



ARCHDIOCESE  
OF  
SAINT PAUL &  
MINNEAPOLIS

*United in Faith,  
Hope and Love*

# School Governance Models

in the

## Archdiocese of St. Paul & Minneapolis

Presented to the

ACE Superintendents' Conference:  
Leading in a Changing World

June 29, 2015



# Our Governance Structure



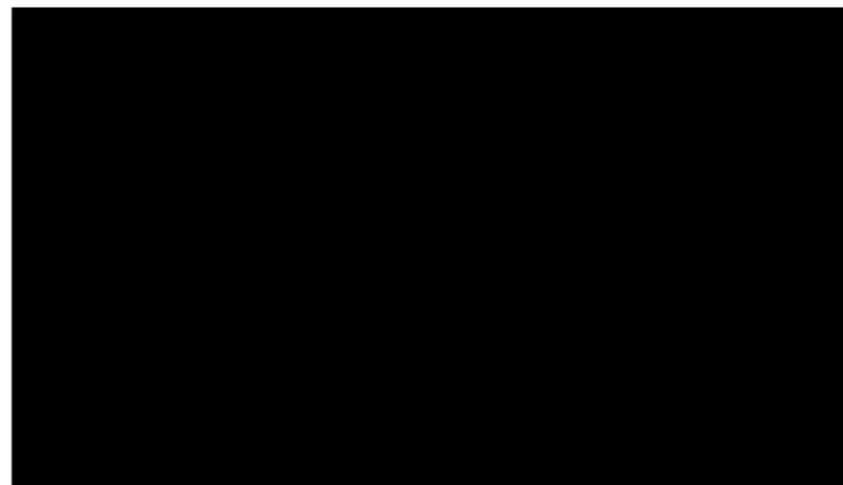
The Archdiocese of St. Paul & Minneapolis is:

- The most decentralized Archdiocese in the United States
  - Each school is separately incorporated and a separate legal entity.
  - The pastor is the vice president of corporation has the final authority for decision-making for the school.
- In transition from the Office of Catholic Schools to the Office for the Mission of Catholic Education
  - Increased focus on integrating Catholic worldview, culture and virtues
  - Narrowing of other services to schools
  - New Catholic Schools Center of Excellence just being developed by local foundations to support our Catholic schools in ways TBD

# CSC: Catholic Schools Collaborative



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# CSC: Catholic Schools Collaborative



- 7 small Catholic elementary schools working together
- Steve Perla, Sr. Kathleen Carr & I visited each. Recommended shared governance & innovative models
- **Programming Results:**
  - 1 regional, consolidated school
  - 2 blended learning schools
  - 1 C(atholic)-STEM school
  - 1 multi-age classroom school
  - 1 working on talent development
  - 1 working on “world ready” skills
- **Governance Results:**
  - All pastors agreed on shared governance/board of limited jurisdiction
  - Healey Foundation appears to be a more likely option

*The Sum is Bigger than Each of Its Parts*

[www.cscolab.org](http://www.cscolab.org)

# Other New Governance Structures



- Consolidated schools structured with a board representing each of the parishes who merged schools, often the pastors and, perhaps, another individual representing the Archbishop.
- All schools currently have an advisory council even consolidated schools with boards.
- Three consolidated urban schools are reviewing the structure of their boards to include lay persons based on qualifications in addition to or other than parish representation. These will be boards of limited jurisdiction.

# ARCHDIOCESAN COLLABORATIVE SCHOOLS

Archdiocese of Baltimore



# Authority and Responsibility

- ▣ Archbishop
- ▣ Archdiocesan School Board
- ▣ Superintendent of Catholic Schools
- ▣ President – Principal
- ▣ Local School Board of Specified Jurisdiction
- ▣ Canonical Representative
- ▣ Parishes

# New Corporation

- ▣ School newly established corporation
- ▣ School building remains parish asset
- ▣ Use agreement defines expectations for parish vs. school
- ▣ Direct report to the Superintendent
- ▣ Annual Archdiocesan Budget Review
- ▣ Support services provided by Central Services





## High School Governance in the Archdiocese of Philadelphia

**Christopher Mominey**  
**COO and Secretary for Education**

# FOUNDING

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- ❑ Faith in the Future is an independent 501(c)3
- ❑ In August of 2012 the Archdiocese of Philadelphia entered into a management agreement with Faith in the Future to assume strategic and operational management of 17 high schools and 4 schools of special education that are owned by the Archdiocese.
- ❑ Two thirds of its board members are independent directors. One third of the board members are appointed by the Archdiocese of Philadelphia.
- ❑ Faith in the Future is a partner in a first-of-its-kind educational joint venture with the Archdiocese of Philadelphia's Office for Catholic Education to strengthen and transform the Catholic educational experience for students and their families.
- ❑ The term of the Agreement is for five school years from September 1, 2012 to June 30, 2017 and could automatically renew for three-year terms after that.

The core of the Management Agreement says—in exchange for Operational Control of the schools, Faith in the Future will underwrite the Operating Deficits.

The heart of our strategic approach therefore—is to operate the schools differently so that they do not have operating deficits—and then to invest strategically to grow the school system as a whole.

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# SERVICES



- ❑ In section 2.2 of the Agreement, Faith in the Future is given the authority to take all such actions as are necessary in the Foundation's judgment to properly and efficiently manage the schools. All aspects of school operations are overseen and managed by Faith in the Future using the infrastructure of the Office of Catholic Education to effect any and all changes necessary.
- ❑ Sections 5.2, 6.3 and Exhibit A of the Agreement outline the comprehensive nature of the services over which Faith in the Future has authority and responsibility: (i) review and approve the annual Budget; (ii) review and advise on contracts for goods and services; (iii) perform or procure personnel services that attract and retain skilled staff and volunteers; (iv) perform general recruitment and admissions services that attract and retain engaged students and actively involved parents; (v) support the Schools in raising funds, donations or grants of various kind consistent with law and not contrary to any of the terms of this Agreement; (vi) support the business and technology administrations of the Schools; (vii) support and advance continuously improving educational and extracurricular programs for the Schools; (viii) conduct professional development for all presidents, principals, and instructional personnel; (ix) advise on the selection of instructional materials, equipment and supplies; (x) advise on the selection and implementation of staff performance evaluation systems, student assessment systems, and other such accountability planning tools; (xi) adopt, amend, approve, and repeal fiscal and academic policies as needed; (xii) exercise such other powers as provided for elsewhere in this Agreement to the extent consistent with this Agreement; and (xiii) generally, take such other actions as may be necessary properly and efficiently to manage the operations of the Schools in accordance with this Agreement.

**The authority to effect any changes necessary**

**The responsibility to address every aspect of school operations**

## WHAT'S NOW

- Commitment to transparency, consistency, and strategic investments in growth
- Installing system-level supports for school-level strategies
- Developing new policies and practices to drive growth and innovation at school-level
- Transitioning to school-level budgeting



STRATEGIC VISION  
OPERATIONAL OVERSIGHT



IMPLEMENTATION  
EXECUTION

## WHAT'S NEXT

- Strong school boards developing 3-5 year strategic plans
- Local growth strategies, budgets to support strategy
- Greater local autonomy in exchange for local accountability for results
- Targeted investments in local strategies

Enrollment

Fundraising

People

Program

Technology



**The overall plan is to align new strategic investments with basic process improvements so that each school can be individually excellent and better together.**