

**Faithful Shepherd Catholic School and Tri-Parish Center**  
**Board of Directors Meeting**  
**October Approved Minutes**  
**Date: October 2, 2018**

**Board Members Present:**

St. John Neumann	St. Thomas Becket	Church of St. Peter	Other Attendees
	Fr. Tim Wozniak	Fr. Steven Hoffman	Mike Randall, Executive Director
Joe Keating	Cara Geheren	Tom Kraus	Sheila Hendricks, Principal
Jen Neuman	Jason Skagen	Yvonne Houle-Gillard	Mary McCoy, Recording Secretary

Description	Discussion	Action By
<b>Invocation</b>	The meeting began at 6:30PM.	Fr. Tim
<b>Adoption of Agenda</b>	<p>Under Old Business add Marketing Electronic Approval in September.</p> <p><b>Motion: Fr. Tim</b> made a motion to approve the October 2018 agenda.</p> <p><b>The motion was seconded by Yvonne Houle-Gillard and was unanimously approved.</b></p>	Geheren
<b>Approval of Minutes</b>	<p>Changes to the September Minutes should include:</p> <ul style="list-style-type: none"> <li>• Within Committee Reports, Finance, indicate 'Finance Committee met last week. We are ahead in terms of preparation and completion of the audit.'</li> </ul> <p><b>Motion: Jason Skagen</b> made a motion to approve the September 2018 Minutes.</p> <p><b>The motion was seconded by Jen Neuman and was unanimously approved.</b></p>	Geheren

	New Business	
<p><b>Positivity Project Presentation</b></p>	<p><b>What is the Positivity Project?</b> It is a program based on Positive Psychology. Designed to build relationships by recognizing character strengths in ourselves and others. Referred to as P2.</p> <p><b>Why Relationships?</b> P2’s mission is to empower America’s youth to build positive relationships. Why relationships? Because they are the cornerstone of health, happiness and resilience...and (according to experts) many jobs of the future. That is why Mike Erwin (co-founder and President of P2) developed a strategy that schools use to inspire positive relationships (student-to-student and student-to-teacher) and cultivate a school-wide <b>#OtherPeopleMatter</b> Mindset.</p> <p><b>P2’s Solution:</b> Only by consistently teaching our youth about the character strengths that everyone possesses, will they see people based on the content of their character.</p> <p>This ability will enhance their self-awareness and self-confidence, understanding and appreciation of others, and interpersonal relationships – which will positively influence our youth (individually and collectively) across their lifespans.</p> <p><b>24 Character Strengths:</b> Appreciation of Beauty and Excellence, Bravery, Connection/Purpose, Creativity, Curiosity, Fairness, Forgiveness, Gratitude, Hope/Optimism, Humility/Modesty, Humor, Integrity, Kindness, Leadership, Love, Love of Learning, Open-Mindedness, Perspective, Perseverance, Prudence, Self-Control, Social Intelligence, Teamwork/Citizenship, Zest/Enthusiasm</p> <p><b>Faithful Shepherd is implementing P2 curriculum into the 2018-2019 school year.</b> There are grade-level activities for each character strength used by our teaching staff. Our priests are also incorporating the P2 character strengths into our school masses. We will continue to use this curriculum in the 2019-2020 school year as well.</p>	<p>Meagan Moseley</p>
<p><b>Approve 2018 Audit</b></p>	<p>The Finance Committee met on Tuesday, September 25<sup>th</sup> with our auditors.</p> <p><b>Audit recommendations for the 2017-2018 School Year included:</b></p> <ul style="list-style-type: none"> <li>• Computer and IT Security Training (Completed: Kelly Larson, Next Steps: Staff to complete)</li> <li>• Segregation of Duties (Completed: Kelly Larson &amp; Mike Randall, General Ledger Entries)</li> <li>• Defined rolls and separation of duties (Completed: Updated Policies and Procedures)</li> <li>• Dashboard (Completed)</li> </ul>	<p>Skagen</p>

	<ul style="list-style-type: none"> <li>• Use Raiser’s Edge for all donations received and tie back to Quick Books (Completed)</li> </ul> <p><b>Audit Recommendations for the 2018-2019 School Year include:</b></p> <ul style="list-style-type: none"> <li>• Increase control regarding cash disbursements (Kelly Larson &amp; Mike Randall)</li> </ul> <p>The Finance Committee voted on September 25<sup>th</sup> and made the recommendation to approve the audit.</p> <p><b>Motion: Jason Skagen</b> made a motion to approve the 2018 Audit.</p> <p><b>The motion was seconded by Yvonne Houle-Gillard and was unanimously approved.</b></p>	
<p><b>Approve Board &amp; Executive Director Goals</b></p>	<p>Working session to fine tune the 2018-2019 Board Goals. <i>Executive Director Goals will be discussed during tonight’s Executive Session.</i> (Included within this document – <b>Final FSCS Board of Directors Annual Objectives 2018-2019</b>)</p> <ul style="list-style-type: none"> <li>• Discussion regarding Joint Board Meeting/Committee Meeting: Determined one meeting this year, to be held in the spring, present Marketing/Communication Plan at that meeting.</li> <li>• External Board Communication Plan and Calendar should be the responsibility of the Executive Committee, keep ongoing responsibility of Executive Committee.</li> <li>• Board Meeting Protocols, Rules of Engagement, include in Board Goals, ongoing.</li> <li>• Sort goals by date due.</li> </ul> <p><b>Motion: Jason Skagen</b> made a motion to approve the 2018-2019 Board of Directors Annual Objectives.</p> <p><b>The motion was seconded by Fr. Tim and was unanimously approved.</b></p>	<p>Geheren</p>
	<p><b>Old Business</b></p>	
<p><b>Approve Committee Charters</b></p>	<p>Yvonne mentioned the Committee Charters have been updated and at this time, we should approve the Development, Finance and Marketing Committee Charters.</p> <p><b>Motion: Yvonne Houle-Gillard</b> recommended approving the updated Committee (Development, Finance and Marketing) Charters.</p> <p><b>The motion was seconded by Tom Kraus and was unanimously</b></p>	<p>Houle-Gillard</p>

	approved.	
<b>Marketing Electronic Approval</b>	The Board approved selecting Metre Agency to complete the marketing work from the Strategic Plan electronically on 9/11/18.	Geheren
	<b>Administration Reports</b>	
<b>Executive Director's Report</b>	<p><b>Written report attached.</b></p> <p><b>Additional comments:</b></p> <ul style="list-style-type: none"> <li>• <b>Enrollment:</b> 2 pending/possible transfer students (7<sup>th</sup> Grade &amp; 5<sup>th</sup> Grade)</li> <li>• <b>Metre Agency:</b> <ul style="list-style-type: none"> <li>○ Today was the first meeting with Metre Agency along with Mike Randall, Jen Neuman, Cara Geheren and Rob Grady</li> <li>○ Will meet every other week, with various stakeholders. Mike Randall will be their main contact.</li> <li>○ Timeline will be September '18 through February or March '19. The website updating piece may take longer than March due to unknowns.</li> <li>○ Topics: Branding (first focus) then updating of website.</li> </ul> </li> <li>• <b>Septemberfest</b> was a great event!</li> </ul>	Randall
<b>Principal's Report</b>	<p><b>Written report attached.</b></p> <p><b>Additional comments:</b></p> <ul style="list-style-type: none"> <li>• <b>Overarching Strategy:</b> Commit to a collaborative community engagement strategy. <ul style="list-style-type: none"> <li>○ <b>Action:</b> Students will visit one of our parish churches each trimester for Mass. Mr. Wolf is working to orchestrate these events. Working with Home &amp; School to help with costs of buses. Exciting opportunity for our students!</li> </ul> </li> </ul>	Hendricks
	<b>Committee Reports</b>	
<b>Marketing</b>	No written report this month.	Neuman
<b>Development</b>	<p><b>Written report attached.</b></p> <p>Next meeting October 16th.</p>	Houle-Gillard
<b>Finance</b>	No written report this month.	Kraus

	<p>Finance Committee met last week.</p> <ul style="list-style-type: none"> <li>• Tom recommends we use a portion of the monetary surplus from the 2017-2018 school year for strategic planning purposes, the remainder will be earmarked for capital purposes.</li> <li>• Dashboard will be passed out during the Executive Session.</li> </ul>	
<b>Executive Committee</b>	<b>No written report this month.</b>	Geheren
<b>Facilities</b>	<p><b>No written report this month.</b></p> <ul style="list-style-type: none"> <li>• Two heavy-duty garbage disposals in our kitchen (original to the building) need to be replaced. This will cost \$6,700.</li> </ul> <p><b>Motion: Jen Neuman</b> made a motion to approve purchasing two new heavy-duty garbage disposals for the kitchen.</p> <p><b>The motion was seconded by Tom Kraus and was unanimously approved.</b></p>	Skagen
<b>Monthly Board Update</b>	Jen Neuman will write up a monthly board update for our newsletter which will include both marketing and board goals.	Geheren
	<b>Additional Notes</b>	
<b>Closing Prayer</b>	The meeting ended at 8:11 PM.	Tom Kraus
<b>Executive Session</b>	The Board adjourned, followed by an Executive Session.	

**Next Board Meeting:** - November 6, 2018 at 6:30PM - Regularly Scheduled Meeting @ FSCS. Executive Session following the meeting (approx. 8:30PM) if needed.

**Executive Director’s Report – October 2018**

**Enrollment Update**

	Enrollment
Kindergarten	31
First	44
Second	44
Third	36
Fourth	38
Fifth	50
Sixth	47
Seventh	48
Eighth	43
	<b>381</b>

**Marketing Efforts:**

- Participated in STB Fall Festival. Ran the games area. Distributed FSCS bags.
- Obtained updated K-8 Student Lists for Districts 196, 197 & 199. This is the first time we have received a list for District 196.
- Held a Faithful Shepherd Table at Family Fun Night. Marketed to area preschools. Gave out 90 FS bags, collected 6 strong leads.
- New PreK-8 Flyer ordered from Catholic Schools Marketing. Distributed at Family Fun Night Expo Table.
- Worked with Sarah Pfahl on updating bulletin board in the lobby- highlight benefits and facts about FS.
- Met with Joe Keating from SJN related to Hospitality Weekends- expand the weekend, arranged for Sheila to speak.

**Strategic Plan Update**

**Overarching Strategy:** Strengthen the student’s faith experience through a commitment to gospel values.

**Strategic Initiative:** Visible signs of faith shown throughout the building.

I visited NET Ministries in West St. Paul with Fr. Steven to research Saints banners displayed in their gym. I have also begun to research monitor display options to place throughout building as well as utilizing televisions in each classroom.

**Overarching Strategy:** Build long-term financial stewardship that is transparent, aspirational, and ensures long term viability.

**Strategic Initiative:** Develop and implement a Pre-K-5 Enrollment Attraction Strategy and Plan.

We have hired the Metre Agency to build our comprehensive marketing plan. Our first planning meeting is scheduled for October 2.

**Overarching Strategy:** Strengthen organizational effectiveness.

**Strategic Initiative:** Hire professional marketing services.

(See above)

### **Fundraising Update**

- **SeptemberFest Weekend was a tremendous success! Family Fun Night was well attended and over 19,000 game and concession tickets were sold! We sold 3352 tickets online for the Saturday concert and another 676 tickets were sold at the gate. Total attendance for the evening was 3,626 patrons! Also important to note is that we had 94% of our volunteer positions filled! Mass on Sunday concluded the weekend and was well attended and planned. We are currently tabulating income and expenses and hope to have a projected total soon. Early projections show that our income is up and our expenses down, a nice trend to highlight! We are also beginning to review musical options for next year and will be coming to the board with a recommendation at the November meeting.**
- Our Gala planning committee has scheduled their first meeting for October 9. This year's Gala will be held February 23 at Southview Country Club.
- Plans are underway for our 2018-19 STAR Fund campaign. We have one co-chair couple in place and are recruiting a second co-chair for the parent campaign. We are also recruiting parent volunteers to help with calling. Jim and Deb Burns and Brian and Marcia Howard have again agreed to co-chair our alumni parent campaign. Kick-off meeting is scheduled for November 14 @ 6:30PM. I am also working on trying to secure another Challenge Gift for this year's campaign.

### **Finance Update**

- Auditors presented their report on September 25 to the finance committee who recommended approval to the Board. We had a good year financially including being able to cover our depreciation and having money available to fund a portion of our year one strategic plan objectives and some needed capital improvements.

### **Facilities Update**

- Our new outdoor storage shed is completed and will be painted yet this fall. We will be adding a school logo to the exterior.
- We had some minor roof leaks with the recent rains and they have been fixed. We also need to repair a roof drain and that work is scheduled for October 5.

## **Principal Report – October 2018**

### **Mission Statement**

Grounded in our Catholic Faith, we enrich each student's journey from pre-K to 8<sup>th</sup> grade by nurturing meaningful growth in academic achievement and service to Christ in the world.

### **Vision Statement**

We excel at academic preparation and development of the whole child, educating students in a diverse student body.

We inspire every student to build a lifelong commitment to Catholic values and service, to go forth as informed, ethical leaders with a lasting love of learning.

### **Strategic Plan**

**Overarching Strategy: Ensure a rigorous academic program that integrates the Catholic vision of faith, service, and community**

**Strategic Initiative: Ensure FSCS has effective and competitive technology.**

**Action Step:** Update the 3-year Technology Plan

In September Lisa LaFrance shared a working copy of the Tech Plan with Mr. Randall and me. Mrs. LaFrance asked for input from administration. Her goal is to complete the Tech Plan for review by October 2018.

**Strategic Initiative: Provide a positive school culture that reflects our Catholic values.**

**Action Step:** Continue to train all staff in Responsive Classroom Strategies.

Summer of 2018 six teachers attended a one-week training in Responsive Classroom. One teacher will be attending a Responsive Classroom leadership training in November. At the October 5 staff development, teachers will be collaborating on Responsive Classroom practices that are working well in their classrooms.

**Action Step:** Continue to improve a defined character-building program(s)...

Positivity Project (P2) is present in classrooms. Priests have beautifully incorporated P2's character trait of the week into school mass homilies.

Middle School team presented at September's faculty meeting how they are incorporating P2 each day. We watched two short powerful/fun videos on teamwork, this week's character trait.

October's character traits: Open Mindedness; Integrity; Perspective; Creativity

4HG signing day took place Tuesday, September 17. Mr. Keller presented the philosophy of 4HG, showed a video from Matt Birk, and had students and coaches sign a student and coach code of conduct. Faithful Shepherd has 75% of students participate in extra-curricular activities. There are 115 students and eight coaches who have signed the student/coach code of conduct.

**Overarching Strategy:** Strengthen the student's faith experience through a commitment to gospel values.

**Strategic Initiative: Enhance the liturgical experience of FSCS Mass**

**Action Step:** Provide more engaging musical experience

Father Steven shared with Mr. Wolf new songs for school mass. Each mass at least one new song has been introduced.

**Action Step:** For Priests to engage more students during Mass.

Priests have been doing a wonderful job of getting all students involved in the homily.



**Overarching Strategy: Commit to a collaborative community engagement strategy.**

**Strategic Initiative: Strengthen the FSCS school, parish, and family relations, and engagement.**

**Action Step:** Execute and plan for strategic collaboration between the parishes and school.

Mr. Wolf is working with priests to schedule a school mass at each parish, one parish each trimester. Bishop Cozzens will be celebrating mass with Faithful Shepherd on Ash Wednesday, March 6.

Mrs. Claude is working on preschool visits with St. John Neumann and St. Thomas Becket's preschool programs. Jen and Mike met with Joe Keating to set up three hospitality weekends at Saint John Neumann. I will be speaking at the November Hospitality weekend. Jen and I brainstormed ways to reach out to the 115 three to five-year-old children and their families from St. Peter's Parish.

### **Faculty Meeting- Celebrations/Struggles**

To pick up from last year's faculty meeting practice, selected teachers are asked to share a celebration or failure/mistake with the rest of the team in hopes that we learn from and show support for one another. Please see September share-outs from our teachers:

**Ms. Martin** – Celebrates Responsive Classroom in practice. She said that her students are enjoying community building through morning circle.

**Ms. Duffy** – Responsive classroom encourages 80%/20%. Students interacting and talking 80%. Teachers direct instruction/talking 20%. Ms. Duffy celebrates small group work, assessing, adjusting so that all students are participating in the small groups.

**Mrs. Meier** – Celebrates her role as an assistant with Mrs. Kirby in middle school STEM lab.

**Mr. Wolf** – Celebrates this year's new schedule. Mr. Wolf said that he has time now to add meaningful instruction to his music classes. He said that the students were impressed by his PowerPoint presentation. He told us that it is the first time he has had time to share a PowerPoint presentation. It brought laughter to the faculty team.

**Ms. Price** – Celebrates the push-in model. As the learning specialist, Ms. Price is spending more time in the classroom where the teacher is giving direct instruction, and more importantly, the students can stay in the classroom to receive direct instruction and have an opportunity to work amongst their peers. Ms. Price believes this is a positive practice for students and believes students will benefit academically.

God bless,

Sheila Hendricks, Ed.D.

**FAITHFUL SHEPHERD CATHOLIC SCHOOL**

**SEPTEMBER 18, 2018**

**Attendees:** Mike Orme, Mike Randall, Joe Spah, JJ Kirby and Michelle Weber (via phone).

Unable to attend: Tom Cierzan, Yvonne Houle-Gillard, Jeff Simek and Mark Hechtl

Meeting was called to order at 6:10 p.m.

1. The Agenda was approved.
2. 2017-2018 Fundraising results. Mike Randall provided the update:
  - a. SeptemberFest: just over \$60,000.00.
  - b. Gala: \$81,000 to the operating budget; \$41,750 in the Electric Moment plus \$25,000 Cisco grant.
  - c. STAR Fund: \$102,000.
  - d. Read-A-Thon: \$36,500.
3. Michelle Weber provided a 2018 SeptemberFest update. 1,870 tickets have been sold to date. 133 families have volunteered which is 51% of the FSCS families. Corporate sponsorships are up this year, both in amount and number. Corporate tents have been added. This year at Family Fun Night, people will be able to wear wrist bands to purchase beer and wine, thus not being corralled in one specific area. On Saturday, Arch Allies will be playing 30 minutes longer. Looking forward to a great SeptemberFest weekend.
4. STAR Fund 2018-2019 update: The Development Committee will be looking for co-chairs for the STAR Fund for this year. The hope is to identify them by the October Development Committee meeting. Committee members are encouraged to find additional callers for the STAR Fund so that we can attempt to contact every family at FSCS. The kick off for the STAR Fund will take place at the November Development Committee/STAR Fund meeting on November 14. The introductory letter will go out a couple of days before the meeting. The co-chairs' letter will go out about November 19. Calls will begin shortly after that, with the hope that they are completed prior to Christmas.
5. Mike Randall provided an update on the Development Committee Charter. The Charter was modified pursuant to Board instruction after the May Development Committee meeting. A current draft was reviewed. The purpose of the revision from May was to bring the Charter more in line with the operation of the Development Committee. A couple of small changes were suggested. If any Development Committee Members have any concern with the current draft, they should contact Mike Randall with those concerns.

6. Read-A-Thon: The Read-A-Thon event will take place again this year, with this possibly being the last year of the event. Further discussion will be had regarding this event, and whether a replacement event should be discussed.
7. Donor recognition/vetting process for new fundraising events: These two items are part of the Development Committee responsibility in year 2 of the 3-year strategic FSCS Plan. After the first of the year, the Development Committee will begin its work on these issues, with the goal being that decisions may be made by the end of 2018-2019 school year, so that the plans can be implemented the following year. This would put us a bit ahead of schedule.
8. Meeting dates and times: It was discussed that 6 p.m. is a good time to meet, so meeting times will remain at 6 p.m. The following Development Committee meeting dates were set:  
  
Tuesday, October 16, 2018 at 6 p.m.  
Wednesday, November 14, 2018 at 6 p.m. (STAR Fund kick off)  
Tuesday, December 11, 2018 at 6 p.m.

The meeting was adjourned 6:50 p.m.

**Faithful Shepherd Catholic School  
Development Committee Charter  
Approved 5-3-11  
Proposed Revision 9-27-18**

**Scope of Development Committee**

The Development Committee is a Standing Committee that is advisory to, and acts under the direction and control of, the Board of Directors. The Development Committee provides support to the Executive Director for developing and managing fundraising events and development activities, directly or through event-specific committees or campaigns.

**Organization of the Development Committee**

The Development Committee will maintain the following structure:

- The Committee will have a minimum of five members including:
  - o The FSCS Executive Director (or the Executive Director's designee) as the school representative.
  - o Chair (or designate) of each major fundraising event shall be a member of the Committee.
  - o One member of the Board of Directors.
- One member of the Development Committee will act as chair. The chair will facilitate meetings, provide reports, and otherwise lead its activities. Any member of the Committee may serve as the chair of the Committee. The chair will be approved annually by the Board of Directors no later than the second Board meeting during the fiscal year. In the event the Development Committee does not submit a chair-nominee for Board approval, the Board will designate the Committee chair.
- The school representative is responsible for recruiting additional members of the Committee with the advice and consent of (i) the Committee chair, or (ii) the Board of Directors if no Committee member is currently serving as chair.
- The Committee will meet no less frequently than quarterly.
- Committee meetings will be supported by written minutes. The Committee shall report all action by the Development Committee to the Board of Directors at its meeting next succeeding such action; actions shall be subject to revision and alteration by the Board of Directors.
- The term for Committee members, including the chair, shall extend from the date appointed until the date of the next succeeding annual meeting of the Board of Directors. Members may serve successive terms on the Committee and may serve successive terms as chairperson. All Development Committee members serve at the pleasure of the Board. Committee members may be added as workload necessitates.

**Responsibilities of the Development Committee**

The Development Committee works closely with the Executive Director. The following activities are examples of the responsibilities of Development Committee members:

- Coordinate the activities of each event committee.

- Vetting any new fundraising event being considered by the school or school groups. The Development Committee brings recommendations for new fundraising events to the Board for approval.
  - Developing and/or reviewing recommendations for material changes to or discontinuance of events for consideration by the Board.
- The Development Committee shall ensure the following structure for each major fundraising event:
- o Each event shall have a chair. The Board shall be informed of the chair of each event.
  - o Each event shall have a liaison from the school on its committee.
  - o The budget for each major event (currently Gala, SeptemberFest and STAR Fund) shall be approved by the Board and coordinated and communicated with the Finance Committee.
  - o Each event chair (or designate) will provide regular reports to the Development Committee.
- Coordinate, when appropriate, with other committees, including the Finance Committee, Marketing Committee, and ad hoc committees established by the Board to direct and manage capital campaigns.
  - The Home and School Association (HSA) Fundraising Coordinator shall coordinate all HSA fundraising events with the Development Committee to ensure a coordinated, cohesive development plan for the school.

**Faithful Shepherd Catholic School**  
**Finance Committee Charter**  
**Approved 5-3-11**  
**Proposed Revision 9-9-18**

**Scope of Finance Committee**

The Finance Committee is a Standing Committee that is advisory to, and acts under the direction of, the Board of Directors. The Finance Committee provides advice and recommendations concerning financial matters related to the school. This includes, but is not limited to accounting procedures, investment policies, audit guidance, cash and debt management, budget preparation, and tuition recommendations. The Finance Committee will partner with the Executive Director to create FSCS's annual budget and determine tuition for Board approval.

**Organization of the Finance Committee**

The Finance Committee will maintain the following structure:

- The Finance Committee will have a minimum of four (excluding Board members and school representative) and maximum of eight members. A financial background is strongly encouraged.
  - The FSCS Executive Director (or the Executive Director's designee) as the school representative. The school representative is not a voting member.
  - At least one voting member from the Board of Directors.
- Members need to be parents of (current or former) FSCS students or parishioners of one of FSCS's sponsoring parishes.
- The Finance Committee will endeavor to have at least one representative from each of FSCS's three sponsoring parishes. Equal representation from the parishes is not required.
- One member of the Finance Committee will act as chair. The chair will facilitate meetings, provide reports, and otherwise lead its activities. Any member of the Committee may serve as the chair of the Committee. The chair will be elected based on consensus vote of Finance Committee members and approved annually by the Board of Directors no later than the second Board meeting during the fiscal year. In the event the Finance Committee does not submit a chair-nominee for Board approval, the Board will designate the Committee chair.
  - The term for the Finance Committee chair shall extend from the date appointed until the date of the next succeeding annual meeting of the Board of Directors.
  - Invited persons may attend Finance Committee meetings and participate in the discussions. However, they are not voting members.
- The Finance Committee meets once each month during FSCS's school year (i.e., September through May). Special meetings may be called at the request of the Finance Committee, FSCS Administration or the Board of Directors.
- Finance Committee meetings will be supported by written minutes, which will be approved at the subsequent Finance Committee meeting and provided to the board committee member in time for the member to share at the next scheduled meeting of the Board of Directors. The meeting minutes are not public documents.
- Finance Committee members have a minimum 2-year commitment extending from the date

appointed. Appointment occurs by majority vote of the Finance Committee.

- Members may serve successive terms on the Finance Committee and may serve successive terms as chair, the latter with a limit of three consecutive one-year terms. There is no overall term limit and a past chair may serve again as chair after another member has succeeded him or her as chair.

### **Responsibilities of the Finance Committee**

The Finance Committee works closely with the Executive Director. The following activities are examples of the responsibilities of Finance Committee members:

- Assist Executive Director with preparation of the annual budget.
- Provide annual budget and tuition recommendations to the Board of Directors. Chair and any other members of the Finance Committee will present the budget and tuition recommendations.
- Review the monthly financial reports in order to understand the financial condition and structure of FSCS and provide guidance and recommendations to Executive Director, the Board of Directors, and other Board committees, as needed.
- Provide oversight and controls, per Board approved policies and procedures, over FSCS's operations, capital expenditures, debt servicing and the endowment.
- Provide periodic updates to the Board of Directors of the financial results of FSCS's operations, capital expenditures, debt servicing, bond covenants, other obligations and budget variances.
- In partnership with the Administration, develop and maintain a high level three-year revenue and expense outlook (both operating and capital), for ongoing planning and review with the Board of Directors.
- Present the three-year revenue and expense outlook to the Board in tandem with tuition recommendations.
- Representative(s) from Finance Committee and administration should communicate with finance committees of the parishes at least annually, which could include an in-person meeting or information-sharing in any other format.
- Present the annual audit to the Board, with or without the auditors.
- Coordinate, when appropriate, with other committees, including the Development Committee, Marketing Committee, and ad hoc committees established by the Board to direct and manage capital campaigns.

**Faithful Shepherd Catholic School**  
**Marketing Committee Charter**  
**Approved 5-3-11**  
**Proposed Revision 9-9-18**

**Scope of the Marketing Committee**

The Marketing Committee is a Standing Committee that is advisory to, and acts under the direction and control of, the FSCS Board of Directors. The Marketing Committee provides support to the Executive Director in developing the marketing plan for recruitment and retention of students that is consistent with the school's strategic plan for approval by the Board, supports the school's execution of the school's board-approved marketing plan, and provides marketing support for key fundraising events.

**Organization of the Marketing Committee**

The Marketing Committee will maintain the following structure:

- The Committee will have a minimum of five members including:
  - The FSCS Executive Director (or the Executive Director's designee) as the school representative.
  - The FSCS Marketing and Enrollment Coordinator
  - One member of the Board of Directors.
- One member of the Marketing Committee will act as chair. The chair will facilitate meetings, provide reports, and otherwise lead its activities. Any member of the Committee may serve as the chair of the Committee. The chair will be approved annually by the Board of Directors no later than the second Board meeting during the fiscal year. In the event the Marketing Committee does not submit a chair-nominee for Board approval, the Board will designate the Committee chair.
- The school representative is responsible for recruiting additional members of the Committee with the advice and consent of (i) the Committee chair, or (ii) the Board of Directors if no Committee member is currently serving as chair.
- The Committee will meet no less frequently than quarterly.
- Committee meetings will be supported by written minutes. The Committee shall report all action by the Marketing Committee to the Board of Directors at its meeting next succeeding such action; actions shall be subject to revision and alteration by the Board of Directors.
- The term for Committee members, including the chair, shall extend from the date appointed until the date of the next succeeding annual meeting of the Board of Directors. Members may serve successive terms on the Committee and may serve successive terms as chair. All Marketing Committee members serve at the pleasure of the Board. Committee members may be added as workload necessitates.

**Responsibilities of the Marketing Committee**

The Marketing Committee works closely with the designated marketing lead/consultant and school administration. The following activities are examples of the responsibilities of Marketing Committee members:



- Assist the school in maintaining strong relationships with our three parishes, ensuring visibility and a positive image within those communities
- Collaborate with marketing and enrollment coordinator to maintain a central repository for native files for all marketing materials and resources
- Assist in collection, tracking and maintenance of relevant data and resources needed to inform marketing decisions and recruiting and retention efforts
- Support the development and adherence to a communications plan and process, ensuring brand alignment and consistency across all touchpoints
- Assist the Executive Director with the development of a comprehensive marketing plan with measurable goals, to be approved by the Board of Directors. Elements to include:
  - Development of an annual calendar of planned marketing activity that is aligned with the current strategic plan and Board priorities
  - Recruitment, retention, and general public relations activity.
  - Refreshed messaging and design of marketing materials
  - Development of consistent templates for regular tactics including PPT, email, newsletters, postcard, etc.
  - FSCS website update and ongoing maintenance plan
- Coordinate, when appropriate, with other committees, including the Finance Committee and Development Committee.
- The Home and School Association (HSA) Communications and Marketing Lead shall coordinate all HSA events with the Marketing Committee to ensure a coordinated, cohesive communications plan for the school.
- Perform such other functions and exercise such other powers as may be delegated to it from time to time in writing by the marketing lead/consultant or the Board of Directors.

**FSCS Board of Directors Annual Objectives  
2018-2019**

ANNUAL GOALS AND OBJECTIVES	PROGRESS TOWARDS GOALS
1. By October 15, 2018 – Identify professional development goals for Executive Director. (EC)	
2. By November 15, 2018 – Assemble a FSCS Board of Directors Handbook. (SC)	
3. By November 15, 2018 – Develop an onboarding process for new board members. (SC)	
4. By April 15, 2019 – Develop Board member selection process. (SC)	
5. By April 15, 2019 – Implement a performance evaluation process and strategy for the Executive Director. (EC)	
6. By June 1, 2019 – Determine optimal enrollment. (Board/FC/MC)	
7. By June 30, 2019 – Conduct performance review of Executive Director. (EC)	
8. By June 30, 2019 – Develop and conduct a Board assessment process. (EC)	
9. Ongoing – Follow Board meeting protocols including written reports by committee chairs, “Rules of Engagement”, etc. (Board)	
10. Ongoing – Maintain Board calendar. (EC)	
11. Joint Committee/Board Meeting – Solicit feedback from Committees for topics – Hold joint meeting in the Spring covering marketing efforts/committee requests.	