



School Advisory Commission Bylaws, Responsibilities, and Operational Norms

Updated: November 2022

****This document is an abridged version of the one found embedded in Arch Policy 2103.1. The original document (Policy 2103.1) included items that are not pertinent.**

Section 1: Overview

Church governance can be understood as a ministry. It is a ministry that serves the people of God by helping them maintain order to promote and protect the rights and obligations needed to carry out the mission Jesus gave to his church. Those who serve as ministers of governance have a distinct and unique responsibility to see that the rights and duties of individuals are affirmed within the institution and community of the church. Governance in itself is a means of exercising rights and responsibilities in the service of others and in the service of one's own growth as a member of Christ.

Section 2: Parish Structure

The School Advisory Commission (SAC) is a standing commission of the St. Anthony on the Lake Pastoral Council.

Section 3: Purpose of the School Advisory Commission

The SAC serves as an advisory body. As such, the SAC may make recommendations to the pastor or principal, but the SAC has no final decision-making authority. Furthermore, the Pastoral Council does not approve or veto recommendations of the SAC to the pastor or principal. The SAC:

- Assists leadership in ensuring that the school will thrive and remain viable for the future
- Assists leadership in ensuring excellence in
 - Catholic Culture
 - Academics
 - Whole Child Education
 - Stewardship of Resources
- Supports the school in its efforts to collaborate with the parish
- Acts as a liaison between parents and leadership by bringing forward questions and concerns regarding students, parents, teachers and others.

The principal views the SAC as an integral part of the school community and uses the SAC as a consultative body to further the mission of the school.

The principal and SAC engage in open, honest discourse at meetings, and **once a decision or**

course of action has been reached, all parties present a unified front to the community.

Section 4: Authority

Pastor

The pastor is the spiritual and temporal shepherd of the parish. He serves the parish community in his teaching, sanctifying and governing duties. Among his teaching responsibilities, he is to see that the word of God is proclaimed, that the faithful are instructed in the faith, that the Gospel message of social justice is promoted, and he has a special care for the Catholic education of children and youth. (Canon 528) A portion of these responsibilities is carried out through the parish school. He is the key person in relation to the parish educational program.

The pastor is the leader of the parish and as such he is the leader in all the decision-making processes within the parish. The pastor has the responsibility to make decisions consistent with the educational policies established by the Archdiocese. The pastor's authority at the parish level includes the right to approve or disapprove all recommendations made by the School Advisory Commission (including budgetary recommendations), and to select the principal of the school. In addition, the pastor has the authority to ratify the hiring of all school employees (including the ratification of teacher contracts).

Principal

The principal is accountable to the pastor for the spiritual and academic leadership and the administration of the school. The principal has a serious responsibility as spiritual and educational leader of the school. The principal assumes responsibility for understanding and accepting the unique role that Catholic schools serve in the educational mission of the Church. The principal serves as the chief spokesperson in articulating this mission and in calling the faculty and students to participate in a significant way in the life of the Church.

In addition to spiritual leadership, the principal is responsible for the administration of the school program. This responsibility includes the employment, supervision, and evaluation of staff, the establishment of educational programming, and the evaluation and management of student behavior. These responsibilities are assumed with archdiocesan and local policies.

School Advisory Commission

The Advisory Commission authority is limited to formal commission meetings or to situations officially defined in this document.

A single Advisory Commission member or a group of Advisory Commission members cannot speak or act on behalf of the Advisory Commission or the school or parish as a whole unless officially designated by the Advisory Commission to do so.

Section 5: Defining Characteristics of SAC Members

SAC members are to uphold and be reminded of the following defining characteristics of SAC members:

1. Centered in the Person of Jesus Christ
2. Contributing to the Evangelizing Mission of the Church
3. Distinguished by Excellence
4. Committed to Educate the Whole Child
5. Steeped in a Catholic Worldview
6. Sustained by Gospel Witness
7. Shaped by Communion and Community
8. Accessible to All Students
9. Established by the Expressed Authority of the Bishop

Section 6: Responsibilities of the School Advisory Commission in Collaboration with the Principal

The SAC collaborates with the principal to advocate for the school in the following areas:

Mission and Governance

Mission and governance includes:

- Identification, recruitment, and vetting of potential SAC members
- Commission orientation, training, development, and evaluation
- Fidelity to mission and vision

The SAC, in collaboration with the principal, provide general oversight to ensure the school maintains fidelity to its stated vision and mission.

The SAC and principal share the responsibility for recommending candidates to the pastor for service on the SAC.

The SAC and principal share the responsibility for the orientation and training of new members, development of all members, and the evaluation of the commission in relation to its Operational Norms and defined responsibilities.

Whole Child Education

A whole child education is:

- Rooted in the conviction that human beings have a transcendent destiny
- Education for the whole person that forms the spiritual, intellectual, physical, psychological, social, moral, aesthetic and religious capacities of each child (*NSBECS*)
- Academic excellence for all students

The principal is responsible for the development, implementation, and evaluation of academic, co- curricular, faith-formation, and service/ministry programs to educate the whole child in all these dimensions.

The SAC should ensure adequate resources are available to implement the necessary programming.

Institutional Advancement

Institutional Advancement includes:

- Development: identification, cultivation, and procurement of third-source funding (funding which comes from an outside source, e.g.: Book Fair, Catholic Schools Walk)
- Marketing and Public Relations: activities to create, build, and maintain relationships with constituencies
- Enrollment Management: recruitment, enrollment, and retention of students

The principal is responsible for the development, implementation, and evaluation of enrollment and retention policies and procedures.

The SAC and principal share the responsibility for the development, implementation, and evaluation of development, marketing and public relations, and recruitment strategies.

The SAC should ensure adequate resources are available to implement the development, marketing and public relations, and enrollment management strategies.

Finance

The principal is responsible for implementing and monitoring the current-year budget and for keeping the SAC informed on the current-year budget.

The SAC and principal, in collaboration with appropriate parish personnel, share the responsibility for proposing a school budget to the pastor for the following fiscal year. This should include the principal keeping the SAC informed on items relevant to the following items: realistic recommendations for school personnel compensation increases, tuition rates, and third-source funding.

- School budget and long-term forecasts
- School income
 - Parish Investment
 - Tuition
 - Third-source Funding

Long-Range Planning

Long-range planning includes both strategic planning and school improvement planning.

Strategic Planning:

- Definition: Organizational management activity used to set priorities, focus energy and resources, ensure all are working toward common goals, and assess the organization's direction in a changing environment (*Balanced Scorecard Institute*)
- School strategic planning is part of parish-wide strategic planning and should not be done in isolation.

The SAC and principal share the responsibility for the development, implementation, and evaluation of the strategic plan.

School Improvement Planning:

- A specific plan for each of the four domains of the *National Standards and Benchmarks for Effective Catholic Elementary and Secondary Catholic Schools* is required for accreditation. This occurs through the principal's completion of the WRISA Annual Report.
- The four domains include: Mission and Catholic Identity, Governance and Leadership, Academic Excellence and Operational Vitality

The principal is responsible for the development, implementation, and evaluation of the School Improvement Plan.

The SAC should ensure adequate resources are available to implement the action plan for each goal.

Facilities and Technology

Facilities and technology include:

- Maintenance and upkeep of facility and technology infrastructure
- Short- and long-term capital facility needs and technology infrastructure needs

The principal, in collaboration with appropriate parish personnel, is responsible for the day-to-day facility and technology infrastructure needs of the school.

The SAC and principal, in collaboration with appropriate parish personnel, share the responsibility for proposing short- and long-term facility and technology infrastructure projects to the pastor.

The SAC should ensure adequate resources are available to meet the day-to-day facility and technology infrastructure needs of the school.

Policy

The Archdiocese of Milwaukee *Parish and School Policy Manual* establishes the essential policies and directives for schools.

The SAC, in collaboration with the school principal, may propose local policy that is more prescriptive, but any proposed policy may not in any way conflict with, or supersede, archdiocesan policy. ***Proposed policies require the approval of the pastor.*** The Pastoral Council does not approve proposed policy (Principle of Subsidiarity).

It is the responsibility of the school principal to develop administrative regulations and procedures to implement all policies. This may be done in collaboration with the SAC.

The SAC, in collaboration with the school principal, should develop a system to monitor the implementation of, adherence to, and effectiveness of all relevant policies.

Emergency Operations Plan

Emergency operations plans (EOP) are required by state statute (Act 143). They need to be completed in collaboration with parish EOP. Guidelines and procedures to address include school violence attacks, fires, weather-related emergencies, bomb threats, intruders, threats to nonclassroom events, and parent-student reunification.

The SAC and principal, in collaboration with appropriate parish personnel, local first responders, and appropriate community members, share the responsibility for developing, implementing, training, evaluating, and adapting EOP.

The principal is responsible for ensuring required documentation regarding the EOP is submitted to the Wisconsin Department of Justice as required by statute.

The SAC should ensure adequate resources are available to meet the requirements of the EOP.

Principal Search, Selection, and Evaluation

The SAC, or selected members, may be asked to participate in the search and selection process for a new principal. The pastor hires the principal.

The pastor has the responsibility for the evaluation of the principal. This responsibility cannot be delegated. However, the pastor may request input from the SAC regarding its working relationship with the principal.

Areas Where the School Advisory Commission Should Not Be Involved

School Advisory Commission should not be involved in:

- Day-to-day operations of the school
- Student discipline
- Parent complaints – SAC members need to remind parents of the established procedure to raise concerns. This would normally start with the teacher, move to the principal, and then to the pastor if necessary.
- Teacher complaints – There is an established grievance procedure for teachers and staff to use.
- Issues related to employment or evaluation of school/parish personnel
- Evaluation of the principal
 - Note: the supervision/evaluation of the principal is the sole responsibility of the pastor/Parish director. The pastor/parish director may seek input from the SAC regarding the principal's working relationship with it.

Section 7: Subcommittees of the School Advisory Commission

The chairperson, in consultation with the principal, shall establish ad hoc committees as needed. The Advisory Commission chairperson, in consultation with the pastor and principal, appoints the chairperson of all committees.

The Advisory Commission chairperson and principal, in consultation with the chairperson of each committee and approval of the pastor, may invite persons who are not members of the Advisory Commission to serve as members of these committees.

The responsibility of all committees shall be fact-finding and advisory, but never legislative or administrative. Recommendations by any committee shall be subject to ratification and approval by the Advisory Commission.

There are no required standing subcommittees of the Advisory Commission; however, a school may decide to have one or more standing subcommittees. Once elected, members of SAC are asked to prayerfully consider what subcommittee their time and talent are best spent on. Members are to be actively involved in one or more of the following *current* subcommittees:

- Marketing & Communications (ex. Social media, photography, open house)
- Events (ex. Event calendar, after school activities)
- New Families (ex. Mentor coordinator, holiday gifts, yard signs, summer playdates, mealtrains, new family handbook)
- Parent Engagement (ex. Volunteer signup, parent coffee lead, room parent coordinator, mission coordinator)
- Teacher Appreciation (ex. Teacher wish list and favorites coordinator, conference meals, teacher appreciation)
- Finance
- Policy (ex. Handbook editor, archdiocese operational norms)

Subcommittees are required to keep detailed track of their activities, procedures and spending for the year.

Section 8: School Advisory Commission Membership

Members are discerned or elected and approved by the pastor. Newly discerned/ elected members to the Advisory Commission shall be installed at the last meeting of the school year during which they were discerned/ elected.

Members

- 5-9 voting members. More may be appointed if approved by the pastor/principal.
- Members should consist of parishioners supportive of Catholic schools and/or possessing a specific area of expertise. This may include current or former parents of school students.
- The pastor may appoint an Advisory Council member.
- Paid employees and spouses or children of paid employees of the School or Parish are not eligible for Advisory Commission membership.

Ex-Officio Members

- Ex-officio members are non-voting members.
 - Required ex-officio members include the pastor, principal, and pastoral council liaison.
 - The Athletic Committee Chair may serve as an ex-officio member.
 - The pastor may appoint additional ex-officio members.
- Ex-officio members are expected to participate fully in **all** Advisory Commission meetings and discussion.

Tenure

- Discerned or elected members serve a three-year term.
- Members may serve two consecutive terms.

- Members who have completed two consecutive three-year terms must be off the Advisory Commission for one full calendar year before regaining eligibility to serve on the Advisory Commission.

Officers

- Officers must be a discerned or elected member.
- Officers are elected by majority vote of the SAC subject to approval by the pastor.
- Officers serve one-year terms and are allowed to serve two consecutive terms.
- If elected in the final year of SAC membership, said membership is extended by one year.
- Officer positions include:
 - Chair: The chairperson shall preside at all regular and special meetings of the Advisory Commission, shall determine the agenda for all regular and special meetings in collaboration with the principal, and in general, perform all the duties of the office of chairperson and other duties that may be assigned by the Advisory Commission.
 - Vice-Chair: The vice-chairperson, in the absence of the chairperson, shall perform all duties of the chairperson.
 - Secretary: The secretary shall maintain a written record of all meetings of the Advisory Commission. The principal must approve all minutes. The secretary shall furnish a copy of the approved minutes of each meeting.

Dismissal

Members who are frequently absent from Advisory Commission meetings without good cause, or who act in a manner that is contrary to the best interests of St. Anthony on the Lake or the Advisory Commission, may be recommended for dismissal by the Advisory Commission to the pastor.

Section 9: Meetings

The Advisory commission shall meet at least six (6) times per school year, at a designated time and place.

The ordinary order of business shall be:

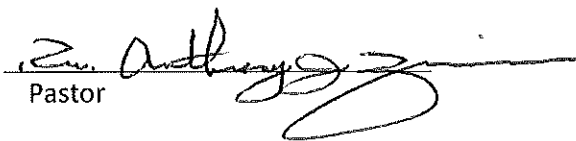
- 1) Call to Order
- 2) Prayer and Reflection
- 3) Delegations (if any)
- 4) Approval of Minutes
- 5) Principal's Reports
- 6) Old Business/Decision-making items
- 7) New Business
- 8) Board Reports
- 9) Pastor's Comments
- 10) Closing Prayer

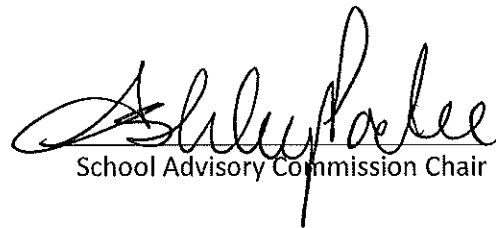
Below are rules and procedures to be followed at SAC meetings:

- Open portions of meetings are open to the parish/school community. If visitors or non-members of SAC would like to speak at meetings, such permission must be approved by the principal or chairperson for inclusion on the agenda in advance of the SAC meeting. The

chairperson shall control the speaking time for such person(s).

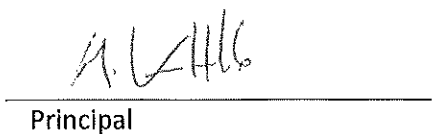
- The Advisory Commission may move any meeting, at any time during the meeting, into a closed session via an approved commission resolution.
 - A closed session is limited to regular and ex officio Advisory Commission members
 - The pastor may invite or allow a non-member to attend a closed session.
- Special meetings of the Advisory Commission may be called, with the approval of the pastor, by the chairperson or by a majority of the Advisory Commission members.
- No Advisory Commission meeting will be held without the principal and the pastor (or his designated representative) in attendance.
- Quorum: For the purpose of transacting official business, it shall be necessary that a majority of the total members be present.
- The consensus method of decision-making shall be used. Consensus is a Christian approach to group decision-making. It presents an opportunity for all to be heard and avoids a "win/lose" posture that voting promotes. Consensus results in the growth of the group and in fuller ownership of decisions, Consensus has been achieved when there is general agreement or accord among the members. If the board fails to arrive at a consensus and the issue must be decided immediately, the chairperson shall call for a majority vote.
- The board may fix its own rules of procedure, but in the absence of such rules, Robert's Rules of Order shall apply.


Pastor


School Advisory Commission Chair

2/13/23
Date

2.24.23
Date


Principal

1/30/23
Date