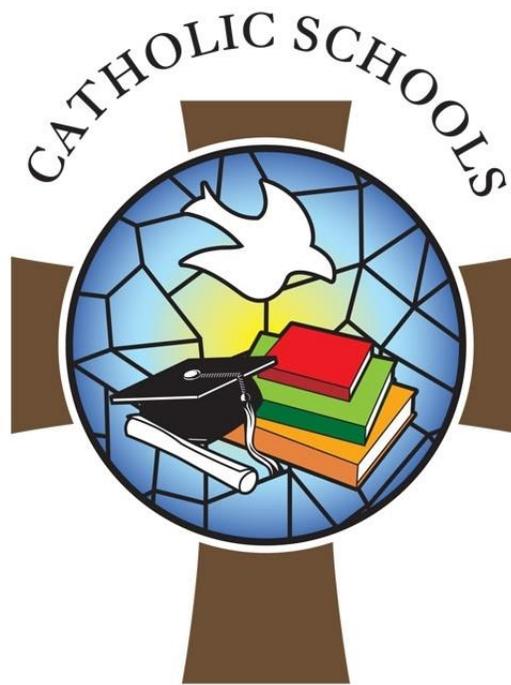


# HANDBOOK FOR THE COLLABORATION OF PASTORS AND PRINCIPALS



Diocese of Davenport

August 2016

*Keeping in mind the pivotal place the pastor holds within the parish, his commitment to the school and its mission is critical to the life and future of the school.*

Pastors: "Little can succeed without their blessing, while great things can happen with their support"

**"More children in Great Catholic Schools"**

### **NOTICE OF NONDISCRIMINATION**

It is the policy of the Diocese of Davenport to provide equal employment and educational opportunities and not to discriminate.

The educational system of the Diocese of Davenport is committed to equal opportunities to the extent required by law, and does not discriminate on the basis on age, color, creed, national origin, race, religion, marital status, sex, sexual orientation, gender identity, physical attributes, physical or mental ability or disability, ancestry, political party preference, political belief, socioeconomic status, or familial status in educational programs or activities which it operates. As a religious institution, we affirm the right to consider creed a bona fide qualification in certain cases. The educational system policy is not to discriminate in educational programs and activities extends to the employment in, and admission to, such programs, activities, and services. It does not discriminate in the administration of its educational policies, employment policies, admission policies, scholarship and loan programs, athletic and other school and parish administered programs.

Further, the Board affirms the right of all persons to be treated with respect and to be protected from intimidation, discrimination, physical harm and harassment, thereby meeting the requirements of Title VI and VII of the 1964 Civil Rights Act, Title IX of the 1972 Education Amendments and the Federal Rehabilitation Act of 1973 and the Code of Iowa.

Human Resources  
780 W Central Park Ave  
Davenport, Iowa 52804-1998  
Phone: (563) 324-1911  
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To Our Pastors,

I acknowledge with gratitude your ministry on behalf of the Catholic schools in the Diocese of Davenport and commend you for your dedication to teaching the Catholic faith and Gospel values to the students in our Catholic schools. In developing this inaugural version of the Pastor Handbook, I hope you will find it relevant for you and your brother pastors. Consider it a work in progress that will change as issues and circumstances change.

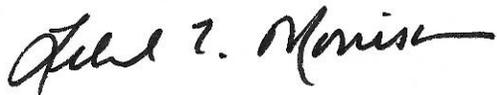
Our Catholic schools are asked to help children achieve their God-given potential and become esteemed members of the human family and our Catholic community. In order that Catholic education continue to thrive in the Diocese of Davenport it is very important that our schools are grounded in Church teachings, driven by best practices and led by individuals that are committed to the future of Catholic elementary and secondary education.

I am critically aware of the time and energy it takes to lead the Catholic school ministry in your parish and appreciate your generous response to the varied challenges and demands on your leadership. All suggestions and ideas in this document are just that. No one in the Office of Catholic Schools presumes the best way to conduct your priestly ministry as it involves Catholic education. The ideas in this handbook are a compilation of ideas that have worked in other dioceses or ideas suggested by other pastors.

Your continued support for the mission of Catholic school education in the Diocese of Davenport is deeply appreciated. Let us keep each other in prayer as we collaborate to form young people in the faith that we cherish so much.

Our gratitude and prayers that your priestly ministry continues to be blest and a blessing.

Sincerely yours in the spirit,

A handwritten signature in black ink that reads "Lee Morrison". The signature is written in a cursive style with a long horizontal flourish at the end.

Lee Morrison

Superintendent Diocese of Davenport Catholic Schools

## **Mission of Catholic Education Diocese of Davenport Catholic Schools**

The Catholic Schools of the Diocese of Davenport will provide Pk-12 Catholic Youth and Non-Catholic youth who share the Gospel values a faith community of students and educators in partnership with parents, where they will be develop their physical, moral, spiritual and intellectual gifts, while learning responsibility and the right use of freedom, preparing to fulfill God's calling in the world.

## **Educational Philosophy for the Catholic Schools of the Diocese of Davenport**

The Catholic Schools in the Diocese of Davenport exist to integrate the elements of the Catholic faith with the learning process. Our schools exist to:

1. Educate our children and youth with Gospel values and teach the doctrine of the Catholic faith.
2. Build a faith-community of learners.
3. Provide opportunities for worship.
4. Educate for service to others.

Additionally our Diocesan Catholic schools exist to:

1. Educate the whole child
2. Educate for global awareness
3. Educate for justice issues
4. Provide opportunities for community service learning
5. Provide opportunities to learn a common core of essential skills that will provide them the opportunity for success in college or the workplace upon graduation from any of our Catholic schools.
6. An educational program that is intentionally directed to the growth of the whole person.

## **A Vision for Catholic School Education in the Diocese of Davenport**

Through our Catholic Schools in the Diocese of Davenport, our students will encounter God, who in Jesus Christ reveals his transforming love and truth. Through this Christian vision, our Catholic schools as a faith community of students, parents, and educators in unity with the Church shall develop each student's physical, moral, spiritual, and intellectual gifts, teaching responsibility and the right use of freedom, preparing them to fulfill God's calling in this world, and attaining the eternal kingdom for which they were created.

**All policies in the *Handbook of Policies for Diocesan Education and Faith Formation Programs* will apply to all school and are located on the diocesan website under schools/library. Select policies and been reprinted in this handbook because pastors will refer to them more frequently.**

## **POLICY 100.a**

### **Central Leadership**

#### **Bishop, Ordinary of the Diocese**

The Bishop has responsibility for the spiritual formation of the faithful. With respect to schools he shares his regulatory and supervisory responsibility with the superintendent of schools. All Catholic elementary and secondary schools in the Diocese of Davenport are canonically responsible to the Bishop and shall remain in true communion with the Catholic Church. The Bishop has the sole authority to recognize and designate a school as "Catholic". He shares his regulatory and supervisory responsibility for faith formation programs with the Director of the Office of Faith Formation.

#### **Superintendent of Schools Director of the Office of Catholic Schools**

The superintendent of schools is appointed by the Bishop and will serve as director of the Office of Catholic Schools. The superintendent shall respect the independent nature of certain major aspects of governance and management of Catholic elementary and secondary schools. Each local Catholic elementary and secondary school has its own corporate board, constitution and by-laws and hires an administrator to run the day to day operations. The superintendent represents the Bishop in preserving and promoting the Catholic identity of the school and adherence to state and federal regulations.

#### **Director of the Office of Faith Formation**

The director of the Office of Faith Formation is appointed by the Bishop to assist the Bishop by supervising all faith formation opportunities in the parishes and schools in the Diocese of Davenport. The Director of the Office of Faith Formation and affiliated staff will ensure suitable instruments of catechesis are available and duly prepare catechists through continuing formation opportunities.

## **Policy 201**

### **EDUCATIONAL PHILOSOPHY**

#### **Board of Education/Faith Formation Committee Membership**

It shall be the policy of the Diocesan Board of Education/Faith Formation that parish, parish grouping or regional areas having a school shall have a Board of Education.

Any parish, parish grouping, or regional area not having a Board of Education/Faith Formation shall have an active Faith Formation Committee.

A copy of committee meeting minutes need to be on file in the parish office and archived for future reference.

A parish, parish grouping or regional area may have both.

#### **Eligibility**

- Eighteen years of age or older
- Genuine interest in Catholic school education or Parish Faith Formation programs
- A credible witness of the Catholic Faith: a member of a parish: or if non-Catholic, not opposed to the tenets of the Catholic faith.
- Ability to work with other to achieve consensus
- Ability to make time commitment for meetings, committee work or board formation/in-service
- Willing to maintain confidentiality and a high level of integrity
- Willing to support school /faith formation program philosophy and mission
- Have a personal or professional life that is reflective of the teachings of the Catholic Church

## **POLICY 201.2**

### **EDUCATIONAL PHILOSOPHY**

#### **Board of Education/Faith Formation Committee Removal from Office**

The call to “universal holiness” is echoed in every group of volunteers who so generously give of their time, talent and treasure to work as Catholic Board/Faith Formation Committee members. In community members have a unique opportunity to protect and advance the teaching mission of the Church.

The code of ethics and policy manual delineate the expectations inherent in the purpose of the board/faith formation committee. Members are reminded that they are working toward one common goal: to promote the mission and purpose of total Catholic education. It is the Diocesan expectation that members will:

- Avoid conflicts of interest
- Observe confidentiality
- Remain objective
- Ensure justice and fairness in proceedings and actions
- Promote the maintenance of unity.

#### **Removal from Board or Faith Formation Committee membership:**

Failure to ascribe to the above expectations can lead to removal from the board/faith formation committee:

Who may remove an individual board?

1. The Parish Priest affiliated with the school or if a number of priests are affiliated with the school, the priest chosen by his fellow priests to be priest moderator for school matters.
2. The Bishop of the Diocese of Davenport who also has authority under the Code of Canon Law to remove a board in its entirety.

#### **Reasons for removal:**

1. Failure to maintain the practices of the faith.
2. Immoral behavior resulting in scandal
3. Open support of inappropriate liturgical practices
4. For the good of the community

## **Policy 202**

### **Diocesan Board of Education**

The Diocesan Board of Education is an advisory body to the Bishop and is responsible for advice and counsel to Catholic schools and parishes through policy development and consultation with the Bishop. Its policies and regulations must be followed by all local parish and region boards/faith formation committees once approved at the Diocesan level. Implementation of all policies will be monitored by the Director of Faith Formation and the Diocesan Superintendent of Schools. The Diocesan board of education also serves as the identifiable agent required by the Department of Education for all schools holding accreditation.

## **Policy 210.1**

### **Elections (Board of Education)**

All members of Boards of Education in the diocese shall be elected by the parish/parishes during the spring preferably (April/May) and take office preferably in the month of June or July. Members of Boards of Education in the Diocese should be elected for three year terms. Boards should arrange that one-third (or a close approximation) of the members be elected each year. The Diocesan Director of Faith Formation and or Superintendent of Schools must be consulted if elections take place at another period of time during the year. In lieu of an election, members may be selected through a selection process in accordance with applicable by-laws or constitution.

## **POLICY 210.5**

### **Executive Session**

#### **Executive or Closed Sessions of the Board or Faith Formation Committee**

The board or faith formation committee may meet in closed or executive session. The closed or executive session is sometimes necessary to deal with sensitive issues that may not be shared with the public. Executive or closed sessions are to be kept to a minimum. Notice of the need for an executive or closed session and the reason for it must be provided to the board members in advance. The agenda must reflect that the Board/ Faith Formation Committee will meet in closed or executive session if it is known in advance.

Ordinarily closed or executive sessions will occur prior to the announced open meeting so that necessary action can occur in the open meeting. If an executive session or closed session occurs within an open meeting, a motion to go into executive or closed session should be made and voted and similar action taken to return to open session. No action is taken during a closed or executive session. If action is necessary as a result of an executive/closed session deliberation, it is taken in open session with no discussion. Minutes will be taken of the closed or executive session and remain confidential.

Some topics which may be covered in executive or closed session include but are not limited to: the final selection of a principal hired to fill a vacancy, the resignation or the proposed removal of a board member, the review of the performance of the principal, the renewal or non-renewal of a principal's contract, matters of potential litigation or strategies/offers to secure real estate.

The pastor and chief administrator or principal will be present for an executive/closed session of the board. The principal will be present except when his/her performance is being evaluated.

Members of the Board of Education/Faith Formation Committee are to keep all matter discussed in executive or closed session in confidence. Official information/business discussed in closed sessions cannot be shared with non-board members, even one's spouse.

## **Policy 212**

### **Board of Education/Faith Formation Committee**

#### **Policy Manual**

It shall be the policy of the Diocesan Board of Education that the Diocesan Board of Education and all local boards/faith formation committees develop and maintain a policy manual which provides for codification of policies. Policies shall be reviewed at least every five (5) years to ensure relevance to current practice and compliance with Iowa Code and rules and regulations. The review may be done on a rotating basis by reviewing some sections of the policies every year.

## **Policy 213**

### **Board of Education/Faith Formation Committee**

#### **Chain of Command/Complaints or Concerns**

Members of the Board/faith formation committee will from time to time be approached by parents or members of the faithful with concerns or complaints about individuals or programs in the school or faith formation program. The Diocesan staff adheres to the principal of subsidiarity. Problems and issues will be solved best at the local level, starting with the parties involved and moving up the chain of command.

The chain of command to be followed in the Diocese of Davenport is as follows:

- Teacher/Catechist
- Principal/Director
- Pastor(s)
- Parish/regional faith formation committee
- Superintendent /Director of Faith Formation
- Diocesan Board of Education
- *Bishop*

## **POLICY 220**

### **BOARD OF EDUCATION**

#### **Board/Committee Membership**

Membership on the parish or regional boards/committees of education shall not be open to employees or to members of the immediate family (spouse, parent, sibling, children) of employees of that particular board/committee involved, with the exception of ex-officio members.

If a person is offered employment with a board/committee whose membership contains a member of his/her immediate family, the two individuals involved must determine the solution by which one declines employment or the other resigns from the board/committee. Realizing the importance of hiring quality employees, local boards will be allowed to grant individual exceptions of a case by case basis. Annually, the local board shall inform the diocesan schools office if they have board members who have a member of his/her immediate family employed by the school. Said member shall recuse himself/herself from voting or participation in discussion on matters pertaining to the family members position.

If a member of a board/committee of education seeks to become an employee of said board/committee; the member shall not participate in any discussion and decision affecting the position. If the board/committee member is offered and accepts the position, the member will immediately cease to be a member of said board/committee.

The pastor will be an active participant in all parish board/faith formation committee meetings. In regional schools or inter-parish school with multiple priests affiliated with the school the constitution and by-laws shall state the number of priests on the board. If multiple priests serve on a board or are affiliated with a school or faith formation program the priests must choose one priest as priest moderator to the board or faith formation committee and that priest shall have the power of canonical veto on that board/faith formation committee.

## **POLICY 222**

### **Role of the Pastor on Faith Formation Committees/Boards of education**

#### **The pastor or priest moderator to the Faith Formation Committee**

The contribution of the priest or pastor is unique because of his vision of ministry, his broad perspective of the faith community and its needs, his spiritual leadership, and his familiarity with the financial situation. The pastor of a local parish, or priest representative(s) to a regional board shall be present at all Faith Formation/Board Meetings and participate fully in discussions ensuring the teaching mission of the Catholic Church is protected.

#### **Canonical Veto**

In rare occasions a pastor may not be able to approve a board/faith formation committee decision because of major concerns in the area of faith and morals or good of the community. The Code of Canon Law allows a canonical veto by the pastor in these instances. The pastor will usually express these concerns during deliberations allowing time for the board/faith formation committee to modify their intended action thus avoiding the need for a veto.

## **ROLE OF THE PASTOR IN THE PARISH WITH A SCHOOL**

The pastor is a primary collaborator with the principal in the life of the school. He carries out any other duties/responsibilities determined by the bishop of the diocese and/or the Superintendent of the Catholic Schools that pertain to him as pastor. The following points are various ways a pastor can be present to the school community.

### **View the Catholic School as a Vital Parish Ministry**

The suggested practices below are ways that pastors actively and successfully position the school as a vital parish ministry:

Holding bi-weekly meetings with your core leadership team - school principal, director of religious education, business manager - and making sure they share your vision for the parish, and the school's proper role within it.

- Holding regular meetings with the entire staff - all parish ministries, including school staff.
- Ensuring that your parish finance council interacts with your school board.
- Sharing parish finance information with school families on multiple occasions. An important piece of this financial data is the overall cost to educate a child in your school, compared to the tuition rate families pay.
- Sharing statistics on your school's outcomes compared to public school outcomes.
- Helping families who are not enrolled in the school to understand they may be able to afford the school, and expressing your willingness to work with them.
- Reaching out to neighboring parishes without schools and inviting them to open house events.
- Welcoming the skills and knowledge of school families and helping them share these gifts with the parish.
- Encouraging different age groups of parishioners to come together - senior citizens and school students.
- Inviting parishioners to volunteer at the school as tutors, story readers, or coaches.
- Engaging the school in the parish's social justice committee events and activities.
- Mentioning school events and good news from the pulpit.
- Inviting principal or school parents to speak at Mass during Catholic Schools Week or the beginning of the new school year.
- Inserting weekly parish bulletins in students' backpacks on Friday.
- Promoting harmony between families enrolled in the school and religious education programs.
- Collaborating on common ground issues between religious education and the school by seeking to balance interests as best as possible.
- Planning and celebrating Sacraments together where appropriate, recognizing that the sacramental life of the parish is essential to the growth of the community.
- Connecting religious education and school students as prayer partners with each other.
- Having one big party for all sacramental recipients and their families, not two separate gatherings.

## Faith Formation

Without the faith dimension, our schools simply cannot meet the mission of the Catholic Church. Ensuring the school's Catholic identity is paramount for you, even to families who have chosen your school primarily for its high academic quality. Your brother pastors noted that fostering the faith in our children brings the hope that parents will choose to grow in their involvement with the parish. Specific ways that pastors form the school community in the faith are below:

- Establishing a Catholic Identity theme for the year, such as the Year of Liturgy, Worship, the Word, Service, or Virtue.
- Conducting grade-specific liturgies. - Leading retreat/reflection day for school faculty and staff before school year on a specific topic (the Creed, morals, the Gospels), or during Advent and Lent.
- Offering retreats to school families and parent associations. - Teaching a class, such as Mark's Gospel to 7th Graders.
- Inviting faculty and staff to attend daily Mass.
- Simplifying the weekly school liturgy to be less of a production, which may be welcomed by the teachers.
- Giving talks to students who are receiving the sacraments.
- Giving tours of the church, especially the sacristy, the Blessed Sacrament, and unique aspects of your church.
- Giving teachers a list of topics you would be able to speak about with their students.

**“Catholics who attended Catholic schools are significantly more likely to actively practice their faith, including the reception of the sacraments” Center for Applied Research in the Apostolate, Georgetown University, 2008 Encouraging Sunday Mass Attendance**

You call on your parishioners to attend Mass on Sunday, and this applies to the families who have students at your school. Creating a culture of welcome and invitation, while also setting an expectation of Mass attendance is an area that has generated much conversation among pastors. Below are some of the observations and practices pastors shared about encouraging Sunday Mass.

- Embracing school families' relationship with the school as an entry point or re-entry point to the parish and the faith.
- Helping families understand the importance of attending Sunday Mass.
- Reminding families that there is more to parish membership than just filling out a registration form, or placing an envelope in the collection. Involvement is what gives life to a parish.
- Meeting with all new school families and personally inviting them to attend Mass weekly.
- Taking a welcome photo with every new family, and posting it in the Church.
- Introduce new students to your Catholic school at the first all-school Mass.
- Encouraging a specific sacrificial giving target for school families (e.g. \$15 per week in the collection - \$780 rule).
- Asking for healthy encouragement from other school families. Holding monthly or weekly Mass where families are specifically invited. Involving children in the Mass brings more parents.
- Opening the gym or a gathering space after the 9:30 Mass for kids, and having coffee and donuts for parents and all others.
- Specifically recognizing parents at Mass.

## Relationship with Your Principal

Maintaining good relationships with your community is a pastoral imperative, and among the most critical of these is the relationship you have with your school's principal. Support, trust, and open communication are general traits for a strong relationship and more specific examples from pastors are below.

- Recognizing that the principal is always a key staff member of the parish.
- Working on a shared vision for the school, and bringing in others to help shape it.
- Encouraging your principal's own faith life and supporting him or her as a faith leader in the school.
- Place trust in your principal to make good decisions about the operations of the school.
- Being "on the same page" with your principal, especially when in front of other members of the parish community, including school faculty, staff, and parents.
- Empowering your principal to make decisions thoughtfully and promptly.
- Doing your best to not override a tough decision your principal needs to make. If you have a good working relationship, these decisions should come from a place of shared understanding and mission.
- Keeping morale up for principal, and your faculty and staff.
- Inviting questions, and asking them of your principal.
- Being a resource to your principal and asking regularly what she or he needs to be successful.
- Setting an expectation for hiring and developing excellent faculty and staff.
- Checking in daily with principal via e-mail, phone, or in person.
- Facilitating interaction with your principal and business manager, and others on your parish leadership team.
- Supporting principal, faculty and staff to be both professional and appropriately social with each other.
- Giving a "heads up" about issues is always appreciated, and part of good communications with each other.
- Principals appreciate being supported, especially in front of the board and families.
- Building clear and healthy boundaries for school families, and helping them understand what are your pastoral roles and what are your administrative roles.
- Including faculty on your Catholic Identity committee.
- Actively working with your principal, your board and parent associations.

## **Personal Characteristics**

Pastors have shared a number of characteristics they felt were important in their relationship with their school.

- There are many specific ways in which these characteristics are put into practice, particularly in terms of Being Present and through Good Communication.
- Visiting faculty meetings, even for five minutes to say hello.
- Visiting classrooms, whether scheduled or unscheduled.
- Conducting a blessing on the first day of school.
- Being out on the playground, attending basketball and volleyball games; participating in service events, science fairs, the passion play, open houses, recruiting events, and admissions coffees.
- Hosting a luncheon at the rectory for faculty and staff and cooking for them on the grill, opening your home (rectory) really means something to the school staff and families.
- Inviting families to meet with the pastor.
- Welcoming students in the morning on occasion, and visiting with families.
- Being available in the parking lot on occasion after school.
- Offering to do a welcome video message on website.
- Helping families put many of their concerns in perspective.
- If you are newly assigned, go visit the principal and others in the school community before your arrival.
- Trusting those already in place, until you can gain enough understanding for the parish community and its culture. Look, Listen, Learn, Suggest Alternatives
- Asking your principal, and the faculty and staff how you can be helpful.
- Listening to the many voices in the parish.

## **SPIRITUAL PRESENCE THE PASTOR**

The Pastor will insert a spiritual presence in the Catholic school.

The Pastor:

1. Works with the principal, faculty, and director of religious education to ensure that a mission statement is prepared for the school that defines the Catholic identity. This statement is a benchmark from which to plan, implement and evaluate all aspects of school life.
2. Has a serious responsibility in cooperation with the principal to ensure the competence of those who teach religion.
3. As spiritual leader of the parish, closely monitors the children's sacramental preparation.
4. Must be familiar with the prayer and worship opportunities for the staff and students.
5. Works with the principal to schedule regular Eucharistic celebrations for the whole school, grade cluster or individual class liturgies.
6. Works with the principal to plan and provide other religious activities such as Penance Services, Stations of the Cross, etc.
7. Takes a leadership role in the Faith Formation of Board Members.
8. Ensures the school's Catholic Identity
9. Conduct a blessing on the first day of school.
10. Meet with all new families and personally invite them to attend Mass weekly.

## **FINANCIAL PRESENCE**

### **THE PASTOR:**

1. The principal, in consultation with the pastor, develops a realistic school budget. This should be done with a School Board, Finance Board, Parish Council or any combination of these according to the local governance structure.
2. The pastor and principal articulate and implement a clear policy on tuition aid. This policy will depend on local circumstances.
3. The pastor and principal support and encourage development efforts so that long range planning and strategies are put into place to secure ongoing funds.
4. The pastor and principal support the future viability of the school by building school endowment(s) within the Catholic Foundation of the Diocese of Davenport.
5. The pastor supports the principal in financial matters. He should receive regular financial reports.
6. The pastor should be involved in all financial planning that involves the parish.
7. Design a system of criteria for approval, in collaboration with the principal, for families seeking Catholic or parish tuition rate.

## **SOCIAL PRESENCE**

The pastor

1. Attends various school functions as time permits.
2. Is involved with faculty and staff at socials, retreats and, other events as his schedule permits.

## **PARISH PRESENCE**

The pastor

1. Integrates the school into the life of the parish.
2. Ensures that committees of parish and school have representation from both school and parish.

## **COMMUNICATION**

The pastor:

1. Shares insights directly with the principal and as appropriate the faculty.
2. Includes the principal in parish staff/team meetings.
3. Meets regularly with the principal.
4. Approves representatives to serve on the School Board.
5. Makes the school board meeting a priority.
6. Meets with the superintendent as desired and/or needed.
7. Refers to the principal all complaints concerning school programs and operations.

## **THE CLERGY AND THE CATHOLIC HIGH SCHOOL**

Local clergy have a serious responsibility to demonstrate their support for the Catholic high school which their parishioners attend.

The clergy:

1. Publicly encourage the youth of the parish to attend the Catholic high school.
2. Maintain regular and consistent lines of communication with the principal.
3. Attend the high school's major events in which the youth of their parish participate.
4. In the absence of an appointed chaplain, the clergy share in this role at the high school and work with the Campus Minister to assure that Mass, the sacraments, and liturgical devotions are available on a regular basis.
5. Serve in designated positions on the high school's board.

## Mutual Support and Respect/Roles of the Pastor and Principal

### Pastor

1. Speaks occasionally when deemed appropriate at Sunday liturgies about the school and school events.
2. Verbally supports the school during parish activities/events.
3. Speaks about the school during community meetings. (Rotary, Knights of Columbus)
4. Facilitates a sense of collaboration between the school and the parish religious education ministries.
5. Understands Catholic School governance policies..
6. Works effectively with the local school board to ensure actions fit Catholic beliefs.
7. Demonstrates trust in the principal.
8. Oversees the schools financial resources.
9. Gives approval to the school's budget.
10. Communicates effectively with the school's principal.
11. Seek advice from the principal and is open to suggestions.
12. Exhibits a professional peer relationship with the principal.
13. Respects the principal's role.
14. Shares a common vision with the principal.
15. Encourages and affirms the principal.
16. Respects decisions made by the principal.
17. Works collaboratively with the principal.
18. Provides accurate information to the principal.
19. Follows appropriate protocol when dealing with grievances.
20. Assists the principal with interviewing and hiring if requested.
21. Signs all contracts.
22. Approves all terminations and non-renewals of contracted personnel.

### Principal

1. Speaks occasionally during Sunday liturgies about the school and school events.
2. Verbally supports the parish during school activities and events.
3. Speaks about the school during community meetings (Rotary, Knights of Columbus)
4. Facilitates a sense of collaboration between the school and parish religious education ministries.
5. Understands Catholic school governance policies.
6. Works effectively with the local school board.
7. Demonstrates trust in the pastor.
8. Manages the school's financial resources.
9. Develops a school budget.
10. Communicates effectively with the pastor(s).
11. Seeks advice from the pastor(s) and is open to suggestions.
12. Exhibits a professional peer relationship with pastor(s).
13. Respects the pastor(s)' role.
14. Shares a common school vision with the pastor(s)
15. Encourages and affirms the pastor(s).
16. Respects the decisions made by the pastor(s).
17. Works collaboratively with the pastor(s).
18. Provides accurate information to the pastor(s).
19. Follows appropriate protocol when dealing with grievances.
20. Interviews and hires new personnel.
21. Discusses possible new hires with the pastor(s).
22. Recommends all terminations and non-renewals of contracted personnel.

**"It's not merely a school that has a church attached to it. We are all part of a parish community and that is our strength!"**

**Thank you for the opportunity to partner with you on behalf of our Church and our children!**