



Pioneer Valley Performing Arts Charter Public School

Board of Trustees Retreat

Published on August 3, 2022 at 4:34 PM EDT
Amended on August 3, 2022 at 11:52 PM EDT

Date and Time

Sunday August 7, 2022 at 11:00 AM EDT

Location

Mt. Holyoke College
Asian Center for Empowerment
South Hadley, MA 01075

7C6G+2P South Hadley, Massachusetts

Agenda

	Purpose	Presenter	Time
I. Opening Items			11:00 AM
A. Record Attendance			1 m
B. Call the Meeting to Order			1 m
C. Read the Mission Statement			1 m
<i>PVPA offers its students intensive exposure to the performing arts within the context of an excellent college preparatory curriculum.</i>			
D. Approve Minutes			5 m
II. Board of Trustees Self Assessment			11:08 AM
A. Self Assessment in Board on Track		Mike Mizzoni	20 m
III. Anti-Racism Training			11:28 AM
A. Presentation and Discussion		Latrina Denson &	60 m

	Purpose	Presenter	Time
		David Potter	
IV. By-Laws & Board Handbook			12:28 PM
A. Current By-Laws		David Potter & Brent Nielsen	15 m
B. Sample handbook documents		David Potter	15 m
V. Charter Schools and the PVPA Mission			12:58 PM
A. Presentation and Discussion		Brent Nielsen	30 m
VI. LUNCH			1:28 PM
A. :-))			30 m
VII. Vote on Revised Renovation Budget			1:58 PM
A. Revised cost estimates will be shared		Brent Nielsen	30 m
VIII. AY22-23 Health & Safety			2:28 PM
A. Policies & Expectations		Brent Nielsen	30 m
IX. Strategic Action Plan & Goal-Setting			2:58 PM
A. Strategic Action Plan Matrix & Head of School Goals		David Potter & Maggie Solis	30 m
X. Adjourn Open Meeting			
XI. Executive Session			3:28 PM
A. To discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the public body and the chair so declares.			30 m
Invited: Brent Nielsen, Marcy Conner			
Recused: Jenna Sardella, Shannon Materka			
XII. Closing Items			3:58 PM
A. Adjourn Meeting	Vote		

Coversheet

Approve Minutes

Section:	I. Opening Items
Item:	D. Approve Minutes
Purpose:	
Submitted by:	
Related Material:	2022_05_02_board_meeting_minutes (1).pdf 2022_06_16_board_meeting_minutes.pdf



Pioneer Valley Performing Arts Charter Public School

Minutes

Board of Trustees Meeting

Date and Time

Monday May 2, 2022 at 5:30 PM

Location

PVPA 3rd Floor Conference Room

Online Access:

Zoom Account is inviting you to a scheduled Zoom meeting.

Topic: Special Board of Trustees

Time: May 2, 2022 05:30 PM Eastern Time (US and Canada)

Join Zoom Meeting

[https://us02web.zoom.us/j/89997115952?
pwd=bnhINDBveGw5WVdNSmUvcW9wTEw3dz09](https://us02web.zoom.us/j/89997115952?pwd=bnhINDBveGw5WVdNSmUvcW9wTEw3dz09)

Meeting ID: 899 9711 5952

Passcode: URbV8W

One tap mobile

+13126266799,,89997115952#,,,,*192066# US (Chicago)

+19292056099,,89997115952#,,,,*192066# US (New York)

Dial by your location

+1 312 626 6799 US (Chicago)

+1 929 205 6099 US (New York)

+1 301 715 8592 US (Washington DC)

+1 346 248 7799 US (Houston)

+1 669 900 6833 US (San Jose)

+1 253 215 8782 US (Tacoma)

Meeting ID: 899 9711 5952

Passcode: 192066

Find your local number: <https://us02web.zoom.us/j/84912066>

Trustees Present

Andrea Nathanson (remote), David Potter, Jesse Pompei (remote), Maggie Solis (remote), Mindi Winter, Neil Hede (remote), Richard Pouliot, Shino Yoshen (remote), Sofia Getoff-Scanlon

Trustees Absent

Jacob Rosenblum, Jenna Sardella, LATRINA DENSON, Marty Espinola, Shannon Materka, Tonya Ward

Trustees who arrived after the meeting opened

Neil Hede

Guests Present

Marcy Conner

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

David Potter called a meeting of the board of trustees of Pioneer Valley Performing Arts Charter Public School to order on Monday May 2, 2022 at 5:36 PM.

C. PVPA Mission Statement

Read the Mission Statement
Neil Hede arrived at 5:39 PM.

II. Executive Session

A. Open Meeting Law (Chapter 30A Section 21 (a))

David Potter made a motion to To conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations with nonunion personnel;.

Sofia Getoff-Scanlon seconded the motion.

All Trustees made note that they are alone in the area they are currently seated.

The board **VOTED** to approve the motion.

Roll Call

LATRINA DENSON	Absent
Maggie Solis	Aye
Marty Espinola	Absent
Shino Yoshen	Aye
Richard Pouliot	Aye
Tonya Ward	Absent
Sofia Getoff-Scanlon	Aye
Jesse Pompei	Aye

Roll Call

Jacob Rosenblum	Absent
David Potter	Aye
Andrea Nathanson	Aye
Shannon Materka	Absent
Mindi Winter	Aye
Jenna Sardella	Absent
Neil Hede	Absent

III. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 6:29 PM.

Respectfully Submitted,
Mindi Winter



Pioneer Valley Performing Arts Charter Public School

Minutes

Board of Trustees Meeting (re-scheduled)

Date and Time

Thursday June 16, 2022 at 6:15 PM

Location

PVPA 3rd Floor Conference Room

Online access:

Zoom Account is inviting you to a scheduled Zoom meeting.

Topic: Board of Trustees June Meeting re-scheduled

Time: Jun 16, 2022 06:00 PM Eastern Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/87966835186?pwd=NG4zRjYvTm54Z2hWNEZ6UDRrZTJIUT09>

Meeting ID: 879 6683 5186

Passcode: A60Hjb

One tap mobile

+19292056099,,87966835186#,,,,*724580# US (New York)

+13017158592,,87966835186#,,,,*724580# US (Washington DC)

Dial by your location

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+1 312 626 6799 US (Chicago)

+1 669 900 6833 US (San Jose)

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

Meeting ID: 879 6683 5186

Passcode: 724580

Find your local number: <https://us02web.zoom.us/j/87966835186?pwd=NG4zRjYvTm54Z2hWNEZ6UDRrZTJIUT09>

Trustees Present

David Potter, Jacob Rosenblum, Jenna Sardella, Jenyka Spitz-Gassnola (remote), LATRINA DENSON (remote), Maggie Solis (remote), Marty Espinola (remote), Mindi Winter, Neil Hede (remote), Richard Pouliot (remote), Shannon Materka, Shino Yoshen (remote), Sofia Getoff-Scanlon (remote)

Trustees Absent

Andrea Nathanson, Jesse Pompei, Tonya Ward

Ex Officio Members Present

Brent Nielsen

Non Voting Members Present

Brent Nielsen

Guests Present

Firas Hashmi (remote), Marcy Conner

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

David Potter called a meeting of the board of trustees of Pioneer Valley Performing Arts Charter Public School to order on Thursday Jun 16, 2022 at 6:21 PM.

C. Read the Mission Statement

David Potter

D. Approve Minutes

Marty Espinola made a motion to approve the minutes from May Board of Trustees Meeting on 05-10-22.

Shino Yoshen seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

Jesse Pompei	Absent
Andrea Nathanson	Absent
Maggie Solis	Aye
Sofia Getoff-Scanlon	Aye
Neil Hede	Aye
Jacob Rosenblum	Aye
Mindi Winter	Aye
Jenyka Spitz-Gassnola	Abstain
Shannon Materka	Aye
Marty Espinola	Aye
Richard Pouliot	Aye

Roll Call

Shino Yoshen	Aye
Tonya Ward	Absent
Jenna Sardella	Aye
David Potter	Aye
LATRINA DENSON	Aye

E. Public Comment

11th-grade student report (11th-grade representative has to leave early)

School has gone pretty smoothly since our last Board of Trustees meeting. The seniors being gone has been sad, but it provides an opportunity for younger students to step up. The new scheduling system seems to be working well. Having schedules going into the summer takes a lot of the stress away. Staffing has been low in the theater program and within other departments, and students hope to see more continuity in the future.

II. Executive Director Report**A. Brent Nielsen**

When the Finance Committee reports out, they will share an idea that we have discussed. It is clear that teachers have been struggling nationwide, and the administration would like to acknowledge the hard work of the staff this year. We would like to offer a \$1,000 bonus for all employees working more than halftime and a \$500 bonus for staff who work less than halftime.

More good news for employees—our tuition revenue for the next school year will meet the required benchmark in the CBA, signaling step increases.

This year, the administration approached building a master schedule with a lens for student satisfaction. They wanted to ensure that students were getting the classes they wanted and needed. As courses were placed on the master schedule, leadership made sure to verify that there was enough space during every block to put every student into a class.

For rising seniors and juniors, in-person meetings were used to create final schedules so that they would have them going into the summer. Students in grades 8-10, who have more requirements, a system has been implemented to make sure that students are getting the elective classes they want. This scheduling system is a big improvement compared to what has happened historically.

In the middle school, courses will be arranged differently to ensure that students in accelerated math classes have options for their other courses (traditionally, enrolling in an accelerated course constrained other scheduling options).

In the upcoming year, the administration is planning to implement a three block per week independent period for teachers. One of these blocks will be at the same time as other teachers within a grade-based team, allowing for increased collaboration. The special education team is included in this cohort-based free block schedule.

Since the last Board of Trustees meeting, performances and showcases have been great. We had Headgear show, 25th Anniversary Celebration, Music Showcase (part of which took place during community time), and a week-long

festival featuring outdoor performances for students. At the last minute, due to some COVID cases, the second night of our production of Hamlet was canceled. Graduation was incredible, and we got some very positive press in the Gazette. Unity day was brought back this year, and it was just like what it used to be—a great celebration. Our final performance of the year, the Film Festival, took place last night. Hats off to everybody involved!

The reporting week ending on May 25th, we hit an all-time high in positive COVID tests. We reported 21 students and 6 staff who were infected. Since then, numbers have decreased and are similar to where they were prior to the surge.

This year, we had a full schedule of MCAS for the first time in a few years (due to COVID). We saw full participation for 10th-grade students. Participation rates for Middle School were a little bit low due to opt-outs. Some students were also out due to illness and for other reasons. We are expected to have 95% participation, a figure tied to our eligibility for charter renewal. Brent will provide a more significant update next year when we are discussing MCAS results.

Question: My 8th-grade student was pretty stressed about the scheduling survey that was sent out. It feels like the system was not particularly well-explained, and students seem concerned that they are not going to get the arts classes they want. It also seems that there was only one tech theater option, which I wanted to mention. More explanation of the process and why it is constantly changing would be beneficial for students.

Answer: We are building a more comprehensive tech theater program and plan to develop it beyond what we have seen in PVPA history. This project will take a few years. With regard to the process, the administration is near certain that every student will get either their first or second choice for every student.

III. Board Committee Reports

A. Finance Committee Report

As Brent discussed, the Finance Committee had an unusual June meeting to discuss items that arose late in the year.

Tonight, the Finance Committee will ask the Board to approve the one-time bonus proposed by the administration as well as increase the FY23 capital budget from \$111,500 to \$397,358.

The reason for the capital budget increase is a report from architects estimating the cost of developing third-floor storage into an office space.

Mindi Winter made a motion to Approve the employee payroll bonus as stated in the agenda ("All employees on the payroll as of June 14, 2022 shall receive a one time bonus equal to \$1,000 for full time to 50% FTE employees and \$500 for part time employees less than 50% FTE").

Maggie Solis seconded the motion.

We prepared for raises this year if there were to be a new schedule, so we wanted to ensure that we were making true on our suggestion of raises.

Question: We were discussing retroactive raises as specified by the CBA earlier. Are these raises in conflict?

Answer: Not at all. We wanted to increase the length of the workweek for this year, which would have led to a salary increase, but the bargaining team did not want to make that change this year.

The hope is that we will hit the CBA threshold every year, but the raises are retroactive to ensure that we *know* we will have the tuition revenue before providing the raises.

The board **VOTED** to approve the motion.

Roll Call

Jacob Rosenblum	Aye
Andrea Nathanson	Absent
David Potter	Aye
Sofia Getoff-Scanlon	Aye
Maggie Solis	Aye
Marty Espinola	Aye
Tonya Ward	Absent
Jesse Pompei	Absent
Mindi Winter	Aye
Jenyka Spitz-Gassnola	Aye
Shino Yoshen	Aye
Jenna Sardella	Abstain
Richard Pouliot	Aye
LATRINA DENSON	Aye
Neil Hede	Aye
Shannon Materka	Abstain

David Potter made a motion to Approve the second recommendation to Increase the FY23 capital budget from \$111,500 to \$397,358.

Jacob Rosenblum seconded the motion.

Question: Could you talk a little bit more about how we can afford this?

Answer: This money would come directly from reserves. We have \$2.6 million in reserves right now with \$1.5 million set aside—that leaves \$1 million.

Question: Would this be a one-time consideration?

Answer: There could be projects down the road. This will likely not be a yearly affair, but future projects may come up. This proposal applies only to this fiscal year.

The board **VOTED** unanimously to approve the motion.

B. Governance Committee Report

The Committee discussed the need to provide the Board with a slate of candidates.

The bylaws state that every officer of the Board must have been a member in good standing for at least one year. The slate of candidates that the Committee is recommending is:

David Potter - President
Shino Yoshen - Vice President
Neil Hede - Treasurer
Jacob Rosenblum - Clerk

If we accept this slate of officers, Shino will not be able to serve as Chair of the Governance Committee due to availability concerns. She can travel to PVPA if the need arises on a case-by-case basis.

It seems that Neil would need to be reelected prior to being nominated as an officer. Everybody ending their term now needs to be reelected.

Mindi was elected to finish out a term in 2016. Does this count as a term?

David Potter made a motion to nominate Neil Hede for a second, 2-year term as a Trustee.

Maggie Solis seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

Jacob Rosenblum	Aye
Neil Hede	Abstain
Shino Yoshen	Aye
Mindi Winter	Aye
Shannon Materka	Aye
Jenna Sardella	Aye
Jesse Pompei	Absent
David Potter	Aye
Andrea Nathanson	Absent
Sofia Getoff-Scanlon	Aye
Tonya Ward	Absent
LATRINA DENSON	Aye
Jenyka Spitz-Gassnola	Aye
Maggie Solis	Aye
Marty Espinola	Aye
Richard Pouliot	Aye

David Potter made a motion to nominate Shino Yoshen for a second, 2-year term as a Trustee.

Sofia Getoff-Scanlon seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

Jacob Rosenblum	Aye
LATRINA DENSON	Aye
Tonya Ward	Absent
Sofia Getoff-Scanlon	Aye
Shannon Materka	Aye
Jesse Pompei	Absent
Shino Yoshen	Abstain
David Potter	Aye
Neil Hede	Aye
Mindi Winter	Abstain
Jenna Sardella	Aye
Jenyka Spitz-Gassnola	Aye
Richard Pouliot	Aye
Maggie Solis	Aye
Andrea Nathanson	Absent
Marty Espinola	Aye

David makes a motion to
nominate Mindi Winter for a third term for 2 years
Marty seconds the motion

Discussion:

I think the more conservative approach would be to hold off on nominating Mindi for another term until we verify what a term means.

Recently, we have seen complaints and some issues with compliance. A more conservative approach could be wise at this point.

We should consider keeping Mindi on the Board with consideration for the best way to ensure Board function.

MOTION WITHDRAWN

Neil Hede made a motion to not recognize Mindi's first, partial-year participation as a full term and to nominate Mindi for a third term for 2 years.

Jenyka Spitz-Gassnola seconded the motion.

David Potter would like to include that we will make space in the summer retreat to clarify terms and protocols regarding terms.

The board **VOTED** to approve the motion.

Roll Call

LATRINA DENSON	Aye
Jenyka Spitz-Gassnola	Aye
Jacob Rosenblum	Aye
Shannon Materka	Aye
Sofia Getoff-Scanlon	Aye
Jesse Pompei	Absent
Andrea Nathanson	Absent
David Potter	Aye
Tonya Ward	Absent
Jenna Sardella	Aye
Richard Pouliot	Aye
Marty Espinola	Aye
Maggie Solis	Aye
Shino Yoshen	Aye
Mindi Winter	Abstain
Neil Hede	Aye

We are looking for new members to replace those who are leaving.

Marty Espinola made a motion to approve Sofia as a new Board member

Shino Yoshen seconded

Discussion:

Question: Sofia, will you be able to attend meetings in person?

Answer: I will not be able to be in person.

A quorum is required to attend in person along with the chair.

We cannot determine what will happen with Open Meeting Law. Should we wait to approve Sofia?

We cannot afford to not have people on the Board, but with so many virtual participants, we do not have a cushion.

We will revisit this question at the retreat once we have an opportunity to look into the numbers further.

MOTION WITHDRAWN

We should be focusing on recruiting individuals with law, finance, and hr perspectives as well as experience in the arts.

Marty Espinola made a motion to Nominate David Potter as President, Shino Yoshen as Vice President, Neil Hede as Treasurer, and Jacob Rosenblum as Clerk, each for a one year term.

Maggie Solis seconded the motion.

One member of the Board thinks that we should vote separately on the nominations.

The board **VOTED** to approve the motion.

Roll Call

LATRINA DENSON	Aye
Jenyka Spitz-Gassnola	No
Richard Pouliot	Aye
Maggie Solis	Aye
Andrea Nathanson	Absent
Mindi Winter	Abstain
Jacob Rosenblum	Aye
Tonya Ward	Absent
Jesse Pompei	Absent
Marty Espinola	Aye
David Potter	Aye
Shannon Materka	Aye
Sofia Getoff-Scanlon	Aye
Shino Yoshen	Aye
Jenna Sardella	Aye
Neil Hede	Aye

The Governance Committee recommends that we form a retreat-planning ad-hoc team to put together an agenda and items for the retreat.

Retreat Planning Team:

David, Jake, Marcy, Maggie, Latrina, Brent

The annual meeting is the same thing as the retreat.

We should discuss the bylaws and our adherence to the terms during the retreat.

David thanks the Governance Committee.

C. Executive Evaluation Committee

The Executive Evaluation Committee has been hard at work recently. Brent has attended meetings to ensure that we are creating a practical and purposeful process for goal-setting.

David shares [Head of School Evaluation Components document](#) and [Evaluation Timeline Draft](#)

Within the Committee, there should be a singular point person who will meet with Brent regularly to manage progress and goals.

D. Long Range Infrastructure Committee

The Long-Range Infrastructure Planning Committee met last week and discussed our progress with the PA system. Members of the staff need training on how to use the new system, though it is quite simple. It has been working well.

[LRPC Report](#)

The CCTV system project is on track for this summer.

The classroom makeover project is now priced and planned. Summer makeovers for east annex classrooms will be completed this summer.

- Five classrooms every summer will get the same treatment

The Committee has discussed the roof and HVAC needs. Each member of the Committee has been assigned to look at projects for the next year.

IV. Internal Stakeholders

A. Staff Reports

The five teachers who are getting upgraded classrooms are very excited for the updates.

Teachers would love to have some data-based decision making process for masking next year. There is also a desire for exit interviews.

Brent responds that this is already a process that exists.

There are concerns about student behavior, though it seems that next year there may be more clarity regarding who is responsible for what.

B. Student Reports

Firas covered a lot. Graduation was great, and the outgoing seniors want to express gratitude to the teachers who made the year what it was.

V. President's Business

A. Trustee Disclosures & Membership Updates

David gives a shoutout to our departing members for their service to the Board.

David also reminds Trustees about disclosures.

B. Board Self-Evaluation

David has shared the past Board self-evaluation via email.

C. Summer Retreat Updates

Sunday, August 7th, from 11-4 is the date that the retreat team landed on for the meeting. The Committee can discuss venue and specifics.

VI. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:46 PM.

Respectfully Submitted,
Jacob Rosenblum

VII. Executive Session

A. Motion

David Potter made a motion to move into executive session to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a

detrimental effect on the bargaining or litigating position of the public body and the chair so declares.

Marty Espinola seconded the motion.

The board **VOTED** unanimously to approve the motion.

This issue is related to a lawsuit that came up last year.

Jenyka relays that she was connected with the claimant and attended PVPA with them and raises concerns about whether they should be included in the discussion.

David Potter made a motion to allow legal counsel to manage this current lawsuit complaint related to events that allegedly took place from 2009-2014.

Jacob Rosenblum seconded the motion.

One Trustee clarifies that this is a demand letter rather than a formal lawsuit.

The Board hopes that this case can be settled out of court.

The board **VOTED** unanimously to approve the motion.

David Potter made a motion to exit the executive session and adjourn the meeting at 8:57.

Mindi Winter seconded the motion.

The board **VOTED** unanimously to approve the motion.

Coversheet

Current By-Laws

Section:	IV. By-Laws & Board Handbook
Item:	A. Current By-Laws
Purpose:	
Submitted by:	
Related Material:	PVPA bylaws as amended 2017.pdf

PIONEER VALLEY PERFORMING ARTS CHARTER PUBLIC SCHOOL

BYLAWS

Revised September 25, 2017

ARTICLE 1

Section 1.1 Name

The name of the organization shall be Pioneer Valley Performing Arts Charter Public School (PVPA). All references in these bylaws to the “Charter” shall be construed to mean the Organizational Charter and Charter Renewals of PVPA; subject to the amendment of M.G.L. C. 71 §89.

Section 1.2 Purpose

PVPA provides students with a supportive and challenging environment that is responsive to multiple learning styles, emphasizes learning through the arts, and integrates creative and critical thinking throughout the curriculum. Graduates of PVPA will emerge with a greater sense of self-esteem, a direction for their individual creativity, and the ability to meet challenges as life-long learners.

Section 1.3 Mission

The Pioneer Valley Performing Arts Charter Public School offers its students intensive exposure to the performing arts within the context of an excellent college preparatory curriculum.

Section 1.4 Fiscal Year

The fiscal year of PVPA shall begin on July 1 and end on June 30 of the following calendar year.

ARTICLE 2

Board of Trustees

Section 2.1 Authority

The Board of Trustees holds the charter granted by the Commonwealth of Massachusetts. It is a public entity that operates independently of a school committee. The Board of Trustees shall have the general management and control of all the property, affairs, and funds of PVPA

and shall exercise all the powers of PVPA except such as are expressly reserved by these bylaws or by law. The Board of Trustees will not exercise managerial powers over the day-to-day operations of PVPA.

Section 2.2 Powers

Powers of the Board of Trustees include, but are not limited to:

- a. adopting amending, or repealing the bylaws, contingent upon the approval of the Commissioner of Elementary and Secondary Education (commissioner);
- b. amending the material terms of PVPA's charter, with the approval of the commissioner or Board of Elementary and Secondary Education , as applicable;
- c. submitting charter amendments to the Massachusetts Department of Elementary and Secondary Education (ESE);
- d. determining general school policies in compliance with state and federal laws
- e. supervising the financial affairs of PVPA and approving the annual budget
- f. selecting, appointing, evaluating and/or removing the Head of School.

Section 2.3 Responsibilities

The Board of Trustees may not discriminate against potential members on the basis of race, color, national origin, creed, ancestry, ethnicity, age, gender identity, religion, marital status, sexual orientation, or non-disqualifying handicap or mental condition. The responsibilities of the Board shall include that PVPA operates in compliance with all applicable state and federal laws, including, but not limited to:

- serving PVPA in accordance with it fiduciary duty, duty of loyalty, and duty of care;
- abiding by PVPA's Code of Conduct, Conflict of Interest, and Confidentiality policy statements;
- not having a direct or indirect financial interest in the assets or leases of PVPA;
- disclosing any financial interest, direct or indirect, in the business transactions of PVPA;
- complying with all laws and regulations applicable to members and Boards of Trustees;
- acting in ways that will promote PVPA's efforts to be an academic success, maintain organizational viability, be faithful to the terms of its charter, and earn charter renewal;
- complying with the Commonwealth's state ethics requirements including, but not limited to, meeting all training requirements; complying with G.L.c.268A, the conflict of interest law; filing all required disclosures under

G.L.c.268A; and filing all statements of financial interest in a timely fashion as required by G.L.c.71, §89(u);

- completing the opening procedures process in accordance with M.G.L.c. 70, §89; 603 CMR 1.00; and any guidelines issued by the Department of Elementary and Secondary Education;
- requesting the approval of the Commissioner of the DESE (“Commissioner”) of any new trustees and receiving that approval prior to any new trustees beginning their service as members;
- submitting timely annual reports;
- submitting timely annual independent audits;
- hiring, evaluating, and removing, if necessary, qualified personnel to manage PVPA’s day-to-day operations and holding these administrators accountable for meeting specified goals;
- approving and monitoring progress towards meeting the goals of PVPA’s Accountability Plan;
- adopting and revising school policies, including plans for student recruitment and retention;
- responding to complaints in writing as required by 603 CMR 1.09; and
- orientating and training members of the Board regarding their duties and obligations as members of the Board.

Section 2.4 Composition

The Board of Trustees shall be consist of no fewer than fifteen (15) members and no more than twenty (20) members, and must represent these constituencies of school members:

- three (3) or more parents of current students,
- no more than five (5) students,
- four (4) or more community members,
- no more than two (2) teachers and/or staff,

All individual members of the Board of Trustees are special state employees.

Section 2.5 Voting & Quorum

Members of the Board of Trustees who are 18 years of age and older shall have voting power. A quorum is a majority of voting members serving on the board. A quorum-is required for action by the Board of Trustees. Unless otherwise stated in these bylaws, action is determined by a majority vote of voting members at all meetings.

Any member of the Board may participate remotely in a meeting provided that such participation complies with the requirements of 940 CMR 29.10, including, but not limited to,

meeting the permissible reasons for remote participation. Such remotely participating trustees have full voting powers.

Section 2.6 Election of Members

The Board of Trustees elects its members by a formal vote, normally at its meeting in May of each year.

Section 2.7 Nominations

Members are nominated for election to the Board of Trustees in the following process:

- Teacher and staff members are nominated by vote of the faculty and staff;
- Parent members are nominated by the Governance Committee, following a call for volunteers;
- Student members are nominated by vote of the student body;
- Community members are nominated by the Governance Committee, following a call for recommendations.

The Governance Committee shall serve as Nominating Committee. Newly elected trustees will take office when both of the following have occurred: they have been duly elected by the Board of Trustees, and after they have been approved by the Commissioner of DESE.

Section 2.8 Vacancies

Vacancies may be filled by the Board of Trustees as they arise. In the event of one or more vacancies on the Board of Trustees, the remaining Trustees may exercise the powers of the full Board until such vacancy or vacancies are filled.

Section 2.9 Tenure and Terms

Subject to the section entitled “Nominations,” the tenure and terms of membership on the Board of Trustees are as follows:

- Teacher and staff members serve for a two year term.
- Parent members serve for a two year term
- Student members serve for a one year term
- Community members serve for either a two-year or three-year term.
- Unless otherwise stated in their election or as otherwise required by these bylaws or law (see the section entitled “Nominations”, all terms will commence on July 1. Terms terminate on June 30 of the last year of the term.
- Any trustee, other than a student member, who ceases to be a teacher, staff, or parent, will serve the remainder of their term as community members.

Members may serve up to three consecutive terms, at which time they must leave the Board for at least one year.

Section 2.10 Public employer.

The Board of Trustees of PVPA as an entity is a public employer for the purposes of tort liability under chapter 258 of the General Law and for collective bargaining purposes under chapter 150(e) of the General Laws.

Section 2:11 Public employees and immunity from liability.

Trustees' duties are exclusively to PVPA. There are no third party beneficiaries of the duties of individual trustees. Individual Trustees will not be liable for negligent or wrongful acts or omissions within the scope of their office or employment as provided by chapter 258 of the general law and/or by any other statute, regulation, or judicial decision, including, but not limited to, the law of sovereign immunity, and they are entitled to any other immunity or limitation of liability provided by chapter 258 of the general law and/or by any other statute, regulation, or judicial decision now or hereafter existing. .

ARTICLE 3

Meetings

Section 3.1 Meeting Regulations

The Board and its committees, irrespective of what the title may be, will comply in all respects with open meeting law, G.L. c. 30A, §§18–25, and the regulations, guidance, and directives of the Office of the Attorney General. This includes, but is not limited to, training, notice of meetings, records of meetings, and executive sessions. All meetings must be held in Massachusetts.

Section 3.2 Quorum

Quorum for meetings of the Board of Trustees is stated in these Bylaws, Section 2.5.

Section 3.3 Regular Meetings

Regular meetings of the Board of Trustees will take place monthly. Public notice shall be given of the date, time and location of all meetings in accordance with the law pertaining to open meetings of governmental bodies.

Section 3.4 Special Meetings

Special meetings of the Board of Trustees may be held at any time and place when called by the President or by any two (2) or more voting Trustees.

Notice of Special Meetings shall be given to the Board of Trustees at least 48 hours in advance, in person or by electronic means. Notice of Special Meetings must include the reasonably anticipated purpose of the meeting, and must always include:

- contracts or transactions between PVPA and interested parties, or
- amendments to these bylaws.

Section 3.5 Annual Meeting

The Annual Meeting of the Board of Trustees shall be set in June of each year.

Section 3.6 Executive Sessions

The Board may hold executive sessions in case allowed by law in effect at the time in question. Such meetings may be held only when (a) the Board first convenes in an open session; (b) the presiding officer states the reason for meeting in the executive session, and (c) a majority of the Trustees then present votes to meet in executive session.

Prior to any executive session in which the Board meets to consider the reputation, character or health of an employee, or in which the Board considers the discipline of an employee, the board must give notice of such meeting to the individual at issue and provide the individual with the right to be present at such meeting, the right to counsel, and the right to speak on his or her own behalf.

ARTICLE 4

Officers

Section 4.1 Officers

Officers of the Board of Trustees shall include: President, Vice-President, Treasurer, and Clerk. All officers must have served at least one year on the Board before taking office, except for the office of Treasurer, which may also be filled by a person who has served at least one year on the Finance Committee.

Section 4.2 Election of Officers

Officers of the Board of Trustees shall be nominated by the Governance Committee and normally elected at the annual meeting of the Board of Trustees in June for terms beginning July 1. In the case of a vacancy, nominations and elections will take place as needed at a regularly scheduled Board meeting

Section 4.3 Tenure and Terms of Officers

Officers may serve for one, two, or three-year terms, and may serve multiple terms by vote of the Board of Trustees.

Section 4.4 President

The President, on behalf of and subject to the Board of Trustees, shall have general charge and supervision of the affairs of PVPA. The President shall preside at all meetings of the Trustees. In the event of his/her absence or disability, the Vice President shall perform the duties of the President. In the event of the absence or disability of both the President and Vice President, a chairman pro tem shall be elected by those present at such meeting and shall preside.

Section 4.5 Vice President

In the event of the President's absence or disability, the Vice President shall perform the duties of the President. The Vice President shall normally succeed the current President at the end of said President's term subject to Section 4.2.

Section 4.6 Treasurer

The Treasurer shall keep or shall cause to be kept regular books of account, shall report to the Board of Trustees at regular intervals the financial condition of PVPA, and shall ensure that a true and accurate accounting of the financial transactions of PVPA is made. Subject to the Board of Trustees, the Treasurer shall be in charge of the receipt and disbursement of the monies of PVPA. The Treasurer shall be in charge of the safekeeping of all investments and funds of PVPA. Funds and investments shall be held in such depository or depositories as the Board of Trustees shall select.

Section 4.7 Clerk

The Clerk shall have charge of the records of PVPA and shall maintain minutes of all meetings of the Board of Trustees and its committees. S/he shall be in charge of giving legally

required notices of meetings, and shall perform all duties commonly incident to her/his office including the filing and submission of reports as required by law. If the Clerk is absent from any meeting of the Board of Trustees, a Clerk pro tem shall be appointed by the President to keep the records of such meeting and perform such other duties of the Clerk as the meeting may prescribe.

Section 4.8 Powers and Duties of Officers

Each Officer shall have such duties and powers as are customarily incident to his/her office and such additional duties and powers as the Trustees may from time to time determine, subject to these bylaws, and to the control and direction of the Trustees and the directives contained in M.G.L. Ch. 71 §89,.

ARTICLE 5

Committees

Section 5.1 Standing Committees

Standing Committees of the Board of Trustees shall be appointed from time to time as deemed necessary by the President or by vote of the full Board of Trustees. In case of a conflict between an appointment by the President and the Board of Trustees, the Board of Trustees' decision will control. Standing Committees normally include the following:

- Finance, and
- Governance.

Each Standing Committee must include a member of the Board of Trustees.

Duties of Standing Committees shall include:

- selecting goals and actions for the academic year;
- submitting goals to the President of the Board of Trustees;
- filing reports at the end of each academic year and as reasonably requested by the President.

Section 5.2 Ad Hoc Committees

Ad Hoc Committees of the Board of Trustees may be appointed from time to time as deemed necessary by the President or by vote of the full Board of Trustees. In case of a conflict between an appointment by the President and the Board of Trustees, the Board of Trustees' decision will control. Terms shall expire when the Ad Hoc Committee is dissolved by the

President or by the Board of Trustees. The Personnel Committee shall be an Ad Hoc Committee unless made a Standing Committee by vote of the Board.

ARTICLE 6

Resignations, Removals and Vacancies

Section 6.1 Resignations

Any Trustee or Officer may resign at any time by delivering his/her resignation in writing to the President or the Clerk or to a meeting of the Trustees. Such resignations shall take effect at such time as is specified therein, or if no such time is so specified, then upon delivery thereof to the President or the Clerk or to a meeting of the Trustees.

Section 6.2 Removals

The Trustees may remove a member of the Board of Trustees or remove an Officer by vote of the majority of the voting Trustees with or without cause. If cause is assigned for removal of any Trustee or Officer, such Trustee or Officer may be removed only after a reasonable notice and opportunity to be heard before the body proposing to remove said Trustee or Officer.

Section 6.3 Vacancies

The Governance Committee shall recommend candidates for filling any vacancy among the Officers. The appointments to fill such vacancies shall be voted by the Board of Trustees.

Each such successor shall hold office for the unexpired term of his/her predecessor and until his/her successor shall be chosen or appointed and qualifies, or until s/he dies, resigns, is removed or becomes disqualified.

ARTICLE 7

Candidates for Board Membership

The Board shall exercise due diligence in assessing the suitability of candidates for Board membership with respect to potential conflicts of interest and areas of skill and expertise that will be of value to the Board, such due diligence to occur prior to a vote by the Board to request the Commissioner to appoint the proposed member(s). Prior to submitting a candidate to the Commissioner for approval, the Board must determine that no financial interests under G.L. c.

268A exist which may preclude a majority of the Board from participating in deliberations or voting on certain matters within the scope of the Board's authority. Board members must disclose any financial interest or business transactions that they (or any immediate family member) have in or with any charter school in Massachusetts or elsewhere with the Board, the state ethics commission, the DESE and the Town Clerk within 30 days of joining the Board and by September 1 annually, including the year after service is completed (unless service is less than 30 days in that year).

ARTICLE 8

Miscellaneous

Section 8.1 Execution of Papers

Unless the Board of Trustees shall otherwise generally or in any specific instance provide, any bill, note, check or other negotiable instrument shall be made, signed, accepted, or endorsed in the name and on behalf of PVPA, and any other contract or written instrument whatsoever shall be signed, sealed with PVPA seal, acknowledged and delivered, in the name and on behalf of PVPA, by a duly authorized officer or administrator.

Section 8.2 Charter School Seal

The Trustees may adopt and alter the seal of PVPA.

ARTICLE 9

Amendments

These bylaws may at any time be amended or repealed by vote of a majority of the voting Trustees. Notice of the substance of any proposed amendment or repeal shall be stated in the notice of any meeting of the Board called for the purpose of proposing such amendment or repeal. All amendments to bylaws are contingent upon the approval of the commissioner .

No change in the date of the annual meeting may be made within sixty days before the date fixed in these bylaws. Notice of any change of the date fixed in these bylaws for the annual meeting shall be given to the Trustees at least twenty days before the new date fixed for such meeting.

ARTICLE 10

Indemnification of Trustees and Officers

11.1. Generally. PVPA shall, to the extent legally permissible under MGL Chapter 258, Section 9, indemnify each person who serves or who has served at any time as a member of the Board of Trustees (collectively, "Indemnified Officers" or individually, "Indemnified Officer"), against and for any and all certain threatened or pending claims or administrative or judicial proceedings to which he or she may be or become subject because of his or her service as a member of the Board of Trustees; provided, however, that such Indemnified Officer acted (i) within the scope of his or her role as a member of the Board of Trustees, (ii) in good faith, and (iii) in the reasonable belief that his or her actions were in the best interests of PVPA, and further provided, that any such Indemnified Officer cooperates with PVPA in defending against any threatened or pending claim or administrative or judicial proceedings. Indemnification shall not be provided if not permitted under MGL Chapter 258, Section 9, and shall not be provided if such Indemnified Officer acted in a grossly negligent, willful, or malicious manner.

11.2 Expenses. Indemnified Officers shall be indemnified against all expenses and liabilities permitted under MGL Chapter 258, Section 9, including counsel fees, in an amount not to exceed \$1,000,000 arising out of any claim, action, award, compromise, settlement or judgment, as provided in and consistent with MGL Chapter 258, Section 9 and these By-Laws.

11.3 Advances; Repayment. Such indemnification shall include payment by PVPA of expenses, including attorneys' fees, reasonably incurred in defending a civil or criminal action or proceeding in advance of the final disposition of such action or proceeding, upon receipt of an undertaking by the Indemnified Officer to repay such payment if not entitled to indemnification under MGL Chapter 258 or this Article, which undertaking may be accepted without regard to the financial ability of such Indemnified Officer to make repayment.

11.4 Authorization. The payment of any indemnification or advance shall be conclusively deemed authorized by PVPA under this Article, and each trustee approving such payment shall be wholly protected, if:

- (i) the payment has been approved or ratified by a majority vote of the trustees who are not at the time parties to the proceeding; or
- (ii) the action is taken in reliance upon the opinion of independent legal counsel (who may be counsel to PVPA) appointed for the purpose by vote of the trustees in the manner specified in

subparagraph (i) or, if that manner is not possible, appointed by a majority of the trustees then in office; or

(iii) a court having jurisdiction shall have approved the payment.

11.5 Heirs, Executors, and Administrators. The indemnification provided hereunder shall inure to the benefit of the heirs, executors, and administrators of any Indemnified Officer entitled to indemnification hereunder.

11.6 Non-Exclusive Rights. The right of indemnification under this Article shall be in addition to and not exclusive of all other rights to which any person may be entitled. Nothing contained in this Article shall affect any rights to indemnification to which PVPA employees, agents, trustees, officers and other persons may be entitled by contract or otherwise under law.

11.7 Adverse Amendments. No amendment or repeal of the provisions of this Article which adversely affects the right of an Indemnified Officer under this Article shall apply to that Indemnified Officer with respect to the acts of omissions of such Indemnified Officer that occurred at any time prior to such amendment or repeal, unless such amendment or repeal was voted for by, or was made with, the written consent of such Indemnified Officer.

11.8 Sovereign Immunity. Nothing in this Article 10 shall be construed to constitute a waiver of PVPA's sovereign immunity as a state entity.

ARTICLE 11

Officers and Trustees Liability Insurance

PVPA shall maintain or cause to be maintained liability insurance with insurance companies authorized to do business in Massachusetts insuring the Trustees and officers against liabilities and expenses incurred in their capacities as Trustees and officers.

ARTICLE 11

Provisions for Dissolution

In the event of liquidation or dissolution of PVPA, all the assets of PVPA, after paying or making sufficient provision for the payment of all of the liabilities of PVPA, shall be distributed exclusively as provided for in the Massachusetts General Laws.

ARTICLE 12

Complaints and Grievance Procedure

Section 13.1 Complaints related to internal administrative or educational issues

All complaints related to the in-school administrative or educational issues should be addressed first at the lowest possible level to the persons that are immediately responsible for reviewing and addressing these complaints, in accordance with the provisions of the Staff Handbook. The Head of School is the final arbiter of in-school administrative or educational issues.

Complaints may be directed to the Board only as permitted by law, as set forth in the Staff Handbook or if regarding the Head of School. Any complaint directed to the Board will be handled in accordance with the provisions of the Staff Handbook and the grievance policy. The Board President (or his or her designee from the Board) shall interview the complainant and all involved parties and report the problem at the next Board meeting. The Board makes a final decision regarding the complaint.

13.2 Complaints related to certain laws and regulations.

(1) A parent, guardian, or other individuals or groups who believe that PVPA has violated or is violating any provision of M.G.L. c. 71, § 89, or 603 CMR 1.00 may file a complaint with PVPA's Board of Trustees according to 603 CMR 1.09.

(2) The Board of Trustees shall respond no later than 45 days from receipt of the complaint in writing to the complaining party.

(3) The Board of Trustees shall, pursuant to a complaint received under 603 CMR 1.09, or on its own initiative, conduct reviews to ensure compliance with M.G.L. c. 71, § 89, and 603 CMR 1.00. PVPA and the specific individuals involved shall cooperate to the fullest extent with such review.

(4) A complaining party who believes the complaint has not been adequately addressed by the Board of Trustees may submit the complaint in writing to the Commissioner of the DESE, who shall investigate such complaint and make a written response.

(5) In the event PVPA is found in non-compliance with M.G.L. c. 71, § 89, or 603 CMR 1.00, as a result of a complaint or upon investigation, the Commissioner or Board of Elementary and Secondary Education may take such action as it deems appropriate, including but not limited to suspension or revocation of the charter under 603 CMR 1.13, or referral of the matter to the

District Attorney, the Office of the Attorney General, or any other agency for appropriate legal action.

(6) A parent, guardian, or other individuals or groups who believe that PVPA has violated or is violating any state or federal law or regulation regarding special education may file a complaint directly with the DESE.

Coversheet

Sample handbook documents

Section:	IV. By-Laws & Board Handbook
Item:	B. Sample handbook documents
Purpose:	
Submitted by:	
Related Material:	Division of Roles between Board and Administrator.pdf Meeting Management Guidelines.pdf Sample Board of Trustees Performance expectations.pdf

Division of Roles Between Board and Administrator¹

This chart describes the roles and responsibilities of the board and the charter school administrator in critical areas. Review each entry and revise as based on the specific needs and requirements of your charter school. This chart should be reviewed on an annual basis and updated if necessary.

Responsibility	Board of Directors	Administrator
Legal	<ul style="list-style-type: none"> Exercises fiduciary role to ensure that the charter school is properly managed. The board should have a mechanism to validate information from the administrator. Maintains legal status; ensures the proper paperwork is submitted to governmental agencies. Reviews financial and business dealings and exercises proper judgment in self-dealing transactions—avoidance of conflicts of interest. 	<ul style="list-style-type: none"> Must provide information to the board to demonstrate that the charter school is well managed. Compiles information for annual filing requirements. Signals to the board if either of the situations is likely to occur.
Finance and Accounting	<ul style="list-style-type: none"> Approves annual budget. Reviews periodic financial reports (balance sheet, income statement, changes in financial position). Ensures that proper internal controls are in place. 	<ul style="list-style-type: none"> Prepares annual budget with input from staff and finance committee Oversees preparation of periodic financial reports. Implements proper financial controls.
Planning	<ul style="list-style-type: none"> Establishes mission and program direction for the charter school and approves goals and objectives designed to achieve those ends. Reviews strategic plan and progress. Assesses compliance/progress in achieving educational and other outcomes agreed to in the charter contract. Assesses program evaluation plan. 	<ul style="list-style-type: none"> Participates in establishing mission and program direction for the charter school. Contributes to vision of the charter school and assists the board in maintaining focus and momentum for the charter school. Develops specific program goals and objectives based on the board specific mission. Develops reports or oversees staff development of reports to demonstrate program progress.
Policy	<ul style="list-style-type: none"> Develops and adopts written policies. Responsible for reviewing policies periodically. 	<ul style="list-style-type: none"> Identifies need for new policies. Responsible for assuring the implementation of policies and for assisting the board in analyzing policy options.
Personnel	<ul style="list-style-type: none"> Sets and reviews personnel policies. Hires charter school administrator and evaluates the administrator's performance. 	<ul style="list-style-type: none"> Implements personnel policies. Recommends changes in personnel policies to the board. Hires all personnel and evaluates performance of staff members (or delegates to appropriate supervisor).

continued on next page

¹ Charter Friends Guidebook, p. 208.

Responsibility	Board of Directors	Administrator
Resource Development	<ul style="list-style-type: none"> Responsible for assuring long-range commitments of resources; establishes a fund development plan and participates in its implementation. Reviews and approves all major grant proposals. 	<ul style="list-style-type: none"> Conduct research and maintain information database. Assist in fund development efforts. Develops grants, and other funding applications, plans fund-raising events, enters business ventures to support mission.
Board Accountability	<ul style="list-style-type: none"> Establishes and communicates clear expectations of Board directorship Assures effective participation of Board directors 	<ul style="list-style-type: none"> Facilitates training and information exchange for members in preparation for selection of Board directors Facilitates effective communication among Board directors
Decision-making	<ul style="list-style-type: none"> Defines and communicates the role of Board, administrator in making decisions Assures appropriate involvement of board directors in charter school decision making 	<ul style="list-style-type: none"> Makes action decisions within parameters set by the board, collaborates both with the other staff and Board in some decisions
Community Relations	<ul style="list-style-type: none"> Promotes the charter school to parents and the general public, including serving as an emissary of the charter school to the broader community. Promotes cooperative action with other charter schools including activities and occasions when the charter school should take part in coalitions, shared programs, joint action, etc. 	<ul style="list-style-type: none"> Interprets the mission of the charter school to the community through direct involvement, public relations programs, including personal contact, descriptive program literature, and work with the media; works closely with the board for an effective division of labor.
Contracts	<ul style="list-style-type: none"> Approves contracts 	<ul style="list-style-type: none"> Manages contracts

PVPA Meeting Management Guidelines

Voted 3/2/01, 5/4/04

1. Board Meeting Structure
2. How to be an Effective Participant

1. Meeting Structure

A meeting of the PVPA Board of Trustees is the time for the full Board to:

- Hear reports and recommendations from standing committees
- Review the school's financial statements
- Hear reports from the school's administrators
- Make decisions on matters appropriate for Board action
- Present ideas for future consideration by Board committees

In order to accomplish these tasks, meetings must have a defined structure that includes:

1. Agenda

- The agenda is the list of items that will be considered during the meeting
- The agenda is set by the Board President, in consultation with the Board officers as needed
- The agenda will clearly indicate all decisions to be voted on, with any relevant recommendations from committees or administrators attached
- When possible, relevant materials will be mailed out in advance of the meeting
- Agenda items may have a time frame attached, which may be renegotiated if necessary

2. Discussion

- Discussions are moderated by the Board President (chair)
- Discussions are a time to hear all points of view; all points of view are legitimate
- Discussion time is limited and is focused on specific topics

3. Decisions

- Decisions are made by a majority vote of voting members, only when a quorum is present, according to the Bylaws
- The protocol for making a decision begins with a member making a motion; motion may be seconded by another member; discussion is then opened; amendments or substitute motions may be made, if the original mover agrees; the chair will then call for a vote on the motion.
- If a substitute motion is not acceptable to the original mover, the chair may defer the question to the next meeting, or extend the discussion

4. Reports

- All committee, school staff, or other committee members will be assigned time to report to the full Board
- When appropriate, copies of reports, proposals, recommendations, etc., will be distributed in advance, if possible

5. Minutes

- Minutes are a complete and accurate record of all business conducted during a meeting
- Minutes indicate all decisions and any minority positions
- Minutes will be distributed in advance of meetings

2. How to be an Effective Participant

The PVPA Board of Trustees is committed to encouraging open, respectful communication among all of its members so that information is shared efficiently and completely. Meeting times are an opportunity to encourage leadership, build membership, and build morale, in addition to accomplishing necessary tasks. The following guidelines have been organized to assist members in staying informed and involved. They were developed during a group workshop and refined with the input of the entire Board. They are built on the foundation of our shared values, goals, and dedication to PVPA.

By taking full personal responsibility for the following guidelines, we individually and collectively ensure thoughtful, meaningful, and productive meetings.

1. Understand and agree on desired results of the meeting

- Use agreed-upon meeting structure and management guidelines
- Read all materials that have been distributed in advance
- Understand and agree to actions needed

2. Hear from everyone. Create a tolerant atmosphere so that everyone has an opportunity to contribute ideas, opinions and insights. Be sure all people have been heard from.

- The chair recognizes speakers
- All members have opportunity to respond to all agenda items
- Describe point of view completely and succinctly
- Speak without defensive or offensive language

3. Keep an open mind. Ensure that controversial viewpoints are given appropriate airtime.

- Avoid cutting people off for expressing unpopular views
- Listen without interrupting
- Suspend judgment
- Be careful about assumptions; go on facts, not rumors

4. Stay on one topic at a time. Some topics may be complicated and lead to digression. If this happens, it is important to note the relevance to the issue at hand, but bring the topic back into focus.

- Agree when digressions are acceptable
- Ask clarifying questions succinctly, and then allow for response
- Respond to questions succinctly

5. Be a constructive participant. When debating other points of view, avoid putting down persons or their positions. Be constructive in your criticism, and, whenever possible, offer positive alternatives. Work to achieve team results.

- Be solution-oriented
- Make eye contact with individuals
- Emphasize positive contributions
- De-emphasize personal critiques
- Be mindful of tone of voice

6. Be conscious of how you use time. Become aware of how efficiently you are using your time in meetings. When you use more time than the agenda calls for on a particular item, extend the time consciously by explicit agreement.

- Set time limits to discussion
- Honor time limits, or request to renegotiate

7. Decisions, though achieved through majority vote, must be grounded upon a foundation of mutual agreement. Therefore, approach decision-making in the spirit of cooperation. So long as there are ample opportunities for all Board members to express their ideas and fully understand the options, everyone will be expected to support Board decisions, once taken.

Critical Board Practices

Performance Expectations for Board of Trustee Members

The Board of Trustees is the organized group of volunteers who, collectively, are legally and morally accountable to the community for the health, vitality, and effectiveness (Dayton 2001) of the Sturgis Charter Public School. The Board's primary role is "Governance", which encompasses legal responsibilities, general oversight, planning and policy-making, and meeting fiduciary requirements. The Board only has authority when it votes as a group. "No single member has authority for the board as a whole" (Joyaux 2006).

The Board must ensure the School's compliance with all applicable state and federal laws. It must also ensure that the Board itself is operating in accordance with the rules set out by all applicable Massachusetts laws and regulations. The following principles should guide Board members:

1. **Duty of Care:** The Board member owes the duty to exercise reasonable care when he or she makes a decision as a steward of the Sturgis Charter Public School.
2. **Duty of Loyalty:** A Board member must give undivided allegiance when making decisions affecting the Sturgis Charter Public School. This means that a Board member can never use information obtained as a member for personal gain, but must act in the best interest of the organization.
3. **Duty of Obedience:** This requires a Board member to be faithful to the school's mission. He/She must act in a way that is consistent with the central goals of the school. The basis of the rule lies in the public's trust that the school will manage funds to fulfill its mission. (MA DOE CSO 2005)

Each Board member of the Sturgis Charter Public School affirms the expectations outlined below, and strives to perform accordingly. All Board members are treated equally when it comes to these expectations. Board members are expected to:

1. Believe in and be an active advocate and ambassador for the mission and vision of the organization. Act in accordance with the values of the Sturgis Charter Public School.
2. Work with fellow Board members to fulfill the obligations of membership.
3. Contribute to the effective operation of the Board, including but not limited to:
 - a. Focus on the good of the School and the group, not a personal agenda.
 - b. Support Board decisions, once they are made.
 - c. Participate in the appraisal of his/her own performance and the performance of Board committees.
 - d. Support the School's policies and procedures and support the Board's groundrules for conducting business.
 - e. Work with fellow Board members to assure that the Board functions well.
4. Regularly attend and participate in Board meetings of the School. Prepare for these meetings by reviewing materials and bringing the materials to the meetings. Challenge assumptions and ask questions during meetings.
5. Keep informed about the School and its issues by reviewing materials, participating in discussion, and asking strategic questions.

6. Participate in the performance review of the School's Executive Director.
7. Participate in the activities of the School by attending programs and fundraising events.
8. Help support the charitable contributions of the School by:
 - a. Contributing financially to the best of personal ability.
 - b. Participate in a fundraising activity or carry out a fundraising task.
 - c. Help identify and cultivate relationships to support the School as donors, volunteers, and advocates.
9. As appropriate, use personal and professional contacts and expertise for the benefit of the School.
10. Be available to serve as a committee or task force chair or member. Be prepared and be an active participant.
11. Inform the Board of Trustees of the School of any potential conflicts of interest, whether real or perceived, and abide by the decision of the Board related to the situation.
12. Be very clear about the Board and Board members' relationship to the Director and staff. Focus on governance rather than management.
13. Agree to step down from the Board of Trustees if unable to fulfill these expectations.
(Feist 1999, 4)

Sources:

Dayton, Kenneth N. 2001. Governance is Governance (an updated paper based on a speech given in 1987). Washington, D.C.: Independent Sector. Also available online at <http://www.independentsector.org/pubs/cart.htm>. Paraphrased in Marci Cornell Feist, The Massachusetts Charter Schools Trustees Guide (Boston: Pioneer Institute for Public Policy Research, 1999), 2.

Feist, Marci Cornell. 1999. The Massachusetts Charter Schools Trustees Guide. Boston: Pioneer Institute for Public Policy Research.

Joyaux, Simone P., ACFRE. 2006. Personal Communication. Additional materials available online, from Joyaux Associates, at http://www.simonejoyaux.com/resources/pdf_archive/board_development.htm

Adapted from the Massachusetts Department of Education Charter School Office document: The Charter School's Administrative and Governance Guide, Draft May 2005, Available at: www.doe.mass.edu/charter/governance.

Coversheet

Strategic Action Plan Matrix & Head of School Goals

Section:	IX. Strategic Action Plan & Goal-Setting
Item:	A. Strategic Action Plan Matrix & Head of School Goals
Purpose:	
Submitted by:	
Related Material:	Final SAP 21-26 Matrix.pdf

PVPA 2021-2026 STRATEGIC ACTION PLAN: GOALS & IMPLEMENTATION STRATEGY MATRIX

FINAL

Leadership and Governance**Years 1-3 Implementation Strategies****Years 4- 5 Implementation Strategies**

Goal 1: Prioritize PVPA's mission in every aspect of the school community.		
Objective 1.2: Maintain a Director of Arts and a Director of Academics as key leadership positions.	<p>1.2.1 Analyze CMAPs to increase opportunities for interdisciplinary work and examples of (or room for) arts enhancement and/or integration.</p> <p>1.2.2 Conduct annual evaluations of these roles.</p>	
Goal 2: Within the School: Improve transparency and increase the use of inclusive, collaborative decision-making.		
Objective 2.1: Clearly define leadership positions, roles, and responsibilities in a solidified organizational and leadership structure and share this openly with the greater PVPA community.	<p>2.1.1 Prioritize including diverse voices from within the entire PVPA community before making big decisions and in received feedback after decisions are implemented.</p> <p>2.1.2 Implement a collaborative team approach to ensure that leadership tasks are distributed appropriately and performed effectively.</p> <p>2.1.3 Share clear and actionable priorities for senior administrative work openly and regularly with the PVPA community.</p>	
Objective 2.2: Develop a Policy Handbook to clearly delineate school practices and procedures.		
Objective 2.3 Work with Labor-Management Committee to create a flow chart of how decisions are made.		

PVPA 2021-2026 STRATEGIC ACTION PLAN: GOALS & IMPLEMENTATION STRATEGY MATRIX

FINAL

Objective 2.4 Ensure the successful implementation of the PVPA Student Opportunity Act Plan.		
Objective 2.5: Create a plan for systemic growth and share the plan openly with the greater PVPA community.		
GOAL 3: Best Practices, Forefront, Leading Edge: Cultivate and maintain our leadership position in the community as a faithful adherent to, and as innovator of, best practices.		
Objective 3.1: Support the successful implementation of Restorative Practices, Arts Integration and prioritized curricular approaches including Universal Design.	3.1.1 Attend and provide professional development opportunities that support implementation of Universal Design, Restorative Practices, and Arts Integration	
Objective 3.2: Provide relevant professional development, coaching, and mentoring to all staff, faculty and administrators to support leadership growth and to ensure effective outcomes.		
GOAL 4: Board Leadership: Improve functionality of Board leadership responsibilities and accountability for promoting, protecting, and ensuring PVPA's mission of academic excellence.		
Objective 4.1: Board representatives will communicate regularly with the head of school to review progress on priorities set by the school administration.		
Objective 4.2: Board members should prioritize attending school events and activities and engaging with community members outside of Board meetings.		
Objective 4.3: The Board will create and promote an avenue for community members to communicate with the board beyond attendance at Board meetings.	4.4.1 Make board member contact information easily accessible. 4.4.2 Board will create an online "suggestion box" to give direct messages to board	

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	members, and accept emailed public comment statements.	
	4.4.3 Ensure that board meetings are publicly accessible online live even when meetings are in person.	
Objective 4.4: Board subcommittees will support and monitor academic concerns such as MCAS, Charter School directives, grades, and college acceptance/attendance.		
Objective 4.5: Recruitment for Board of Trustee membership and Senior Administration will include arts experience considerations as well as diversity and student identity representation in the hiring / selection process.		

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Diversity, Equity, Anti-Racism & Inclusion Years 1-3 Implementation Strategies

Years 4- 5 Implementation Strategies

Goal 1: Strategically increase representation in all parts of the PVPA community.		
Objective 1.1: Continue to prioritize efforts to recruit, hire, and retain teachers, administrators, staff, and Board Trustees whose identities are reflective of the student body.	1.1.1 Update the faculty and staff hiring process to allow for acceptance of non-traditional certifications/qualifications.	Report to the PVPA community on progress relating to the diversity growth matrix.
	1.1.2 Develop a bank of questions to ensure that hiring interviews address how a candidate handles issues of diversity.	
	1.1.3 Ensure diversity in hiring committees, using representation of the student body that is diverse, considering ethnicity, language, disability, sexual orientation and gender.	
	1.1.4 Write job descriptions, prerequisites and application questions with the goal of attracting a diverse applicant pool.	
	1.1.5 Include questions about diversity issues during exit interviews and track the data.	
	1.1.6 Develop a matrix/rubric, with the input of the Diversity Committee, designed to document PVPA's growth/success in areas of diversity, equity, anti-racism and inclusion.	

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	1.1.7 Create a process to track application and hiring data related to increasing representation of the PVPA community.	
Objective 1.2: Update and continue implementation of the PVPA Diversity Plan .	<p>1.2.1 Evaluate the current curriculum for cultural and social diversity in support of the PVPA Diversity Plan.</p> <p>1.2.2 Include members of the Diversity Committee in hiring committees for administrative roles.</p>	Modify curriculum based on evaluation of cultural and social diversity in the curriculum.
Objective 1.3: As the Board of Trustees, share openly with the PVPA community detailed steps the board is taking to address issues of diversity, equity, and inclusion at a board level.	<p>1.3.1 Create goals and a plan of action to address issues of diversity, equity and inclusion for the board of trustees.</p> <p>1.3.2 Evaluate how well the board meets diversity, equity and inclusion goals.</p> <p>1.3.3 Evaluate the internal processes and protocols to consider changes and upgrades in accordance with diversity, equity and inclusion goals.</p> <p>1.3.4 Update BoT processes and protocols based upon the results and analysis of the evaluation of internal processes</p>	<p>Create a plan for holding the board accountable for meeting outlined diversity goals.</p> <p>Update Board of Trustees processes and protocols based upon the results and analysis of the evaluation of internal processes.</p> <p>Include on-going conversations and development of anti-racist processes on the Board of Trustees as well as regular (at least annual) diversity and anti-racism focused training.</p>
Objective 1.4: Create/Update and publish a statement on commitment to diversity and inclusion, including benchmarks with specific goals and timelines. (For the school and Board of Trustees)		
Goal 2: Increase opportunities for students to learn about social justice issues, and to engage in social justice action.		

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Objective 2.1: Provide social justice education to middle school students, with opportunities for a culminating social action project by the end of 8th grade. (For example, consider using Paideia / clubs.)		
Goal 3: Openly acknowledge and address challenges in the community related to diversity, equity, anti-racism and inclusion.		
Objective 3.1: Acknowledge achievement gaps that exist in an effort to overcome barriers to learning and create an equitable educational space.		
Objective 3.2: Name racism, ableism, and inequity when it is seen.		
Goal 4: Increase opportunities for staff, faculty, administrators and board members to develop anti-racism skills.		
Objective 4.1: Plan regular anti-racism trainings.		
Objective 4.2: Include racial sensitivity training as part of the on-boarding or hiring process (including for new board members).		

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School Climate**Years 1-3 Implementation Strategies****Years 4- 5 Implementation Strategies**

GOAL 1: Deliberately and demonstrably create a safer, more supportive, and more inclusive school environment.		
Objective 1.1: Continue to implement PVPA's Restorative Practice initiative that includes school-wide positive behavior supports, restorative justice, and a peer mediation program.		
Objective 1.2: Improve how the PVPA community is supported to enact the values represented by PVPA C.A.R.E.S.	1.2.1 Increase culturally accessible community building opportunities to practice and reflect the values represented by PVPA C.A.R.E.S.	
Objective 1.3: Identify harmful behaviors; create and share an equitable system to determine the range of potential responses to such behaviors.	1.3.1 Address areas of confusion regarding harmful behaviors and consequences both at the all-school level and in specific circumstances as needed.	
Objective 1.4: Support and further develop the 7th and 8th grade advisory program, with an aim toward broadening arts exposure and improving rates of student retention.	1.4.1 Develop a peer mentor program to connect students in different grades.	
Objective 1.5: Consider how to create an advisory for high school grades.		
Objective 1.6: Increase diversity, anti-racist, and anti-bullying trainings for students and staff.		
GOAL 2: Work towards creating a space that inspires students, staff, faculty and administrators.		
Objective 2.1: Hire a diverse group of professional performing artists to teach students.		
Objective 2.2: Encourage staff, faculty, administrators and board members to engage in and experience student creative works.		
GOAL 3: Maintain full student enrollment and implement efforts to increase student retention as compared to the previous 5 years.		

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Arts and Academics**Years 1-3 Implementation Strategies****Years 4- 5 Implementation Strategies**

GOAL 1: Analyze achievement data to understand and address trends for specific demographic groups.		
Objective 1.1: Create and develop a team of school personnel to analyze school data.	1.1.1: Provide support (time, professional development) for the data team to become proficient at analysis and sharing findings.	
Objective 1.2: Provide professional development for teachers to become more comfortable with data analysis (trusting the data).		
Objective 1.3: Identify changes to be made at any/all levels (within curriculum to new school policy) based on school data.		
GOAL 2: Improve the shared understanding of Standards Based Grading and increase consistency of implementation across all classes.		
Objective 2.1: Use professional development to improve shared understanding and implementation for all teachers and administrators.		
Objective 2.2: Increase education opportunities and communication about Standards Based Grading for students and families.		
Objective 2.3: Use professional development to ensure that implementation of the Standards Based Grading is consistent.	2.3.1 Revisit course specific Standards Based Grading metrics to align the standards across subject matters.	
Objective 2.4: Develop a common understanding of what represents high-quality evidence of learning within subject areas.		
Objective 2.5: Establish clear expectations for communication through Powerschool. (Examples: -- at least 1 formative assessment per week and 2 Summatives per reporting term M1,S1,M2,S2)		

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-- Grades will be updated by 5pm on Friday the current week.)		
GOAL 3: Work to develop a school culture in which all students are expected to do quality, meaningful work.		
Objective 3.1: Support teachers to design instructional environments that ensure appropriate levels of challenge for students using Universal Design for Learning as a framework.		
GOAL 4: Evaluate scheduling system and course offerings to improve overall timeliness of scheduling and access to classes.		
Objective 4.1: Ensure students can access required courses.		
Objective 4.2: Work to balance class sizes.		

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Student Support**Years 1-3 Implementation Strategies****Years 4- 5 Implementation Strategies**

GOAL 1: Increase the integration of trauma-sensitive practices and social-emotional learning school wide.		
Objective 1.1: Assess and report on the current status of implementation.	1.1.1 Gather community feedback to assess the effectiveness of current implementation of trauma-sensitive practices and social-emotional learning.	1.1.1.1 Gather community feedback as to the effectiveness of the plan referenced in 1.2
Objective 1.2: Create a plan to further support successful implementation.	1.2.1 Evaluate and incorporate relevant curricular resources. 1.2.2 Provide appropriate professional development to support implementation.	1.2.1.1 Incorporate community feedback gathered (as referenced in objective 1.1.1.1).
GOAL 2: Expand the use of a school wide Multi-Tiered System of Support (MTSS) to improve student outcomes as measured by academic performance, attendance, and behavioral incidents.		
Objective 2.1: Create an MTSS team to assess student needs and implement support.	2.1.1 Define a menu of interventions relative to each tier of support. 2.1.2 Clarify a process to orient students, staff, and families.	

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Faculty/Staff Support and Development Years 1-3 Implementation Strategies

Years 4- 5 Implementation Strategies

GOAL 1: Clarify a framework and implement a process of support and evaluation whereby faculty and staff can successfully implement the following prioritized initiatives: Universal Design for Learning; Restorative Practices; School-Wide Positive Behavior Intervention Support.		
Objective 1.1: Evaluate the current status and effectiveness of the named initiatives/programs.	1.1.1 Present a report to the Board of Trustees and Staff/Faculty which outlines the findings of the evaluations.	Determine a plan for sustaining a process of ongoing evaluation of said programs/initiative/curricula.
Objective 1.2: Use the data from 1.1 to develop a plan to dedicate time and create opportunities for faculty and staff members to implement the initiatives successfully.	1.2.1 Update professional development plans as needed.	Create a plan for evaluating the success of each initiative
	1.2.2 Present to the Board of Trustees the plans and programming as relates to furthering these initiatives	Report to the Board of Trustees the outcomes of the evaluations and how the outcomes may impact each initiative.
GOAL 2: Articulate teacher leadership roles and responsibilities.		
Objective 2.1: Clarify role of Department Leaders.	2.1.1 Share with the Board of Directors & Staff/Faculty a presentation outlining roles and responsibilities and chains of command.	
Objective 2.2: Re-Establish the Mentor Program as an effective peer guidance program.	2.2.1 Present to the BoT and Faculty an updated operations manual that outlines the programs and procedures of the Mentor Program.	Create and implement a plan to evaluate the effectiveness of the Mentor Program and present the findings on a yearly basis to the Board of Trustees.

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Communication and Outreach**Years 1-3 Implementation Strategies****Years 4- 5 Implementation Strategies**

GOAL 1: Increase accessibility to school communication and engagement with families with language and/or communication barriers.		
Objective 1.1: Identify, increase and promote pathways for caregivers with language and/or communication barriers to engage with school communications, interact with faculty and administration, give feedback, and participate in providing student support.	1.1.1 Evaluate common and recurring school-wide communications and create a strategy to increase accessibility, considering translation, technology and other needs. <i>For example, provide accessible alternatives to school wide surveys, aim to keep written messages concise and spoken messages clear and slow.</i>	Create a database of translation templates for communications.
	1.1.2 Ensure translated communications and translation services are consistently available to students and families.	Secure appropriate technology resources as determined by the assessment detailed in Objective 1.1.3.
	1.1.3 Assess our current technology resources, and determine which translation, language and accessibility tools could be implemented to increase accessibility.	
	1.1.4 Increase diverse parent membership and participation in school groups such as the Diversity Committee, PTO, SpEd PAC, EL PAC, and hiring committees, among others.	
Objective 1.2: Maintain a student recruitment and enrollment plan that supports a diverse student applicant pool, including ELL students.	1.1.2 Review and update recruitment materials to include other languages based on recruitment goals.	
GOAL 2: Increase PVPA's engagement with the wider community and raise awareness of PVPA's strengths and resources.		

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Objective 2.1: Continue to produce PVPA performance and showcase opportunities that take place in the wider community.		
Objective 2.2: Highlight information about PVPA's arts and academics programs, student /supports, restorative practices, diversity initiatives, and opportunities for engagement on the PVPA website.		
Objective 2.3: Create and strengthen partnerships with local/regional entities, both artistic and not, to support student engagement in the community and foster an opportunity network for creative showcasing.		
Objective 2.4: Continue fostering relationships with local media to better broadcast stories and examples of student success - artistically, academically and otherwise.		

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Technology, Facilities & Services**Years 1-3 Implementation Strategies****Years 4- 5 Implementation Strategies**

GOAL 1: Work with the Friends (owners of the building) to maintain aspects of the building that are up to code, and update areas as needed to bring the entire infrastructure up to current operating standards.		
Objective 1.1: Establish a consistent schedule and committed membership of the Long Range Infrastructure Planning Task Force, considering all diverse members of the PVPA community.		
Objective 1.2: Long Range Infrastructure Planning Task Force will seek community input to weigh infrastructure ideas, evaluate costs associated with building needs based on Strategic Action goals, and create proposals for administration and board review.	<p>1.2.1 Conduct a community survey about the building and what needs are being met or need attention.</p> <p>1.2.2 Determine space needs to figure out whether or not the existing space is sufficient.</p> <p>1.2.3 Focus on maintenance and development of technologies supporting health and safety.</p>	
GOAL 2: Offer EdTech Professional Development focused on student learning, enhancing sustainable instructional practices that support equity and inclusion, and promoting individualized learning.		
Objective 2.1 Re-form Tech Steering Committee.	<p>2.1.1 Charge Steering Committee with exploring technology learning options for students and creating the long-term ed-tech vision.</p> <p>2.1.2 Charge Steering Committee with exploring technology learning options for</p>	Determine and execute an action plan based on the Tech Steering Committee research and recommendations.

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	students and creating the long-term ed-tech vision.	
Objective 2.2 Improve day-to-day technological support.	<p>2.2.1 Explore ways to provide additional technological support beyond the Tech Director, for example consider student support.</p> <p>2.2.2 Designate a team of staff who are available for tech support needs.</p>	
GOAL 3: Continue to improve the school meals program in order to increase equitable access to healthy food options.		
Objective 3.1: Clarify the lunch program process for families and students, especially protocols for ordering and paying.		
Objective 3.2: Evaluate options beyond ordering from South Hadley PS, Family Pizza, and current vending machines.	3.2.1 Consider adding a permanent cafeteria.	
Objective 3.3: Assess long-term options for internalizing as much of the meals program as possible (eating space, hot/cold storage, heated serving area, etc.).		
GOAL 4: Maintain a state-certified school librarian to foster the community network of libraries and bring awareness to internal capacity for community and library curriculum.		
Objective 4.1: Maintain participation in CW/MARS consortium by keeping up the library's Mass Library System membership.		
Objective 4.2: Support the Librarian to offer curriculum to each grade annually.		
Objective 4.3: Increase awareness of community network of partner libraries and community outreach including how the library can foster community in the PVPA community.		