Chapter – VI

ADMINISTRATION OF THE MISSION

The existence, value and purpose of Christian schools used to be taken as self-evident. Thus Jean – Baptist De La Salle, for example, set up his schools primarily in order to provide Christian education for children and young people of the poorer classes. They were meant to promote the sanctification of pupils and of teachers, to develop their faith and their life as members of the Church. This idea of the Christian School is still alive and present in the culture and ideology of religions orders like the brothers of the Christian Schools. It is the main reason for their presence in the many countries where the Brothers and their colleagues are active.

The traditional view of the purpose of Christian schools is coming under increasing pressure from the post-modern environment in which the schools are situated. Some people say that pastoral goals can no longer be pursued as openly and directly as they used to be. The authoritative status of religion in society is everywhere being called into question or interpreted very differently, because society and culture today are organized on a different basis. Consequently, the role of religion in education is being re-assessed. People question whether there is still any place for those who think that education is basically a religious and pastoral activity.

Common Board of Management (CBM) is legally and morally responsible for the quality of its institution. This remains the highest authority for both Boys Town and Boys Village\(^1\). The person delegated by president of De la Salle Brothers is the chairman. This body remains an instrument of the

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congregation to run these twin institutions effectively and efficiently. In other words, Common Board of Management is president’s body for consultation and confidence\textsuperscript{2}.

Besides the chairman, there has to be a selected secretary who does in detail the running of Common Board of Management. A treasurer can be appointed if need be. These three officers of Common Board of Management are responsible for the management of the Board\textsuperscript{3}.

The chairman shall preside over the Common Board of Management meetings while the secretary makes the report of the minutes of Common Board of Management meeting within a weeks time. He gets the approval from the chairman and sends the copies to each member within 10 days. The secretary also prepares the agenda in consultation with the president and circulates the same along with the notice / information of Common Board of Management meetings’s venue, time and date. The same has to reach each member at least 10 days before the date fixed for the meeting\textsuperscript{4}.

The Common Board of Management shall meet as often as required but not less than once in 2 months.

2/3 (Two third) of the total members of Common Board of Management meeting shall constitute the quorum Common Board of Management is constituted by the Selected members of De la Salle Brothers, nominated member by president as Chairman, ex – officio members.

\textsuperscript{2} De Lasalle Archives, Common Board of Management, Minutes Register, Boys Town, Pulluthu, Madurai.
\textsuperscript{3} Common Board of Management, Minutes Register, Boys Town, Pulluthu, Madurai.
\textsuperscript{4} De Lasalle Archives, Common Board of Management File, No.5, Madurai
**For example**

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<thead>
<tr>
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<tbody>
<tr>
<td>Selected members of De La Salle Brothers</td>
<td>3</td>
<td>2</td>
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<tr>
<td>Nominated professionals</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Ex-officio-Administrator/Director of Boys Town &amp; Boys Village</td>
<td>4</td>
<td>2</td>
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<tr>
<td>Chairman – president nominee(^5)</td>
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Common Board of Management can have nine to thirteen members. Majority of the members will be from De la Salle Brothers so that,

1) they can thrust their views in the event of voting.
2) the identity of De la Salle Brothers can be maintained.

The participation of lay persons, professionals / experts at this level is to ensure

1) efficient running of institutions.
2) to give objective opinion
3) to arrange for technical assistance
4) to give broader perspective

The structure of Common Board of Management and its accountability

1. President’s Council
2. Common Board of Management
3. Administrative Council\(^6\)

President’s Council has the responsibility to organize the Common Board of Management and to provide the means for perpetuating an effective board.


\(^6\) *Ibid.*
It has to

1) elect officers,
2) recruit new members
3) determine the size of Common Board of Management
4) remove ineffective members
5) fill vacancies
6) revise, maintain and enforce the by – laws

Common Board of Management is not concerned with the details of organizational structure of Boys Town / Boys village, but it reserves to itself the final approval of the basic organisational structure that can greatly influence the institutional environment.

Common Board of Management delegates the power to run the day to day functions of the institution to the Administrator through its administrative council.

**Role and responsibility:**

Defining policy – To formulate the philosophy and policies of the institution as a directive to management.

Planning – This has to be done after estimating the community needs and in coordination with other service institutions. A long term five year projection plan has to be prepared.

Ensuing high quality of services by promoting and maintaining high standards of competence in professional and mission services.

Analysing and evaluating the total operations of the institutions including all activities and services.

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Duties:

1) Appointment of administrative staff and evaluation of their performances.
2) To appoint advisory committee or form adhoc committee to advise CBM or institutions run by CBM.
3) Drawing guidelines for admission.
4) Monitoring major projects.
5) Reviewing and granting permission for any agreements or contracts.
6) Approval of the revision of wage / salary.
7) Reviews and evaluates existing policies and procedures.
8) Giving guidelines on the major events.
9) Final authority in disciplinary actions.
10) Research and evaluation of the whole institution.
11) To settle disputes of major nature.

Financial Powers:

1. To buy, sell, endorse, negotiate or transfer all securities.
2. To make purchases of any assets, fixtures, movable or immovable properties worth above of 2,500.
3. Approves annual budget of recurring expenses.
4. Approves all projects, however, small it may be.
5. Financial powers of non- recurring expenses.
   a) Upto Rs.1000, administrator can sanction.
   b) Upto Rs.5000, Administrative council can sanction.

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9 Ibid.
c) Upto Rs.10,000 Common Board of Management has to be consulted by administrative council.

d) Above Rs.50,000 Common Board of Management in consultation with the council of De La Salle Brothers can sanction\(^{10}\).

**Terms of Membership of Common Board of Management:**

The chairman shall hold office for a period of five years while the members for three years.

**Termination of Membership:**

Common Board of Management can decide by majority of votes in addition to the consultation with president of De La sale Brothers, to terminate the membership and that is to be given in writing to the person concerned.

A member can also tender his resignation at any time to the chairman of Common Board of Management.

Extraordinary power is conferred on the chairman to decide or act on Common Board of Management’s behalf on interim period and to report to the board on subsequent meeting\(^{11}\).

**Administrative Council:**

This is the highest decision making body of each local unit or institution. This Administrative Council (AC) meets once in two weeks and discusses all matters pertaining to administration.

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\(^{11}\) Ibid.
This Administrative Council looks after the day to day function of the institution. There need to be regular meetings failing which the Chief Executive or Administrator is empowered to execute the matter or take decision at interim period and report to the group on subsequent meeting.\textsuperscript{12}

**Constitution of Administrative Council:**

It constitutes approximately of 5 members. Each member is responsible for efficient running of the institution and so shares the duties of administrator as and when it is delegated or required.

Usually, the administrator is the chief executive who presides over Administrative Council as chairman. Other members are nominated by him in consultation with Common Board of Management.

Thus the Administrative Council consists of

1. Administrator
2. Director - Superior of local Brother’s Community
3. Representative of Staff Members (Dept. Head)
4. Representative of Brother’s Community (any one brother)
5. One Managerial Staff (Personnel Manager / Finance Manager)

There has to be one elected secretary, who maintains minutes of all such meetings. He circulates the agenda at least 2 days ahead of meetings. Still each member is free to bring his points for discussion.\textsuperscript{13}

**Powers of Administrative Council:**

- To organise the activities of the institution
- To promote the aims and objectives of the institution

\textsuperscript{12} De Lasalle Archives, Administrative Council, Rules and Regulations, Madurai.
\textsuperscript{13} De Lasalle Archives, Administrative Council, Rules and Regulations, Madurai.
- To hold and manage all funds, gifts and the income from the property of the institution.
- To open and operate bank accounts, invest the funds in accordance with Income Tax Act 1961
- To collect and realise interests from banks and other organizations
- To raise loans from banks or other organizations to realise the objectives of the institution, consultation with Common Board of Management\textsuperscript{14}.
- To enter into contract with other agencies or individuals in consultation with Common Board of Management.

**Duties of Administrative Council:**

It is the administrator’s body of consultation and confidence. It controls the overall functioning of the institution and implements various projects approved by Common Board of Management.

Administrative council is the decision making body for all matters pertaining to the departments, production, personnel, programmes and life and welfare of the boys.

**Other Duties:**

- Coordinating body of all departments.
- Implementing various projects approved by Common Board of Management
- Finalising the yearly budget of recurring expense.
- Organising various programmes in collaboration with section heads.
- Short term planning of various activities.

\textsuperscript{14} De Lasalle Archives, Common Board of Management, Minutes File, 2 Madurai.
- Delegating powers and decentralising the powers to the departmental heads.
- Scheduling the yearly programme of the whole institution\(^{15}\).

**Role, responsibilities, power and duties of the Administrator:**

The Administrator is the overall in-charge of the institution. He is the highest authority who makes the decision in consultation with administrative council.

He shares or delegates his work among his assistants called departmental heads. Departmental heads are in control of their respective departments. The Administrator supervises the departments through departmental heads.

He coordinates various activities of the whole institution.

He constantly observes whether the institution adheres to its aims and objectives.

He handles the financial commitment of all units with the assistance of finance manager.

He monitors the projects and gives periodical work report to the agencies.

He represents the institution to outside agencies.

He does the official correspondence, and keeps all matters in records.

He calls for various meetings and maintains minutes.

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With the authority from and within the policies and directives of the Common Board of Management, the administrator coordinates all activities of the institution\textsuperscript{16}.

**Duties:**

He interprets policies, decided by Common Board of Management to all the staff and implements these policies.

Recommends and develops policies and sends for approval to Common Board of Management.

Prepares periodical reports to Common Board of Management concerning different departments and financial conditions.

He creates standing committees to go into various matters.

Meets the departmental heads formally to solve their problems.

Investigates and refers the grievances to Administrative council.

With the help of finance manager or accountant, he prepares yearly budget for control of expenditure.

Makes recommendations to Common Board of Management concerning alterations of machines, buying of equipments, providing additional facilities etc.

He acts as legal representatives in the administration of the institution.

Sanctions leave for all categories.

Signs contracts and documents approved by Common Board of Management.

With the guidance of Common Board of Management, selects, employs, promotes, transfers and discharges the employees.

Maintains sound personnel practices and develops adequate personnel staffing plan.

Maintains all personal records and files.

Recommends revision and restructuring pay scale and other allowances to Common Board of Management.

Authorises the purchase of supplies and equipments.

Public relations - maintains good relations with government, auditor, lawyer, sister concerns etc.

Selection of boys for training programme.

Review and evaluation of every department.

Organizing major events with the help of the guidelines given by Common Board of Management.

Makes statements of all events to Common Board of Management.

Maintains strict discipline.

Recruits and allocates duties and responsibilities to each employee.

Looks after the welfare of the staff and makes statements to Common Board of Management.
Does general correspondence - inward and outward and keeps master files.

Meets the boys/inmates/residents regularly.

Maintain confidential report on staff and takes disciplinary actions with the approval of Administrative council\textsuperscript{17}.

**Aims and Objectives of Boys Town:**

To provide a happy family atmosphere in which orphaned, abandoned and destitute boys can develop their personalities, accept their responsibilities and enjoy their ordered liberty.

To provide these boys with the basic academic education that will make it possible for them under careful guidance to master technical and agricultural skills, thus withdrawing them effectively from the life of casual labour and unemployment, which would otherwise have been theirs.

To contribute through these aims to the well being of India, making available to her skilled technicians and agriculturists and above all, citizens with a deep seated sense of their civic and social duties.

To assist them whenever possible to settle in life by seeking suitable employment and establishing themselves as well oriented citizens of India\textsuperscript{18}.

**Critical Comments and Suggestions:**

Going through the bio-data of the present boys and the boys admitted in the past we find, only deserving students are admitted into the institution.


\textsuperscript{18} Bro. Arulsamy, \textit{op.cit.}, p.55.
The management should take each objective and state ways and means of achieving it or how it is being achieved in reality.

Some parts of the objectives like imparting agricultural skills hold no meaning as no agricultural skill worth its name is being imparted. If management is serious about this objective, it can think of offering part time / full time short courses in agriculture with the help of exports and available resources\textsuperscript{19}.

**Cottage life:**

Boys live in cottages. There are 6 cottages, 12 boys live in them. These boys elect 2 presidents and each cottage elects 2 captains. These presidents and captains look after the day to day affairs of the cottages. In addition, each cottage has a cottage master who is usually a staff member and a cottage coordinator who is a brother, coordinates the activities of all the cottages\textsuperscript{20}.

In the past they were kept there for five years and were given training in different trades like carpentry, fitter and turner depending on their aptitudes. This included 2 years orientation course. Ever since the government has accorded recognition, only boys who have completed VIII std are taken and the training period is reduced to 3 years\textsuperscript{21}.

They have regular games in the evening. They are allowed to watch TV programmes on Friday evenings and Sunday evenings. Other recreational facilities include in door games after super. Once a month outing and monthly entertainments organized by one of the cottages\textsuperscript{22}.

\textsuperscript{20} Interview with Bro. Christopher, President, All India De Lasalle Mission, Madurai, dated 6 April 2010.
\textsuperscript{21} Interview with Bro. Christopher, dated 6 April 2010.
\textsuperscript{22} Interview with Bro. Nester, Cottage Incharge, Boys Town, Madurai, dated 6 April 2010.
Critical comments and suggestions:

Interview with the boys show that they are happy and there is an atmosphere of friendliness, companionship and concern.

In view of giving a family atmosphere of married couple is posted in each cottage. When young couple with encumbrances are posted, their attention is mostly directed to their families and not on boys.

Cottage masters are keen on doing overtime in the department which brings additional income, but this practice takes away the physical presence of the cottage masters from their cottages in the evenings. This practice also contributes for their lack of interest in the cottages\(^{23}\).

Regarding the training of the boys there is confusion in the minds of the authorities. While some argue that even now the orientation course is going on, the others deny it. There are some boys kept in the cottages and are given only menial jobs and not sent to the department works. Some consider these boys as orientation course boys, if so with regret it is to be noted that the aims and objectives of the orientation courses is lost. If the orientation course is not properly organized, it is better to abolish it\(^ {24}\).

There are disputes regarding the initial expenses and the incidental expenses during the year, of the boys who come from Boys village. These issues should be tackled at the policy making level and clear directions should be given to the respective directors\(^ {25}\).

\(^ {23}\) History of the Institution, *op.cit.*, p.70.
Good schemes like cottage saving schemes through rabbit rearing, vegetable cultivation have slackened. The reason for this slackening should be looked into and every step should be taken to revive such schemes.

The parliament system (self government / Panchayat system) which was effectively functioning once is given up now. This has to be revived again as this helps the boys to discipline themselves in a responsible way.

Most of the boys receive money from outside but there are quite a few who are unable to get from outside. This creates disparity among the boys.

The cottage masters frequently experience boys exhibiting defiance, stealing, lying, and sexual problems. Their handling of these problems do not seem to be effective as they resort normally to punishment or turning the boy out of Boys Town.\(^\text{26}\)

The transition from Boys Town to outside world after the training should be made smooth. They need help to adjust emotionally and financially as they go into outside world after many years of artificial / smooth life in the Boys Town. Placement services for jobs should be offered to all the boys.

The involvement of the cottage masters in the welfare of the boys needs to be increased. Frequent orientation courses, training programmes and seminars in dealing with adolescent boys need to be conducted for cottage masters.\(^\text{27}\)

Old boys can be a source of inspiration for the institute. Hence adequate steps to be taken to revive the old boys association which is defunct now.

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\(^{26}\) Cottage Master Register, 1989, De Lasalle Archives, Madurai.

\(^{27}\) De Lasalle Archives, Annual Report of Cottage Master, 1989, Madurai.
Boys are happy about their training they receive in the department and the interview with various sources reveals that most of the boys are able to get jobs after training.

Out of the three courses offered for the boys, one course requires only 2 years of stay and the third year programme is not properly organized. If the institute is unable to organize a proper programme for these boys, they can be sent out after two years and the resources which would be spent on them can be used for running short courses or refresher courses for deserving boys28.

Regarding training, though at present it is quite satisfactory, there is a need for constant upgrading. From time to time, technical personnel from big industries should be brought and their opinion should be used for upgrading the training.

Boys in the cottages where middle aged / elderly couples without encumbrances are placed receive better care.

Cottage masters meeting has been abandoned for various reasons. Efforts should be made revive these meetings and minutes of these meetings with follow up actions should be kept29.

**Administration:**

The Administrator is in charge of the total functioning of the institution. He looks after the day to day functioning, personnel department and training of the boys in trades. Apart from this, he is also the departmental head of wood work combine and partly available there in the afternoon hours. The Director of the community heads the field departments like dairy, farm, fisheries and maintenance. The third member of the community is the coordinator of cottages and heads the department of metal shop. These three constitute the top

29 De Lasalle Archives, Minutes of Cottage Master, 1990, Madurai.
deciding body of the institution. Matters of importance are decided in the community\textsuperscript{30}.

There are staff who are permanent and getting monthly salary. Apart from this, there are weekly and daily wage workers. A handful of boys are employed here and there is free service (the so called orientation course boys).

Vacancies are advertised and selected candidates are called for personal interview. The respective manager and the administrator interview the person and decide. After a year, permanent appointment order is issued by the respective manager of the section. Of late the appointment of the latter by the Administrator is for very simple term\textsuperscript{31}.

Though there is no written service rules or standing orders, there are basic rules which are being followed conventionally. The vital benefits like salary revision, bonus, leave and medical benefits are decided by the Administrator. Most of the staff are provided with houses and provident fund facilities. Fringe benefits are common and are given in a very informal way.

There are five major departments – metal shop, wood work combine, farm, central office and cottages. Apart from this, there are 11 minor department; Kitchen, accounts, quarters, maintenance and upkeep, dairy, fishery, security, purchase, show room, dobbay.

Minor departments are clubbed and given to one person and they do not have the status of a department. The security services are given to an outside agency on contract basis.

\textsuperscript{31} De Lasalle Archives, Appointment Procedure File, No.3, Madurai.
The general administration including accounts comes under the administrator. The secretarial work, office management, record keeping are all looked after by a single person and accounts is manned by another person\textsuperscript{32}.

Supervision at various levels is done by the persons who are delegated by the departmental head. These supervisors have no formal qualifications but have years of experience in their respective trades.

Important administrative personnel reside within the campus and so available whenever needed.

Piggery or meat shop and poultry sections are given on lease to outside agencies. These two units run in full swing.

Financially, the institution heavily depends on foreign donations. The income generated by the institution is meager\textsuperscript{33}.

**Critical comments and suggestions:**

The whole administrative set up needs to be reorganized. At present, there is no proper organizational set up wherein roles, duties and responsibilities of administrative staff are clearly defined.

Professionalism is found lacking in administration. In the absence of written policies, rules and regulations, the Administrator takes decisions. This may encourage one to act impulsively without taking into consideration the repercussions of such acts in the long run\textsuperscript{34}.


\textsuperscript{33} Report on the Administration of Boys Town, 1995, De Lasalle Archives, Madurai.

\textsuperscript{34} Interview: Bro. Christopher, Dated 07 April 2010.
Example:

Within a short time, two increments have been given to the staff. In the last increment given, some staff members get more than 3 increments (upto Rs.200) while others get only one (Rs.60). Who decides the amount of increments and on what grounds is not clearly specified. These actions will create resentment and jealousy among the staff\textsuperscript{35}.

Wood work combine and metal shop has shown a good turn over in terms of production and profit in the last two years.

The income from the field is meager compared to the heavy investments made. At present there are 5000 coconut trees and if they are properly looked after can yield good returns in the coming years. To our dismay, we find that these trees are not properly looked after due to frequent changes in the administration and unqualified field managers\textsuperscript{36}.

Dairy has shown deficits for last ten years. One wonders why such a trend is allowed to perpetuate. Here again frequent change and appointing brothers who are neither qualified nor motivated, and poor planning have been cited as possible causes.

Inventory of articles and stock register is not kept in many vital departments like carpentry, store room etc.

There is no proper forum for the staff to voice their grievances. As a result, their involvement and commitment for the institution is sagging\textsuperscript{37}.

\textsuperscript{35} Interview with Kannan, Office Staff, Boys Town, Pulluthu, Madurai, Dated 08 April 2010.
\textsuperscript{37} Interview with Kannan, Dated 08 April 2010.
Secretarial office work heavily depends on one person and on account of which efficiency suffers.

Boys village has its own aims and objectives. Concentrate the following aspects of the cottage life, Administration, proposed models of administration and administrative suggestion.

**Aims and Objectives:**

Boys village aims at providing home for destitutes, parentless and abandoned Boys. It tries to restore what these children lost or never had, namely an atmosphere of family life, in warm and happy surroundings. The core programme called “Home for Boys” has the basic philosophy of Fr.Flangone’s ‘Nebriska system’ which means “Self government by boys living in small groups”. The children are given the possibility of living a natural life as in normal family without losing contact with the outer world. They are sent to regular schools in the nearby villages\(^{38}\). Boys village remains the guardian of the children until they are able to look after themselves. Boys village tries to inculcate qualities of tolerance, responsibility, willingness to help, right attitude to work so that they can grow into useful citizens of the country.

Boys village maintains a village set up and relies on farming for sustenance. It tries to reach out to the surrounding villages in order to help them to help themselves\(^{39}\).

Aims and objectives laid down for Boys Village have been faithfully followed over the years. The authorities have been taking extra pain to admit only the most deserving cases. For example, the bio data of the boys staying now in the village reveals.


\(^{39}\) History of Boys Town, *op.cit.*, 

173
Orphans 17
Single parent alive 45
Court committed 3
Deserted children 7
Both alive but the 17
Parental income below
Rs.300 per month

The institution has developed policies such as
- maintaining rural atmosphere
- boys contributing to the maintenance of the house.
- learning to save through savings account.
- trying to maintain the dignity of person by not giving anything free and made to buy from their savings etc.

These operational objectives give good formation to the boys.

**Life in boys Village:**

Boys are provided with small, well ventilated and spacious rural type houses. Each house accommodates roughly ten students and there are nine such houses.

The boys select their own representatives who in turn form the council. The council and its members meet every week to make decisions about their day to day living.

Boys are made responsible for the maintenance of the house. They help in the farm and the interested children are given their own plots to produce vegetables. They spend about seventy minutes for the maintenance of the house every day, forty five minutes in a week for farm work and two hours

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40 De Lasalle Archives, Students Register, Boys Town, 1981, Madurai.
they spend on different allotted works on holidays. They are paid a nominal rate for their work as a recognition of their work with which they but their needs such as oil, soap etc.°

Schooling: Children are sent to nearby schools. Some go to convent schools and others go to government school. Normally, they are educated upto VIII Std. Besides regular schooling, they are given everyday a class on values based education such as normal instruction, catechism etc. Children are encouraged to take up hobbies such as a stamp collection, drawing, news item display, music etc. Once a week each house is asked to give an entertainment programme for the entire boys village. They are allowed to watch Television once a week and other recreational facilities include sports.

They are given nutritious food three times a day which consists of wheat, rice, ragi, eggs and milk. Frequently, they are given meat and cheese. They follow a structured daily time table wherein study, work, and games are given priority. When they are physically fit, to handle the machine namely at the age of fourteen or fifteen they leave the village. Many of them go to boys town and some return to their homes of origin.°

Personal observation, interview with staff and students reveal that boys are happy in Boys Village. There is an atmosphere of love, concern and discipline. There is lack of spelt out policy regarding the boys’ future when they have to be laid down regarding the selection of boys to Boys Town and the boys who are good at academic studies and not inclined to join boys town. There seems to be some reluctance on the part of the boys to join Boys town due to adjustment problems. They need to adjust emotionally and are not met

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°° Interview with Bro. Feddy, Director, Boys Village, Batlagundu, Dated 5 May 2010.
either by Boys Town or Boys Village. This issue also need to be worked out by
the common board of management to be constituted\textsuperscript{44}.

Self government system is based on sound psychological principles. Presently boys are trained well, appreciative, appreciating and point out the
mistakes of each other. The administration can give now more responsibilities
to the government such as discussing and deciding their daily time table, programme etc.

Some children are sent to convent schools and others are sent to
government schools. The children who go to government schools are put to
severe disadvantage because the education imparted in these schools are very
poor. Children at this age need good education and it is advisable to send them
to good schools. Boys Village can also consider starting of its own school
which could be made a model for the surrounding villages. The feasibility of
such a venture should be studied in detail.

Since most of the children come from broken homes and unhappy
family situations, it is natural that they exhibit emotional problems, and
conduct problems such as stealing, truancy, disobedience etc. The help of child
psychologists should be sought or the staff of Boys village should be trained to
handle such problems of the disturbed children. At present the staff members
feel inadequate to handle such problems\textsuperscript{45}. Some members feel that the children
are given too much work. This may be true on holidays. When there are good
children’s programme in Television the boys should be allowed to watch as this
can stimulate their intellectual and emotional growth\textsuperscript{46}.

\textsuperscript{44} Administration Council Report, 1990-1991, De Lasalle Archives, Madurai.
\textsuperscript{45} History of Boys down, \textit{op.cit.}, p.38.
\textsuperscript{46} History of Boys down, \textit{op.cit.}, p.40.
Administration:

The Director as well as the Administrator is the same person. He is responsible for the whole organization. He is supported by this community which seems to be the advisory board for all administrative matters. The Director makes all the decisions.

The institution consists of 4 major departments. They are

1. Homes / hostels headed by warden
2. Farm and dairy manned by a single supervisor and his family.
3. Thoothukudi centre, training centre and Balwadi, all manned by respective teachers.
4. General Administration which is being looked after by the Director himself.

There are auxiliary departments merged with these major sections mentioned above. They are dispensary, kitchen and accounts\(^47\).

Apart from this, each project as it gets approved and starts functioning becoming part of one of the major departments. Staff - There are thirteen female workers and nine male workers. Salary is fixed as consolidated amount and the increment in given as per the discretion of the administrator. Provident fund facility is provided to them for past two years. Local facility is available and they are given upto Rs.1000 without any interest\(^48\).

There is no fixed duty hours. Since most of the staff members reside within the campus, ‘work-life’ start as early as 5.45 am. It goes even upto 10 pm on some days. Sunday is their regular day of rest but one of the Sundays in a month is absorbed in work on voluntary basis\(^49\).

\(^{47}\) De Lasalle Archives, Director’s Report, 1992-1993, Madurai.
\(^{49}\) De Lasalle Archives, Duty Register of Staff Members, 1998-1999, Madurai.
Annual holidays given in two blocks, one is given during summer (Fifteen days) and the other is given during Christmas (Ten days). Sick leave is granted as and when requested and it is decided by the Director. There is no causal leave. Recruitment is done by the Director. He gets the names from Madurai Multipurpose Society and selects a candidate on the basis of a written test. Disciplinary actions are also taken only by the Director. Married staff are given family quarters while the unmarried staff stay in a dormitory.

Programme / Department:

- Boys Home – Eighty Nine boys are provided basic needs like food, lodging, clothing and education. There are nine cottages and each accommodates about ten boys. These boys are looked after by a warden and his assistant. Thoothukudi centre – About hundred children benefit from this centre. It was started in 1986. It provides them with a place to sit and study in addition to the extra coaching.

- Vocational Training Centre – The programme was started in 1986. There are twenty youths who come to the centre and learn skills like tailoring, typing, matweaving, spinning, soap, basket, phenyle, candle, ornament making and binding. They are being trained by two staff members.

- Balwadi – In order to help poor harijan women to go for work, this centre was opened wherein the women can leave the children / babies and go for work and take them home on their return form work in the evening.

- Model Farm – This consists of a dairy with twenty cows, a poultry which has both layers and broilers, then fields which has 1200 coconut trees and 12 acres of cultivable land which is being used for paddy and

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50 De Lasalle Archives, Director Report, 1999-2000, Madurai.
sugar cane cultivation. The farm is being looked after by a trained agriculturist\(^{51}\).

- There are three kitchens in Boys village. The main kitchen cooks regular food for 150 inmates and the tuition centre boys receive food once a day. The two Balwadies are also supplied for from here. This kitchen is staffed by three ladies. There is another kitchen exclusively meant for brothers community and guests. This is managed by two ladies. The third kitchen is managed by staff themselves. A cook is provided by the management and the other expenses are shared by staff themselves\(^{52}\).

- A small outpatient care unit is run by a lady who has done nursing training. She is also involved with other works in the hostel.

### Role of Teaching Brothers:

The vocation of a Brother is a living force in the animation of youth. A brother is living Witness to the youth of times. There is a great need to revitalize the apostolate of the Brothers for better and more effective animation of youth. The Brothers consider their professional work as a ministry. They are attentive to all of their students and especially to those most in need. They help young people to grow as persons who are called to realize more and more that they are children of God.

Brothers take active participation in the animation of educational communities and bear witness through their life style\(^{53}\).

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\(^{51}\) Interview with Bro. Sekar, Director, Boys Home, Thoothukudi, Dated 20 June 2010.  
\(^{52}\) Ibid.  
Brothers:

1. Involve enthusiastically in the formation of youth.
2. Collaborate closely with the Lasallian Family for the growth & development of youth.
3. Earnestly participate in all activities of the educational establishment.
4. Strive to inspire the co-workers to share the wealth of Lasallian pedagogy and spiritually.
5. Initiate various steps for the faithful performance of their duties as educationists.
6. Attend renewal programmes to keep up-to-date with the needs of the youth\(^5\).

Role of Lasallian Partners:

The Lasallian partners play an active role in the apostolate of Brothers educational apostolate. It is a joint venture in which Brothers and lay partners share the same vision and mission. They are encouraged to make a more specific commitment in the animation work. The brothers gladly associate lay persons with them in their educational mission. The brothers foster a spirit of collaboration and mutual enrichment among all the members of the educational commitment. The teachers must be aware of the tremendous cultural changes of our times and consequently update themselves in their objectives programs and methodology\(^5\).

The Teachers:

1. Actively participate in the animation work in Lasallian Establishments.
2. Render full cooperation in teaching apostolate giving emphasis to Faith, value and Media Education.

\(^5\) Ibid.
3. Translate the teaching of St. La Salle in modern terms.
4. Attend seminars & programs to update themselves for their effective apostolate in order to share Lasallian vision of education.
5. Involve in decision-making processes and administrative work whenever possible\textsuperscript{56}.

**Faith Value and Media (FVM) Education:**

“Young people today are confused about their value system. They are facing value conflict and moral dilemmas at every turn and they are at a loss as how to handle them. In this situation our educational institution and all those who work with young people have a significant role to play in their value development of young people. “Values are caught and not taught”. We realize our teaching values are not effective enough. The best thing we can do is to help our young people to develop their own value system if the values are to work for them\textsuperscript{57}.

**All educational establishments focus on faith, values and media (FVM) education as prime concern:**

1. Allotment of three hours a week to promote Faith Value and Media education
2. Emphasis on personal, social and spiritual values.
3. Make-up the subject interesting, adopting innovative/creative techniques.
4. Update the teachers by sending them for short/refreshing courses regularly.
5. Respective educational establishments award certificate of excellence to encourage students.

\textsuperscript{56} Policy for Schools, Lasallian Publication, General Council, Rome, 1989, p.28.
\textsuperscript{57} De Lasalle Archives, Prospectus of Faith Value and Media Education, 2000, Madurai.
6. Periodical evaluation (once in three months) to make the curriculum more effective.

7. Active involvement of the teachers in the teachings of Faith Value and Media education.

8. The existing Faith and Values Council be named as Faith, values and Media Council which plans for the implementation of the curriculum.

9. The Lasallian establishments’ handbook declares that “this school imparts faith education to the Christian Students and Values & Media Education to all the students”\(^58\).

**Leadership:**

A good dynamic leader is a dynamo generating that charges and activities the whole group in such a way that more miracles may be achieved. There is need to train the personnel for the leadership. The continuity of the personnel in a particular field certainly helps the persons to develop and to nurture the leadership qualities. The brothers or lay persons be identified for training in administrative skills\(^59\).

**The issue of leadership needs to be strengthened and encouraged among the brothers and lay partners in all educational establishments:**

1. A programme could be organized for the Administrators in behavioural science by the Educational Council.

2. The Managing Committee of each establishment organizes the secondary leadership to be proposed by the Delegation Council.

3. The administration and the secondary leadership personnel get opportunities to update in school administration, human relationships, pastoral activities and catechetic\(^60\).

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\(^{58}\) Policy for Schools, Lasallian Publication, General Council, Rome, 1989, p.28.

\(^{59}\) Third Delegation Chapter, 2003, De Lasalle Archives, Madurai, p.35.

\(^{60}\) *Ibid.*
Orientation for New Recruits:

While education improves the knowledge and understanding of the teachers in a general way, training aims at increasing the aptitude, skills and abilities to perform better in the given responsibilities\(^{61}\).

Vanavil works out a definite training program for the new recruits\(^{62}\):

1. Vanavil in collaboration with the Lasallian Educational Council prepares the program for five years.
2. Lasallian Educational Council shares the Lasallian document on pedagogy and spirituality with the new recruits.
3. The Managing Committee supervises and evaluates the performances in a periodical manner during the probationary period\(^{63}\).

Staff Betterment Program:

“Rapid change is typical of the modern world. In order to remain effective educators and in order to God’s call all members of the educational community need to take advantage of opportunities for continuing education and continued personnel development especially in professional competence, pedagogical techniques and spiritual formation”\(^{64}\). Our staff members need to be dynamic, creative and expressive in their profession. The members of the staff faculty are to be encouraged to take active part in the Staff Betterment program.

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\(^{61}\) De Lasalle Archives, Policy for Schools, LP, Madurai.
\(^{62}\) Interview with Bro. John Fernando, Director of Vanavil, Pulluthu, Madurai, Dated 12 April 2010.
\(^{63}\) Ibid.
\(^{64}\) Our Mission and Missionary; Tamilnadu Conference of Religious India, St.Mary Press, Dindigul, 1992, p.25.
Lasallian Educational Council carries a definite program for the welfare of the staff in the delegation:

1. The Lasallian Educational Council designs a five year plan to staff who complete 5 years of professional experience.
2. Evaluation and review once in two years.
3. The Executive Secretary supervises it.
4. Lasallian Educational Council awards certificate at the end of such programmes.
5. The Administrator circulates the Government order, regulations, and communications to the Brothers with the up-date of the modern times.
6. Lasallian Educational Council organizes In-service programs for the Brothers.\(^{65}\).

Hostel Ministry:

Brothers establish, Hostel for young people to become responsible knowledgeable and caring in order to experience God’s love for them.

All educational establishments provide a residential facility as per the need this residential facility becomes a home away from home\(^ {66}\):

1. Assist the inmates to discover, appreciate and assimilate human, social and spiritual values.
2. Extend brotherly companionship and accompaniment.
3. Brothers try to discover and develop more and more special talents of the students.
4. To promote the students personal freedom and encouraging them to assume responsibilities for their own formation.
5. Personal dialogue with the individual, at least twice a year.
6. The prefect of hostel, accountable to the Administrator, maintains the personal cumulative record\(^ {67}\).

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\(^{65}\) De Lasalle Archives, Lasallian Educational Council, File No.3, Madurai.

\(^{66}\) Policy Hand Book No.2, LP, 1860, Rome.

\(^{67}\) De Lasalle Archives, Hostel Ministry, Madurai, 1969.
Youth Activities:

The charisma of our apostolate aims at a well-integrated personality of youth adapted to the times in which they live. The formation of the youth is the foremost task of our apostate. At present the youths are easily lead by unwanted elements. So there is a great need to form them and to take a special care in the animation of the youth. Those who have instructed many in righteousness will shine like eternity.\(^{68}\)

All educational establishments provide a well-integrated animation programme for youth:

1. Lasallian Youth Club will be initiated by Vanavil.
2. To initiate the youth for their formation and to develop a sense of social responsibilities and values through Lasallian Youth Club.
3. To provide opportunities to share the leadership programmes such as Scout, National Service Scheme and National Cadet Corps.
4. To help them in vocational Guidance.
5. To encourage them to participate in programmes and seminars in social awareness, civics responsibilities, health & hygiene and environmental education, they become better citizens of our country.\(^{69}\)

Sharing of Inter Lasallian Strength:

Lasallian Schools/Colleges integrate and exercise their zeal in such a way to foster a spirit of association in a wider perspective.\(^{70}\)

1. President establishes Sports, Youth, and Academic Councils at the recommendation of the Lasallian Educational Council. The term of office of these councils is for three years.

\(^{68}\) De Lasalle Archives, Lasalle Youth Movement Programme Register, 1975, Madurai.

\(^{69}\) Ibid.

\(^{70}\) Policy Hand Book No.2, LP, 1860, Rome.
2. these councils plan out a definite and feasible programme for every academic year or on a long term.

3. A financial plan is proposed by the Lasallian Educational Council for the operational expenses\textsuperscript{71}.

**Orientation on the faith of Inter-Religious/Multi Religious Concept:**

Though India is known for religious tolerance there are so many innocents lives sacrificed every year in the name of religion. Our Lasallian schools prudently and lovingly, through dialogue and collaboration with the followers of other religions is in witness to Christian faith and life, acknowledge, preserve and promote spiritual and moral goods found among their religions as well as the values in their society and culture\textsuperscript{72}.

All our Schools / Colleges Become, Especially for Non-Christians, A presence of the church, a witness to the charity of Christ and a centre of dialogue and collaboration.

2. To conduct an inter-religious seminar for communal and national integration.
3. To prepare and present a street play on communal harmony.
4. To celebrate important Indian religious festivals\textsuperscript{73}.

**Nature and Role of a Counselor of Lasallian Institution:**

Youth is a period characterized by a time of indecision, despair and doubt, especially in instances where they are not mentally conditioned and physically prepared to cope with changes taking place in and around them.

\textsuperscript{71} Policy Hand Book No.2, LP, 1860, Rome.
\textsuperscript{72} Ibid.
\textsuperscript{73} Policy Hand Book No.3, LP, 1860, Rome.
Youth today is caught up in identity crisis, one that is not easy to define. One of the essential qualities required of those who instruct others, must get to know their pupils and discern the manners in which to act towards them.\(^{74}\)

All educational establishments make provisions to have trained personnel for counseling and career vocational guidance, to whom the students can easily approach at their difficult and critical moments.\(^{75}\):

1. Every educational establishment needs counseling centre.
2. Organize counseling sessions once a term for the youth.
3. Each educational establishment sends the Teaching Staff and Brothers to the counseling courses periodically available at various places.
4. Problematic students meet the counselor periodically for guidance.
5. Lasallian Educational Council prepares special curriculum/ cell in the area of Counseling.
6. Conduct the awareness session for the parents of the students once a year.
7. The class teacher maintains the cumulative record of the student.\(^{76}\)

**Lasallian Educational Council:**

The role and functions of the Council and its inter relatedness has been conceived with the sole aim of establishing a clear set of organizational structure for the pastoral and human advancement ministry in the field of education.

The delegation needs a legal structure to confirm its status as a Religious Minority as per the Constitution of India. This structure will make it a corporate body and help it to function as a Educational Agency. The Board

\(^{74}\) Bro. Arulsamy, History of the Institute, p.65.

\(^{75}\) Policy Hand Book No.3, LP, 1860, Rome.

\(^{76}\) Ibid.
functions directly under the Delegation Council while cooperating with the Mission Commission on the areas of mutual concern\textsuperscript{77}.

\textbf{The board of management registers itself under the Tamilnadu reg. act so as to make it a legal body continue to enjoy the minority rights as our schools are benefiting through the diocesan corporate bodies\textsuperscript{78}}:

1. Lasallian Educational Council registers itself as a society under the name of the Congregation of De la Salle Brothers.
2. Bro. President of the Delegation is also the President of the Registered Society becomes Manager of all Lasallian Schools.
3. Our Schools in Thoothukudi & Suranam come under the registered Society to be transferred from their respective Dioceses.
4. The manager administers all the institutions established by the La Salle Brothers.
5. With the legal arrangement the Board will be named as Lasalian Educational Council\textsuperscript{79}

\textbf{School Management:}

Our schools play a key role in promoting education of youth. Since the school is a field of education the Brothers are encouraged to play an active role in the total life of the school apostolate. The school must be aware of the tremendous cultural changes of our times and consequently update itself in its objectives, programs and methodology.

“Our Lasallian schools share the interest, the worries, and the hope of your students. Our schools are not only a place of teaching but they help

\textsuperscript{77} De Lasalle Archives, Report Lasallian Educational Council, 1999, Madurai.
\textsuperscript{78} Policy Hand Book No.3.
\textsuperscript{79} De Lasalle Archives, Lasallian Education Council Register, 2000, Madurai.
students to be aware of what the spirit is speaking to themselves, what their own abilities are, and little how they discover their true place in the world”\textsuperscript{80}.

To be aware of the tremendous cultural changes of our times, our educational establishments update themselves in their objectives, administration, programs and methodology\textsuperscript{81}:

1. The Brothers initiate steps to ensure academic excellence in our institutions.
2. To have an advisory council to assist the Administrator in various units of organizations.
3. Top priority is given to examine the progress of our students.
4. A study cell to examine the progress of our students.
5. Free remedial classes for weaker students are organized outside school hours.
6. As a follow – up, to organize Former Pupils Association.
8. To delegate the powers and responsibilities with our Brothers/ Lay Partners in the animation progress\textsuperscript{82}.

Hostel Management:

Our hostels play specific and important roles in the total process of animation of youth who associate with the Brothers for a long time. We conduct hostels to provide opportunities to the students, especially for those from the rural areas, to educate, develop, and nature their growth in all spheres promoting communal harmony and national integration\textsuperscript{83}.

\textsuperscript{80} De Lasalle Brothers, A Declaration, The Brothers of the Christian Schools in the World Today, Belgium, 1967, p.35.
\textsuperscript{81} Policy Hand Book No.2.
\textsuperscript{82} De Lasalle Archives, Annual Evaluation and Report to Lasallian Education Council, Madurai.
\textsuperscript{83} \textit{Ibid.}
All our hostels / charitable homes provide better facilities to the deserving students\(^{84}\):

1. Preferential option for the poor gets top priority in the admission policy, followed by those who have no secondary higher secondary education facilities.
2. To organize vocational guidance in our hostels.
3. Each student receives special concern and care.
4. A thorough knowledge of the youth is essential for the staff.
5. The Administrator conducts an evaluation at the end of the academic year\(^{85}\).

Art. 29 (2) of the Constitution of India lays down that no citizen shall be denied admission into any educational Institution maintained by the state or receiving aid out of the state finds on ground only of Religion race language or any of them\(^{86}\).

In secondary and higher education that has so far been mostly a privilege of the middle and upper classes. “For those who do not have means to learn and the trained enough to take their place in society because of ignorance oppression, etc., To those who are victims of economic and political turmoil and those are looking for values, Faith and wish to take thirst with the word of god\(^{87}\).

 Preferential option for the poor is the primary concern of our admission policy. However the doors are open for the other sections of the social classes:

To have an admission committee formulate the criteria for admission.

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\(^{84}\) Policy Hand Book No.2, \textit{op.cit.}

\(^{85}\) \textit{Ibid.}

\(^{86}\) De Lasalle Archives, Guide for Rules, LP, Madurai.

\(^{87}\) \textit{Ibid.}
1. The Composition of the admission Committee:
   i. Principal / Headmaster
   ii. Prefect of Hostel
   iii. Senior/ Junior Assistant
   iv. A lay staff, nominated by Principal./ Headmaster.

2. No collection of donation at the time of admission.

3. To follow Government norms and the department guidelines totally.

4. Lasallian Educational Council gets communication of admission process and results on or before 30th Sep\textsuperscript{88}.

**Scholarship for poor Students:**

“Consider that it is only too common for the working class and the poor to allow their children to live on their own, roaming all over as if they had no home, until they are able to be put to some work, These parents have no concern to send their children to school because they are too poor to pay teachers, or else they have to go out to look for work and leave their children to find for themselves”\textsuperscript{89}. “To give human and Christian education to the young, especially the poor”\textsuperscript{90}. The solidarity among the Brothers that results from their vow of association for the service of the poor through education gives support to the apostolic activity of the institute\textsuperscript{91}.

\textsuperscript{88} Policy Hand Book No.2.
\textsuperscript{89} De Lasalle Archives, Policy for Schools, Madurai.
\textsuperscript{90} Ibid., p.15.
\textsuperscript{91} Ibid., p.17.
A capital fund established by our educational establishments for the purpose of assisting deserving students through scholarships and meet the educational expenses:\(^{92}\):

1. Poor and Marginalized Catholic Students get top priority followed by orphans and semi-orphans who are the students but unable to meet educational needs.
2. To give merit scholarships to the poor students.
3. Managing Committee spells out the criteria for the finalization of deserving students:\(^{93}\).

**Recruitment and Appointment:**

Staff selection procedures are to be streamlined and standardized. This is to ensure a fair selection of candidate and ward off accusation of arbitrariness, casteism and partiality with regard to Staff Recruitment:\(^{94}\).

**Lasallian Educational Council streamlines and systematizes the recruitment of the staff:\(^{95}\):**

1. Lasallian Educational Council spells out of the criteria for the composition of the interview panel which sees to the selection of the staff.
2. Three basic traits for the selection: i) Ability ii) Personality iii) Social Traits. Lasallian Educational Council designs with the Break-up of marks of the assessment.
3. The announcement of calling and conducting interviews precedes the actual appointments.
4. To ensure that the candidates have good understanding of Lasallian options and objectives.

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\(^{92}\) Policy Hand Book No.2.
\(^{93}\) De Lasalle Archives, Common Board of Management, Register, 2001, Madurai.
\(^{94}\) Our Mission and Ministries, *op.cit.*, p.69.
\(^{95}\) Policy Hand Book, No.3.
5. Selection of candidates do not warrant any recommendations.
6. The welfare of the Catholics, especially Dalits and other most backward communities, are the central focus of the recruitment.
7. Female participation in faculty is a must in all co-education Lasallian schools / Colleges.

**Staff Assessment process:**

Assessment is a process of ascertaining or judging the performance by careful appraisal. It is an integral and continuous part of teaching and learning.

**Assessment of staff is necessary in all educational establishments to create congenial atmosphere and growth among the staff and efficient animation of youth:**

1. Assessment of staff is done on the following aspects.
   a) Academic excellence
   b) Over-all performance of the staff.
   c) Cordial relationship among the staff and with the Administrator.
   d) Participation in Co-curricular & extra-curricular activities.
   e) Co-operation with the administration & others.
2. The Administrator conducts the assessment at least once a term.
3. The Administrator initiates the dialogue with the concerned staff in a cordial atmosphere as the follow-up of the assessment.
4. The administrator considers the above as a moment of grace.

**Promotion of Staff:**

The Institute is living this moment as a call from God, and the experience of shared mission shows that it can be lived as grace. Our partners, eager to be more fully involved and to respond to their call from God, have

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96 De Lasalle Archives, Lasallian Education Council, Appointment File No.2, Madurai.
97 Policy Hand Book, 3.
helped to bring us unto the path a conversion that has changed the nature and style of the partnership. This is a movement which is for the benefit of all and brings its own challenges.99.

Brothers’ schools are Lasallian schools today. They share their mission and vision with our Lay partners. The talents, gifts, faith and hope of our lay partners is to be recognized, respected and encouraged. For the maintenance of good human relations in the organization, this basic urge is to be fulfilled by way of giving promotions to worthy candidates within the school administration. It helps us to build the employee morale in our schools/Colleges/ Hostels100.

The policy of promotion adopted in all educational establishments, so as to provide opportunity for development, self-expression, recognition of talents and giftedness and better collaborations among lay partners101:

1. Lasallian Educational Council organizes an adequate promotional training.
2. To follow the policy of promotion at the different teaching and non-teaching categories.
3. The policy of promotion at the administrative level such as HMS AHM/ Principal., comes under the choice of Management,
4. To propose the criteria and method of such promotions, Lasallian Educational Council sets up a study cell in adhoc nature102.

Management Pay Scale:

You shall give him his hire on the day he earns it, before the sun goes down (for he is poor, and sets his heart upon it) Due justice to be given to our

100 De Lasalle Archives, Common Board of Management, File No.2, Madurai.
101 De Lasalle Archives, Policy Hand Book, No.2, Delegation of India, Madurai.
Staff in the payment of salary. Their hard work and sincerity should be respected and honoured\(^{103}\).

**Salaries and working conditions of our lay staff on par with the government regulation\(^{104}\):**

1. A common Pay Scale as per the State Government regulations.
2. Lasallian Educational Council prepares and revises the Management Common Basic Pay Scale from time to time.
3. Grant of Dearness Allowance at the completion of the fifth year to be added at the completion of every two years.
4. Lasallian Educational Council finalizes the percentage of Dearness Allowance.
5. The staff gets the benefit of PF at the time of grant of Dearness Allowance.
6. The staff gets House Rent Allowance benefit.
7. Lasallian Educational Council stipulates the amount and percentage for the Benefit Schemes of the Lay Staff (Dearness Allowance, House Rent Allowance, Provident Fund, etc.)
8. In case of unavailability of Brothers for the appointment, the unaided qualified teachers of the same school / college gets top priority in vacancies of the aided posts. Professional competence, yearly professional assessment, talents and giftedness get added weightage during such appointments\(^{105}\).

**Parents Teachers Association:**

One of the main duties of fathers and mothers is to bring up their children in a Christian manner and to teach them their religion. But most parents are not sufficiently enlightened in these matters; some are taken up with


\(^{104}\) De Lasalle Archives, Policy Hand Book, No.3, Delegation of India, Madurai.

their material needs and the support of their family; others, under the constant concern of earning the necessities of life for themselves and their children, can not take the time to teach their children their duties as Christians\textsuperscript{106}.

\textbf{Parent teachers association is in an active place in all educational establishments to ensure the triangular education. it works as an advisory unit in all educational establishments}\textsuperscript{107}:

1. The Managing Committee supervises and consults the Parent and Teacher’s Association regularly.
2. The Managing Committee fixes the date for the Parent and Teacher’s Association meetings at the beginning of the academic year.
3. The report of the Parent and Teacher’s Association meetings are submitted to the Managing Committee regularly.
4. The managing Committee conducts In - put sessions for the Parent and Teacher’s Association on the terms reference\textsuperscript{108}.

\textbf{General Guidelines}

\textbf{Canonical Visit:}

First hand information about the institution and the administration, sent to the Supervisors to enable them to have a better understanding of the situation\textsuperscript{109}.

During the canonical visit of Superior general or his Representative, Delegate, President or his representative, the following documents to be presented as information: student particulars, staff particulars, student performance (academic, extra curricular & sports), all account statements for

\textsuperscript{107} Policy Hand Book No.3, Delegation of India, De Lasalle Archives, Madurai.
\textsuperscript{108} De Lasalle Archives, Administration Council Report, 2001, Madurai.
\textsuperscript{109} De Lasalle Archives, Common Board of Management Minutes, 2001, Madurai.
the previous academic year, Financial Department particulars, and general report on the previous year\textsuperscript{110}.

**Feast Days:**

Our institutions celebrate the feast of our Founder, St. Lasalle, Patron of Teachers, just after the Teachers’ Day at the Government level, to be fixed uniformly at the Delegation level as well, to enable everybody - while celebrating the above feast - to increase their devotion.

**All educational establishments in India celebrate the feast of St. De La Salle on every 7\textsuperscript{th} of September as founders day. In case of 7\textsuperscript{th} September falls on Sundays or during any government holiday, it will be celebrated on the following day\textsuperscript{111}:**

**Annual Day:**

To make known the name of the Founder to the Children and people, the annual day celebration spreads the name of our Holy Founder in every way.

**The annual day of our educational establishments to be named as lasalle, with the year attached to it, individually or jointly by the institutions covering sports day/cultural week/youth week or altogether\textsuperscript{112}:**

**Accounts:**

The Administrator is accountable to the Institution / Delegation / Society maintaining the accounts up-to-date for inspection at any time\textsuperscript{113}.

**Fee Receipts:**

1. Fee receipts to bear continuous serial numbers.
2. Fee receipt Books to be in the safe custody of the Headmaster.

\textsuperscript{111} De Lasalle Archives, Policy for Schools, Lasallian Publication, Madurai.
\textsuperscript{112} Ibid.
\textsuperscript{113} De Lasalle Archives, Policy Handbook No.3, Delegation of India, Madurai.
3. Details of Fees collected to be furnished such as month for which fees are due, full, half, etc.

4. A receipt signed and dated by the head of the institution or someone authorized by him in writing shall be issued for every payment of fees made.

5. Triplicate receipts to be retained in the fee receipt book.

6. Duplicate copy of receipts may be separated and arranged section-wise and class wise.

7. Cancelled receipts to be attested by the Headmaster.

8. Originals of cancelled receipts to be retained in the receipt book.

9. Collection of fees to subsequent years to be avoided.

10. A separate miscellaneous receipt book (not of the counterfoil type) to be got printed for such items as garden produces, issue to of Transfer Certificate, etc.)

**Daily Fee Collection Register:**

1. Daily Fee collection register to be in the form given by the Department of respective State Government.

2. Total Special Fees collected to be shown separately in the remark’s column.

3. Previous arrears to be shown in a separate column in the Daily Collection register.

4. The Headmaster to initial with date daily.

5. The date of remittance of general, special and amenity fees to be noted in the remarks column.

6. An abstract to be stuck with Daily Fee Collection at the end of every month and Tallied with Term Fee Register.

7. Terminal and annual abstracts to be stuck.

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114 De Lasalle Archives, Tamilnadu Educational Rule 88, quoted in Policy for Schools, Lasallian Publication, Madurai.
8. Miscellaneous receipt not to be entered in the Daily Fee Collection but to be shown in a separate register called miscellaneous

9. Receipts Register and total of the day’s collections brought to Cash Book also daily\textsuperscript{115}.

Term Fee Register:

1. Term Fee Register to be in the form given by the respective Government Department Rules and the names of all the students shown in the attendance register entered in this register and demands raised wherever necessary.

2. Term Fee Register to be maintained in one opening for both terms.

3. Names to be written in an alphabetical order

4. Admission numbers to be noted.

5. Nature of concession to be noted.

6. Amount due to be noted.

7. Amount collected for each term to be noted.

8. Total special fees collected to be noted.

9. Excess collection, if any and its refund to be noted with date.

10. Date of living or last date of attendance in the case of discontinuance students to be noted in the remark’s column.

11. Fees collected to be shown separately in red ink under the respective fees.

12. An abstract to be struck standard-wise and month wise and tallied with the Daily Fee Collection

13. The abstract to be scrutinized and initiated by the Headmaster every month.

14. Abstract for Special Fees also to be struck separately and this is to be tallied with the Daily Fee Collection.

\textsuperscript{115} Daily Fee Collection Register, Boys Town, Madurai.
15. Arrears outstanding at the end of each year to be correctly carried over to the Register of Arrears.

16. Details of arrears’ fees of previous years collected to be furnished in a separate page\textsuperscript{116}.

\textbf{Cash Book:}

1. Separate Cash-book to be maintained for general, Special and amenity funds.
2. Bank reconciliation statement to be struck at the end of each month in the Cash Book.
3. When payments are made through cheque numbers to be indicated.
4. Headmaster is to initial with date daily.
5. Separate Cash Book to be maintained for all the new projects or any donation collected for the welfare of the school/Institution\textsuperscript{117}.

\textbf{Bank Account:}

1. All the Accounts to be opened either in the name of Headmaster or Correspondent. In case of a need to open under the personal name, the Administrator should obtain written permission from President.
2. Daily collections under General, Special and Amenity Fees account to be remitted there.
3. The Administrators shall keep proper documents of accounts and at the expiry of each financial year, prepare a receipt and expenditure account and a Balance sheet and shall cause them to be audited by a qualified Charted Accountant.
4. The Administrator shall place the statement of accounts together with Balance sheet above with the Auditor’s report to the respective Managing Committee and to the Lasallian Educational Council, along

\textsuperscript{116} Term Fee Register, 1999, Boys Town, Madurai.
\textsuperscript{117} Cash Book Register, 1999, Boys Town, Madurai.
with the particulars of Financial Department savings, before 15\textsuperscript{th} June of every year.

5. Bank Accounts connected with Foreign Contribution Regulation Act should be operated as per the above act\textsuperscript{118}.

\textbf{Ledger:}

1. Cash-Book folio number and Voucher number to be noted. Progressive totals should be struck monthly and signed by the Headmaster & Correspondent.

2. Contingencies to be classified under four headings: a) Office Stationary b) Postage c) text-Books purchased for Teachers’ reference d) Miscellaneous

3. Special Fee ledger to be maintained for each item of Special Fees under the classified headings as given in the subsidiary statements of the financial Statement.

4. Old News Papers, magazines, answer papers, games articles and finished articles in the Craft-sections to be auctioned and credited to the respective Special Fee Fund\textsuperscript{119}.

\textbf{Financial Limits:}

a) Financial limits of the institutions are governed by the approved norms of the 3\textsuperscript{rd} Delegation Chapter.

b) The President can approve any request for a grant submitted to any donor agency for an amount less than Rs.3 lakhs

c) Approval for request greater than Rs.3 Lakhs constant of the Delegation Council.

\textsuperscript{118} Bank Account Register, 2000, Boys Town, Madurai.
\textsuperscript{119} Annual Financial Statement of the Administrative Council, 2000, Boys Town, Madurai.
d) If the grant is more than Rs.15 Lakhs the consent of the Brother Delegate is required.
e) The approval for all request that have significant or recurring consequences relative to the increased cost running and maintaining agencies, schools, or institutions for which the Institute shares some responsibility\textsuperscript{120}.

\textbf{Managing Committee :}

The Managing Committee of the local institution should promote interrelatedness with the sole aim of establishing a clear set of organizational structure. This structure will promote the spirit of association among the Brothers. This will also make the Brothers to be responsible for the decision concerned. The Spirit of belongingness to the mission will be inculcated in the hearts of the Brothers\textsuperscript{121}.

1. The Administrator calls for the Managing Committee meeting every month.
2. The Administrator prepares the agenda and circulate it to the Brothers with the provision for the members to add.
3. Monthly pay Bill is to be submitted, In case of any unapproved category is existing.
4. The agenda also will include any matter that need to be discussed at the Staff meeting.
5. The minutes of the Managing Committee has to be submitted to the Lasallian Educational Council for its acceptance. In case of any reservation on the part of the Lasallian Educational Council, the matters to be taken back to the Managing Committee for review and follow-up.

\textsuperscript{120} 3\textsuperscript{rd} Delegation Chapter, 2003, Lasallian Publication, Madurai, P.45.
\textsuperscript{121} The Rule of the Brothers of the Christian School, Lasallian Publication, Rome, 2002, P.143.
6. If the Administrator wishes to change or omit or add any members of the Managing Committee, he has to get a prior permission from the Delegation Council through the Lasallian Educational Council.

7. At the beginning of every academical year Administrator submits the yearly budget and gets its approval.

8. Composition of the Managing Committee. The following members form the Managing Committee.
   a. President – In his Capacity as Manager of Lasallian Schools / College – as ex – Officio
   b. Director of the Community to which the School / College is attached as – ex – officio.
   c. Administrator – as exo-officio.
   d. A Lay Partner
   e. Three Brothers from the Community attached to the School / College. In case of more Brothers. Director in Consultation with the administrator nominates the members. In case of less Brothers in the Community, Administrator nominates the Brothers who are not of the Community.

Terms of Reference of Managing Committee:

1. Organizes secondary leadership in our Educational establishments

2. Supervises and evaluates the performance of the probationers

3. Spells out the criteria for the finalization of deserving students

4. Supervises and consults the Parent’s and Teacher’s Association regularly

5. Fixes the date for the Parent’s and Teacher’s Association meetings at the beginning of the academic year

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122 De Lasalle Archives, Common Board of Management Minutes, 2003, Madurai.
123 Ibid.
6. Conducts in-put sessions for the Parent’s and Teacher’s Association on the term of reference

7. Studies of following and advises the Administrator
   a) Report of the Parent’s and Teacher’s Association
   b) Statement of accounts of the School / College, Hostel once a month
   e) The Office Calendar

8. Studies the following and approves the proposal of the Administrator
   a) Yearly Budget
   
   b) Disciplinary action against any of the Staff.

9. Studies the following and recommend to the Lasallian Educational Council.
   a) Proposals on any additional section or groups of subject or course of study
   
   b) Up gradation of present School
   
   c) Development projects\textsuperscript{124}

\textbf{New Development & Projects:}

While extending the present apostolate and they are establishing the new ministry we need to foresee the financial & personal commitment. This will help us to look into this aspect. This proposal will guide us in a right direction and proper motive.

1. Any additional section or groups of subject or Course of Study has to be studied by the local Managing Committee and get the constant of the Lasallian Educational Council. However, the final approval has to be obtained from Bro.President and his Council\textsuperscript{125}.

\textsuperscript{124} De Lasalle Archives, Common Board of Management Minutes, 2003, Madurai.

\textsuperscript{125} De Lasalle Archives, Administration Council Report, 2004, Madurai.
2. Upgrading the present Schools / Colleges has to be studied in detail by the Lasallian Educational Council. This proposal on up-gradation has to be forwarded by the local Managing Committee. However, the final approval has to be obtained from Bro. Delegate\textsuperscript{126}.

3. Construction of any addition infrastructure or purchase of any necessary equipment’s need and land more than Rs.50,000/- to get necessary permission from the Lasallian Educational Council and the financial clearance from the Commission for Finance and Administration. The final approval has to be obtained as per the norms designed by the 3\textsuperscript{rd} Delegation Chapter\textsuperscript{127}.

4. The Local Managing Committee recommends and recommended prepares the proposals for the Self – reliant status and forward it through the Lasallian Educational Council and the Commission for Finance and Administration to the Delegation Council for its approval.

5. Administrator is allowed to spend Rs.10,000 at his discretion power\textsuperscript{128}.

Selection of Staff:

Staff selection procedures are to be streamlined and standardized. This is to ensure a fair selection of Candidate and ward off accusation of arbitrariness, casteism and partiality with regard to Staff recruitment\textsuperscript{129}.

1. The procedures consist of two levels

   a) Interview Panel
   b) Appointing authority

2. Interview Panel

\textsuperscript{126} De Lasalle Archives, Administration Council Report, 2004, Madurai.
\textsuperscript{127} 3\textsuperscript{rd} Delegation Chapter, 2003, Lasallian Publication, Madurai, p.54.
\textsuperscript{128} De Lasalle Archives, Administration Council, Report 2004, Madurai.
\textsuperscript{129} Our Mission and Ministries, St.Mary’s Press, Dindigul, 1992, p.39.
Composition of the Committee:

Chair : Executive Secretary

Vice Chairman : Correspondent of the particular Institution

Brothers Representative : One from the particular Institution – Director or any Brothers whom Director delegates.

Experts : Two from the particular subjects for which the Interview is called for. Preferably other than the Brothers. At least one should be a lay person\textsuperscript{130}.

The Process :

a) Executive Secretary calls for the application by announcing in one of the local daily news paper.

b) Prepares the criteria for selection of Applicant with the help of the concerned Correspondent.

c) Scrutinize the applications as per the criteria with the assistance of Correspondent.

d) Sends the Interview card to those selected applicants.

e) Invites the Interviewers as per the Composition of the Interview Committee.

f) Selects and intimates the venue and timings in advance.

g) Prepares the necessary documents for the interview

h) Intimates the results to the Candidates.

i) Intimates the concerned Correspondents the names of selected candidates for the appointment,

j) Informs the results of the interview to President within three days after the interview.

\textsuperscript{130} De Lasalle Archives, Rule No.1, Lasallian Education Council, Delegation of India, Madurai.
k) Presents the results to the Lasallian Educational Council at their next meeting.

l) Preserves the interview documents at his safe custody.

m) Selection of candidates to not require recommendation.

n) Delegates the power, in case of emergency, of organizing the Interview Committee to any one of the members of the Lasallian Educational Council.

o) The appointment of Brothers in our Institutions does not follow the above procedure\(^{131}\).

**Subscription of Educational Association:**

In conformity with the spirit of the Institute, the Brothers co-operate closely with those in the Church or in Society who are involved in education, ministry to the young, the cultivation of a sense of justice, the use of mass media, or the integration of young people into social and Professional life.

1. All our Schools become subscribed membership with ainacs, apes and related organizations.

2. All our Schools / Charges subscribe Rs.3000 to the Congregation of De La Salle Brothers, annually. This subscription should be paid in the month of June every year\(^{132}\).

**Alumni Association:**

The Association of Alumni express the unity and fraternal solidarity of the past students of the Brothers’ Schools. It strives further to strengthen and promote so that the welfare and the tradition and ideals of the Brothers School that bind them in common loyalty may be upheld\(^{133}\).

\(^{131}\) De Lasalle Archives, Rule No.2, Lasallian Education Council, Delegation of India, Madurai.

\(^{132}\) De Lasalle Archives, Policy for Schools, Lasallian Publication, Madurai.

\(^{133}\) De Lasalle Archives, Alumni Association Invitation, 2003, Madurai.
1. Every School and College has an Alumni Association and a Brother is appointed by Administrator as Moderator to animate and strengthen the Association, in its purpose of supporting the School / College, financially and public relationships.

2. The Brother Moderator of the Association is total In-charge of the Association in animating and conducting.

3. Bro. Headmaster is the President of the Association and he is the In-charge of the legal body of the Association. He collaborates with Moderator in carrying out the decision of the General body of the Association.**134**

**Job Description:**

1. Responsible for the General administration of the Society as assigned by the statue by the Society.

2. Exercises authority over the work of both religious and secular members, in accordance, removes and transfers Principles, Headmasters, Correspondents of the educational establishments which are under the supervision of this Society. The heads of the Institutions lose their right to continue in their posts the moment they leave the Congregation / Institution or removed from the Congregation / Institution.**135**

**Executive Secretary:**

a. The Chief operational officer of the Registered Society – Congregation of La Salle Brothers.

b. The custodian of all records relating to the Society, takes on record all the minutes of the Society and correspondents on behalf of the Society.

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**135** De Lasalle Archives, Policy for Schools, Lasallian Publication, Madurai.
c. Convenes the meetings of the General body and Governing body with the permission of the President.
d. Prepares the budget and expenditure statement to put before the General body for its approval.
e. Responsible for all the financial transaction relating to the Society.
f. Maintains the proper accounts along with all the relevant vouchers.
g. Represents the Society before the Government, the Educational Department, the Court of Law and whenever necessary.
h. Ensures better co-ordination among Lasallian educational establishments and collaborates with other missions of the Delegation.
i. Co-ordinates the administration of all Lasallian Educational establishment on behalf of the President.
j. Chairs the Interview panel during the Process of the Selection of the Staff\textsuperscript{136}.

**Correspondents\textsuperscript{137}:**

a) The Representative of the Management before Government, for all matters pertaining to finance, appointment and administration of the School / College.
b) Executes the orders made by Lasallian Educational Council.
c) Corresponds with Department and claims all grants and disburses the Salaries to the members of the Staff and sees to the proper maintenance of accounts of all grants received.
d) Consults the administration of the School / College, once a month, in the managing Committee.

\textsuperscript{136} De Lasalle Archives, Policy for Schools, *op.cit.*

\textsuperscript{137} De Lasalle Archives, Rule of Lasallian Education Council, Madurai.
e) Responsible for obtaining:
   1) recognition / affiliation
   2) renewal and upgrading
   3) New sections / groups / course of study
   4) Addition of posts in the School / College.

e) Informs the Executive Secretary about the permanent or more than six months vacancies for further action.

f) Appointments the candidate selected by the Interview process.

g) Appointments the substitutes, proposed by the Secretary of the Lasallian Educational Council, to leave vacancies with the period of more that three months.

h) Appoints the substitutes, proposed by Bro. President, for the vacancy of the post of Principal / Headmaster for a maximum period of six months.

k. Sanctions leaves for the Staff at the recommendation of the Principal / Headmaster. However, Casual leave comes under the power of the Principal / Headmasters.

l. Responsible for all the funds of the School / College / Hostel.

m. Maintains all the records of the office of the School / Hostel.

n. Prepares the Office Calendar and gets the advise.

o. Grants permission to the staff for private tuition.

p. Prepares the development projects and presents to the Managing Committee, for its recommendation.

q. Submits all the accounts, once a year to the Managing Committee and forwards it to Lasallian Educational Council.

r. Executes the direction of the Lasallian Educational Council and the Managing Committee.

s. Receives donations / gifts / funds for the welfare of the School and submits the Accounts to the Managing Committee.
The Internal administrator and coordinator of educational work is vested with the following powers:

a) He is responsible for admission and promotion and academical performance of the students. Maintains regularity, punctuality, discipline, standard of education, cleanliness of the class rooms and premises of the School / College.

b) He convenes the staff meetings at least once a month.

c) He chairs the advisory councils.

d) He takes an active part in building up the Lasallian Family.

e) He allocates work to the giving due importance to the teaching of Religion and Value education.

f) He makes sure that the staff are exemplary to the students in all respects.

g) He maintains proper accounts for all collections received from the pupils as per the departmental instructions.

h) He arranges special coaching classes and supervised study for the improvement of academic achievement.

i) He arranges seminars and retreats for students and Staff in consultation with the correspondent.

j) He sanctions Casual leave for the staff.

k) He forwards all the applications for the staff vacancies, with the information about the candidates, to the Correspondent.

l) He recommends the requests of the Staff for higher studies to the correspondent.

m) He promotes the Value education in the Campus.

n) He gets written permission from the Correspondent for the excess collection, other than Special fees, accountable to the Managing Committee.

o) He meets the Correspondent periodically to acquaint him of the various happenings in the School / College.
p) He notifies the visits of the Department Officers with their remarks and observations noted to the Correspondent at the earliest.

q) He briefs the Correspondent immediately with all the communications, Go and Director’s Proceedings addressed to Him.

r) He maintains the record and file system.

s) He organizes the assignment of work to the teachers (e.g. Timetable, Class supervision, Weekly assembly, Division of Standards to sections, notes of Lessons, Progress reports of the Pupils, control of tuition.

t) He organizes the celebrations of feasts of nation, religions, Institute, School / College.

u) He collaborates with the Correspondents in fixing up the Office calendar.

v) He maintains the punishment register.

w) He responsible for the arrangement of the examinations and valuation of answer scripts.

x) He animates the Staff meetings.

y) He disburses the Salary deposits

z) He administers the Special Fees.

aa) He supervise the Classroom teaching of the teachers once a term and maintains the evaluation records.

bb) He assessing the classroom teaching and performance of the teaching Brothers and repot to Bro. President, once a year

cc) He teaches the subjects as per the Government orders.

The Internal administrator of the Hostel is the co-ordinator of all the educational and pastoral work of the Hostel His duties are manifold.

1) He is accountable to the Principal / Headmaster, Director of the Hostel, briefing all the happenings regularly.

2) He is responsible for admission & academic performance of the Hostel.
3) Convene the Deputy Wardens Meeting and chairs the meetings of the Hostel.
4) Allocates work to the staff of the Hostel.
5) In charge of pastoral material and Spiritual needs of the students.
6) In charge of animation programs of the Staff & Students of the Hostel.
7) Maintains all the records and files.
8) Responsible of the Office Correspondence.
9) Organizes celebrations & feasts at the Hostel.
10) Responsible for discipline, in consultation with the Director of Hostel.
11) Maintains the personal record.
12) Conducts personal interview once a month.
13) Looks after the Hostel building and its surroundings.
14) Takes care of the gardening at the campus.
15) Executes the orders of the Correspondent, Principal / Headmaster, Executive Secretary of the Lasallian Educational Council & the managing Committee.
16) Responsible for all the collections, made at the Hostel and maintains a proper account to be submitted every month
   a) To the Director of Hostel who forwards it to the Managing Committee and to Lasallian Educational Council
   b) To the Government or any competent authority if asked for.
17) Distributes salary to the Staff.
18) Strives hard to make the Hostel self-reliant on financial matters. \(^{138}\)

The systematic and meticulous planning of the various organizations with responsible trained persons at the helm of affairs yielded a rich harvest. It made possible the survival and expansion of the Lasallian schools.

\(^{138}\) De Lasalle Archives, Common Board of Management Register, 1998, Madurai.