



# Foxborough Regional Charter School

## Governance Committee Meeting

Published on July 6, 2022 at 9:11 AM EDT  
Amended on July 8, 2022 at 1:40 PM EDT

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### Date and Time

Monday July 18, 2022 at 4:00 PM EDT

### Location

Foxborough Regional Charter School  
**Dr Ralph Edwards Conference Room**  
131 Central Street  
Foxborough, MA 02035

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### Agenda

	Purpose	Presenter	Time
<b>I. Opening Items</b>			<b>4:00 PM</b>
<b>A.</b> Record Roll Call Attendance		Susanna Girard	
<b>B.</b> Call the Meeting to Order		Susanna Girard	
<b>C.</b> Approve Minutes	Vote		
<b>II. Governance</b>			
<b>A.</b> Meeting time	Discuss	Susanna Girard	
Set a regular schedule meeting time			
<b>B.</b> 2nd Reading	Vote	Susanna Girard	
• Scope of Governance Committee			
<b>C.</b> Exec Director Job Description	Vote	Matthew Yezukevich	

	<b>Purpose</b>	<b>Presenter</b>	<b>Time</b>
<b>D. Charter Renewal</b>	Vote	Heidi Berkowitz	

**III. Other Business**

**IV. Closing Items**

<b>A. Adjourn Meeting</b>	Vote	Susanna Girard	
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The listed matters are those reasonably anticipated by the Chair to be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may be brought up for discussion to the extent permitted by law.

# Coversheet

## 2nd Reading

<b>Section:</b>	II. Governance
<b>Item:</b>	B. 2nd Reading
<b>Purpose:</b>	Vote
<b>Submitted by:</b>	
<b>Related Material:</b>	DRAFT GOVERANCE Committee Scope.pdf

## Governance Excellence Committee

**Reports to:** The Board of Trustees

**Term of Office:**

Board of Trustees and 12-month employees September to August

Staff, Adult/ Guardians & Students one school year from September to June

**Purpose**

The governance committee is commissioned by and responsible to the Board of Trustees to

- Assume the primary responsibility for matters pertaining to Board of Trustees recruitment, nominations, orientation, training, and evaluation in accordance with the bylaws of the organization as well as established policies and practices approved by the Board of Trustees.
- Assume the Primary responsibility of evaluating the Executive Director.
- Assume the responsibility of compliance
  - Massachusetts Department of Elementary & Secondary Education
  - Massachusetts Open Meeting law
  - Department of Public Health
  - Board of Health
  - Anyone Financial?
- Monitor the academic results of the organization against the goals laid out in the organization's charter, accountability plan, and annual Executive Director goals. For the Academic Excellence Committee, this means measuring organizational outcomes against stated goals for metrics such as:
  - Performance on state tests
  - Performance on nationally normed standardized tests (e.g., the MAP, MCAS, SAT 10, etc.)
  - Performance on interim assessments created by the school district.
  - Attendance

**Responsibilities:**

- Consult with the Finance Committee on any change that has a financial component to it. The Board Treasurer can veto/change an activity/change that violates a bond covenant or simply not in budget.
- Board Recruitment & Retention
  - Analyze the skills and experience needed on the Board.
  - Create a short and long-term board recruitment strategy.
  - Work with Board Chair and Executive Director on a succession plan for board officers.
  - Recruit members to serve as members of the Board and develop a slate of trustees for consideration by the membership at the annual meeting in accordance with selection/election procedures outlined in the bylaws.

- Develop and review annually the procedures for Board recruitment.
- Develop an orientation and training plan for new trustees.
- Assist in the planning of an annual Board retreat and other deeper strategy sessions as needed.
- Develop and revise a Board member handbook outlining the responsibilities of the Board and Board members, Board policies, and other relevant information.
- Conduct board education as needed.
- Create specific measurable board-level goals for the year as part of the full board planning process.
- Regularly evaluate the effectiveness of board meetings and make recommendations for improvement to the chair and the full board as needed.
- Annually coordinate an evaluation of the full board and individual trustees.
- Annual Board Self-Assessment
- Compliance
  - Massachusetts Department of Elementary & Secondary Education
  - Massachusetts Open Meeting law
  - Department of Public Health
  - Board of Health
  - Anyone Financial?
- Governance
  - Annual review of the Executive Director
  - The board and Executive Director have a clear and shared definition of “academic excellence” for the organization. (It should be written down and understood by all trustees.)
  - The board and Executive Director have a clear and shared sense of how well the organization is currently performing in reaching that definition of excellence.
  - The board and Executive Director agree on what the next steps the organization will take in order to reach that goal of excellence.
  - Understand the promises in the charter and accountability plan and understand how well the organization is currently performing against those promises.
  - Understand what standardized assessments the school administers, what each one assesses, when each one is administered, and how the data from each is used to inform teaching and programmatic changes.
  - Ensure a clear and structured process for updating the Board of Trustees on the organization’s performance on key academic outcomes on a regular basis (at least four times per year).
  - Review academic-outcome data prior to it being presented to the Board of Trustees, it is presented in a comparative context (e.g., against comparable of how the organization has performed in the past, how other schools in the area have performed, and how other high performing schools have performed) so that trustees can assess the organization’s overall strength of performance meaningfully.
  - Work with Executive Director to provide board training, as necessary, to understand how the organization is achieving the board approved goals.

Executive Director Role	Committee Role
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<p><b>Goal Setting</b></p>	<p>Develop goals/timeline for reporting on progress towards academic goals and propose them to the committee for discussion and feedback</p> <p>Present finalized goals/reporting timeline to the full board for approval</p>	<p>Review Executive Director’s proposed goals/reporting timeline</p> <p>Ask questions to ensure that the goals are (1) ambitious and (2) achievable. (These judgments are made relative to the organization’s charter promises, other schools’ performances, the organization’s own past performance.)</p> <p>Recommend finalized goals/reporting timeline to the full board for approval; ensure that all trustees understand goals</p>
<p><b>Progress Monitoring</b></p>	<p>Present the committee with data to assess progress towards goals on the agreed upon timeline</p> <p>Present updates on data to full board on agreed upon timeline</p>	<p>Review data to assess progress towards goals on agreed-upon timeline</p> <p>Ask probing questions to better understand the data and help the Executive Director to be thoughtful about the data</p> <p>Help Executive Director to frame data for presentation to the full board</p>
<p><b>Instructional Decision Making</b></p>	<p>Select and implement curricula, training, and materials necessary for successful instruction</p>	<p>Sounding board for Executive Director’s ideas on how to improve instructional practices and curricula based on student performance data</p>
<p><b>Staff Oversight</b></p>	<p>Hire and train all staff</p> <p>Oversee and evaluate all staff</p>	<p>Ensure that Executive Director has created and implemented staff evaluation and feedback procedures</p> <p>Monitor results through annual/biannual staff surveys and through staff retention data</p>

What the Academic Excellence Committee Should **Not Do**

- One of the biggest pitfalls for any oversight Committee is to engage over inputs—the means by which the organization pursues its mission—rather than outcomes—the objective data used to assess how well the organization is meeting its mission. Inputs are management level issues, which should be handled by the Executive Director. Outcomes are what the board should be focused on and governing towards. The best Governance Committees help Executive Director s set clear goals for the year of outcomes that are related to the mission and then set up checkpoints throughout the

year (likely two to four), at which they meet with the Executive Director to monitor progress towards those goals.

- Other activities Committees should NOT be involved in:
  - Evaluating teachers
  - Selecting, designing, or reviewing the quality of curricula
  - Planning professional development for teachers
  - Interacting with teachers or other staff members on a regular basis (i.e., daily or weekly)
  - Interacting with families or students on a regular basis (i.e., daily or weekly)
  - Presenting themselves as an outlet for staff, family, or student complaints or concerns that have not first been formally addressed to the Executive Director

The committee shall bring to the Board of Trustees recommendations to change the following policies when appropriate.

- Mandatory Criminal Record (CORI) Checks (shared with Staff Recruitment & Retention Committee)
- Bequests, Donations and Gifts
- FRCS Community Standards for Behavior
- Complaint Procedures
- Non-Discrimination
- Family Education and Rights to Privacy

The committee shall manage the following activities.

**Composition:**

1. A member of the Board of Trustees will act as the Chair and V-Chair of this committee. If only one member of the Board of Trustees is on the Committee, then the V-Chair will be a member of the District Administration.
2. Board of Trustee and District Administration Appointments to the Committee shall be made at least annually in accordance with the FRCS Bylaws.
3. The clerk/secretary to the committee is any adult member of the committee and is responsible for open meeting law compliance.
4. Additional Members:
  - a. 1-2 Staff Members
  - b. 1-2 Parent/Guardians
  - c. 1-2 Students

**Compliance**

1. This committee will meet at least three times a year in October, March & June (unless agreed to by the committee).
2. The committee shall call additional meetings as needed.

# Coversheet

## Exec Director Job Description

<b>Section:</b>	II. Governance
<b>Item:</b>	C. Exec Director Job Description
<b>Purpose:</b>	Vote
<b>Submitted by:</b>	
<b>Related Material:</b>	DRAFT_ Executive Director (Interim).docx



## **Interim Executive Director Post**

**Job Title:** Executive Director (Interim) [District] [SYXX-XX]

**Category:** Administrator

**Display Salary:** no

### **School Overview:**

One of the exciting aspects of Foxborough Regional Charter School District is that we celebrate our diversity. Drawing 1,700 students from our large geographic region, we blend students and families from various backgrounds, ethnicities, and experiences into one vibrant school community across our three schools: Elementary (K-4), Middle (5-8) and High School (9-12).. Our families speak over 20 languages and live in more than 20 sending districts.

### **Job Summary:**

The Interim Executive Director will provide leadership, oversight, and direction to the FRCS community. S/he will prepare the School for a change in leadership, and create a transition plan that will lead to success for the incoming Executive Director. The Interim Executive Director should have the ability, skills, and experience to quickly assume leadership of the School and build productive relationships with FRCS Board of Trustees, students, staff, community, leadership team, consultants, and other key stakeholders and partners, as well as help the school develop its mission and vision and continue key strategic initiatives. The Interim Executive Director will be responsible to the Board of Trustees for the recruitment and employment of all personnel, for the development of curriculum, administrative rules, regulations and procedures to implement the educational program within the framework of all state and federal laws.

### **Job Responsibilities:**

#### Financial:

- Review and manage a school budget that reflects fiscally responsible decisions for the district, while seeking to advance the goals for the schools.
- Oversee allocation of financial resources, align vision and resources, and formulate priorities.
- Oversee the creation, implementation, and execution of spending plans for federal grants.
- Ensure the school is maximizing all public revenue sources

#### Operational:

- Oversees compliance to all state and federal regulations
- Execute faithfulness to the District Charter and oversee the Charter Renewal Process
- Exercises power to develop procedures and instructions as may be necessary to implement board policies and advance the work of the organization
- Direct the operations and activities of administrators; see that they effectively guide and coordinate the operations and activities of the educational system; secure their assistance in formulating internal objectives, plans and programs; evaluate their job performance; and stand ready at all times to render them advice and support.
- Oversees short and long-term maintenance plans for the district campus, school buildings and grounds, including all capital and infrastructure projects within the district
- Oversee the creation, implementation, and fidelity to all personnel policies and practices.
- Ensure adherence to the administration of policies that ensure excellence in operation and management of the district.

#### Academic:

- Serve as the educational leader of the school district.
- Ensure that the mission and goals of the school district are adequately reflected in its educational program
- Evaluate curricula, teaching methods, and programs to determine their effectiveness, efficiency and utilization and to ensure that school activities comply with federal and state laws and regulations and Board policy or directives, and implement changes as appropriate.

- Oversee academic programs, such as those to evaluate student academic achievement.
- Ensure completion of student assessments in accordance with Board policy and state and federal laws and regulations. Initiate program changes in light of such assessments.
- Ensure that the mission and goals of the school district are adequately reflected in its educational program

**Communication:**

- Develops, coordinates, and implements the communication strategy for the district
- Effectively communicates the vision and mission of the school district to all stakeholders
- Establishes and maintains a program of public relations to keep the public informed of the accomplishments, activities and needs of the schools and the district
- Maintains relationship with Mass Charter School Association

**Strategic Initiatives:**

- Implementing a strategy for how data driven decision making can best inform effective curriculum and instructional practices
- Knowledge of current research and trends in the areas of Social Emotional Learning. Provides leadership in these areas as appropriate to the District's needs. Assists building and district leaders in identifying, planning, and implementing a coordinated SEL program for the district.
- Overseeing and evaluating the district's Accelerated Roadmap as it pertains to closing the opportunity and achievement gaps.
- Developing a Diversity Equity and Inclusion plan for the district that builds a culture of trust , understanding and respect for differences

**Supervises:**

- Chief of Staff
- Deputy Director
- Director of Finance
- Director of Operations
- Director of School Climate and Culture

**Critical Competencies:**

- Manage oneself by being organized, prepared, and punctual
- Manage resources, meet deadlines, follow through on commitments
- Act in ways that directly support the mission and vision of FRCS
- Use clear verbal and written communication and active listening skills
- Develop and maintain rapport and effective relationships with children and adults contacted in carrying out duties and responsibilities by using courtesy, diplomacy, collaboration, cooperation and professional conduct
- Contribute to the goals and success of all teams and team members through collaboration, cooperation, and flexibility in team discussions, activities, and decision-making
- Maintain high ethical standards, legal responsibility, and confidentiality

**Qualifications- Required:**

1. Education: Hold a Master's degree.
2. Completed at least 3 years of experience as an education administrator in a K-12 setting
3. Experience working in an urban school district
4. Current authorization to work in the United States - Candidates must have such authorization by their first day of employment.

**Qualifications- Preferred:**

1. Education: Doctorate Degree preferred.
2. Hold a Massachusetts Teaching License in School Superintendent

**Additional Requirements:**

Candidates are subject to background checks including, CORI clearance, and fingerprinting