MCCPS Board of Trustees

October 2026 Governance Committee Meeting

Published on October 19, 2026 at 10:38 AM EDT
Amended on October 26, 2026 at 6:31 PM EDT

Date and Time

Monday October 26, 2026 at 6:30 PM EDT

https://us06web.zoom.us/j/83013171436?pwd=TamRziLyqGZT1e529GANacL5a6iFb4.1

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

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Agenda

		Purpose	Presenter	Time
I.	**Opening Items**			**6:30 PM**
	A. Record Attendance			1 m
	B. Call the Meeting to Order			
II.	**Standards and Rubric Development**			**6:31 PM**
	The GC will develop and then follow a set of standard questions and an evaluation rubric for all potential Board candidates.			

		Purpose	Presenter	Time
A.	Discussion and review	Discuss	Katie Holt	30 m
III.	**General Governance Discussion**			**7:01 PM**
A.	Review of Section of Board of Trustee Handbook	Discuss	Stephanie Brant	30 m
	Discussion of school counsel’s review			
B.	Approve Previous Minutes	Approve Minutes		5 m
	Approve minutes for Monthly Governance Meeting on September 24, 2026			
C.	Prospective Board Membership	Discuss	Katie Holt	5 m
IV.	**Closing Items**			**7:41 PM**
A.	Public Comments and/or Member Comments	Discuss		5 m
B.	Adjourn Meeting	Vote	Holt	1 m

Coversheet

Review of Section of Board of Trustee Handbook

Section: III. General Governance Discussion
Item: A. Review of Section of Board of Trustee Handbook
Purpose: Discuss
Submitted by:
Related Material:
Draft_MCCPS BOT_Handbook as of May 28, 2026 with Al Gray comments.docx

Policies and Procedures Handbook
for the
Board of Trustees

MARBLEHEAD COMMUNITY CHARTER PUBLIC SCHOOL

Table of Contents

BOARD OF TRUSTEES OVERVIEW 1

AUTHORITY 1
MCCPS MISSION STATEMENT 1

PARAMETERS OF BOARD RELATIONSHIPS 1

1. BOARD TO HEAD OF SCHOOL (HOS) 1
2. HOS TO BOARD 2
3. STAFF 2
4. THE PUBLIC 2

GENERAL RESPONSIBILITIES AND EXPECTATIONS OF BOARD MEMBERS 3

EXPECTATIONS OF BOARD MEMBERS 4

ATTENDANCE POLICY 5

1. PURPOSE 5
2. BOARD AND COMMITTEE ATTENDANCE PROBLEMS 5
3. REMOTE PARTICIPATION 5
4. PROCESS FOR RESPONDING TO A BOARD ATTENDANCE PROBLEM 5
5. PROCESS FOR RESPONDING TO A COMMITTEE ATTENDANCE PROBLEM 6

BOARD PROCEDURES 6

1. TYPES OF BOARD MEETINGS 6
2. SCHEDULE 6
3. AGENDAS 7
4. NOTICE REQUIREMENTS 7
5. QUORUM 7
6. VOTING ON BUDGETS, POLICIES & CONTRACT 8
7. MOTIONS 8
8. MINUTES 8
9. CITIZEN PARTICIPATION 9
10. CORRESPONDENCE 10

BOARD COMMITTEES 10

OVERVIEW 10
1. STANDING COMMITTEES 10
2. BOARD PARTICIPATION 10
3. OPERATIONS POLICY FOR BOARD COMMITTEES 11
4. RESPONSIBILITIES OF COMMITTEE MEMBERS 11
5. RESPONSIBILITY OF COMMITTEE CHAIRS 11
6. ROLE OF THE CHAIR OF BOARD OF TRUSTEES 12

7. Terms of Committee Members & Chairs 12

NEW MEMBER ONBOARDING 12

Phase I: Recruitment 12
Phase II: Application 12
Phase III: Governance Committee Interview and Vote 13
Phase IV: Board Interview and Vote 13
Phase V: Orientation 14
Phase VI: Documentation & Certifications 14
Phase VII: Follow Up 15
Summary of Onboarding Process 15

EXITING BOARD MEMBERS 16

ANNUAL CALENDAR 16

ANNUAL RETREAT 17

ANNUAL MEETING 18

ACKNOWLEDGEMENT 20

Board of Trustees 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 for its members to ensure consistency in Board operations and decision-making; and to assist the Board in making informed decisions that are aligned with the objectives of MCCPS.

Authority

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

1. Board of elementary and secondary education; duties - M.G.L. c. 69, § 1B
2. Commonwealth charter schools; Horace Mann charter schools; applications; enrollment; employees; funding - M.G.L. c. 71, § 89
3. MCCPS Charter (established in 1995)
4. MCCPS By-Laws (last amended in 2020)
5. MCCPS Board of Trustees Handbook

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 Relationships

1. Board to Head of School (HoS)

The MCCPS Bylaws state 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 Board Chair prior to contacting counsel for MCCPS about any particular issue.

2. 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:

a. Attend all Board meetings, the following sub-committee meetings - FinCom, Governance and Academic Excellence. The HoS or designee shall attend other sub-committee meetings, as needed.

b. Work with the Board Chair to ensure effective Board and Committee operations

c. Work with the Board Chair to identify Committee Chairs

d. Provide information and guidance to the Board and its Committees

e. Ensure that the Board and Committees have necessary information to make responsible policy decisions

f. Work with the Board Chair to ensure smooth Board operations

3. Staff

The HoS serves as the representative of the 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.

From Al Gray: What if the concern has to do with you as the HOS? I do not think such can be necessarily referred to you to handle. If a concern of some sort is raised regarding you in your capacity as HOS I believe the Board Chair or other designee would need to be responsible for handling it.

4. The 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 and Expectations of Board Members

Whereas the HoS is responsible for the day-to-day operations, as informed by the MCCPS By-Laws, the primary purpose of the Board of Trustees is to be responsible for establishing the School's mission, strategic direction, monitoring the School's performance and compliance. Given that, the Board is focused on:

- Board roles and responsibilities
- Accountability for the School's performance outcomes
- Policies relevant to the School's Charter, By-Laws and the Board of Trustees (as distinct from policies related to the School's staff, operations and 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.

Specific responsibilities include:

1. Determining and periodically reviewing the mission and purpose of MCCPS, and keeping it clearly in focus
2. Selecting the HoS; establishing thorough and fair search processes; overseeing and approving contract negotiation and renewal
3. Supporting and reviewing the performance of the HoS
4. Ensuring effective organizational planning
5. Ensuring adequate financial resources
6. Approving the annual budget and overseeing effective management of resources throughout the year
7. Monitoring outcome data related to educational programs and services
8. Ensuring legal and ethical integrity and maintaining accountability
9. Recruiting and orienting new board members and assessing board performance

10. Ensuring that resources are adequate and managed responsibly
11. Ensuring MCCPS remains compliant with all applicable laws and regulations
12. Ensuring that the programs and operations of MCCPS are faithful to the terms of its charter
13. Ensuring that MCCPS is a viable organization
14. Enhancing the public standing of MCCPS by serving as ambassadors, advocates and community representations of the school

Expectations of Board Members

Specific expectations include:

1. 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. Clearly and meaningfully contribute to the effective operations of the Board of Trustees:
    a. Board members are expected to work toward the organization's shared goals and mission, prioritizing collective progress over individual priorities.
    b. Support Board decisions once they are made
    c. Participate in an honest appraisal of one's own performance and that of the Board
4. Build awareness of and vigilance towards strategic governance matters rather than day-to-day operations.
5. Regularly attend board and committee meetings
6. Volunteer to assume the role as Chair of committees
7. Be aware of, and abide by, the Board's various policies and procedures
8. Board members are expected to prepare in advance of meeting by reviewing all distributed materials so they can fully participate
9. Contribute approximately 8-10 hours per month toward board service, which includes:
    a. Attending a monthly board meeting (2 hours)
    b. Participating on a board committee (1 hour per committee)
    c. Reading materials, preparing for meetings (1 hour)
    d. Attending events at the school, assisting with fundraising and other ambassadorial tasks as needed (1-2 hours)

10. Actively participate in one or more fundraising event(s) annually
11. Use personal and professional contacts and expertise for the benefit of MCCPS.
12. Actively participate in one or more fundraising events and support capital campaigns at a level that is personally meaningful. MCCPS staff and faculty are exempted from this expectation.
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.

Attendance Policy

1. **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.

2. **Board and Committee Attendance Problems**

   If any of the following conditions exist, it is considered an attendance problem:

   a. The member has two *"un-notified"* absences in a row.

   b. The member has two *"notified"* absences in a row.

   c. The member misses one quarter of the total number of meetings during one of their term years.

3. **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.

4. **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.

5. **Process for Responding to a Committee Attendance Problem**

   Committee attendance problems can be discussed on a case-by-case basis by the Committee Chair.

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.

1. **Types of Board Meetings**
   a. **Public Meetings** - Most business of the MCCPS Board of Trustees can and should be conducted in open session.
   b. **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.
   c. **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.

2. **Schedule**

   Pursuant to the By-Laws, the Board shall meet in at least 10 of the 12 months of the calendar year.

   The Board's regularly scheduled meetings shall be monthly and posted at least 48 hours in advance in accordance with Open Meeting Law.

   All reasonable efforts should be made to select a regular 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.

3. **Agendas**

   a. **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:

      1. Calling meeting to order
      2. Public Comment
      3. Head of School Report
      4. Committee Reports
      5. New and 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.

   b. **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.

4. **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.

5. **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.

6. **Voting on Budgets, Policies & Contract**

   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.

   From Al Gray: *I do not see the need to have two readings of proposed policies etc. as set forth. All I think needs to be said is that the budget, policies, contracts etc. need a majority or two-thirds vote to approve. Two thirds is offered as a suggestion if you want a heightened level of requirement in order to approve. The board would always have the discretion to table discussion on a particular proposal to the next meeting if there was a need or desire for further deliberation or consideration.*

   Proposed Language: Budgets, policies, contracts, and other matters requiring Board approval shall be approved by a majority vote of the Board Trustees present, unless a different voting threshold is required by law, the Bylaws, or another governing document.

   The Board may defer action on any matter when additional information, discussion, or consideration is needed.

7. **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.

8. **Minutes**

   a. 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.

b. 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.

c. 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.

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

e. 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.

From Al Gray: Regarding executive session minutes it is stated that a periodic review will be conducted to determine if any information can be made public. Not sure under what circumstances such could happen as there was probably a particular non-public reason why an issue was addressed in executive session. You also may wish to add that prior to any such public release that school counsel be consulted.

9. **Citizen Participation**

a. 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.

b. The Board may set aside a public 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 themself.

- 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.

c. If the Board is considering matters of public concern as a specific agenda item, the Chair (or by majority vote of the Board) may allow the public 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.

d. Disorderly Persons:

- 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.
- 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.

10. **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.

From Al Gray: In the correspondence section it indicates that certain individuals may be designated to respond to correspondence. Those designees being defined as a board member, HOS or staff. Not that I am looking for any additional work, but I would imagine there may be certain circumstances where I as counsel would be requested to respond to correspondence.

BOARD COMMITTEES

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.

1. **Standing Committees**

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

   a. Governance Committee

   b. Finance Committee

   c. 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:

   a. Academic Excellence Committee

   b. Development Committee

   c. DEI Committee

2. **Board Participation**

   a. All board members are expected to serve on one committee.

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

   c. Committee Chairs are responsible to recruit their own committee members, in consultation with the Chair and HoS.

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

3. **Operations Policy for Board Committees**

The operating procedure 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.

4. **Responsibilities of Committee Members**
    a. Know and understand the committee's purpose, scope, and authority
    b. Attend meetings and participate in discussion and decision-making
    c. Carry out specific task assignments by the due date and report back to the committee
    d. Use the staff as key resource and guide
    e. Each committee must take its own minutes and, if possible, reproduce and distribute its materials to committee members, the Board Chair, and HoS
    f. 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 HoS.
5. **Responsibility of Committee Chairs**
    a. Coordinates committee meeting dates.
    b. Establishes the agenda of each committee meeting
    c. Ensures that proper information is provided to the committee
    d. Defines tasks to be accomplished and select appropriate committee members to do each job and report back to the committee
    e. Monitors activities of each committee member. If the assigned individual does not accomplish his or her tasks, assign the work to another individual
    f. Maintains minutes of the committee meetings as needed. Minutes must be uploaded and published to Board on Track.
    g. Maintains proper records and files of projects and activities
    h. Notifies Board Chair if the committee requires any action to be taken at the board meeting
    i. Makes reports at board meetings as necessary
6. **Role of the Chair of Board of Trustees**
    a. It is recommended that the Chair and HoS 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.

b. The Chair of the Board monitors activities of the committees and ensures task completion.

c. The Chair maintains regular (i.e., at least monthly) contact with committee Chairs. Committee monitoring can be divided between the Chair and Vice Chair.

7. **Terms of Committee Members & Chairs**

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

b. 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

1. All Board and Committee members should be focused on formal and informal recruiting throughout the year.
2. 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.
3. In the recruitment stage, a prospective board member should be offered to review the following materials from the recruiting member:
    a. MCCPS Bylaws
    b. Board Handbook
    c. 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 recruiting member:

1. Letter of Interest
2. Resume/CV
3. Contact Information

Phase III: Governance Committee Interview and Vote

Chair of the Governance Committee will:

1. Present the prospective candidate to the Board for an interview and vote
2. 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
3. Provide a copy of the candidate's resume prior to the interview via Board on Track (attach to agenda)
4. 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:

1. Present the prospective candidate to the Board for an interview and vote
2. Schedule the candidate for interview and reserve time on the Agenda for the agreed upon date
3. Provide a copy of the candidate's resume prior to the interview via Board on Track (attach to agenda)
4. 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.

From Al Gray: Regarding interviewing potential new board members there is no provision for the HOS to conduct a separate interview or participate in the interview process. Not sure if this is the norm, but I would think the HOS would want to have input as to who is placed on the board.

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; the Clerk is responsible for collecting and submitting the required documents to DESE.

Phase V: Orientation

New board members will attend a mandatory orientation session, which will be conducted by the Board Chair or Vice Chair, and/or HoS (if available).

The session will be held in person or on Zoom before the board meeting following the member's election to the board.

The orientation session will be comprised of four elements:

1. A comprehensive review of the board and the organization, including 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 HoS, 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, including 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, including 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. Upon request, a school tour can be arranged with the HoS to 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 sometime 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 cc. 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 Clerk 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 Clerk 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 or the Clerk will update his status on the Board on Track.

Exiting Board Members

How a Board Member exits the Board is as important as how we help a Member 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 Board Member leaving the Board and have new Board Member and exiting Board Member work together prior to exit
3. 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 calendar for the key work of the Board and its Committees.

July

- Adopt Annual Report
- Adopt Annual Board Goals
- Review Accountability Plan and Strategic Plan, as applicable

August

- Elect Board Officers
- Adopt HoS Goals
- Open Annual Board Self-Assessment

September
- Review Annual Board Self-Assessment
- Approve Committee Memberships and Vice Chairs

October
- Adopt Annual Audit (must be done by Oct. 31)
- MCAS/Academic Performance Presentation
- Review HoS Evaluation Process

November
- HoS Contract Renewal Notice

December
- Review HoS Annual Goals and Board Goal Progress

January
- HoS Mid-Year Review

February
- Adopt School Calendar

March
- Set Satisfaction Survey Timeline
- Set Annual Board Retreat Date
- Review HoS Evaluation Form

April
- HoS presentation on annual goals, budget adoption

May
- HoS Annual Evaluation

June
- Annual Board Retreat
- Review Board Goal Accomplishments

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 and the goal of 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.

1. Examples of how to establish and enhance Board culture include:
    a. "Icebreaker" exercises
    b. Reflect on successes over past year and appreciate each other for their work
    c. Discuss board culture and expectations
2. "Bigger Picture" issues relating to policy development and long-term planning

    Examples of such topics include:
    a. MCCPS's high-level priorities
    b. Results of the Board Assessment
    c. Board and HoS Partnership
    d. Board Goals and Accountability
    e. Board recruiting and succession planning
    f. Board structure and composition
    g. How to maintain/improve governance capabilities in coming year and beyond
3. Board Training/Professional Development

    Examples of such topics include:
    a. Governance best practices
    b. Open Meeting Law training
    c. Board On Track training
    d. Instructional model
4. Other topics may include:
    a. Charter Renewal (when applicable)
    b. Annual Board Calendar

Board Training/Professional Development does not need to occur during the Annual Retreat, especially if the agenda is already full of 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

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.

1. Examples of housekeeping topics include:
    a. Vote in new and re-appointed Board members
    b. Sign Board member agreements
    c. Confirm and/or Elect Board officers and Committee chairs
2. If not covered at the Annual Retreat, examples should include:
    a. Charter Renewal (when applicable)
    b. Present and Review Annual Board Calendar
    c. Board Training/Professional Development

ACKNOWLEDGEMENT

Please acknowledge that you've received and reviewed this handbook by sending a confirmation email to the Board Chair.

Coversheet

Approve Previous Minutes

Section: III. General Governance Discussion
Item: B. Approve Previous Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Monthly Governance Meeting on September 24, 2026

APPROVED

MCCPS Board of Trustees

Minutes

Monthly Governance Meeting

Date and Time
Thursday September 24, 2026 at 6:30 PM

Location
Virtual Meeting

https://us06web.zoom.us/j/83013171436?pwd=TamRziLyqGZT1e529GANacL5a6iFb4.1

Meeting ID: 830 1317 1436
Passcode: aJUyd8

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

Committee Members Present
Eric Neagle (remote), Karen Kagan (remote), Katie Holt (remote), Stephanie Brant (remote)

Committee Members Absent
Kathy Santoro, Polly Titcomb

I. Opening Items

A. Record Attendance

B.

Call the Meeting to Order

Katie Holt called a meeting of the Governance Committee of MCCPS Board of Trustees to order on Thursday Sep 24, 2026 at 6:37 PM.

II. Interview for Prospective Board Member

A. Dustin Floyd Interview for Board Membership

Dustin Floyd is a parent of two Charter students (8th and 4th grade). Is in the hospitality industry; manages hotels; franchise performance consultant—works with hotels to improve their performance.

Katie Holt explained the role of the Board of Trustees, the time requirement for Board membership, committee roles, etc… Katie explained that the Board members may disagree with a school policy but our role is not to change the policy but to ensure compliance with the school charter.

Eric Nagel asked Dustin Floyd how he would best support or help teachers; Floyd responded that he thinks the best thing to do is to first ask what the teacher needs and how to help.
Eric Nagel asked what Dustin Floyd thinks our biggest challenge is; Floyd responded that the enrollment from sending districts must increase and that is the biggest challenge for the school.

Karen Kagan noted that development is what the school greatly needs and asked if Dustin Floyd has any interest or resources in this area.

Katie Holt mentioned the 8th grade field trip to DC being cancelled and if that was an impetus for joining the Board; Mr. Floyd said he attempted to join the Board previously but did not hear back from the Chair. Mr. Floyd said that while he is disappointed by the trip's cancellation that is not his reasoning for joining. Holt mentioned the best practice that Board members represent the Board and the Board's view on issues. Floyd said that he would have no problem adhering to that.

Ms. Brant asked how Mr. Floyd would differentiate being being a student advocate for his children versus the role of being a Board member.

Ms. Brant inquired about Mr. Floyd's interest in DEI and the relative challenges of that population; Mr. Floyd talked about how Marblehead itself has very little diversity.

B. Vote on Board Membership

—Discussion about the GC's role in Board membership recruiting
—Next step Governance committee to finalize qualifications for Floyd application before going to the Board meeting

III. Governance

A. Review of Section of Board of Trustee Handbook

–moved discussion to next meeting so that Kathy Santoro could contribute

B. Approve Previous Minutes

Eric Neagle made a motion to approve the minutes from Monthly Governance Meeting on 07-20-26.
Karen Kagan seconded the motion.
The committee **VOTED** to approve the motion.

C. Prospective Board Membership

—-GC needs guidance from counsel on SOP

IV. Closing Items

A. Public Comments and/or Member Comments

B. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:48 PM.

Respectfully Submitted,
Katie Holt