

# The Van Lunen Center for Executive Management in Christian Schools

## BYLAWS

These bylaws are based upon and consistent with the document, PPC 06-05 (Faculty Senate Minutes, December 4, 2006) describing the creation of the Van Lunen Center for Executive Management in Christian Schools. That document was approved by the Calvin College Board of Trustees Executive Committee in December 2006, with full Board ratification at the February 2007 meeting. In a separate action at that February meeting, the Board of Trustees endorsed the administrative appointment of Shirley J. Roels as the first director of the Van Lunen Center. The bylaws below exist to provide a definitive frame for the governance of the Van Lunen Center.

- I. **Purpose:** The Van Lunen Center for Executive Management in Christian Schools exists to provide world-class executive management education essential to the future of schools based on the historic Christian faith. This Center is designed to be a catalyst for encouraging and challenging senior leaders committed to healthy futures for their schools. To pursue such a goal the Center aspires to be: distinctively Christian in its work; big-tent in serving Christian schools from many traditions rooted in Trinitarian faith; excellent in its offerings; diverse in the types of schools and leaders served; collaborative with school and church associations supporting such schools; and applied in relation to current school needs.
- II. **Activities:** The Van Lunen Center will enhance life-long personal and professional development of senior administrative leaders by first:
  - A. Providing an intensive program of development for those who are called to executive management positions in Christian schools.
  - B. Supporting strategic and selective renewal efforts for executive heads of Christian schools.

When these initial efforts are sufficiently developed the Center will consider:

- C. Being a catalyst for Christian school networks to identify and support those with executive management potential.
- D. Developing and disseminating needed resource materials where there is a noticeable void related to executive management in Christian schools.
- E. Supporting the development of managerial capacity for smaller Christian schools.
- F. Supporting the capacity building of others engaged in the leadership of Christian schools.

### III. **Administration: Director and Staff**

- A. The Director: The Van Lunen Center shall have a principal officer, the Director, whose duties are listed below.
1. Initiate, manage and promote the work of the Center and its programs.
  2. Have administrative responsibility for all aspects of the Center and its staff.
  3. Organize, operate and evaluate the Van Lunen Fellows Program
    - a. Determine Fellows Program objectives, content, schedule and resources.
    - b. Select, orient, train and evaluate the Fellows faculty team.
    - c. Supervise selection of each Van Lunen Fellows cohort.
    - d. Arrange needed financial assistance related to any Fellow's program fee.
    - e. Assess outcomes of the Fellows Program.
  4. Serve as the chief liaison between the Center and its Governing Board:
    - a. In consultation with the Board chair, prepare the agenda and necessary materials for meetings of the Board.
    - b. Recommend program plans and budgets to the Board.
    - c. Implement policies, plans and budgets as adopted by the Board.
    - d. Recommend to the Board any allocation of grant funds provided by the Center to its collaborative partners.
    - d. Report on outcomes of the Center's work to the Board.
  5. Represent the Center in its partnerships with Christian schools and their supporting networks.
  6. Convene advisory bodies as formulated and approved by the Board.
  7. Write grants in collaboration with Calvin College's Department of Advancement to additional donor groups that support the development of management skills across Christian schools. Be accountable for managing grants as well as other sources of external funding received in support of Center programs.
  8. Be accountable to Calvin College for the Center's activities and finances, particularly as budget officer for the Center. As the principal financial supporter of the Center, the Van Lunen Foundation will receive regular financial reports from the director.
  9. Provide an annual report, to be submitted to the governing Board for review, and then to the reporting college dean. The director shall submit a summary of the annual report to Faculty Senate for information.

B. Status of the Director

1. The director shall hold or be eligible for faculty status in a department of Calvin College and shall receive a course load equivalent consistent with the Calvin College system. The director shall devote, and be fully compensated for a minimum of one-half of a full-time, year-round workload.
2. The director shall be an *ex officio* without vote member of the Governing Board but may not serve as its chairperson.
3. The director of the Van Lunen Center may not serve as a department chair during his or her term of Van Lunen service.

C. Selection of the Director

1. A director for the Center shall be appointed in accordance with Calvin College's policy for hiring such directors. The provost shall appoint a search committee with interests and responsibilities that are appropriate to the mission of the Van Lunen Center, informing the committee about the scope, process and objectives of the search.
2. Search committee composition will include at least one member of an academic department and at least two members of the Governing Board, as well as an appropriate academic dean.
3. The search committee will report its recommendations about candidates to the provost, who is responsible to make a recommendation about hiring to the Professional Status Committee. Departmental approval regarding faculty status should be part of the recommendation to the Professional Status Committee. If, in consultation with the search committee, the provost does not conclude that there is a candidate to recommend, the provost may reconstitute the search.
4. If the director's position is unfilled and a search is in process, the provost, in consultation with the Van Lunen Center's Governing Board, may name an interim director for a term of up to one year.
5. The director shall be appointed by the Professional Status Committee for a three-year, renewable term.
6. The director will report to the academic dean selected by the provost for oversight of the Van Lunen Center.

D. Evaluation of the Director

1. At the beginning of the third year of the director's three-year term, the provost shall oversee an evaluation of the director's performance.
2. The evaluation will be conducted by the academic dean with oversight responsibility for the Van Lunen Center. The dean shall

- solicit significant input from the Van Lunen Center Governing Board about the process and content of the evaluation.
3. This academic dean shall submit a recommendation regarding reappointment to the Professional Status Committee.
  4. Informal evaluation of the center director by the Board should occur at least annually to develop the director. The Board Chair will initiate the feedback process from other Board members and provide information to the director. This informal evaluation is for the use of the director and the Governing Board.

#### IV. **Administration: Governing Board**

- A. **Composition:** The Van Lunen Center Governing Board shall include one Van Lunen Foundation trustee to be selected by the Foundation; a second Van Lunen Foundation trustee or the Foundation's designee; two people knowledgeable and passionate about executive management of Christian schools representing the "big-tent" of these schools; a senior Calvin College educational administrator; two members of the college faculty from departments positioned to contribute needed perspectives and expertise; two additional Calvin College appointees; and the Center's Director in an *ex-officio* status.
- B. **Selection:** Members of the Board will be nominated and selected as follows:
  1. Van Lunen Foundation trustees or their designees are the responsibility of the Van Lunen Foundation.
  2. Two people representing the "big-tent" of Christian schools, likely current or former heads of schools or senior leaders in relevant school associations, will be chosen by the nominating committee of the Van Lunen Center's board on an ongoing basis.
  3. One senior Calvin College educational administrator will be designated by the college. The college president may delegate this selection decision to the provost or the appropriate dean but the appointment will be confirmed by the Calvin College Committee on Governance.
  4. Two members of the college faculty will be appointed by the Calvin College Committee on Governance.
  5. Two additional Calvin College appointees who are Reformed Christian leaders in either education or business will be nominated by a committee of the Van Lunen Center Governing Board but approved by the Calvin College Committee on Governance. While there is every reason to expect a cooperative working relationship between the Center's Governing Board and the Calvin College Committee on Governance, the Committee on Governance holds final decision-making authority regarding these appointments.

C. Terms for Board Service other than the Director

1. Calvin College representatives on the Board shall reflect the community service requirements that typify Calvin College governance policies. Normally, those terms of service are for four years but may be staggered initially.
2. Terms for all governing board members may be staggered to provide appropriate continuity and change. The Calvin College Committee on Governance will be informed about the planned staggering of such terms.
3. Members whose initial terms have expired may be eligible for reappointment.

D. Administrative Support

1. Normally, the duties of recording secretary for the Board shall be performed by a staff member of the Van Lunen Center other than the director, on an *ex-officio* basis. If a staff member is unavailable for these duties, a member of the Board may perform these duties temporarily. There is no limit to the consecutive terms the Board secretary may serve.
2. The recording secretary shall arrange and distribute materials for meetings and submit minutes to the appropriate college entities.

E. Frequency of board meetings

1. Board meeting shall occur at least twice each year to review the ongoing work of the Center and help lay plans for its future.
2. The Chair will convene additional meetings, as needed, or at the request of three or more members of the Board. A quorum must be present at all meetings.
3. The Board will convene in executive session at each of its official meetings. The chair will convey the content of the executive session to the director as necessary.

F. The Chair

1. The chair of the Board shall be appointed by the Committee on Governance for a two-year term.
2. The chair may be reappointed by the Committee on Governance for two-year terms. The Committee on Governance retains the right to limit the total number of years that a chair may serve.

G. Powers of the Governing Board

The Board shall:

1. Have powers of advice and consent with regard to the operation of the Van Lunen Center, holding the director accountable to the founding document and the policies of Calvin College.
2. Offer advice to the director on questions of initiatives, policies, and procedures of the Center.
3. Approve the awarding of any grant funds distributed by the Van Lunen Center and maintain a \$10,000 threshold of approval on other expenditures.
4. Approve next year's budget in advance of the fiscal year, including the use of endowment income and operating funds.
5. Receive routine programmatic and financial reports at least twice a year.
6. Participate in periodic strategic planning efforts for the Van Lunen Center in accord with a reasonable cycle of review, planning and activity.
7. Collaborate regarding external reviews with the office of the provost, through the reporting academic dean who initiates and oversees such reviews associated with the reappointment of the director or an evaluation of the Center's efforts.
8. Appoint members of any advisory bodies formed in relationship to the Center's work.
9. Reserve to itself powers not specifically delegated to the director or any other body or person or required by the policies of Calvin College.

H. Advisory Bodies

1. The Governing Board shall approve the appointment of members of advisory bodies, in close consultation with the director and upon the director's recommendation.
2. The purposes of such bodies are to:
  - a. advise the director concerning factors that affect the ability of Christian schools to be managed effectively.
  - b. extend the network of collaborative partnerships among faith-based schools.
  - c. connect the Center to excellent executive leaders.
  - d. recommend resources for the Center's work.
  - e. be a source of encouragement, prayer and wisdom for the Center.
3. Members of advisory bodies should have experience and/or expertise germane to the management of faith-based schools.
4. The director of the Center shall brief and consult with members of advisory bodies at least once each year.

V. **Hiring Policies**

- A. All College policies related to hiring and reviewing employees shall be followed.
- B. Van Lunen Center employee position descriptions must be approved by the college's Job Evaluation Committee to insure that titles and compensation are consistent with the college's policies.

VI **Amendment**

- A. The Powers of the Governing Board shall be exercised in accord with these Bylaws.
- B. These bylaws may be amended by a two-thirds vote of the entire Board.
- C. Amendments approved by the Board shall go to the Calvin College Committee on Governance for approval and to the Faculty Senate for information. In consultation with the director and the Governing Board, the Committee on Governance may recommend substantial changes be sent to Faculty Senate for approval.

Approved by the Van Lunen Center Governing Board: February 1, 2008

Approved by the Calvin College Committee on Governance:

Approved by Faculty Senate:

Received for information by the Calvin College Board of Trustees:

Revised by the Committee on Governance: October 9, 2009

Revisions approved by the Committee on Governance, September 27, 2010

Revisions approved by the Committee on Governance, May 3, 2011