

# OutReach

Vol. 3, No. 1 2012

A Christian Brothers Services Publication

Training the Human  
Element on Risk  
Management Practices

Is Your Board a  
Fundraising Board?  
*Your Board's Role in the  
Capital Campaign*

The New Buffalo  
*and the Next Generation  
of Warriors*



CHRISTIAN  
BROTHERS  
SERVICES

From the desk of...

“Education then, beyond all other devices of human origin, is the great equalizer of the conditions of men, the balance-wheel of the social machinery.” In 1848, when Horace Mann, the first secretary of the Board of Education of Massachusetts, made this statement, he had already spent years spearheading the common school movement which ensured every child, including the poor, had an opportunity to receive a basic education.

More than 160 years earlier, John Baptist de La Salle, a young priest from Reims, France, had the same vision and challenged the educational system in his country. The free schools De La Salle founded along with his “Brothers” were set up to educate the poor and to provide that education in a language they understood. For the last 325 years, the Brothers of the Christian Schools have continued that one mission – to provide an education to the young, especially the poor. Having taken this mission to heart, the Brothers today are responsible for educating students in more than 900 schools throughout 79 countries. (*Timeline: Education – The Lasallian Mission, pages 16-17.*)

At Christian Brothers Services (CBS), we strive to continue the educational mission De La Salle set forth more than three centuries ago, by providing you, our members, with useful and up-to-date information on health and wellness topics, retirement information, safety tips, checklists, training manuals, and programs to help reduce risk and liability for your organizations. With the advancement of modern technology, education is no longer confined to a brick and mortar building, it now allows us the ability to provide all this information through webinars, online newsletters, and an online training resource center. (*Training the Human Element on Risk Management Practices, pages 8-10.*)

Like you, our members, we are a Catholic, nonprofit organization. CBS’ mission to serve the Catholic church community and other faith-based organizations by responding to their managerial needs, supports the Brothers mission worldwide. Christian Brothers Services provides funding for the Institute of the Brothers of the Christian Schools mission to provide a human and Christian education to more than 70,000 students in the United States and Toronto Region, and hundreds of thousands more students throughout the world. By being a member of any of our Trusts or programs, you help ensure a Catholic education to students around the globe.

Fraternally,

*Brother Michael*

Brother Michael Quirk, FSC, Ed.D. / President and CEO



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Vol. 3, No. 1

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# MAIL BAG

Please let us know what you think. Email your comments, thoughts, and suggestions to [outreach@cbservices.org](mailto:outreach@cbservices.org). We love hearing from you and may publish your comments in our next edition.

“We have been with EBT for 15 years. Christian Brothers Services has consistently, every single year, bid lower than other insurance companies. CBS works with us, and other companies can't offer us anything like what Christian Brothers Services does.”

– Melody Gulley  
Diocese of Yakima, Yakima, WA

“Christian Brothers Services has been very good about assisting us with the needs of the priests by making sure that either a particular provider is in network, or by working out a solution to allow the priests to be able to go to that particular provider and get the best care at the most reasonable prices.”

– Beverly Escamilla  
Diocese of Beaumont, Texas

“I have such high praise for your employees professional and friendly way of dealing with people. The representative was compassionate and handled the call well. I can see that the word Christian in your name is definitely a part of what you are all about. You are Christians, that's for sure.”

– Peggy Berry  
Saint Mary's Ryken High School, Leonardtown, MD

“Working with Christian Brothers Services is much easier than with large financial institutions. CBS relates to the kind of organization that we are, understands a church organization, what a religious institution is, and how to set up a safe harbor church-type plan. Going through a reconfiguration process, even though we're not a big corporation, got amazingly complicated but the transition has gone really well. Thank you Christian Brothers Services.”

– Mary Hood  
Sisters of the Holy Names of Jesus and Mary  
US-Ontario Province, Marylhurst, OR



## Are You Ready to Take the 45-DAY WEBSITE CHALLENGE?

Is your website losing traction? Are you losing your audience or momentum? You don't have to Press Your Luck, Make a Deal, or Answer the \$64,000 Question – all you have to do is take the 45-Day Website Challenge. If you take this challenge, you can discover the key items that will help put your website back on top. With a set schedule and plenty of ease, you can learn how to optimize your website to attract new audiences and re-capture your existing audiences.

The 45-Day Website Challenge is divided into four categories: Analyze, Optimize, Advertise, and Re-Energize. Follow the list on the right to see how success is just a few steps away with the Christian Brothers Services 45-Day Website Challenge.

*If you feel you can't dedicate  
45 days to your website,  
follow the eight steps in red  
to give your website a boost.*

### Analyze (Measure Results in 7 Days)

Day 1: Check website load speed of all pages at [loads.in](http://loads.in). Check for broken links at [validator.w3.org/checklink](http://validator.w3.org/checklink). Check spelling at [respelt.com](http://respelt.com).

**Day 2: Check your website's popularity at google.com. Check your search engine ranking at alexa.com. Install the Alexa toolbar.**

Day 3: Make a list of your website keywords and phrases. Visit each page and write down page information or title of content.

Day 4: Define your target audience. Is it members, customers, those interested in vocations, potential customers?

Day 5: Analyze your website traffic reports. Top referring websites? Most visited pages? Most active pages?

**Day 6: Test your website in all browsers including mobile devices at [browserlab.adobe.com](http://browserlab.adobe.com).**

Day 7: Rest. Review your results from the previous six days.

*Continued on next page*

### **Optimize** (Search Engine Optimization in 7 Days)

**Day 8: Fix load speed issues. Fix broken links. Fix spelling errors.**

Day 9: Remove frames. Search engines don't like them.

Day 10: Convert any website image/graphic that contain text as part of the image to an image with text underneath, or as text over the graphic but not part of the graphic. This strategy will increase Google awareness.

Day 11: Use Google Keyword tool to add keywords to your site. <https://adwords.google.com/select/KeywordToolExternal>.

**Day 12: Add Google analytics code to every page. Sign up at [google.com/analytics](https://google.com/analytics).**

Day 13: Remove redundant keywords on multiple pages.

Day 14: Remove irrelevant links on all pages. Do not take visitors away from your site unless there is good reason to.

**Day 15: Optimize images. 72 dpi – sized appropriately. Add alt tags to all images on your website. This will also help search engines rank your content.**

Day 16: Ask your associates, friends, affiliates to add a link to your website on their website and Facebook. Be persistent. Ask again in case they missed your email.

Day 17: Put your full address and phone number on each page of your site, along with your Facebook and Twitter addresses and links to your blogs, Flickr account, etc. Search engines will not penalize you for this and it will help.

Day 18: Rest. Analyze and measure your results.



### **Advertise** (Promote in 15 Days)

Day 19: Create a QR Code. Put them on business cards, flyers, t-shirts, etc. <http://qrcode.kaywa.com>.

Day 20: Submit your site to search engines such as [google.com/addurl](https://google.com/addurl).

Day 21: Get listed in Google Places. Go to Google and make sure that your organization is listed in Google Places, if not, list it.

Day 22: Get listed on Yelp! and other local directories for maximum exposure and high search results.

Day 23: Update your company information on Google, Yahoo! and Live's local search tool. Consistency is key here.

Day 24: Sign up for an email marketing program at [ConstantContact.com](https://constantcontact.com) or [MailChimp.com](https://mailchimp.com).

Add a sign-up form with only an email address on your home page and add email addresses you might have collected over the years.

Day 25: Write a press release/news article. Did you hire someone new? Create a new product? Complete a new project? Win a prize? Have visitors come in? Brag about it on your website's home page, tweet it and send an email to your subscribers.

**Day 26: Start up a Facebook page at [facebook.com/pages/create.php](https://facebook.com/pages/create.php). Add the "Like" button to your website.**

Day 27: Sign up for a YouTube account at [youtube.com](https://youtube.com). Add videos you have already created. Create new videos using images or a small camera phone. You can use [youtube.com/create](https://youtube.com/create) to create videos.

Day 28: Sign up for a Twitter account at [Twitter.com](https://twitter.com). Set up your bio, your website link, follow others. Re-tweet those tweets that have over 1,000 followers.

Day 29: Sign up for social news sites such as [Squidoo.com](https://squidoo.com), [Digg.com](https://digg.com), [StumbleUpon.com](https://stumbleupon.com), or [Reddit.com](https://reddit.com). Post your press release/news article and have your friends vote on them and watch them rise to the top. Use your email marketing program to inform your audience.

**Day 30: Set up a Blogger, Tumbler, and Posterous blog accounts. Post your press release/news article.**

Day 31: Comment on other blogs with a link back to your site.

Day 32: Set up a Ping.fm account. Ping.fm is a simple and free service that makes updating your social networks a snap!

Day 33: Rest. Analyze and measure your results.

### **Re-Energize** (New Life in 12 Days)

Day 34: Re-organize your website to follow the F shape heat patterns, with the most important information across the top and down the left side. [useit.com/alertbox/reading\\_pattern.html](http://useit.com/alertbox/reading_pattern.html).

Day 35: Rewrite your content to include the keywords you worked on earlier.

Day 36: Revise your site color palette to match your organization's look and feel.

Day 37: Re-organize your website into 6-8 major sections.

Day 38: Make your website ADA compliant. Section 508 of the Americans with Disabilities Act defines ground rules to assure your website is accessible to disabled users.

Day 39: Create a footer with links to important pages on the bottom of your site.

**Day 40: Add testimonials to your site.**

Day 41: Create a "link to us" section at the bottom of your articles encouraging others to link to the page. Here's some code to help you. `<a href="URL">Title</a>`

Day 42: Add Twitter to your website at <https://dev.twitter.com>.

Day 43: Add Facebook Social Plugins to your website at <http://developers.facebook.com/docs>.

Day 44: Create a mobile ready website.

Day 45: Rest. Analyze and measure your results.

By following the 45-Day Website Challenge, you can make sure that every element of your website serves a specific purpose and is content-driven. By re-vamping your website, you can re-captivate your audience. ☀

*For more information on the Christian Brothers Services 45-Day Website Challenge, or for assistance with setting up a website for your organization, please call Brian Page at 800.807.0100 x3092 or visit [cbprograms.com](http://cbprograms.com).*

*Greg Hays is the website services lead in Design & Development for Information & Technology Services at Christian Brothers Services and CB Programs, Inc.*

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Brian x3092

**CHRISTIAN BROTHERS SERVICES**

*View our website portfolio at [cbprograms.com](http://cbprograms.com)*



*Education is the mission of the De La Salle Christian Brothers. Combining this ministry with risk management to protect the ministries of other Orders can be very challenging. Christian Brothers Risk Management Services has been providing this type of assistance to Religious Orders for over 30 years. This article highlights some of the challenges and solutions in providing employees with risk management training. It also discusses training as it relates to the human element of protective barriers utilized within an organization's risk management program.*

## Training the Human Element on Risk Management Practices

Constructing barriers to protect your organization from a potential loss, such as a fire or a sexual harassment lawsuit, is critical in protecting and maintaining the longevity of your ministries. Having the right insurance coverage in place is also very important to help rebuild after a fire, or to cover legal fees and costs associated with a lawsuit. However, insurance does not prevent the loss from occurring.

The key to preventing a loss is to erect as many risk management barriers between a potential loss and each of your ministries. When a loss occurs, it can be very stressful and devastating to everyone involved.

*How often are your employees trained to identify potential risk?*

*Are your new employees provided with risk management training during the first few days on the job?*

*Have your managers been trained to utilize or develop risk management barriers to prevent an employee from being injured or to prevent a sexual harassment lawsuit?*

Risk management barriers can take many forms. An example of a temporary barrier is applying salt on an icy parking lot to prevent a slip-type accident, or wearing eye protection when cutting down a tree to prevent an eye injury. There are also procedural barriers to prevent losses, such as requiring an employee to follow a procedure to turn off a circuit's power and lock out a breaker in the electrical box before performing maintenance on an inoperable light fixture. This procedure can help prevent an electrical shock-type injury. There is also the use of fixed barriers, which is the installation of permanent wiring to heat water lines near an outside wall to prevent pipes from freezing in the wintertime.



*Temporary barriers help to prevent accidents.*

*Christian Brothers Risk Management Services can provide you with a variety of risk management training options.*

An even better system is the combination of multiple barriers to prevent a loss. For example, the use of procedures, monitoring software, employee training, and staff monitoring to help prevent an employee from being sexually harassed. There are an infinite amount of hazards, and there are an infinite amount of barriers; however, there is one element that is a part of each and every barrier – the human element. Without the human element, there will be holes within your risk management program that could lead to a serious loss. To cultivate this human element, staff, supervisors, managers, directors, administrators, and even company presidents need to be trained on what to do and what not to do.

Today, organizations are struggling to provide risk management training to all levels of their organization. Many organizations have downsized, some more than a few times, and employees are being asked to wear multiple hats with little time left for training. In addition, funding for training might not be available, and it may be hard to find reasonably priced resources to develop training programs, or companies to provide the training.

The easiest way to determine what type of training your organization needs is to obtain a loss history from your insurance company to see where your actual losses are occurring. This will tell you where your initial training should focus and who should be trained. After identifying where past losses have occurred, and where future losses are most likely to occur, a training program can be developed and scheduled. We recommend risk management training take place during the first week of employment, following an accident or loss, when policy/procedure changes occur, when an employee is promoted to a supervisory position, as well as ongoing at regular intervals, especially for employees with supervisory responsibility. It is amazing to still hear and read about harassment and discrimination lawsuits where managers and supervisors were NEVER trained on how to recognize, prevent, and report these types of allegations. Your insurance company should

be able to provide you with a variety of risk management training options. The cost of options can range from free to fee and usually depend on whether you need only training materials/resources, or a risk management consultant to assist in developing customized training programs.

Another option is the Internet. Using search engines like Google or Bing will allow you to find resources immediately. A single Internet search may turn up 12 million sites to check out, so try and be as specific as possible when typing in the topic or search parameters. For employee safety, try visiting osha.gov, there are a lot of free resources, sample policies, and even training material you can download. Remember, you don't have to reinvent the wheel – the training or resources you need may have already been developed, you'll just need to fine tune the material or the training program you are going to present. This fine tuning will help employees better understand the information presented and how it relates to your specific organization.

Christian Brothers Risk Management Services is encouraging organizations to use web-based risk management training as a method to meet their training needs.

*Continued on next page*



With web-based training, employees can be trained anytime of the day and anywhere in the world as long as they have access to a computer with Internet service. This is extremely useful for organizations that have ministries spread across the country, with 24/7 operations, or have concerns about consistency in their training. Web-based training can also help organizations that have a high turnover rate and need to continually address the need for new employee training. Web-based training allows employees to be trained at a time that is convenient for them. It also provides a solution to training employees who may miss a training session due to vacation, sick time, or who can't be pulled away from an important project.

The key to web-based training is to find a training platform that has numerous topics from which to choose. We recommend the platform provide training in the following areas of risk management, for both managerial and non-managerial staff:

- Human Resources (such as hiring, firing, ADA, FMLA, interviewing, etc.)
- Workplace Safety (such as back safety, ergonomics, office safety, accident investigation, etc.)

- Employment Practices (such as discrimination, diversity, sensitivity, sexual harassment, etc.)
- Student-Related Risks (for educational facilities)
- Child Abuse Prevention
- Fleet Safety
- Other Risk Management Topics (such as theft, violence, management principles, etc.)

Educating the human element on risk management practices will help reduce the risk to an organization and its ministries. Whether you provide this training in-house or through a web-based training platform, your staff will be better prepared to prevent a devastating claim that could jeopardize the continuance of your ministry. ☀

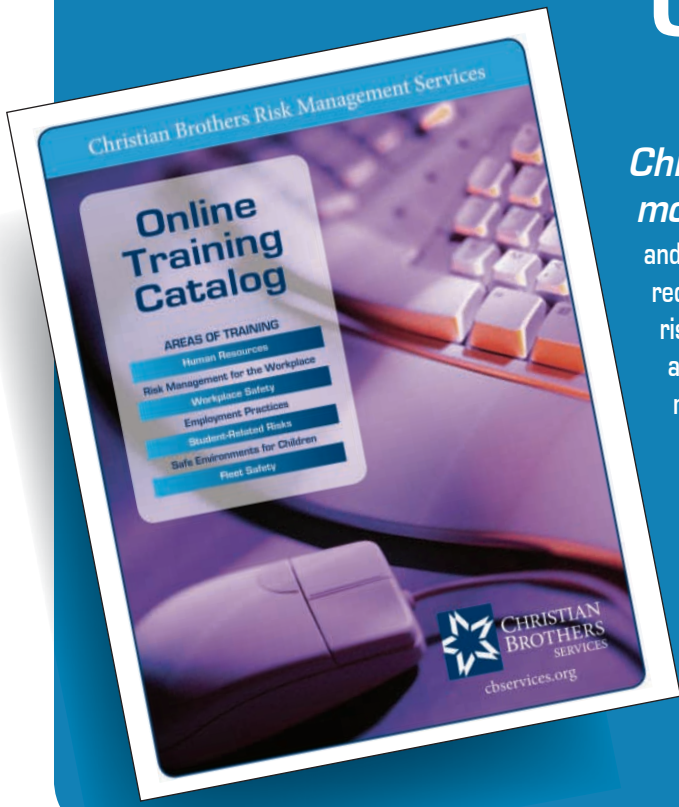
*For more information on risk management training or web-based training, please contact Jeff Harrison at 800.807.0300 x2543.*

*Jeff Harrison is the Risk Control Coordinator for Risk Management Services at Christian Brother Services.*

## Online Training Risk Management Services

*Christian Brothers Services online training modules are FREE to Risk Pooling Trust members*

and are an efficient way to convey critical information to employees to help reduce accidents and loss. A number of online training modules addressing risk management, safety, abuse prevention and human resource issues are available from Christian Brothers Risk Management Services. Each module includes relevant training content on a variety of topics, presented in a concise, easy-to-follow format. A short quiz accompanies each module, designed to reinforce the important points presented in the modules. In addition, through the web platform, managers and supervisors can monitor participant progress on each module along with quiz results. Upon successful completion of each module, participants receive a certificate of achievement. There are currently more than 90 modules to choose from.



# Teach Your Employees a Financial Magic Trick

I was always fascinated with magic tricks. I could never figure out how the trick was performed, even when the magician revealed the secret. However, there is a financial trick that everyone can learn, and there are no secrets or magic involved. I will show you how an employee can have \$1,029.00 deposited into their 403(b) account for only a \$261.00 net after tax contribution, using the Savers Credit. The Savers Credit is a dollar for dollar tax credit, provided to tax payers who are in a lower income tax bracket and who make contributions to an employer-sponsored retirement plan. Employees will need to claim the credit on their tax forms.

**For example**, a hypothetical nursing home pays a nurse's aide \$11.00 per hour, which in many areas is the prevailing rate for this profession.

Let's assume the following:

- the employer is providing a matching contribution of 50% of the first 3% the employee saves in the 403(b) Plan
- the employee is a single parent and is filing as head of household
- the employee has an effective tax rate of 12% of taxable compensation
- the employee is eligible for the IRS Savers Credit

**Here is the magic:**

Employee 403(b) Contribution	\$686
Employee Contribution Tax Savings	- \$82
Employee Tax Savers Credit	- \$343
<b>After Tax Savings Net Contribution</b>	<b>\$261</b>

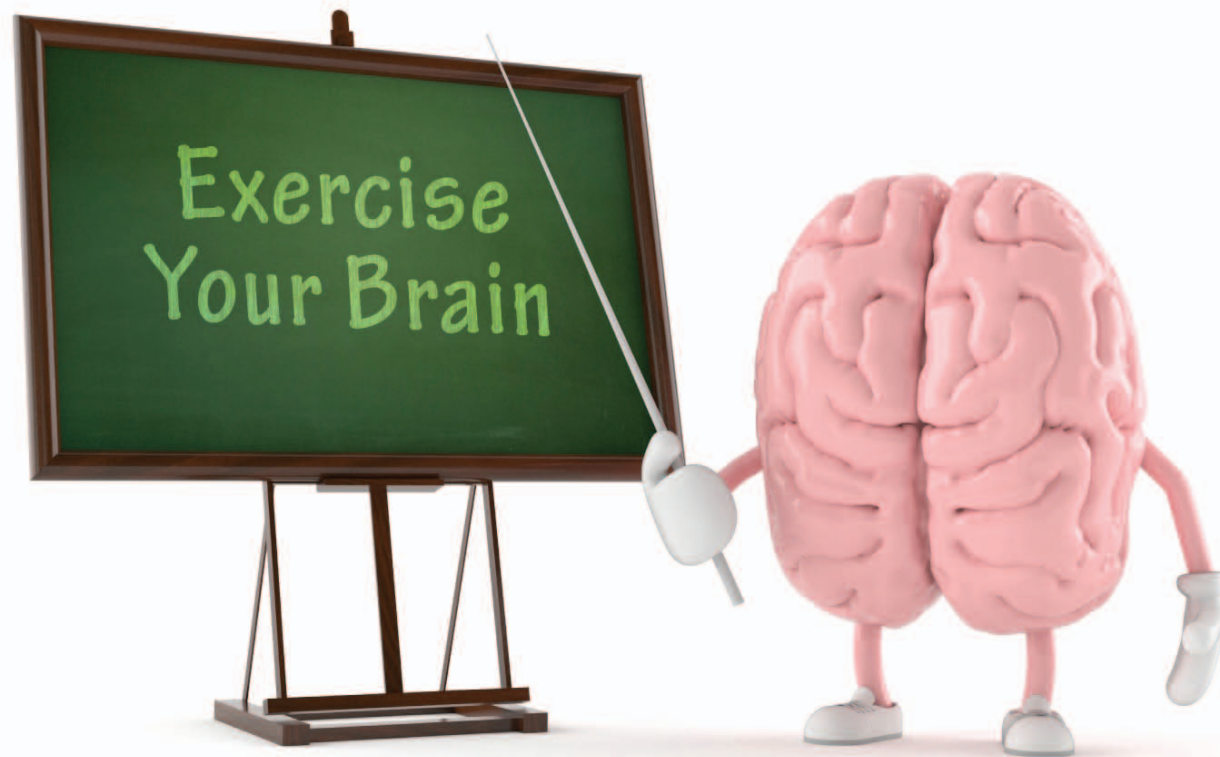
<sup>1</sup> \$22,880 employee yearly income x .03 = \$686

\* Please note this example is not meant as tax advice. An employee should always consult their tax advisor.

Most employers and employees are not aware that the government provides a magic tax Savers Credit for lower income employees. But it's a magic trick your employees will enjoy. ☀

If you would like more information on the Savers Credit, please contact Jim Ceplecha at 800.807.0100 x2630.

*Jim Ceplecha is the Managing Director of Retirement Planning Services at Christian Brothers Services.*



## Take Care of Your Brain and it Will Take Care of You!

*Diet and exercise. We hear these words all the time. Eat healthy, eat more fiber, eat less fat, stay hydrated by drinking eight glasses of water a day, and eat more fruits and vegetables rich in vitamins and antioxidants. Then there's the exercise aspect. Walk 10,000 steps a day, park farther away from the store, take the stairs instead of the elevator, stretch, bend, exercise! We do all these things to keep our body in shape and healthy, but we tend to forget one of the most important parts of our body... our brain.*

The brain is the control center of our body, and as we age, slow down, and wrinkle, so does our brain. The brain actually shrinks with age, neural connections slow down, and fewer nerve cells are created, which results in memory loss.

What can we do to reduce the effects of age on our brain? Just like with the rest of our body, it falls back to diet and exercise.

### Food for Thought

There's no magical supplement or vitamin to help protect against memory loss, but by paying attention to what you put into your body, you can sharpen your focus and concentration, enhance memory, attention span, and brain function. You can also increase your chances of maintaining a healthy brain by adding "smart" foods to your diet.

## Top 10 Brain Foods

1. Blueberries
2. Salmon
3. Flax Seeds
4. Coffee
5. Mixed Nuts
6. Avocados
7. Eggs
8. Whole Grains
9. Chocolate
10. Broccoli

### No Pain, No Brain

Did you know that exercising is one of the most frequently cited activities to improve age-related memory? Older people who exercise moderately a couple of times a week with activities such as walking, can boost brainpower. Walking increases blood circulation, oxygen, and glucose that reach the brain. Movement also increases breathing and heart rate so more blood flows to the brain, enhancing energy production. When you walk, you successfully oxygenate your brain, which in a way can "clear your head" and help you think better. Exercise can also help reduce a couple of key drainers of brain energy such as stress and loss of sleep by keeping the blood flowing to all parts of your body.

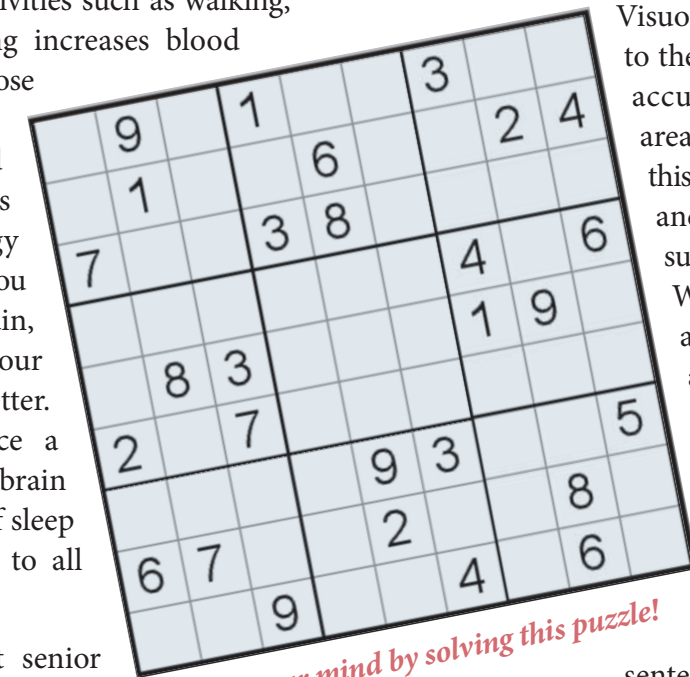
Studies have also proven that senior citizens, who walk on a regular basis for about 20 minutes a day, have shown improvements in memory skills, learning ability, concentration, and abstract reading.<sup>1</sup>

### Use It or Lose It

What else can you do to keep your brain in shape? Challenge your brain regularly to keep it sharp. You can challenge your brain with mental exercises, such as exercising your perceptive abilities, exercising your visuospatial abilities, exercising your structuralization abilities, exercising your logic, and exercising your verbal abilities.

Exercise your perceptive abilities by observing an object and drawing it immediately by memory. By the end of the week, redraw the seven objects you observed throughout the week. When eating a meal, try identifying all of the smells/tastes in the meal. Try memorizing lists of your favorite items, such as meals and prices on your favorite restaurant menu.

Finally, when speaking with someone on the phone, try recognizing the caller's voice before they identify themselves, or practice memorizing phone numbers.



Visuospatial abilities are related to the ability to make quick and accurate estimates of distance, areas, and volumes. To exercise this, try observing the thickness and length of objects you use, such as pens, car keys, etc. When you visit a destination and return home, try drawing a plan or map of the place you visited.

To exercise your structuralization ability, try taking a sentence in a book and rework the words to make another

sentence. You could also try to complete a jigsaw puzzle as quickly as possible. Keep doing this week after week until your time decreases.

The next time you go grocery shopping, try not to use a list. Create a system that helps you memorize what is on your list such as using memory aids, rhyming words, or classifying the food in different groups. This exercise will work your logic abilities. Another exercise is to utilize logical games, such as crossword puzzles, Sudoku, checkers, anagrams, and other word or number games.

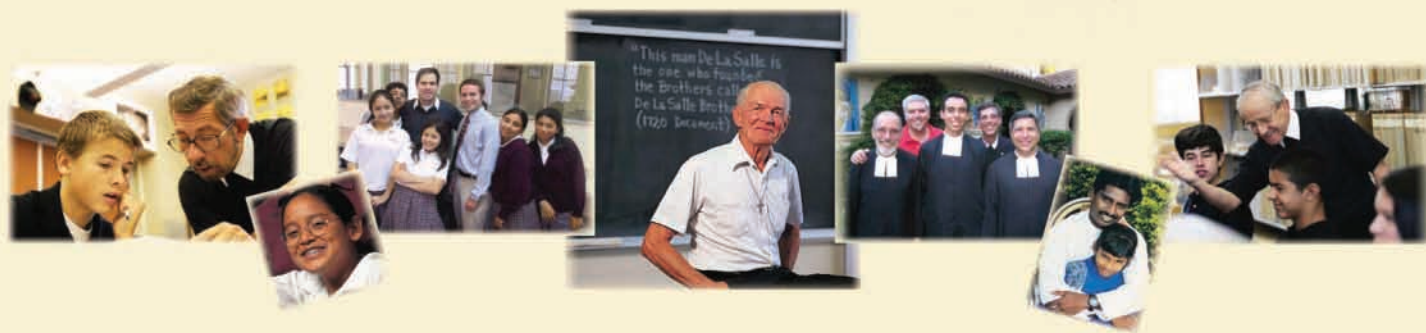
Exercise your verbal abilities by watching or listening to the news on a daily basis. Then, throughout the day, write down points of the news you remember. Whenever you meet somebody new, or visit a new place, try to come up with an anagram of the name. Finally, do a mental book report after finishing each chapter by summarizing that chapter as briefly and thoroughly as possible.

Follow these simple steps to take care of your brain and it will take care of you! ☀

*Roy Wapiennik is the Interim Manager of Health Management Services for Religious at Christian Brothers Services.*

<sup>1</sup> Annals of Behavioral of Medicine, August 2001

# DE LA SALLE CHRISTIAN BROTHERS



*An educational heritage of more than 300 years that ranges from store-front schools to great universities in over 80 countries.*

## FAITH

*"People are hungry, especially the young. They are hungry for God and you are here to satisfy that hunger. Be faithful to the great gift that God made you to be teachers, educators, light, His light in the world among young people. The future of the world depends on what you do."*



Mother Teresa  
(Speaking to the De La Salle Christian Brothers)

## SERVICE

*The Brothers have "demonstrated permanency by providing for over three centuries an astonishing array of activities from the most basic literacy learning to the most complicated technological learning for both children and adults... so that they can be fully integrated into community and society."*



United Nations  
(UNESCO Noma Prize)

## COMMUNITY

*"Union in a community is a precious gem, which is why Our Lord so often recommended it to his apostles before he died. If we lose this, we lose everything. Preserve it with care, therefore, if you want your community to survive."*



St. John Baptist de La Salle  
Patron Saint of Teachers

Are you a single, Catholic, young man who is looking for something "more" in your life?

Are you interested in teaching, serious about prayer, and open to a life in common?

Consider joining the largest group of lay religious men in the Catholic Church dedicated exclusively to education, in the steps of St. John Baptist de La Salle (1651 - 1719), the Patron Saint of Teachers.



[www.brothersvocation.org](http://www.brothersvocation.org)

LIVE SIMPLY – PRAY DEEPLY – TEACH PASSIONATELY

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Lasallian education is rooted in the vision of Saint John Baptist de La Salle, the founder of the Institute and patron saint of teachers. For over 300 years, the De La Salle Christian Brothers have dedicated their lives to God in the ministry of education. The Christian Brothers are

the largest group of lay religious men in the Catholic church who are passionate about and dedicated exclusively to education. From storefront schools to well-known universities, Lasallian education provides the spiritual guidance students need in achieving full personal development.



## Timeline: Education – The Lasallian Mission

1651 John Baptist de la Salle is born in Reims, France.

1680 Founding of the Institute (RELAM).

1686 Name “Brothers of the Christian Schools” is adopted.

1837 Four Christian Brothers arrive from France and establish the first permanent Lasallian school in Montreal, Canada (Toronto).

1845 First permanent foundation in the US, Calvert Hall College, Baltimore, MD was founded (USA).

1852 Established institute in Singapore (PARC).

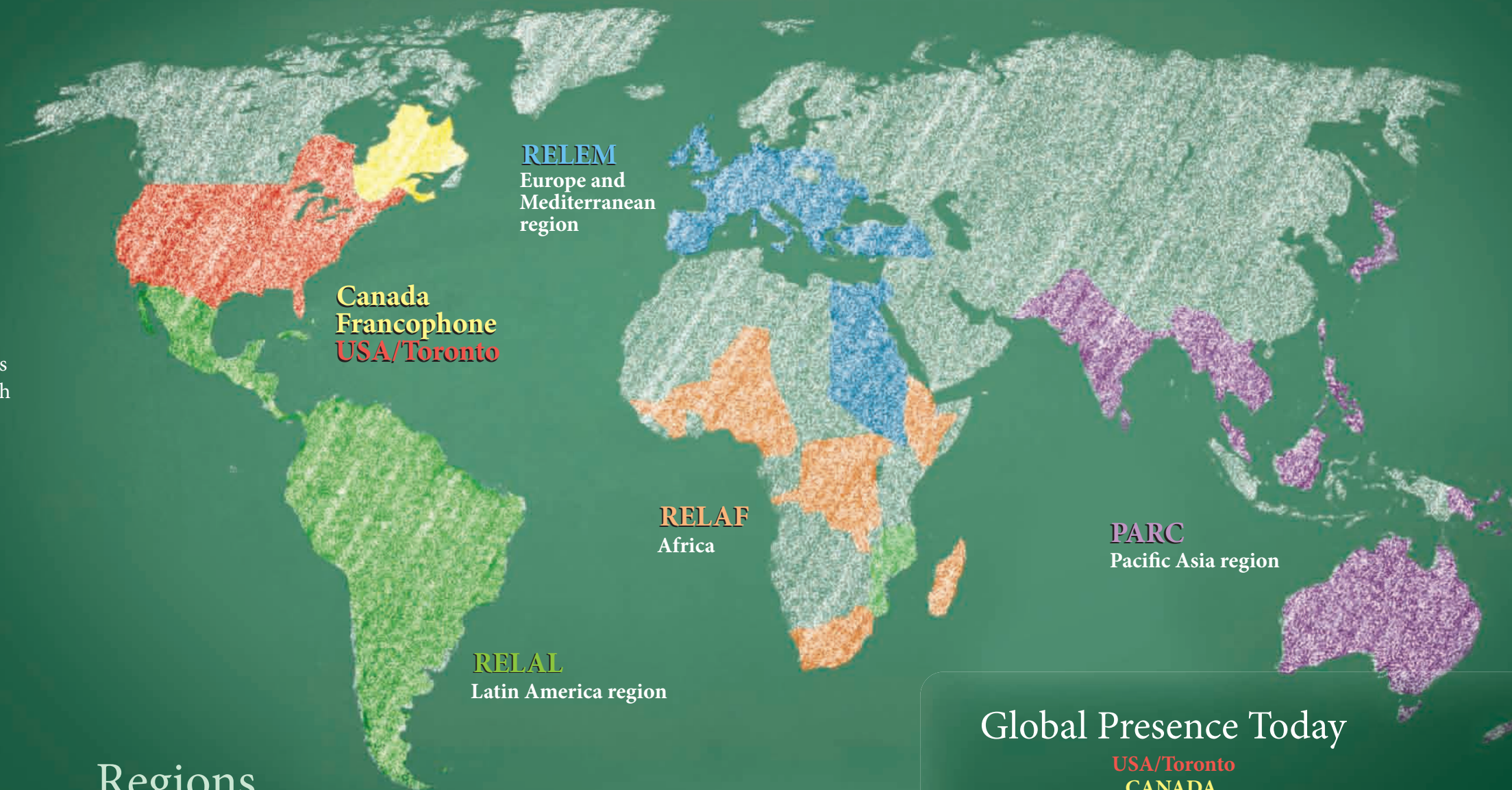
1863 Established institute in Ecuador (RELAL).

1870 Publication of *Young Christian’s Hymnal*, the first Lasallian school book produced in the U.S.

1950 St. John Baptist de La Salle was proclaimed patron of all teachers of youth by Pope Pius XII.

1959 The first missionary Lasallian Brothers from the New York District arrive in Africa (RELAF).

1973 Bethlehem University in the Holy Land was established at the request of Pope Paul VI.



### Regions

The Lasallian mission of providing educational opportunities to the young, especially to the poor and underprivileged, has become a global realization. The De La Salle Christian Brothers, assisted by more than 79,000 lay colleagues, teach over 850,000 students, in 79 countries, in five regions of the world.

### Global Presence Today

	USA/Toronto CANADA Francophone	RELAL	RELEM	RELAF	PARC
Countries	2	20	24	18	15
Brothers	857	1,007	2,189	356	474
Schools	83	274	406	79	75
Teachers	11,001	30,494	22,775	2,791	12,043
Students	70,339	325,640	259,498	43,848	158,494

\* Information courtesy of Christian Brothers Conference

## Member Spotlight:

St. Joseph's Indian School and Red Cloud Indian School



# The New Buffalo

## and the Next Generation of Warriors

A long time ago, on the Great Plains, in what is now called South Dakota, the buffalo provided the Lakota Sioux Nation with everything they needed to survive. By using all the pieces of the buffalo, they had more than just food to eat – they were able to create tools to use for cooking and hunting, needles and thread to sew, materials to make rope, clothing, and shoes, the hide provided shelter, and was used to build sleds and much more.

Education replaces the buffalo as a way to survive and thrive in this modern era.

Photograph courtesy of Emily Swanson.

Today, there is a new buffalo for the Lakota people, as Keith Moore, director of the Bureau of Indian Education stated, “Within our culture, our new buffalo is education.” Education replaces the buffalo as a way to survive and thrive in this modern era. It offers not only the opportunity to provide food, clothing, shelter, and basic necessities for family; it also offers a way to support, help, and change a community.

In South Dakota, St. Joseph's Indian School and Red Cloud Indian School, share a common goal – to provide a quality education to Lakota students, instill in them a sense of pride in their Oglala Lakota heritage, and give them the confidence to be successful in whatever they do. While these two schools have the same goal, they both approach that goal in different ways.

## St. Joseph's Indian School

In 1927, Father Henry Hogeback of the Priests of the Sacred Heart, opened St. Joseph's Indian School, a boarding school for children in grades 1-8, located off-reservation in Chamberlin, South Dakota. Boarding schools were popular during the late 1800's and early 1900's as many communities were small and scattered, and roads were treacherous and even deadly. In addition, the 1920's and 30's in South Dakota saw severe dust storms, an invasion of grasshoppers, and the Great Depression. Taking all of this into account, many of the students who attended St. Joseph's Indian School did so out of necessity for survival.

*Continued on page 20*

## Red Cloud Indian School

In the 1880's, U.S. policy dictated that each Indian reservation be assigned a religion, and the Pine Ridge Reservation in South Dakota, home to the Oglala Sioux Tribe, had been assigned Episcopalian. Realizing education would play an important role in his people's future, Chief Red Cloud, one of the great leaders of the Oglala Sioux, requested that the Jesuits set up a school on the Pine Ridge Reservation. The problem? The Society of Jesus (Jesuits) was a Catholic Order and the reservation's assigned religion was Episcopalian. This, however, did not stop Red Cloud from petitioning the government to allow the Jesuits to set up a school. In 1888, on the Pine Ridge Reservation, Chief Red Cloud's hard work paid off when the Jesuits founded Holy Rosary Mission, and by the end of that year, nearly 100 students were attending classes at the school.

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Today, St. Joe's has evolved from 53 students in a dormitory setting to almost 200 students living in family-style homes with house parents, including nearly 40 high school students who live on campus but attend the local public high school.

Students are accepted to St. Joe's based on need, and the desire of their parent or guardian for them to attend the school. While the students must be Native American, religion does not factor into the decision. "Only 55 percent of our kids are Catholic," says Father Stephen Huffstetter, SCJ, director and president of St. Joseph's Indian School, "because we take kids based on need rather than religion." Geography is also not a factor in gaining admission to the school, as many students come from cities and reservations throughout the state of South Dakota.

**Body, Heart, Spirit and Mind**

"I think when we look at what we're trying to do here," explains Huffstetter, "I like to use the word holistic. We try to use the integrated approach. We're looking after the body, heart, spirit, and mind of our students." With the help of on-site family service counselors, a clinical director, a residential director, in addition to house parents and teaching staff, St. Joseph's Indian School is able to concentrate on the four areas of body, heart, spirit, and mind, to help its students become fully rounded people.

The school provides health and dental care, and looks after the nutritional needs of the students. Family service counselors provide outreach services to the

children's families and help students work through emotional issues. As Huffstetter explains, "Our kids can come from tough emotional backgrounds with drinking and drug use in the home, single parent or absent parent homes, and transient living situations. So we work on those issues of the heart."

Spirituality and religious values are an important part of the program at St. Joseph's Indian School. Pope John Paul II wrote that inculturation should not just be tolerated but encouraged so that each group can embrace the gospel in their own way. The Diocese of Rapid City has been pro-active by creating the Lakota Inculturation Task Force, which addresses the relationship between the Catholic church's teachings and rites and those of the Native American culture. In addition, the National Tekakwitha Conference is also working towards finding ways people can celebrate the liturgy and have a spirituality that incorporates both the Catholic religion and Native American spirituality. Sunday mass at St. Joe's is very close to the regular Catholic mass, with a few differences. "We try to take elements that we think will help highlight the Christian message or the gospel message," relates Huffstetter, "and make it clearer by what we incorporate." For instance, the use of a drum song that's in Lakota is used as a prayer song, or for reflection time, the traditional Lakota smudging (a ritual cleansing with the smoke from sage) is performed during the Penitential Rite, and Huffstetter uses stories and images that the students can relate to and understand on a cultural level.

*Continued on page 22*



*The curriculum provides two classes per week for each grade level in Native American studies.*  
 Photograph courtesy of Emily Swanson.

In 1969, the school changed its name from Holy Rosary Mission School to Red Cloud Indian School. The name change not only honors the man who worked to bring the school to Pine Ridge, but illustrates the partnership between the Lakota people and the Jesuits in the education of the young people of Pine Ridge. Today, Red Cloud Indian School is one of the largest, private Native American schools within the county and is comprised of two elementary schools, one high school, and the Heritage Center Museum. "We are keeping Red Cloud's dream alive by continuing to work in that partnership with the Jesuits," relates Tina Merdanian, director of Institutional Relations and a graduate of Red Cloud Indian School, "and giving our kids skills they need so they are successful in mainstream society in hope they return to the Pine Ridge to make this a better place."

**Formula for Success**

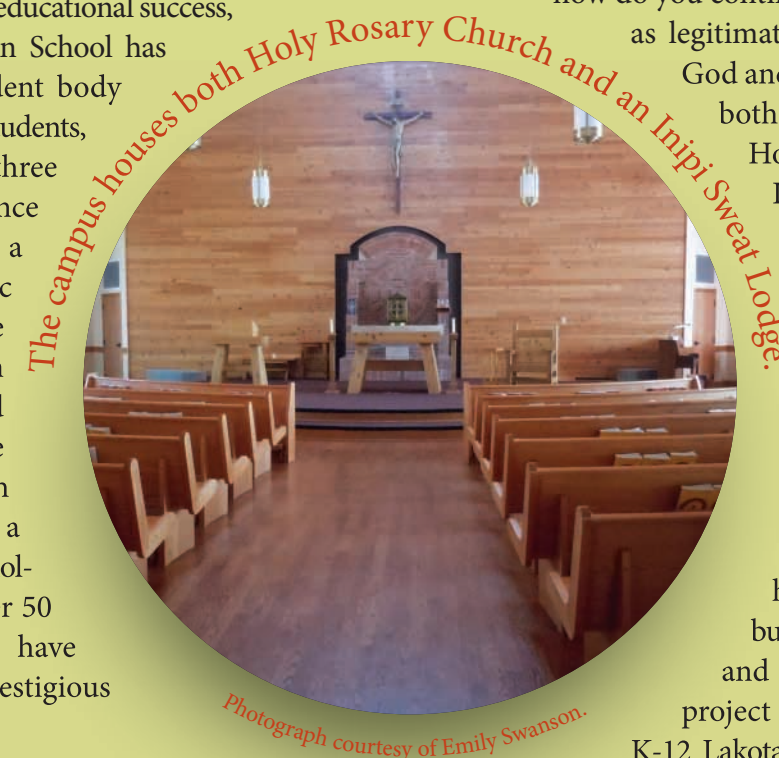
If there is a formula for educational success, then Red Cloud Indian School has found it. With a student body of approximately 600 students, spread among the three schools, their attendance rate tops 90 percent, a far cry from the public schools on the Pine Ridge Reservation. In addition, Red Cloud High School led the nation last year with nine students receiving a Gates Millennium Scholarship. Since 1999, over 50 Red Cloud students have been awarded this prestigious scholarship.

Father George Winzenburg, SJ, president of Red Cloud Indian School, believes one of the keys to the success Red Cloud experiences is the holistic approach

the school takes to education. "The native people speak of it as body, mind, and spirit," explains Winzenburg, "and in the Jesuit way we speak about it as the whole person. You don't just target a youngster's mind, but you challenge the youngster's heart and soul."

Bob Brave Heart, a graduate and the current superintendent for Red Cloud Indian School agrees, "We believe in the whole education. We believe in academic excellence. We believe in Lakota studies so our students will feel empowered with a sense of identity of who they are, where they come from, and how they can succeed. And we believe in spiritual formation." Students are required to take theology classes, which are paralleled with spiritual formation classes. "What we focus on is the understanding of both traditions, Catholicism and Lakota spirituality," explains Brandon Vaca, spiritual formation teacher at Red Cloud High School, "and we're constantly asking students how do you apply it to your life and

how do you continue to live it out? We see both as legitimate and faithful approaches to God and we try to learn the best from both." The campus houses both Holy Rosary Church and an Inipi Sweat Lodge for use by both the administration and students.



*The campus houses both Holy Rosary Church and an Inipi Sweat Lodge.*  
 Photograph courtesy of Emily Swanson.

An important and vital part of the school's academic curriculum is the Lakota Studies program where in addition to spirituality, classes focus on Lakota language, history, and government. "We've built a Lakota studies department and initiated a Lakota language project to develop a comprehensive K-12 Lakota language curriculum," reveals Brave Heart, "There is nothing in existence of that nature anywhere, so it will be historic when accomplished." While the Lakota language project is

*Continued on page 23*

Lakota culture is an important part of the curriculum at St. Joe's, from classroom learning, to cultural activities like the Annual Powwow, to the on-campus Akta Lakota Museum and Cultural Center, students are surrounded by their culture. The curriculum provides two classes per week for each grade level in Native American studies. Classroom lessons include history, language, government, as well as culture and rituals. "I think it helps our kids be more proud as a people, and as a person, helps them to know who they are when they feel like their culture can be in all areas of their life," explains LaRayne Woster, the Native American studies teacher at St. Joseph's Indian School. "I want the students to be able to carry on a conversation about their culture. I want them to know something about tribal government, Powwow, Sun Dance, the language, and the tribes."

**The Residential Model**

It's hard to overlook the challenges many Native American families are facing, such as poverty, unemployment, drug and alcohol abuse, gambling addiction, violence, depression, and a high suicide rate. "I think there's a real need for kids to be away from some of the influences they're facing, or their family situation is such that they're really better off being out of the home for a certain amount of time," relates Huffstetter. "It would be wonderful if there wasn't a need for a residential school, but I think we can help these kids because of our comprehensive programming. I think the advantage of having a residential school is we can look at the overall environment from many angles."

Students at St. Joe's live in one of 18 homes, each with house parents who provide guidance, encouragement, and a home environment for the students. "We are partnering with their biological parents to provide the best care, welfare, safety, and security we possibly can for their child," explains Mike Fischer, house parent for the freshman and sophomore boys home. "They've entrusted their most prized gift into our hands, and we take that very, very seriously."

Each home can house up to 12 students and is age and gender appropriate. The homes mirror a traditional home including house duties, homework checks, curfews, and for the older students the possibility of borrowing the car. "We want them to experience the real world, real life experiences," explains Fisher. "Having a car and taking care of it, having a job and responsibilities are all part of the real world."

On weekends, house parents plan activities for the entire house, the older students are treated to weekend field trips to concerts, skiing, and snowboarding, while the younger students may go swimming or to the park for a picnic. It's these shared experiences in a nurturing atmosphere, which give students that family experience. Erin, a graduate of St. Joseph's Indian School and a senior at Chamberlain High School, describes it as, "knowing I'll always have a place to come back to even when I go to college. They're like a parent, even though it's a school, it's a big support system of a lot of people who really care about you and really put a lot of effort into what they do." Chris, a sophomore at Chamberlain High School and a St. Joseph's Indian School graduate, agrees, "I have a place to go and there are people here who care about me and help me make good decisions."

*Continued on page 24*

*Each home can house up to 12 students and is age and gender appropriate.*



*Photograph courtesy of Emily Swanson.*

halfway to completion, Red Cloud students are being taught to speak and write the language every day. Students are also learning Lakota history and culture, as well as the traditional values of respect, humility, generosity, wisdom and bravery, and how to apply these values to their daily lives. "The students learn about traditional warrior societies. The Lakota, or Sioux, are known as warriors," explains Roger White Eyes, Lakota studies teacher and graduate of Red Cloud High School, "and through our values, our beliefs, and our hard work, our ancestors were able to survive and be successful. Our values and our beliefs haven't changed and today, you still have to survive, you still have to provide for your family, but it's a different world, and today you do it through education. That's how you become a successful warrior."

The teaching staff at Red Cloud Indian School are an integral part of the school's success by creating a supportive and encouraging environment for students. "Our teachers create an atmosphere," relates Winzenburg, "both directly and indirectly that tells students, 'you're going to college' and they continue to encourage them in that respect." Along with a college counseling office, students have access to mentors from universities, such as Creighton University, who help coach students and encourage them to continue their education, and high school seniors take a class which assists them in the application process for college and scholarships. According to

White Eyes, "We have staff here that really care, I mean genuinely care about the future of these students. And I think we have such a diverse staff that the students learn something from each one of the staff members. Each staff member here brings something to the table in the education of each student." Merdanian agrees, "My children represent 3rd and 4th generations on each side of the family to attend this school. And so you see the sense of pride, you see the sense of history, but more importantly you see the sense of community; we are a community here on campus. Returning back to Red Cloud was coming back to my second family."

White Eyes, Merdanian, and Brave Heart all know firsthand the benefit a Red Cloud education provides; all went on to college and returned to the Pine Ridge Reservation and Red Cloud Indian School to make a difference, and according to current students,

they are doing just that. "Red Cloud means family," states Brenna, a senior at Red Cloud High School, "it's been my home away from home. I'm here from 7:30 a.m. in the morning until sometimes 6:00 p.m. at night. When I look back on Red Cloud I'll always remember how many good friends I made here. They're like my family." "I'll have to agree on that one," responds Ernest, also a senior at Red Cloud High School, "we're even friends with the teachers. That means a lot to me, the closeness. And of course, Red Cloud helped point me in the right direction."

*Continued on page 25*

*The teaching staff create a supportive and encouraging environment for students.*



*Photograph courtesy of Emily Swanson.*

**Challenges**

One of the challenges to a residential school setting is family involvement. Huffstetter explains, "You really want the families to be strong and we try to find ways to get involved with families more on campus." American Indian Day and Powwow is an annual event that not only showcases the talents of the students, but welcomes their families to campus for the weekend. The Sacred Hoop Tiyošpaye Center, on St. Joseph's Indian School campus, provides short-term accommodations for the visiting families of students. The family services counselors also keep in contact with the families, making sure they are kept up-to-date on their child's progress.

The students themselves face challenges, as Brock Sundall, 5th grade teacher at St. Joseph's Indian School, explains, "Because our kids live here and not with their families, they often get homesick and that's a definite challenge our kids go through especially the younger ages. Also, many of our kids bring in excess baggage from home we need to deal with to try to get them going on their educational path." Despite the challenges, the goal at St. Joe's is a relatively simple one. "My primary goal is to get them to understand the content that will make them successful and move onto the next grade," continues Sundall, "but also to teach them skills that they'll be able to use in every day life like listening skills, some personal skills like manners and being able to talk to people, social skills, and everyday skills that you use regardless of where you go."



**Into the Future**

"Our goal," explains Huffstetter, "is to have the kids stay in school, and graduate, and have a plan for the future." And that future is made possible by teachers like Woster, "I want our kids to have role models that will support them in a way they can succeed. I want to be a role model to my students. I know they're looking at me so I make sure to try and say the right things and do the right things. It keeps me on my path. I want them to know when they grow up they can have a good job, they can go to college."

While the students at St. Joseph's Indian School may graduate and move on to college, they are never out of sight or mind of the teachers and administrators at the school. "We try to follow up with our alumni director and counselors," says Huffstetter, "and house parents will keep track of students and see how they're doing. We even try to help provide some scholarships for higher education." The scholarship fund Huffstetter refers to was established by the Congregation of the Priests of the Sacred Heart to help the graduates of St. Joseph's Indian School.

"Now that I'm getting close to graduation," says Erin, "I have it in my head to be successful and to always push myself. St. Joe's, the staff members, and the donors have provided everything for us here. It's really given me the opportunities I need to be successful."

According to a recent study conducted by the Civil Rights Project at UCLA's Graduate School of Education and Information Studies, less than 50 percent of Native American students nationwide will graduate high school. However, two schools in South Dakota are not only working hard to change that statistic, but have already accomplished that goal for

**Challenges**

While all of these components together spell success for Red Cloud, there are still a few challenges for the school and the students.

Red Cloud Indian School is 100 percent tuition free; however, there is a required administration fee of \$100 per student, which is capped at \$200 per family. Still, the average annual income per family on the Pine Ridge Reservation is \$6,000, with an unemployment rate of over 80 percent, so the school works with the families both with in-kind services and scholarships. It takes 12 million dollars a year to keep the doors of Red Cloud open with 90 percent of the operating budget coming from contributions.

The biggest challenges for the students of Red Cloud Indian School are the conditions, as well as the stigma attached, to living on the reservation. "The everyday struggles the students go through growing up on a reservation, the suicide rate, high school dropouts, drugs, alcohol, teen pregnancies," describes White Eyes, "all that stuff they have to deal with, they overcome, and come here every day, get an education, and try themselves, to succeed." Those challenges also include overcoming the prejudice associated with living on a reservation. "People's perception about the reservation is like, 'it's the res' like it's a bad place to be," relates Brenna, "they don't really give it a chance. So we're trying



double hard to make it. Red Cloud is a great place, sure it's on the res, but this is a great place to become educated and to learn."


**The Future**

The Jesuit philosophy of men and women for others is a message the school works hard to promote and it appears the message is being well received. Many former Red Cloud Indian School graduates have returned to Pine Ridge and the school to make a difference.

A graduate of Red Cloud Indian School, Brave Heart came back to give back, "Red Cloud has been my life for the last 25 years, it's my life's work, my service to my people, and to God. To make a difference in the lives of my people is what gives me satisfaction, it's the purpose of my life." White Eyes also came back to make a difference, "I was away for 20 years but I came back. When you see things you don't like here, hopefully you've gained the knowledge to make those changes. All of our students have the opportunity to do that, that's what we provide here at Red Cloud." And that's exactly what

Ernest plans to do after graduation, "My plans after high school are of course college, no doubt about it. I see myself in business management. I want to own my own business, maybe a restaurant, and the reservation would be the perfect place. By coming home to make a difference, I can make one small change and help my family out."

their students. St. Joseph's Indian School and Red Cloud Indian School are not content to simply teach students the basics; they educate the child's whole mind, body, and spirit. They provide them with the knowledge, wisdom, and sense of pride in who they are and where they come from, and encourage their students to return and give back to their communities. This is their recipe for success. ☀



# Is Your Board a Fundraising Board?

## Your Board's Role in the Capital Campaign

*It is virtually impossible for a major fundraising drive to succeed without the leadership and support of the institution's Board.*

The states confer upon certain applying organizations the status of "not-for-profit" because they serve a higher purpose than the straightforward capitalist incentive that drives our day-to-day economy and culture. Therefore, they pay no taxes. These organizations bring good to the public, often to its neediest members, improving the society in which we live – and no one derives personal financial profit from their good works. Further, these organizations are assigned to the attention of unpaid governing Boards, serving in a civic capacity, as they are protecting the interests of the general public. The duties of these Boards are relatively straightforward, if profound and challenging:

1. Determine the organization's mission and purpose
2. Select the chief executive
3. Provide proper financial oversight
4. Ensure adequate resources
5. Ensure legal and ethical integrity and maintain accountability
6. Ensure effective organizational planning
7. Recruit and orient new Board members and assess Board performance
8. Enhance the organization's public standing
9. Determine, monitor, and strengthen the organization's programs
10. Support the chief executive and assess performance\*

\* Richard T. Ingram, The Ten Basic Responsibilities of Nonprofit Boards (BoardSource 2003)

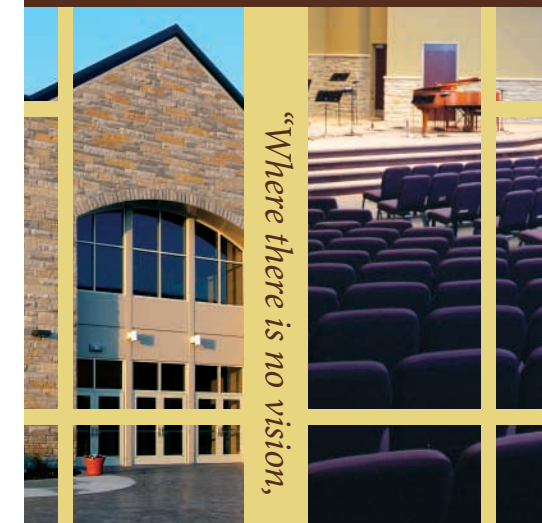
Aside from their responsibilities for self-perpetuation, and the selection and oversight of administrative leadership, the two fundamental responsibilities of a not-for-profit governing Board are to assure that their institution makes continued progress in the furtherance of its mission, and to guarantee the availability of the financial resources necessary to do so. Both of these latter charges come into sharp focus in relation to capital campaigns.

It is virtually impossible for a major fundraising drive to succeed without the leadership and support of the institution's Board. Beyond the obvious fact that these individuals are carefully selected for the strengths they can bring to the institution, it is they who are the most knowledgeable about it, and who approve the most important decisions pertaining to its ongoing welfare. All other constituents look to them for assurance that the institution is on the right course, and offer their own effort, financial support and emotional commitment in the faith that the Board is performing its duties at the highest levels of civic responsibility.

Indeed, to serve as an elected member of the governing Board is to act as the shareholder representative of the public, for the state invests in this group the authority to assure that the institution remains worthy of the not-for-profit status conferred upon it on behalf of the rest of the citizens of the state. Therefore, when it comes to capital campaigns, the public expects the Board to make judicious decisions about how much money must be raised and how it will be used.

*Continued on next page*

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*the people perish." Proverbs 29:18*

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How can a Board be certain of this? If the Board retains control of the institutional strategic planning process, and participates fully and appropriately in that process, then its members can be confident that the institutional priorities have been carefully and thoughtfully developed. Moreover, they will understand the cost of these priorities, and the plan for funding them, utilizing a combination of accumulated assets, operating income, debt service, and philanthropy – in the form of a capital campaign.

If the Board is fully engaged in the institutional planning process, reserving for itself the ultimate authority for approval and adoption, then it is indeed *the Board's own plan for the future welfare of its institution*. Clearly, the Board will be committed to its successful execution.

How can the public be certain of this? In addition to participating in the development of the institutional plan, and adopting it as their road map for the coming years, the members of the governing Board demonstrate

their own unanimous support and ownership by stepping forward before anyone else is even asked, pledging at 100 percent participation. Normally, the Board's financial commitments represent a minimum of 20 percent of the campaign goal, and sometimes much more.

Thus, it must be understood by everyone on your Board that when he agrees to serve on the governing Board of *any* not-for-profit organization – of any scale or purpose – he's making some promises. First of all, he is promising to carry out the essential responsibilities of governance, but he also is committing to add his own financial support. If the people who recruit new Board members to your institution fail to discuss this with candidates when they recruit them, they are doing both the new Board member and your organization a disservice. Good Board members have the obligation to give what they can afford in support of the annual fund, but also to participate in any capital campaigns the Board commits to undertake.

To no one's surprise, a group of individuals that has already taken the important steps of planning and pledging in the leadership of their institution usually plays a major role in securing the balance of the funds needed for the campaign to be successful. And yet, so often one hears the plaintive response, "... but ours is not a fundraising Board!"

Is it necessary that everyone on the Board be wealthy in order to have a successful fundraising Board? No, because there is an appropriate role for everyone in the full spectrum of the development program. A broad base of smaller donors is needed as well as a smaller group of larger donors. There are special events needed in order to attract new prospects to the institution. There are cultivation and recognition programs to be managed, as well as stewardship of existing donors. Gifts at almost any level will increase on the basis of personal attention from Board members. But is it a boon to have at least some Board members who are wealthy? Absolutely yes, because aside from their own generous gifts, they have access to other potential donors at the upper levels, and are in a position to solicit their support.

In summary, a "fundraising Board" is a Board that understands how important it is to have an active and successful development program, and they work to make that happen. So, is *your* Board a "fundraising Board?"

At the end of the day, there is no substitute for an informed, engaged and committed governing Board. If you have accomplished this, under the definition above, then you can feel a lot more confident about the success of your forthcoming capital campaign. ☀

*For more information on Fundraising and Campaign Development Services, please contact Brian Page at 800.807.0100 x3092 or [brian.page@cbservices.org](mailto:brian.page@cbservices.org)*

*Clyde Watkins is the Chairman of Ter Molen Watkins & Brandt, LLC, a leader in campaign development and fundraising.*

## What it means to be a "fundraising Board":

1. The Board holds fundraising as a high priority for the institution, and positions it toward the top of its agendas, recruitment priorities, personal giving, and personal voluntary effort.
2. The Board organizes itself to achieve fundraising success by means of its structure, budget priorities, programs, and communications.
3. The Board recruits members who have a demonstrated interest in and experience with fundraising, as well as a demonstrated commitment to perform this responsibility on behalf of the institution.
4. The Board works to create an environment to support and encourage wealthy and generous individuals to become engaged and to remain involved.
5. The Board is willing to make the difficult trade-off decisions to invest in fundraising programs and personnel to achieve the desired results.

*Good Board members have the obligation to give what they can afford in support of the annual fund, but also to participate in any capital campaigns the Board commits to undertake.*

## Fundraising and Campaign Development Solutions for Your Organization

Christian Brothers Services, along with Ter Molen Watkins & Brandt, LLC, can help your organization develop a successful fundraising program or capital campaign. Senior-level development consultants will put their hands-on fundraising experience and proven track records to work for your organization in the following areas:

- Proposal writing
- Fundraising-related event consulting
- Major gift consulting
- Capital campaign consulting
- Annual giving consulting
- Other services as requested

*A Capital Campaign Self-Help Guide* is also available to members of Christian Brothers Services. The Guide offers a comprehensive look at the implementation of a successful capital campaign and includes a manual detailing capital campaign planning from vision to execution, as well as support materials that range from CDs to a resource tool kit.



For more information on Christian Brothers Services Fundraising and Campaign Development Services, contact Brian Page at 800.807.0100 x 3092 or [brian.page@cbservices.org](mailto:brian.page@cbservices.org)



## Social Media Better Connects the Christian Brothers Services Community

On December 16, 2011, Christian Brothers Services (CBS) launched a social media presence. Members can now “Like” us on Facebook, follow us @CBServices2 on Twitter, connect with us on LinkedIn, and read weekly blog posts on WordPress.

With the increased popularity of social media sites, these channels better enable us to connect to our community and inform them about industry news, tips, and the full array of CBS offerings. CBS social media followers will receive health and safety information, find out which conferences CBS will be attending, and where our experts will be speaking, as well as when to catch our next webinar.

“Social media gives us more of a dialog with our members,” said Terry Arya, chief marketing officer at Christian Brothers Services, “This online marketing allows us to further build, activate, and unite the Christian Brothers Services community.”

Arya adds, “Our ears are to the ground more than ever thanks to social media. What a way to help ensure we’re evolving to meet the changing needs of our members! Members like communicating and connecting in different ways so it’s important that we are active with social media.”

We invite you to join us on one or all of our social media outlets. Visit our website at [cbservices.org](http://cbservices.org) and click on the social media icons for instant access.

*“The most successful marketer becomes part of the lives of their followers. They follow back. They wish happy birthday. They handle problems their customers have with products or service. They grow their businesses and brands by involving themselves in their own communities.”* **Marsha Collier, Best Selling Author, Customer Service & Social Media Influencer.** ☀

## Brother William L. Walz Endowed Scholarship Awarded



Brother Michael Quirk, FSC, Ed.D. and Ross Goers

Ross Goers, a senior at Lewis University in Romeoville, Illinois, was awarded the first Brother William L. Walz Endowed Scholarship. Goers is majoring in business administration, with a minor in marketing. He is an executive committee member of the American Marketing Association, Lewis University chapter, as well as a member of *The Pulse* organization, which helps create activities for the student body. Goers has been involved with the Lewis University cross country and track teams, as well as a student athlete committee representative for both teams. Upon graduation, he plans to continue his education in an MBA program.

### Scholarship

The scholarship honors Brother William L. Walz (1941-2010) for his years of service and dedication to the Christian Brothers and Christian Brothers Services. Walz served as president /CEO of Christian

Brothers Services from 1985-2008. The scholarship will be awarded each year to a Lewis University senior in Computer Science or the College of Business who has a GPA of 2.75+, and demonstrated leadership activities during their college career. The next scholarship will be awarded in the spring of 2012 for the 2012 – 2013 academic year. ☀

If you would like to donate to the Brother William L. Walz Endowed Scholarship, please mail donations to:

**Len Bertolini**  
Interim VP of University Advancement  
Lewis University  
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# A Few Moments with... Terry Arya



*Terry Arya has more than 20 years of experience in the marketing field. In 2011, she became the Chief Marketing Officer for the newly created Marketing Department at Christian Brothers Services, where she oversees the Business Development and Communications divisions.*

## How has the marketing department evolved since your new Chief Marketing Officer (CMO) position was created in 2011?

Not only is the CMO position new to the company, but the Marketing and Business Development departments were also newly formed over the last 2-3 years.

Successfully integrating the Marketing and Business Development units has been important. In the last year, the root systems of these two units have really

become intertwined with many shared projects. As a result, the department culture is highly collaborative. We have fully integrated marketing and business development strategy, which best leverages our industry and member data. When we're planning our presence at industry events, direct mail campaigns, regional promotions, or our OutReach magazine, both marketing and business development are strategizing together.

This synergy helps in widely promoting our full array of services. We're working hard to ensure members know about *all* our products and services so we can best meet their full range of managerial needs.

## Looking back, what has been a noteworthy achievement?

We ended 2011 with a social media bang. In December, Christian Brothers Services began communicating through online channels including Facebook, LinkedIn, Twitter, and WordPress blog posts. Engaging and building the Christian Brothers Services community through social media channels is generating an increasingly engaged and interactive CBS community. We've developed more of a dialog with our members by listening, collaborating, and responding. Online marketing is expanding our reach while we educate members, share news, comment on the industry, and offer tips. (*Social Media Better Connects the Christian Brothers Services Community, page 30.*) CBS also attended many industry conferences during the past year, as well as regularly surveying our members in the spirit of member satisfaction/retention.

## Can you share a little about one or two recent marketing projects?

We now promote Christian Brothers Services offerings at the bottom of all outbound emails. CBS sends about one million outbound emails a year - that's one million opportunities to ensure our members and stakeholders know about all our services and activities.

We are also refreshing our branding. The beach scene is washing out to sea and the tide is rolling in a new mosaic graphic. The mosaic theme was tested at our 2011 Trustee Summit. The new theme expresses that we are *One Company: A Mosaic of Services*. The mosaic look also reflects marketplace feedback which suggested we further showcase our mission and unique religious understanding. This fresh mosaic look will debut this summer.

## Can you share a little about recent business development initiatives?

Our modest margin allows for some very meaningful missionary work. To allow for more of this worldwide help and goodwill, we started selling ads in our member magazine, *OutReach*. Similarly, we're developing a sponsorship program. The sponsorship program offers

visibility and exposure to the CBS market through different packages. These packages include benefits ranging from ads in *OutReach* magazine and social media posts, to links on our website and more.

We are really working our member and industry data to effectively communicate and educate. Through data mining, we're putting together campaigns based on factors such as who is in one program but not another, demands facing niche markets, and shared regional trends.

Two new business collaborators joined us this past year. We are now working with Ter Molen Watkins & Brandt, LLC, to offer fundraising/development support to our members. In addition, we've teamed with Trinity Executive Partnership to be able to support our members with hiring, management assessments, executive coaching, and forensic consulting.

## What were your keys to success during your first year?

It continues to be important to listen intently to our many members and stakeholders including our Board, Trustees, Member Advisory Board, and staff. Their thoughts about the marketplace inspire never-ending ideas, provide valuable perspective, and spark strategy which helps keep CBS thriving.

A great example of listening came at Christian Brothers Services first-ever Trustee Summit last summer. This unique gathering of *all* our Board members, Trustees, and senior managers was a fountain of information about where we are at, where we want to be, and how we are going to get there as a team.

Based on the conversations at this meeting, we are positioning ourselves in the marketplace in innovative and proactive ways, such as leveraging the expertise of our staff. Our staff experts comprise a new CBS "Speakers Bureau." We're producing collateral material around this concept, which will include speaker biographies, topics, photos, testimonials, and links to video clips of their presentations. This Speakers Bureau better allows CBS to lead by educating about industry trends in areas including health coverage, retirement, property/casualty, website services, executive search, real estate, fundraising/development, and wellness. This educational approach is very true to our Lasallian foundation.

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### A Few Moments with... Terry Arya *continued*

Another example of listening and responding comes from the Christian Brothers Services Member Advisory Board (MAB). The MAB provides us valuable marketplace insights. From their feedback in the last year, we have made subtle changes to how we present ourselves. Our materials now further spotlight the CBS mission, our unique religious understanding, and our ability to unite members.

### What are some goals for the coming year?

To further serve our member base, we have plans to increase numbers such as market penetration, margin, webinar attendees, social media followers, and magazine distribution.

We have some big projects in the works that we'll be promoting in 2012, including a white paper about defined benefit plans.

We have aggressive local, regional, and national plans including organizing a 2013 Trustee Summit. The Trustee Summit will mark the second time we're uniting board members and trustees from across the country for strategy sessions.

In the year ahead, I'll also be highly involved in Christian Brothers Services work culture initiatives, which helps support all of our strategic plan initiatives.

Longer term plans will emerge as we stay on top of trends with the Church, healthcare legislation, and new and different markets, so we can best fill industry gaps and serve our members with their managerial needs.

### Any final thoughts?

Marketing and Business Development have two distinctive honors. The first is being a part of the product and services timeline from conceptualization to implementation. The second is having marketplace feedback and member data. With that dynamic comes the responsibility of applying all that knowledge for the benefit of the Christian Brothers Services community. We take that responsibility very seriously. Our stakeholders can count on very action-oriented marketing and business development strategy.

There's an incredibly talented group behind the scenes at Christian Brothers Services, and I'm honored to have joined "Team CBS" in the last year. The staff's commitment, care, and knowledge shines through every day in many different ways. ☀

## The Last Word



*"To be entrusted with the teaching of the young is a great gift and grace of God."*

*-St. John Baptist De La Salle*



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