GUIDELINES FOR

SINSINAWA DOMINICAN

EDUCATIONAL INSTITUTIONS

Approved and Adopted by Sinsinawa Dominicans Inc. June 22, 2017
Introduction

Through collaborative efforts with the Sponsors Council and each local educational institution, the Sinsinawa Dominicans continue their relationship and educational mission. These Guidelines for Sinsinawa Educational Institutions (GSEI) identify the practices and procedures which enable the Sinsinawa Dominicans to exercise their canonical and civil responsibilities for the mission and institutional viability. The Guidelines are meant to articulate and clarify how the collaborative structure works. Regular review and updating of this document will keep the guidelines relevant.

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EDUCATIONAL SPONSORSHIP STRUCTURE

Sinsinawa Dominican Sponsorship

Public Juridic Person (PJP)

- One member to serve as Liaison to Sponsors Council and as Corporate Chair of each sponsored institution

Reserved Powers
- Mission
- Appointment of the Sponsors Council
- Canonical responsibilities

Corporate Members

Mission

Sponsors Council
- Members (Lay and OP)
- Reserved Powers
  - Mission
  - Ensure Mission Integration
  - Leadership
  - Other reserved powers delegated by the Corporate Members

Sponsored Institutions
- Board Chairs
- Presidents
- Board Responsibilities
- Reserved Powers delegated by the Corporate Members

Vision

Values
Sinsinawa Dominican Sponsorship

Administration

Director of Sponsorship

Mission

Vice Presidents for Mission and Ministry

Mission Integration Coordinators

Presidents of Sponsored Institutions
Sponsors Council Position Descriptions

The Corporate Members referred to in the following pages are the Prioress, Council and Congregation Treasurer of the Sinsinawa Dominicans. They comprise the Corporate Members of each sponsored educational institution.

The Corporate Members retain the right to appoint the members of the Sponsors Council, to safeguard the mission of the Congregation, and to exercise canonical duties of leadership.

The Corporate Members appoint one Sinsinawa Dominican from elected leadership to serve as Corporate Chair for each of the sponsored institutions and as Corporate Liaison to the Sponsors Council.

Sponsors Council

Accountable to:
- Corporate Members through the Corporate Liaison to the Sponsors Council
- Chair of Sponsors Council.

Position Summary:
- Support the mission of the sponsored institutions of the Dominicans of Sinsinawa through exercising authority delegated by the Corporate Members.
- Provide leadership and resources to the sponsored institutions.

Principal Duties and Responsibilities:
- Exercise particular reserved powers regarding sponsored institutions as delegated by the Corporate Members
- May serve as Sponsors Council Liaison for one or more sponsored institutions, including attendance at the annual corporation board meeting
- Have particular responsibility regarding the vitality of mission and the quality of education for the sponsored institutions served
- Assure the mutual flow of information between the Sponsors Council and the sponsored institutions
- Provide a framework for communication among the sponsored institutions
- Maintain a collaborative relationship with the Relationships for Mission Team, particularly in the area of mission-related resources
- Meet as a Council at least quarterly, and as needed
• Meet at least annually with
  o presidents and board chairs of the sponsored institutions
  o Corporate Members

• Relate to each sponsored institution by
  o offering the ongoing and particular support of one member of the Sponsors Council
  o supporting the board chair of each institution in helping the Sponsors Council understand the mission of her/his institution
  o receiving the board minutes and financial updates of the school(s) with which they relate
  o assuring a relationship with the Corporate Members through the Corporate Members Liaison to the Sponsors Council
  o offering leadership and resources related to particular concerns of an institution

• Review the budgets of the Campus School and the high schools
• Review the annual goals and evaluations of the Presidents of the sponsored institutions
• Report to the Corporate Liaison on a regular basis, and as needed
• Prepare an office budget to be submitted to the Congregation Finance Office.

Position Requirements:

• Commitment to the Sinsinawa Dominican mission
• Understanding of the sponsorship relationship
• Appreciation of the value of Catholic education in the Sinsinawa Dominican tradition
• Successful administrative experience in a Sinsinawa Dominican sponsored institution, or on a board of a Sinsinawa Dominican sponsored institution, including one member with administrative experience in higher education.
• Particular expertise in such areas as mission integration, curriculum development, board formation, finance, staff development-student recruitment, institutional development, legal issues in the educational field
• Ability to work collaboratively
• Ability to work without bias regarding a particular institution
• Future-oriented.
**Sponsors Council Chair**

**Accountable to:**

- Corporate Members through the Corporate Liaison
- Sponsors Council.

**Position Summary:**

- Connect the Sponsors Council with the members of the Congregation
- Connect the Sponsors Council Liaisons with the sponsored institutions
- Connect the sponsored institutions with each other
- Facilitate the work of the Sponsors Council.

**Principal Duties and Responsibilities:**

- Provide leadership within the Sponsors Council
- Communicate the work of the Sponsors Council to the Corporate Liaison
- Chair the meetings of the Sponsors Council
- Chair meetings of the Sponsors Council with presidents and board chairs
- Participate in the evaluation of the Director of Sponsorship
- Hold the same responsibilities as other members of the Sponsors Council.
Corporate Liaison

Relates to:

- Corporate Members
- Members of the Sponsors Council.

Supervises

- Director of Sponsorship.

Position Summary:

- Serve as a relational communication link between the Sponsors Council and the Corporate Members
- Serve as Corporate Chair of each of the sponsored institutions regarding
  - relationships
  - communication
  - accountability.

Principal Duties and Responsibilities:

- Support and communicate regularly with the Sponsors Council Chair
- Attend and review materials related to the Sponsors Council quarterly meetings
- Attend additional meetings deemed necessary by the members of the Sponsors Council
- Alert Corporate Members to significant events or concerns of sponsored institutions
- Keep Corporate Members apprised of developments and/or need for action at any of the sponsored institutions
- Assume the role of Corporate Chair for each sponsored institution
- Review the board minutes of all sponsored institutions
- Attend the annual corporation board meeting of each sponsored institution
- Support and communicate regularly with the Director of Sponsorship
- Evaluate the performance of the Director of Sponsorship.
Position Requirements

- Is a current member of elected leadership
- Has an understanding of the relationship of sponsorship
- Has respect for the expertise of lay leaders
- Has a commitment to Catholic education in the Sinsinawa Dominican tradition
- Bonus: experience in a sponsored institution.
Director of Sponsorship

Accountable to:

- Corporate Liaison.

Relates with:

- Sponsors Council
- Presidents of the sponsored institutions
- Vice Presidents of Mission and Ministry of institutions of higher education
- Mission Integration Team.

Position Summary:

- Support and further the mission of the Sinsinawa Dominican Congregation in collaboration with
  - Corporate Liaison
  - Sponsors Council
  - Sponsored institutions
  - Mission Integration Team
- Provide a link to all facets of the sponsorship operation
- Provide the Sponsors Council and the sponsored institutions with assistance in carrying out the mission.

Principal Duties and Responsibilities:

- Mission:
  - deepen her/his knowledge of the Sinsinawa Mission, Vision, and Directions
  - acquire knowledge of the mission of each sponsored institution
  - support the Sponsors Council in deepening their understanding of the Sinsinawa Dominican mission and the missions of each of the sponsored institutions
  - coordinate the Mission Integration Team
  - collaborate with the Relationship for Mission Office in order to provide appropriate resources for the Campus School and the high schools.

- Programs/Services:
  - assist the Sponsors Council in the development of programs and services for the sponsored institutions
  - build relationships with the sponsored institutions by participating in programs/events offered by them
  - support the Mission Integration Team
    - provide general coordination for the Team
• convene the Mission Integration Coordinators as needed, in person or via technology
• receive the semi-annual reports of the Coordinators
• disseminate the reports to the Sponsors Council and Corporate Liaison
• identify resources to support the ministry of the Coordinators
• promote the Mission Integration work of the Coordinators and students to the Sinsinawa Dominicans and Associates
• encourage Sinsinawa Dominican Sisters’ participation in the life of the sponsored institutions and within mission integration activities
• create and share current lists of local Sisters and Associates, to be maintained by the Mission Integration Coordinators, for building relationships with the local Dominican community
• facilitate the participation of Sisters from the Mound and other areas who are willing to share with the sponsored institutions.

• Governance:
   o learn and keep current with Congregation policies applicable to the sponsored institutions and to the Sponsors Council
   o keep the Sponsors Council apprised of policies that are to be implemented
   o serve as ex-officio member of the DASS (Dominican Association of Secondary Schools) Executive Committee
   o participate in the Dominican Alliance in matters related to sponsorship.

• Administration:
   o Direction, Policy and Procedures
     ▪ in collaboration with the Corporate Liaison provide the Sponsors Council with appropriate information to develop and/or update policies and procedures related to sponsorship
     ▪ develop standard and efficient forms for proposals and approvals.
   o Communication, IT
     ▪ facilitate communication among the Corporate Liaison, Sponsors Council, appropriate Congregation offices/persons and the sponsored institutions
     ▪ gather relevant information for Congregation publications
     ▪ provide the Communications Office of the Sinsinawa Dominican Sisters with information concerning mission activities in the sponsored institutions
• maintain the Sponsors Council calendar to be shared with the Corporate Liaison
• take minutes at Sponsors Council meetings and gatherings
• assure that pertinent information is submitted to the archives
• gather appropriate contact information for the Mission List.

o Facilities
  ▪ in collaboration with the Chair of the Sponsors Council facilitate arrangements for
    • regular meetings of the Sponsors Council
    • gatherings of the presidents or other particular groupings of the sponsored institutions.

o Finances
  ▪ maintain communication with the Congregation Finance Office and the Corporate Treasurer of the sponsored institutions
  ▪ assist the Sponsors Council in the development and oversight of its budget
  ▪ maintain the budget for the Office of the Director of Sponsorship

o Planning
  ▪ assist the Sponsors Council in gathering data to develop trends, e.g. enrollment, diversity, tuition rates, salary schedules, insurance
  ▪ assist the Sponsors Council in developing an operational plan and providing oversight of its implementation.

o Development
  ▪ provide the Development Office of the Sinsinawa Dominican Sisters with information for publications and mailing lists.

• **Position Requirements**
  o Commitment to:
    ▪ the Dominican Charism
    ▪ the mission of the Sinsinawa Dominicans
    ▪ the Catholic Faith
    ▪ the value of the sponsorship relationship between the Congregation and sponsored institutions and among the institutions themselves
  o Have relevant experience in education and in mission development
  o Have excellent communication skills
  o Have strong organizational skills
o Have the ability to think creatively and to organize the many facets of the sponsorship system.

- **Educational and Work Experience**
  o At least five years of experience in an educational setting
  o Advanced degree in the field of education, educational administration, and/or mission development.

- **Physical and Mental Requirements**
  o Good physical and mental health
  o Good visual skills
  o Ability and willingness to travel often
  o Readiness to work irregular hours when needed
  o Valid driver’s license and ability to drive distances
  o Sufficient mobility and strength to perform the position.

**FLSA: Status Exempt**

*The Director of Sponsorship is hired by the Corporate Members to serve the needs and support the work of the Sponsors Council and of the Mission Integration Coordinators. The Director of Sponsorship is accountable to and reports to the Corporate Liaison. Future Directors of Sponsorship will be selected by the Sponsors Council in collaboration with and with the approval of the Corporate Liaison.*
Mission Integration Team

Composition: The Mission Integration Team consists of the Mission Integration Coordinators from each of the sponsored high schools and the Campus School. These members:

- Understand and are committed to the Sinsinawa mission
- Wish to and are capable of assisting their school community in forwarding their mission as well as the mission of the Congregation.

Purpose: The purpose of the Mission Integration Team is to

- Inspire and support each other in their personal integration of the mission
- Share ideas and resources with each other, enabling them to better assist their school communities in integrating mission into all aspects of the institution’s life
  - Students
  - Administration
  - Faculty/staff
  - Parents
  - Board of Directors
  - Curriculum
  - Activities and events.

Structure:

- The members of the Mission Integration Team are selected by their local school presidents and are supervised by them.
- The team members relate to the Sponsors Council through the Director of Sponsorship.
- All members of the Mission Integration team report to and are evaluated by their local administrators.
- Team members will connect with Sinsinawa Dominican Sisters in their local area in order to establish relationships and explore ministerial possibilities.
- Team members will meet, in person or via technology, when convened by the Director of Sponsorship.
- Team members are to submit semi-annual reports regarding their ministry to the Director of Sponsorship.
- Presidents of the schools will receive evaluative input from the Director of Sponsorship regarding the ministry of the Coordinators.
- Mission Integration Coordinators will receive a stipend from the Sinsinawa Dominican Congregation for their ministry as part of this Team.
- The schools served by the Mission Integration Coordinators will receive a stipend from the Sinsinawa Dominican Congregation for the Coordinators’ ministry as part of the Mission Integration Team.
### Reserved Powers Analysis
#### Higher Education

<table>
<thead>
<tr>
<th>Reserved Powers regarding Mission</th>
<th>Institution</th>
<th>Sponsors Council</th>
<th>Corporate Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Determine the mission and purposes of the institution</td>
<td>propose</td>
<td></td>
<td>approve</td>
</tr>
<tr>
<td>2. Change the mission and/or purposes of the institution</td>
<td>propose</td>
<td></td>
<td>approve</td>
</tr>
<tr>
<td>3. Assess the effectiveness of the mission of the institution</td>
<td>self-evaluation</td>
<td></td>
<td>review</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reserved Powers regarding Assets</th>
<th>Institution</th>
<th>Sponsors Council</th>
<th>Corporate Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Approve the acquisition, purchase, sale, mortgage, lease, transfer, issuance of bonds, use of endowments, or encumbrance of the real assets of the Corporation that exceed the amount determined by the Corporate Members as set out in the Guidelines for Sinsinawa Dominican Educational Institutions (GSDEI) or other relevant guidelines</td>
<td>propose</td>
<td></td>
<td>approve</td>
</tr>
<tr>
<td>2. Determine who, on behalf of the Corporation, shall be authorized to sign for any indebtedness for borrowed money over the amount set by the Members</td>
<td></td>
<td></td>
<td>approve</td>
</tr>
<tr>
<td>3. Determine who shall be authorized to sign bills, notes, receipts, acceptances, endorsements, checks, releases, contracts and documents on behalf of the Corporation</td>
<td></td>
<td></td>
<td>approve</td>
</tr>
<tr>
<td>4. Approve the establishment of any affiliate or subsidiary organization of the Corporation.</td>
<td>propose</td>
<td></td>
<td>approve</td>
</tr>
<tr>
<td>Reserved Powers regarding Governance/Administration</td>
<td>Institution</td>
<td>Sponsors Council</td>
<td>Corporate Members</td>
</tr>
<tr>
<td>------------------------------------------------------</td>
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</tr>
<tr>
<td>1. Establish a Board of Directors/Trustees for the institution</td>
<td>recommend</td>
<td>approve</td>
<td></td>
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<tr>
<td>2. Assess the effectiveness of the Board</td>
<td>self-evaluation</td>
<td>review</td>
<td></td>
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<tr>
<td>3. Approve the appointment of the members of the Boards of Directors/Trustees</td>
<td>recommend</td>
<td>ratify</td>
<td></td>
</tr>
<tr>
<td>4. Provide for the renewal or replacement of Directors/Trustees</td>
<td>recommend</td>
<td>approve</td>
<td></td>
</tr>
<tr>
<td>5. Appoint the President of the institution</td>
<td>approve</td>
<td></td>
<td></td>
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<tr>
<td>6. Assess the mission effectiveness of the President</td>
<td>evaluate</td>
<td>review</td>
<td></td>
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<tr>
<td>7. Provide for the renewal or replacement of the President with input from the Executive Committee of the Board</td>
<td>approve</td>
<td></td>
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<td>8. Assess the effectiveness of the Sponsors Council</td>
<td>evaluation</td>
<td>self-evaluation</td>
<td>review</td>
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<tr>
<td>9. Amend, restate, or modify the Articles of Incorporation and Bylaws of the institution as recommended by the Board</td>
<td>propose</td>
<td></td>
<td>approve</td>
</tr>
<tr>
<td>10. Review the annual budget of the institution</td>
<td>approve</td>
<td></td>
<td></td>
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<tr>
<td>11. Approve the receipt of gifts or bequests over the amount set forth by the Corporate Members in the GSDEI or other relevant guidelines</td>
<td>approve</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Approve capital fund drives.</td>
<td>approve</td>
<td></td>
<td></td>
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| Reserved Powers regarding Mergers/Dissolution | |
|-----------------------------------------------|-----------------|-----------------|
| 1. Approve the merger, consolidation, liquidation or dissolution of the Institution | propose | approve | |
| 2. Approve the merger, consolidation, liquidation or dissolution of the Corporation. | propose | approve | |
Reserved Powers Analysis  
High Schools and Campus School

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<td>self-evaluation</td>
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Reserved Powers regarding Governance/Administration

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<td>recommend</td>
<td>approve</td>
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<td>2. Assess the effectiveness of the Board</td>
<td>self assess</td>
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**Reserved Powers regarding Mergers/Dissolution**

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RESPONSIBILITY FOR MISSION, VISION AND VALUES

In the early 1990s, Board members, Administrators, Faculty and Staff from all of the educational institutions agreed that five values (Truth, Justice, Compassion, Community, and Partnership) characterize our educational institutions. In assuring that the Dominican mission of preaching and teaching continues these values inform all aspects of the educational institutions. Each institution’s mission statement succinctly describes the educational institution’s purpose or mission: the “why” of its existence. To assure ongoing commitment to the educational institution’s mission:

- Each institution engages key constituents in a process to develop and articulate the institution’s mission and vision. The mission statement is finally approved by the Corporate Members.

- The institution provides an orientation for new members of its Board, Administration, Faculty, and Staff through reading, study, and discussion of the Sinsinawa Dominican mission, vision and values, the educational institution’s own mission and vision statements and other resources.

- Each institution appoints/hires by position an individual who has the responsibility of keeping the mission alive (higher education: Vice Presidents of Mission and Ministry; elementary and secondary: Mission Integration Coordinators). The Board, President, Administration, Faculty and Staff integrate the institution’s mission, vision and values into all dimensions of the institution. They continually assess the vitality of the mission in all aspects of the institution and provide reports of such assessments to the Sponsors Council and the Corporate Members on a regular basis.

Commissioning the Board for Mission

The beginning of the school year is an opportune time for the Board and Administration to start anew. At this time, newly oriented board members are beginning their term on the board, goals have been set, and everyone resolves to make the coming year better than the last. The first board meeting is a good opportunity to let board members know that their work is important and to recognize them as mission leaders by formally commissioning them. (A sample commissioning service is included in the resources)

RESPONSIBILITY FOR GOVERNANCE

Canon law requires that the religious institute, as the Public Juridic Person (PJP), exercise responsibility for the Catholic identity and viability of the institutions it founded. Given the separate incorporation of each sponsored institution in the state where it is located, such responsibility is exercised through Reserved Powers stated in the civil corporation documents.

Reserved Powers: Each institution is separately incorporated with specific governance
responsibilities delineated in the bylaws. Although the reserved powers delineated in the bylaws are reserved exclusively to the Corporate Members the exercise of some of the reserved powers may be delegated. Presently the Corporate Members are the Sinsinawa Dominican Leadership Council and the Treasured of the Congregation. (Refer to the Reserved Power Analysis Grids to see how the powers are delegated).

**Articles of Incorporation and Bylaws:** Governance, in the Dominican tradition, supports the life and mission of the institution and builds and sustains relationships among the stakeholders. In the spirit of collaboration, mutuality and accountability, the Corporate Members retain control of the Articles of Incorporation and the Bylaws of the Corporation so as to oversee and protect the governance responsibilities of each separate educational institution.

The new governance structure, initiated in 2016-2017, consists of Corporate Members, Sponsors Council and Boards of Trustees/Directors. All three are recognized as integral to the achievement of the mission. Responsibilities of each unit of governance are delineated in the Bylaws:

- **Corporate Members** (the “Members”) Leadership Council and Treasurer of the Congregation responsible for Reserved Powers.
- **Sponsors Council** (the “Council”) 4-8 lay and religious appointed by the Members and responsible for the exercise of Reserved Powers delegated by the Members.
- **Board of Trustees/Directors** (the “Board”) Lay and religious responsible for the day to day management and oversight of the educational institution and the exercise of Reserved Powers delineated in the Bylaws.

**Records and Reports**
The Board and the President provide records and annual reports as requested by the Council and Members:

- Maintenance of Property
- Operating Budgets
- Capital Expenditures
- Board/Trustee Evaluation
- Evaluation of the President
- Annual Data and Goals
- Other reports requested by the Corporate Chair or Chair of the Council

Reports are submitted to the Director of Sponsorship (the “Director”) who is responsible for distributing them as appropriate. In dialogue with the Archivist, the Director will see that specified reports are housed to the Archives.

**Responsibility of the Members**

- Appoint the members of the Council.
- Appoint one of the Members to be the Corporate Liaison to the Council and Corporate Chair of the each institution.
- Hire/terminate the Director of Sponsorship with the approval of the Corporate Liaison.
• Approve the budget of the Sponsorship Office
• Approve any change in the mission and/or purpose of the institution.
  o Review the annual reports of the institution that attest to the mission, vision, values and plans for the viability of the institution into the future.
• Refer to the Reserved Power grid of the educational institutions to determine the level of involvement appropriate in each of the following situation:
  o assets of the Corporation.
  o affiliate or subsidiary organizations of the Corporation.
  o amendment, restatement, modification of the Articles of Incorporation or Bylaws of the Corporation.
  o merger, consolidation, liquidation of the institution or Corporation.

Appointment to the Council
The Members appoint the Council for a term of three years renewable for a second term. The chair of the Council will inform the Members of the number of vacancies to be filled. Ordinarily the Council members are appointed in the spring. The Council will develop a timeline to fulfill its responsibilities in a timely fashion.

Responsibility of the Council (See the description of the model and the Reserved Power Analysis grid for specifics.)
• Select the Chair and Vice-Chair of the Council.
• Orient the new members.
• Determine the Council Liaison for each institution.
• Prepare the Sponsorship Office budget and submit it to the Congregation Finance Office.
• Monitor this budget.
• Annually evaluate the Director of Sponsorship and submit the evaluation to the Corporate Liaison.
• Update the Guidelines.
• Set up a communication system to assure the mutual flow of information between the Council, the Members and the educational institutions.
• Make arrangements with the Treasurer of the Congregation to analyze the audits of the institutions.
• Refer to the Reserved Power Analysis grid of the educational institutions to determine the level of involvement appropriate in each of the following areas:
  o annual reports of the institution that attest to the mission, vision, values and plans for the viability of the institution into the future.
  o budgets for the Campus School and high schools.
  o annual goals and evaluation of the Presidents.
  o members of the Boards.
  o self-evaluation of the Board.
  o evaluation of the President and recommended salary increase.

Appointment to the Board
The Council will develop a timeline to fulfill its responsibilities in a timely fashion.
Ordinarily Board members are appointed in the spring. (See Sample Forms) Each institution is responsible for indemnification of Directors/Trustees.

**Responsibility of the Board** (The specific responsibilities of the Board are delineated in the bylaws of the educational institution).

- Promote the Catholic identity and Dominican heritage of the institution.
- Review, evaluate, and revise, as appropriate, the institution’s mission statement and submit proposed revisions to the Council and Members for approval.
- Ensure that the President has the moral and professional support she/he needs to further the mission and goals of the institution.
- Ensure provision of adequate resources for implementation of the institution's mission and goals.
- Establish policies which facilitate the operation and management of the institution.
- Refer to the Reserved Power Analysis grid of the educational institutions to determine the level of involvement appropriate in each of the following areas:
  - approval of the annual budget.
  - approval for a loan.
  - effective stewardship of assets.
  - conducting a capital campaign and any changes to the campaign goals.
  - annual report regarding the management and operation of the institution.
  - evaluation of the performance of the President.
  - search for, appointment of and contract of the President.
  - appointment of nominees to the Board.
  - changes in the Bylaws of the Board.
  - yearly audit or review of financial accounts by a certified public accountant.
  - establishment of any separate funds.
  - effectiveness of the Board’s performance.
  - mission integrated into all aspects of the institution.
  - leadership and framing of challenges and resolutions.
  - strategic plan to secure the institution for the future.

**Board Meeting Packet:**
The President and Chair of the Board prepare the material for the Board meeting. Depending on the communication system of the Board, the packet is sent to the Director who will distribute materials as appropriate. Presently the Sponsors Council Liaison to her/his respective institution and the Corporate Liaison each receive the packet.

**Board Development:**
Bylaws specify the authority and responsibility of the Board. A regular program of board development strengthens members to assist them in the exercise of their roles and responsibilities for the mission, vitality, Catholic identity and Dominican heritage of the institutions.

**Succession of the President**
**Search/Appointment:** The search for a President is one of the major responsibilities of the
board. Since this activity is not done regularly it will take significant board planning and communication. The Board will establish a search committee to develop a plan considering the following steps:

- Contact the Council and Diocesan office to inform them of the search and solicit resources.
- Discuss, discern, design the search process – for sample materials and process contact the Director.
- Define the orientation process for the search committee.
- Lay out the specific plan, implementation and follow through
- Develop a communication plan for the students, parents, faculty, board and public
- Assess the needs of the institution.
- Update the job description, draft marketing materials and disseminate information
- Review applications and determine who will be interviewed.
- Establish and in-service interview groups.
- Synthesize data from the interviews and rate the candidates.
- Determine the candidate that is to be recommended to the Executive Committee and the Council and invite him/her for a second interview.
- Inform those not selected.
- Contact selected candidate and negotiate the contract.
- Plan welcome and orientation.
- Select and submit the name of the candidate as indicated in the Bylaws. Of the institution.

Termination: The termination of a President is a significant responsibility that is not taken lightly. Review the bylaws for any points of clarification. The following issues should be considered:

- Sufficient cause for termination.
- Adequate supervision, evaluation and documentation.
- Dialogue concluding there is no other recourse.
- Involvement of the Council Liaison and Corporate Chair.
- Severance pay having been discussed.
- Communication strategy established.
- Appropriate communication with the Council and Members established.
- Attorney contacted as needed.
- Resource: Justice for Employment.

Contract: The Chair of the Board will conduct the negotiation of the president’s contract considering:

- Comparative salaries and benefits of presidents of:
  a. Sinsinawa institutions
  b. Similar and/or neighboring institutions
- Prior employment and experience
- Approval of the president’s contract:
  a. The Chair of the Board negotiates and recommends the contract of the
President to the Council.
b. The Council approves contract of the President and the Council Liaison signs the contract for elementary and secondary institutions.

Leadership of the Institution: The President exercises leadership in working with the Members, Council, Board, Administration, Faculty, Staff, Parents, Students, Donors, and other stakeholders to assure commitment to the mission and values of the institution. The Principal participates on the Board and Board committees as determined by the President.

Responsibility for Administration

President: The President is responsible for the operation and management of the institution in accord with the institution’s mission statement, the guidelines and directives of the Corporation, and the policies of the Board. The President is a non-voting member of the Board.

Collaboration with the Board Chair, Corporate Liaison (Corporation Chair) and Council Liaison: The President serves as Executive Director for the Board and collaborates with the Board Chair in the setting of the agenda for the Board and Executive Committee meetings. The President maintains effective communication with the Corporation Chair and with the Council Liaison so as to keep them apprised of developments in the institution.

Duties of the President: The duties and responsibilities of the President are delineated in the position description and also in the bylaws.

Evaluation of the President: The Chair of the Board conducts the evaluation with input from the Executive Committee. They develop a process to be shared with the President prior to initiating the evaluation, which includes
- A review of the President’s documentation on the progress and accomplishments related to each of the annual goals and position responsibilities,
- Input from the various constituencies regarding the strengths and challenges of the institution.
- The evaluation of the President reviewed by the Council.
Evaluation tools and processes are available from the Director.

Data and Goals Annual Report: The President provides the Director with institutional data and goals of the President, Principal, Mission Integration Coordinator and Board for the Fall Annual Report. The Director will share it with the Council and Members.

Responsibility for Policies and Procedures

Policy development is a significant work of governing boards. (See resource on policy development) This resource is a guide to the identification of policy areas, the development and approval of policies in those areas, policy implementation, and policy evaluation.
Rules, regulations and/or procedures are a direct, written response by the administrator as to how a policy will be carried out. It details the “who”, “what”, “when”, “where” and “how” of implementation. Rules, regulations and/or procedures are not approved by the board. However, in most instances, administrators are wise to consult their boards on regulation content and language.

RESPONSIBILITY FOR COMMUNICATION
The Council will set up a communication system to be in contact with:
- One another
- The Corporation Chair, Council Chair and Council Liaison.
- The Presidents and Board Chair
- The Director who will take and distribute minutes of council meetings and other communications as appropriate.

RESPONSIBILITY FOR FINANCES
As an expression of their apostolate, the Sinsinawa Dominicans relate to the institution in accord with the teachings and laws of the Catholic Church. Given that the Sinsinawa Dominicans are the Public Juridic Person for the institution, the Congregation complies with Canon Law with respect to its continued commitment to the mission of institution into the future. In addition, Canon Law requires a certain degree of control for the stewardship of resources. The powers reserved by the corporation in relationship to stewardship of resources are the following.

- **Assets Sale**: The Board proposes any sale of Corporation real assets that exceed two percent of projected annual revenue to the Council who will review the proposal and make a recommendation to the Members for approval.
- **Asset Acquisition, Purchase**: The Board proposes any acquisition, purchase, mortgage, lease, transfer, or encumbrance of the real assets of the Corporation that exceed two percent of projected annual revenue to the Council who will review the proposal and make a recommendation to the Members for approval.
- **Gifts and Bequests**: The Council approve the receipt of any restricted gift or bequest over two percent of projected annual revenue.
- **Loans**: The Board proposes any loan with adequate rationale and plan for repayment to the Council who will review the proposal and any borrowing that in the aggregate exceeds two percent of projected annual revenue and make the recommendation to the Members for approval. Normal accounts payable and accrued expenses are not considered borrowing for this purpose.
- **Annual Budgets**: The Board, in collaboration with Administration, develops and approves the annual budgets in the spring keeping the values of justice and community in mind. The Council reviews the budget for the elementary and secondary institutions and if it is not balanced the Council Liaison will work with the President to develop a plan to reach a balanced budget. In the fall when enrollment is final the budget is updated and submitted to the Council for review. The Council Liaison monitors the budget and the implementation of the plan if the budget is not
balanced.

- **Budget Adjustments**: The Council approves any budget changes made after the final budget if such changes create a total bottom line variance in excess of two percent of projected annual revenue.

- **Audit**: The Board will provide for an annual audit or review. This annual audit or review will be submitted to the Council and the Corporate Chair in a timely manner. The Treasurer of the Congregation will conduct a financial analysis of the audit and prepare a report of the Council and Members.

- **Borrowing from an Institution’s Endowment or Restricted Funds**: Borrowing from the institution’s endowment or restricted funds shall follow these guidelines.
  - **Endowment**: The historic value of any fund contribution may not be the subject of borrowing unless,
    - The written consent of the donor is obtained with the permission of the Board.
    - The written consent shall include the terms of the loan and the plan for repayment of the loan;
    - The Council and Corporate Chair are apprised of the borrowing.
  - **Restricted Funds**: Restricted gift funds may not be the subject of borrowing unless
    - The written consent of the donor is obtained with the permission of the Board.
      The written consent shall include the terms of the loan, the plan for repayment of the loan and/or agreement that funds are repurposed.
    - The Council and Corporate Chair are apprised of the borrowing.

**RESPONSIBILITY FOR FACILITIES**

**Maintenance of Property**: The Board will prepare an annual budget report on the maintenance and upkeep of the institution’s physical property. This budget report includes annual capital expenditures which enhance the property of the institution and provide.

**RESPONSIBILITY FOR HUMAN RESOURCES**

Community, compassion and partnership are three important values in every Sinsinawa Dominican institution and they also play a significant role in building relationship. Every person connected with the institution has the responsibility to build relationships that are characterized by respect and justice. Administration has the responsibility for developing an Employee Handbook that contains policies and procedures related to employees. It is good to have a review of the Handbook by someone with legal background to ensure that pertinent issues are covered. An Organizational Chart shows the accountability and communication relationships. Every employee should have a position description review at the time of their annual evaluation and the position description updated as needed.

**RESPONSIBILITY FOR PLANNING**

**Mission and Vision**: The President and the Board engage constituents in articulating a vision and developing a strategic plan to direct the work of the Board, Administration, and Faculty/Staff. The institution’s mission and vision guide the development and
implementation of the strategic plan.

**Strategic Planning:** The Board, its Committees and Administration and staff collaborate in the development of the 3 – 5 year plan.

- The plan is reviewed by the Board annually and goals are developed for the year. Goals of the Board, President, Principal and Mission Integration Coordinators are submitted to the Director for inclusion in the Fall Annual Report to the Council and Members.
- Board Committees and Administration, faculty and staff formulate specific measurable objectives for their respective areas.
- Progress on these plans is shared with the Board throughout the year.
- In the spring of the year the Board and Committee document the progress and accomplishments.

**RESPONSIBILITY FOR MISSION ADVANCEMENT**

**Capital Fund Drives:** A capital fund consists of three stages (feasibility study, preparation plan and major gift solicitation). A pledge pyramid concept (range of pledge times the number of pledges projects the target goal) can clarify the feasibility of reaching goal. There should also be a capital campaign budget and a cash flow timeline. The project (most likely a building, renovation or updating) requires:

- 100% of the project cost pledged,
- 40% cash in hand before putting the shovel in the ground.

A phased-in plan may be required to accomplish the goal.

Financial support for the campaign operation should be funded by current resources rather than by capital campaign gifts. A complete plan for the campaign, as well as any changes along the way is to be reviewed and approved by the Council considering:

- The need to be filled.
- The target goal of the drive.
- The outcome of a feasibility study.
- The readiness of the institution and the staff.
- The pros and cons of an outside campaign manager and cost involved.
- The plan to realize the goal.

The Director of Sponsorship will have resources to guide the preparation for a capital fund drive.
SAMPLE FORMS

POTENTIAL CANDIDATE FOR THE BOARD OF DIRECTORS

Nomination Form

Proposed Candidate____________________________________________________

Address ______________________________________________________________

Position ___________________________Company ___________________________

Home Phone _____________Work Phone__________________________

E-mail ________________________FAX _________________________

Check all that apply:

Candidate’s Relationship with the school

___Alum ______Parent ______Past Parent ______Friend

___Dominican ___Other ____________________________

Candidates Skill/Talent/Profession

___Academic Services ___Finances ___Legal

___Business ___Education ___Marketing/Public Relations

___Development ___Government ___Other _______________

What qualities/expertise does this candidate bring to the Board and the mission of the school?

Trustee/Director Signature__________________________ Date__________

Please return this form to the Mission & Governance Committee Chair:
## BOARD OF DIRECTORS/TRUSTEES
### Profile – Term of Office

School_____________________________________      Year__________

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<th>Trustee/Director Name</th>
<th>School relationship (alum, parent, friend)</th>
<th>Committee</th>
<th>Begin 1st Term</th>
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CANDIDATE INFORMATION FORM (1)

Name ______________________________________________________________

Address ______________________________________________________________

City __________ State __________ Zip code __________

(H) Phone _________________________ (W) Work __________________________

(C) Cell __________________________________________________

FAX __________________________ Email __________________________________

Occupation ______________________ Church Affiliation _________________

Diocesan/Parish/School/Civic involvement?

What has been your past association with the Dominicans or any Dominican institutions?
CANDIDATE INFORMATION FORM (2)

Name of School ________________________________________________________

Mission Statement:

How do you see your role as a board member in promoting the mission of the school?

Signature _________________________________________Dare ______________

Signature _______________________________Dare ______________
CANDIDATE INFORMATION PACKET

Mission Statement

Strategic Plan

Board Member Qualifications

Marketing materials and/or brochure with history

Current list of Board members

Board bylaws

Organizational chart that shows the relationship of the Board of Directors to the Corporate Members and Administration

Candidate Information Form 1 and 2
Board and Committee Monthly Tasks

For each month identify the specific tasks of the Committees and Board.

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### Board Report

__________________________ Committee
__________________________ Chair

Board Meeting Date __________ Committee Meeting Date __________

Committee Members Present ________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

Committee Members Absent ________________________________

Topics discussed:
1. _________________________________________
2. _________________________________________
3. _________________________________________

Significant points made in the discussion:

Recommendation to the Board:

Action requested by the Board:

Budgetary implications, if any:

Date of the next committee meeting: ________________

________________________
Signature of the Committee Chair

_____________________
Date
Boards, commissions, committees, task forces, organizations, councils and associations need to be defined in order to function effectively and efficiently. In many cases bylaws formally define a structure and its functions. Many groups do not need the formality of a set of bylaws to function. However, groups do need to clarify the composition of the group, why they exist, how they are structured, and how they are to function.

A simple way to define a group is to remember four words: NATURE, PURPOSE, STRUCTURE, and FUNCTION.

NATURE: Who is a part of the group?
What roles do they have?

PURPOSE: What is the purpose of the group?
Why does the group exist?
How does the purpose of this group relate to the mission of its parent group? Sponsor group?

FUNCTION: What does the group do on a regular basis?
How will the group conduct its business?
How will the group maintain a group memory?
With whom does the group need to communicate and how?

STRUCTURE: How is the group organized?
Who is the group accountable to?
Who is accountable to the group?
Who will lead the group?
Who will maintain the group memory?

When all the groups in the organization are clearly defined and linked, a network is formed that will facilitate communication and foster the mission.

GOALS: What goals and/or tasks is this group responsible to develop, implement and oversee?
Executive Committee

Membership: The Executive Committee shall consist of the officers of the board, the committee chairs or a designated number of board members annually approved by the board. The chief administrator is an ex-officio, non-voting member of the Executive Committee and attends all meetings except those involving his/her evaluation.

Purpose: The purpose of the Executive Committee is to:
- Coordinate the board’s review of the chief administrator’s performance and compensation considerations.
- Function in place of the full advisory board within prescribed directives.
- Serve as a sounding board for the chief administrator.
- Focus the board's work.

Structure: The Executive Committee is accountable to and reports to the board. The committee meets regularly to prepare for board meetings and accomplish its work.

Functions: The specific functions of the Executive Committee are to:

1. Submit actions carried out between board meetings to the full Board for approval.
2. Submit minutes of the Executive Committee to the board for information or approval.
3. Carry out specific directions of the board.
4. Provide counsel, feedback, and support when requested.
5. Coordinate the board’s involvement in establishing strategic and/or long-range plans.
6. See that an evaluation system exists for all aspects of the organization and in particular ensure the evaluation of the chief administrator.
7. Manage the contract process for the chief administrator.
8. Work with the chief administrator in resolving emergencies or organizational crises.
9. Identify, define, staff and recommend needed committees or task forces to the full board.
10. Coordinate the periodic review of bylaws and policies.
Governance and Mission Committee

Membership: The Governance & Mission Committee is composed of three Board members, a staff person and may include non-board members,

Purpose: The purpose of the Governance and Mission Committee is to:

- Provide a formal structure and process for the identification, cultivation, selection, orientation and commissioning of Board members and board officers.
- Educate the board on the mission and programs of the institution, the mission, charism and heritage of the sponsoring congregation, and the board's responsibilities.

Structure: The Governance and Mission Committee is accountable to and reports to the board. The committee is chaired by the vice-chair of the board and meets regularly to prepare for board meetings and accomplish its work. Decisions are made by consensus.

Functions: The specific functions of the Committee are to:

1. Prepare regular reports for the board.
2. Review and/or recommend policies related to the work of the Committee.
3. Maintain a list of present Board members including their term of office, profession, skills, talents, gender, ethnicity, parental, and/or alumni status, and religion.
4. Develop a list of prospective board members identifying their profession, skills, talents, gender, ethnicity, parental, and/or alumni status, and religion.
5. Develop a plan to better acquaint potential board members with the institution.
6. Recommend to the board new board members who complement the existing membership. Recommend to the Board the renewal of board members for continuing terms.
7. Determine appropriate means to recognize board members who have distinguished themselves or are leaving the Board.
8. Develop and implement a program for on-going formation of the Board in light of the mission of the institution, the mission, charism and heritage of the sponsoring congregation, and the responsibilities of the Board.
Business Affairs Committee

Membership: The Business Affairs Committee is composed of three board members, the chief administrator, the treasurer of the corporation, business officer and several non-board members.

Purpose: The purpose of the Business Affairs Committee is to:

- Recommend policies for effective and efficient financial and facilities management.
- Review, evaluate and recommend to the board needed improvements with respect to all business operations including but not limited to budget, business records and systems, business planning, and investment opportunities.
- Review and monitor facility maintenance and operations.
- Develop and maintain a plan for maintenance and capital improvement.
- Develop the related action plan flowing from the strategic initiatives.

Structure: The Business Affairs Committee is accountable to and reports to the Board of Directors. The committee meets regularly to prepare for Board meetings and accomplish its work. Three subcommittees Investments/Endowment, Finances, and Facilities may be established and report to the Business Affairs Committee.

Functions: The specific functions of the committee are to:

1. Prepare regular reports for the board.
2. Review and/or recommend policies related to the work of the Committee.
3. Monitor the work of the Investment, Finance, and Facilities subcommittees and safeguard the assets of the corporation.
4. Prepare and monitor a balanced budget and help board members understand the financial situation.
5. Review and monitor the five-year finance and facilities plans.
6. Review monthly finance reports and report on the financial operations to the board.
7. Ensure compliance with federal, state, and other requirements related to organizational finances and the condition and safety of the facilities.
8. Recommend the auditor and review the annual audit with a written response to audit recommendations.
Mission Advancement (Development, Marketing)

Membership: The Mission Advancement Committee is composed of two Board members, the development director and several non-board members.

Purpose: The purpose of the Committee is to:
- Formulate plans to cultivate, engage, and solicit donors to support the mission's institution.
- Insure that marketing efforts adequately represent and support the mission.
- Build relationships and develop strategies to engage a greater number of constituents in activities of the organization.

Structure: The Committee is accountable to and reports to the board. The committee meets regularly to prepare for board meetings and accomplish its work.

Functions: The specific functions of the Committee are to:
1. Assist in the preparation of the annual operating budget for development and marketing. Be aware of department expenses and the fund raising efforts that fall within the responsibility of the Institutional Advancement Department.
2. Monitor performance of fundraising results compared to approved goals and budget.
3. Support staff by identifying potential donors, participating in face-to-face meetings and special events and by fostering communication with donors.
4. Support the organization's fund raising efforts with a personal annual gift.
5. Review development activities to ensure progress toward achieving annual and long-range funding goals.
6. Accept direct fund development assignments related to the cultivation, solicitation and stewardship of donors.
7. Work to improve relationships with key constituencies and build affinity for the organization.
8. Oversee and support the development of communication strategies to further build relationships.
9. Ensure that funds raised are used in accordance with legal and accounting requirements and any donor restriction.
10. Make use of technology for tracking and reporting to the Board.
11. Review and/or recommend policies related to development and marketing work with an articulated code of professional fundraising ethics.
What is Policy?

- Policy is a definite course or method of action to guide and determine future decisions and actions.
  
  Merriam-Webster’s Collegiate Dictionary, Tenth Edition

- A guide to discretionary action by the administrator. It states what should be done, not how it should be done.
  
  Building Better Boards, NCEA

- A policy statement articulates “what” is the preferred condition.
  
  On Boards, Catholic School Management

Policy Categories

Areas for policy consideration in educational organizations usually fall within the following categories:

1. Community relations
2. Internal board operation
3. Administration
4. Business Affairs
   a) Facilities
   b) Personnel
   c) Finances
   d) Investments
   e) Technology, Communication and Information
   f) Planning
5. Institutional Advancement
   a) Development
   b) Marketing
   c) Estate Planning
   d) Major Gifts
   e) Gift Acceptance
6. Programs and Services
   a) Curriculum
   b) Athletics
   c) Activities/Clubs

The Board should create a policy manual with a table of contents so that policies are easily retrieved and available when needed.

Steps in Policy Development

Policies are developed by organizations to enhance and specify the mission of the organization and to bring purpose and order to the ongoing living of that mission. Through policies the organization directs the work in terms of “what” it wants accomplished without stating “how” it is to be accomplished. The intention must be clear, but the policy must allow leeway for the administrator to act. Policies, when needed, are developed according to a careful, step-by-step process.
1. **A need for a policy is identified.**
   A need for policy can be identified by any individual or group in the organization (administration, faculty, staff, board committee, constituents, parent group). The executive committee discusses and determines whether to pursue a policy proposal.

2. **The request is assigned to a standing committee of the board for research.**
   In special cases, an ad hoc committee may be established to consider and work with a policy request. The need is more clearly articulated through research. Depending on the issue and the impact of the policy, the community may be consulted either in an open meeting or through a survey. The committee explores alternatives, examines sample policy language and drafts the policy.

3. **The board discusses the proposed policy**
   A draft of the policy is submitted for consideration of the full board. Rationale for the policy and background on the process used in arriving at the draft are provided (see Policy Proposal Form). In some instances the committee will present a report only, having decided in their study that a policy is not necessary or that a procedure is needed instead.

4. **The policy is revised.**
   Once sufficient discussion and consultation have taken place, the committee rewrites the policy. Policy language is simple, clear, and non-technical. The policy statement directly addresses the action to be taken. In some instances a legal opinion is appropriate and necessary.

5. **Board takes action**
   The proposed policy, written in final form, is placed on the agenda for formal action by the board.

6. **Policy is ratified.**
   The board-approved policy is ratified or formally enacted, dated, coded and appropriately filed for easy retrieval.

7. **Rules, regulations and/or procedures are developed.**
   Once the policy is passed by the board and ratified, the administrator writes the rules, regulations and/or procedures, to implement the new policy.

8. **Policy is promulgated.**
   Every new policy together with any rules, regulations and/or procedures should be promulgated to the constituents who are directly affected by the policy. The most effective and efficient manner of communication should be employed and multiple forms of distribution may be necessary.

** Ordinarily, a draft policy is considered at two consecutive board meetings. At the first meeting, all the members of the board have the opportunity to enter the committee’s study and conversation. Discussion of proposed policies need to be carefully prepared for and facilitated so that the full board meeting does not turn into a committee meeting. The administration’s work with the chair of the committee is key in this stage of policy development. After the first board consideration of a policy, the committee meets to review and revise the draft for a second and final presentation to the board. At the second board consideration of a policy, the amended draft is put to a vote of the full board.
9. **Policy is implemented.**
   Good policies are brief and focused. Good policies describe a desired state or condition. They name the person, office or group responsible for developing the procedures to be used to implement the policy. Once a policy is approved and appropriate rules, regulations and/or procedures developed a timeline for implementation is established.

10. **Policy is evaluated.**
    Evaluation of policies is a continuous process in an organization. All individuals connected to the organization monitor the effectiveness and usefulness of each policy from their perspective and communicate their satisfaction/dissatisfaction informally or formally. Periodically (at least every three years), all policies of the organization should be formally evaluated and if necessary revised or eliminated. Each committee of the board should have the responsibility of reviewing all the policies that pertain to the work of the committee. The Executive Committee needs to take the leadership to assure that this is done.
Welcome and Introductions: .................................................. Board Chair

Song: ................................................................................. Students

Prayer: .................................................................................. Board Member
  Loving, Creator, source of all Being,
  We pray in thanksgiving for all the gifts that you have generously bestowed upon
  the faith community that comprises (Name of school).
  We ask that you bless in your tender compassion our students, parents, faculty, staff,
  and board members.

Presentation: ......................................................................... Board Member
  We present the (Symbol of the school or candle) as a symbol of our mission and
  commitment as we begin this new school year.

Reading: .............................................................................. Board Member
  Mission Statement

Reading: .............................................................................. Board Member
  1 Corinthians 12: 3-7, 12-13
  No one can say “Jesus is Lord” except by the Holy Spirit. Now there are varieties of
  gifts, but the same spirit; and there are varieties of service, but the same Lord; and
  there are varieties of works, but it is the same God who inspired them all in
  everyone. To each is given the manifestation of the spirit for the common good. For
  just as the body is one and has many parts, and all the parts of the body, though
  many, are one body, so it is with Christ. For by one Spirit we were all baptized into
  one body, Jews and Greeks, slaves or free, and all were made to drink of one Spirit.

  This is the word of God.

All:   Thanks be to God

Reflection: ................................................................. Board Member

Song: ................................................................................. Students

Commissioning: ................................................................. President
In the spirit of Dominic, Catherine, Samuel and all the Dominicans of Sinsinawa called to a ministry of teaching and preaching, you have been asked to participate in promoting and carrying out the mission of (School).

The request is a “call to minister in the name of truth.” Your response speaks to your personal dedication to Jesus, to the Church and to a ministry of service to the students of (School).

As a representative of the Sponsors Council/Corporate Members of the (School) Corporation, I commission you in the name of the Board of Directors/Trustees of the (School) Corporation.

May Divine Wisdom flow into every aspect of our work. Aware that this work will be done in the name of Dominic, Catherine and Samuel, we ask the help of the Creator, Jesus and the Holy Spirit.

We welcome our new Board Members:
(names)

Closing prayer ........................................................................................................Board Member

May we be people of truth, courageous and bold in our search for understanding with our minds and hearts.

May we be people of compassion, allowing our hearts to be touched especially by those who suffer or are in need.

May we be people of justice, acting honestly and respecting the rights of others.

May we be people of partnership, sharing our gifts and engaging in work with others for the common good.

May we be builders of community, recognizing that we are part of something larger that ourselves.

All: We believe that at the heart of ministry is relationship:
➢ Relationship with one another in this community wherein we share our Dominican ideals
➢ Relationship with the human family with whom we work to build a holy and just society.

As these relationships deepen through prayer, study, and loving service, help us to realize our Dominican call to share with others the fruits of our contemplation. This we pray standing in relationship with you, Holy One, and confident of your love for all of us. Amen.
Cor ad Cor in Caritate et Veritate Loquitur

VALUES WHICH CHARACTERIZE SINSINAWA DOMINICAN INSTITUTIONS

TRUTH
That which conforms to reality or fact
1. We study and pray to discover truth.
2. We acknowledge those prejudices and social conditions that keep us from the truth.
3. We foster the arts and sciences as means to reveal truth.
4. We speak the truth, accepting its consequences and confirming our belief that truth sets God’s power free.

COMPASSION
Mercy and empathy with another’s suffering.
1. We recognize the intrinsic dignity and interdependence of all creation.
2. We acknowledge local issues, sources of injustice and sorrow that make heavy burdens for the people.
3. We support and cooperate with each person’s efforts to become his/her own best self.

JUSTICE
Behavior that recognizes the rights and responsibilities of all God’s creation.
1. We interact with others with integrity.
2. We work to assure the rights of all people, especially women and children.
3. We commit our energies to issues of poverty and racism.
4. We pay just salaries and provide just procedures to hear the concerns of those with whom we minister.

COMMUNITY
A manner of relating based on our recognition of the interdependence of all nature.
1. We nurture relationships, which enhance the well-being of persons, the earth, and all beings.
2. We communicate honestly and openly.
3. We value cooperation over competition.

PARTNERSHIP
A mutual relationship of mature persons who recognize their shared call to actions of justice and love.
1. We foster a unity in mission that strengthens local leadership and enables the creative, innovative development of gifts for the sake of God’s people.
2. We practice participative decision-making.