



Calvin Christian School Association

Grandville/Wyoming, Michigan

Bill Haverkamp, Superintendent



Project Summary

WHAT? [Project End]

To implement the Carver Board Governance Model in the Calvin Christian School Association.

WHY? [Project Goals]

- To enhance the board's role by focusing on "ends"
- To challenge the board to see "big picture" issues
- To reduce the tendency of boards to micro-manage
- To increase the board's contact with constituents
- To clearly delineate board and administrative roles
- To use "ends policies" for long range planning
- To use the new system as a bridge to reducing board size

HOW? [Project Means]

- By educating the board about the Carver model
- Through use of an expert consultant
- With the assistance of a persuasive board president

WHERE? [Project Location]

The Calvin Christian School Association (CCSA) is an 800-student, P-12 private school system that serves Grand Rapids, Michigan, and its western suburbs. CCSA is governed by a 17-member board of trustees.



Project Results

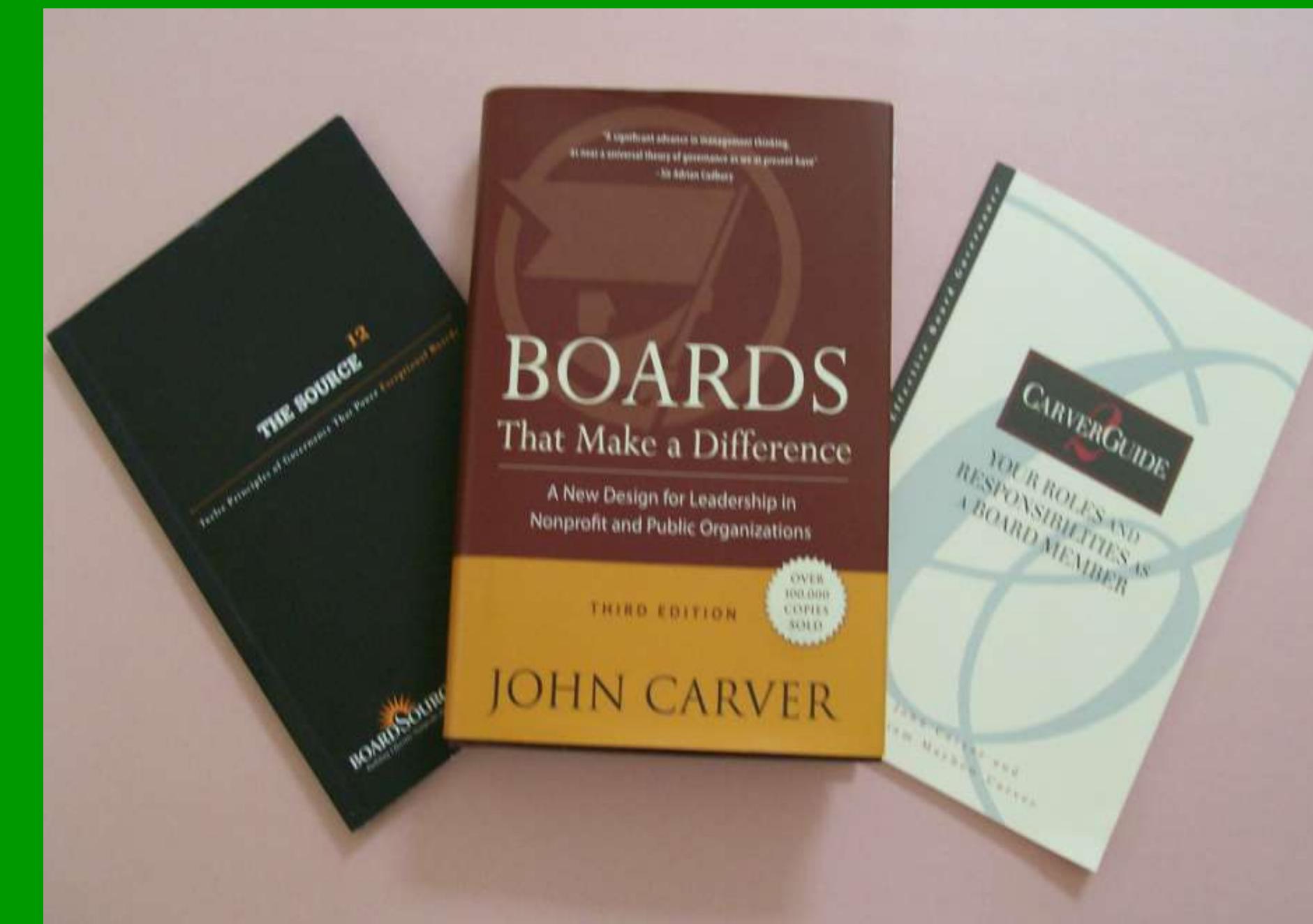
Steps to complete the project:

1. Convince the board president (July '08)
2. Secure commitment from all board officers (Aug. '08)
3. Introduce board to the Carver model (Sept. '08)
4. Focus board's attention on core values (Sept./Oct. '08)
5. Engage an expert Carver model consultant (July '08)
6. Use consultant to help develop "ends" (Jan./Feb.'09)
7. Develop success indicators for "ends" (Feb./March '09)
8. Present draft of "ends" and success indicators to the board (April '09)
9. Finalize "ends" and success indicators along with initial Executive Limitations (May/June '09)
10. Finalize Executive Limitations and policies for how the board will operate under the Carver model (Pending)

Ends Policies adopted by CCSA

- **Integration of Faith and Learning:** Students demonstrate the ability to articulate and apply their knowledge of scripture and the Reformed perspective in life and learning. Students develop a personal relationship with Jesus Christ.*
- **Educational Excellence:** CCSA programs provide the opportunity for ALL students to discover, develop, and enjoy their God-given talents and potential. Graduates are well prepared for college and careers, possessing needed critical thinking and problem-solving skills to succeed in any post-secondary educational setting or career.*
- **Engaged and Service-Oriented Students:** As a sign of our response to God's covenant grace and to Christ's example, CCSA instills in all students a commitment to engage God's world.*
- **Christian Community:** CCSA nurtures and encourages Christian community and celebrates its joys and strengths.*

[*See handout for success indicators for the respective ends.]



What We Have Learned

Carver Governance Model and Christian Schools

- Very few schools have fully implemented the Carver model.
- Schools that use the Carver model often have very broad Ends Policies that are difficult to measure.
- To retain power boards tend to desire many Executive Limitations.

Project Challenges

- Convincing board members that the Carver model would enhance their role met with some resistance.
- Transitioning from board committees that advise or work closely with the administration to committees that focus only on the board's work was impossible to achieve in one year.
- Major issues facing the board (declining enrollment, merger talks, and a unique personnel issue) delayed implementation of the Carver model.

Project Recommendations:

- Engage a consultant who knows the Carver model to help facilitate the transition.
- Secure commitment of the board president at the outset.
- Spend sufficient time on Ends Policies and success indicators.