosophy of Catholic education generally and to St. James Catholic School in particular. In addition, the narrative should support the projections made in each section of the plan (enrollment, curriculum, staffing, facilities, finance, and development).

Appendix D is the suggested chronology to be used by the Board for developing a comprehensive long-range plan.



Annual Planning & Self Assessment

For St. James School Board to be effective, it must provide time for goal setting and periodic evaluation

It is important that at least one day be set aside each year for an annual planning meeting for Board members to meet with the school's administrators in order to set the Board's goals for the year, as well as to review the administration's goals. The Board will plan annually for the election of officers for appointment. It is also important that the Board evaluates its performance.

Refer to the Appendix K for the School Board Self

Assessment tool to be used for this purpose. The School Board Self Assessment should be completed by each Board member and submitted at least seven (7) days prior to the annual meeting to the Secretary of the Board. The Secretary will file a report of the data to the Board President for discussion at the annual planning meeting and for consensus on planned changes.



Appendix

A	SJS Board Constitution
B	Budget Calendar
C	Committee Report Form
D	Long Range Planning
E	Confidentiality Statement
F	Nominating Committee Guidelines
G	New Policy/Change in Policy Form
H	Template for Agenda [I] Prayers for Meeting
J	Board Self Assessment
K	Glossary of Terms
L	SJS Organizational Chart
M	Board Meeting Minutes Template
N	Monthly Report Template

Article I - TITLE

The name of this body shall be Saint James Parish School Board (hereinafter referred to as School Board).

Article II - PURPOSE

1. To develop and promote policies for the operation of St. James School in keeping with parish goals as set by the Parish Council and to enhance quality education in the school.
2. To determine how parish and Archdiocesan policies are being carried out in the school and to evaluate the effectiveness of these policies.
3. To provide input in the preparation of the annual school budget for the Parish Council.
4. To participate in parish decision making processes relating to the school; e.g., financing, upkeep, planning and building of educational facilities.
5. To set procedures for grievances, due process for parents, students, and teachers according to policies and procedures of the Archdiocese and School Handbooks.
6. To request evaluation of the educational process and programs in the parish school.
7. Purpose and responsibilities of the St. James Parish School Board include the above but are not limited to these functions.

Article III - JURISDICTION

1. All policies are established within the framework and guidelines of the Office of Catholic Schools of the Archdiocese of Louisville.
2. Parish School Board operations are reported monthly to the Parish Council.
3. When used, the term voting refers to an expressed desire to follow a particular course of action.

Article IV - STRUCTURE

The School Board will serve as a means of constructive dialogue among school administrators, teachers, and parents in order to facilitate cooperation as a Christian Community in providing a quality elementary school program within the parish. The School board will also act as a liaison body with any outside agency which affects education at St. James School.

Article V - MEMBERSHIP

1. Membership on the School Board will consist of five (5) elected or selected members whereas a minimum of 3 voting members must be a St. James parishioner and whereas 2 members maximum shall consist of any parish serving as voting members, and the pastor and principal and assistant principal as ex officio, non-voting members.
2. The St. James School PTO president shall be a non-voting member of the School Board during the one-year term of office.
3. Eligibility for Voting Members
 - a. Any registered member of St. James Parish who is 18 years of age or older
 - b. Parents of students enrolled in Saint James School excluding
 - i. only salaried personnel on parish or school staff,
 - ii. or members of other school boards,
 - iii. or spouse of School Board member still serving his/her term
4. A teacher representative or designated staff member may serve on the board for a term of one year and may be reappointed for up to three years consecutively.
5. The Nominating Committee of the board should pay close attention to maintain that the board make-up is well balanced in respect to representation. No more than two Non-Catholic members shall serve on the Board at any one time.
6. Each elected member will serve a term of three (3) years. Expiring term(s) of member(s) is to be filled by election or selection each year.

- a. Vacancies occurring on the School Board between times of (s)elections shall be filled by appointment of the remaining School Board members at the first regularly scheduled or specially called meeting.
- b. Said appointees shall complete the unexpired term of office. Such an appointed member would then be entitled to run for a complete term.
- c. Once an elected member has served a complete term, he/she may seek re-election only after one year has expired from his/her previously completed term, except for appointment as stated in subsection B of this Article.

Article VI - ELECTIONS

1. The Nominating Committee will be appointed by the chairperson and will consist of two or three members of the School Board.
2. The board can solicit nominees either from self-nomination or recommendations.
3. The board, at its discretion, will determine if the selection or election process will be used.
4. For the (s)election process, the nominees will be entered in a random drawing and members will be determined through this process.
5. For the (s)election process, eligible voters for the election are to be at least 18 years of age and a registered member of St. James Parish, or spouse of registered member of St. James Parish, or a parent of a child presently enrolled in St. James School.
6. Selection or election is to be completed during the last quarter of the school year.
7. The terms of office for the newly elected School Board members will begin on June 1st.

Article VII - OFFICERS

The officers of the School Board shall consist of the Chairperson and the Secretary.

1. Election of School Board officers takes place annually at the June meeting.
2. All (s)elected official members are eligible for the holding of the office.
3. The Chairperson shall preside at all regular and special meetings of the School Board.
4. A member of the School Board, appointed by that body, shall represent the Board to the Education Formation Committee.
5. The Secretary shall maintain a written record of all acts of the School Board; preserve all reports and documents committed to his/her care.

Article VIII - MEETINGS

1. The School Board will meet regularly (monthly if possible).
2. For the purpose of transacting official business, it is necessary that a 4/5 quorum of the voting members be present for the meeting.
3. The School Board should strive to consensus decision making, however if this is not possible a simple majority of those present and voting shall carry a motion unless otherwise specified by the constitution.
4. All School Board meetings will be open meetings unless designated as executive session by the chairperson.
5. Non-members wishing to address the School Board must request in writing to be placed on the agenda. This request must be submitted a week before the meeting.
6. Meetings may be conducted under Parliamentary Procedure in accord with formal procedures.

Article IX - AMMENDMENTS

1. This Constitution may be amended by a majority vote of the total voting School Board membership, subject to the approval of the Parish Council of St. James Parish.
2. Amendments must be presented to the School Board members for consideration at least two weeks prior to the voting on such.

Revised by the Saint James Catholic School Board 11/2018.

BUDGET CALENDAR

A regular, scheduled approach to budget preparation through the use of a calendar can provide the necessary structuring to the budget process for a school. The following calendar will be used as guidance by the St. James School Board:

JULY	Principal and Finance Committee (with monthly monitoring by school board) - Begin implementation of current year's budget
AUGUST	No budgeting activity
SEPTEMBER (AND & SUCCEEDING MONTH)	Principal and Finance Committee - Review monthly and year-to-date actual performance against budget
OCTOBER	Policy and Planning Committee - Update five-year plan. Present new assumptions to the Finance Committee no later than December.
NOVEMBER	Principal/Finance Committee - Review of basic assumptions set forth in the long-range plan.
DECEMBER	Principal/Finance Committee - Begin actual preparation of annual budget based on revised long-range plan. Principal - Present school board finance committee members with budget preparation forms and account information. Assign responsibilities for various sections of the budget. Develop assumptions in the areas of enrollment and staffing presentation to the committee in January.
JANUARY	Principal - Finalize enrollment and staffing assumptions, including salary schedules and benefits. Use back-up forms detailing faculty by name, grade taught, salary base, and additional information. Distribute budget request information to faculty for use in preparing textbooks, supply, and departmental requests.
FEBRUARY	Principal and Finance Committee - Develop line-by-line expenditure budget using faculty and departmental requests, as well as assumptions built into long-range plan. List all salary costs, including fixed charges and benefits. This will be the largest single expenditure in the operating budget. It should be refined and finalized at this point. Detail building repairs and improvements for the operating budget from the five-year plan. The finance committee should review the priorities established by the board for repairs and maintenance.
MARCH	Principal and Finance Committee - Develop line-by-line income assumptions including tuitions, fundraising, subsidies, and development income.
APRIL	Principal and Finance Committee - Present tentative budget to the school board for approval. Provide back-up information on specific income to the board, particularly in the areas of tuition and fundraising.
MAY/JUNE	Principal- Publish budget in annual report



SJS School Board Committee Report Form

Title of Committee: _____ **Date Report Presented:** _____

Committee Members: _____

State Goal: _____

Summary of Committee's Actions: _____

Recommendations: _____

Actions Required by the Board: _____

SJS Long-Range Plan Guidelines

Plan Format

This suggested long-range plan appears in the NCEA publication Elementary School Finance Manual. It is designed not only to provide a direction for the school, but also as an historical perspective for that direction. As a result, the narrative section of the long-range plan should be completed in such a way that each major topic area discusses the historical perspective, the current situation, and the assumptions which have been adopted for the future. In short, the narrative should attempt to answer these questions:

- Where have we been?
- What factors have influenced our historical development?
- Where are we today and why?
- Where are we going and why?
- How are we going to get there?

Each of these questions should be related to the philosophy of Catholic education generally and to St. James Catholic School in particular. In addition, the narrative should support the projections made in each section of the plan (enrollment, curriculum, staffing, facilities, finance and development).

Again, it should be emphasized that care should be taken during each phase of the plan's creation, to involve various individuals who have particular interest in, and responsibility for, that section of the plan.

Developing the Long-Range Plan

The following suggested chronology may be used by individual school boards and principals for developing a comprehensive long range plan:

- JULY** Principal - Set aside time for dreaming and goal setting. What problems and opportunities exist for the school? What should it be doing better? What ought it to emphasize now to be more faithful to its philosophy?
- AUGUST** Principal/Board Chairperson - Issue recommitment invitation to board members. Make committee assignments.
- Arrange and conduct board preservice program –Include discussion of:
- Philosophy
 - Roles and Responsibilities
 - Distinction between policy making and administration
- Pastor/Principal – Issue a letter to board commissioning long-range plan.
- SEPTEMBER** Policy and Planning Committee - Convene long range planning. Review basic assumptions, constraints and timetable. Administrator shares dreams, problems and possibilities for school with board. Board reviews school position in light of diocesan goals and school philosophy.

OCTOBER

Principal with Policy and Planning Committee - Review enrollment history and enrollment mix.

Begin creation of narrative, citing reasons for enrollment changes. Enrollment and/or Data Sub-Committee:

- Collect and study prior five-year enrollments by grade and by religious category (Catholic parishioners, Catholic non-parishioners, non-Catholics)
- Collect and study baptismal records for parish for last five years.
- Compare baptismal records to “parishioner enrollment” for appropriate years.
- Study grade-to-grade attrition over five-year period.
- Secure pertinent data from local public school officials concerning population trends in public school enrollment projections.
- Secure population trend information from Census Bureau, Chamber of Commerce and Telephone Company.
- Build a five-year enrollment projection based on all of the above. The projection should list enrollments first by grade and then by religious mix. Be sure to consider current demographics, trends, health and fire codes as well as class size.
- Outline plans for market research as required.

NOVEMBER

Principal with Policy and Planning Committee - Prepare enrollment projections for five years by grade level with accompanying narrative. A marketing plan for school “image” and enrollment should accompany enrollment projections in order to ensure ability to achieve projections.

DECEMBER

Principal/Faculty - Complete curriculum section of five-year plan and present for review by board

- Review and revise the school philosophy
- Review current curriculum in light of diocesan guidelines and build a five -year plan for curriculum, updating as necessary.
- Include assumptions concerning textbooks (purchasing and replacement), library books, workbooks, equipment, teaching aids, audio-visual equipment, laboratory supplies, guidance, campus ministry, cafeteria, etc.
- Build a catalog of investment opportunities based on the dreams of the principal and staff.
- Evaluate program offerings including specialized areas, e.g., Physical Education, Music, Art, etc.

JANUARY

Principal - By reviewing current personnel records on all teachers, prepare an historical perspective and overview of current staffing situations, including qualifications, experience, salary, benefits, etc. This perspective is reviewed by the board.

Review staffing assumptions for next five years and prepare a summary for the board.

Principal /Pastor /Committee Based on enrollment and staffing assumptions, prepare a five-year projection for staffing by grade and/or department. Assumptions should be made in the areas of salaries and fringe benefits.

FEBRUARY

Principal/Pastor/Board Facilities Committee - Complete initial plan for plant and facilities.

- Make a complete survey of all physical facilities available, including school buildings, residences and grounds. Based on current fire and health codes, list all necessary and desirable repairs and capital improvements.
- Develop a five-year plan to complete improvements. Include cost estimates. Survey should be specific as to the number of classrooms and specialized areas to be utilized.
- Build a catalog of investment opportunities based on capital improvements and repairs to buildings, grounds, furniture and equipment.

MARCH

Principal/Pastor/Board Finance Committee - Review school costs for the last three years using annual reports.

- Ensure that all line items are exclusively those of the school and are not attributable to other parish or religious education programs.
- Develop an expenditure budget based on enrollment, curriculum, staffing, and plant and facilities, considerations. (Financial growth assumptions should be stated clearly in footnotes or in the assumptions section of the plan.) Include provision for some level of student assistance.

APRIL

Principal/Pastor/Finance Committee - Develop a five-year income plan with realistic assumptions in the areas of tuition, subsidies, traditional fundraising, and investment opportunities.

- Create a five-year development plan.

MAY

Board - Review the completed five-year plan including projections and accompanying narrative in the areas of philosophy, enrollment, curriculum, staffing, plant and facilities, and finances and development.

- Approve five-year plan.

JUNE

Principal/Board - Prepare summary "Case Statement" and Development Plan, based on five-year plan, to be used in promoting the school to various publics. (Note may take more than one month.)

- Identify Case Statement. Summarize history, philosophy, vision and objectives of school, in a manner that invites credibility and investment. This statement should stress the unique and desirable characteristics of the total educational program, especially through elements related to the school's Catholic identity.
- Identify for past five years:
 - o Alumni relations
 - o Public relations
 - o Special gifts
 - o Publics being served
 - o Endowments
 - o Foundation grants
 - o Business/industry participation
 - o Estate planning (bequests)
 - o Insurance gifts
 - o Fundraising gifts

- Identify priorities for past five years:
- Project realistic involvement and dollar increase to support Finance Committee projections.
- Establish appropriate committees to respond to five-year priority selections.

Note: It is assumed that in fulfillment of the planning role assigned to him /her above, the principal will involve the faculty, through frequent consultation and other appropriate ways.

Using the Long-Range Plan

When the five-year plan, including specific actions and strategies, is completed, it becomes the basic guideline document for the principal, pastor and board. The plan should be reviewed, refined and updated on an annual basis, so that it continually looks four years into the future. It should be pointed out that the full five-year plan is not designed for general circulation. For that purpose, a “Case Statement” based on the five -year plan should be prepared which summarizes the assumptions made in each of the areas including enrollment, curriculum, staffing, plant finance, and development. The philosophy and mission statement of the school should also be clearly stated.

It is, of course, understood that every effort should be made during the planning process to ensure that the curriculum and all aspects of the plan are reflective of the philosophy, and that the values of Catholic education are well integrated with the curriculum. From the school board’s point of view, the long-range plan becomes the guiding document from which annual budgets are developed. These budgets should, on an annual basis, be based on and reflective of the school’s long-range plan. Finally, five-year planning should be seen not as an end in itself, but as a prerequisite to and a part of good development, and as an important help to the school in attaining its goals.

Annual Update of Long-Range Plan

It is essential that the five-year plan be updated annually in each succeeding year. In order to simplify the annual update, all of the data used to prepare the plan must be carefully documented and available for future use.

In order to ensure that the projections are updated annually, it is recommended that the school board formally adopt a policy requiring that the update take place. During the updating process, every effort should be made not only to develop an additional year’s projection, but also to revise and to refine the assumptions used throughout the plan.



Confidentiality Statement SJS School Board

The members of the St. James School Board must fully understand and appreciate the confidential nature of membership. By virtue of their role on this board, members have access to confidential information. In order to serve as an effective governing body, the board needs its deliberations to be open and frank. To achieve this, board members pledge not to share what is said with those who are not part of the board. The issues dealt with and decisions made will be communicated to others through the appropriate channels and publications.

Strictly confidential matters will be discussed in executive session, which may be called by the Pastor, by the Principal, by the Board President, or by any Board Member. This will include, but not be limited to, personnel issues, legal matters, and financial issues. The content, the discussion, and the decisions reached will not be shared with non-board members except as designated by the board.

My signature below indicates I have read and agree to adhere to the above stated confidentiality statement.

Member's Signature _____ **Date** _____

Member's Printed Name _____

St. James School Board Nominating Committee Guidelines

The Nominating Committee, including the Pastor and Principal, shall identify potential school board members and present a slate of nominees to the board. The following eligibility requirements should be considered:

- Eighteen years of age or older
 - Genuine interest in Catholic school education
 - A credible witness of the Catholic faith; a member of a parish; or if non-Catholic, not opposed to the tenets of the Catholic faith
 - Ability to work with others to achieve consensus
 - Ability to make time commitment for meetings, committee work, and in-services
 - Willing to maintain confidentiality and high level of integrity
 - Willing to support school philosophy and mission
 - Have a professional and personal life that is reflective of the teachings of the Catholic Church
- * Experience and expertise in one major committee area encouraged
- * Members of the school staff or their spouses, children, siblings, or parents shall not be eligible for board membership. Staff members may serve on board committees, but cannot be voting members of the board due to issues of confidentiality and conflict of interest.
1. Standing Committee actively solicits potential members, taking into primary consideration the key needs of the school as stated in the Strategic Plan, and targeting those people with the skill sets to assist in meeting those needs. Committee assesses the interest of those potential members and obtains the following information from each interested candidate:
 - * Biographical sketch (name, family, parish membership, occupation, parish/Archdiocesan/civic involvement)
 - * Statement of candidacy/interest including their vision for the school; talents, expertise available to the board; willingness to give time, talent, energy and treasure (in accord with their capacity)
 2. Committee reviews all candidate information and prepares its list of recommendations.
 3. Committee submits its recommendations to the full School Board for their vote.
 4. The full School Board submits its recommendations for membership to the Pastor.
 5. The Pastor decides which candidates to appoint to the School Board and issues a formal invitation to them to join the Board.

Where to Look for New Members

1. Remember, look first to the school's Strategic Plan and identify the priority needs of the school (marketing, financial planning, capital needs, etc.) and the skill sets needed to meet those needs. Then, actively search for candidates with those skill sets.
2. Consider constituencies beyond the current school community: alumni (particularly those who have been steady donors, indicating a support of the school), past parents, parishioners, local community members, businesspeople, and civic leaders, retired educators, grandparents (current and/or past). A diversity of constituencies and viewpoints can be very healthy for a board.

3. Members should not be selected to represent specific constituencies (i.e. an Alumni Rep) since each board member should represent the school community and not any one special interest group. (Every member votes their own conscience.)
4. Committee members should clearly articulate the purpose, direction and mission of the board when recruiting new members. It is vital to maintain an enthusiastic, responsible, and positive approach before the candidates, as well as before the school, parish and civic communities.

Examples of experience or expertise for Board Member selection

Strategic Planning Committee:

Data Analysis
 Finance
 Education
 Legal Training
 Facilities
 Marketing
 Goal Setting
 Human Resources

Advancement Committee:

Marketing
 Fund Raising
 Advertising
 Recruitment
 Business/Sales

Nominating Committee:

Community Connections
 Human Resources
 Local Business
 Active Member/Leader in Community

Finance Committee:

Certified Public Accountant
 Accounting Skills
 Legal Training
 Bookkeeping Skills
 Budgeting Experience

Policy Development:

Human Resources
 Education
 Legal training

Orientation of New Members

1. The Board President and the Nominating Committee should work with the Principal to prepare a formal, annual in-service program or orientation for new members.
2. Topics to be addressed include the following: roles and responsibilities of board members, principal, and pastor; specific areas of board governance; expectations of members; meeting skills and procedures; maintaining confidentiality; difference between policy and administrative regulations and procedures; Archdiocesan policies; and school policies.
3. A packet of materials should be given to each new member including the following: church documents on education; school philosophy and mission statements; Diocesan guidelines for boards; Diocesan and local educational policies; parent/faculty/student handbooks; any marketing material distributed by the school.

Election of Officers of the School Board

The Nominating Committee shall be responsible to prepare a slate of nominees to be elected as officers of the Board. The Nominating Committee Chair shall conduct the election of officers for appointment by the pastor or principal.



Proposed New Policy or Change in Policy Form

Submitted by _____ Date : _____

(NAME OF INDIVIDUAL OR GROUP)

New Policy

Change in Policy # _____

Recommended new policy or change in policy (change in policy requires copy of original written policy with track changes in the narrative):

Indicate the need for the policy or change in policy _____

Perceived consequences of the new policy or change in policy _____



Proposed New Policy or Change in Policy Form

APPROVED POLICY:

Reviewed By:

CHAIR, POLICY COMMITTEE

DATE

PRINCIPAL

DATE

Reviewed and recommended by the _____

Board on _____

Approved by the Pastor implementation on: _____

PASTOR

DATE

Tentative Agenda

2021-2022 School Board

Date: Tuesday, 12/14/2021

Time: 5:45 pm-7:30 pm EST

Location: Saint James School

- 5:45 – 6:00 pm** **Gathering/Socialize 6:00 – 6:05 pm Call to Order**
- Welcome and Opening Prayer
 - Recognition of Visitors
 - Roll Call
- 6:05 – 6:10 pm** **Consent Agenda**
- Minutes
 - Revised Manual
- 6:10 – 6:30 pm** **Presentations**
- Mission Advancement Update – Jennifer Moran 6:30 – 6:45 pm Visitor Comments
- 6:45 – 7:00 pm** **General Reports**
- Pastor
 - Principal
 - Board Chair
 - PTO
 - Teacher Representative
- 7:00 – 7:15 pm** **Standing Committee Reports**
- Finance (Monthly Report, Tuition Rates) - Kevin Blain
 - Buildings and Grounds – Matthew Hobbs
- Ad Hoc Committee Reports**
- Nominating – Eligible Candidate Discussion 7:15 – 7:30 pm Old Business
- 7:15 – 7:30 pm** **New Business**
- 7:30 pm** **Next Meeting**
- 7:30 pm** **Closing Comments/Prayer**

OPENING PRAYER

Lord God of Holiness,
You have called us to serve you in the mission of Catholic education. We meet here as your disciples,
and we ask for the grace of your divine guidance.
Help us to truly serve your holy people
in your Church as she proposes anew the perennial truth of Christ's Gospel. May the needs of our Catholic school
and the common good of our parish be our primary concerns.
May the material aspects we discuss
not blind us to the reason for our Catholic school:
to encounter Christ in His Church so as to grow in holiness.
May the Holy Spirit who inspired
the Pentecost meeting of the Apostles,
visit us and grant us the light of Divine Wisdom. We ask this through our Lord, Jesus Christ,
who lives and reigns with You and the Holy Spirit,
God, forever and ever.
Amen.

CLOSING PRAYER:

Lord of Day and Night
of beginnings and endings,
as we prepare to conclude this meeting, we once again lift up our hearts to You, the Divine Source of All Life.
We thank you for the gifts that have been present within this act of service to our Catholic school.
For the gifts of friendship and understanding, of mutual respect and shared vision,
we praise You.
For the gifts of perseverance
and insight into the common concerns we share,
for these and all other graces, we give you thanks. As You have blessed our coming together,
now bless our departure and journeys homeward.
Through the intercession of the Blessed Mother, Mary, most holy, Queen of the Family,
may your blessing be upon us,
in the name of the Father, Son and Holy Spirit.
Amen

Board Member Name: _____

Date: _____

Chair Name: _____

Principal Name: _____

Submit completed form to Secretary of Board at least seven (7) days prior to Annual Planning Meeting

MISSION AND PURPOSE

Fundamental to the school's performance is a clear, strong mission and purpose. A successful Board must know what it does, who it serves and why.

MISSION AND PURPOSE	Excellent	Good	Poor	N/A
The statements of mission and purpose are well understood and supported by the Board				
The Board consistently relates its decisions to the mission				
The Board is active in insuring that the school's mission is promoted in the school and on the Board				
The Board reviews the By-Laws on a regular basis and revises when necessary				
The Board in collaboration with the school community annually reviews the Mission Statement and revises it when necessary				

Comments:

STRATEGIC PLANNING

Planning for the school's future is critical for its success. Such planning should be reviewed and approved by the Board.

STRATEGIC PLANNING	Excellent	Good	Poor	N/A
Performance of Board in initiating strategic planning				
The Board's participation in strategic planning				
The Board accomplishes the activities for which it has responsibility in the strategic plan				
The Board reviews and/or revises its Strategic Plan on a regular basis (annually)				

Comments:

ADVANCEMENT/MARKETING

(Public Relations and Marketing, Fund Development, Alumni and Constituency Relations, and Enrollment Management)

The board should insure that the school has the resources needed to be effective. The role of the Board should include the attraction of funds and friends to the school. It should help build confidence in the school for the long term. The Board should promote public awareness of the school and create good will within the community.

ADVANCEMENT	Excellent	Good	Poor	N/A
Board leadership in adopting and implementing a five-year advancement plan (i.e. endowment, capital campaigns, annual fund, constituency relations)				
Board leadership in adopting and implementing a five-year public relations plan				
Board leadership in adopting and implementing a five-year marketing plan, including enrollment management				
Regular monitoring and updating of plans				

Comments:

FINANCIAL MANAGEMENT

The Board should assist in effective management of the school. This may include formulating and adopting policies, overseeing investments, and participating in the budget process and financial plan section of the Strategic Plan of the school.

FINANCIAL MANAGEMENT	Excellent	Good	Poor	N/A
The Board reviews and approves the budget prepared by the Finance Committee				
The Board receives and systematically reviews financial reports (i.e. monthly) on a regular basis				
The Board is consulted in all financial matters concerning the school				
The Board composition includes members who bring special expertise to financial matters				

Comments:

THE BOARD AGENDA

BOARD AGENDA	Excellent	Good	Poor	N/A
The Board agenda is prepared collaboratively by the President, Principal, and Pastor				
The agenda and committee reports are distributed at least one week in advance of meetings				
The agenda and committee report are accompanied by appropriate background data				
The orientation of new board members and the continued updating of all board members are offered				

Comments:

PASTOR, PRINCIPAL, AND THE BOARD

The Pastor, Principal, and the Board must maintain an effective working relationship. The relationship between the Pastor, the Principal, and the Board Chair is particularly important.

PASTOR, PRINCIPAL/CHIEF ADMINISTRATOR AND THE BOARD	Excellent	Good	Poor	N/A
The Parish School Board understands its role as a consultative body to the Pastor and the Principal				
The Board Chair effectively presides over meetings				
Communication between the Administration and Chair is evident				
The Board is faithful to the agenda, moving through items in a deliberate and orderly fashion				
The Board carefully examines all issues and items brought to its attention				
The Board fosters openness and objectivity during meetings and encourages expression of competing points of view				
The Board makes effective use of the time, talent and other resources available to it				
The Board has enough time to complete its work				
The Board monitors its decisions to evaluate their effectiveness				
The Board participates in the performance appraisal of the President/Chair				
The Board evaluates its own performance on an annual basis using an Archdiocesan approved instrument				
The Board is publicly supportive of the school and its administration				
The Board works as a team to advance the mission of the school				

Comments:

COMMITTEES: Strategic Planning, Advancement/Marketing, Finances, Nominating, etc.

COMMITTEES	Excellent	Good	Poor	N/A
Committee meetings are frequent enough				
Committee addresses issues of substance				
Committee reports are submitted to Chair prior to distribution of Board agenda				
The committees have clearly defined tasks				
The committees report regularly about their progress on assigned tasks				
Committees are viewed as the “backbone” of the Board				
Committees of the Board think strategically to accomplish their task which is to ensure the long term viability of the school				

Comments:

EVALUATION OF INDIVIDUAL BOARD MEMBER

It is suggested that each member respond to this section only after having completed all other parts of the Evaluation. Please rate your own performance.

SELF EVALUATION	Excellent	Good	Poor	N/A
Your familiarity with the school's mission, organization, plans, priorities, finances, and character				
Attendance at Board meetings				
Familiarity with agenda items and key issues in advance of meetings				
Active participation in Board meetings				
Active work on regular Board committees (attendance at meetings, participation in discussions)				
Regularly read the school's newsletters, bulletins, announcements and otherwise stay abreast of developments of the school				
Maintain a good working relationship with the Administration				
How would you rate your own, overall contribution as a Board member				
How would you rate your own, overall personal satisfaction as a Board member				
Active participation in school activities				
Maintain confidentiality of all Board business				
Awareness of and adherence to Board conflict of interest policy				

Comments:

Other comments about the functioning of the School Board and recommendations:

(SWOT – Strengths, Weaknesses, Opportunities, Threats)

EVALUATION OF MEETING

MEETING EVALUATION	Excellent	Good	Poor	N/A
THE MEETING WAS WELL-PLANNED				
Members were notified in advance of meeting time and room				
The notice included main items of business				
There was a pre-arranged agenda				
Officers and committees were ready to report				
The meeting room was set up				
THE MEETING WAS WELL ORGANIZED				
The meeting started on time				
Guests were introduced and welcomed				
The purposes of the meeting were made clear				
There was a transition from the last meeting				
The agenda was visible for all to see				
One topic was discussed at a time				
One person had the floor at a time				
Members confined remarks to relevant matters				
The chairperson summarized main parts of discussion				
There was correct parliamentary action when needed				
Good use of audio-visual aids was made				
The meeting was moved along at a good pace				
Committee assignments were complete and clear				
Plans for the next meeting were announced				
The meeting was adjourned with good timing				
THE MEMBERS HAD GOOD PARTICIPATION				
Members participated in discussion and voting				
Members participated in planning the agenda				
Members gave suggestions to committees on methods				
Responsibilities were widely distributed				
The chair made good use of questions				
The "pro" and "con" of all issues were considered				
THE MEETING WAS VALUABLE				
Progress was made toward goals				
Something was learned				
THE PROGRAM WAS WELL DONE				
The members were interested and attentive				
The timing was just right (not too short/long)				
GOOD FEELINGS PREVAILED				
Attendance was good				
Everyone was present and on time				
The members knew one another				
There was some humor during the meeting				
Members and officers helped one another when needed				
There was an atmosphere of free expression				
Volunteers for committee appointments came quickly				
There was evidence of group unity on group goals				

2021-2022 Saint James Staff (Departments)

TEACHERS/ASSISTANTS			SPECIALITY			OFFICE		
KF	Fiepke	Kelly	Library	West	Martha	Principal	Seiler	Sr. Marie Hannah
Assistant	Johnson	Melissa	Technology K-3	Garris	Aileen	Asst. Principal	Buckman	Mechelle
KP	Peak	Danika	Technology 4-8	Kasey	Cindy	Counselor	Carney	Audrey
Assistant	Garcia	Carmen	Music	Smith	Jordan	Dir. Mission Adv	Moran	Jennifer
1G	Galvin	Leeann	PE	Kiger	Sam	Admin. Assistant	Williamson	Melissa
Assistant	Jurus	Lisa	Art	Barnett	Alexandra	Mission Adv	Coen	Jen
1S	Shipp	Rachel	Spanish	Gutierrez	Lupita	Office Manager	Meredith	Patrick
Assistant	Hoefler	Natalie	PRESCHOOL/E.C.			SIS FACTS Coord.	Krill	Marjery
2S	Winterrod	Sr. Mary Xavier	Director	Newman	Brandi	School Nurse	Schreacke	Kimberley
Assistant	Heiwig	Lori	PK Teacher	Sullivan	Chelsea	Maintenance		
2G	Grant	Kimberla	PK Teacher	Rothrock	Kayla	Director	Padgett	Andy
Assistant	Wilson	Chris	PK Teacher	Monge	Tanja	Associate	Martin	Dave
3W	Wiseman	Becky	PK Teacher	Walker	Rita	CAFETERIA		
3B	Burke	Sara	PK Teacher	Hurt	Maria	Cafeteria	Harrison	Michelle
Assistant	Johnson	Diana	PK Teacher Assist	Owens	Jenny	Cafeteria Assist.	Gendron	Stephanie
4R	Riney	Mary	PK Teacher Assist	Lyon	Sophia			
4L	Lear	Terri	PK Teacher Assist	Gorin	Michele			
Assistant	Gendron	Stephanie	Preschool Associate Teacher	Dil	Sarah			
5K	Kirchner	Patty	EC Group Leader	Hand	Kaylee			
5R	Rhoades	Tonya	EC Group Leader	Kantagari	Lakshmi (LK)			
6S	Theilman	Sr. Maria Grace	ASC (5)					
6T	Turpin	Sydney	Associate Director	Wooden	Chrystal			
7D	Daugherty	Rachel	ASC	Young	Karen			
7Z	Zopfi	Deana	ASC	Hand	Lynn			
8W	Wheatley	Helen	ASC	Corichi	Gabriela			
8S	Wittmann	Sr. Mary Joseph	ASC	Joveta (Jo)	Brangers			

Agenda:	a list of items of business to be brought before a committee, board, etc, as things to be dealt with.
Action steps:	further specify the how, when, who, where, and cost for each objective.
Board:	A governing body whose members are selected or elected to participate in decision- making.
Bylaws:	Rules adopted by an organization to govern its operation.
Committee-driven:	the work of the school board committees forwards the goals and objectives of the strategic plan.
Consensus:	majority of opinion; general agreement or concord; harmony
Consent Agenda:	A group of items presented as a package and voted on without discussion. Items included are self-explanatory, non-controversial, written and submitted to all board members for review prior to board vote. If an item is determined to need discussion, it can be removed from consent agenda and placed on the meeting agenda.
Constitution:	The founding document of an organization that establishes and defines mission, structure, and process.
Consultative Board:	A body that participates in the policy-making process by formulating, adapting, and recommending policy to the person with authority to enact it. The person with authority is required to consult the board before making decisions in designated areas, but is not bound by the board's advice.
Executive Officer:	A person having administrative or supervisory authority in an organization Goal: A statement of broad direction or purpose. A goal, by definition, will identify some outcome that will be achieved.
Objective:	is the specific time-oriented and realistic statement of what is going to be done to achieve a goal.
Policy:	A policy is a deliberate plan of action used to guide decisions and achieve rational outcomes. A guide for discretionary action stating what should be done, but not how it should be done. A policy must be written.
Procedure:	A specific way of proceeding, a method of doing things. May include who will do it and when.
Promulgate:	To put into action or force; to publicly declare or officially make known; to enact, make officially binding.
Quorum:	A minimum number of people required at a meeting in order for business to be conducted.
Robert's Rules of Order:	A parliamentary procedure used to conduct meetings that allows everyone to be heard and decisions to be made in an orderly way.
Strategic Plan:	Strategic planning is a school's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people. Strategic planning and decision processes should end with specific, achievable objectives, and a road map of ways to achieve these objectives.

In Attendance: Sister Marie Hannah, Kevin Blain, Lori Jarboe, Matthew Hobbs, Chris Bauer, Duane Kristensen, Chris Thompson, Sam Kiger, Brandi Lusk

Absent: Father Loi Pham, Father Michael Wimsatt, Danika Peak

- I. Opening: The meeting was called to order at 6:07 pm by Chris Bauer followed by an opening prayer by Sister Marie Hannah. Roll call was completed via sign-in sheet. A motion to approve minutes from our previous meeting was approved by Kevin Blain and seconded by Matthew Hobbs. An introduction of visitors was conducted, including Sam Kiger and Chris Thompson. A review of last meeting's Old Business was conducted. A summary of the revised visitor agenda in the manual was shared to include removing the 2 week notice for a visitor to request an audience, making the meetings open to the public, using the school board section of the website to share topics being reviewed by the School Board and to allow requests/topics of interest and contact information to be vetted by the Board Chair. The Board agreed that a hyperlink should be provided for any areas "not appropriate for the School Board" on the School Board page to guide individuals to needed information. Chris made a motion to move the visitor comments to the top of the agenda. Kevin Blain approved the motion. The motion was seconded by Lori Jarboe.
- II. Presentations:
 - A. Sports Update (Sam Kiger and Chris Thompson)
 1. Sam discussed his role as the physical education instructor and Athletic Director. He discussed wanting the children to love sports as well as participate in them. An overview of the volleyball, cross country, tennis, basketball, and archery programs was discussed in light of sports having been cancelled last year for COVID.
 2. SJS is hosting a home tournament on Thursday, November 18-19. Our archery team has 76 archers and there were around 400 archers signed up for the 10 meter tournament. SJS is also planning a January 10 & 15 meter state-qualifying tournament.
 3. He discussed the school's decision to participate in the Nelson county league, having A and B divisions.
 4. Girls volleyball numbers are up, but 4-8th grade basketball numbers are down. The goal is to spark interest in younger students who will then be interested in playing through 8th grade.
 5. Swimming starts in January. We still need a coach. We participate in the CSA League in Louisville. There are 15-20 interested swimmers.
 6. A goal is to reinstate the sports Mass at SJS for our athletes and their families, also generating interest from the parish families.
- III. General Reports
 - A. Principal:
 1. Sister Marie Hannah participated in a Principal's meeting last Tuesday. Topics of discussion included updated COVID guidelines, including possibly providing a rubric to assist schools in making more local decisions.
 2. She is considering the possibility of a move back to the cafeteria, but must consider music class and the need to social distance. There is also a need for volunteers in the cafeteria. She will work with Jordan Smith and make a decision before Christmas break.

3. Upcoming events: Knowledge Masters, 6th Grade Showcase (December 4th), First Reconciliation sacrament, 11/19 Middle School Career Inventory with Central Hardin counselors, Thanksgiving Break, Thanksgiving meal drive-through and community home delivery, 8th graders trip to EC3 on 12/01, 8th graders shadowing at Catholic High Schools (Bethlehem & Saint Xavier), Kindergarten preview 12/09 (in-person this year), 01/03/22 Professional Development Day
4. EANS 2: New round of funding is expected which should extend beyond 2023. SJS received about 300K in the first round of funds, which has been used to provide tutoring (Amy Baldwin's new position). The Learning Coordinator position may come out of extra funding. Sister shared that the technology plan is up for review in 2022. In April/May our plan is to follow the cycle to replace computers. SJS could benefit from 10K of new computers. We still have about 20K left from Black and White Knight funds. We replaced 10, but if we can replace an additional 10 computers, we will be on a cycle to replace 10 computers per year. (See D. for subcommittee information on technology replacement.)
5. The Knights of Columbus want to move the Fish Fry events to the SJS campus after January. Danny Patterson is dialoging with Father about a Chicken Truck option for SJS.

B. Pastor: Conflicting Meetings this date; No report

IV. Standing Committee Reports

A. Policy and Planning:

1. Still seeking a new Chair since Chris has assumed the role of Board Chair; Sister shared that candidates will be filtered through the Executive Committee then to the Board as a whole for replacement of Committee Chair positions.
2. Board Member Training: Chris asked if this is available; Sister is exploring options
3. Chris expressed the need for additional volunteers for the school and mentioned Safe Environment Training

B. Mission Advancement:

4. The committee met last on September 14th and shared its top goals of outreach to local Catholic Parishes (i.e., through social media, ambassadors) and transportation possibilities to increase YOY enrollment via procurement of a school bus with Sister and the finance committee.
5. Still seeking a new Chair since Lori has assumed the role of Board Secretary; Sister Shared that candidates will be filtered through the Executive Committee then to the Board as a whole for replacement of Committee Chair positions.

C. Finance

1. Committee did not meet, but Kevin Blain and Greg Lee worked with Parish Finance Council and Jennifer Moran on 2022-2023 Tuition Rates. Kevin distributed rate sheet at the Board Meeting. Kevin also distributed November 2021 School Financials, showing we are approximately 59K under budget for Total School Expenses, about 13K under budget for Pre-School and After School Care Expenses. Kevin also distributed the financials for the Cafeteria. On average there are approximately 150 students participating daily when there is a hot lunch and about 90 student participating on sack lunch days. YTD the Cafeteria has \$18,926.65 in income with \$11,905.21 in expenses, net profit of \$7,021.44. The Finance Committee has also been working closely with the Parish Finance Council on SJS employee salary reviews. Finally, Kevin Blain followed up on the potential of providing transportation for our families in Meade County. A committee was formed to research this project with a goal of implementing next year. Upcoming topics include looking into tuition assistance for the upcoming school year (usually about March). No further action is needed from the Board at this time.

D. Building and Grounds (Matthew Hobbs, Duane Kristensen)

1. Summary of activity: Working on lightning damage to school, working on recurring budget items for next year's budget
2. Upcoming projects: Create/Update the school's maintenance manuals

3. Subcommittee Report: Technology: Duane stated we have to consider a percentage of ongoing computer replacements vs. the possibility of spikes of forced computer replacements. The committee is also looking at phones, SmartBoards, switches, Chromebooks. Duane shared that ChromeBooks should need to be replaced about every 3-4 years, Desktops every 4-5 years, and printers and monitors as outliers for the cycle. Kevin added that the annual budget (July start) should keep an annual replacement budget for technology. He stated Black and White Knight funds should only have to be considered for needs over and above general maintenance.

E. PTO

1. Brandi reported there is a Papa John's fundraiser on Thursday, 11/18.
2. Red Ribbon Week was a great success. Canned food was donated to St. Vincent DePaul food pantry (double-stacked boxes in a truck bed).
3. Santa Shop is set for 12/1-3. Emails/Texts and social media updates have gone out to families to assist SJS staff with reminders. PTO feels confident guidelines are in place to allow social distancing and little contact to stay safe during the event in light of COVID.
4. Saint Nick will be sharing his story and visiting classrooms this December. PTO will hand out student treats and staff gifts.
5. Alex has started working with the students on Catholic Schools Week projects for the Black and White Knight auction. Lori Heiwig and committee have started working on auction baskets.
6. SCRIP program: very successful for other school districts; PTO has been working towards increasing participation in our SCRIP program. PTO is researching opportunities to maximize this program. November 18-19 is Thanks-SCRIPTing, with a percentage increase for rewards.

F. Teacher Representative: No report

V. Ad Hoc Committee Reports

A. Nominating

1. No further notes; Last meeting Father Michael Wimsatt and Sister Marie Hannah suggested that the Executive Committee serve as the nominating committee for the time being and evaluate if a separate committee would be beneficial in the future.

B. Safety: No Report

C. Health: Sister discussed COVID strategies (see above)

D. Blue Ribbon: No Report

VI. Action Items

- A. Executive Committee should set a time to discuss open committee chair positions with Sister Marie Hannah to vet potential candidates to be presented to the Board.
- B. Committee reports should continue to be completed on provided templates and brought to Board meetings as part of the minutes.
- C. Evaluate options for requests for additional information from the school and parish communities to the Board and hyperlinks for information outside the Board's scope.
- D. Explore adding a Sports Mass for our school athletes and their families.

VII. Visitor Comments:

A. None

B. This section will be moved to the top of the agenda starting in December.

VIII. Closing: Sister closed the meeting with a prayer. Our next meeting is set for Tuesday, December 14.

Calendar items

- End of the 3rd Quarter and beginning the last part of the school year...
- Tai Le Middle School Service Project underway—collecting food items to assemble baskets for local first responders...HMH, Police, EMS, etc...
- Passion Play at the end of the month...reserved seating
- Women of God and Men of God; retreat night for 8th graders and parents scheduled for March and April
- Spring Break—April 5-9th

Black and White Knight

This year online event in partnership with PTO. Net over 25K...Chris and Sarah Bauer are planning 2022 as their last year to chair the event...

Vaccinations

Staff and Teachers have received both doses of vaccination. At least 80% of the total staff/faculty received the shots.

Winter MAP Scores

Saint James School is in the second year of taking the NWEA MAP assessment. Our overall scores show that are students have made steady growth over March 2020-March 2021 even during the pandemic and despite online learning. Our students are trending higher than most other Archlou schools. Teachers are using the winter data reports to help students continue to grow academically and to guide instruction. Spring MAP assessments are scheduled for late April.

EANS Funds

- Working to secure funds from additional Federal monies; this could include software technology for targeting instruction, additional supplies, and protective equipment, possible summer tutoring opportunity, additional staff, etc.

Picnic Tables

- Donations for picnic tables enable us to purchase 3-4 new ones. They will be assembled soon and ready for spring outdoor lunches or learning area.

Tuition Assistance

Catholic Education Foundation and Saint James are in the process of working together to award our families financial assistance. School board finance team is updating our decision matrix that will help allocate funds from St. James in a formulaic way. Currently we have 72 families applying (105 students).

Enrollment Update (K-8) as of 3.15.21

Current--290

Projected--308

Retention Rate—95.78%

Overall projected enrollment-356; current 343; goal=366 (97.27% to goal)