MCCPS Board of Trustees

Governance Committee

September Meeting

Published on September 26, 2025 at 4:11 PM EDT

Date and Time

Tuesday September 30, 2025 at 6:00 PM EDT

Location

Zoom Meeting:
https://us06web.zoom.us/j/92043602027?pwd=RGh6cDBVd2JkVzBFWmpmdk5yTXRKZz09

Meeting ID: 920 4360 2027
Passcode: MCCPSgov

Please note that the in-person meeting will not be suspended or terminated if technological problems interrupt the remote connection.

Agenda

		Purpose	Presenter	Time
I.	**Opening Items**			**6:00 PM**
	A. Record Attendance			1 m
	B. Call the Meeting to Order			

		Purpose	Presenter	Time
II.	**Committee Applicant Interview**			**6:01 PM**
A.	Kathy Santoro Interview	Vote	Polly Titcomb	15 m

Kathy Santoro will be joining us for her interview to join the Governance Committee!

III. Monthly Meeting Schedule

With several new members, I want to discuss what night/s of the week and time of evening work best for GC members so we can set a predictable schedule going forward with maximum attendance at each meeting.

IV.	**Governance**			**6:16 PM**
A.	Review of Board of Trustee Handbook	FYI	Polly Titcomb	15 m

Discussion of current draft of Board of Trustees Handbook and suggestions for next steps/edits/action items related to same.

V.	**Closing Items**			**6:31 PM**
A.	Public Comments and/or Member Comments	Discuss		5 m
B.	Adjourn Meeting	Vote	Polly Titcomb	1 m

Coversheet

Kathy Santoro Interview

Section:	II. Committee Applicant Interview
Item:	A. Kathy Santoro Interview
Purpose:	Vote
Submitted by:	
Related Material:	Santoro Letter of Interest.pdf Santoro CV.pdf

August 23, 2025

Kathy Santoro
0 Front St
Marblehead, MA 02945

Marblehead Community Charter Public School
17 Lime St
Marblehead, MA 01945

Dear Members of the Board of Trustees,

I am writing to express my interest in joining the Governance Committee of Marblehead Community Charter Public School (MCCPS). My affiliation with the school spans many years, as all three of my now adult children attended MCCPS and as you know, my son Nick is a teacher there. During their time as students, I actively participated as a volunteer in various school activities and events. This involvement allowed me to witness firsthand the dedication and commitment of the school community, and it deepened my appreciation for the values and principles upon which MCCPS is built.

Before I retired in July of 2024, I was a Senior HR Director with the Faculty of Arts and Sciences at Harvard University. I have over four decades of experience in the field of Human Resources; ten years in higher education. I am committed to working collaboratively with the board and the wider community to ensure that MCCPS remains a place where every student feels valued, supported, and empowered to achieve their full potential.

Thank you for considering my application to join the Governance Committee of Marblehead Community Charter Public School. I have attached my resume for your review, which provides additional details regarding my qualifications.

Best Regard,

Kathy Santoro
617-921-4475

Kathy Santoro
0 Front St – Marblehead MA 01945

ksantoro001@gmail.com

(617) 921-4475

Summary

Retired Human Resources professional with 20+ years in strategic and operational human resources management – talent management and acquisition, employee relations, organizational change and development, organizational structure design and alignment, HR operations, total rewards, HRIS, global expansion, mergers, and acquisitions, creating strong company cultures, policies and procedures, risk management, and adaptive strategies to drive growth, innovation, and continuous improvement. Technically savvy and proficient.

Professional Experience

Harvard University, Faculty of Arts and Sciences (FAS) – Human Resources, 2013 – 2024
Senior Director of HR Programs and Operations
Managed the Talent Acquisition and HR Programs and Communications teams while supporting a portfolio of departments in an HR Consultant capacity.

- Developed and implemented recognition, management development, career development and mobility, skills training and community building programming for over 2600 FAS staff.
- Provided HR Consultant support to the Social Sciences, Athletics and Education Support Services.
- Member of the leadership team who guided FAS staff through the pandemic.
- Co-Interim Associate Dean of FAS HR June 2021-February 2022
- Recipient of 2016 Dean's Distinction Award

Eliza Corporation, Danvers, MA 2013
Contract Recruiter - Integrated healthcare communication services for health insurers, disease management firms, pharmacy benefit managers, and pharmaceutical companies.

iWorkWell, Virtual Company USA 2012
HR Subject Matter Expert – Write and review HR how-to articles for subscriber supported website

Bioengineering Group, Salem, MA 2007 – 2012
Director, Human Resources
Environmental consulting and engineering firm applying sustainability principles to site planning, water management and energy resource planning.

- Tripled the size of the company with no dedicated recruiting budget.
- Responsible for overall Human Resources function including extensive workforce planning, talent management and acquisition, and project resource deployment
- Streamlined operations and increased privacy through an integrated compensation/billing rate structure

- Improved project performance in a flat, highly matrixed organization by working with managers to clearly specify roles, responsibilities, limits of authority and decision processes; improvements supported through project management training
- Realigned employee's skill sets with a shift in business focus towards renewable energy resource planning through training and restructuring
- Created internship program for graduate and undergraduate students, including hosting international interns from France, Sweden and Korea
- Winner of SJF Institute's 2010 Green Jobs Award

LightTower Consulting, Marblehead, MA 1998 – 2007
Human Resources Consultant
Provided client companies (private, public, non-profit) with the human resources services and strategies. *Sample Projects:*

- Guided a non-profit through a change of leadership including a restatement of mission and values, formulating a clear strategic direction, identifying leadership requirements, filling key leadership positions.
- Worked with a manufacturer to investigate and respond to complaints of sexual harassment with positive outcomes. Also, provided executive coaching and sexual harassment training,
- Developed a performance management program for a publisher including forms, documentation and training all managers.
- Led a team building and planning retreat for a large law firm's administrative staff.

Molten Metal Technology, Waltham, MA 1993 – 1998
VP of Human Resources
Environmental technology company developing and commercializing a proprietary hazardous waste processing technology, Catalytic Extraction Processing (CEP). Clients included both governments and private industry.

- Created a trusted HR Business Partner organization that was fully integrated within the business units.
- Provided one-on-one coaching related to sexual harassment, discrimination, micro-managing, favoritism, anger management, intimidation, communication style, relationship management, delegation, conflict resolution, consensus building, team skills, and leadership.
- Established focused talent acquisition programs for colleges, veterans, people from under-representative communities and employee referrals.
- Directed the build-out of new office space and relocated 400 employees
- Implemented a required random drug testing program.
- In partnership with Lockheed Martin Human Resources, jointly supported the formation of M4 Environmental, a Molten Metal/Lockheed Martin joint venture. M4 grew to over 150 technical employees eventually becoming a wholly owned subsidiary of Molten Metal Technology

Thinking Machines Corporation, Cambridge, MA 1989 – 1993
Director of Human Resources
Developer of a massively parallel supercomputer used primarily by government and university research laboratories for scientific computing.

- Established the HR function and supported global expansion to Europe and Asia.
- Designed and implemented sales incentives and commission plans.
- Nurtured a culture of bottom-up innovation, empowering individuals as change agents through the identification of social leaders, coaching, employee engagement and recognition.
- Successfully resolved multiple highly sensitive employee relations issues involving sexual harassment, stalking, mental illness, personal hygiene and inappropriate email communication.

Lotus Development Corporation, Cambridge, MA 1984 – 1989
Director of Human Resources
Member of the HR team u76r being one of the preferred employers of that time through innovative Human Resources programs. Managed Employment, Compensation, Benefits, Relocation and HRIS functions.

Education
University of California Santa Barbara
Bachelor of Science – Psychology

Boston College
M.Ed. Counseling Psychology

Community Service
Marblehead Council on Aging, “Wisdom Works - Employment Program”, Volunteer Trainer (2009 - 2011)

Coversheet

Review of Board of Trustee Handbook

Section: IV. Governance
Item: A. Review of Board of Trustee Handbook
Purpose: FYI
Submitted by:
Related Material: Draft MCCPS Handbook.docx

szZqv

Policies and Procedures Handbook
for the
Board of Trustees

MARBLEHEAD COMMUNITY CHARTER PUBLIC SCHOOL

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OVERVIEW

The Board of Trustees ("Board") is the governing body of the Marblehead Community Charter Public School ("MCCPS"). The Board has reviewed and adopted the following policies and procedures as a reference tool to help onboard new Board members; to clarify and outline the roles, responsibilities, and processes of its members to ensure consistency in Board operations and decision-making; and to assist the Board to make informed decisions that are aligned with the objectives of MCCPS.

A. Authority

The Authority of the MCCPS Board of Trustees comes primarily from the following sources:

1. M.G.L. c. 69, § 1B; *create link*
2. M.G.L. c. 71, § 89 *create link*
3. MCCPS Charter (established in 1995) *create link*
4. MCCPS By-Laws (last amended in 2020) *create link*
5. MCCPS Board of Trustees Handbook

B. MCCPS Mission Statement

Our mission at MCCPS is to be a school that fosters a community that empowers children to become capable, self-determining, fully engaged individuals who are critical and creative thinkers committed to achieving their highest intellectual, artistic, social, emotional, and physical potential. We are dedicated to involving, learning from, participating in, and serving our school community and the community at large.

PARAMETERS OF BOARD OF TRUSTEES RELATIONSHIPS

Board Relationships

Board to HoS

The MCCPS ByLaws states that the HOS "shall have the sole authority to exercise managerial powers over the day to day operations of the school and to select, appoint, evaluate, and/or remove the school faculty and staff in accordance with applicable federal and state laws and general school policies."

As such, Board members should not be involved at this level of management unless specifically requested by the HoS.

Relatedly, Board members shall consult with the HoS and Chair prior to contacting counsel for MCCPS about any particular issue.

HoS to Board

The HoS is also responsible for collaborating with the Board of Trustees to ensure that the Board's policy prerogatives and the MCCPS administration are aligned. Towards this end, the HoS is expected to:

- Attend all Board and Committee meetings.
- Work with the Board chair to ensure effective Board and Committee operations.
- Work with the Board chair to identify Committee chairs.
- Provide information and guidance to the Board and its Committees.
- Ensure that the Board and Committees have necessary information to make responsible policy decisions
- Work with the Board Chair to ensure smooth Board operations

Staff

The HoS serves as staff to the Board and its Committees. As such, the HoS serves as the primary resource for all Committee activities that may involve or impact any member(s) of the Staff and, in such instances, requires the prior approval of the HoS (or said designee).

Any concerns, questions or comments about the performance of any member of the Staff shall be directed only to the HoS. Likewise, if any member of the Staff approaches any Board member to raise a concern about the HoS or another Staff member, the Board member shall refrain from such discussion and promptly direct that individual to the HoS.

Public

The Board shall ensure that all parent communications and complaints are addressed promptly. Questions and concerns relating solely to the Board shall be answered promptly by the Chair or at the Chair's direction. Communications that require the attention of the entire Board should be referred to the Chair for inclusion on a future meeting agenda. All other communications and complaints may be referred to the HoS for further reply or other action.

GENERAL RESPONSIBILITIES OF BOARD MEMBERS

Whereas the Head of School is responsible for the day-to-day operations, the primary purpose of the Board of Trustees is to set and monitor policies for the MCCPS organization.

Specific Responsibilities include:

- Determine and periodically review the mission and purpose of MCCPS and keep it clearly in focus
- Select the HoS; establish thorough and fair search process; oversee and approve contract negotiation and renewal.
- Support and review the performance of the HoS
- Ensure effective organizational planning
- Ensure adequate financial resources
- Approve annual budget and oversee effective management of resources throughout the year
- Determine, monitor and strengthen educational programs and services
- Ensure legal and ethical integrity and maintain accountability
- Recruit and orient new board members and assess board performance

- Ensuring that the academic programs of MCCPS are successful;
- Ensuring that resources are adequate and managed responsibly.
- Ensuring MCCPS remains compliant with all applicable laws and regulations;
- Ensuring that the program and operations of MCCPS are faithful to the terms of its charter;
- Ensuring that MCCPS is a viable organization;
- Enhancing the public standing of MCCPS by serving as ambassadors, advocates and community representations of the school;
- Selecting, supporting, and evaluating the Head of School; and
- Guiding effective organizational planning.

EXPECTATIONS OF BOARD MEMBERS

Specific Responsibilities

1. Believe in and be an active advocate and ambassador for the values, mission, and vision of MCCPS
2. Work with fellow board members to fulfill the obligations of board membership.
3. Behave in ways that clearly contribute to the effective operations of the Board of Trustees:
– Focus on the good of the organization and group, not on a personal agenda
– Support board decisions once they are made
– Participate in an honest appraisal of one's own performance and that of the board
4. Build awareness of and vigilance towards governance matters rather than management.
5. Regularly attend board and committee meetings.
6. Be aware of, and abide by, the board's various policies and procedures.
7. Prepare for these meetings by reviewing materials and bringing the materials to meetings.
8. Be prepared to contribute approximately 8-10 hours per month toward board service, which includes:
- Attending a monthly board meeting (2 hours)
- Participating on a board committee (2 hours)
- Reading materials, preparing for meetings (1 hour)
- Attending events at the school, assisting with fundraising and other ambassadorial tasks as needed (1-2 hours)
9. Remain informed about the organization and its issues by reviewing materials,

participating in discussions, and asking strategic questions.
10. Actively participate in one or more fundraising event(s) annually.
11. Use personal and professional contacts and expertise for the benefit of ABC. Serve as a committee or task force chair or member.
12. Give an annual financial contribution and support capital campaigns at a level that is personally meaningful.
13. Inform the Board of any potential conflicts of interest, whether real or perceived, and abide by the decision of the board related to the situation.

- Acknowledge when one has not had time to adequately review the meeting packet so as not to slow the agenda by needing to be brought up to speed during the meeting.

ATTENDANCE POLICY

Purpose

This policy was developed with the recognition that Board membership is voluntary and that individual members contribute their time and energy in different ways. However, because Board meetings are the only forum during which the Board can discuss and vote on major organizational policies and decisions, attendance at these meetings carries a special importance.

Board Attendance Problem

If any of the following conditions exist, it is considered a Board attendance problem:
The member has two *"un-notified"* absences in a row.
The member has two *"notified"* absences in a row.
The member misses one quarter of the total number of Board meetings during one of their term years.

Remote Participation

Board members shall follow the applicable policy of the Guidelines of the Attorney General's Office for purposes of determining the acceptability of remote attendance.

Process for Responding to a Board Attendance Problem

The Board Secretary will keep track of Board member attendance through the Board meeting minutes and will provide this information to the Chair. The Chair will directly contact a Board member who is at risk of potentially violating the policy to issue both a verbal and written warning as well as to discuss the problem with the member. If a Board member does violate the policy, the Chair will bring this to the attention of the Board for discussion, after which point a majority vote will be held to determine possible termination from the Board.

BOARD PROCEDURES

The board of trustees and its committees, irrespective of what the title may be, will comply in all respects with the 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

A. Types of Board Meetings

1. Public Meetings

Most business of the MCCPS Board of Trustees can and should be conducted in open session.

2. Executive Sessions

Executive Session, which are closed meetings, may be convened only for specific purposes set forth in the Massachusetts Open Meeting Law pursuant to G.L. c.30A, §21. Executive Sessions should be the exception, not the rule. Counsel for MCCPS should be consulted for guidance prior to scheduling an Executive Session and for proper phrasing of the meeting agenda once determined.

Any Executive Sessions of the Board shall conform insofar as practical to the agenda for the regular meetings.

3. Emergency Meetings

In a situation where immediate action is deemed to be imperative by the Chair and Head of School, an "Emergency Meeting" may be called. In this instance, an emergency is defined as "a sudden, generally unexpected occurrence or set of circumstances demanding immediate action." See G.L. c.30A, §20. Notice of an Emergency Meeting shall be posted as much in advance of the meeting as possible. Such a meeting may be held even though notice was not posted in accordance with the requirements for regularly scheduled meetings.

Any Emergency Meetings of the Board shall conform insofar as practical to the agenda for the regular meetings.

B. Schedule

Pursuant to the _____, the Board shall in at least 10 of the 12 months of the calendar year.

The Board's regularly scheduled meetings shall be on the second Tuesday evenings of every month starting promptly at 7:00pm unless otherwise determined by a majority vote of the Board.

All reasonable efforts should be made to select a regularly meeting schedule that works for all members of the Board.

The Board shall not meet on days designated as Legal Holidays or days on which federal, state or local elections are being held.

C. Agendas

1. Preparation, Format & Content

Massachusetts Open Meeting Law requires posting of "a listing of topics that the chair reasonably anticipates will be discussed at the meeting." *See* G.L. c. 30A, §20(b). Topic descriptions must be specific enough to advise the public of the issues to be discussed.

Generally, the agenda should include the following:

- Calling meeting to order
- Resident Comment
- Head of School Report
- Committee Reports
- New & Old Business (including items which may be voted on)

Where an agenda item is the responsibility of a particular member of the Board or has been requested to be placed on the agenda by another board or committee or citizen, the name of that individual should be noted next to the agenda item to the extent feasible.

2. Timing and Delivery

To the extent feasible, all items for the agenda shall be submitted to the Board or Committee seven (7) days prior to the scheduled meeting.

D. Notice Requirements

The Chairs of the Board and each Committee are responsible for filing the notice of their respective meetings with Executive Office for Administration and Finance in accordance with the Open Meeting Laws and other required procedures.

E. Quorum

In order for business to be transacted at a Board meeting, a majority of the voting members of the Board of Trustees must be in attendance to constitute a quorum.

Voting on Budgets, Policies & Contracts

Absent a majority vote of the Board to the contrary, the Board shall have two (2) separate readings of any proposed policies, contracts, and the like, which require the Board's approval. Absent a majority vote of the Board to the contrary, said readings that separated by at least two (2) weeks.

F. Motions

As outlined in the MCCPS ByLaws, the Board of Trustees and its Committees shall follow the Roberts Rules of Order. As such, the Board may only take official action by a successful motion. As it applies to the Board of Trustees, any member, except for the Chair, can make a motion. Motions must be seconded in order to move to a Board vote. The Chair may not second a motion. Once seconded, any member may speak and vote on a motion (presuming no conflict of interest or other prohibition).

Due to their size, the prohibition against the Chair seconding a motion does not apply to Committees.

A. Minutes

The Board and its Committees shall record the minutes of each meeting, whether publicly held or otherwise. Minutes shall contain a statement of all actions taken by the Board, of the disposition of all proposals for action, and otherwise comply with the requirements of the Massachusetts Open Meeting Law.

The Board must vote to approve the minutes of every meeting in a timely fashion. Outstanding minutes shall be voted on at a public meeting. Accordingly, minutes shall be circulated to the Board as part of the packet for the applicable meeting.

At the request of any Board member, approval of minutes submitted shall be postponed until the subsequent meeting to enable such Select Board member to propose amendments. By unanimous consent, minor corrections may be made to minutes that are otherwise in order for approval without having to revote the amendment(s) at a future meeting.

Upon approval, the Board Clerk or Committee Chair shall upload an electronic copy of the minutes onto Board on Track. Minutes (other than of executive sessions) are open for public inspection.

Minutes of executive sessions shall be separately kept and recorded in accordance with the above procedures. Minutes of executive sessions shall be reviewed periodically for purposes of determining whether they can be made public, and upon such determination shall be recorded with the regular minutes.

B. Citizen Participation

1. Board and Committee meetings are public meetings and, therefore, the public has a right to be present at any open meeting. However, they do not have the right to participate unless the Chair recognizes them.

2. The Board may set aside a resident comment period before, during, or at the end of regular meetings. When applicable, the Board should adhere to the following guidelines for public comment:

    - Before sharing their substantive comments, the individual should identify oneself.
    - Each speaker should be limited to speaking once for a maximum of three (3) minutes.
    - Speakers may raise new issues for future board agendas, identify community problems, and comment on past, present or future board agendas.
    - Absent extraordinary circumstances, the Board should not respond or react to the

issues raised and they should not be discussed or debated at that time.

3. If the Board is considering matters of resident concern as a specific agenda item, the Chair (or by majority vote of the Board) may allow such residents to ask questions or make statements relative to the matter under consideration, whether at the scheduled period for public comment or at the time the Board addresses that specific agenda item.

4. Disorderly Persons
    a. Public members must speak respectfully and refrain from commenting, criticizing, or otherwise disparaging the Board or any of its individual members, school Staff, or other individual.
    b. Under dire circumstances only, state law permits the Chair to order a person to leave a public meeting for unruly conduct and, if that individual does not comply, to order a constable or other officer to remove the person from the meeting. *See* G.L. c. 30A, §20(g). The first step should be to take a recess.

C. Correspondence

The Board is not required to acknowledge, read, or take up at a meeting every request for action or piece of correspondence it receives. The Chair has the discretion to sort the important correspondence from the trivial for purposes of the public meeting. Alternatively, the Chair may choose to adopt a policy of summarizing any correspondence received.

The Board may vote to authorize the Chair, or a delegee of the same, to draft appropriate correspondence on behalf of the Board. A delegee may include another member of the Board, the Head of School, or another appropriate MCCPS staff member.

BOARD COMMITTEES

A. Overview

Committees are essential to the effective operation of an organization. Committees perform the work of the board and report to the board. Staff, particularly the HoS, serve as a primary resource to committees during all committee deliberations. Staff also use committees to help make day-to-day decisions and planning.

Committee members do not need to be board members. Board members are encouraged to look to the community for Committee members. There are people out there who would willingly serve on a Committee but may not want to serve on the Board.

B. Standing Committees

The MCCPS By Laws establishes and outlines the responsibilities of the following Standing Committees of the Board of Trustees:

1. Governance Committee
2. Finance Committee
3. Personnel Committee

In addition, the ByLaws allows for the creation of Task Forces or *Ad Hoc* Committees, which are not required to exist and, therefore, are often intended to be committees that are temporary in nature. Currently, the Board of Trustees has the following *Ad Hoc* Committees:

1. Academic Excellence Committee
2. Development Committee

C. Board Participation

All board members are expected to serve on one committee.

It is recommended that board members not be given multiple committee assignments.

Committee chairs are responsible to recruit their own committee members, in consultation with the chair and CEO.

The chair is an ex-officio member of all committees except the Governance Committee.

D. Operations Policy For Board Committees

The operating procedures for all committees is generally outlined in Article VI, Section 1 of the MCCPS ByLaws. It should be noted that Committees operate within Board-adopted policies, plans (e.g., mission and goals), and the annual budget. Any initiative or activity outside these fundamental annual guidelines requires board approval prior to development and funding.

E. Responsibilities of Committee Members

Know and understand the committee's purpose, scope, and authority.
Attend meetings and participate in discussion and decision-making
Carry out specific task assignments by the due date, and report back to the committee.
Use the staff as key resource and guide.
Each committee must take its own minutes and, if possible, reproduce and distribute its materials to committee members, the board chair, and CEO.
While staff are usually completely responsible for implementation, due to limited resources of the organization, volunteers and board members may actually help carry out some activities. This implementation is done under the guidance/approval of the CEO.

F. Responsibility of Committee Chairs

The committee chair coordinates committee meeting dates.
The committee chair establish the agenda of each committee meeting.
Ensure that proper information is provided to the committee.
Define tasks to be accomplished and select appropriate committee members to do each job and report back to the committee.
Monitor activities of each committee member. If the assigned individual does not accomplish his or hertasks, assign the work to another individual.
Maintain minutes of the committee meetings as needed.
Maintain proper records and files of projects and activities.
Notify board chair if the committee requires any action to be taken at the board meeting.
Make reports at board meetings as necessary.

G. Role of the Chair of Board of Trustees

It is recommended that the chair and CEO meet with each committee chair after

the board election, in order to review the committee responsibilities and direction for the new year. Committees may have tasks remaining from the previous year; critical issues may have surfaced during annual planning.

The chair of the board monitors activities of the committees and ensures task completion.

The chair maintains regular (i.e., at least monthly) contact with committee chairs. Committee monitoring can be divided between the chair and vice chair.

H. Terms of Committee Members & Chairs

Committee appointments shall be made annually. Appointments shall be made by a majority vote of the Board.

The Chair of each committee shall be voted on annually. All members of each committee are encouraged and expected to take on the role of chair at some point.

NEW MEMBER ONBOARDING

Phase I: Recruitment

All Board and Committee members should be focused on formal and informal recruiting throughout the year.
The goal of this networking introduction is to provide enough information for the prospective candidate to understand a high-level view of the Board of Trustees, the type of work conducted and general ways of working.
In the recruitment stage, a prospective board member should be offered to review the following materials from the recruiting member:

1. MCCPS ByLaws
2. Board Handbook
3. Organization chart of board and school leadership

Phase II: Application

Interested applicants should submit the following documents to the Chair of the Governance Committee, whose contact information shall be provided by the recruiter:
1. Letter of Interest
2. Resume/CV
3. Contact Information

Phase III: Governance Committee Interview and Vote

Chair of the Governance Committee will present the prospective candidate to the Board for an interview and vote

Schedule the candidate for his/her interview and request time from the Board Chair to reserve time on the Agenda for the agreed upon date

Provide a copy of the candidate’s resume prior to the interview via Board on Track (attach to agenda)

Conduct the Interview at the scheduled meeting time.

The Governance Committee may vote immediately or postpone the vote to another day if

additional information is needed. The candidate may remain for the vote or choose to leave.

An affirmative vote by the Governance Committee is a *recommendation* for appointment to the Board of Trustees. The applicant does not become a member of the Board until and unless the individual is so voted by the full Board.

Phase IV: Board Interview and Vote

Board Chair will present the prospective candidate to the Board for an interview and vote

Schedule the candidate for interview and reserve time on the Agenda for the agreed upon date

Provide a copy of the candidate's resume prior to the interview via Board on Track (attach to agenda)

Conduct the Interview at the scheduled meeting time.

The Board may vote immediately or postpone the vote to another day if additional information is needed. The candidate may remain for the vote or choose to leave.

The applicant becomes a member of the Board of Trustees after an affirmative vote of the full Board. However, the applicant does not become a voting member until approved by DESE.

Phase V: Orientation

New board members will attend a mandatory orientation session, which will be conducted by the board chair, HoS, and the chair of the committee to which the new member would be potentially added.

The session will be held before the board meeting following the member's election to the board and will last for approximately one hour.

The orientation session will be comprised of three elements:
1. A comprehensive review of the board and the organization:

The mission, vision, and values of the organization; the history of the board and founding of the organization, roles and responsibilities of the board and the CEO, the administrative calendar with the board meeting schedule and other major activities of the board, an organizational chart that includes the list of current and planned committees
2. A broader discussion about the external environment the organization operates within: This will include information about political, economic, demographic, legislative, competitive trends and changes that have impact on the organization and the children it serves), financial information, and detailed information about the educational program.
3. An in-depth orientation to the new member's committee work:
A more detailed conversation about the role of the new member on an existing committee, current issues and topics being examined by the committee, tasks and an action plan being executed by the committee, and any other information that would be helpful to the new member about committee work.

4. A school tour independently arranged with and given by the HoS would introduce the new member to the school site and allow him or her to meet some of the administrative faculty at the school.

Phase VI: Documentation & Certifications

New Board members shall receive:
1. MCCPS Bylaws (Board on Track or School Website)
2. Board Handbook (Board on Track or School Website)
3. Massachusetts Open Meeting Laws (www.mass.gov/ago/openmeeting);
4. Massachusetts Public Records laws Go to **www.sec.state.ma.us**>Public Records Tab>Locate, print and read PDF guide
5. Massachusetts Conflict-of-Interest laws (www.mass.gov/ethics > Education & Training Resources Tab)
6. Roberts Rules of Order (online)
7. Board agendas and minutes from the previous year (Board on Track)

New Board Members shall complete the following within one month of their appointment and shall submit a copy of the applicable forms to the Chair of the Board:

1. State Financial Disclosure Form (www.mass.gov/ethics > Education & Training Resources Tab>Take Online Test)
2. Open Meeting Law Training (www.mass.gov/ago/openmeeting > Take Test

Phase VII: Follow Up

After the initial orientation session has taken place and some time within the first three months of tenure, a follow-up meeting would be held comprising the new board member and either the board chair or the governance committee chair or vice chair.
The purpose of this meeting would be to give the new member an opportunity to discuss any outstanding issues and or questions that he or she may have regarding the board governance process or a particular topic relevant to his or her committee work.

Summary of Onboarding Process

1. Congratulatory Letter: The applicable Governance Committee Member will customize congratulatory letter template and send it to the candidate via email with the Chair of the Governance Committee and the Board on c.c. This step should occur within 3-5 days of the vote
2. Orientation Package: The Orientation Package for new Trustees should be attached to the congratulatory email.
3. Paperwork to the State for Approval: The Chair of the Governance Committee will send the letter of request to the state along with the candidate's resume. This step should occur within 3-5 days of the vote
4. State Required Training: Once the candidate's information is submitted in the website, the candidate will be sent state required training.
5. Approval from the State – Status: The Chair of the Governance Committee will monitor the approval status of the candidate and notify him/her, along with the Chair of the Board of Trustees, when he/she has been approved by the state and is an eligible voting member of the Board
6. Board on Track - Trustees: Once approved by the state, the Chair of the Governance Committee will update his status on the Board on Track

EXITING BOARD MEMBERS

How a Trustee exits the Board is as important as how we help a Trustee transition to his/her role and term. Three recommended key elements to the exit process include:

1. Regularly review board composition, upcoming expiring terms, skill sets exiting as terms expire and begin planning for transition. Utilize succession plans to plan and replace Chair roles and create transition plans.
2. As a best practice, identify replacement six months prior to a Trustee leaving the Board and have new Trustee and exiting Trustee work together prior to exit.
3. Celebrate his/her service! Thank the Trustee for his/her service to the Board and recognize him/her for contributions to the Board and the School.
4. Chair of the Board should conduct and exit interview with the exiting Trustee and ask for some general feedback about the efficiency of the Board – what does the Board do well and are there opportunities for improvement.

There are a lot of ways to continue to stay connected to the school for exiting Trustees including: serving on a Committee, participating as a mentor to new Trustees and volunteering for ad hoc committees. The Chair should ask if the Trustee has any interesting in continuing to participate with the school in the future.

ANNUAL CALENDAR

To ensure that you structure the Board's time to be as efficient and effective as possible, the Board and its Committees should try to comply with the following annual fiscal calendar for the key work of the Board and its Committees.

July - September

- FULL BOARD
  - Review the HoS's short- and long-term succession plan for him/herself.
  - Finalize goals against which to measure CEO's performance for the year
- HEAD OF SCHOOL
- The Governance Committee:
  - Review Board Composition and Structure
  - Solidify recruiting plan
  - Confirm Board Members, term cycles, recruiting needs
  - Succession planning/three-year plan
- Finance Committee:
- Personnel Committee:
- Academic Excellence Committee:
- Development Committee:
  - Develop annual fundraising plan

October – December

- FULL BOARD
  - Review and vote to approve HoS's goals and short- and long-term succession plans.
- HEAD OF SCHOOL
  - At each monthly meeting, report on progress towards identified goals
  - Complete self-reflection
  - Ensure staff satisfaction survey is completed
- The Governance Committee:
  - Share recruiting plans at board meeting
  - Ensure each committee chair completes or updates committee description with their respective members
- Finance Committee:
  - Collaborate with HoS and finance team to develop scenarios and a

meaningful timeframe for multi-year budget projections. These scenarios should include staff and HoS pay scales, and any necessary research and revisions; the projected number of students and new staff slots; anticipated per-pupil tuition; and any facilities plans.
    - Create multi-year, multi-scenario budget projections.
    - Review projections with HoS and present them to the Board
    - Complete the annual audit and share with the Board
- Personnel Committee:
- Academic Excellence Committee:
    - Provide Board training on various assessment tools and results of each assessment
- Development Committee:
    - Share annual fundraising plan with full Board
    - Share expectations for individual Board members
    - Begin implantation of first events

January – March

- FULL BOARD
    - Conduct individual trustee assessments
    - Use the results to inform nominations at your annual meeting
    - Meet with individual Board members as needed to discuss results
- HEAD OF SCHOOL
    - At each monthly meeting, report on progress towards identified goals
    - Review progress towards annual goals
    - Ensure staff satisfaction survey is completed
- The Governance Committee:
    - Share recruiting updates at board meeting
    - Continue to implement your recruiting and/or board expansion plan
    - Continue to evaluate board meeting effectiveness on a regular basis
- Finance Committee:
    - Review first draft of budget for next fiscal year
    - Present the first draft of the budget for next fiscal year to full Board
        - Work with HoS and finance staff on revisions for the first draft and Present final budget for next fiscal year to full board for approval
    - Presentation updated draft to Board at subsequent meeting
        - Questions and Vote of approval by Board

- PERSONNEL COMMITTEE:
- Academic Excellence Committee:
    - Provide second Board training on various assessment tools and results of each assessment
    - Update Board on learnings and plan to address concerns based on results of second assessment
- Development Committee:
    - Continue with planning and implantation of events

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April – June

- FULL BOARD
    - Share results of staff satisfaction survey
    - Conduct end-of-year HoS evaluation, incorporating staff surveying as needed
- HEAD OF SCHOOL
    - At each monthly meeting, report on progress towards identified goals
    - Review progress towards annual goals
    - Share results of HoS self-assessment
- The Governance Committee:
    - Share recruiting updates at board meeting
    - Continue to implement your recruiting and/or board expansion plan
    - Assist in preparation for annual retreat and annual meeting
    - Discuss results of individual trustee assessments with Board Chair and meet with individual members to discuss results, as needed
    - Prepare recommendations for additional terms at annual meeting based on individual trustee assessments
- Finance Committee:
    - Review first draft of budget for next fiscal year
    - Present the first draft of the budget for next fiscal year to full Board
        - Work with HoS and finance staff on revisions for the first draft and Present final budget for next fiscal year to full board for approval
    - Presentation updated draft to Board at subsequent meeting
        - Questions and Vote of approval by Board
- PERSONNEL COMMITTEE:
- Academic Excellence Committee:
    - Review end of the year state assessment data with the Board

- Development Committee:
    - Continue to implement fundraising events
    - Summary of fundraising success for year
    - Thoughts on strategies to improve efforts going forward

ANNUAL RETREAT

The annual meeting and the annual retreat are different events. Although they may occur at the same time, ideally the two are held separately with the annual meeting taking place at a later date than the annual retreat.

Regular monthly Board meeting focus on monthly reports, recent events, committee reports, and short-term planning. In contrast, the annual retreat agenda should focus on two or three overarching themes:

(1) Building & Strengthening Board Relationships

The Annual Retreat should be a time for Board members to get to know each other. For this reason, it is critical for all Board members to attend the Annual Retreat in person. This is also a chance to establish and enhance the Board's culture.

Examples of how to establish and enhance Board culture include:

- "Icebreaker" exercises
- Reflect on successes over past year and appreciate each other for their work
- Discuss board culture and expectations

(2) "Bigger Picture" issues relating to policy development and long-term planning

Examples of such topics include:

- MCCPS's high-level priorities
- Results of the Board Assessment
- Board and HoS Partnership
- Board Goals and Accountability
- Board recruiting and succession planning
- Board structure and composition
- How to maintain/improve governance capabilities in coming year and beyond

Other topics may include:

- Charter Renewal (when applicable)
- Annual Board Calendar

(3) Board Training/Professional Development

Examples of such topics include:

- Governance best practices
- Open Meeting Law training
- Board On Track training
- Instructional model

Board Training/Professional Development does not need to occur during the Annual Retreat, especially if the Agenda is already full with other items and topics. In that case, this component can occur at the Annual Meeting and ideally also intermittently at regularly scheduled Board meetings throughout the year.

ANNUAL MEETING

As stated above, the annual meeting and the annual retreat are different events. Although they may occur at the same time, ideally the two are held separately with the annual meeting taking place at a later date than the annual retreat.

Whereas regular Board meeting focus on immediate and short-term issues and reports and the Annual Retreat focuses on building Board relationships and strategic governance and policy planning, the Annual Meeting should focus primarily on overarching housekeeping issues.

Examples of housekeeping topics include:

- Vote in new and re-appointed Board members
- Sign Board member agreements
- Confirm and/or Elect Board officers and Committee chairs

If not covered at the Annual Retreat, examples should include:

- Charter Renewal (when applicable)
- Present and Review Annual Board Calendar
- Board Training/Professional Development

ACKNOWLEDGEMENT

Your signature below acknowledges that you have carefully read this Board of Trustees Handbook and agree to comply with the terms outlined herein.

Name: _____

Term of Office: _____

Date of Signature: _____