

ST. MICHAEL'S HIGH SCHOOL POLICY HANDBOOK

Policy Type: **ENDS POLICIES**

Global Ends Policy #1:

St. Michael's High School students are diverse and inclusive young men and women, prepared for higher education and lifelong learning, formed in their Lasallian Catholic faith, tolerant and respectful of others, and committed in a global society to personal responsibility, social justice, growth and wellness.

Ends Policy #1 (Personal Growth and Responsibility):

Students respect the mind, body and spirit.

- A. Students model integrity and high moral character.
- B. Students model tolerance and inclusiveness.
- C. Students honor and respect all school facilities and the property of others.

Ends Policy #2 (Religious and Faith Development):

Students understand, respect and follow the teachings and fundamentals of the Roman Catholic Church and the core principles of Lasallianism.

- A. Catholic students understand, follow and practice the teachings of the Roman Catholic Church.
- B. Students respect the philosophy and practices of other faiths.
- C. Students engage in service learning and community service.

Ends Policy #3 (Academic Response):

Students are academically prepared to pursue higher education, to enter the workforce, and to pursue lifelong learning with intellectual curiosity and critical thinking skills

- A. Students receive high quality instruction from an inspired, respectful and accountable faculty, staff and administration, who are well formed in the core Lasallian principles and continuously developed professionally and personally.
- B. Students integrate modern educational technologies into their learning.

Ends Policy #4 (Facilities)

Students attend a safe, clean campus which is well equipped and appropriately designed to promote learning and healthy development.

Global Ends Policy #2:

St. Michael's High School models collaboration, cooperation and communication among the students and all members of the community.

Policy Type: **EXECUTIVE LIMITATIONS**

EL. 1: Global Executive Constraint

The President shall not cause or allow any practice, activity, decision, or organizational circumstance which violates the educational tradition and mission of the Catholic Christian tradition of the Brothers of the Christian Schools or is either unlawful, imprudent or in violation of commonly accepted business and professional ethics.

EL. 2: Public Relations

The President shall not cause or allow conditions, activities, or decisions that endanger or adversely affect the public image or credibility of the School or the Corporation.

Accordingly, the President shall not fail to:

1. maintain the bond between the School, its administration, staff, students, and its publics; namely, the Members and all Brothers of the Christian Schools within the District, the Archdiocese of Santa Fe, other Lasallian schools, local parishes, alumni, friends, benefactors, neighboring schools, residents living with the School's neighborhood and within the neighborhoods of other property owned by the Corporation, civic and governmental agencies, and the general public; and
2. develop an effective public relations and communications program that enhances mutual understanding and respect among the administration, faculty, staff, students, parents of the School and other community stakeholders.

EL. 3: Hiring and Termination of Staff

With respect to the hiring and termination of Staff, the President shall not cause or allow conditions, actions, procedures, policies or decisions which discriminate against any employee or applicant for employment based on race, national origin, gender, age or disability.

Accordingly, the President shall not fail to:

1. seek out and give preference to persons who are qualified and who are willing to support the Lasallian educational mission of the School;
2. create expectations that all School personnel will participate in and support the faith community of the School; and
3. hire religious studies faculty qualified to teach curriculum described in the guidelines established by the New Orleans/Santa Fe District and the Archdiocese of Santa Fe.

EL. 4: Staff Development

The President shall not fail to lead and administer the Corporation according to generally accepted managerial principles, systems and practices and with regard to the School, according to the principles, practices, and values of the Lasallian educational tradition.

Accordingly, the President shall not fail to:

1. require an annual performance evaluation process for each employee of the Corporation;
2. require a commonly accepted evaluation process in conducting these evaluations; and
3. develop an onsite capacity to integrate the Lasallian philosophy (Buttimer, Huether, LLI, etc.) among all faculty and staff.

EL. 5: Personnel and Student Handbook for the School

The President may not operate the School without written employment and student handbooks, which provide an environment within the School community that is free from harassment and/or retaliation and which are consistent with this Book of Policies.

Accordingly, the President shall not:

1. fail to have these handbooks reviewed by the School's attorney prior to initial adoption by the Board or as revisions require; subject final approval by Board of Trustees of the New Orleans-Santa Fe District.
2. fail to provide and acquaint the administration, faculty, staff and students of the School with the most recent versions of the School's employment handbook and the student handbook;
3. fail to inform the Board annually of substantive changes;
4. fail to develop and implement a specific written policy and procedure that (a) provides a procedure for making complaints of harassment and/or retaliation, (b) ensures that complainants will be free from retaliation, (c) ensures a prompt and reasonable investigation of all complaints of harassment and/or retaliation, and (d) provides an effective correction of any incidents of harassment and/or retaliation; and
5. fail to inform all staff, students of the School and parents of this Board policy and the specific written policies, guidelines and practices designed to implement this policy, and the commitment towards strict enforcement of the policy.

EL. 6: Admissions Policy for the School

With respect to the admission of students to the School and participation in the Schools instructional programs and curricular activities, financial aid and scholarship programs and all other School programs, the President shall not cause or allow any practice, activity, decision or organizational circumstance that discriminates on the basis of race, national origin, gender, age or disability.

Accordingly, the President shall not fail to promote the School's mission and Lasallian educational principles in the admissions process, including, but not limited to, giving appropriate consideration to: applicant students who are Roman Catholic or have another bonafide religious affiliation; applicant students who are from other accredited Catholic schools; the academic qualifications of the applicant student; the individual character of the applicant student; whether the School has or can provide a program for the applicant student; and applicant students, the families of whom have attended/supported St. Michael's High School or other Lasallian Schools.

EL. 7: Curricular and Co-Curricular Programs

The President shall not cause or allow the creation or implementation of curricular and co-curricular programs that would prevent the accomplishment of the School's mission or be in conflict with the criteria, guidelines, or recommendations of its accrediting agency.

Accordingly, the President shall not fail to:

1. provide Lasallian formation programs for the School's students, administrators, faculty and staff;
2. incorporate the Lasallian educational and spiritual traditions into the School's administrative processes, as well as throughout the curriculum and co-curriculum; and
3. ensure that the religious studies curriculum and campus ministry program, and any changes thereto, comply with the *Policy of Lasallian Education Corporation on Religious Studies and Campus Ministry in the Secondary Schools of the District* and requirements of the Archdiocese of Santa Fe; and
4. ensure that the curriculum guidelines of the accrediting agency are followed.
5. ensure that all school administrators at the Principal and Assistant Principal levels have State of New Mexico administrative certification.

EL. 8: Financial Planning/Budgeting

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's Ends policies, risk fiscal jeopardy, or fail to be derived from a multi-year plan of the Corporation.

Accordingly, the President shall not:

1. fail to create or direct the creation and annual update of a three (3) year financial plan for the Corporation; and
2. fail to create or direct the creation of an annual operating budget based on a creditable projection of revenues and expenses for the budget year;

EL.8: Continued Financial Planning/Budgeting

3. fail to create or direct the creation of an annual capital improvement budget based on a creditable projection of capital improvement revenues and capital expenses for the budget year;
4. create or direct the creation of a budget which plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in the budget year;
5. create or direct the creation of a budget that is not consistent with an updated three (3) year financial plan;
6. create or direct the creation of a budget which does not provide for Board prerogatives during the budget period;
7. create obligations over a longer term than revenues can be safely projected as a part of the corporation's long-term financial plan (the three (3) year plan), especially obligations that are subject to revenue losses; and,
8. fail to present to the Board, in a timely fashion, any changes to an approved budget which will or are reasonably likely to adversely affect the anticipated net income from the budget; and

EL.9: Financial Conditions and Activities

With respect to the actual, ongoing financial condition and activities, the President shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from the budget.

Accordingly, the President shall not:

1. use any long-term reserves for current operations, capital expenditures, special projects or debts retirement without prior Board approval;
2. spend, incur or acquire debt of over \$100,000 not included in the approved annual budget, without prior Board approval;
3. acquire, encumber or dispose of real property not included in the approved annual budget or personal property not included in the approved annual budget having a fair market value of greater than \$5,000, without prior Board approval;
4. use or permit the use of any gift, donation or restricted funds for any other purpose than that designated by the donor;
5. fail to provide for an annual external audited financial statement by a Board approved CPA firm; or
6. fail to obtain Board approval prior to authorizing or entering into contracts or agreements for any capital project or major maintenance item which exceed a total project cost of \$100,000 or have a term of greater than one (1) year.

GP.2: Continued Governing Style

2. the Board will be the initiator of policy, not merely a reactor to President initiatives. The Board will direct, control, and inspire the organization through the careful establishment of written policies reflecting the Board's values and perspectives about ends to be achieved and means to be avoided. The Board's major policy focus will be on the intended long-term effects outside the organization, not on the administrative or programmatic means of attaining those effects;
3. the Board, not the President, will be responsible for excellence in governing. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, and ensuring the use and continuance of governance capability;
4. the Board shall provide for (a) orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement; and (b) orientation and continuing education in Lasallian educational traditions and spiritual values; and
5. the Board will monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-President Linkage categories.

GP. 3: Board Job Description

The job of the Board is to represent the Corporation and act as the link between the Corporation and the MEMBERS in determining and demanding appropriate organizational performance.

Accordingly,

1. the Board will produce written governing policies that, at the broadest levels deemed acceptable to the Board, address each category of organizational decision:
 - a. Ends: What results for which recipients at what relative cost;
 - b. Executive Limitations: Constraints on executive authority that establish the prudence and ethical boundaries within which all executive activity and decisions must take place;
 - c. Governance Process: Specification of the manner in which the Board conceives, carries out, and monitors its work; and
 - d. Board-President Linkage: The manner in which power is delegated and its proper use monitored; the President role, authority and accountability;
2. the Board will assure President performance against policies 1a and 1b;
3. the Board will evaluate its own performance against policies 1c and 1d; and
4. the Board will determine the terms and conditions of the President's contract, including remuneration, upon having secured the approval of the President's initial appointment or re-appointment by the Directors of the Christian Brothers

GP. 4: Agenda Planning

In planning its meeting agenda the Board will make provision for the following:

1. ongoing Board formation in the Lasallian tradition;
2. a review of its Ends policies, in part throughout the year, or in its entirety at least once per year;
3. input with respect to the further development of Ends policies (e.g. presentations by individuals with educational, political, economic, social, cultural, and religious expertise);
4. a method and schedule for reviewing other existing policies;
5. scheduling of President monitoring reports which shall be set and presented to the President in advance of the first meeting of the year;
6. identification of new persons for nomination to the Board; and
7. election at the annual meeting in June of corporate officers - Chairperson, Chair-Elect, Vice-President, Treasurer and Secretary.

GP. 5: Chairperson's Role

The Chairperson assures the integrity of the Board's process and represents the Board to outside parties.

Accordingly,

1. the task of the Chairperson is to ensure (a) that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization; (b) that meeting discussion content will be only those issues which, according to Board policy, clearly belong to the Board to decide, not the President; and (c) that deliberation will be fair, open, and thorough but also timely, orderly, and kept to the point;
2. the authority of the Chairperson consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-President Linkage, except where the Board specifically delegates portions of this authority to others. The Chairperson is authorized to use any reasonable interpretation of the provisions of these policies;
3. the Chairperson is empowered to chair Board meetings, with all the commonly accepted power of that position;
4. the Chairperson has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the Chairperson has no individual authority to supervise or direct the President although the Chairperson may communicate Board decisions to the President should the need arise;
5. the Chairperson may represent the Board to outside parties in announcing Board-stated positions and in stating Chairperson decisions and interpretations within the area delegated to the Chairperson. The Chairperson may delegate this authority, but remains accountable for its use; and
6. the Chairperson shall be responsible for immediately notifying the Brother Visitor of the Directors of the Christian Brothers of Lafayette, LA, Inc. upon the Chairperson being informed by the President that any employee, volunteer, or any other person connected with, or involved in, the Corporation might have caused or may cause legal, financial, social, or religious scandal.

GP. 6: Board Member's Code of Conduct

The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

Accordingly,

1. Board members must represent un-conflicted loyalty to the interests of the Corporation. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups within or outside of the Corporation and membership on other boards or staffs. It also supersedes the personal interest of any Board member acting as a beneficiary of the Corporation's services;
2. Board members must avoid conflict of interest with respect to their fiduciary responsibility:
 - a. there must be no self-dealing or any conduct of private business or personal services between any Board member and the school except as procedurally controlled to assure openness, competitive opportunity and equal access to "inside" information.
 - b. when the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent himself or herself without comment from not only the vote, but also from the deliberation;
 - c. Board members must not use their positions to obtain employment for themselves, family members or close associates. Should a member desire employment, he or she must first resign;
 - d. Board members must reveal any potential conflict of interest when it may bear on an issue at hand, and will annually disclose their involvement with other organizations, with vendors, or any other associations which might produce a conflict;
3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies;
4. Board members do not have any power or individual authority over the President or staff, unless explicitly authorized by the Board;
5. in their interaction with the public, press, or other entities, members of the Board must not speak for the Board except to repeat explicitly stated Board decisions;
6. Board members will not express publicly individual judgments of President or staff performance;
7. Board members will respect all confidential matters; and
8. Board members will attend and be properly prepared for Board deliberations. A Board member who fails to attend seventy five percent (75%) of all Board meetings in a fiscal year will be deemed to have resigned.

GP. 7: Board Committee Principles

Board committees, when used, will be assigned by the Board to reinforce the wholeness of the Board's job and never to interfere with delegation from the Board to the President.

Accordingly,

1. Board committees are to help the Board do its job, not to help or advise the President or staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees normally will not have direct dealings with current Staff operations;

GP.7: Continued Board Committee Principles

2. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the President;
3. Board committees cannot exercise authority over the President or Staff. The President works for the full Board;
4. Board committees are to avoid over-identification with organization components within the Corporation. Therefore, a Board committee which has helped the Board create policy on some topic will not be used to monitor performance on that same subject;
5. Board Committees will be used sparingly and ordinarily in an ad hoc capacity; and
6. a committee is a Board committee only if its existence and charge come from the Board, regardless of whether Board members sit on the committee.

With the exception of the Endowment Trust Board, this policy applies to any group which is formed by Board action, whether or not it is called a committee and regardless of whether the group includes Board members. It does not apply to the Endowment Trust Board nor to committees formed under the authority of the President.

GP. 8: Cost of Governance

Inasmuch as poor governance costs more than learning to govern well, it is appropriate to invest in governance capacity.

Accordingly,

1. Board skills, methods, and supports will be sufficient to assure governing excellence.
 - a. Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and to increase existing member skills and understandings.
 - b. Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes, but is not limited to, fiscal audit.
 - c. Various means will be used as needed to ensure the Board reflects the educational tradition of the Brothers of the Christian Schools.
2. Costs (including premiums for directors and officers liability insurance and training and related travel expenses) will be prudently incurred and will be included in the annual budget for the Corporation.

GP. 9: Board Members Support for Fund Raising Efforts

In order to exhibit support for Board approved efforts of the Corporation to raise funds for specific campaigns, projects or goals; and to encourage others in the community to do the same, Board members shall individually support fund raising efforts at a level commensurate with their personally determined financial stewardship abilities.

EL. 10: Asset Protection

The President shall not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, the President shall not:

1. fail to insure against theft and property losses to 100% of replacement value and against liability losses of the Board members, staff, and the organization, up to the maximum available offered by the Christian Brothers Risk Pooling Trust, with such supplements as may be required by the Board;
2. with regard to all real property owned by the Corporation, fail to maintain the physical facilities, grounds, and equipment in a safe, functional and aesthetically pleasing condition;
3. unnecessarily expose or allow the exposure of the organization, the Board or Staff to claims of liability;
4. fail to protect personal property of the Corporation, intellectual property (including reputation) of the Corporation, records, files or computer-based information systems of the Corporation from loss or significant damage;
5. invest operating capital, capital improvements funds, restricted funds, reserves or any other funds of the corporation in an imprudent manner or inconsistent with a Board approved investment policy; or
6. fail to have in place guidelines and procedures to account for the handling of cash transactions for the Corporation.

EL. 11: Compensation and Benefits

With respect to employment, compensation, and benefits to employees, consultant workers, and volunteers, the President shall not cause or allow jeopardy to fiscal integrity, or public image taking into consideration the financial conditions of the Corporation and the integrity of the Corporations activities including its school's educational programs.

Accordingly, the President shall not:

1. change his or her own compensation and benefits; and
2. promise or imply permanent or guaranteed employment.

EL. 12: Fund Raising and Development

With respect to the acquisition and allocation of funds received through fund raising activities or the development program, the President shall not cause or allow conditions, actions, procedures, or decisions that are imprudent, illegal, or violate professional standards, ethical values or relevant stewardship responsibilities.

In addition, the President shall not fail to:

1. formulate and implement a fund raising and development program for the current and long term capital needs of the School and the Corporation; and
2. achieve or exceed the fund raising and development goals, as established in the year's operational and capital budgets and, if applicable, in the long term fund raising and development plan except for reasons deemed acceptable to the Board.

EL. 13: Communication and Support to the Board

The President shall not permit the Board to be uninformed or unsupported in its work.

Accordingly, the President shall not:

1. neglect to submit monitoring data required by the Board at least ten (10) days prior to each Board meeting;
2. fail to inform the Board or the Chairperson, if immediacy and practicality require, of any incidental information it requires including potential media coverage, threatened or pending legal action, and material internal changes particularly changes in the assumptions upon which Board policy has been previously established;
3. fail to advise the Board if the Board is not in compliance with its own policies on Governance Process and Board-President Linkage, particularly as it relates to Board behavior which is detrimental to the work relationship between the Board and the President;
4. neglect to submit decision-making information required periodically by the Board;
5. fail to report to the Board or the Chairperson, if immediacy and practicality require, in a timely manner an actual or anticipated noncompliance with any policy of the Board; or
6. fail to deal with the Board as a whole, whenever possible or otherwise at least with the Chairperson, when either fulfilling individual requests for information or responding to officers or committees duly charged by the Board.

EL. 14: Emergency Succession

In order to protect the Board from sudden loss of President services, the President shall not fail to have an emergency succession plan that names two other school administrators who are familiar with the board and president issues and processes who could take over if needed as an interim successor.

Policy Type: **BOARD-President LINKAGE**

BCL.1: Global Board-President Linkage

The Board's sole official connection to the Corporation, its achievements, and conduct will be through the President.

BCL.2: Unity of Control

Only duly adopted resolutions of the Board are binding on the President.

Accordingly,

1. decisions or instructions of individual Board members, officers, or committees are not binding on the President except in instances when the Board has specifically authorized such exercise of authority; and
2. in the case of Board members or committees requesting information or assistance without Board authorization, the President can refuse such requests that require, in the opinion of the President, a material amount of Staff time or funds, or are disruptive.

BCL. 3: Accountability of the President

The President is the Board's only link to operational achievement and conduct. The President derives authority from and is accountable to the Board. The Staff derives authority from and is accountable to the President.

Accordingly,

1. the Board will never give instructions to persons who report directly or indirectly to the President;
2. the Board will refrain from evaluating, either formally or informally, any Staff member other than the President; and
3. the Board will evaluate President performance with regard to adherence to Board policies on Executive Limitations and with regard to organizational accomplishment of Board-stated Ends policies.

BCL. 4: Delegation to the President

The Board will instruct the President through written policies which prescribe the organizational ends to be achieved and describe organizational situations and actions to be avoided, allowing the President to use any reasonable interpretation of these policies.

Accordingly,

1. the Board will develop policies instructing the President to achieve certain results for certain recipients, at a specified cost. The policies will be developed systematically from the broadest, most general level to more defined levels, and will be called "Ends policies;" and
2. the Board will develop policies that limit the latitude the President may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called "Executive Limitations policies."

As long as the President uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the President is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities for the organization.

The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and President domains. By doing so, the Board changes the latitude of choice given to the President. As long as any particular delegation is in place, the Board will respect and support the President's choices made in reasonable interpretation of such delegation.

BCL. 5: Monitoring President Performance

Systematic and rigorous monitoring of President job performance will be measured against the expected President job outputs: organizational accomplishment of Board Ends policies and President and organizational operation with the boundaries established in Board Executive Limitations policies.

Accordingly,

1. monitoring is for the purpose of determining the degree to which Board policies are being met. Data that do not do this will not be considered monitoring data;
2. the Board will acquire monitoring data: (a) by internal report, in which the President discloses compliance information to the Board; (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies; (c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate criteria; or (d) by any other means deemed necessary and appropriate by the Board;
3. in every case, the standard for compliance shall be any reasonable President interpretation of the Board policy being monitored;
4. all policies which instruct the President will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time but will ordinarily observe a routine schedule; and
5. the Board will conduct annually a summative President performance evaluation.

Policy Type: GOVERNANCE PROCESS

GP. 1: Global Governance Commitment

The purpose of the Board is to see to it that the Corporation: (1) operates according to the Articles of Incorporation and the Bylaws of the Corporation; (2) achieves the Ends policies - obtaining appropriate results for appropriate persons at an appropriate cost/value; and (3) avoids unacceptable actions and situations as defined by the Executive Limitations policies.

GP. 2: Governing Style

The Board will govern with an emphasis on (1) outward vision rather than internal preoccupation; (2) encouragement of diversity in viewpoints; (3) strategic leadership more than administrative detail; (4) clear distinction of Board and President roles; (5) collective rather than individual decisions; (6) future rather than past or present; and (7) proactivity rather than reactivity.

Accordingly,

1. the Board will cultivate a sense of group responsibility. The Board will use the expertise of individual members to enhance the ability of the Board as a body rather than to substitute individual judgments for the Board's values. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling Board commitments;