

Governance as Leadership

The involvement of governance in leadership for the school community centers around the articulation of the educational ministry through mission, vision, and faith-based core values as this influences culture and the educational program. Governance as leadership shapes the agenda – does not impose priorities; allocates attention – does not dictate results; defines problems – does not mandate solutions; and confronts and moves forward complex, value-laden problems that defy the *perfect* solution. These concepts are presented with the *triangle of governance as leadership*. The following descriptors present background for the design.

Fiscal Management – The bedrock of governance – the work intended to ensure that the school community is faithful to its educational ministry in the Roman Catholic Church which includes mission, vision, and faith-based core values, accountable for performance, and compliant with relevant laws and regulations. Without Type I, governance would have no purpose -- being good stewards of what has been given by others. BSJ is concerned primarily with being good steward of tangible assets.

Action Planning – Members of the BSJ create an environment where planning is primary for making the elements of the vision become part of the mission which is supported by the faith-based core values. This enables the BSJ to formulate the priorities and course of action, and to deploy the resources (human and tangible) accordingly. Without Type II, governance would have little influence on building the school community into the future.

Ministry Effectiveness – This is the highest priority of the BSJ for it engages in the bigger issues, namely, ministry effectiveness. If members of BSJ only oversee the tangible resources and monitor Genesis Action Planning and do not engage in generative conversations in order that the school community enhance their educational ministry for the learners and their families, they do work that is necessary but not sufficient

to maximize the value of governance and the value of their membership. Without Type III, governance would have little influence on the use of the tangible resources and what of the vision becomes mission. They need to be less involved with reports and details of the committee and subcommittee work, and more engaged in the bigger issues.

These three areas – Fiscal Management, Action Planning, and Ministry Effectiveness – provide the ambiance for member development to attract candidates to be part of governance as leadership and for institutional advancement to take the message to the large community in order to firm up the infrastructure for Catholic day school education at the community level.

Drawn and adapted from *Governance as Leadership: Reframing the Word of Nonprofit Boards*. Chait, Ryan, and Taylor 2005