



Sacred Heart Education

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Volume: Issue:

Wednesday, May 9, 2018

Greetings from the Conference of Sacred Heart Education. We're excited to introduce *Trustee Topics*, a new newsletter for Sacred Heart trustees. On a bi-monthly basis, we'll be sending you resources centered on a theme relevant to the time of year.

As a reminder, the Conference serves as a forum for genuine conversation regarding the evolving mission of Sacred Heart education within the Network of Sacred Heart Schools. Listening to the promptings of the Holy Spirit within the school communities and within the realities of our world, the Conference works to ensure mission effectiveness by creating opportunities for the chairs, heads and the provincial team to engage in thoughtful dialogue and discernment about the future of Sacred Heart education.

We hope this newsletter serves as one way to continue this dialogue and support you in living our shared mission.

Enjoy!

[Please make sure to save this email address sacredheartusc@myschoolemails.com so that in the future, we don't go to your spam folder.]

MAY: HOW ARE WE DOING?

May is the time when school heads and boards of trustees are considering how best to ascertain their professional performance as leaders committed to mission integrity and institutional vitality. The hope is to understand how one is doing. Just as exams are the opportunities for students to demonstrate to themselves and to teachers what the students have come to know and understand, annual reviews offer heads and boards the chance to recognize both their mutual accomplishments and emerging challenges to being effective leaders and stewards of mission.

As a young head of school, I remember a conversation with the board chair. Our initial questions regarding the annual reviews of both the head and the board included:

- How can the board and head identify what is going well in relation to the performance objectives previously set for both the head and the board. What is yet to be accomplished?
- How can the board strengthen its understanding of mission and its effectiveness as the steward of mission?
- How has the head helped the community deepen its understanding of mission?
- How can both the board and head ensure the integrity of the mission of the school as captured in the *Goals and Criteria* and the school's strategic plan?

The design of both the instruments and the processes used in evaluations need to be rooted in the *Goals and Criteria, Principles and Practices for Governance and Leadership in Sacred Heart Schools*, the school's strategic plan and both the board's annual objectives and the head's annual goals. Recognizing the absolute need for both competence and character, Sacred Heart heads and trustees see these annual moments of reflection and assessment as leaders and stewards of mission as

important means to ensure mission effectiveness.

ESSENTIAL FACTORS IN CREATING REVIEW PROCESSES

There is a great deal of literature describing the process of annual reviews. Common insights about this annual moment of reflection and assessment include:

- Ideally, the process of **pausing, reflecting and assessing performance** in relation to mission and strategic planning is dynamic and on-going. All participants believe in the essential value of taking stock in order to grow professionally.
- Boards and heads need to have a mutual understanding of the **purpose of annual reviews and/or evaluations**. [NAIS](#), [Independent School Management](#) and [Board Source](#) all provide helpful insights. The literature points to the necessity of the processes needing to be collegial, mutually respectful, straight-forward and strategic.
- Boards need to find ways to ensure that **heads, once hired, are nurtured, supported, evaluated and enabled** to serve with success for longer terms of office than heads have served in recent years. We know that longterm heads can leave a lasting legacy while short-term heads often do not. Institutional memory, longer serving board members and longer serving board chairs can assist in this process ([Littleford & Associates](#)).
- Boards need to take time out at least once a year to **focus on the principles of healthy board governance**. No board is ever immune from the dangers of

unhealthy (even if well intentioned) board actions (Littleford & Associates).

- Heads need to clarify for themselves what they have **learned and accomplished** as well as what they **aspire to learn** and sense are the **next steps** for the school.
- **Principles of Good Practice** as outlined by NAIS offer [trustees](#) and [heads](#) ideal insights into sound actions as leaders.

Fundamentally, annual reviews are intended to ensure the vitality of the school by giving the leaders – the board and the head – the time and means to discern how effectively they are working together to ensure mission.

Additional Resources on Evaluation

[Articles on Board and Evaluation offered by NAIS](#)

[Articles on Head of School and Evaluation offered by NAIS](#)

TRUSTEE RESOURCES

New Paper on Sacred Heart School Identity

At the end of April we met with board chairs, heads of school and provincial leaders and shared with them a new paper on Sacred Heart School Identity answering the question: *What does it mean to be a Sacred Heart School, a Catholic School and an independent school?*

We encourage you to read our full report, including our research on Going Going Gone: The Dynamics of Disaffiliation, the findings from our Needs Assessment and the work of Lisa Miller, Ph.D., to understand the context from which we wrote this statement. Both our research and the paper on Sacred Heart Identity will guide the development of new resources and programs for faculty, staff, heads of school and trustees.

[View full Conference Report](#)

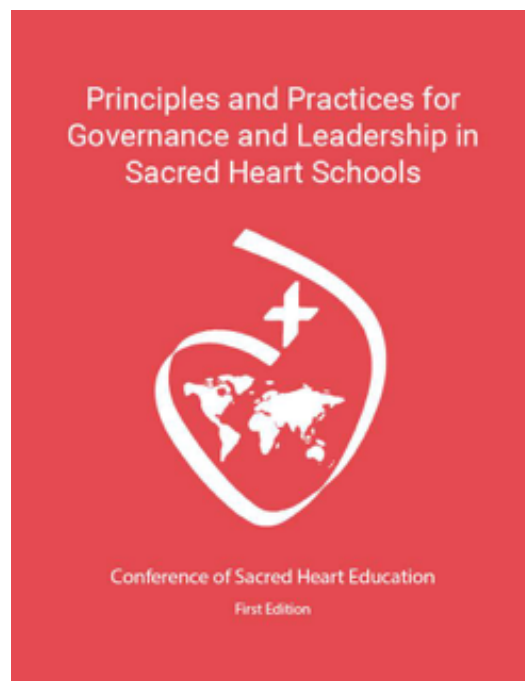
[View report on Going Going Gone: The Dynamics of Disaffiliation](#)

[View report on Our Needs Assessment](#)

[Read paper on Sacred Heart School Identity](#)

Principles and Practices for Governance and Leadership in Sacred Heart Schools

We live in a moment of complex change and uncertainty in which values and beliefs are constantly challenged. This booklet offers leaders of Sacred Heart schools insight into the underlying vision of Sacred Heart education. Recognizing the unique roles of boards, heads and leadership teams as well as their shared responsibility for mission, we have designed this guide to include both theory and practical application of essential principles of Sacred Heart leadership. The hope is that it serves as a working document with case studies and reflection questions which boards and leadership teams might use in their own on-going professional development as Sacred Heart leaders.



For easy access, we've now posted portions of the booklet including the eight principles and practices and an extended bibliography online. If you would like to read

the full book and have not received your own hard copy, please contact your board chair. We would be happy to send more copies your way!

[View Principles and Practices](#)

SAVE THE DATE!

October 25 & 26, 2018: October Trustee Conference

This year's theme will be *How Do We form Conscience and Build Character in Our Students?* Every October in St. Charles, Sacred Heart trustees gather for essential training to equip trustees, heads and chairs with the skills, information and knowledge needed to be effective stewards of mission. We expect all trustees who have not been to this Conference to join board chairs, the provincial team and heads of school at this annual event. Any trustee who wishes to have a refresher is also welcome.

[See more details and schedule](#)

Bi-Annual Membership Meetings

All heads, board chairs and the provincial team meet twice a year.

October 26th, 2018

Friday, 5:30 p.m. - 9:00 p.m.

October 27th, 2018

Saturday, 8:30 a.m. - 12:00 noon



St. Charles, MO

April 11 - 12, 2019

Chicago, IL

NEW ON THE WEB

Trustee Resource Board

We hope you will visit our new Trustee Resource Board to view and use an array of materials curated solely for trustees. For example, we've posted Education to Mission Resources, Trustee Education Resources, videos and materials from past Trustee Conferences and much more! As we develop new materials, we'll post our updates here. Stay tuned for developments!

[Visit Trustee Resource Board](#)

Your Personal Log-in

Each trustee has her or his own personal log-in to our new site sacredheartusc.education. Here you can view resources and engage with other trustees. To get started, all you need to do is log-in! We've created a short video with step by step instructions showing you how you can engage with all our new site has to offer.

[Watch video](#)

[Log-in to site](#)

Looking to communicate with other trustees?

Visit the trustee community group to find, message and communicate with other trustees within the Network of Sacred Heart Schools.

[Visit Trustee Community Group](#)

UPDATES FROM THE PROVINCE

New International Educational Commission

The General Council has appointed an International Education Commission to carry out the recommendation from the General Chapter 2016 regarding our service of education. The Commission's work will be very important to all Sacred Heart schools across the globe and help connect formal education works of the Society with informal or popular educational works of the Society. Our own Suzanne Cooke, RSCJ has been named chair of the Commission and will work with six other members from across the globe.

[Read more about the Commission](#)

Sheila Hammond, RSCJ Named Provincial for 2018 - 2021

The Central Team announced they have named Sheila Hammond, RSCJ, provincial for the United States – Canada Province, 2018-2021. She currently serves as provincial.

Spring 2018 Membership Meeting Resources, Reports & Presentations Resources for the Spring 2018 Membership Meeting	Education to Mission Resources Education to Mission & Meeting Prayer Resources
 Videos from Fall 2017 Membership Meeting Password = NetworkofSacredHeartSchools	Trustee Education Resources
Find and Message Fellow Trustees	Suggest a Trustee Discussion Group

Introducing the New Provincial Team

This month, Sister Hammond selected her new provincial team: Donna Collins, RSCJ; Maureen Glavin, RSCJ; Theresa Moser, RSCJ; and Diane Roche, RSCJ. The new team will begin on August 1, 2018. We also want to take this opportunity to thank the current provincial team for their service and leadership. Thank you Margaret Causey, RSCJ; Anne-Marie Conn, RSCJ; Mary Finlayson, RSCJ; and Diana Wall, RSCJ.

[Read more about the new team](#)

Our next Trustee Topics will be sent to you in July. We plan to focus on the opening of the school year. If there are topics you'd like us to cover in our newsletters, we welcome them.

Conference of Sacred Heart Education

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