



MONROE CATHOLIC  
ELEMENTARY SCHOOLS



CONCORDAT CUM ORIGINALI

*M. Trueman*  
NOTARIUS  
24 June 2013  
DATUM HOC IN DETROITEN.

June 10, 2013

Archdiocese of Detroit  
305 Michigan Ave.  
Detroit, MI 48226

Dear Mr. Michael Trueman; Ms. Mary Swinkey; Ms. Kimberly Young

Please find enclosed the Articles of Agreement for Monroe Catholic Elementary Schools (MCES) and its appendices reflecting the necessary amendments requested by Archbishop Vigneron and the Consultors as outlined in a memo from Mr. Michael Trueman dated May 15, 2013.

Should you have any further questions, please contact Fr. Jim Smalarz at St. John the Baptist Parish, (734) 241-8910. Thank you once again for your assistance.

*Fr. Marc Gawronski*  
Fr. Marc Gawronski  
Pastor, St. Mary Parish

*Fr. Jim Smalarz*  
Fr. Jim Smalarz  
Pastor, St. John Parish

*Fr. Steve Vileo*  
Fr. Steve Vileo  
Pastor, St. Michael Parish

cc: Most Reverend Arturo Cepeda  
Most Reverend Francis Reiss

ST. MICHAEL  
*Early Elementary School*  
502 W. Front Street  
Monroe, MI 48161

ST. JOHN  
*Elementary School*  
521 S. Monroe Street  
Monroe, MI 48161

ST. MARY  
*Middle School*  
151 N. Monroe Street  
Monroe, MI 48162

(734) 241-6335

www.mcsmo.org

**Articles of Agreement  
Monroe Catholic Elementary School  
Monroe, Michigan**



CONCORDAT CUM ORIGINALI

1  
*W. M. M.*  
NOTARIUS  
24 June 2013  
DATUM HOC DIE DETROITENSIS

Monroe Catholic Elementary School (MCES) is an extension of the catechetical and educational mission of the Eucharistic communities of St. Mary Parish, St. John the Baptist Parish, and St. Michael the Archangel Parish. The specific grades assigned to each school building owned by its respective parish are as follows:

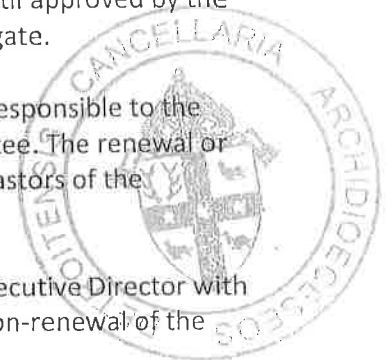
|   |                |
|---|----------------|
| St. Michael the Archangel school building | Infant-Grade 1 |
| St. John the Baptist school building      | Grades 2-4     |
| St. Mary school building                  | Grades 5-8     |

Monroe Catholic Elementary School is a Catholic, inter-parish and co-educational school established primarily to evangelize the families of the sponsoring parishes listed above.

Monroe Catholic Elementary School is governed by the sponsoring parishes' Pastors, assisted by an Executive Director and the Monroe Catholic Elementary School Advisory Committee, whose members are appointed by Pastors of each sponsoring parish and commissioned to advise and act as a consultative body for the Pastors, Executive Director, Principals, and Director of Early Childhood Programs by recommending, guidelines and strategic planning for all components of the school, so as to provide a truly Catholic School that fosters academic excellence and life-long faith formation and growth. The Monroe Catholic Elementary School Advisory Committee is responsible for following the guidelines and policies of the Archdiocese of Detroit Catholic Schools. The Monroe Catholic Elementary School Advisory Committee is accountable to the three Pastors of the supporting parish communities in consultation with the Executive Director, Principals, and Director of the Early Childhood Programs. This agreement will bind those who succeed the pastors in office.

The position of Pastor Delegate of Monroe Catholic Elementary School shall be shared in rotation for one academic year at a time by the Pastors of the supporting parishes, and agreed upon annually. A signed document will be submitted annually to the Archdiocese of Detroit Schools Office naming the pastor delegate for the academic year.

1. All Pastors will receive a copy of the agenda from the Executive Director three (3) days in advance of each meeting, and minutes within one week of the meeting.
2. No action, as identified in the MONROE CATHOLIC ELEMENTARY SCHOOL ADVISORY COMMITTEE section, by the Monroe Catholic Elementary School Advisory Committee is final until approved by the Pastors of the sponsoring parishes. Approval will be facilitated by the pastor delegate.
3. The Executive Director of Monroe Catholic Elementary School is hired by and responsible to the Pastors of the sponsoring parishes upon the recommendation of a search committee. The renewal or non-renewal of the Executive Director's contract is the sole responsibility of the Pastors of the sponsoring parishes.
4. The Principals and the Director of Early Childhood Programs are hired by the Executive Director with the consent and approval of the pastors of sponsoring parishes. The renewal or non-renewal of the



June 10, 2013

Principals' and the Director of Early Childhood Programs annual contract is the responsibility of the Executive Director with the consent and approval of the pastors of sponsoring parishes.

### **SPONSORING PARISH FINANCIAL INVESTMENT**

St. Mary Parish, St. John the Baptist Parish, and St. Michael the Archangel Parish will each contribute an investment of \$100,000 in the 2013-14 not to exceed the Archdiocese of Detroit parish investment limit. The parish investment will be reviewed annually by the Executive Director, Pastors, and shared Finance Director. The Finance Council of each parish will approve the amount of the annual parish investment. The amount of annual support must also be approved by the Office of Catholic Schools. In addition, a sponsoring parish may choose to contribute additional funds, materials, equipment and/or resources for the use of the regional school but this will not be credited toward the annual amount.

There will be one school budget for Monroe Catholic Elementary School. In order to build a sound financial foundation, Monroe Catholic Elementary School must present a balanced budget in accordance with the Healthy Schools Criteria. Additionally, the Executive Director and the Pastors of the sponsoring parishes, in consultation with the Principals and the Director of Early Childhood Programs, where necessary, will collaborate with the School Advisory Committee to develop a School Advancement Plan. This plan will include, but not be limited to the following areas: Fundraising, Marketing, Community Relations, Budgeting, Strategic Planning, Bequests/Donations, etc.

1. The sponsoring parishes agree that the financial operation of Monroe Catholic Elementary School is a shared responsibility of each of the sponsoring parishes. Any deficit in the annual budget and/or actual operating loss at the end of the academic year will be addressed by a consensus of the pastors with the advice of the Monroe Catholic Elementary School Advisory Committee and each parish's Pastoral Council and Finance Council.
2. The three pastors jointly employ an Executive Director for Monroe Catholic Elementary School. The Executive Director is directly accountable to a Pastor Delegate.
3. All parishioners from sponsoring parishes may contribute to a Monroe Catholic Elementary School tuition assistance program and to pay the family education fee for needy families. Financial assistance may also be provided by each parish on an individual basis to families who demonstrate verifiable need.
4. If additional parishes are approved by the Archbishop of Detroit as sponsors of Monroe Catholic Elementary School, the amount of the annual investment, along with the amount of initial equity investment, will be determined by the Pastors of the supporting parishes with the consent and approval of the Director of the Department of Evangelization, Catechesis and Schools and the Superintendent of Catholic Schools.
5. Each of the three school buildings will be owned by their respective parishes. Renovations and capital expenditures incurred in each school building for the launch and hereafter of the Monroe Catholic Elementary School will be borne by the respective parish that owns the school building.
6. The operational costs of each school will be borne by Monroe Catholic Elementary School. Any expansion of the schools, or major alterations, will need to be approved by the parish's Pastoral Council and Finance Council of each respective parish where the school building is located and the Archbishop when necessary according to Archdiocesan Guidelines.



June 10, 2013

### SPONSORING PARISH SUPPORT FOR CATHOLIC IDENTITY

Monroe Catholic Elementary School is an extension of the Eucharistic Communities of St. Mary Parish, St. John the Baptist Parish, and St. Michael the Archangel Parish. Therefore, it is to be a school with a renewed focus on the mission of promoting Catholic identity and culture among the teachers, parents, and students, especially with regard to accentuating the ethnic heritage of the students and their families as a way through which the beauty of our Catholic faith is passed from generation to generation. Pastors, parish staff and leaders will help promote Monroe Catholic Elementary School by:

1. Recognizing Monroe Catholic Elementary School as part of the total life of each sponsoring parish.
2. Supporting recruitment efforts for students among parents, parishioners and in the local community.
3. Promoting and monitoring the development of the each parish based CYO program.

### SPONSORING PARISH PASTOR'S RESPONSIBILITIES

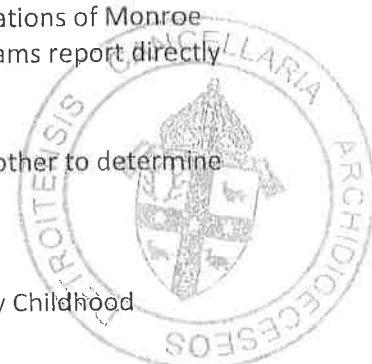
The Pastors of the sponsoring parishes agree to work closely with the Office of Catholic Schools and the Office of Evangelization & Catechesis to ensure the Catholic identity and mission of Monroe Catholic Elementary School in the following ways:

1. All enrollment applications for the school are to be verified for parish membership.
2. Opportunities are to be provided and shared by the sponsoring parish Pastors for Mass on a regular basis along with other liturgical experiences.
3. Work with the School Administration to ensure the school offers faith formation, and students come to understand Catholic doctrine and moral teachings, in keeping with diocesan guideline.
4. Develop and maintain policies for the catechetical preparation, RCIA, and reception of the Sacraments of First Penance, First Eucharist and Confirmation for children in the school.
5. Every teacher of religion is to be a qualified catechetical instructor, certified by the Office of Evangelization and Catechesis.

A Pastor Delegate is chosen by the Pastors of the sponsoring parishes. The Pastor Delegate receives delegation to act on behalf of the Pastors of the sponsoring parishes in the ordinary administration of Monroe Catholic Elementary Schools. The Pastor Delegate is responsible for the direct supervision of the Executive Director. The Executive Director is responsible for the day to day operations of Monroe Catholic Elementary School. The Principals and the Director of Early Childhood Programs report directly to the Executive Director.

In the case of extraordinary administration; the three pastors will consult with each other to determine the resolution. "Extraordinary administration" includes:

1. Hiring or dismissal of Executive Director, Principals, and Director of Early Childhood Programs.



June 10, 2013

2. The addition or exclusion of sponsoring parishes.
3. Grave violations of professional ethics, or matters of faith or morals.

The pastors will operate within the principles of collegiality according to canon law ( per a majority: cf. c. 119) when it comes to the election of the Pastor Delegate, but also in the other areas where the pastors need to consult each other especially to resolve disputes in areas of “extraordinary administration.”

The Pastors will endeavor to work collegially toward consensus. In the event that one Pastor’s consent is lacking, and for a substantial and grave reason, the Pastors will seek the help of the Regional Moderator.

If a disagreement occurs pertaining to the administration of Monroe Catholic Elementary School, it can only occur in the area of administration of the school itself. Given that disagreements can and do occur, the path of resolution in this case and according to these articles of agreement is that the dispute is communicated to Executive Director who communicates it to the Pastor Delegate who shares the matter with the Pastors who will resolve the dispute collegially. The resolution will then be communicated from the Pastor Delegate to the Executive Director and then to the Principals and the Director of Early Childhood Programs.

#### **SCHOOL ADVISORY COMMITTEE**

The governance of MCES operates on the basis of principle of subsidiarity. The deliberations and decisions of the Monroe Catholic Elementary School Advisory Committee are reached in a spirit of prayer, charity, hope and concern for justice. The Monroe Catholic Elementary School Advisory Committee recognizes their work is never done apart from God’s grace.

The Monroe Catholic Elementary School Advisory Committee is composed of two lay representatives from each sponsoring parish. Members of the School Advisory Committee are appointed by the Pastors of their respective parishes for a term of three years, which may be renewed once.

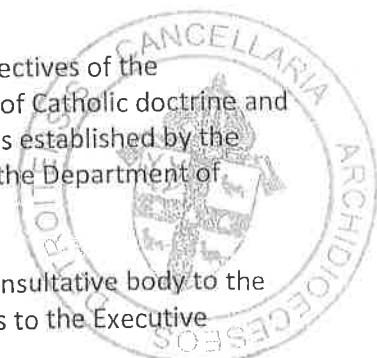
The School Advisory Committee is established to assist the Pastors of the sponsoring parishes, the Pastor Delegate and the Executive Director in the implementation of the philosophy and goals of Monroe Catholic Elementary School. The Monroe Catholic Elementary School Advisory Committee advises on the financial and administrative management of the school and receives regular reports from the Executive Director and its sub-committees. The Monroe Catholic School Advisory Committee also initiates and participates in long-range planning for the school.

Individual members may not speak for the Monroe Catholic Elementary School Advisory Committee. Members are responsible to conduct themselves in a professional manner, and model the Catholic faith in the school, parishes, and wider Monroe community. The Executive Director is the official spokesperson for the Advisory Committee.

The Monroe Catholic Elementary School Advisory Committee shall follow the directives of the Archbishop of Detroit concerning the celebration of the liturgy and the teaching of Catholic doctrine and morals; and conform to the educational and financial policies for Catholic Schools established by the Archdiocese of Detroit Department of Evangelization, Catechesis & Schools and the Department of Finance and Administration.

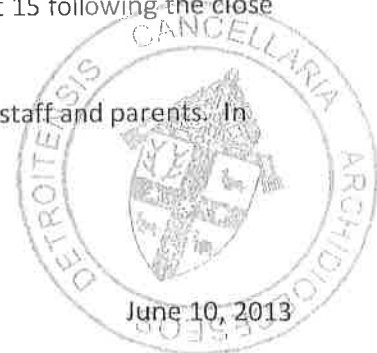
The Monroe Catholic Elementary School Advisory Committee, which acts as a consultative body to the Executive Director, shall review and make written reports and recommendations to the Executive

June 10, 2013



Director in the areas noted below. The Executive Director will consult with the Pastor Delegate in regards to the recommendations and reports from the School Advisory Committee.

1. Ensure the Catholic mission and identity of the school, as well as the implementation of faith formation, religious education and worship according to the tenets of the Catholic faith.
2. Assist with establishing the philosophy and goals of Monroe Catholic Elementary School.
3. Promote for better understanding and support of Catholic education both in the parishes and in the local communities.
4. Provide advice and support to the Executive Director, Principals, and Director of Early Childhood Programs to develop and monitor a School Advancement Plan: Fundraising, Marketing, Community Relations, Budgeting, Strategic Planning, Bequests, and Donations.
5. Work with the Executive Director, and Finance Director to develop, approve, and monitor the annual budgets for the school and assist in the responsibilities for acquiring the revenue to meet the budgets. A member of the school advisory committee from each parish will join the Finance Council of their respective parish to facilitate communication.
6. Provide advice to the Executive Director to develop annual budget.
7. Review, on a monthly basis, the cash flow report, the monthly operating statement and compare the monthly operating statement to the annual budget. Review an annual projection of the cash flow report and operating statement as compared to the budget for six months ending December in January and nine months ending March in April.
8. Create sub-committees as the board deems appropriate.
9. Observe and support the Monroe Catholic Elementary School Articles of Agreement.
10. This agreement will be re-evaluated at the end of the fiscal year June 30, 2014 and every three years thereafter by the Pastors of the sponsoring parishes and the Executive Director of Monroe Catholic Elementary Schools. With the concurrence of his Parish Pastoral Council, a pastor may only withdraw from this agreement should his parish desire to return to the traditional stand-alone school model. Such withdrawal will need to be approved by the Archbishop.
11. The Executive Director will prepare an Annual Report on Monroe Catholic Elementary School, with the assistance of the Principals, Director of Early Childhood Programs, and Staff.
  - a. The Annual Report will include an update on the status of the School Advancement Plan.
  - b. The Annual Report will be shared with the sponsoring parish staff and parishioners, as well as the Archdiocese of Detroit Office of Catholic Schools on or before August 15 following the close of each school year.
12. This agreement will be distributed to all Monroe Catholic Elementary School staff and parents. In addition, it will be made available to parishioners upon request.



Signers of the Monroe Catholic Elementary School (MCES) Articles of Agreement

*Allen Vigneron* 12 June 2013  
The Most Reverend Allen Vigneron Date  
Archbishop of Detroit

*Arturo Cepeda* 6/17/13  
The Most Reverend Arturo Cepeda Date  
Auxiliary Bishop of Detroit  
Director of the Department of  
Evangelization, Catechesis & Schools

*Francis Reiss* 6/17/2013  
The Most Reverend Francis Reiss Date  
Auxiliary Bishop of Detroit

*Kimberly Young*          Date  
~~Interim~~ *Beatrix Dougherty*  
Superintendent  
of Catholic Schools

*James Smalarz* 6/10/13  
Rev. James Smalarz Date  
St. John the Baptist Parish  
Monroe, Michigan

*Marc Gawronski* 6/11/13  
Rev. Marc Gawronski Date  
St. Mary Parish  
Monroe, Michigan

*Stephen Vileo* 11.VI.2013  
Rev. Stephen Vileo Date  
St. Michael Parish  
Monroe, Michigan



**APPENDIX A**  
**JOB DESCRIPTION – PASTOR DELEGATE**  
**MONROE CATHOLIC ELEMENTARY SCHOOL**

**Executive Summary:**

The Pastor Delegate serves as the representative of the pastors from the sponsoring parishes that entered into the agreement forming the Monroe Catholic Elementary School. The Pastor Delegate is designated, on a rotating basis, for a one-year term, from among the pastors who have governing responsibilities for MCES.

**Non-inclusive list of job responsibilities:**

- Supervising the activities and decisions of the MCES Executive Director.
- Assisting and advising the Executive Director in handling the day-to-day activities of the MCES.
- To promote and uphold “Catholic Identity” in all aspects of MCES educational structure.
- Acts as the liaison between the pastors and the regional moderator when unresolvable dispute arises between them.
- Approving and facilitating the work of the School Advisory Committee in coordination with the work of the Executive Director.
- When the need arises, with consultation of the other pastors, to resolve dispute between the MCES Executive Director and the school advisory committee.
- To act on behalf of the Pastors of the sponsoring parishes in the ordinary administration of MCES.
- To convene and facilitate the decision making among pastors of the sponsoring parishes engaged in the governance of MCES when extra-ordinary administrative activity is required.
- To uphold and facilitate the principles of subsidiarity and collegiality according to Canon Law (cf. CIC 119) in all areas of MCES governance and decision making policy.
- To preside at the graduation ceremonies (i.e. 8<sup>th</sup> grade graduation mass & “commencement” ceremonies) at the end of the MCES academic year.
- To provide for the selection and smooth transition of the new pastor delegate when his term is near expiration.





## **APPENDIX B**

### **JOB DESCRIPTION – EXECUTIVE DIRECTOR MONROE CATHOLIC ELEMENTARY SCHOOL**

#### **Executive Summary:**

The Executive Director serves as the institutional leader for Monroe Catholic Elementary School. MCES is an extension of the catechetical and educational mission of the Eucharistic communities of St. Mary Parish, St. John the Baptist Parish, and St. Michael the Archangel Parish. The Executive Director is the Chief Executive Officer of the school collaborative. The Executive Director ensures that the policies, decisions, and directives of the Pastors and the appointed School Advisory Committee are realized. S/he works closely with his/her Administrative Team and the Pastor Delegate in directing the operations of MCES, a Catholic, inter-parish, co-educational school.

The Executive Director's role is one of leadership, planning, vision, and advancement. S/he, with the support and involvement of the pastors of St. Mary, St. John the Baptist, and St. Michael the Archangel, promotes the spiritual and moral development of the MCES community. S/he holds primary responsibility for the financial stewardship of MCES, and ensures the curricular and co-curricular development of the school collaborative's educational offerings. S/he is tasked with overseeing the integration of parish and school resources as the Catholic community in the city of Monroe transitions from a one parish, one school model to a more collaborative, effective, and financially sound delivery model. The collaborative Catholic Elementary School model that emerges will provide the very best formative academic experience for its students and parents in an authentically Catholic environment, one committed to faithfulness to the Gospel, educational excellence, and service to others.

The Executive Director is hired by the Pastors of the sponsoring parishes and is directly accountable to the Pastor Delegate. S/he is the primary liaison officer and channel of communication between the appointed Pastor Delegate, the School Advisory Committee, and the school collaborative. The Pastor Delegate, with input from the School Advisory Committee, formally evaluates the Executive Director on an annual basis.

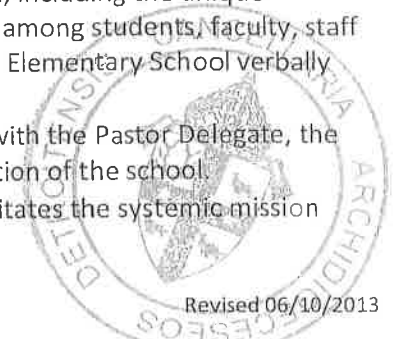
#### **Essential Job Qualifications:**

- Is a practicing Catholic in good standing who can articulate the fundamental teachings of the Church while modeling its standards with regard to faith and morals.
- Understands the history and philosophy of Catholic education, the distinctive mission of contemporary Catholic Schools, and is conversant in the practices of faith formation and the New Evangelization.
- Has a demonstrated track record of success in executive leadership, fiscal management, fundraising, marketing/public relations, and/or non-profit administration.
- Possesses an academic degree appropriate to the position (Master's degree or advanced degree in appropriate field preferred)

#### **Non-exclusive List of Job Responsibilities:**

##### Catholic Mission:

- Ensures that the Catholic character of the school collaborative and its specific mission, including the unique heritages and identities of the three founding parishes, are developed and promoted among students, faculty, staff and parents. Communicates the Catholic identity and mission of the Monroe Catholic Elementary School verbally and in writing at every opportunity.
- Promotes the spiritual health and growth of the school collaborative in cooperation with the Pastor Delegate, the Pastors of the three sponsoring Parishes, and those charged with the religious formation of the school.
- Generates a positive Catholic culture at Monroe Catholic Elementary School and facilitates the systemic mission formation of school personnel.



- Ensures that school policies and programs are consistent with Archdiocesan policy, the school's mission as a Christian community, an academic center, and a Vicariate institution.

#### Strategic Planning:

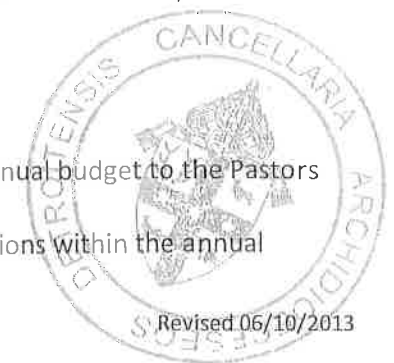
- Gives vision to, coordinates, and supervises the creation and development of a collaborative operational model for day school educational ministry of the parishes of St. John the Baptist, St. Mary, and St. Michael the Archangel.
- In collaboration with the School Advisory Committee, develops and executes long-range plans consistent with the mission of the school collaborative.
- Considers partnerships and collaborative efforts with St. Mary Catholic Central and other Vicariate grade schools and parishes in consolidating functions and operational areas, including but not limited to: curricular and co-curricular programming, school advancement efforts, marketing, public relations, admissions/recruitment efforts, and alumni/ae programs.

#### Administrative Leadership:

- Ensures that Catholic teaching and values are infused throughout the educational program at all Monroe Catholic Elementary Schools campuses and highlighted in a high quality religious education program.
- Inspires and leads the Monroe Catholic Elementary Schools community toward educational excellence which enhances and fosters student growth and achievement in a culture of continuous improvement.
- Ensures that school policies and programs are consistent with Archdiocesan policy and the school's mission as a Christian community, an academic center, and a Vicariate institution.
- In cooperation with the School Principals and the Director of Early Childhood Programs, ensures an academic program that meets or exceeds all applicable Diocesan, state and federal standards and best educational practices.
- Informs the School Advisory Committee about the state of the school and its progress in achieving its mission, and with the School Principal(s), s/he provides leadership to the school community in relation to the school's mission, philosophy, and goals.
- Promotes shared leadership in school administration.
- Participates in personal as well as professional development activities and other local, Archdiocesan, and/or national professional organizations.
- Ensures that there is a professional system of development and evaluation guiding the growth of the MCES personnel.
- Fosters a professional learning community that values lifelong learning among faculty, staff, administration, and families.
- Administers an evaluation of the School Principals and the Director of Early Childhood Programs by the end of February each year, and provides a report to the Pastor Delegate and School Advisory Committee. The evaluation of the School Principals and the Director of Early Childhood Programs will be guided by the mission of the school, the strategic plan, the role description, and proposed goals.
- Serves as a resource person to staff in legal matters affecting the school, and in unresolved matters concerning students, parents, faculty and staff.
- Acts as the head of the school and is the representative of the school to the Vicariate, the Archdiocese, and the State.
- Signs employment contracts for all employees of the school collaborative.

#### Financial Responsibilities:

- Is responsible for the fiscal management of the school collaborative and presents an annual budget to the Pastors and the School Advisory Committee for approval.
- Monitors the school collaborative's revenue and receipts on a monthly basis, and functions within the annual operating budget.



- Administers the school's financial aid program in consultation with the Finance Director, and ensures that all money is distributed in a fair and equitable manner.
- Seeks to enlist the interest of and financial support from supporting parish members, alumni/ae, foundations, corporations, benefactors, past parents, and the public at large.
- Generates development funds for the school in conjunction with goals set annually and specified in the strategic plan.
- Ensures long-range and deferred giving programs are developed.
- Approves all plant and property management, non-personnel contracts, planning and development, and major new equipment purchases.
- Ensures that the facilities are a safe, clean, and efficient environment.
- Approves distribution of space of various programs and activities.

Public Relations:

- Cultivates key relationships with parents, past parents, alumni, friends of the school and the community at large.
- Communicates regularly with the school's constituents and articulates the mission and vision of the school to alumni/ae, parents, students, faculty, staff and the community.
- Approves policies and operating procedures for distribution of public information, school promotions and marketing, fund raising, and publications.
- Holds memberships in and regularly attends various community organizations and their meetings.
- Oversees a model to attract and retain families committed to providing their students with a Catholic education.



**APPENDIX C**  
**JOB DESCRIPTION – PRINCIPAL**  
**MONROE CATHOLIC ELEMENTARY SCHOOL**

**Executive Summary:**

The principal serves as the educational leader for the grade levels assigned by the executive director. The principal reports to the executive director in all aspects of the school as a Catholic institution, is responsible for managing the policies, regulations, and procedures to ensure that all students are supervised in a safe and orderly Catholic learning environment that meets the approved curricula and mission of Monroe Catholic Elementary School.

Achieving academic excellence requires that the principal work collaboratively to direct and nurture all members of the school staff and to communicate effectively with families. Inherent in the position are the responsibilities for scheduling, curriculum development, extracurricular activities, personnel management, emergency procedures, and facility operations.

**Essential Job Qualifications:**

- Is a practicing Catholic who is able to provide a letter of recommendation from parish pastor.
- Holds a master's degree or higher from an approved program in educational administration offered by an institute of higher education (IHE).
- Holds the basic endorsement administrator certificate of Elementary/Secondary Administrator K-12.
- Holds valid State of Michigan teaching certification, with evidence of three years of successful teaching experience.
- Holds Catechist Formation Certification as directed by the Department of Evangelization, Catechesis and Schools.

**Non-Exclusive List of Job Responsibilities**

Catholic Culture

- Collaborates with the executive director, religion teachers, and the parish director of faith formation on all aspects of the religious formation program.
- Promotes a culture of dignity and respect for each member of the MCES community.
- Ensures that students have on-going opportunities for spiritual growth and service opportunities.
- Works with the executive director to guide and instruct the teachers to provide the spiritual atmosphere inherent in a Catholic educational environment.
- Provides opportunities for faith formation for teachers and faculty.
- Ensure that students and teachers attend scheduled prayer and mass throughout the school days.
- Cultivates family partnerships to advance the mission of the Church and the ministry of Catholic education.

Teacher Development

- Increases teacher effectiveness by recruiting, hiring, assigning, and retaining staff.
- Increases teacher effectiveness by ensuring quality observation, feedback, coaching, and professional learning structures for teacher development.
- Sets clear expectations for teacher and faculty performance and manages performance of all staff.
- Develops and supports a high-performing instructional leadership team.
- Provides mentoring for new teachers within the MCES framework.
- Conducts annual review and evaluations of all instructional staff.



### Learning and Teaching

- Ensures the development, implementation, and evaluation of rigorous curricula aligned to the Archdiocese of Detroit Guidelines for Religious Education and the State of Michigan Common Core Standards.
- Supervises the implementation of MCES curriculum in the teachers' planning and instruction to achieve well-defined goals and meet instructional needs.
- Establishes building routines and daily schedules for instructional programs that ensure sequential learning experiences for all students.
- Utilizes multiple forms of student-level data to drive increases in student achievement and implement student interventions.

### Communication

- Meets regularly with the executive director to provide updates regarding the school environment, teacher accountability, and student performance.
- Communicates effectively based on the situation, audience, and needs.
- Keeps the staff informed and seek ideas for the improvement of the school. Conduct meetings, as necessary, for the proper functioning of the school.
- Proactively engages families in supporting their child's learning and MCES learning goals.
- Communicates regularly with school families through use of various electronic media, seeking their support, advice, so as to create a cooperative relationship between home and school.
- Uses effective presentation skills when addressing students, staff, parents, and the community including appropriate vocabulary and examples, clear and legible visuals, and articulate and audible speech.
- Uses excellent written and oral English skills when communicating with students, parents, and teachers.

### Personal Leadership and Growth

- Demonstrates self-awareness, ongoing learning, and resiliency in the service of continuous improvement of both personal and school-wide practices.
- Proactively identifies solutions both anticipating and responding to opportunities and challenges.
- Effectively manages change in order to improve student achievement.



## APPENDIX D

### JOB DESCRIPTION – DIRECTOR OF EARLY CHILDHOOD PROGRAMS MONROE CATHOLIC ELEMENTARY SCHOOL

#### **Executive Summary:**

The Director of Early Childhood Programs oversees the childcare services offered by the Monroe Catholic Elementary School. These programs include, but is not limited to, the Infant and Toddler program, Preschool Childcare (before and after preschool class sessions), and Latchkey programs at the St. Michael and St. John campuses. The Director of Early Childhood Programs reports directly to the Executive Director.

The Director is responsible for coordinating Preschool childcare and Latchkey on days when school is not in session (fog delays, snow days, school holidays, in-services) and the administration of summer programs and services for children in Infant and Toddler to Grade 4.

The Director is directly responsible for the ongoing licensure of the preschool program with the State of Michigan.

#### **Essential Job Qualification:**

- Is a practicing Catholic in good standing who can articulate the fundamental teachings of the Church while modeling its standards with regard to faith and morals.
- Has a working knowledge of all state and federal requirements regarding childcare and the licensure requirements for an endorsed facility in the State of Michigan.
- Possesses requisite training to administer a childcare facility and maintains certification.
- Possesses an academic degree appropriate to the position (Master's degree or advanced degree in appropriate field is preferred.)

#### **Non-Exclusive List of Job Responsibilities:**

##### Catholic Culture:

- Collaborates with the executive director, religion teachers, and the parish director of faith formation on all aspects of the religious formation program.
- Promotes a culture of dignity and respect for each member of the MCES community.
- Ensures that students have on-going opportunities for spiritual growth and service opportunities.
- Works with the executive director to guide and instruct the teachers to provide the spiritual atmosphere inherent in a Catholic educational environment.
- Provides opportunities for faith formation for teachers and faculty.
- Cultivates family partnerships to advance the mission of the Church and the ministry of Catholic education.

##### Administrative Leadership:

- Create the annual calendar for center closures
- Scheduling of staff for Infant/Toddler/PS childcare and latchkey programs.
- Upkeep of records for Infant/Toddler, Preschool and latchkey for the State of Michigan requirements.
- Upkeep of staff records for State of Michigan requirements.
- Licensing through the State of Michigan for all 3 campuses.



- Development of curriculum for Infant/Toddler program.
- Schedule staff training for Infant/Toddler/Childcare/Latchkey staff (12 hours annual plus CPR/First Aid as required by the State of Michigan)
- Create and manage additional Preschool/Childcare/Latchkey programs on days when school is not in session. (i.e. holiday breaks, in service, fog delays and snow days, etc.)
- Create and implement summer camp programs and services.
- Maintain class lists for preschool program.
- Attend MCES Administrative Team meetings.

Staff Development:

- Interview and hire all Childcare job applicants.
- Direct MCES Childcare staff meetings.
- Ensure staff coverage in programs during any required training or absences.
- Conduct Performance reviews for staff members.

Financial Responsibilities:

- Oversee billing for Infant/Toddler, Preschool Childcare and latchkey programs.
- Oversee collection of payments and preparing/making weekly deposit.
- Ensure collection of any late/outstanding payments for childcare services.
- Submit payments to the State of Michigan and Federal Government for childcare assistance.
- Submit payroll information to MCES Business Office.

Public Relations and Marketing:

- Meet with prospective infant/toddler families and give tours of our center.
- Create Monthly parent newsletter and contribute to weekly parent emails.
- Assist with promotion of MCES K-8 programs among current families.

